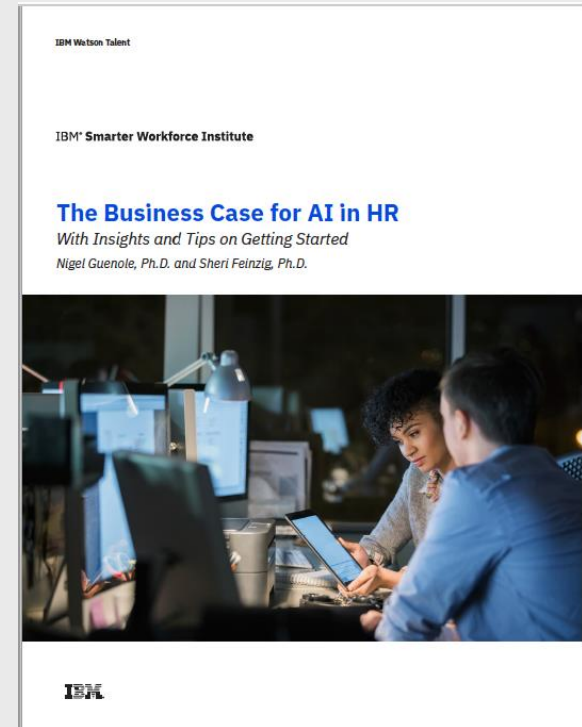


A.I in H.R: What, Why, Where, When, How

Nigel Guenole, PhD

# AI IN HR

- What is AI?
- Why do we need AI in HR
- Where is AI being applied in HR?
- Five steps to start your AI in HR journey
- Demonstrating a return on investment
- Societal considerations



# What is artificial intelligence in HR?

- Computer systems that augment human intelligence using techniques like natural language processing
- AI HR systems get better at processes they were designed for by learning from data sets and summarizing outcomes of past decisions

# Why do we need AI in HR?

Solves business problems in  
disrupted environments

Secures the right skills when skills  
rapidly become obsolete

Provides experiences matching  
Amazon or Netflix

Offers decision support in the work  
flow in real time

Demonstrate strong accountability  
for HR budgets

Attract  
Candidate experience

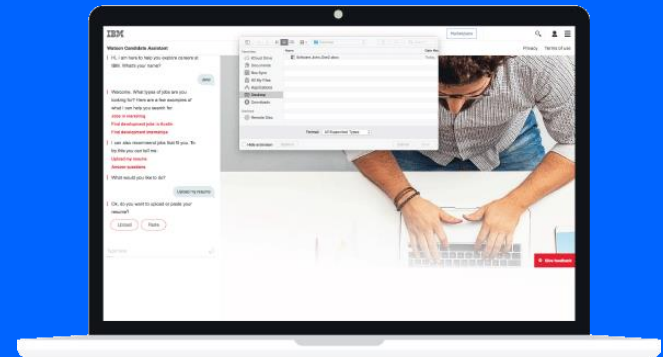
86% of

prospective candidates  
engage to ask questions  
or search jobs

*Quicker, better candidate matching*

Helping CANDIDATES via...

- ✓ Chatbot + CV upload
- ✓ Insight into company culture
- ✓ Job recommendations



IBM Watson Candidate Assistant

# Hire Recruiter Support

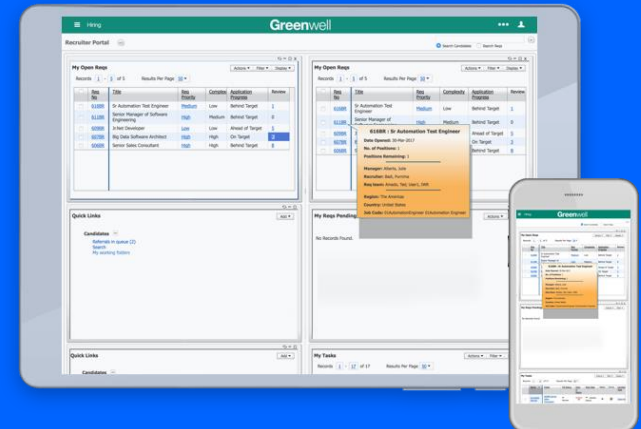
↑ 55%

screening efficiency gain

*Efficient, bias-free hiring*

## Helping RECRUITERS via...

- ✓ Requisition prioritization
- ✓ Candidate scoring
- ✓ Adverse impact analysis
- ✓ Social listening



IBM Watson Recruitment

# Engage

Enhancing motivation



Engagement  
and employee  
experience

*Alerts for early intervention and engagement*

Helping MANAGERS via...

- ✓ Talent alerts – notifications regarding promotions, flight risks, etc.
- ✓ Engagement analysis – content and tone analysis – identifies issues, good news, etc.

Dashboard alerts loaded successfully

Your Team

Overview Tasks Dashboard Related Links Help

McManer, John T  
M10n  
SN: 824133887

215Q08Q - HR MANAGER

A Other OS US  
N 17y, 3m 6818Q

Proactive Retention

**Cognitive Talent Alert**

**Manager Action**  
Leverage the GBS People Managers Quarterly Toolkit to determine the specific career activities for employee to ensure continued low attrition risk. Encourage skill development in growth areas.

**Supplemental Information**  
Potential to Leave Risk: Low Risk

Mark as unread

TT Test, Test Test 415A06Q - HR TECHNICAL SUPPORT A Other OS US +

# Compensation planning

## Smarter compensation planning



*Save management time and improve pay decisions*

Helping MANAGERS via...

- ✓ Compensation decision support incorporating numerous data points
- ✓ Manager can override, system learns

The screenshot shows the IBM Cogni-Pay Suggests interface for 'Addison's Team' (12 Team members). The interface includes a search bar, a table of employee suggestions, and a summary panel on the right.

IBM Cogni-Pay Suggests	Name	Suggested Increase
High (3)	Dylan	Greater than 3.5%
	Jean	Greater than 3.5%
	Jesse	Greater than 3.5%
	Kurtis	Greater than 3.5%
Medium (6)	Brett	1.5% to 3.5%
	Chris	6% to 10%
	Dale	1.5% to 3.5%
	Hayden	1.5% to 3.5%
	Sam	1.5% to 3.5%
	Sean	1.5% to 3.5%
Skip (2)	Alan	0%
	Glen	0%

**Summary Panel (Right):**  
Jesse  
IBM Cogni-Pay Suggests  
High  
Greater than 3.5%  
Skills: Skill is highly scarce in the market and is high demand at IBM.  
Base Pay Competitiveness: Current Change ratio(PMS) is very low (14). Average Competitiveness for level 7 Software Development employees in USA is 82.  
Performance: Employee excels in checkpoint business results, skills and achieve in checkpoint client business.



Develop  
Personalized learning

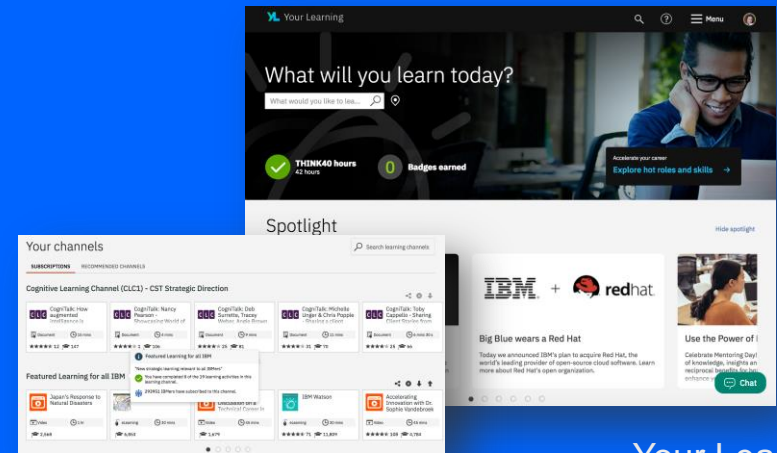
98% of

IBMers visit YourLearning  
every quarter

*Netflix-like, always-on learning*

Helping EMPLOYEES via...

- ✓ Intuitive platform, tailored by role, to connect learners and content
- ✓ Chatbot for deep content exploration
- ✓ Faster acquisition of priority skills



Your Learning

Identify the business  
problem

Specify the minimum viable  
product (MVP)

Build with the data you have  
and iterate quickly



**Start with a  
Business Case**

Leverage support of  
experienced firms

If you build, get ideas from  
your workforce and bring  
users into the design  
process

Regardless of whether you  
buy or build, leverage the  
cloud



**Decide to Buy  
or Build**

Implementation skills versus  
development skills

Ensure you have HR  
domain expertise on the  
team as well as technical  
know-how

Include strong analytical  
skills and technical curiosity

**Identify the  
Skills you Have  
and Need**

## Self-funding model

Faster you deploy your MVP, the sooner you can deliver improved iteration

Irrespective of complexity, show benefits within 6 to 12 months.



**Implement an  
MVP**

Use the ROI method to  
decide on expansion

Develop a business case  
tied to revenue increases or  
cost savings, not soft  
outcomes

Use design thinking and  
agile working to scale  
quickly



**Enterprise Roll  
Out**

Questions?

Thank you!