

# Artificial intelligence:

The potential impact on the work of the HR function

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# Definition of AI (for this event)

Assisted, augmented  
and autonomous  
intelligence in the  
various ways that  
humans are supported or  
replaced by AI

This might include:

- Expert decision-making systems, simulation and modelling, robotics, natural language processing, use of technologically-driven algorithms, etc.
- Chat boxes and cobots, robotics, drones and driverless vehicles, etc.

## At your table, please discuss

- How, to date, has technology impacted the work of your HR function?
- What do you anticipate will be the effects of AI type technology on HR work?
- Which jobs will be most affected by the impact of AI?

# A broad description of AI impact (as seen by the RSA)

**AUTOMATION**  
(tasks completed  
technologically previously  
done by humans)

**BROKERAGE**  
(where technology  
mediates between buyers  
and sellers)

**DIGITISATION**  
(turning knowledge into  
electronic data)

**MANAGEMENT**  
(more effective control of  
workers)

# Where will AI impact, or not

## Processes which are...

- repetitive
- prone to error
- rules-based
  
- time critical
- seasonal
- digital data dependent

## Are not...

- standard
- common
- simple to interpret
  
- mixed format
- dispassionate
- requiring flair



# Administration

How much is the work predictable?

What level of manual manipulation is essential?

Can all data be digitised?

What retained oversight capability is needed?

**In a service  
now climate**

# Case work

- How self sufficient are your managers in people related work?
- How effective are on-line rules, guidance, protocols?
- What proportion of your work is face to face rather than on-line, over the phone?
- Could robotic chat boxes replace phone calls?
- Or cobots face to face work?
- How good are you at looking at patterns of issues raised and their sources?

# Recruitment

- How much of the process is already automated?
- What more could be replaced by digital processes, in:
  - administrative tasks
  - vetting
  - shifting and short listing
  - testing and selection
  - on-boarding?



**In a  
personalised  
environment**

# Watch out for...

- Customer resistance
- Candidate games playing
- Design reinforcing current prejudices
- Programming the system wrongly
- Understanding how the 'system' made decisions
- Risks of hacking, manipulation
- Breach of confidentiality protocols
- Underestimating human intuition  
(use of non verbal cues)
- Diminishing human competence and ability to learn
- Inhibiting innovation

# Learning and development

- How much learning is e-delivered?
- How effective is this in meeting goals?
- What other learning methods are used?
- What opportunities are there for:
  - on-line support
  - cobots as trainers?
- Will the function be at the forefront of reskilling and redeployment of displaced staff?

# Reward and performance management

- Can we go beyond electronic forms...
  - Crowd sourced feedback for appraisals?
  - Accessing a wider set of inputs?
  - Using productivity data?
  - Slicker, more flexible recognition schemes?
  - Challenging inconsistencies in appraisals?
  - Testing validity of ratings?
  - Statistical driven reviews on diversity, etc.?

# Data and analytics

## Questions to ask

- Are your data:
  - accurate and consistent - sufficient to purpose
  - accessible, easy to manipulate
  - terms defined and agreed with all parties
  - maintained up to date?
- What is your analytics capability:
  - people and skills
  - processes and pathways
  - governance protocols
  - joined-up systems?
- What are you delivering:
  - historic, people reports
  - predictive, business focused solutions
  - new insights based on wider data sources?

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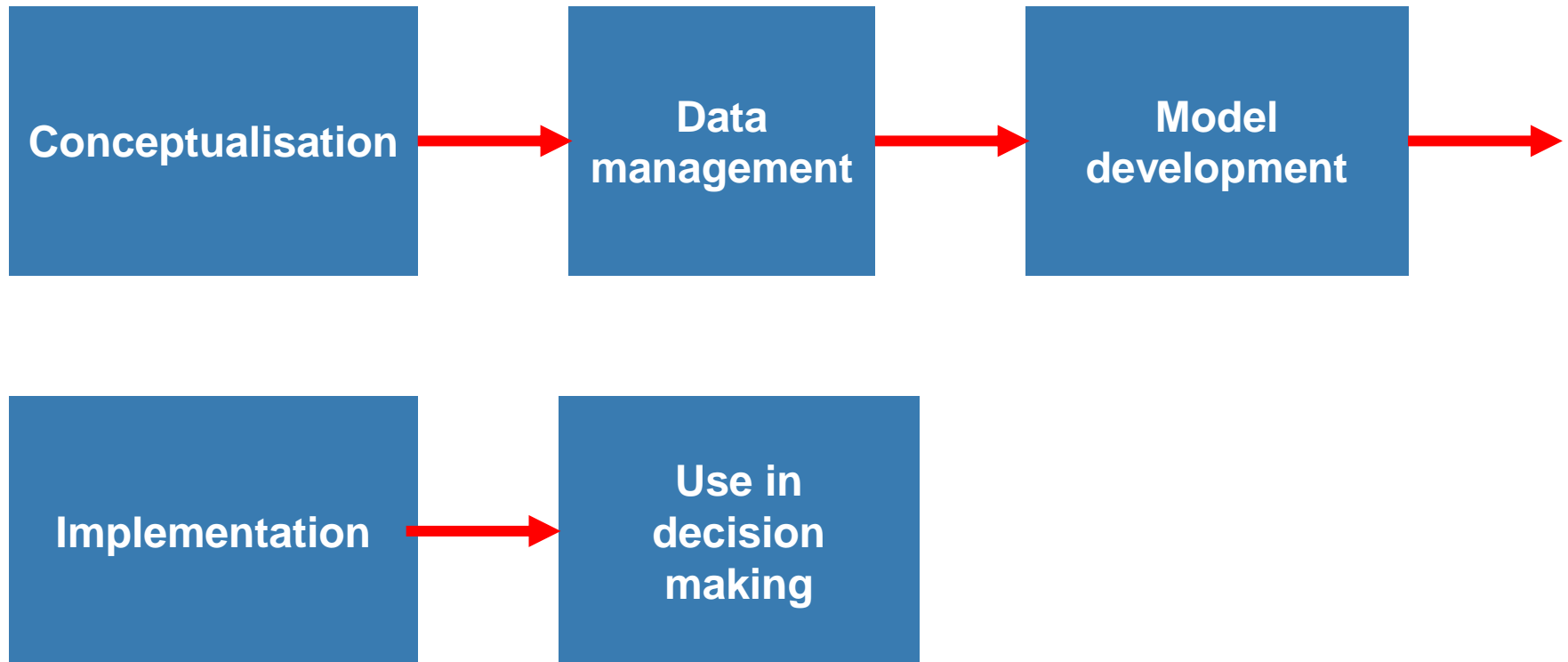
How would AI,  
robotics help  
you?

# Wider implications for the HR role

- Setting new rules of the game in the digital age especially regarding use of social media, use of data etc.
- HR should be more effective role in risk & reputation management
- Greater emphasis on employee well-being where social isolation potentially a big issue
- HR will need to recruit people for attitude and receptivity to change, as well as for specific skills...
- ...and develop them for flexibility and agility
- HR will have to be adept at reskilling, redeploying the workforce
- Diversity will continue to be a business imperative as homogeneity and discrimination will become more obvious
- Nature of employment will continue to shift in the digital economy

# Risk development

*(adapted from McKinsey)*



# Building a business case for/against AI

Whole cost (time and money) of HR functions including people, systems, buildings, (outsourced) services, etc.

AI systems cost (purchase and maintenance), displaced staff costs (redundancy, redeployment), changing processes



Benefits: speed, accuracy, cost, reliability

or

Disbenefits: control, learning, risk, sterility

# Thank you

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