



Work Psychology Group

Thinking differently

**AI and corporate assessment:
Risks and opportunities for innovation
in selection and recruitment**

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Overview

1. Recent innovations in organisational assessment (in selection and recruitment)
2. Progress of AI in assessment
3. What are the risks and opportunities?
4. Summary



1. Recent innovations in assessment

- Overall shift towards data-based decision-making and ***evidence-based*** HR practices
- Context of ***digital*** transformation
- Move towards ***multi-disciplinary teams***
(psychologists, data, behavioural and computer scientists, marketing and brand management)
- Automation, gamification and use of AI brought ***significant innovations*** in assessment



Gamified and Game-Based Assessments



Gamified Assessments

Simulations: Virtual Day in the life
Games: Still feel like an assessment
Written assessment: Sleek, still answering questions, maybe via text



SHAKER
virtualjobtryout

ideal.

ASSESSMENT IN
VIRTUAL REALITY
FOR AN AUTHENTIC
BEHAVIOURAL READ



Game-based Assessments

Games: Feel like a video game.
Scoring can be based on HOW you play the game and game results.



Knack



REVELIAN

Imbellus

OWIWI
HIRE ONCE



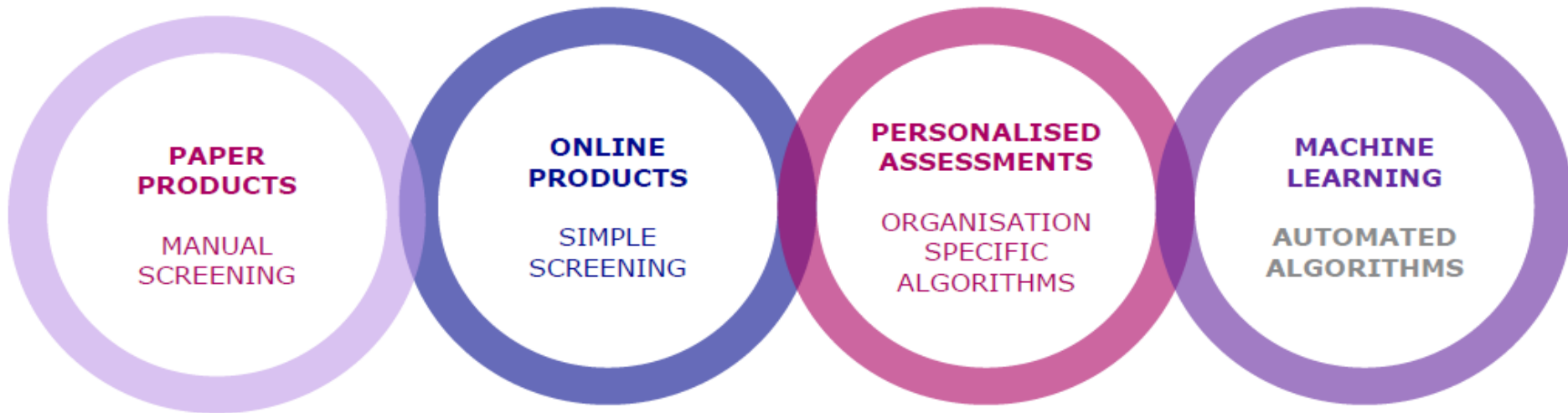
pymetrics



ARCTIC SHORES

SCOUTIBLE

2. Progress of AI in Assessment



E.g. Adaptive testing; test item generators; automated analysis of results/ feedback

- **Machine Learning** (algorithms to assign scores to expected results/ behaviours)
- **Natural Language Processing** (analysis and scoring of text and speech eg interviews; SJT responses)



High Profile AI in Recruitment & Assessment ‘gone wrong’



BUSINESS NEWS | OCTOBER 10, 2018 / 4:12 AM / 7 MONTHS AGO

Amazon scraps secret AI recruiting tool that showed bias against women

TOM SIMONITE | BUSINESS | 02.06.18 | 06:21 PM

PHOTO ALGORITHMS ID WHITE MEN FINE—BLACK WOMEN, NOT SO MUCH

Women less likely to be shown ads for high-paid jobs on Google, study shows

Automated testing and analysis of company’s advertising system reveals male job seekers are shown far more adverts for high-paying executive jobs

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Lazy coders are training artificial intelligences to be sexist



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Risks and Opportunities for Innovation

Risks

- **Automating Inequality**
- **Predicting the past**
- **Rejection via computer**
- **Ethical concerns**
- **Overcomplication/
explainable AI**

Opportunities

- **Whole person assessment**
- **Reduce bias**
- **Candidate experience improved**
- **Efficiencies**
- **Data set for L&D planning**



Mitigating risks

- **Align with best practice assessment principles:** Valid, reliable, fair.
- **Clarity of outcomes from assessment:** no conflict between them eg cost savings, group differences etc
- **Theory (question) led:** not 'data-fishing expedition'.
- **Focus on long term outcomes:** Link to and analysing real measures of success and progression in the role itself.



Summary thoughts!

- Use of AI in assessment a multi-disciplinary endeavour
- Opportunities for all (candidates, organisations, researchers)
- Principles of best practice assessment still hold true in age of AI
 - Does it identify high performers and predict future outcomes?
 - Is it fair and inclusive
 - Is it legally defensible
 - Is it transparent and acceptable to all candidates
 - Can it be future oriented



Thank you!

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