



Streamlining KLM's Job evaluation and recruitment



Use Case

Use Case

In KLM we have many different jobs and every job should have a job description and a salary scale attached to it. Then if we would like to recruit someone for the specific job a vacancy text needs to be written by the hiring manager. This is currently all manual work:

1. Hiring manager creates new function with description
2. Job evaluation consultant evaluates function based on the description and attaches a salary scale
3. When there is an open vacancy for the job the hiring manager creates the vacancy text with the job role description, requirements, environment and benefits.
4. Candidates hand in resumes and motivation which are evaluated by the hiring manager.

This process takes a lot of time of our managers and a lot of them find it really hard to come up with the right text that leads to the best hires.

Now the business has requested you to see how generative AI can help the managers and job evaluation consultants to do this job in a more efficient way and get support in the creation of these descriptions.

How to approach use case / project?

1. Validate Business Requirements
2. Assess the Current State
3. Analyze Business Processes
4. Review Data Sources
5. Analyze Technical Constraints
6. Confirm Available Resources
7. Determine Scope & Milestones
8. Proof of Concept (PoC)



STEP#1

Validate Business Requirements

Purpose

Validate Business Requirements

Ensure the objectives, desired outcomes, and success criteria are well-defined and agreed upon.

Questions to Ask the Business

- Who are the key stakeholders? Who are enabled to provide more details on the business requirements? What are their availability? What is the level of effort that they can dedicate to the project?
- What is the level of technical understanding of the key stakeholders? (technical, non-technical)
- Who will be included in the project team? What is the composition of the project team?
- What is the expected outcome/state from business side? How can the business define the goal of the project in 1 sentence .
- What would be the most impactful change to the business in general? What would be the most impactful change to each participants within the overall flow?
- Are we talking about optimizing the processes and/or automating the processes?
- How does business define efficiency when it comes to “help the managers and job evaluation consultants to do this job in a more efficient way”?
- How does business define support when it comes to “get support in the creation of these descriptions”?
- What are the most time-consuming sub-process? What is the most painful sub-process and why?
- What are the most standardized, most document sub-processes?
- What does the business see as a sub-process/step that could be potentially automated or semi-automated?
- What is the expected user journey for each participant of this flow? How the new AI supported process will ease the daily work of the business?

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STEP#2

Assess the Current State

Purpose

Assess the Current State

Analyze existing systems and processes to establish a clear baseline.

Questions to Ask the Business

- How do hiring managers currently interact with the system? Is there an applicant tracking system (ATS) or an HRIS (HR Information System) already in place?
- Is there an existing job catalog with descriptions, requirements, and salary scales?
- Are there internal guidelines or best practices that managers currently follow when writing vacancy texts?
- Do these jobs have standardized role descriptions or do they vary significantly from one team to another or even case by case those might differ? Is there any templated solution in place?
- What data or documentation do job evaluation consultants currently use to assign a salary scale? Is there any classification or rule-based system involved in the current evaluation process?
- Are there any legal or compliance guidelines (e.g., inclusive language, non-discriminatory phrasing) that are followed during the process?
- What are the current metrics/KPIs to evaluate the process itself? How do they define success?
- Is there any existing tool integration, such as SharePoint, SAP SuccessFactors, Workday, or another HR system?

When are we ready for automation?

- We can automate processes and artifact creations if those are standardized or can be standardized in a certain level.
- We can ensure consistent level of quality and accuracy if we have standardized input.
- We can measure quality and accuracy if we have ground truth. Ground truth can be built upon clean, commonly accepted data, processes, rules.



Do we have the right level of maturity in place?

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STEP#3

Analyze Business Processes

Purpose

Analyze Business Processes

Examine workflows and operational procedures to identify pain points and areas for improvement.

Questions to Ask the Business

- To gain a deeper understanding of the HR processes, I would schedule individual interview sessions with both the hiring manager and the job evaluation consultant, ensuring each sub-process is explored thoroughly.

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STEP#4

Review Data Sources and Structures

Purpose

Review Data Sources and Structures

Understand the types, quality, and availability of data required for the use case.

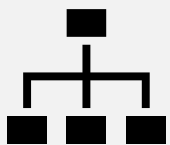
What are the artifacts in the overall business process?

1. new function with description
2. function based on the description and attaches a salary scale
3. vacancy text with the job role description, requirements, environment and benefits
4. evaluation of resumes and motivation

What do we need to get started?

Required Data:

- Existing Job Descriptions
- For each role: typical responsibilities, requirements, qualifications, benefits, etc.
- Historical vacancy texts that performed well (i.e., generated high-quality applicants or high conversion rates).
- Salary Scale Data
- Structured data on how jobs are mapped to compensation bands.
- Any classification data that the job evaluation consultant uses, such as job complexity, experience level, etc.



Centralized “Job Description Hub”

Create a central repository of standardized job descriptions for all current roles (including responsibilities, requirements, and salary scales).



Knowledge repo

Build a knowledge repository/rule mapping:

- What are the rules/logic to generate a job description for a new function?
- What are the rules/logic to define salary scale?
- What are the rules/logic to generate vacancy text?
- What are the rules/logic to evaluate resumes and motivation?

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STEP#5

Document Technical Constraints

Purpose

Document Technical Constraints

Identify any limitations related to technology, security, compliance, or scalability.

Questions to outline

At this stage, I would identify any no-go options—for instance, bans on open-source solutions or strict limits on data usage. I also need clarity on data accessibility (e.g., whether we have an SQL database for structured data or a vector database for unstructured data) and on the primary coding environment (such as Vertex AI, Azure ML, etc.).

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STEP#6

Confirm Available Resources

Purpose

Confirm Available Resources

Determine the people, tools, budget, and timelines allocated to support the project.

Questions to Ask the Business

- How will be the project team composition look like? How many people with what capabilities can we involve?
- Who can we involve from business, infrastructure and legal side? What is their availability?
- What would be the time scale of the project? Is there any soft or hard deadline? When shall we present the first results?
- How much money does the company intend to invest into this innovation?

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STEP#7

Determine Scope & Milestones

Purpose

Define Project Scope and Milestones

Establish project scope and measurable checkpoints to track progress and evaluate success along the way.

Even we talk about agile and scrum, establishing project scope and milestone are essential for transparency, targeting and communication.

Questions to Ask the Business

- Is there any soft or hard deadline defined by business side?
- Is there any expected or planned delivery date?
- Is there any prioritization agreed on?
- What part of the process might need to be prioritized and included in the first iterations?
- How much time can we dedicate for initial experimentations and discovery?

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STEP#8

Proof of Concept (PoC)

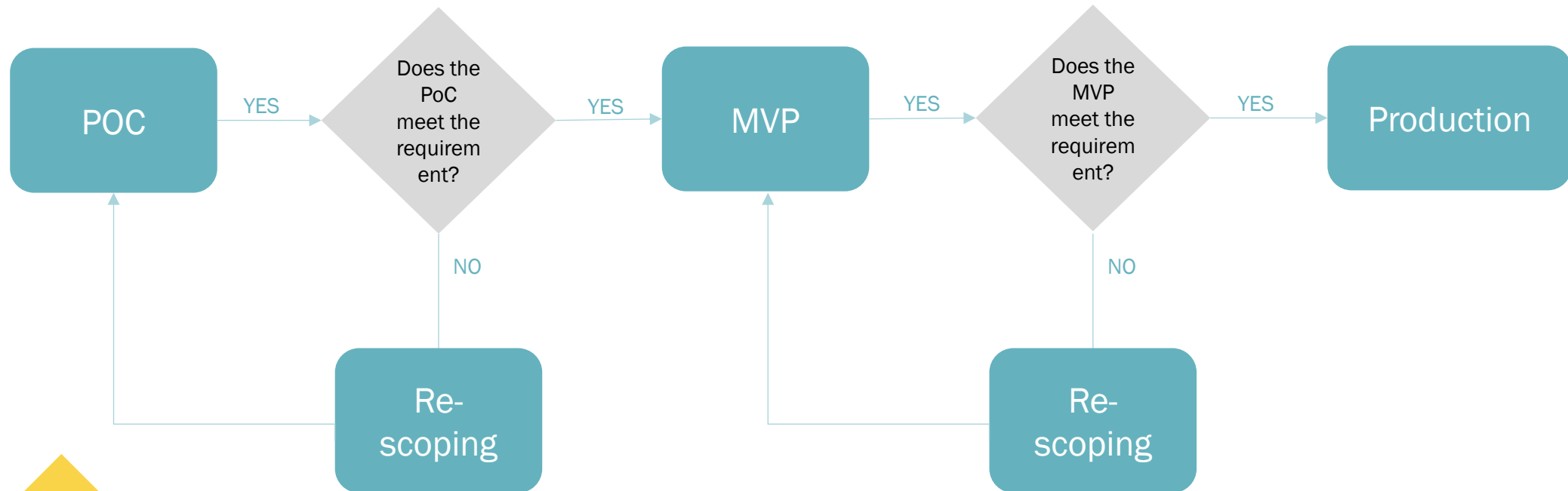
Purpose

Proof of Concept (PoC)

Identify minimal scope to validate solution concept.

In case of emerging technologies such as GenAI it's always recommended to run with iterative development.

Project life cycle



Questions to outline

1. **Which steps of the job evaluation and recruitment process can genai support?**
 - Identify specific tasks (e.g., writing job descriptions, evaluating roles, generating vacancy texts) and articulate how GenAI might streamline or automate each one.
2. **What is the potential application of genai for each step?**
 - For each identified process step, outline how generative models can assist (e.g., text generation for job descriptions, chat-based guidance for role evaluation, etc.).
3. **Which process step is the most suitable starting point?**
 - Determine the step that's most ready for automation or offers the biggest efficiency gain.
 - Consider factors like data availability, complexity, and user willingness to adopt AI.
4. **What are the expected outcomes of development for that process step?**
 - Define success metrics or deliverables. For example: "Generate a first-draft job description with 80% less human editing time."
5. **What input data is required?**
 - Identify the text samples, historical job descriptions, guidelines, or other HR knowledge bases needed to train or fine-tune the GenAI model.
6. **How can we transfer HR knowledge to the genai model?**
 - Determine the approach for incorporating domain expertise (e.g., specialized glossaries, style guides, relevant policies) so the model can generate accurate, compliant
7. **Which support data should we use as reference?**
 - Clarify whether you'll use internal job catalogs, salary scales, or best-practice examples, and if any external labor market data is relevant.
8. **What framework, model, or prompting technique is appropriate? Which opensource frameworks, packages are supported within the organization?**
 - Evaluate if you'll use a hosted LLM (e.g., OpenAI GPT) or an open-source model.
 - Decide on in-context learning, fine-tuning, or retrieval-based approaches to incorporate domain data.

Current state

Since I only have the use case and have not yet been onboarded, I currently lack familiarity with the organization, HR processes, and technical environment. Consequently, I don't have sufficient context to propose a concrete solution at this stage. Instead, the attached document illustrates my thought process—how I approach a use case or business problem and systematically gather the information needed to move forward.



Thank you

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