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11.2017
Vol.5 Issue 11

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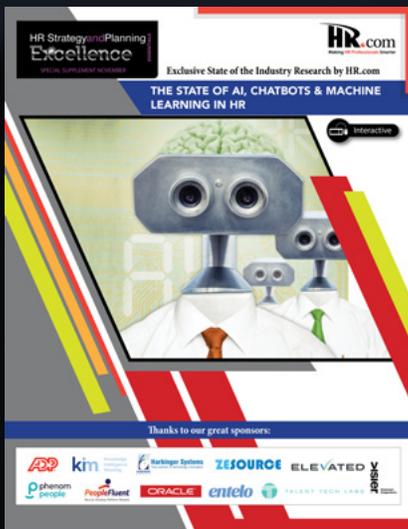


AI Special Edition

Humans Are At The Center Of The Automated Future

What we are seeing is the automation
of specific activities, not jobs

- Steven ZoBell



Exclusive State of the Industry Research by HR.com

The State of AI, Chatbots & Machine Learning in HR

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AI SPECIAL EDITION

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EDITOR'S NOTE

Your next boss may be an AI. Though this idea may seem unbelievable now, don't be surprised, as robots could outdo underperforming leaders within the next few decades. Artificial Intelligence (AI) is here and is changing our lives at a fast pace. This edition of HR Strategy and Planning Excellence Essentials is an AI special issue, which includes exclusive Industry Research by HR.com on "How AI, machine learning and chatbots are changing the future of HCM" plus many articles related to the topic by top HR industry experts.

From taking away human jobs to dangerous cyberattacks, there has been extensive claims and reports on the perils of AI. However, while it's easy to point out the negative aspects of AI advancement, we also need to spend an equal amount of time and effort espousing its benefits, otherwise it will become tough to deal with either.

Today, one of the major concerns regarding AI is the future impact on the job market. Will human workforce be totally replaced by automation and machines in the years to come? If so, which jobs are most at risk? While the world moves towards increased automation, many companies and HR organizations in particular are striving to follow. AI is redesigning the way that companies manage their workforce and make plans in HR. AI can help reduce many of the mundane and monotonous HR tasks to a great extent. When this happens, HR can turn to more human-focused aspects in an organization, which can lead to increased employee retention and productivity.

How well do today's HR professionals really understand AI, and how can we leverage it? To gain a more detailed picture of how HR is currently using—and will use AI in the near future—HR.com conducted the "The State of Artificial Intelligence in HR" survey in August/September 2017. The findings are based on responses from 995 HR professionals. According to the study, artificial intelligence will transform HR technologies over the next five years. As a profession, HR is still toward the bottom of the AI learning curve. However, AI has the greatest

potential to enhance HR in five functional areas: analytics and metrics, time and attendance, talent acquisition, training and development, and compensation and payroll.

For HR purposes, to what degree will your organization make use of AI in five years? How do you think AI-related technologies will influence the number of jobs in your organization over the next five years?

To learn how this state of the industry AI research may apply to your organization, and to read the primary findings and 8 key takeaways from the survey, we invite you to [download and read the report](#) today. We have also created an infographic - [AI in HR - Today and in Five Years](#) - showcasing key AI stats and outcomes from the survey.

As more projects and workflows are "managed" by AIs, employees will be affected in multiple ways, from the establishment of new work processes to the development of new work attitudes. How will this change the need for human contact? Does it increase or diminish social skills and emotional intelligence? Are some types of employees more suited for AI-management than others? HR professionals will need to track these issues and help human managers cope with challenges as they arise.

According to Steven ZoBell, Chief Product & Technology Officer at Workfront, "The future of automation is not one of a complete AI takeover, in contrast to the dystopian landscape now popular in Hollywood. Rather than replacing human jobs, AI will redefine the jobs we have (and for the better). Automation will allow us to focus on work that really matters and leave the tedious minutia to the robots."

This AI rich edition will provide you with top insights and updates on AI, chatbots and machine learning and how it will help create a better experience for your workforce in your organization.

We hope you enjoy reading the issue and looking forward for your valuable comments and suggestions.

Cheers!

Have a say ?
Write to the Editor.

Editorial Purpose:

Our mission is to promote personal and organizational leadership based on constructive values, sound ethics, and timeless principles.

HR Strategy and Planning Excellence

Essentials is published monthly by HR.com Limited
56 Malone Road
Jacksons Point, Ontario
L0E 1L0

Submissions & Correspondence:

Please send any correspondence, articles, letters to the editor, and requests to reprint, republish, or excerpt articles to [ePubEditors@hr.com](mailto:PubEditors@hr.com)

Customer Service/Circulation:

For customer service, or information on products and services call 1-877-472-6648

Website: www.hr.com

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Essentials Publishing:
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Savitha Malar, Deepak S - Design and Layout

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Humans Are At The Center Of The Automated Future

What we are seeing is the automation of specific activities, not jobs

By Steven ZoBell

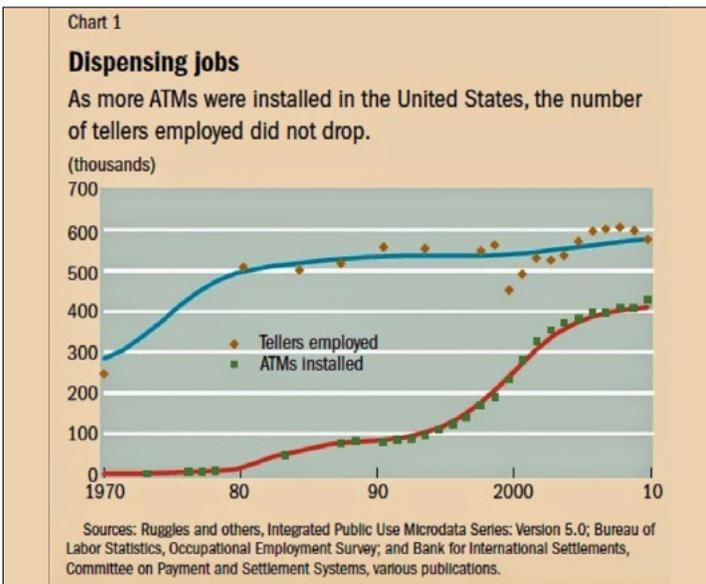
Dystopian visions of the future have gone mainstream, from Blade Runner to The Matrix (and back again). And it's not just in movies and books. When business articles talk about the automated future they often conjure images of a bleak wasteland where pervasive unemployment is commonplace.

I believe that is one of the biggest lies we're being told about our future. Here's why.

The Big Lie About The Future Workplace

The biggest lie is that automation (AI, machine learning, chatbots, etc.) will make humans irrelevant in most occupations. However, [research tells us](#) that AI is many years away from even coming close to taking over any occupations in their entirety. What we are seeing is the automation of specific activities, not jobs.

Take the popular myth about automated teller machines (ATMs) eliminating human bank teller jobs. What actually happened, [as I explained](#) in this blog post, is that ATMs allowed banks to open more branches since they no longer needed to hire as many human bank tellers to staff each branch. This resulted in a net *increase* in the number of human bank tellers employed.



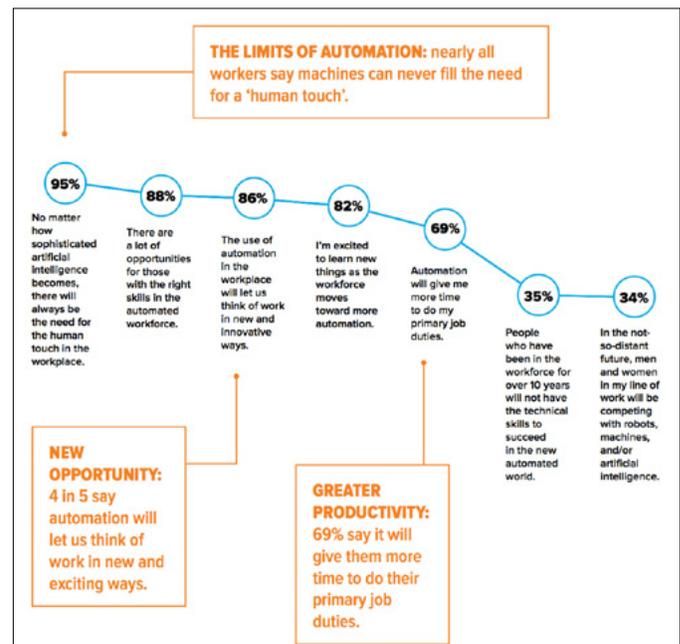
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This occurred due to a phenomenon that economists call “job polarization,” where there is a clear shift from routine-oriented jobs to those that are non-routine and require a high degree of cognitive skill and flexibility. In this case, human bank tellers were able to stop performing several routine activities (the ATM job functions) and focused on providing higher-value services, such as consulting with customers on the bank's financial products.

The Future Is Bright

Fortunately, most of us see through the lie of the robotic takeover. Quite the opposite, knowledge workers are optimistic about the workplace of the future. For our annual [State of Enterprise Work report](#), we surveyed knowledge workers across the U.S., and the results show a positive outlook on AI and workplace automation. Here are a few things we found:

- 81% of workers believe they are prepared for the workplace of the future
- 69% believe work automation will give them back time to perform their primary job duties better
- 4 in 5 say automation will let us think of work in new and exciting ways



[Click here for a high resolution image](#)

It is refreshing to realize that the majority of us, particularly in knowledge work fields, see a future made all the brighter by advancements in AI and work automation.

Strategic HCM

HR leadership can be powerful champions for the automated workplace of the future. As a team that is tasked with attracting the best talent and retaining that talent, HR has a stake in decisions regarding the deployment of automation solutions that impact how people work. These decisions are important and help define the culture of the enterprise. Here are some examples of technology decisions that intersect with HCM:



Creating Transparency

Knowledge workers are forced to piece together data from across disparate silos in order to see the “big picture” required to accomplish tasks. This data often requires a gatekeeper’s permission for entry. The empowered workforce has access to the right information at every level of the organization. Every employee, at any moment, should be able to connect their efforts and the efforts of their team to the organization’s goals, with the right supporting data just a click away.

This requires investment in systems that provide real-time visibility into all projects and team efforts, and also bridges separate data silos. This is a place where machine learning will make a big impact. The right technology will watch the work you do, and over time it will learn to bring the right data to you, customized for each work scenario as it recognizes the tasks you are trying to accomplish.

Additionally, modern enterprises have flattened their corporate management structure, [resulting in the elimination of layers of middle management](#). This has pushed management and decision-making responsibilities to the individual team member. No longer does the executive alone hold all the keys to all the data, as was true in the Industrial-Age corporation. Modern, agile enterprises believe that every employee should have access to all the data, thus empowering the individual to become effective managers of themselves. This translates into an urgent, universal requirement to support the self-management philosophy with specific infrastructure designed to provide workers with much-needed transparency.

Enabling Anytime, Anywhere Collaboration

Gone are the days when all work is performed between the hours of 8:00 a.m. and 5:00 p.m. by employees working at office desks. Work happens at any time and any place. Remote work continues to be a growing facet of the modern workforce. According to [research by Gallup](#), the number of remote employees grew from 39% to 43% between 2012 to 2016. The rate is much higher for knowledge workers - like designers, developers or marketers - [where 79% spend some time working from home](#).

Adoption of flexible work schedules and remote work practices [has shifted](#) from a luxury perk to an expectation of the modern workforce. Collaboration cannot be mandated, it must be enabled and supported.



Collaboration requires standardized, integrated tools and processes that are adopted across the enterprise. HR can advocate for collaboration and content to be unified in a single trusted system. This allows for collaboration to live in the context of the work being performed, resulting in less burnout and employee turnover.

Chatbots are already making an impact in collaboration, such as in chat tools like Slack. As these bots move from being rules-based to truly leveraging machine learning and AI, we’ll start having more conversations with the software in addition to our human team members.

Adoption of Modern Work Management Tools

Today’s enterprise needs tools that allow for planning at scale throughout the enterprise, whether it is a team manager assigning tasks to direct reports, or a resource manager assigning work to hundreds or thousands of employees across a division. Utilizing the capabilities of digital work management tools can also protect your people from issues like burnout and uneven work distribution. The best digital work tools are those that consider present and future work allocations, realistic timelines, and provide insight into current priorities to help keep employees motivated and on task. Solutions powered by AI will help identify and orchestrate the right mix of human and automated resources to accomplish work.

Establishing a Pattern of Automation

People want to work on projects that really matter. Removing less important items from your team’s plate can drive big productivity boosts by [reallocating time to more valuable work](#). To begin, you will need to first document how your teams work today in order to identify broken processes (because technology cannot completely mask bad process). Then you can prioritize low- and minimum-value tasks for automation. These can be as straightforward as automation of email routing, meeting coordination, or digital document reviews. As success grows your teams will seek to automate higher-value tasks and entire workflows such as coordinating a new product release, managing critical compliance workflows, or rolling out new corporate policies.

AI is key to the future of work automation. AI will be self-organizing across the tech stack of the future, freeing human resources to focus on business objectives instead of software administration. AI will drive collaboration between solutions and own more of the tactical decision making, allowing team members to focus their uniquely human talents of imagination and innovation on strategic decisions.

The Human Touch

In our research, nearly all knowledge workers say that machines can never fill the need for a human touch. The future of automation is not one of a complete AI takeover, in contrast to the dystopian landscape now popular in Hollywood. Rather than replacing human jobs, AI will redefine the jobs we have (and for the better). Automation will allow us to focus on work that really matters and leave the tedious minutia to the robots. **S&P**



Steven ZoBell is the Chief Product & Technology Officer at Workfront. He has many years of executive management, product development, and software engineering experience that spans various industries including enterprise software, healthcare IT, and games. Peanut butter with chocolate constitute Steven’s kryptonite.
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Examining Employee Burnout

Cost, cause, and culture

By  Tori Fica



Turnover, disengagement, wasted time, exhaustion...many of the problems that keep HR leaders up at night can often be traced back to a single monster: employee burnout (also referred to as job burnout). According to an Accountemps survey, more than half of employees reported feeling stressed at work on a daily basis, and six out of 10 agreed that work-related pressure has increased in the last five years. Some HR leaders have called it a workplace epidemic.

For such a hot topic, burnout is a pretty vague term for many professionals. What do we actually mean when we say “burnout”? The most widely accepted definition comes from three professors of psychology who define burnout as “an individual’s response to chronic emotional and interpersonal stressors within the workplace.” Their broad definition suggests that there may be different stressors as well as different reactions depending on the individual. And if not every case of burnout is the same, that makes the problem even more challenging to solve.

Because of the unique features of each case of burnout, we wanted to step back and see the whole picture. What are the most common factors that cause an employee to burn out? What are the typical signs of an employee suffering from burnout? When you take all of this information together, you can start addressing employee burnout as a whole instead of solving one case at a time.

The Costs of Employee Burnout

Gallup estimated just last year that burnout costs the nation of Germany around nine billion euros in lost productivity every year. Stanford University Graduate School of Business reported that burnout costs the U.S. 190 billion in health care expenses, as well as 120,000 stress-attributed deaths.

Hold on—deaths?! Unfortunately, it’s true.

In fact, the burnout epidemic has become so bad in Japan that

they’ve invented a new word: “karoshi,” or death from overwork. Most recently, the death of a 31-year old woman came to light as a case of karoshi. She died of heart failure after logging 159 overtime hours in a single month. As the threat of overwork and burnout rises in Japan, the nation has made efforts to change the cultural attitude toward work.

Obviously, this is an extreme example of burnout, and it isn’t always a life-or-death situation. But even mild burnout among your employees can tank productivity, retention, and engagement. And when the stakes can be as high as someone’s well-being, this is a problem we can no longer ignore.

How to Spot Signs of Burnout at Work

The first step to addressing a problem is understanding why it happens in the first place and what to look for. Not every case of burnout is the same—especially when you compare workplace burnout to other aspects of your employees’ lives—but watching for these employee burnout signs within your workforce will alert you to issues before they become serious.

Exhaustion

Coming to work each day is, in and of itself, exhausting. And not just physically. Mental exhaustion can be just as taxing. The biggest danger with exhaustion is that it’s often cyclical. An employee may come to work where she exhausts herself physically and mentally; the stress of the day may weigh on her and prevent restful sleep; the next day, she will come into the office even more tired than before, and the cycle will continue.

Cynicism

Another sign of burnout is an attitude of cynicism. Cynicism is largely based on our beliefs, perceptions, and reactions to the events we experience each day, as illustrated below. This cycle can be positive



or negative, and it can quickly spiral in either direction. The lack of trust and the lack of job clarity are the two biggest factors that can spur employees into a negative cycle of cynicism.

Internal Experience Cycle

Trust is a relatively fragile thing that's built and reinforced through repeated interactions with the same people or situations. When a manager acts in a way that betrays an employee's trust, such as taking credit for the employee's work, the relationship is damaged, and that employee will be wary during the next interaction. If the interactions continue to destroy trust, soon employees will fall into skepticism and refuse to cooperate (or at least contribute their best work).

Even when managers sincerely try to treat employees well, they may fall short in establishing clear job expectations. A recent Gallup study found that only 50 percent of employees strongly agree that they have a clear idea of what their job expectations are every day. That probably means about half of your workforce came into the office this morning without knowing exactly what was expected of them.

A lack of clarity can lead to cynicism (and therefore burnout) because of the stress it creates for employees. Meaningful progress or achievement at work is one of the most gratifying things an employee can experience, according to Harvard Business Review. HBR conducted a study measuring the progress of a few different teams within an organization to demonstrate how important job clarity is for effective work. "The teams that made greater progress had more events in which the project goals and the team members' individual work goals were clear or were changed carefully and where people knew why their work mattered to the team, the organization, and the organization's customers. By contrast, teams that made less progress reported more events that muddled, confused, or haphazardly changed the goals."

A burned out, disengaged employee is also an ineffective one. And this inefficacy is often a result of an overwhelming and endless to-do list. Every organization has its busy periods where for a few weeks, or perhaps months, everyone needs to pull a little extra weight to keep things running smoothly. But when that "rush period" never ends, and employees find themselves constantly swamped with too much to do, they are at serious risk of burnout.

Loneliness

The final sign of employee burnout we're going to cover is loneliness. Friendships are a vital piece of the employee engagement puzzle. Gallup, after surveying more than 15 million employees around the world, reported that those who have a "best friend" at work are seven times more likely to be engaged. Employees with close social connections at work are also better at engaging customers, produce higher quality work, have higher wellbeing, and are less likely to get injured on the job. On the other hand, those who lack these kinds of relationships have only an 8 percent chance of being highly engaged.

Humans are social creatures, and meaningful social interaction is an integral part of each day. To have a thriving day, individuals need six hours of social time. With no social time, an individual has 50/50 chance of having a good day or a bad day; each hour of social interaction increases the chances of having a good day. Consider that six hours for a moment. The average employee spends about eight hours of her day at work. If she doesn't have any friends at the office, then it's likely her social time is limited to a few hours each day before or after work. That may mean she's experiencing bad day after bad day. And that's dangerously close to the burnout cycle.

Employee Burnout Solutions

None of us is Superman or the Energizer Bunny, so we all have a limited supply of time and energy on any given day. We must make choices as to how and why we will expend our limited resources. Clearly, a full-time job consumes a large chunk of our resources as we go into the office every day for eight hours. However, work can take up even more time and energy than this in the form of lingering stress, unfinished projects, or negative feelings. In other words, leaving the office is not necessarily the end of the workday for many employees. In terms of our limited time and energy, burnout is the result when we continually spend resources without refilling the bucket—like taking out a loan from ourselves that we can never quite payback.

Culture

Work-life balance needs to become a part of your organization's culture if it isn't already. And we don't just mean that it's printed on a poster that hangs in the break room. What is the unstated culture of your company? Are employees praised and rewarded for staying late or working after hours? Are individuals expected to answer emails at 10:00 PM? All of this communicates your organization's culture.

Paid Time Off

Of course, the best way to recharge from work is to not work! While employees should be able to recover each night away from the office, sometimes a more substantial break is necessary. According to Glassdoor, the average American employee who was eligible for PTO only used 54 percent of their available time in the last year. And of those employees who did take vacations, 66 percent admitted to working during that time. Enabling employees to not only use their time off but to use it in amazing ways, helps them fully recover from work during a vacation. They'll return with more energy and enthusiasm, and as a result, produce much better work.

Performance Management

If you do start to notice red flags of burnout in an employee, you may need to take more specific, immediate action. An effective performance management system can be a natural tool for checking in with employees and solving problems as they arise. Managers should be meeting with their team members on a regular basis anyway, and these one-on-ones are an excellent way to gauge their engagement. Instead of focusing the conversation solely on performance wins or goals for improvement, think of it as an opportunity to exchange feedback and consider individual needs. After all, simple communication can solve a lot of problems—including burnout.

When we treat burnout as the serious, complex condition it is, we can begin to uproot it at its source. It's not just exhaustion, cynicism, inefficacy, or loneliness on its own. It can be all of these at once. And it could be costing your organization more than you know. Check in with your employees, create a culture of balance and understanding, and perhaps we can turn this epidemic into a trend of the past. **S&P**



Tori Fica is a copywriter at BambooHR.
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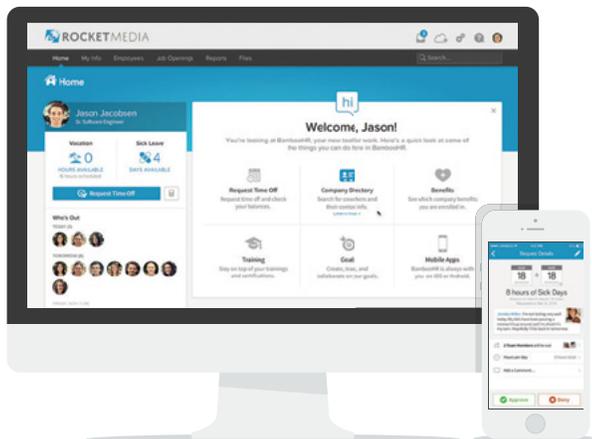


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Unstructured Content

An untapped fuel source for AI and machine learning

 By Alex Welsh

Would you choose where to go on vacation if you could only access 10 to 20 percent of the reviews and information on a travel website? If you do, you will probably have an unforgettable trip, but for reasons you might not like. Yet government organizations and businesses – from manufacturing to insurance companies, and healthcare to banking – are making decisions along this very same line. And they've been doing so for years. They look at the easy information they can get from structured data while ignoring their unstructured data, which Deloitte believes may account for [80 to 90 percent of content generated globally](#), making unstructured data a tremendous source of untapped value.

Fortunately, advancements in Artificial Intelligence (AI) and machine learning now make it possible and affordable to sift through and find meaning in vast amounts of unstructured data obtained from video and audio files, emails, logs, social media posts and even notifications from Internet of Things (IoT) devices. All of this data can bring about enormous benefits, such as when used to automate tasks that are manually intensive and often highly repetitive. One task, for example, is to watch out for red flags: specific criteria or behaviors that may indicate something is amiss and corrective action must be quickly taken. Let's look at a few cases from different industries.

How about an insurance claim that appears fine on the surface, but deserves to be investigated or, a job applicant who may be hiding information? What about a shipment of highly perishable pharmaceutical products that may not have been refrigerated for a portion of their journey, or a contract that may be in violation of a country's laws or breaks an existing agreement with another company? The important thing is a red flag indicates issues that if left unchecked could cause great damage.

Artificial Intelligence Is Massively Data Hungry

How does AI and machine learning enable more efficient and effective data analysis? Through feeding it data. By giving a machine learning model examples of good and bad transactions, it teaches itself to distinguish between the two types. And the more data the machine learning model processes, the greater it reinforces those lessons, enhancing accuracy.

So while AI and machine learning are making great strides, businesses and other organizations need to catch up. Think of it this way: Data is like fuel. We need it to power our thinking in order to make wise decisions. But we've mined all the easy stuff, the structured data that arrives in nice and neat packages. But here's where the fuel analogy breaks down: while another gallon of gas lets us drive another 20 to 30-odd miles, the more data we put in enables us to make significantly better and more accurate decisions – not just another 20 to 30-odd miles worth – and to make them even faster.

Yet for so long an enormous portion of our data, our unstructured data, has remained unexploited because it had been too expensive and too difficult to access and process. And while that's no longer the case as new technology to gather and analyze unstructured data

becomes available, many people in business and other organization have overlooked these advances.

Where the Smart Money Is

International Data Corporation (IDC) predicts that by 2020, organizations that analyze both structured and unstructured data, that is all relevant data, and deliver actionable information will achieve an extra [\\$430 billion in productivity gains](#) over their competitors that do not perform such data analysis. And businesses that understand this are not waiting until 2020. An executive at a multinational insurance company based in Germany refers to unstructured data as their greatest risk. They understand the numbers involved, and are working to ensure they're not caught off guard by writing insurance policies that expose them to liabilities they could have avoided.

The combined power of big data, AI and machine learning can make it easier to process information related to even more complex challenges. For example, banks and other organizations can more accurately and more rapidly detect fraud, tax evasion, money laundering and other schemes by mining what had previously been unprocessed, unstructured data. This enables them to catch and shut down cases of fraud and abuse, as well as avoid the many false positives that can occur when relying only on structured data. Trade finance agreements, including contracts and multiple data sources, between countries or companies can also be scoured to determine if fraud or inequities exists, whether they're intentional or not.

Furthermore, AI and machine learning can help banks and other kinds of businesses better identify and verify the identity of their clients through automated Know Your Customer (KYC) procedures. Such procedures can help prevent them from being used, deliberately or inadvertently, for money laundering activities as well as help avert bribery and other forms of corruption from occurring. KYC procedures can also enable businesses to better understand their customers' financial dealings and needs, as well as help them more prudently manage risk. Other advantages include speeding up time to revenue when onboarding new customers, making KYC not another cost to incur but, instead, a source of profit.

AI and Machine Learning Can Increase Your Competitiveness

With all of the benefits gained through AI and machine learning – and the advances in technology used to process structured and unstructured data – it's time for more businesses and organizations to take advantage of the greatest source of information available: Their own unstructured data. **S&P**



Alex Welsh is Vice President, Analytics Practice at Ephesoft. He is an experienced sales director, project manager, and entrepreneur with a passion for solving customers' mission-critical problems with innovative cost-effective technology solutions.

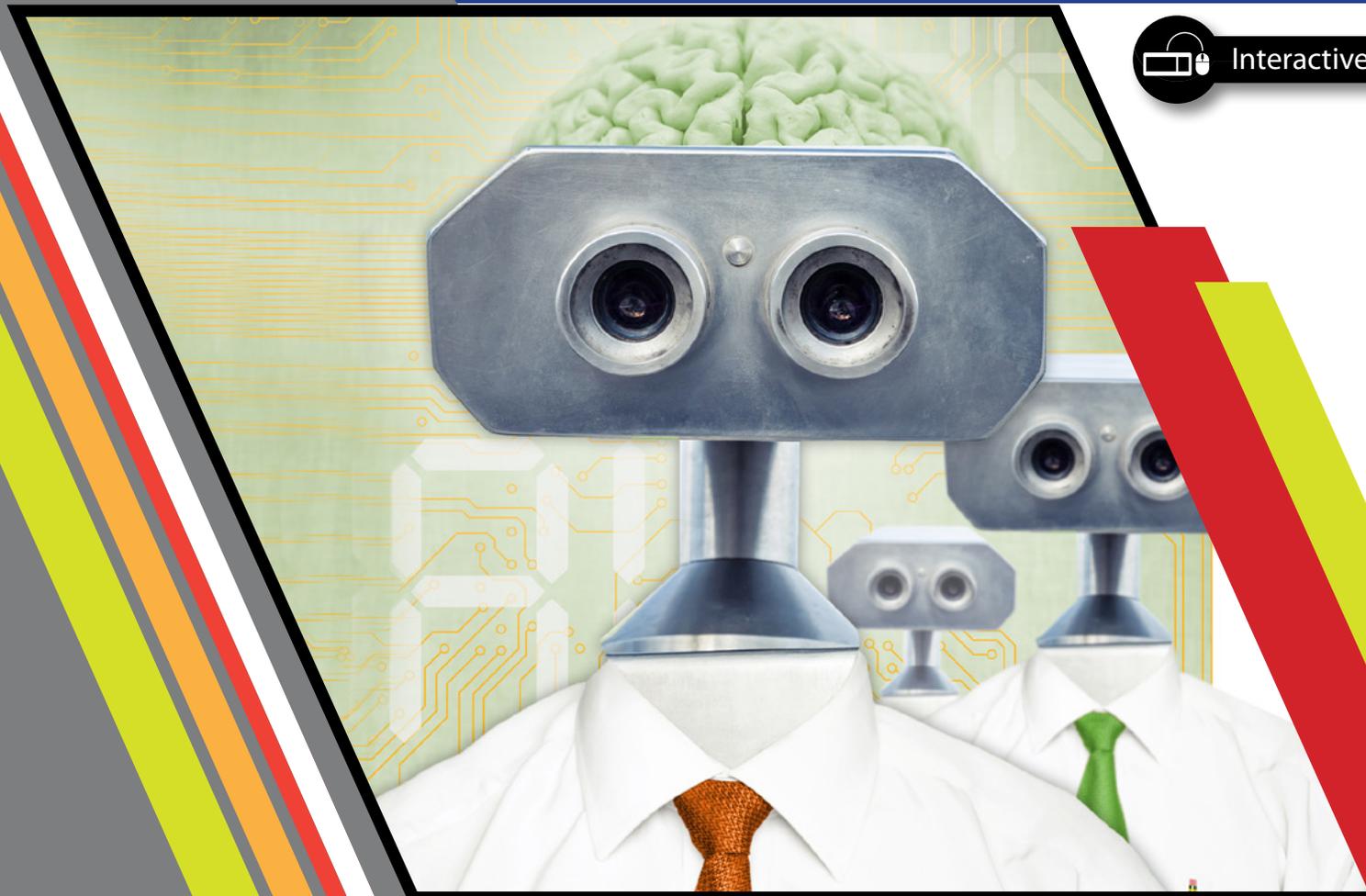
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THE STATE OF ARTIFICIAL INTELLIGENCE IN HR

► *Getting up to speed on AI to gain maximum advantage*



Artificial intelligence (AI) is increasingly pervasive in our technologies and, therefore, our work and personal lives. But what exactly is it? The English Oxford dictionary defines it as “The theory and development of computer systems able to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.”

In recent years, investors have bet on the idea that AI will play an integral role in a wide range of commercial applications. The research firm CB Insights reports that “combined, the 10 largest tech companies have acquired 50 AI companies in the last 5 years, targeting facial recognition startups, chatbots, chip makers, and more.”

About the Survey

The State of Artificial Intelligence in HR survey ran in August and September of 2017.

It was conducted by HR.com and sponsored by Entelo, Harbinger, Visier Solutions, Talent Tech Labs, PeopleFluent, Phenom People, Oracle, Elevated Careers, Zesource, Kim Technologies, and ADP LLC.

We gathered 995 usable responses from HR professionals and people managers in virtually every industry vertical, with the largest industry groups being services, manufacturing and computer/telecom.

The participants represent a broad cross-section of employers by number of employees, ranging from small businesses with under 50 employees to enterprises with 20,000+ employees.

These trends are already affecting the field of human resources. HR technology leaders foresee AI’s growing role in a variety of areas, such as aiding recruitment, improving compliance, augmenting training, streamlining onboarding and more.

To gain a more detailed picture of how HR is currently using AI—and will use it in the near future—HR.com conducted the “The State of Artificial Intelligence in HR” survey in August/September 2017.

It found that artificial intelligence is set to transform HR technologies over the next five years. Following are a few primary findings and insights from the survey.

Finding #1: HR is Still Toward the Bottom of the AI Learning Curve

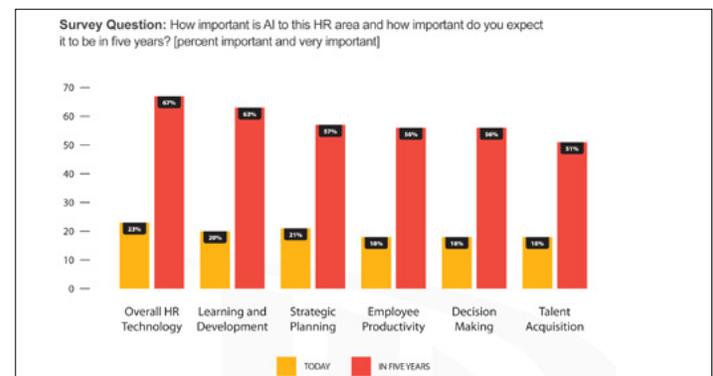
Most HR professionals still have much to learn about how to use AI to enhance the HR function. Only a few (8%) survey respondents strongly agreed that they are knowledgeable in this area, and just another 27% moderately agreed.

This lack of knowledge is natural, given AI’s technical nature and its rapid evolution in recent years. However, the HR profession needs to “get up to speed” on AI technology because its influence and importance are expected to grow quickly in the near future.

Finding #2: Current Usage Rates Are Low But Are Expected to Explode in Coming Years

While 7% of the survey respondents say their organizations make use of AI to a high or very high degree today, over five times as many (39%) say they expect their organizations will be doing so in five years. That number is higher (57%) among respondents who consider themselves knowledgeable about AI.

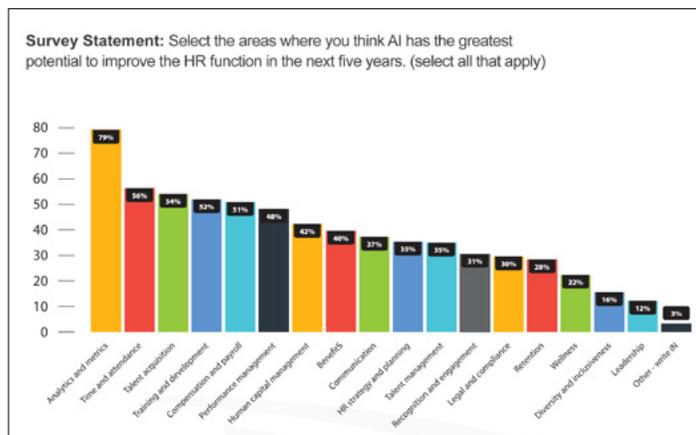
In the graph below, we can see how AI usage will explode in six specific areas. Two-thirds of respondents said AI will be important or very important to HR technologies within five years.



[Click here for a high resolution image](#)

Finding #3: Analytics is Viewed as the Area of Highest HR Potential

When asked about where they thought AI has the greatest potential to improve HR in coming years, the most popular response—by a wide margin—was analytics and metrics. This is because analytics is a natural AI strength and because it can be applied across many HR functions. Analytics was also most commonly selected as the feature that respondents would most like to see in an AI-powered application.



[Click here for a high resolution image](#)

Finding #4: The Ability to Predict Is Widely Desired and Is Linked to Talent Acquisition

Prediction is the second most widely preferred AI feature. Why? Because it is a major component of many HR professionals’ jobs. That is, they must be able to anticipate a wide range of factors, such as:

- Which job candidates will make the best hires
- Which employees are most likely to leave the organization
- What kind of compensation packages are most likely to lead to employee retention
- What the need and availability will be for employees with certain skill sets
- Which benefit packages are most likely to appeal to employees

This list, of course, could be much expanded, but one area worth focusing on is talent acquisition. Talent acquisition was the third most widely cited area where AI has the opportunity to improve the HR function, cited by 54% of all participants. Even more interesting, 59% of AI-knowledgeable respondents chose talent acquisition for its potential to improve HR over the next five years, making it the second most widely chosen item among that expert cohort.

Finding #5: HR Professionals Expect AI to Be Used More for Automation Than Augmentation

Over half (54%) agree to a high or very high extent that using AI to automate various tasks will become prevalent in their organizations over the next five years. Only 35% agreed that the *augmentation* of employee abilities would become more prevalent, but AI-knowledgeable respondents were much more likely than average to foresee employee augmentation.

Whether or not these predictions turn out to be true, they highlight the mindset that HR professionals bring to the topic today: that AI-

based technologies are more likely take over certain tasks and jobs rather than amplify or supplement the skills that human beings bring to their work.

Finding #6: Your Next Boss May be an AI

Employees will increasingly take direction from AIs, according to 53% of respondents who agreed or strongly agreed with that statement. Only 13% did *not* agree this happen. Nearly two-thirds (63%) of AI-knowledgeable respondents agreed or strongly agreed with this assertion.

AIs will not, however, soon be able to listen to employee concerns, make judgements, facilitate teams, address personality conflicts and the like. For this, human managers and leaders will be needed. Managers will likely view AI software as a powerful management tool and perhaps even a kind of colleague.

Finding #7: More Respondents Predict Job Losses Than Job Gains as a Result of AI

A majority of respondents do not think AI-related technologies will bring about a significant gain or loss of jobs in their organizations, but nearly twice as many say there will be a net loss of jobs as say there will be a net gain. The implication is that, while AI may not be the massive job killer some experts predict, it will lead to fewer jobs overall in existing organizations.

Although AI-knowledgeable HR pros are more likely than average to foresee job gains, they are still more likely to predict net losses of jobs (30%) rather than net gains (21%).

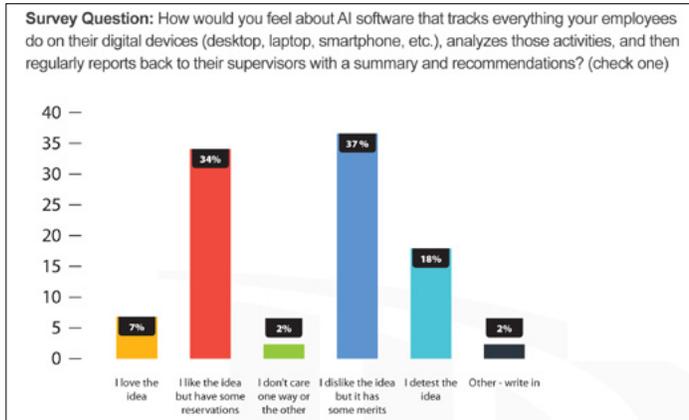
Finding #8: Nearly Three-Fifths Agree AI Can Improve Recruitment by Scanning and Analyzing Social Media Posts and Other Online Materials

Well over half (59%) of respondents agreed or strongly agreed with the statement that “using AI-based algorithms to scan and analyze social media posts, photos and other candidate-related online materials improves the recruitment process.”

This type of usage of AI, however, raises a number of issues. Should a job candidate’s online communications and images, which were often not intended to be work related, be used to make recruitment decisions? Another issue is that such communications could reveal much about a candidate’s ethnicity, religion, gender, country of origin and other factors. Using social media for hiring is already perceived as a risk that must be managed. So, the real question is whether a particular AI application somehow increases those risks.

Finding #9: Most HR Professionals Have Mixed Feelings About the Potential Power of AI to Monitor and Report Back on Employees

The application of AI to personnel and management issues is likely to trigger future quandaries for HR professionals. To further investigate this, we asked a controversial question: “How would you feel about AI software that tracks everything your employees do on their digital devices, analyzes those activities, and then regularly reports back to their supervisors with a summary and recommendations?”



[Click here for a high resolution image](#)

Most HR professionals have conflicted feelings about the potential power of AI to monitor and report back on employees. Few respondents said they either love or detest the idea of using AI to monitor employees. Most said they either “like the idea but have some reservations” (34%) or “dislike the idea but it has some merits” (36%).

Conclusion

HR professionals are duty bound to think outside their function. AI is going to change more than the HR department. It is likely to change the way much, if not most, work gets done, and HR professionals should be part of these conversations. Should AI be used to automate a job or augment employees doing that job? This will become a more common debate within organizations, and HR should be able to bring a particular and well-informed point of view to the table.

The State of Artificial Intelligence in HR

Getting up to speed on AI to gain maximum advantage

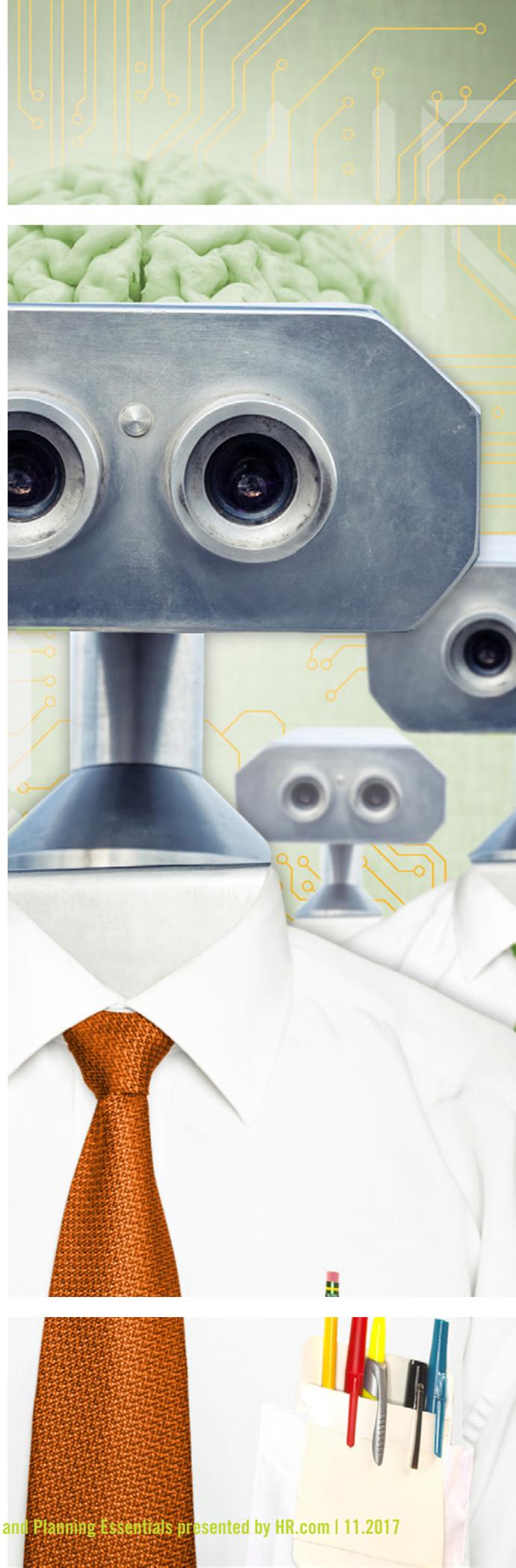
To Read the Exclusive HR.com Research Report
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How Automation Will Let You Humanize the Hiring Experience

Every recruiter needs more time. There have never been enough hours in the day for a recruiter to fill all their open roles. As recruiting leaders, it's our job to maximize our team's productivity. That means I'm constantly trying to figure out how I can help my recruiters work efficiently and hire more people.

The most challenging and time-consuming parts of finding great talent is not reviewing applicants and sourcing passive leads. Once you get past the grind of sourcing and sending initial outreach emails, the real value add for recruiters begins. I think of recruiters as brand ambassadors who don't just find people, they engage candidates and persuade them to come work at your company.

Having a great recruiting process doesn't only result in a great hire. It has a lasting ripple effect that results in great employees evangelizing how much they love their job, thus turning them into evangelists who refer more great people.

As long as recruiters are primarily focused on sourcing instead of nurturing stronger, meaningful relationships with people, they'll never have the bandwidth to be mindful of each candidate's hiring journey. If they are managing hundreds of candidates in the funnel, they can't possibly understand each and every one's motivations, goals and long-term career investments.

So how do we give that time back to recruiters? Automation. The rise of intelligent recruiting tools is a huge opportunity for talent and recruiting leaders to empower their recruiters to become the kinds of recruiting professionals we've always wanted them to be.

With tools that automate sourcing, phone screen scheduling, initial outreach, and other tedious tasks, recruiters can better prioritize the activities that truly

move the needle. A better recruiting world is viable. By automating top of funnel activities, we're making it possible for our teams to spend more time building relationships with the best candidates.

Intelligent tools enable recruiters to be more thoughtful about prioritizing their responsibilities, fast-tracking redundant and time-consuming chores so they can focus on elements of engagement that require more personalization and care.

Naturally, I get excited about solutions that can help my team work more efficiently and improve their ability to connect with candidates. And I've never been as excited about something as I am about Entelo Envoy, our brand new recruiting automation solution.

Entelo Envoy automates much of the sourcing and outreach process so that your recruiters can focus on high-quality candidates that are definitely interested in a new role. Your recruiters won't have to spend endless hours sourcing and emailing candidates who never respond to your outreach.

Instead, recruiters can focus on the people who are interested. Imagine that. Now their time can be spent on high-quality, interested candidates. Recruiters can focus on providing a great experience to candidates on a one-to-one basis. They can champion your company in ways that will resonate with those people. Even better, Entelo Envoy removes issues like unconscious bias from your sourcing because it automatically qualifies, assesses and touches base with candidates, regardless of their gender, race, or any other qualities that can play a role in how we made decisions.

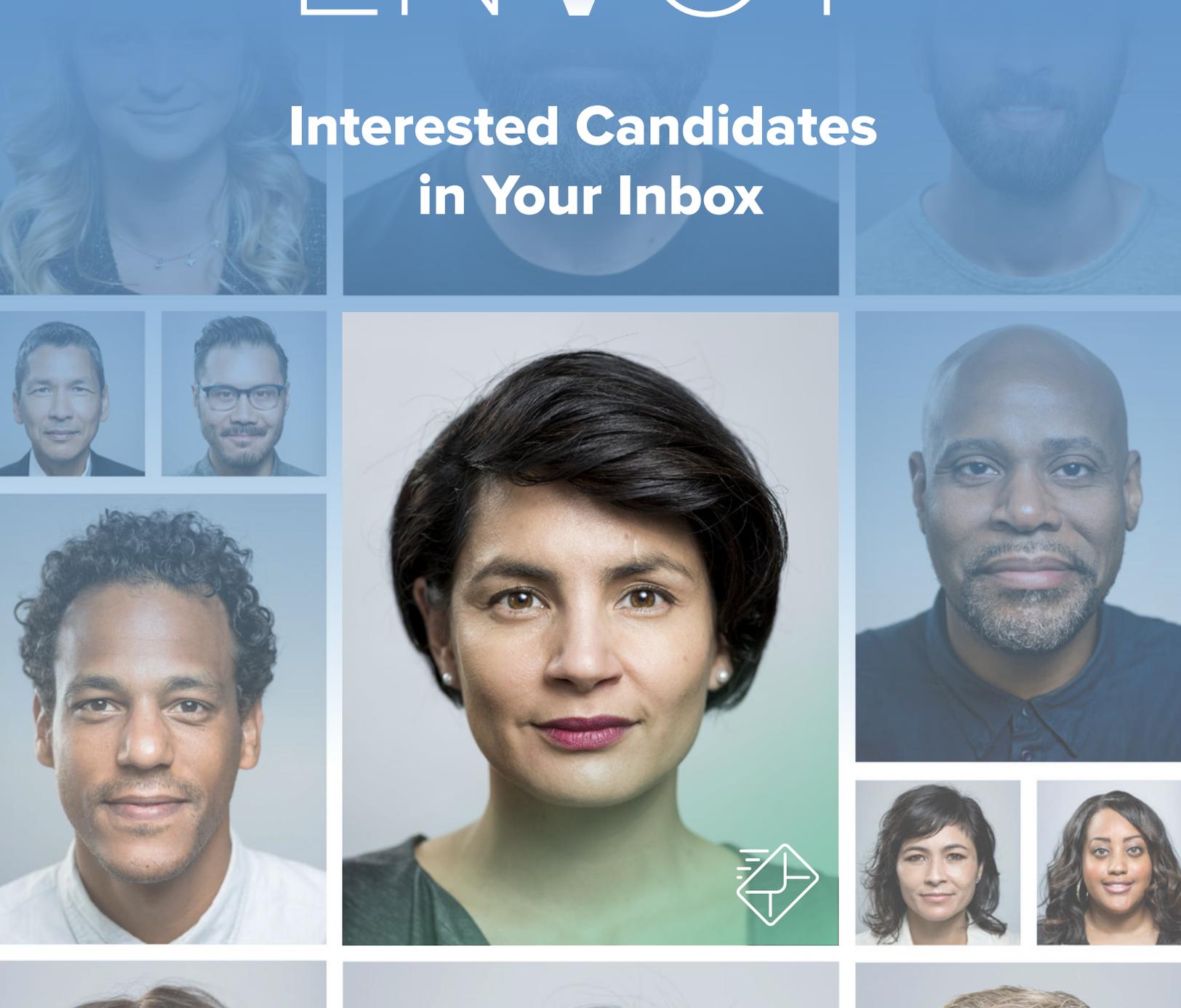
Entelo Envoy helps you become better recruiters by creating a hiring process that is simultaneously less transactional and more scalable. Filling those cold seats has never been this easy.

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INTEGRATING TA SYSTEM WITH HCM APPLICATIONS

► *An approach to effectively integrate your talent acquisition system with other HCM applications*

By **Saurabh Sablaka**

According to Josh Bersin, an organization on an average has at least three systems catering to their various HCM requirements. With rapidly evolving HR technologies, organizations are seeking to bundle and sort their various human capital management needs in one place. An Applicant Tracking System (ATS) is one of the core components of a successful bundled HCM solution that assists in automating company's talent acquisition needs. A smart and scalable ATS transforms the overall experience of recruiters as well as candidates, empowering the HCM to gain from its seamless user experience.

With varieties of ATSs present, HCM solutions are focusing on the capability to easily adapt ATS in their existing solution model. Application Programming Interfaces (APIs) have become the driving force behind continuous and automated data exchange between different systems and platforms. APIs make the solution extensible which leads to a rich feature set topped up with increased speed of platform access and efficient management of platform security. These also help keep only the required communication in place for two independent systems. Ensuring compliance and interoperability becomes easy to accomplish with API integration.

Let's take a closer look at some of the key benefits of this integration approach:

Less Turnaround Time

During the entire flow of candidate from ATS to an HCM system, a lot of data needs to be exchanged between these two, which takes place in the background and individual effort by HR personnel is highly reduced for accessing the candidate data, sending updates and reporting.

Versioning

Similar to business requirements, an integration channel also needs to evolve, to cope up with application. Handling these changes without breaking existing consumer system is a must which becomes quite easy with API versioning options. It allows to govern releases and manage change control with minimal or no impact on consumers.

Scalability & Cross Platform Support

With emerging need for cross platform scalability, API based integration enables seamless flow of data and information between

applications and devices, thus, embracing mobile and web applications support.

Secure Channel

APIs bring together different systems and provide a platform that securely exposes data in a useful way to internal and external developers and applications, as well as to partners and customers. Also, acting as an actual doorway to expose and manage only selected APIs externally to customers and partners.

To leverage these benefits, it is imperative to evaluate ATS's integration readiness while selecting it for your talent acquisition needs. For more insights on this integration approach, please download our white paper '[Drive Workplace Productivity by Integrating HCM Solutions with HRIS](#)'.



Saurabh Sablaka is Tech Lead at Harbinger Systems. Saurabh is an HR tech expert with exposure on various domains in HCM including applicant tracking, on-boarding solutions, benefits administration, EDI processing, chat bots & third party API integrations. He has professional skills in variety of tools and development platforms including desktop application, web application and cloud.

Visit <https://harbinger-systems.com/>

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HOW AI WILL CAUSE A ROLE REVERSAL IN FUTURE RECRUITMENT

► *The human aspect isn't going away but the tech is here to stay*

By Jonathan Kestenbaum

Four years ago, big data was the buzz of HR. Discussions revolved around what big data was and how it could be used to inform talent acquisition practices. HR and [Talent Acquisition Technology](#) evolved to capture this data and report it back to users so smarter decisions regarding their workforce and recruitment could be made.

Fast forward to today, and Artificial Intelligence is now able to analyze and make sense of the unstructured big data we've collected. AI encompasses machine learning, natural language processing, chatbots, deep learning and neural networks, and all of these can be seen as stages of AI.

Machine learning and natural language processing are the most used forms of AI today. More advanced AI delves into chatbots. Then we see deep learning and finally neural networks in the most advanced forms. In talent acquisition technology, we look to the very early stages of AI, machine learning and NLP, some of which are using chatbots. However, we are not in the later stages of AI quite yet.

Only the AI Survive

Today, 73% of talent acquisition tech start-ups state they're using AI in their platform, according to our most recent survey conducted at [Talent Tech Labs](#). This solidifies AI's status as almost a must-have for those who want to make their mark in the vast tech ecosystem. When we ask how this AI is being deployed, we are finding that it makes logical sense for these vendors to incorporate the easiest and early stages of AI like matching algorithms, recommendations and predictive analytics.

What comes after those preliminary AI stages are facial, voice and writing recognition. Unfortunately, those more advanced elements are made possible by deep learning and neural networks, and we're just not there yet with TA tech. It doesn't mean we won't be in the future, but it's important for the [Talent Acquisition community](#) to understand that AI isn't just one feature; it's a spectrum of intelligence.

As for the future of AI in talent acquisition technology, there's resounding truth in the fact that you can't take the human out of human resources. While these AI technologies can replace some of the work for TA pros and recruiters, they will not replace the entire role. More likely, they will empower the recruiter to focus on what really matters: engaging candidates.

We Predict Role Reversal Between Recruiters & Candidates

Our prediction is that AI in TA Tech will actually change the entire role of the recruiter in that they will go from being the hunters to

the hunted. In the next five years, candidates will actually be seeking out recruiters and we're going to see a huge role reversal. Just like the move from an employer-driven job market to a candidate-driven job market, we're going to see recruiters as less of a poacher and more as a resource to job seekers.

Talent acquisition professionals will soon be seen as representations of the company. They will be more of a partner to the organization with the know-how to get the company's attention. Once AI takes over all of the candidate matching and informs much of the selection process, it will become the job seeker's role to make sure they're not being overlooked by the technology, placing employers back in the driver's seat.

All in all, [Artificial Intelligence in Talent Acquisition](#) will be a combination of what we call tech and touch, meaning the human aspect isn't going away but the tech is here to stay. As it evolves more into deeper AI, we'll see functions of talent acquisition change. The tables will turn on candidates and recruiters will be deeply empowered.



Jonathan Kestenbaum is the Executive Director of Talent Tech Labs. [Talent Tech Labs](#) was originally founded to foster the growth and development of emerging ideas and companies in the [talent acquisition technology](#) space. An entrepreneur at heart, he spends his days building and advising the technology companies of tomorrow.

Connect [Jonathan Kestenbaum](#)

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High Volume: *A Case for Intelligent Matching*

AI is as profound as it is nebulous, promising a major disruption to the way we recruit. Intelligent matching is at the forefront of revolution and is a major tool to help recruiters regain control of their recruiting narrative.

No industry escapes the unavoidable reality of employee turnover. Over 100 occupations in the U.S. currently post more requisitions per month than hires. The same key roles constitute most of these requisitions, leaving recruiters frustrated and constantly feeling like they're back at square one.

Instead of constantly posting new requisitions and praying the right candidate applies, what if candidates applied to pooling requisitions? The pooling requisition constantly fills the recruiting funnel with talent, regardless of a specific requisition's status. This curated pool of talent continually grows, banking candidates for a moment of need.

However, finding the right candidate from a large applicant pool can feel like trying to find a needle in a haystack. In fact, up to 85% of qualified applicants don't receive a response from the company after applying, yet 71% of employers say they can't find the right candidates.

With intelligent matching, a customizable AI engine combs through large candidate pools and select the top talent based on benchmarks selected by a recruiter for a specific role. Criterion can include specific behavioral data curated by psychological assessment, experiential benchmarks, and candidate preferences. It's the recruiting equivalent of an arcade claw machine - the right candidates are automatically pulled from the candidate pool at the touch of a button.

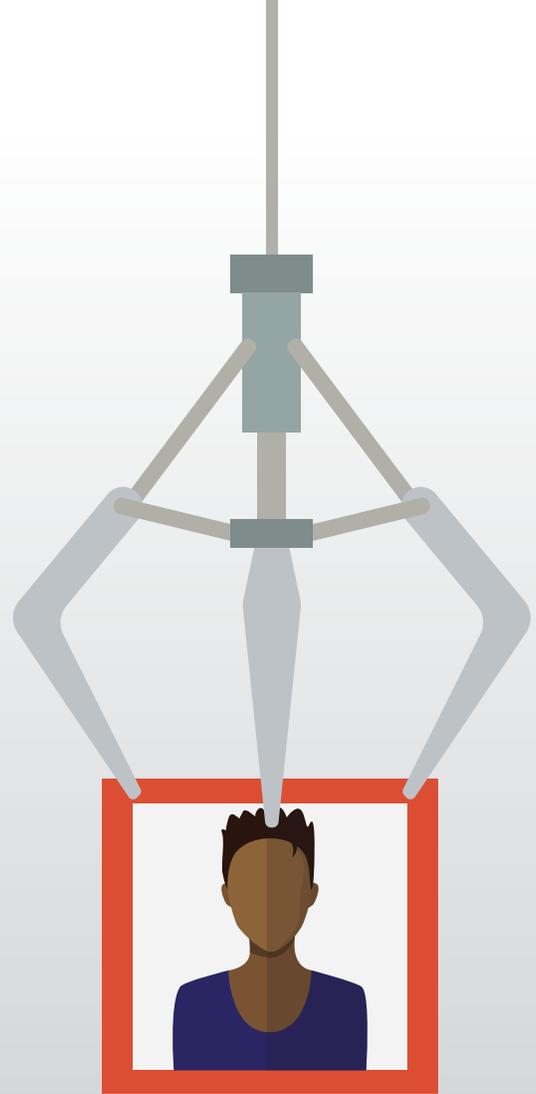
The days of posting a requisition and praying for the right candidate are over. Work smarter, not harder, with Intelligent Matching to find your best talent ever.

In Practice:

A large warehousing company found that 25,000 of their annual requisitions were for the same five roles—warehouse associate, shipping specialist, plant technician, forklift operator, and stock clerk.

Instead of recruiting for the same positions over and over again—and hoping that the selected candidates turned out to be a good fit—the company used intelligent matching to fill their talent funnel with interview-ready candidates.

Hiring managers (who didn't have readily available computer access in the warehouse) are able to open a requisition on their mobile devices and receive a pre-filled pool of qualified candidates from their database within minutes. This system decreases the hiring managers' time-to-fill and enables them to spend more time in the warehouse with their employees—ultimately increasing engagement and reducing errors on the floor.



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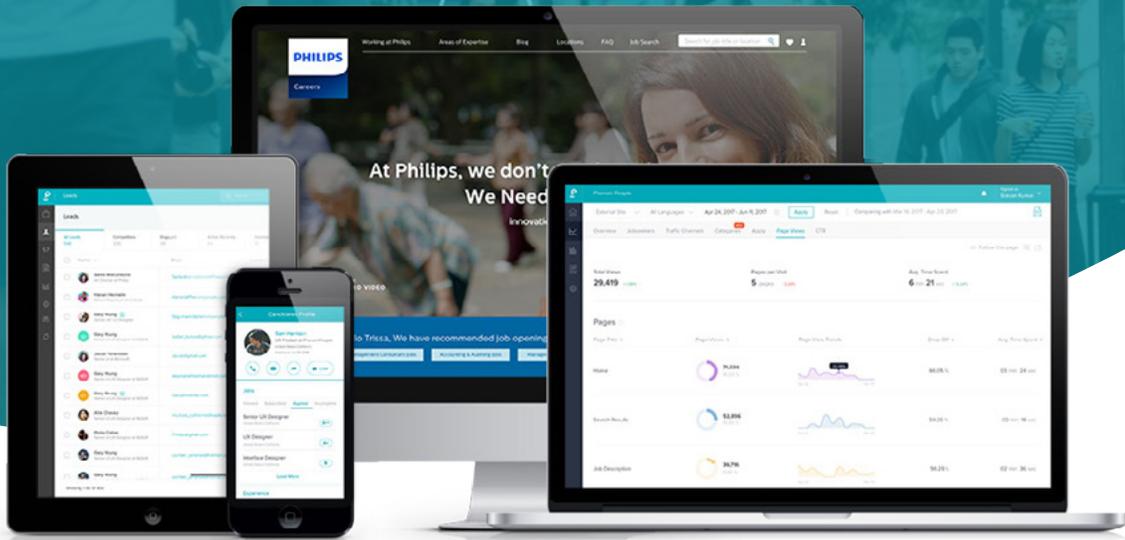
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A FIT

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The TRM Cloud Platform



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Start recruiting like a skilled recruiter



INTERNAL MOBILITY

Internal portal to groom talent within the company



CMS SITEBUILDER

Build your career site in minutes with a site builder



TALENT ANALYTICS

Data you need to drive better talent decisions



CHAT BOTS

Proactively engage passive candidates on your career site

Phenomenal Results

3x

Increase in
Conversions

49%

Reduction in
Time-to-Fill

12

Passive Candidates
Detected per Job

20%

Reduction in
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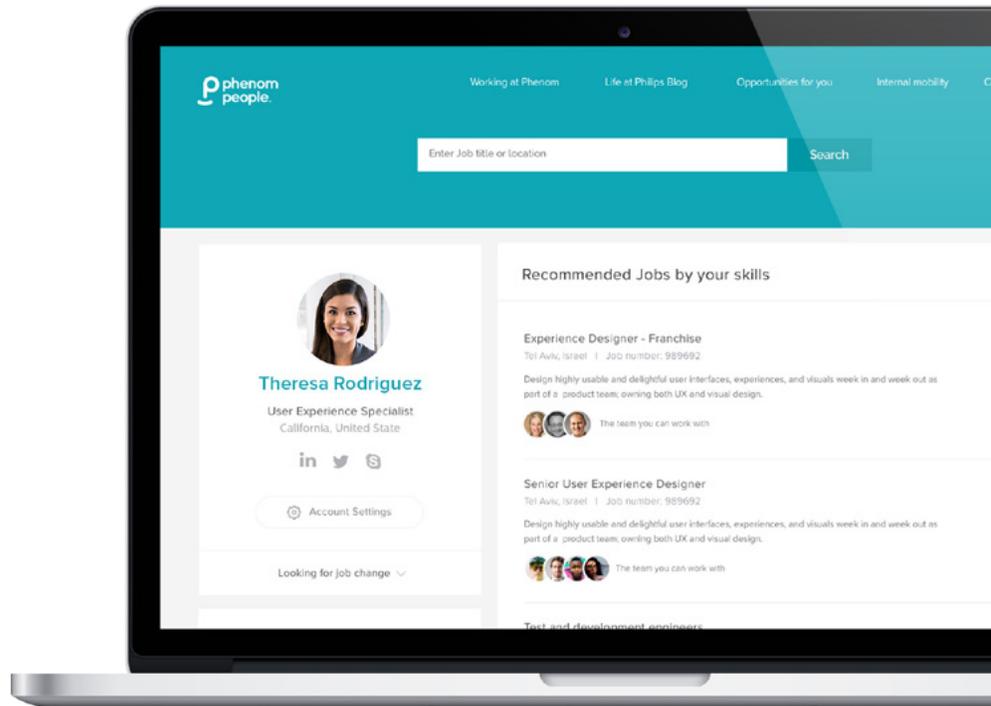
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[AI BUYER'S GUIDE LISTING](#)

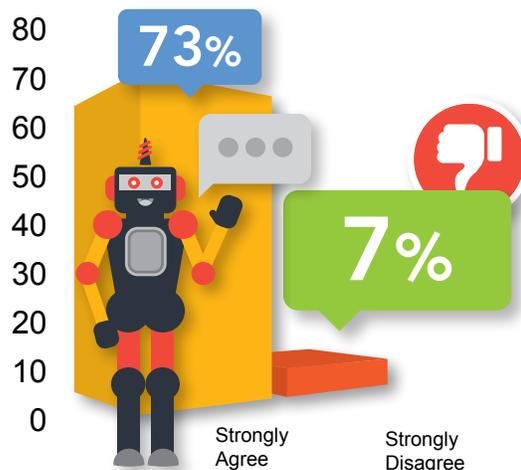
AI in HR - Today and in 5 years

► Survey Question: How important is AI to your organizations productivity today and how important do you expect it will be in five years?



18% said AI is already important or very important to their org's employee productivity, but over three times as many (56%) expect it to be that important to productivity in 5 years.

► Survey Statement: AI interfaces such as chatbots will be increasingly viable ways for employees to get answers to HR-related questions.



About three-quarters agreed or strongly agreed that AI interfaces will become an increasingly viable way for employee to get answers to their HR questions and just 7% disagreed to some extent.

Click here to view the complete infographic representing key outcomes from The State of AI in HR survey of 995 HR professionals, conducted in August and September 2017.

[VIEW THE INFOGRAPHIC](#)

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HOW ARTIFICIAL INTELLIGENCE CAN MAKE HR MORE HUMAN

► *HR can do a better job of relating to employees as people*

By **Monica Mehta**

Artificial intelligence, the technology buzzword *du jour*, is widely understood to have major implications for a broad range of business processes—most notably the people-centered activity of human capital management.

Too often, the management of people—whether at the HR level or manager level—suffers from overly bureaucratic processes. Managers have too many direct reports, in addition to having to do their “day jobs,” while HR pros must deal with regulatory and other compliance issues that pull them away from being more personal in their work. AI promises to help those pros automate their myriad mundane management tasks, freeing them to do a better job of relating to employees as people.

“The more AI augments our processes and extends our reach, the more we can apply the uniquely human capabilities that we bring to a situation—our judgment, our creativity, our empathy,” said Gretchen Alarcon, group vice president for Oracle’s HCM strategy, during a session at Oracle OpenWorld 2017. “In fact, I think the more we embrace AI and HCM, the more human we’re going to become.”

The latest release of Oracle HCM Cloud includes several AI-based features. For example, the application lets job seekers interact with so-called chatbots to learn more about open positions and the employer’s recruiting process, or to get suggestions on other job opportunities. Another feature offers hiring managers recommendations for best-fit candidates. Another gives recruiters predictions on whether a candidate will accept a job offer.

Alarcon outlined a number of other scenarios in which artificial or adaptive intelligence eventually could help managers develop better connections with their employees, on both a professional and “human” level.

Possible future Oracle HCM Cloud capabilities now in the research stage include a chatbot that helps identify appropriate candidates for internal promotion; the use of natural language processing to turn text/screen-based performance reviews into more interactive exercises; and even the use of facial recognition software as an advanced management tool (more on that below).

Human-like Processes

In a video demonstration of the chatbot that helps identify people for promotion, it alerted a manager that the organization needed a leader for a specific project. After searching internal candidates, the system identified three potential fits, one of whom needed training. The manager approved the candidate, and the system sent a message to the woman offering her a promotion and asking her to complete an application to attend a training course. The system also asked the manager if it could send an updated project summary to the relevant team.

“The new productive is thinking about how to do things smarter, to have more targeted approaches and less wasted activity,” Alarcon said. “We’re not talking about machines taking over the world. We’re talking about how can we train processes to be more human-like, and consider more than just the binary decision tree.”

Improving the Performance Review

Performance reviews are a necessary part of most managers’ lives, but for many of them, it’s either a “creative writing exercise” or an exercise in cloning, “because you spend a lot of effort writing that first one, and you don’t have any more time to write the other seven,” Alarcon said.

The process could be vastly improved with the use of natural language processing and the ability to have various types of data about the employee in one place. Natural language processing already exists in the publishing world, whereby AI-powered systems write basic news and sports stories.

The same technology could be applied to a performance review, Alarcon said, taking data from various sources and assembling it for a manager to review. The system could, for example, review data on an employee’s work and include a suggestion to give him more flex time because his child just started elementary school. Or it could recommend a new project based on his volunteering activities.

“We’ve talked for years about the value of having all this content together, and the ability to bring it together in one place,” Alarcon said. “If natural language processing programs could write the performance review, and give me suggestions about the employee as well, I could save a lot of time and go into the conversation much more prepared.”

Emotional Connections

When people think about the concept of a connected workforce, they envision being able to access the same information and communicate easily in real time. But what if we could access an employee’s mood as well?

Facial recognition technology could eventually do that, alerting an employee’s manager about an unsuccessful meeting or the perceived level of engagement he or she has on a project. Such a tool may seem “far out there,” Alarcon said, but customers have already asked about how to gauge the effectiveness or success of meetings. “It’s not crazy town,” she said. “We are actually thinking about this right now.”

Another futuristic concept is location-based intelligence. Alarcon offered the example of a system that alerts a manager if an employee’s flight was delayed and asks if another employee should be assigned for his 9:00 a.m. meeting.

A History of Intelligence

Oracle’s HCM applications have long had automated, data-driven capabilities that could be viewed as “intelligent,” Alarcon noted. For example, the workforce predictions feature goes back to the first release of Oracle’s HCM suite. She called it “an early warning system that told you what could happen with your workforce, or the success rate of a re-organization, and left the decision to you.”

Since the application suite was first introduced, it has also been making recommendations on employees’ career development and potential mentors. Employees get suggestions about how to advance in their chosen track, or what jobs might be suitable in the future.

“Some of this may sound far out, but the data’s all there,” Alarcon said. “We just have to find a [better] way to bring it all together in such a way that you can actually interact with it.”

Humanizing AI

Although most company leaders see AI as “interesting and cool,” Alarcon said, they’re not sure if they’re ready for it yet.

“We’re in the same situation with AI that we were with the cloud five years ago—we’re ready to explore it and we know it could be big, but we’re not sure how it will impact us,” she said. “It wasn’t a question of if you would move to the cloud, but when, and I think we’re at that same point with adaptive intelligence.”

This article first appeared [here](#).



Monica Mehta is a frequent contributor to OracleVoice. Monica is an independent communications consultant specializing in content strategy, brand storytelling, thought leadership and executive communications

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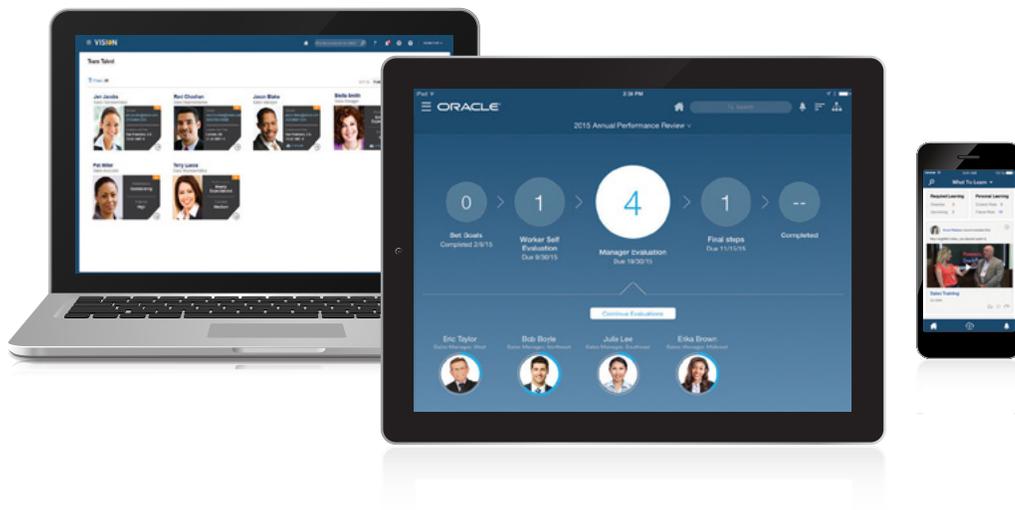
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Can “ai” elevate the odds of a perfect match?

ELEVATED

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When it comes to ensuring compliant, bestpractice hiring, technology backed by good algorithms is essential.

Whether we want to admit it or not, one of the first things we do when assessing a candidate is to go scope out their LinkedIn profiles and other social sites.

Enter unconscious bias, which can effectively shortchange your organization’s engagement and culture. The utilization of HR technology backed by strong algorithms can help eliminate potential bias. How? The algorithms powering the tech are focused on quickly assessing if candidates possess the skills, values, experience and other variables that matter to your organization.

Finding Substance Beyond the AI HYPE

It is clear that the new darling of HR Technology is here: Artificial Intelligence. Claims of “AI assisted,” “AI-enabled” and full “AI platforms” are sweeping the marketing clogging up our collective inboxes. While much of what’s labeled “artificial intelligence” probably belongs more in the category of deep machine learning, some technologies are getting closer to the level of “intelligence” required to truly be part of the AI category. However, the success of any machine’s ability to learn and understand intelligence regardless of scale is dependent upon the algorithms that power it.

This may seem in sharp contrast to conventional thinking that data loads reign as the supreme barrier test for artificial intelligence. After all, data “fuels” any algorithm. As Human Resources teams grapple to make sense out of enormous amounts of data, doesn’t it stand to reason a technology’s data load capabilities should be the most important factor in AI classification and purchase considerations?

The answer is “not really.” While it’s true a mediocre algorithm focused on vast amounts of data can outperform a stonger algorithm with only a small data set to work with, it doesn’t make it “better.” Nor does it rise to the level of intelligence, because part of mimicking human intelligence requires the ability to make decisions and high-quality predictions on outcomes based on small data-sets. So no matter how much (or little) data you have, the limit to what you can do with it will largely depend on the quality and sophistication of the algorithms powering the platform.

We are still early in our collective endeavors in artificial intelligence and many (if not most) technologies do not share or understand the wide range of unspoken assumptions critical to successful reasoning in human communication. This lack of “common-sense reasoning” can create particularly troublesome results, mistaking correlating data for causation. It may be that tall employees have performed better than shorter ones in your company, but we know height is unlikely to be the reason behind their success. To truly pass the artificial intelligence test, an algorithm needs to be able to possess the common-sense to identify and understand the difference between correlation and causation. While we’re close, we’re not there yet, so focus on technologies and invest in the companies that understand what to “teach” AI so when it truly arrives, your technology will be ready for you to use it.

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- Stephen Lynn,
CEO Dovetail Software

"Elevated Careers is amazing. The opportunity to align applicants to our culture is a game-changer. It also gives us the ability to get a good culture map by position type to help with our EVP and messaging."

- Jennifer Tharp,
Associate Vice President, AT&T

About Elevated Careers

With more than 8 years of research, millions of people analyzed and solutions developed by PhD's from eHarmony, the leaders in matching algorithms, paired with the award winning technology of Candidate.Guru, creates a platform in Elevated Careers poised to break the cycle of poor hiring and engagement in your organization.

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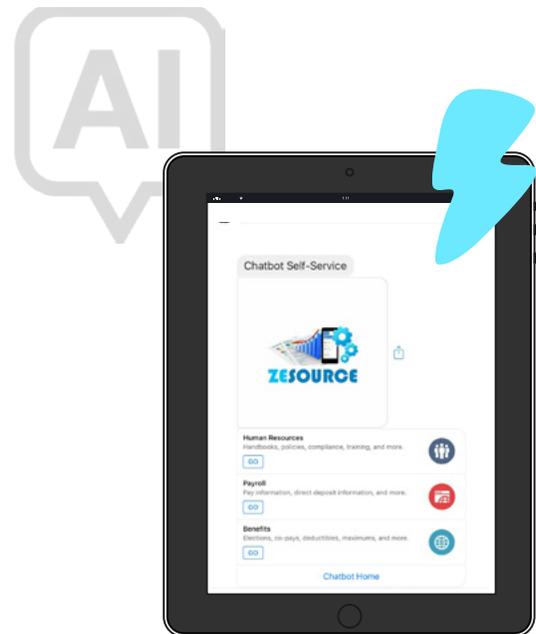
Are you finding it difficult to juggle daily tasks, strategic planning, special projects, and ongoing employee requests all at once? If so, you're not alone.

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Zesource's HR Chatbots use a wide variety of tools to support your employees. A few examples are:

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- Embedded and linked videos
- Broadcast messages
- Documents and forms
- News feeds
- Calendar event notifications
- Surveys and and on-demand feedback

How Your Chatbot Helps

Reduced time spent researching and responding to routine employee requests

Standardized HR communication and workflow processes throughout your company

Better employee engagement

Improved data quality to help with strategic planning efforts

Single-platform access to many support tools

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Excellent opportunity to infuse personality into your company's business systems

Faster response time for employees



"Juniper Research forecasted that businesses using Chatbots could save \$8 billion per year by 2022 in banking and healthcare alone."

To Bot or Not? The Rise of AI Chatbots in Business - Dell Technologies

delltechnologies.com

How Employees Talk To Your HR Chatbot

Zesource's HR chatbots can quickly retrieve and update company and employee information in response to requests like these:

I need to change my address. WHEN IS OUR ENROLLMENT?
How do I reprint my pay stub?
SEND ME OUR HANDBOOK.

What is the maximum 401k contribution? WHAT DO I PAY FOR MY MEDICAL INSURANCE?
I LIKE OUR NEW BENEFITS!
I need to schedule a PTO day.

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Artificial Intelligence Puts an End to the Traditional HR Software Dilemma

► *HR transformation simplified*

By **Andy Daws**

It's not uncommon for HR software buyers to feel caught between the proverbial rock and hard place when shopping for tools to transform and automate their department's activities. Most options fall into one of two categories, and while both have their strengths, they also have significant downsides.

On the one hand are a plethora of vertical "point solutions" aimed at adding value and efficiency to a specific task or activity. These out-of-the-box options are often quick to implement, but offer limited-to-no flexibility and tend to create multiple siloed data sets when cobbled together. On the other hand are the large-scale complex horizontal platforms which can be customized to do pretty much anything the buyer wants as long as they have the time and money to implement and maintain these sizeable IT projects.

The good news is that recent developments in emerging technologies are creating a "third way" – part of a broader technology trend towards *configuration*. Remember when it was necessary to learn to write HTML to build even a basic website? That all changed with the advent of configurable software which has enabled millions of users to create multi-faceted websites themselves using an intuitive interface. Users don't need to understand the technology behind them, they just want a website!

Now, imagine if that same approach could be applied to automating HR department processes, workflows, documents and dashboards. Advances in Artificial Intelligence are making it possible to apply these same principles of configuration to much more complex enterprise applications and Kim Technologies has been identified as a market leader in this new segment. It solves the traditional HR software dilemma by providing the best of both worlds – a highly flexible and customizable automation platform that's quick and easy to configure and implement with no IT development skills.

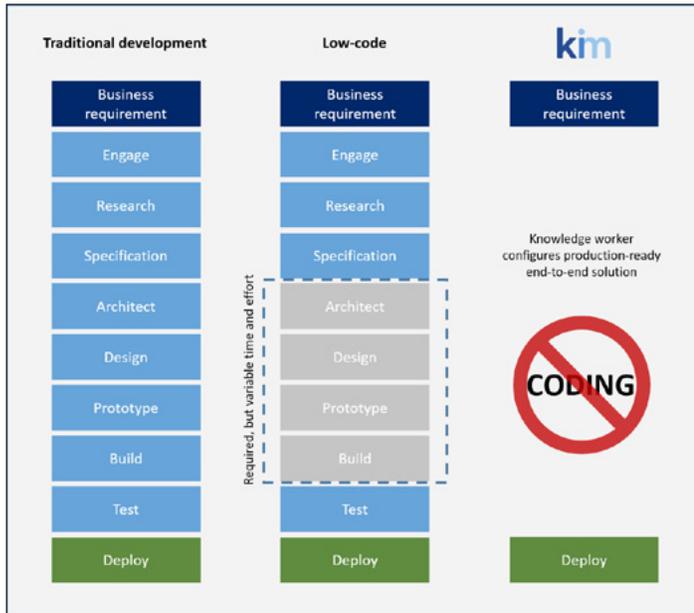
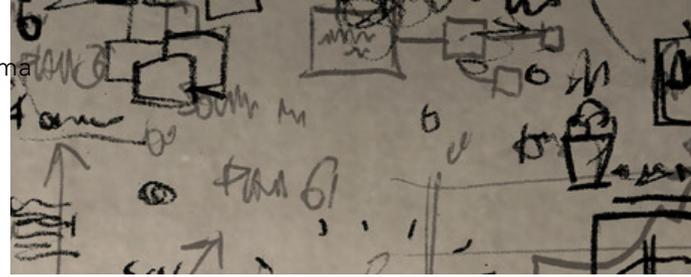
"Think of it as HR transformation simplified", says Kim Technologies' CTO, Richard Yawn. "Here at Kim we do for business processes

what others have done for creating websites. What used to take a team of IT developers many months to complete can now be done in an afternoon by a knowledge worker without any coding or IT support. We are putting control back into the hands of HR professionals who own and understand the processes, and so are best positioned to automate them themselves."

With a platform that integrates case, document and workflow management, customers can choose to configure virtually any service delivery process they need on the platform from any stage of the employee lifecycle: automating everything from on-boarding processes and forms, through everyday employee relations activities, all the way to exit interviews. The platform supports multiple languages, and everything created is automatically responsive to smart phones and tablets as well as desktop PCs.

In what some are calling the Age of Data, it is increasingly important to have one source of the truth, and Kim unifies all the data collected in a unique form. This provides a multi-dimensional forensic audit trail for all activities, as well as the foundation for a powerful DIY dashboarding tool in which users can build their own real-time dashboards by simply choosing their preferred visualizations from dozens of available options (heat maps, pie charts, bar charts, etc.).

Kim's entry into the HR market builds on its success in the legal market where it has attracted multiple landmark customers and international awards for technology innovation. "Our move into the HR market was a natural one as the technology platform that we have used to optimize legal operations and contract management adapts beautifully to solving the problems that HR service delivery professionals face," explains Kim's CEO, Robert Farina. "The HR software arena is well established, but still heavily populated by traditional technologies which are rapidly showing their age alongside next-generation alternatives."



In contrast to the traditional vendors in this space, the Kim platform utilizes multiple patent-pending AI technologies, including neural networks, machine learning and deep learning to provide cognitive capabilities to assess the meaning of documents, route work intelligently and assist in finding critical information as well as to create its fully configurable and integrated case, document, workflow and knowledge management platform.



“The HR software arena is well established, but still heavily populated by traditional technologies which are rapidly showing their age alongside next-generation alternatives.”

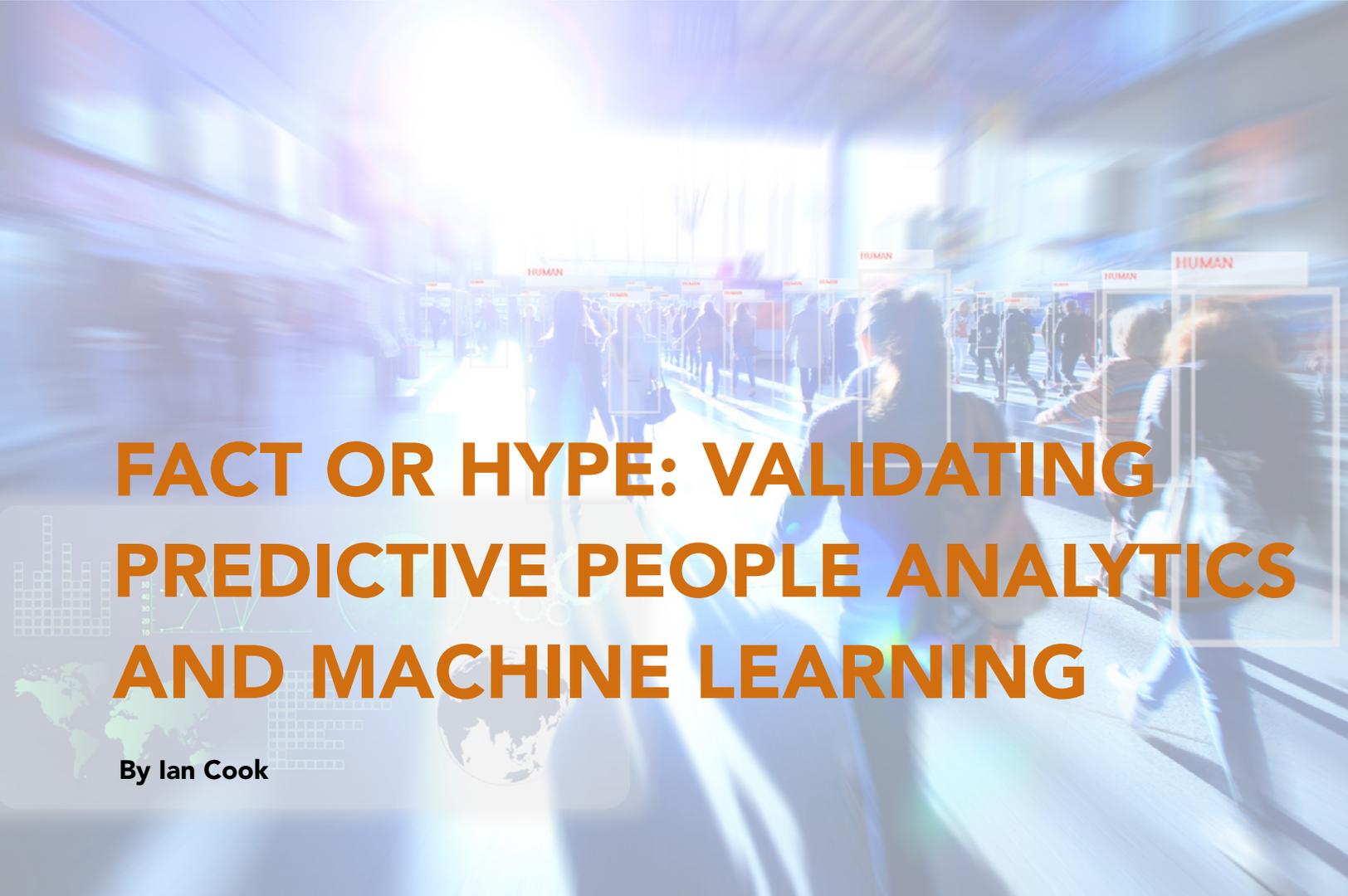


Andy Daws is a Founding Member of the Kim Technologies team, with a successful track record in combining people, processes and technology to build disruptive new entrants in the HR and Legal markets on both sides of the Pond. He is a regular speaker on technology and innovation at international conferences, universities and business schools.

Visit <http://ask.kim/>
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FACT OR HYPE: VALIDATING PREDICTIVE PEOPLE ANALYTICS AND MACHINE LEARNING

By Ian Cook

The 2016 Conference Board Survey of CEOs found that “Human Capital” is the CEOs number one global business challenge – for the fourth year in a row. For many HR professionals, this doesn’t come as a surprise.

Since the peak of the recession in 2009, the number of unemployed persons per job opening in the US has steadily declined to the point where there has never been a higher number of job openings. The war for talent is fierce and it’s become increasingly difficult for companies to both hire and retain talent.

Accurate predictions are the cornerstone of effective workforce analysis and planning. By forecasting how many employees are likely to leave, for instance, you’ll be better able to plan for the right number of new employees to hire. Expect too little attrition, and you’ll fall behind on hiring and workforce productivity will drop. Expect too much, and you’ll waste money ramping up talent acquisition programs.

In short, better predictions make it easier to match workforce supply with demand. Even a small increase in accuracy means significant savings, given that the workforce accounts for the biggest slice of the budget for most organizations.

If you can leverage predictive analytics to correctly identify employees who are at risk of leaving, should be considered for a promotion, or are likely to move laterally within the organization, you can avoid unnecessary and unexpected costs, while also enabling productivity and performance gains.

The keyword here though is correctly.

Why Building Predictive Workforce Analytics is Challenging

First, with any predictive model, you need to have a means to verify that your predictions are valid.

When we put Visier’s Data Scientists to work on validating the success of our “at risk employee” predictive capabilities, they immediately identified that a minimum of 2-3 years of workforce data is required for the analysis to be valid (but the more the better).

It’s like the statement most parents have made to their kids at some point, “How do you know you don’t like it, if you haven’t tried it?” Or, in our case, how do you know the predictions are working, if you haven’t made a prediction that can be validated against real outcomes?

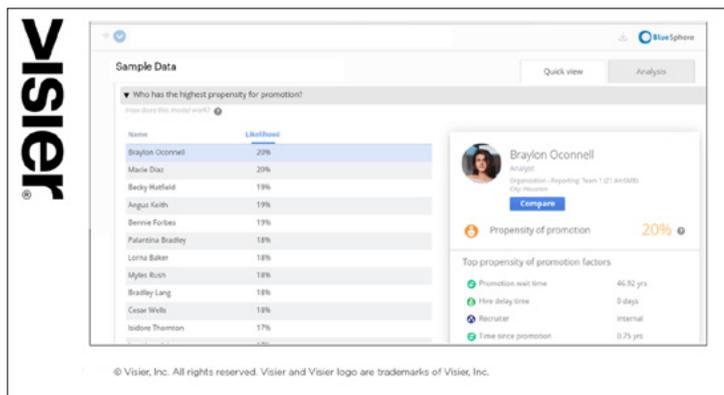
Second, the patterns behind why people make decisions aren’t always simple. People data is sensitive – it’s data with feelings.

It’s also messy, constantly changing, and housed in many disparate systems. To find the patterns inherent in such data requires looking across as many varied sources of information as possible. Like mining for gold, the wider your search is the more likely you are going to find the hidden nugget of insight.

Third, the accuracy of the predictions depends on the data used to create the model. A predictive model created based on the factors inherent at one company, doesn’t necessarily apply at a second company. Differences that arise over time can also compound the challenge — a model valid one year may not be valid the next, even within the same organization. Approaches need to take this into account.

Overall, the biggest challenge is that most predictive analytics capabilities available today are in their infancy. They simply have not been used for long enough or by enough companies or for enough employees or on enough sources of data.

How Visier’s Predictive Workforce Analytics Technology Works



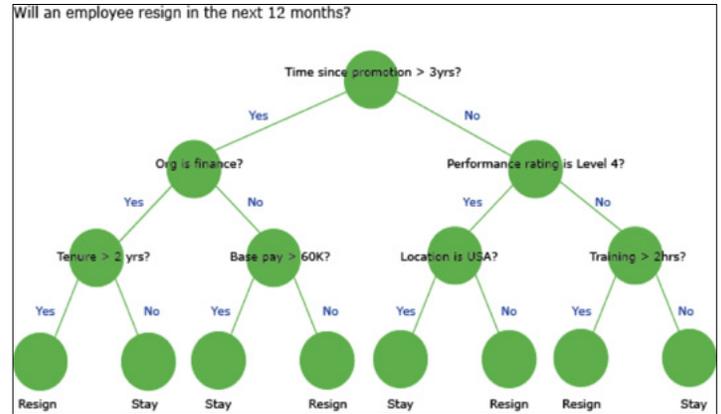
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Our people strategy platform, Visier Workforce Intelligence, uses predictive analytics technology that are up to 17 times more accurate than guesswork or intuition at predicting risk of exit, promotions, and internal movement.

To make our predictions even more accurate, our predictive engine uses a best-practice machine learning technique called random forest.

Visier’s learning algorithm examines historical employee data and employee events like promotions, resignations, and internal hires to learn a set of patterns and construct decision trees that help you predict the occurrence of an event.

For example, the decision tree, in the following illustration, predicts whether an employee will resign in the next 12 months based on their attributes.



employees being looked at. And because the platform was built to analyze all employee data, we are not limited like HR transactional systems that manage only a portion of the employee lifecycle.

These transactional systems cannot effectively answer strategic workforce questions, connect workforce decisions to business outcomes, or support future modeling and projections. Their underlying technology simply does not allow it in any meaningful way.

Visier Workforce Intelligence looks at all the employee attributes, collected in all HR transactional systems, from payroll to HR management to talent acquisition to recognition and so on.

Validate Visier's Results and Build Trust with Your Stakeholders

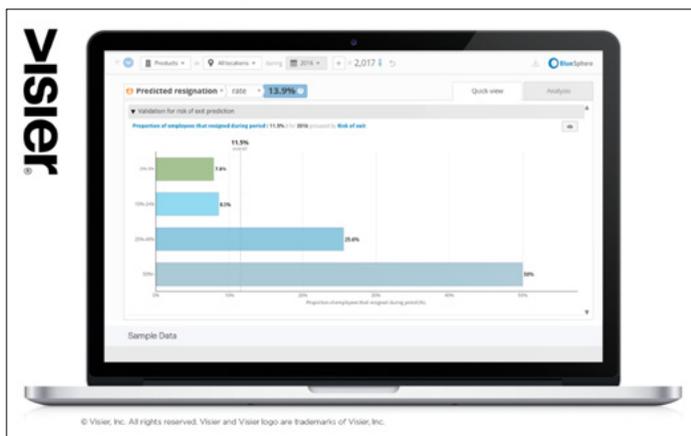
Each predictive model in Visier Workforce Intelligence is trained on all available employee data and employee events like promotions, resignations, and internal moves.

Predictive success is calculated by taking the predictions for employees at one instant in time and then measuring the actual event rate of these employees in the following validation period of one year. The predictive success measure is defined as the actual event rate of the employees with the highest predicted likelihood divided by the overall event rate in the organization.

Visier provides a validation metric for each predictive model that lets you measure how close the number of actual exits, promotions, and internal moves were to the predicted values inside the application. You can directly verify using the data of your organization alone and report on whether a higher prediction likelihood resulted in a higher rate of actual events.

This helps you increase the trust of your stakeholders by confirming exactly how accurate your past predictions were. With this kind of validation, you can be confident you're giving leaders the right information to make their people decisions.

Visier Machine Learning data visualization showing the validation data for a risk of exit prediction



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HR's Transition to Predictive Analytics

It's important to remember that predictive analytics will not replace human intervention. Analytics can't tell you the one clear course of action to take, but it gives you the deep insights needed to make the best possible decision based on facts.

Your own organizations journey to data-driven HR doesn't (and probably shouldn't) need to start with predictive analytics. Consider a "crawl-walk-run" approach in your graduation from metrics to true workforce intelligence, where you move from small success to bigger successes—whether it's reducing your team's time spent on producing custom reports or reducing turnover in a high-producing role.

When you do begin, ensure that your predictions are trusted and used by leadership because the approach you use is tried and tested, and validation can be shared with the organization.

For more information, read:

[Press Release: The Validation of Machine Learning](#)
[Visier Predict Overview](#)



Ian Cook is Head of Workforce Solutions at Visier. Ian is a visionary and evangelist for workforce intelligence. Having delivered his first ROI study in the 1990s Ian has gone on to advocate for the use of data as a fundamental part of HR practice for over 20 years. He was responsible for building Canada's leading source of benchmark data, delivered countless consulting projects that used data to prove business impact for clients and for the last 5 years has been responsible for Visier's workforce domain solution – the leader in its field.

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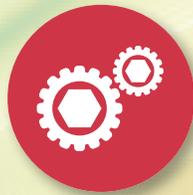
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There have been great discussions some of which I helped to lead, some of which I participated in.

Ted Hoff, VP at IBM

Not only did I feel inspired as a person and as a leader, but I also took some great takeaways.

Sue Collard, Career Development Director at Dell Inc.



Internet of Things (IoT) For HR And Talent Development

A big change

 By Alan Bostakian

The “Internet of Things” (IoT) has become an increasingly growing topic. By 2020, there will be over 20 billion devices connected to the Internet (Gartner Inc.). Internet of Things (IoT) is a complex interconnected network of “Things” via the Internet. It includes sensors, actuators (produce active responses), communication, and intelligence (to determine desired actions).

Here, our focus is the application of IoT in HR and TD. To have a more efficient workplace and workforce, we will need connected IoT devices, and we must analyse the collected data to find better ways of doing business in HR area.

The digital vision can be about having a better understanding of the job candidates, employee performance, service quality, best workplace design, and required professional development which will lead to a better customer service and will ensure that employees are able to achieve the strategic goals. All stakeholders will get benefit from the better workplace and better talents which will eventually improve organization’s brand and culture.

The transformation strategy (using the IoT) can be based on a simple and proven change management approach. The plan should consider limitations and the current assets and build upon them to advance organization’s competitive advantage. The plan’s nature must be transformative.

The organization’s strategic assets are its human resources and its transformative ambitions. The organization’s vision needs to be dynamic, and because IoT brings opportunities continuously, the vision must be flexible and open-ended enough to be evolved over time. The team should always try to find ways and strategies to maximize the value created for customers and to gain a competitive advantage. The leadership team needs to understand that IoT can help the organization (in the mentioned direction) by having the right levels of integration and differentiation.

A good plan can include all the components, considerations, and the ecosystem required for the transformation: Real-time Communication & Collaboration tools, Job Performance & Competencies, Learning Styles, Communication Style, Learning Management System (LMS), Human Resources Information System (HRIS), IoT enabled ID Badge, Interfaces, Connections, Advanced Security Systems, Cloud-based Dashboard, Virtual Situation and Simulation, Shared Digital Units, and Big Data.

To have a successful transformation, we need executives who are open to innovation and think strategically to increase the effectiveness.

What We Can Transform with IoT and What Are the Benefits

We can collect information about performance, team-playing skills, core technical competencies, productivity, communication patterns, and learning styles, to have more efficient human resources. As a result of IoT, the employees’ environment (things) would interact with the employees.

We can add sensors to the staff ID badges to collect data about locations and what they do to monitor the staff, and as a result, we would increase the employee performance. Having real-time service info, over-the-air updates and adding personalized context can help in adding value. It would help in automatic access control as well as checking attendance (for work or events), and it will add another opportunity for communication with the employee.

For having better recruitment, as a part of the selection, candidates can be placed in virtual situations and then we would assess their actions. For each subunit, we would be able to find the right specializations and skills for differentiation and integration.

We can also implement IoT and Big Data strategies for having information convergence and full integration. The organization can use analytics for rethinking value propositions.

Based on the job description of each hiring project, the virtual situation and simulation applications need to be dynamically customized by the required skills and applicant’s actions. We can collect information about communication style and tone (of the employees) and use the alerts (that we can have about them by using IoT) to create a list of professional development program suggestions (in LMS/HRIS) for next performance appraisals.

The organization would be able to coordinate its operational and customer info to minimize costs, maximize profits, and increase customer happiness.

The Technical Requirements

Considering and addressing the security concerns at the same time when we choose the right technologies is critical. The required infrastructural changes and upgrades:

- Communication tools: Providing better online real-time collaboration and communication platform for all.
- Adding sensors and systems for collecting data about job performance, competencies, learning style, communication style and tone (of the employees)
- Adding actuators: After knowing the learning style, adjusting the LMS offering based on that, or giving alerts to the employees if their tone is not the ideal one for desired customer service type
- Equipping ID badges with sensors: to record (and monitor) their locations, movements and what they do and to have real-time updates about them
- Advancing the security and anti-virus systems: to keep the connections and communications secured
- Adding a real-time cloud dashboard to show the result of data analysis, for decision-making
- Adding virtual situations systems (simulations) to the HR department, to assess hiring candidates’ actions, dynamically customizable based on the job description of each hiring project (to address the required skills as well as the applicant’s actions)



- Shared digital units (to have better digital knowledge management as well as shared digital services)
- A cloud database platform for Big Data
- New Interfaces as well as upgraded communication infrastructures (Wi-Fi, Local Area Network or LAN, ZigBee, etc.) for connecting IoT devices to HRIS and LMS

The Leadership Requirements

- In the digital governance, coordination between all levels of management as well as other stakeholders is very important.
- We would need to create various digital governance committees, define more clear digital leadership roles and appoint a Chief Digital Officer, especially for coordinating digital activities and advancing synergies between departments (in addition to her/his other responsibilities as a CDO).
- In many organizations, it would be better to choose the CDO from operations (not from IT team) because of the required ability in driving transformation.



- CEO should play a support role in the collaboration. She/he will make it clear that there is no competition between CDO and CIO. The real value of this relationship is focusing on how we can improve the business.

Relationship with IT

The best design is having IT and IoT units/departments separate and having both Chief Information Officer (CIO) and Chief Digital Officer (CDO) report to CEO, as they have to focus on different areas (CDO on strategic and design aspects and CIO on supporting the business, plans, and all departments). CIO and CDO must work closely in making digital decisions based on the digital vision that CDO would craft. CDO will lead and coordinate digital activities to redesign products/services for the digital age.

The IoT projects will work with IT. Currently, many non-IT departments give orders to IT department. We must move away from that and focus on collaboration, to have a better mutual understanding.

The relationship will help us in managing the challenges (for example, data challenges, or having affordable and feasible solutions like edge cloud as well as Artificial Intelligence wherever applicable).

Skills, Teams and Strategies

Teams	What we may do about/for them
Top-Level Leadership	Executive Coaching for digital leadership & IoT
Line-Level Leadership	<ul style="list-style-type: none"> • Training them to have an introductory IoT knowledge • Hiring a few new talents with entrepreneurial mindset • Helping them in learning how to use new collaboration and communication platforms
Information Technology team	<ul style="list-style-type: none"> • Help them to see the big picture • Outsourcing the support function, and going Cloud more. • Hiring external contract Security and Cyber Intelligence consultants to help in designing better infrastructure and better procedures & policies • Hiring a Data Scientist
Internet of Things (IoT) team	<ul style="list-style-type: none"> • Hiring new talents • Adding CDO position
Customer Service	<ul style="list-style-type: none"> • Improving the Learning Culture and combine it with a rewarding system. • Improving Orientation programs. • Designing & Developing one-page checklists, instructional summary, and bite-sized eLearning modules
HRM team	<ul style="list-style-type: none"> • Hiring additional members for the HR Talent Management team (contracted HR Business Partners who can anticipate trends and are specialized/experienced in developing executable talent strategies) to avoid shortage in the right skills during next 3-5 years. • Hiring a Change Agent for helping the IoT projects
Talent Development team	Finding trainers and instructional designers who are familiar with IoT is very challenging (maybe impossible in the short term) in the current talent market. A good strategy would be registering our TD team into basic IoT eLearning courses.

[Click here for a high resolution image](#)

The Plan:

Phase 1

- Creating the governance
- Assigning the Change Leader
- Approving the high-level strategy
- Designing and approving the organizational structure.
- Hiring a competent professional as new CDO position.
- Developing a Business Case (for defining the project: adding IoT capability to HR and TD functions of the organization)
- Choosing and implementing a new communication and collaboration tool
- Deciding which projects we want to start with (Connected ID Badge, Virtual Situation, Learning and Communication, and Job Performance and Competencies).
- Presenting to the Board (to have their Buy-In)

Phase 2

- Designing and Developing, and testing prototypes for the approved IoT projects
- Choosing and implementing a cloud-based dashboard
- Choosing and implementing shared digital units
- Preparing a Big Data strategy
- Advancing our security and anti-virus systems
- Upgrading communication infrastructures for connecting IoT devices to HRIS and LMS
- Rethinking what the talent development is about and designing policies and procedures for Intelligence part of IoT, data analysis, and decision-making based on the results

Phase 3

- Designing and Implementing pilot projects for Sensors and systems for collecting data
- Designing and Implementing pilot projects for Interfaces and Actuators
- Changing the HR functions, talent management, and talent development to align it with the digital and IoT plans
- Training the human resources, the required digital skills.
- Making a good jobs strategy, and updating job descriptions/ requirements and performance appraisal criteria and align them with IoT and Digital strategies.
- Improve retention strategies

Phase 4

- Implementing required adjustments and changes
- Going Live for the approved IoT projects
- Creating a stronger organizational culture that includes learning and ongoing (non-stop) professional development culture

Change Management:

For managing the change for this transformation, we will need to identify the change leader as well as the change agent, track the progress, celebrate the successes, and help people adapt.

To reduce resistance to change, we can facilitate communication (effectively and visually) to gain a common understanding. We would need to make the picture of why the organization needs to change clear to help middle managers understand the importance of the organizational changes and to get ready to manage it in their units or at the project level. Communicating the required changes to have employees buy-in the benefits of IoT is important.

Make sure that you have flexibility to have centralized communication and hierarchy when needed (to lower communication cost when a message needs to go to all human resources in the organization), and switch (in other circumstances) to a democracy or market structure for decision making and higher motivation and engagement.

Strategies for Risk Management:

- Use a system to monitor maintenance schedules (for IoT technologies) and have a dedicated and responsible staff for this
- Improve network security, use antivirus software and firewalls, have authentication (during connections), design a security-based procedure, and use security analytics (to detect irregularities)
- Engage the staff and encourage them to openly express their thoughts about the changes, articulate the vision for the change, communicate well to provide adequate information, educate the staff, and aim for showing small wins
- Ask the HR & TD professional associations to advocate and call

on Canadian government (provincial or federal) to improve/ update related regulations

- Align organizational policies with changes and add new policies wherever required
- Try to choose IoT devices that are more common in the industry (in terms of their protocols, communication methods, ..)
- Have executable plan Bs for everything, like edge computing, and alternative procedures
- Increase the number of information collecting channels
- Make backups and always keep the copies in cloud

How the Success Would Look Like

IoT is ongoing, and we will see the good results that we may not be able to see all from the beginning. The results of collecting more data from employees can be analysis of employees' locations and movements (by IoT technologies like location-trackers) and then making decision to move from a traditional office to an activity-based workplace design to have a more dynamic and efficient workplace, a balanced collaboration and individual activities, and a reduced level of turnover. The IoT projects will provide new ways that Big Data can shape the HR.

Measurement:

We can measure the results in:

- Business Outcomes (increase in staff productivity, retention, engagement, and profitability)
- Effectiveness Metrics (increase in quality, performance, business alignment)
- Efficiency Metrics (cost per staff, number of new services developed, time to delivery)
- Turnover
- Reduce in wasted effort and inefficient processes
- Overall ROI of the projects

Always ask: *What Else Can the Business Do?*

Every milestone will bring new opportunities. Don't stop the advancement and innovation. S&P



Alan Bostakian is currently a senior consultant. He has worked for various Canadian and international organizations such as Great Place To Work, Government of Ontario, G-ACUA, CPHR BC (HRMA), 3 Canadian colleges and a number of major banks in overseas. His extensive experiences include Change Management, Corporate University Architecture, Talent Development, Training, Coaching, Certification, Project Management, and LD Technologies. Alan has a Doctorate degree in Business Administration, and a number of certificates including Project Management Mastery (Stanford), Certified Training & Development Professional (CTDP), Certified Change Agent (CCA), Change Management Specialist (CMS), Data Science, and Internet of Things (MIT).
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Modern Technology Makes HR More Human-Focused

We're becoming more engaged and aware at work

 By C.K. Sample III



We've been told for arguably the past decade—maybe for younger readers, your entire life—that technology ruins our ability to connect with other humans. That it crumbles the finesse that builds close, genuine relationships. That we're worse-off communicators with the overuse of texting, IM and social media.

“Why doesn't anyone pick up the phone anymore?!”

Technology in itself isn't ruining our ability to build connection at work; it's actually making HR more human-focused. Technology is helping companies build a strong employee experience and boost business performance without having everyone in the same place.

We're Viewing Technology Incorrectly

Anyone who believes technology is killing our ability to interact with other humans—and there are many who believe this—are usually either afraid of the change that technology brings or haven't yet spent the time and energy to learn about its uses and benefits. They see it as a barrier rather than the bridge it can truly be.

We also often use technology in an unnecessarily isolating way. If we're using social media to futilely post, hoping to gain followers and ignoring actual relationships we have in real life, then of course we're going to feel disconnected as humans. However, if you are actively engaged in a *focused online community* and treat it like any other community, it can be a very positive experience.

The same holds true in the workplace. If you're using technology to increase communication and camaraderie among your workplace

(dispersed or together), then it's magical. If you stubbornly refuse to use these tools to connect to more people, then you're being just as ineffective digitally as you would be if you refused to ever hold a face-to-face meeting with a colleague.

When looking at today's workforce, HR can use technology in the workplace to create a more human-focused culture by better leveraging people analytics, building remote culture, and improving bottom line results.

Leveraging 'People Analytics'

There are endless opportunities for HR professionals to tap into the power of analytics to get a better understanding of your people and make your office more human focused. [The power of data is now in the hands of HR](#), and it's up to us to use that data to enhance the employee experience rather than impersonally disconnect.

For example, at YouEarnedIt, our platform provides HR administrators with a lot of visibility into what's happening in the business. Intentional communications from one individual to another happen publicly in the virtual workplace (but privately from the rest of the world); that is truly valuable to building a people-focused organization. And since you can't be watching a feed all day, we also provide powerful Insights into who is most and least engaged in the workforce.

The industry is well on its way to doing more in the people analytics space and I see a huge opportunity to uplevel our technology. One area I see a lot of potential in is making it possible to alert individual



employees, managers or HR teams of useful insights that would be helpful in building better culture. Imagine being a manager and receiving an alert that reads: “Bob Smith on your team is receiving a lot of recognition for his Data Analysis presentation. Click here to see what’s happening.”

Building Culture Remotely

Employees crave a strong work culture. In a [recent study](#), we found that 50 percent of respondents identified culture as the most important factor in their employee experience, more so than physical environment, technology, and tools.

But when your workforce is dispersed, it sometimes feels next to impossible to create a culture of connection. With the changing landscape of today’s workplace, technology is vital to enhance culture within a dispersed workplace.

I’ve experienced the potential woes of remote work myself, as I work from home and a good amount of my team does the same. The simple fact that more and more workers today are not experiencing face-to-face interactions with their coworkers can easily become a huge impediment to building effective, positive employee experience. But collaborative engagement tools have greatly alleviated the lack of connection that users would otherwise experience being physically separated from the group.

The type of timely interaction that the YouEarnedIt platform encourages ensures that employees are empowered to recognize each other’s contributions whether they are in the office at a desk or on the go using our mobile application. Those exchanges are shared visibly in front of the entire company so that it’s not lost in a pile of email. It feels like the same type of public praise an in-office worker would receive.

This is all making remote workers feel more connected and in tune with their in-office counterparts than would ever be possible without cloud-based engagement technology.

Improving Bottom-Line Results

Machine Learning (ML), as with the vast majority of software-powered technology, is all about processing more information faster and recalling information that you might otherwise have missed. It’s about pattern matching the profuse amounts of data that we are generating at work and drawing observations from that data, turning it into true cost reduction and ROI to the business.

Say, for example, your New York office is 45 percent more productive than your San Francisco office. ML notices that your New York office schedules meetings that are 10 minutes shorter than the San Francisco office and has no meetings on Wednesday. You can then take data from New York and apply it to San Francisco to see if the same efficiencies and productivity boost can be achieved in that office.

There are so many other opportunities to use ML to make *individual* employees happier, too. For example, [the CDC tells us](#) that sitting at our desks all day is bad for our health. With this knowledge in mind, HR could implement a program that monitors activity and uses ML to advise employees to take breaks to increase health and efficiency. This small step toward great employee health using technology is just one way we can show employees our appreciation.

What’s Stopping Us from Adopting Tomorrow’s Technology?

There’s a lot of FUD—fear, uncertainty and doubt—in the marketplace surrounding AI and ML. Part of this is because of all the Hollywood productions, like the popular Terminator franchise, that

paint technology, especially self-aware technology, as the downfall of humankind and civilization. When people hear “Artificial Intelligence” and “Machine Learning” their minds immediately jump to that popularized mythos.

Furthermore, in a post-Wikileaks world there is a real fear of “Big Brother” paying attention to our private information. For example, Facebook’s data science division once [published a piece](#) about how well Facebook could predict divorce based on patterns it had identified amongst its users.

But, as with most technology, you get out what you put in.

An algorithm that is monitoring business expenses isn’t going to predict your divorce. Nor is it going to suddenly become self-aware and start an insane mission to destroy all human life. It’s going to find patterns in your business’s spending that you can adjust in order to create real ROI for your business.

If businesses and HR professionals can get past this fear and focus on how our human resources and how our businesses can work more efficiently via insights provided by big data, then they will see lots of value created over time. If everyone in the business who has been promoted has been through a particular training, it’s probably time to recommend that training to people looking for promotion!

You never know what you don’t know, but AI and ML are some of the technological waves that actually help us see the trees that we might miss for the forest, highlighting patterns in data that you can’t see and you don’t know. These technologies of tomorrow can identify clear steps to address problems, challenges and costs that you might not have realized you were facing in a way that could greatly benefit your business’s bottom line.

For HR, the pattern matching capabilities of this technology can help eliminate unconscious bias from your recruitment efforts, identify people on your team who need attention, those who may be at risk, or even those who excel greatly, but may go unnoticed because of other factors. Imagine taking that data and encouraging individual employees to take more ownership of their employment, to schedule a one-on-one with their manager, take a particular training or reach out [to HR in a timely and meaningful way. That’s the future that I’m looking forward to.](#)

The only “risk” when it comes to AI and ML in HR is the lost opportunity cost of not investing in determining the right ways to make it part of your human-centered business. **S&P**



C.K. Sample III is the Chief Product Officer at [YouEarnedIt](#), a leading HR SaaS company that improves bottom-line performance metrics by enhancing the employee experience. Since joining the company in May 2016, he’s scaled a lean product team to over 25 product managers, engineers, designers, and QA specialists working together to deliver employee engagement through the YouEarnedIt platform. Under his leadership, YouEarnedIt underwent an award-winning product redesign that launched in early 2017 and set the foundation for various new offerings like People, Surveys, and advanced Insights. C.K.’s main goal in life is to build excellent software products while working hard, managing teams, and providing product input and vision.

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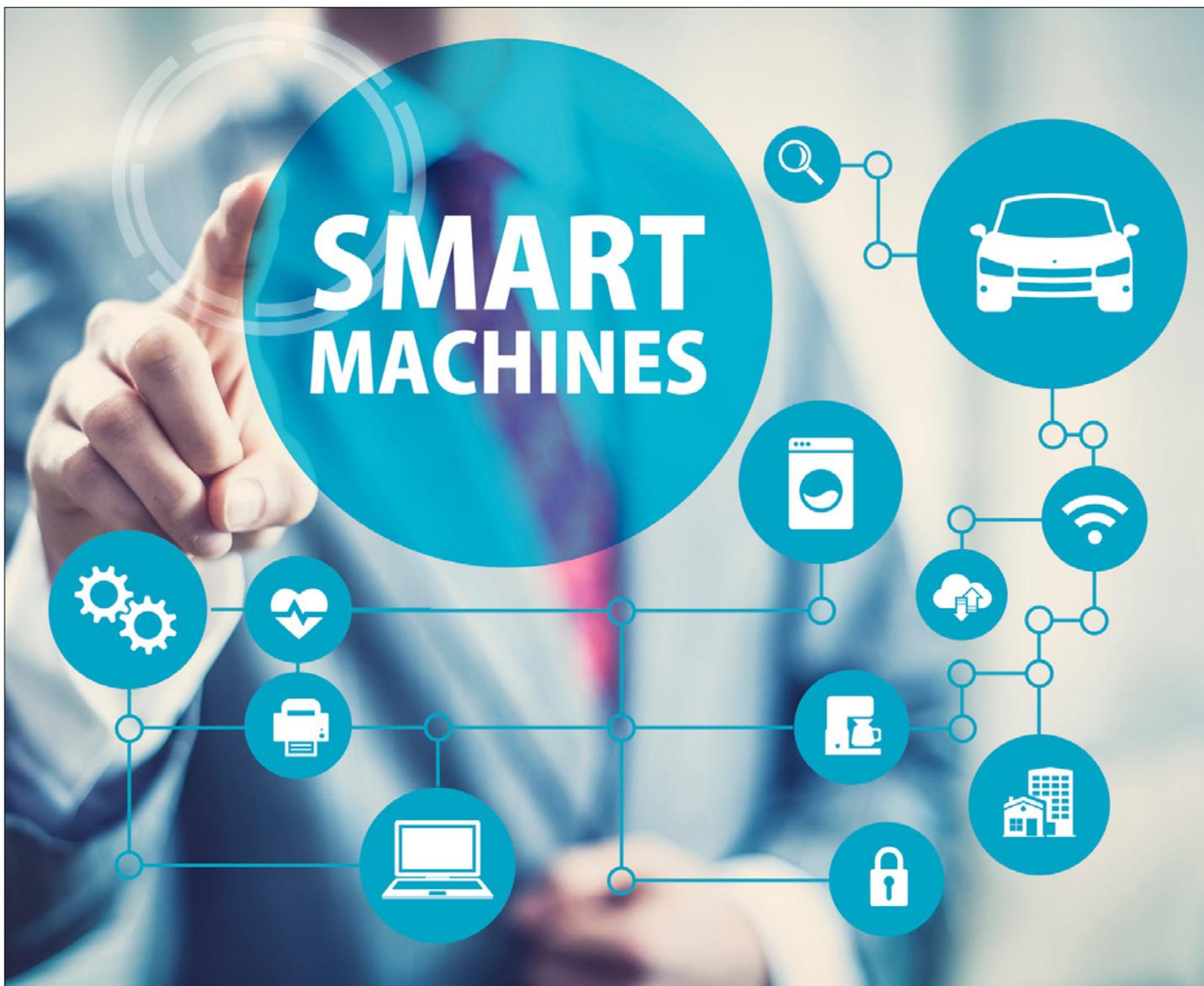


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Transform HR With Intelligent Automation

Organizations should make an actionable plan

By Deepak Bharadwaj



Automation is everywhere. As the “new norm,” intelligent automation plays a key role in our everyday lives. From Lyft providing instant access to a ride and Alexa keeping track of the grocery list, intelligent automation is behind the scenes enhancing services and making our lives easier. With less and less effort required on our part, intelligent automation is quickly becoming the preferred way of doing things.

While the world moves towards increased automation, many companies and HR organizations in particular are striving to follow. However, many HR organizations still rely on manual and unstructured work processes. In a recent [study](#) of more than 1,850 business leaders, HR was named the department “most in need of a reboot”

with only 37 percent of services being automated. This makes it not only difficult for HR teams to do their jobs effectively, but also reflects on the department overall and what employees experience when interacting with HR.

The lack of automation in HR organizations is especially challenging given the dramatic rise in work loads in recent years. Struggling to keep up with the high volume of work, frenetic pace, and employee demands, HR organizations are realizing that emails and spreadsheets don’t cut it in today’s world of increased automation and that the time has come to update their systems.

HR departments want to provide excellent service, but are often



bogged down with routine requests and tasks. To avoid these pitfalls, organizations should look at the facts, consider the benefits of automation, and make an actionable plan.

Look at the Facts

The pace of work is rising each year. In fact, by 2020, nearly 9 out of 10 executives believe their companies will hit the breaking point in which they will need intelligent automation to keep up with work volume according to the study. Yet, less than half of business processes are automated, with HR and customer service the least. A surprising statistic considering their impact on the overall service experience and the important relationships they manage with employees and customers respectively.

Inefficient tools and manual processes are making it increasingly difficult for HR departments to do their jobs well. In fact, 91 percent of survey respondents agree that skilled professionals spend too much time on administrative tasks. HR teams are drowning in unanswered emails and phone calls, unwieldy spreadsheets and stacks of administrative paperwork. Respondents also confirm this by reporting that managing employee relocations, leaves of absence, and onboarding are the least efficient processes. Without automation, tasks that should be streamlined and effortless are taking the most amount of energy and time. This leaves HR feeling drained and with little resources left to do their jobs well. As the world becomes more interconnected, the pace of work will also grow leaving companies with one choice - to aggressively automate their HR processes.

Consider the Benefits

When companies consider the financial and productivity benefits that automation delivers, there should be no hesitation to pursue this route. For instance, the study shows that highly automated companies are six times more likely to experience revenue growth than companies with low automation. When asked, executives highlighted some of the potential reasons for this enhanced financial performance including reduced costs (81%), increased customer satisfaction (78%), faster work completion (84%), and more time for strategic initiatives (74%). In other words, the more automated processes in place, the more resources and time HR teams have to do the work they want to do.

Automating HR processes can dramatically enrich the workplace experience for both HR teams and employees. When HR teams are freed from the mundane and drudgery of manual work, they have the opportunity to explore what matters – developing the skills to reach their full potential as productive employees. Instead of spending their days filling out forms, sending emails and updating spreadsheets, they can focus on building workplace relationships, exploring their creativity, and providing high quality HR services to employees.

Make a Plan

To avoid hitting the breaking point, HR organizations need to take action today. The following steps will help companies as they start down the path to full HR process automation:

1. **Identify HR processes that need improvement.** Make a catalog of HR services that could benefit from automation. Typically, these are services that have a high degree of repetitive tasks performed by HR or by employees and their managers. These could include simple services like tuition reimbursement, gift matching and employment verification to more complex ones like leaves of absence, relocation, onboarding and offboarding. Plan for dependencies on and touchpoints with other departments

providing service including IT and Real Estate and Facilities.

2. **Prioritize services.** Next, prioritize HR services in need of automation based on frequency, volume and impact. Create a prioritized roadmap based on these findings. For example, a critical yet infrequent natural disaster should be a top priority with automated processes in place for if/when these events occur. Similarly, the productivity benefits associated with automating onboarding in a high growth or high turnover organization can be significant.
3. **Work with teams throughout the transition.** Employees are often resistant to change and need management to reassure them throughout the process. Actively seek employee input, answer questions, address concerns, and incorporate their ideas into the automation roadmap. Doing so will improve the final outcome.
4. **Follow best practices for change management.** Organizational change is more than checking off a to-do list. Executive support and active participation by both HR and employees and their managers is essential. By communicating regularly, companies can break down barriers, establish clear ownership, and ensure that every part of the business is engaged.
5. **Help HR thrive in an automated world.** Ninety-four percent of business leaders believe automation will increase the demand for skills such as collaboration, creative problem-solving and communication. Yet many of today's HR teams are inundated with manual tasks and may not have the skillset to thrive in an automated workplace. Ensure that proper training is set up to help HR professionals through the transition so they can feel better equipped and successful at work.

While many companies have started to use intelligent automation, research shows the pace is not enough to keep up with the rising amount of work expected in the coming years. HR teams will continue to do mundane and repetitive tasks manually if companies do not speedup their automation roadmaps. By following best practices for successful HR process automation and organizational change, companies will start to see immediate results in costs and efficiency for HR along with overall employee satisfaction and productivity. **S&P**



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Hiring More HR Analysts Won't Improve Your Analytics Function

Use the right technology to automate data work

 By Ian Cook



Great HR leaders excel at finding untapped potential in their people, increasing their efficiency, and maximizing their contribution to the company's strategic objectives and financial performance. One area where CHROs are focusing on unlocking more value is within their [HR analytics function](#).

Traditionally, HR analytics teams are seen as report-generators. Their contribution to company objectives has effectively been reduced to pulling numbers and using them to make graphs for the quarterly

reports. While it may sound simple, many HR analytics teams are inundated with requests for reports and cannot keep up with demand. It leads to reactive HR strategies instead of proactive analysis.

Why Are HR Analysts So Busy?

The Pareto Principle, also known as the 80/20 rule, states that for many events, 80% of effects come from 20% of causes. An over-reliance on Excel spreadsheets, as well as inefficient analytics tools and processes, causes HR analysts to spend 80% of their time on average

doing data cleansing, mapping, and validation, and only 20% doing actual analysis.

That 20%, however, is where all the value comes from.

Recommended Read: [The Rise of the People Strategy Platform](#)

So while these reports provide important information, they are usually flat, with no drill-down capabilities. The time spent reporting on metrics also takes away from the deeper analyses into underlying trends, risks, and predictive models.

This is echoed by David Creelman, people management expert and CEO of Creelman Research, [who said](#): “The reality is that most HR reporting teams don't have the mandate, tools, or skill set to do analytics. Hoping that a team already up to their necks in producing routine reports can suddenly start doing sophisticated analytics, such as predicting turnover or using machine learning, is unrealistic.”

The misconceptions about the value of HR analysts are driven largely by how they are forced to spend their time and expertise. By shifting the expectations of the role of the HR analyst and making investments to greater enable them, CHROs can make their analyst team the core of their people strategy – instead of an afterthought.

Hiring More Analysts Isn't the Answer

Since the only way to scale the manual reporting model is to hire more analysts, analyst teams are growing larger and costlier. The result is more reactive reports providing the same limited value.

One reason many companies are stuck in this internal supply and demand loop is because their current technology ecosystem requires several different tools for every step of the process from data cleansing to visualizations. These BI tools, which require expert users, are creating a data bottleneck in the organization.

Many organizations are now using a people strategy platform to democratize their people data and allow analysts to avoid the BI tools they previously needed to generate reports. And with a solution in place that provides a single source of truth for your people data, it becomes simple to automate the reports that analysts previously spent so much time on.

Easy access to the data has the added benefits of allowing reports in real time, instead of the static monthly reports that are old by the time they are completed. This proved important for [BBVA Compass](#).

The financial organization used a workforce analytics solution to automate the collection and validation of their data, giving their analytics team more time to do high value analysis. This change led to faster hiring offers to key talent – a competitive advantage when candidates are considering opportunities from multiple employers.

With the right solution, HRBPs and other business leaders could also generate their own custom reports as well, dramatically reducing their dependence on analysts' time.

What High Value Workforce Analysis Looks Like

What will you do with all your HR analysts once they're freed from writing reports? If you want them to provide maximum value to the organization, then it's time to harness their data savvy to tackle the questions that matter most to the business. Here are a few ways:

Think Like Your CEO

The most important data point to your CEO is the bottom line so the numbers that contribute to that total will definitely get their attention. The CEO's attention is fleeting though. If the numbers you're showing are esoteric (not relevant to the business outcomes

that matter), then they may get buried in leaders' inboxes.

Recommended Read: [Build vs. Rent: Don't Crash on the Do-It-Yourself Iceberg for Workforce Intelligence](#)

Instead of HR's traditional focus on optimizing operations and processes, get your analyst team working to uncover untapped potential in the workforce. One way to do that is to focus on revenue over cost-cutting.

How can you show ways to increase revenue per employee? Better yet, how can you drill into different lines of business, regions, and job functions and find those buried data treasures that will show business leaders how to get better results?

Important to this process is knowing your company's key performance indicators and finding out how they relate to people decisions. Do this by asking yourself, “Is this urgent, or just interesting?”

Plant Red Flags

Instead of asking “What's on fire today?,” your business leaders want to proactively manage risks and seek out blind spots. The best time to find out if there is a shortage of key roles is long before a factory fails to meet production or when an ER wait time has entered its fourth hour.

Is your recruitment pipeline full enough to meet your hiring plan? Your director of talent acquisition probably wants to know now if there will be a shortfall, not whenever the monthly report comes out.

With your analysts freed from generating reports, they can continuously probe for weak spots in the people infrastructure of the company, drilling down by region, line-of-business, or job function. By performing this kind of analysis regularly, your team can achieve [HR analytics maturity](#) much more quickly.

From Reactive to Proactive Analysis

By using the right technology to automate the majority of the data work, and allowing self-service access to basic reports and metrics, you can empower your HR analytics team to take a proactive role in your people strategy.

Instead of using your analysts' valuable time to report on what happened in the past, give them access to [a single source of data truth](#) that will enable them to surface problems and unlock promising areas for investment early enough to make a difference.

As your HR reporting team transforms into an analytics centre of excellence, so too will your HR function become an advisor and strategist within the business, as well as a steward of the organization's most valuable resource – its people. **S&P**



Ian Cook is Head of Workforce Solutions at Visier Analytics. He is recognized for his leadership and insight in the area of workforce analytics and planning. Ian is responsible for continually enhancing the depth of insight available within this leading edge application. Prior to joining Visier, Ian built Canada's leading source of HR Benchmarking data. His knowledge and expertise comes from 10+ years of consulting to global companies.

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Getting Smarter About Sales Training & Onboarding

Incorporating AI into training and onboarding helps HR dramatically reduce ramp-up time for new sales reps

 By David Keane

Salespeople are the lifeblood of almost every business – they are the ones engaging with customers, helping them understand and, most importantly, purchase company product offerings. Their success is absolutely critical to a company’s bottom line. That is precisely why getting new sales people up to speed quickly and effectively is one of human resources’ most important tasks.

Empowering salespeople to be successful is an extremely complex task, though, involving a range of capabilities from training to information distribution and product knowledge. Organizations continue to struggle in this area, especially as it relates to onboarding new salespeople. Research from CSO Insights’ Sales Enablement Optimization Study found that the time it takes to bring a new hire up to full productivity has been steadily increasing over the years. In 2016 for example, nearly 61 percent of survey respondents reported a ramp-up time of seven months or longer, representing a significant amount of lost revenue opportunity.

So what can HR professionals do to help salespeople get up to speed and start producing more quickly? Simply put – it’s time to get sold on Artificial Intelligence.

AI is one of those tech “buzzwords” thrown around across nearly every industry today, but don’t be skeptical – it is already having a substantial impact on the way salespeople are learning and succeeding. Below are three very specific ways AI is already helping reduce ramp up time for new salespeople through smart content recommendations, prescriptive collaboration, and adaptive learning.

Smart Content

Sales and marketing content is an essential piece of the selling process. Throw AI into the mix, and it takes on an entirely new dimension as a critical onboarding tool. AI has the ability to recognize content usage patterns, identify the top-performing pieces in various situations, and push that content directly to reps in similar meetings or stages of the customer journey instead of forcing reps to search aimlessly through content repositories. This makes it easier for reps to be more successful in a shorter amount of time.

HR departments can also apply this to the learning content they house within their CRM or tools. For example, AI can map specific training content directly to a new salesperson based on their persona, role, skill level, location and more to make this process more personal and effective. This type of capability allows HR and other coaching professionals to deliver more personalized, consistent training that is more effective and comprehensive.

Prescriptive Collaboration

When sales reps were sequestered in boiler rooms dialing for dollars every day, it was much easier for new hires to pick up tips and strategies from colleagues who always either achieved or beat their quotas. But today salespeople are increasingly dispersed, spending time on the road or working remotely, which cuts off new reps from what should

be one of their key knowledge bases – their peers.

By tracking and sharing how top performers use, engage with, share, and annotate content – and at what frequency – AI enables salespeople to learn how to incorporate the most effective selling strategies to make them more successful. It also has the power to recommend the specific colleagues that each salesperson should follow up with for insights on particular opportunities. For instance, if a new rep is gearing up for a big pharmaceuticals meeting, AI can point him or her in the direction of a peer who has had standout success in that area for extra guidance prior to the meeting. This allows a new hire’s peers to supplement the training that the HR department provides thanks to the use of AI, and up levels the success of the entire team.

Adaptive Learning

Learning management systems (LMS) have been on the rise across enterprises looking to enhance training and onboarding. When AI is incorporated into an LMS, it becomes an adaptive learning tool that makes formal and informal learning content available to sales reps right when they need it. Imagine delivering learning content to a rep just before they engage with a customer to sell a specific product? Or having an informal quiz or guide appear for them, ensuring that they are up to speed before that key presentation? Talk about a dream for an HR department. AI can deliver the right training personalized to each rep at the right time, creating a truly integrated sales and learning world.

Using content intelligence as a training and development mechanism helps organizations move the needle and improve overall team performance, which has a meaningful impact on the bottom line.

With productivity continuing to be a top priority for sales organizations around the world, there’s no time like the present for HR professionals to take advantage of all that AI has to offer and empower their new sales reps to achieve more success in a shorter amount of time. More than just a one-time campaign or initiative, learning should be an ongoing process throughout a salesperson’s career, prescribing actions and insights in real-time at every step. Luckily, AI evolves along with the sales team, and as it gets smarter so do your reps. The team will thus not only experience a much shorter onboarding time, there is unlimited potential for success thanks to the power of AI. **S&P**



David Keane is the Co-Founder and CEO of Bigtincan, a leading mobile content enablement company. David combines his experience in enterprise and deep mobility knowledge to drive a company that is powering the mobile productivity revolution. Prior to Bigtincan, David started and sold his own businesses Quaddel Asia in Singapore and Veritel Wireless in Australia and had previously run international operations for Web startup Kgrind.com, growing and managing their business over three continents. David holds a Bachelors Degree in Economics from the Australian National University and a Masters of Arts in Management from Macquarie University.

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Foundation For AI In HR

The evolution of the dataset and why it's not just about the algorithm

 By Steve Kenda

Pause to consider why it is that Wall St. is all abuzz about ‘quants’ and the use of algorithms. Or why major brokerage houses announce their application of artificial intelligence with ‘robotic’ advisors to manage your finances. Although these PhDs in mathematics and physics are no doubt, rocket scientists, and while their algorithms are yielding results, it is not the algorithm, per se, that is the basis for the success, but rather, the dataset.

What is a dataset, you ask? Consider your average database holding all of your data. What portion of the data is unique? For example, you may be a major bank with an extensive client database, with many entries of people living in New York. The fact that New York may be in your database several thousand times is part of your data, the item, ‘New York’ as a city or a state, would be one unique item in a dataset.

So back to Wall St. – while the algorithms producing results are certainly exciting, they rely on what is probably the world’s most refined dataset – financial transaction data. Timed to the second, the buy, the sell, the stock, the volume – all the data is perfect. There is no ambiguity about how IBM traded on any particular day of the week for the past umpteen years.

How is this relevant in the HR tech space? Consider CareerBuilder’s late 2015’s acquisition of Textkernel, a parsing company which was recently acquired by a private equity group led by Apollo Management. Or Randstad’s recent acquisition of Monster, or Recruit Holdings’ acquisition of Indeed – what’s the connection between brick & mortar staffing, with premier career sites? What value-add did Textkernel bring to CareerBuilder? The global bricks & mortar operations are picking up the internet job board real estate. All want superior search/match algorithms so their recruiters operate as efficiently as possible, given the volume of resumes received.

How do you find the best candidate for an open position when you have mountains of data? Key word searching has long since been replaced by semantic matching. Semantic matching, available from a number of firms, is a sophisticated algorithm (or algorithms) for identifying relevant competencies (along with other parameters) to identify the needle in the haystack of data. Of course, the algorithm(s) is highly dependent on the dataset. The dataset most relevant to successful recruitment and hiring in HR can be found in resumes and job postings. As such, the likelihood of success of all AI-based applications related to recruiting is highly dependent on the quality of the dataset.

Our Company, HireAbility, has had the opportunity to parse over 100 million resumes and job postings for hundreds of clients on six continents. Our support for over 40 languages and dialects has helped amass a dataset comprised of over 54,000 multi-lingual competencies and job titles and over 650,000 multi-lingual classification sets, including names, locations, resume section headers, education summaries and school degrees. In fact, our clients contribute to our dataset in an effort to continually improve the quality of the parsing results.

HireAbility has two separate datasets. One is a set of closely related hierarchical terms that aid in skill and job title standardization. Hier-

archies identify parent/child relationships between skills or job titles. For example, skills Capital Planning, Budget Control, Bookkeeping, Medical Billing have a parent Accounting. With Hierarchies option enabled, ALEX would return “Accounting” as an additional derived skill when one of the children of Accounting was identified. Skills can have multiple parents and multiple levels of parents. For example, the skill Quickbooks has the parent Accounting Software, which in turn has 2 parents: Accounting and Software.

The second dataset is a collection of words and successive words that aid in parsing resumes and job postings. Both datasets are multilingual and contain data such as geographical, ordinal mapping data as well as categorical data.

Post-parsing, the resulting XML or JSON datasets are then used by our clients for more precise search and/or matching purposes between job postings and resumes/CVs. The datasets are growing continually and are the result of application of automated data collection and machine learning algorithms. As competencies, titles and relationships between them develop, the dataset can never be finished – it is organic and evolving, and so never complete. But it has come a long way since our earliest parsing efforts in 2001.

The precision in parsing in turn helps create highly accurate datasets for any company involved with big data, statistics, analytics, etc. Imagine parsing a million resumes that are sitting in your database and extracting information on a combination of skill sets, or schools (geography) and degrees from each. That data can assist in hiring decisions. Or, as a result of parsing you collect data on people who are currently looking for work and have more than 15 years of experience in a particular field. You can collect statistics on how many people with a particular competency holding a Bachelor’s degree are in-house.

In summary, there’s no question that the algorithms that provide superior search and match results for career sites, applicant tracking systems, staffing/recruiting firms, recruiters, analytics, VMS, and HRIS tools have to be top notch. But vital to their results will be the quality of the dataset. Resume and job posting parsing gives HR the baseline dataset from which all talent acquisition can begin. “The loftier the building, the deeper must the foundation be laid.” – Thomas Kempis. **S&P**



Steve Kenda spent 22 years as founder and CEO of KENDA Systems, an international IT recruitment firm which was sold in 2006. Since 2000, he has been CEO of HireAbility.com, a cloud-based resume and job posting parsing service handling millions of documents annually for global clients in over 40 languages and dialects.

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Artificial Intelligence: Boon Or Bane?

The growing power of machines in today's workplace

 By Babitha Balakrishnan

Based on inputs from speakers at the [SHRM Conference \(SHRIMiAC'17\)](#) held in Delhi, India

Artificial Intelligence (AI) is everywhere around us and is transforming our lives in an unimaginable way. Its significance in the workplace is increasing every day and so are the concerns. Will it replace humans in the workplace? Will it lead to an intelligence explosion? Will it be a boon or a bane?

While the debate is still on, we cannot ignore what Professor Stephen Hawking said at a Web Summit in Lisbon. According to him, "AI has the potential to be the best or worst thing humanity has ever seen and the scary reality is we just don't know which yet. We cannot know if we will be infinitely helped by AI or ignored by it and side-lined, or conceivably destroyed by it." However, there is no way we can ignore AI, as it has already become part of our everyday lives.

With AI playing a substantial role in business today, one area in which it can have an impact across sectors is Human Resources. From applicant screening to training, onboarding to data interpretation, video interviews to timeline tracking, AI can help reduce many of the mundane HR tasks to a great extent. Though this can trigger the fear factor of jobs being taken away by machines, there are also positive aspects to it. When a machine can reduce the time for tasks, HR can turn to more human-focused aspects in an organization, which can lead to increased employee retention and productivity.

Topics on the impact of artificial intelligence and automation took centre stage at the recently concluded **SHRM event in Delhi (SHRIMiAC'17)**. The pros and cons of AI were widely debated. Though the fear of machines taking away jobs prevailed throughout the discussions, many were quite positive about the benefits that artificial intelligence would bring to the business.

Coming to the recruiting space, the AI tools and technologies have empowered recruitment efforts to a great extent. So will AI replace recruiters? Not according to **Ketan Dewan, Co-Founder & CEO at Talocity**, a recruitment technology start-up that uses video analytics and artificial intelligence to help hire employees. According to Dewan, his AI powered HR tool assists recruiters in filtering and scheduling, so that cost and time can be saved in hiring thereby making recruitments more efficient. Talking about humans vs machines, he said that, "Humans have will power but machines have just power, so no one can ever replace a human. However, there are things machines can do that humans can't. When we think about 2 or 3 possibilities, machines can think about 2,000 possibilities and that's an advantage. On the other hand, there are several things that only humans can do such as salary negotiations. So, AI cannot completely take away jobs here; instead it will minimize the burden of many time consuming tasks in organizations."

According to **Jaspreet Bakshi, Director & Regional Head, HR People Service India, RBS**, AI will never replace humans, it will only augment our skills and capabilities to do more. According to

him, there is unnecessary hype about AI. Instead, we should focus on how we can use it in the right manner with the best output and with control on its risks.

Suchitra Rajendra, VP-Human Resources, PepsiCo feels that AI has bigger risks than benefits. According to her, AI is supposed to create intelligence greater than a human being's and make decisions based on algorithms. It is not whether we like it or want it, it is a nuclear bomb ready to explode any time. So regarding leveraging AI for making business decisions, AI is going to make some of those decisions for us. Today we can pull the plug on AI, but tomorrow we might not be able to do that and therein lies the problem.

So, considering artificial intelligence, machine learning and chatbots invading the workspace, should we start hiring differently? "Workforce of today comes with different skill sets and hence work execution is changing," says **Subrat Chakravarthy, Senior VP, HR, HCL Technologies Limited**. Every time a new technological wave has come, it has created new opportunities. Job profiles are changing and user-centric approaches are increasing. Hence employees need to be educated about the skills required to survive in the future. Jobs will be there but only for people with the right kind of skills.

We can no longer expect the 9 to 5 job, as it will change as per the new digital advancements. However, this again is nothing to worry about as technology has always brought in new changes in job roles. As **DP Singh, VP & Head HR IBM India and South Asia** puts it, "Jobs will not go away completely, but will be looked at differently. Jobs are increasing but in a different form. Definitely skills are changing and we have to re-skill people and make them ready for the future jobs."

Whether AI is a boon or bane, we do not know as yet. Some think this is the end of the world; others see more positive possibilities (as stated in a *wired.com* article by Mark Coeckelbergh). So, as AI is creeping into more and more domains of our lives and taking us to a world without any boundaries, let us be hopeful of its benefits and mindful of its perils. **S&P**



Babitha Balakrishnan is Publications Manager and Senior Editor, Excellence Essentials, at HR.com

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How Artificial Intelligence Is Creating A Quiet Revolution In Global Mobility

The automisation of HR's daily grind means professionals can focus on better things

 By Felipe Del Corral

Artificial Intelligence (AI) is everywhere: our phones, homes and, increasingly, our workplaces too. AI bots like Siri, Alexa, Bixby and Cortana have been squeezing themselves into our daily lives with astonishing speed. Now similar devices are also beginning to make their mark in HR – particularly in the field of global mobility.

Automisation offers the opportunity to streamline the complex processes involved in employee relocations, company culture and other elements of the internationalised workforce. The repetitive, drawn-out procedures that are part of every HR department's daily grind can be handed over to automation, freeing up business partners and executives for more productive work.

Global mobility is at the forefront of this, from using chatbots to guide an international assignee through the immigration process to having their belongings delivered by self-driving lorries.

AI offers enormous opportunities for HR leaders to gather insight-laden data from standard HR processes.

AI technology has the ability to improve workflow processes and enhance the ability to measure ROI in HR and global mobility.

Integrating existing data sources while using tomorrow's technology, such as machine learning, could deliver better qualitative and quantitative data to drive more informed support of commercial decision-making and uncover new opportunities for global businesses.

The day-to-day administration of global mobility is often very people-intensive: answering questions on an enormous range of activities such as queries over work permits, tax obligations and compliance. When a business straddles multiple time zones and cultures, the complexity grows and grows.

Chatbots may form part of the answer – and they are already being used. In the US, enquiries about Canadian residence increased dramatically after the latest presidential election. Canadian entrepreneur Amir Moravej created Botler.ai, a chatbot which helped give individual advice about their circumstances and eligibility for residency, and others, such as IVAbot, sprang up as well.

But a chatbot that deals with similar issues for international assignees and their families are just the start. In the HR context, it is possible to create similar technology for a host of other HR-related processes that are on the tedious end of the work spectrum. The Talla-made chatbot ServiceAssistant offers a much quicker solution to regular employee queries which could reduce workloads by 10% to 20%, according to the company's founder, Rob May.

Particular areas that Talla claims it can help with include the onboarding process. Instead of dumping large amounts of information on new employees, chatbots can be used to drip-feed helpful instructions when the new joiners need it.

That doesn't mean abandoning human contact, May says. By automating repetitive tasks, HR professionals are freed up to focus on

creative solutions to problems and develop a more strategic focus. It gives the HR function “real-time data to understand employee engagement, problem areas, and inquiries” and can even create reports to understand the state of an organisation's health.

That's particularly useful in a global mobility context, where data is not always available to understand how effective an international assignment has been.

Bots are not the only AI intervention that could usher in a quiet revolution in global mobility practices. Self-driving vehicles may also create an excellent opportunity to make the relocation process easier and less stressful. It's easy to see that self-driving trucks could make the transportation of containers safer, reducing human error and making journeys more predictable.

“

Automisation offers the opportunity to streamline the complex processes involved in employee relocations, company culture and other elements of the internationalised workforce”

This is not just hype: Uber and other major tech firms have been experimenting with self-driving lorries and in August 2017 the British government announced it was spending £8.1m on testing self-driving trucks. They plan to allow three lorries, connected wirelessly, to drive in convoy, with results expected at the end of 2018.

The wave of media coverage of automisation and AI in the workplace has focused on “robots taking jobs” scare stories. Yet efficiencies in dealing with repetitive and often boring tasks are more likely to reward employees with more interesting work. AI can have a commercial implication, increasing business efficiency by saving time and effort, but the human benefit is likely to be even stronger - AI could be the difference between being “good” and being “great”. **S&P**

This article originally appeared [here](#)



Felipe Del Corral is currently the CDO at [Santa Fe Relocation](#), a leading global relocation service. Before he joined Santa Fe he was at Microsoft Mobile Devices where he held the position of Global Head of Digital. Within his remit, he developed and delivered Windows 10, Surface and Windows Phone demo platforms across 62 markets for direct and e-partner sites.
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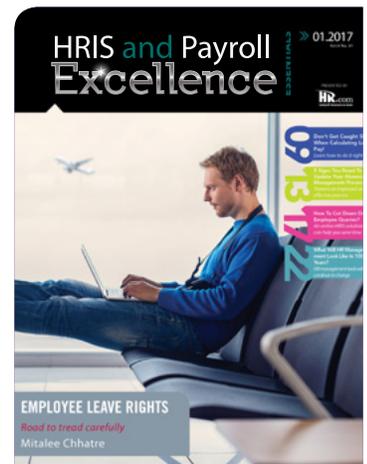
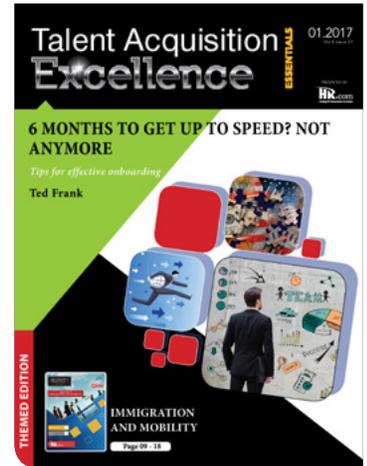
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