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Ethical AI for HR

Helping HR professionals understand the issues



Ethical AI

The aim of this talk is to cover important topics around the ethics of AI for HR professionals. We will cover topics regarding the ethical design of AI and the ethical use of AI using people data in organisations. There will be a particular focus on the use of insight gained from using people data and AI in HR practices.

The talk portion is a discussion between the panel members, first looking at the use cases of AI in the HR space, then explore how ethical products are developed, and finally touch on the legal implication of discrimination and employment law when using AI in HR. The talk will conclude with a focus on ethical dimensions to consider when implementing AI for HR. There will be a focus on the types of practical questions HR professionals should think about when adopting and implementing AI products in their HR practices.

We will field questions from the audience at the end of the talk, so please make sure to write you questions down and save them for the end of this talk.

How is AI being used in the market?

What do we mean by AI in HR?

- Nearly all AI on the HR market is using machine learning and/or NLP to automate, provide insights, and engage with users.

How is AI being developed for HR?

- There are 700+ products that claim AI in the HR technology market which has been growing since 2012/13 and is now showing clear signs of maturing.
- Not all application of AI are the same, even in very similar products.
- Over 75 use cases for AI were identified across all areas of HR.

What is the AI doing for HR?

- AI is mainly providing insights, engagement, and automation. It can be used to improve internal processes, but is mainly used with candidates.



How is Ethical AI developed?



Theory driven vs data driven model building

What is the difference between theory driven and data driven algorithm development? How does it impact HR practices?



How is AI impacting accommodation and adjustments?

What are the next generation assessments that rely on AI able to enhance our ability to provide reasonable adjustments and accommodations?



What is the difference between legal and ethical?

Does a product that meet legal standard meet ethical standards as well? Are all products developed with ethics in mind?



What laws impact AI in HR?



What legal issues can arise from AI in HR?

What laws impact HR decision-making without thinking about technology?



How does using AI make a difference?

Some AI provide insights such as recommendations, grades, scores, or additional information, how does this impact HR decision-making and what are the legal

What is the impact of discrimination and equality when using AI in HR?



What happens when new groups, not previously identified are discriminated against?

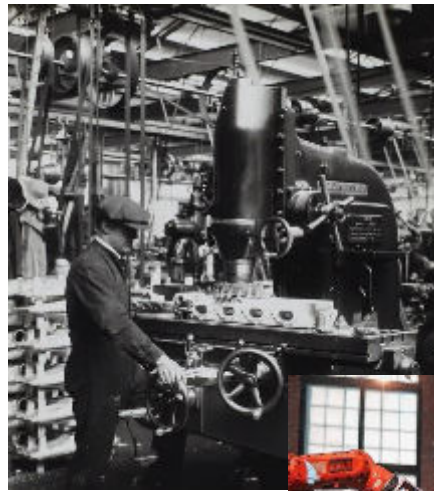
Improving the adoption of AI in HR

Processes:

- Using risk-management processes; what are the risk of not using the technology and using it?
- Document the data being used; how it is stored, who has access to it and at what level, what outputs are being used, for what, and by whom?

Ethical product development:

- What is the specific use case of the technology? Has it been tested? How has it been tested?
- How does the product meet legal requirements? How does the product deal with ethical issues?



01

Legal



02

Ethical



Ethical dimensions of AI in HR

Dimension	Example questions to explore with each application
Jobs; responsibility to the worker and job quality	What will be the impact on task and job? What are the costs of retraining vs replacing needed skills? Who is responsible for reskilling? What is the impact on the job/role? Does the change require improved pay or title?
Data: privacy, portability, and use	What information can we know about an employee? Who owns employee information? How much company information can we use? Does it change if we use sentiment or other analysis to gain insights from the data? Does privacy change if we aggregate or pseudonymise data?
Effectiveness and misuse	How do we know the effectiveness? What evidence do we have about how 'decision' is being made? Though there is an intended use, how could the information/insights be misused and how is that being mitigated?
Accountability and liability	Can we use an algorithm to offer the lowest job promotion/bonus? If we hire based on an algorithm, who is responsible for outcomes?
Explainability and transparency	Why was an applicant selected for a role or promotion? How much transparency is required of data, algorithms, and results? Does this change for vendors or in-house developed products?
Bias: fair and unfair	Bias is everywhere. Can we correct this? What are unintended consequences of correcting or not correcting biases in an algorithm or data? Proxy variables?
Notification and accommodation	Have we notified what data we will be collecting and how we will be using it? How do we address reasonable accommodation when using AI?



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Questions?

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