

Human-Centred AI for HR: State of Play and the Path Ahead

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Executive summary

The project convened a multistakeholder community of experts to create a practical toolkit for the responsible use of AI in HR, which was tested with HR professionals in organizations around the world.

The World Economic Forum created the [Human-Centred Artificial Intelligence for Human Resources](#) project in response to the growing use of artificial intelligence (AI) in human resources (HR). While improving and addressing key issues in HR in important ways, this technology has also raised well-justified concerns about its use, related to data privacy, security, the efficacy of products, and more. The project convened a multistakeholder community of experts to create a practical toolkit for the responsible use of AI in HR, which was tested with HR professionals in a variety of organizations around the world through focus groups, large workshops, and two in-depth pilot studies within two manufacturing companies. Piloting partners include the Centre for the Fourth Industrial Revolution Turkey.

This White Paper is designed to accompany the release of the toolkit and presents an overview of

the landscape of AI in HR. It begins by outlining what organizations are already doing with AI in HR and the challenges they are facing. It then presents the key lessons that emerged from the project and the HR professionals' reactions to the toolkit, and provides data from surveys completed by both the experts and HR professionals involved in the project. Solutions to the use of AI in HR include deploying the technology in a more targeted manner to address lower stakes issues or to purposely change the status quo in some way. Also discussed is the fanfare and mystery surrounding AI, which is important to dispel in order to promote a clear and realistic approach to governance. Finally, new issues on the horizon for AI in HR are examined, including the approach of AI regulation and its likely impact on the HR industry, as well as other options for governance, such as auditing and certification.

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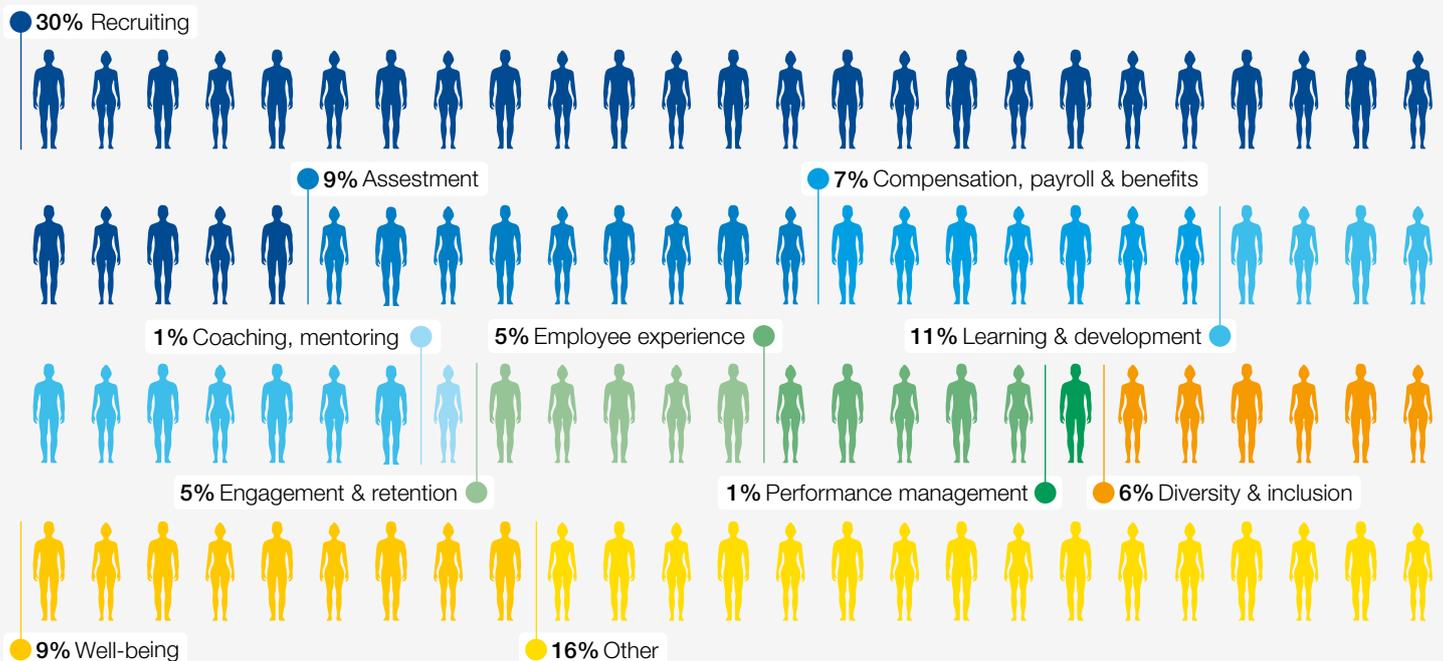
Introduction

The use of AI in HR offers important ways in which existing HR practices and challenges can be improved and addressed.

Recent years have brought an explosion of artificial-intelligence-based HR tools available on the market. A recent review of the HR technology landscape, for example, identified over 250 HR

tools that use AI.¹ These tools are being put to a wide variety of uses throughout the employee life cycle, as shown in Figure 1.²

FIGURE 1 Types of AI-based HR tools



Source: Reframe.work

The growing use of AI in HR is generating excitement but also worries and even fear. In addition to the general interest sparked by a promising new technology, people are specifically excited about the use of AI in HR because they see important ways in which existing HR practices and challenges can be improved and addressed.

HR is challenging work. It is often executed with limited resources, and current practices are not always effective or fair. HR is also important work because people's jobs are critical for their lives and livelihoods, and quality, reliable talent fuels the success of employers. The promises offered by AI-based HR tools to do this work faster, better and possibly even fairer, therefore, has caught the attention of many organizations, governments and individuals.

The current interest in AI in HR may also reflect some amount of hype and inflated expectations. Many HR professionals view AI as something that is highly powerful and too technical to understand, and AI vendors often benefit from promoting this mysterious and powerful image. The end result can be organizations jumping to adopt AI-based HR tools without having a clear purpose and without understanding how the technology works.

The past five years, meanwhile, have brought increasing awareness of key challenges with AI systems, especially data privacy concerns and the potential for the systems to encode human biases. These concerns are amplified when AI is used in HR due to the impact that HR decisions have on people's lives. Employment is already a highly regulated space, so some employers have been

hesitant to try AI-based HR tools for fear of legal or reputational consequences.

Meanwhile, the momentum to regulate the use of AI in HR has increased in recent years. The European Union in particular has pointed to the use of AI in employment as a high-risk use case, making it a target for regulation.

A number of years ago, the consulting group Gartner proposed that new technologies go through five stages: innovation trigger, peak of inflated expectations, trough of disillusionment, slope of enlightenment and plateau of productivity.³ One could argue that the current combination of both optimism for and pessimism against AI in HR fits with the stages of inflated expectations and trough of disillusionment.

Such characterization, though, might minimize the legitimacy of both the opportunities offered by the technology and the well-justified concerns of those who worry about its use. Perhaps the most useful insight of Gartner's model is its concept of the slope of enlightenment. It suggests that the way forward out of both the hype and the disillusionment is by gaining greater knowledge and having a clearer sense of purpose.

With this goal in mind, the World Economic Forum created the [Human-Centred Artificial Intelligence for Human Resources](#) project.

Over the course of the past year and a half,

collaborative work with a multistakeholder community of experts was undertaken to create a practical toolkit for the responsible use of AI in HR. This toolkit has been piloted with HR professionals over the last six months in a variety of organizations around the world. The efforts during this test stage took several different forms, from focus groups, to two large workshops and two in-depth pilot studies (see the text box for further details about the piloting activities).

This White Paper, designed to accompany the toolkit's release, presents an overview of the landscape of AI in HR. It outlines the key lessons and insights gained over the course of the Forum project through many workshops, conversations, focus groups and pilots, and provides data from surveys completed by both the experts and HR professionals involved in the project. While the toolkit is a collaborative document created with the input of the project community, it bears noting that this document reflects the lessons learned and insights of the authors and that some project participants may hold different viewpoints.

This paper begins with an overview of what organizations are already doing with AI in HR and the challenges they are facing. The key lessons that emerged from the project and the reactions of HR professionals to the toolkit then follow. Finally, new issues that are on the horizon for AI in HR are examined.

BOX 1

Toolkit piloting activities

The goal of the piloting activities was to share the toolkit contents with organizations and HR professionals to gather feedback. The activities included:

Two in-depth pilot studies with Türk Traktör and Mercedes Benz Türk

- [Türk Traktör and Mercedes Benz Türk conducted in-depth pilot programmes using the toolkit to examine and inform their adoption of an AI-based HR tool. The details are provided in this paper.](#)

Workshops convened by the Centre for the Fourth Industrial Revolution Turkey, an affiliate centre of the World Economic Forum established by the [Turkish Employers' Association of Metal Industries \(MESS\)](#) and the Ministry of Industry and Technology, for HR leaders from the private sector, government and academia and for technology providers

- [A full-day virtual workshop in April 2021 with over 60 participants](#)
- [A webinar in June 2021 with over 250 participants](#)
- [A workshop in June 2021 with over 90 participants](#)

Focus groups with HR professionals from a variety of sectors and countries

- [Centre for the Fourth Industrial Revolution South Africa](#)
- [A network of public sector talent acquisition professionals](#)
- [Society for Human Resource Management](#)
- [The Canadian UNICEF Committee and the United States Fund for UNICEF](#)
- [The United Nations Fund for Children, Private Fundraising and Partnerships Division](#)

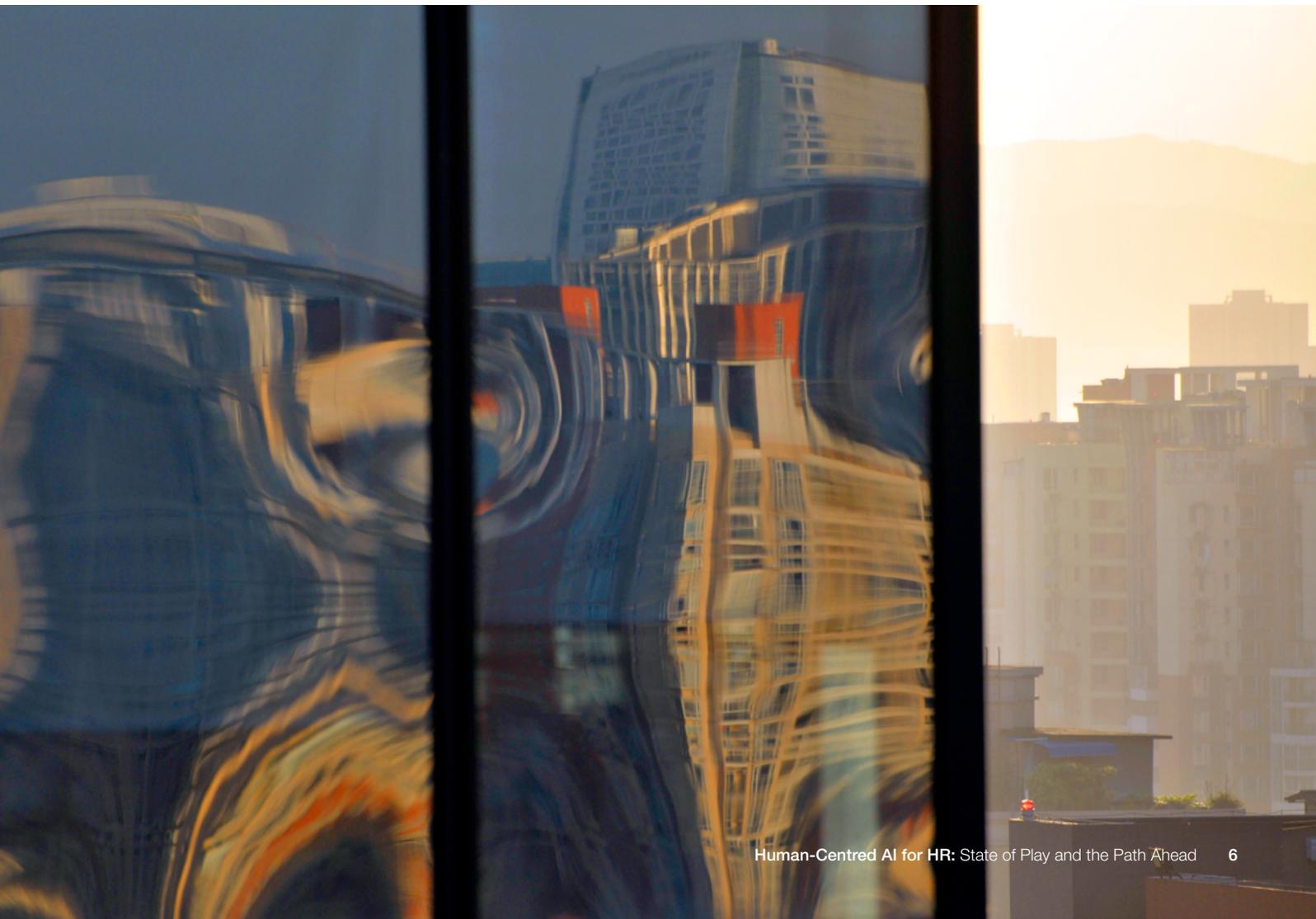
The Human-Centred AI for HR toolkit has two parts. The first is a guide covering key topics and steps in the responsible adoption of AI-based HR tools. The guide includes the following chapters:

- **Introduction**
- **The big picture**
 - The many uses of AI in HR
 - What AI is and how it works
- **Getting started**
 - Forming an assessment team and planning for the long term
 - Determining the purpose of adopting the AI-based tool
 - Delving into the core elements of the tool
 - Assessing the risk level of a tool
- **Key considerations**
 - Bias
 - Data privacy and security
 - Transparency and explainability
- **Implementation and buy-in**
- **Ongoing maintenance and monitoring**

The second part of the toolkit provides checklists that correspond to each chapter of the guide. Two versions are provided:

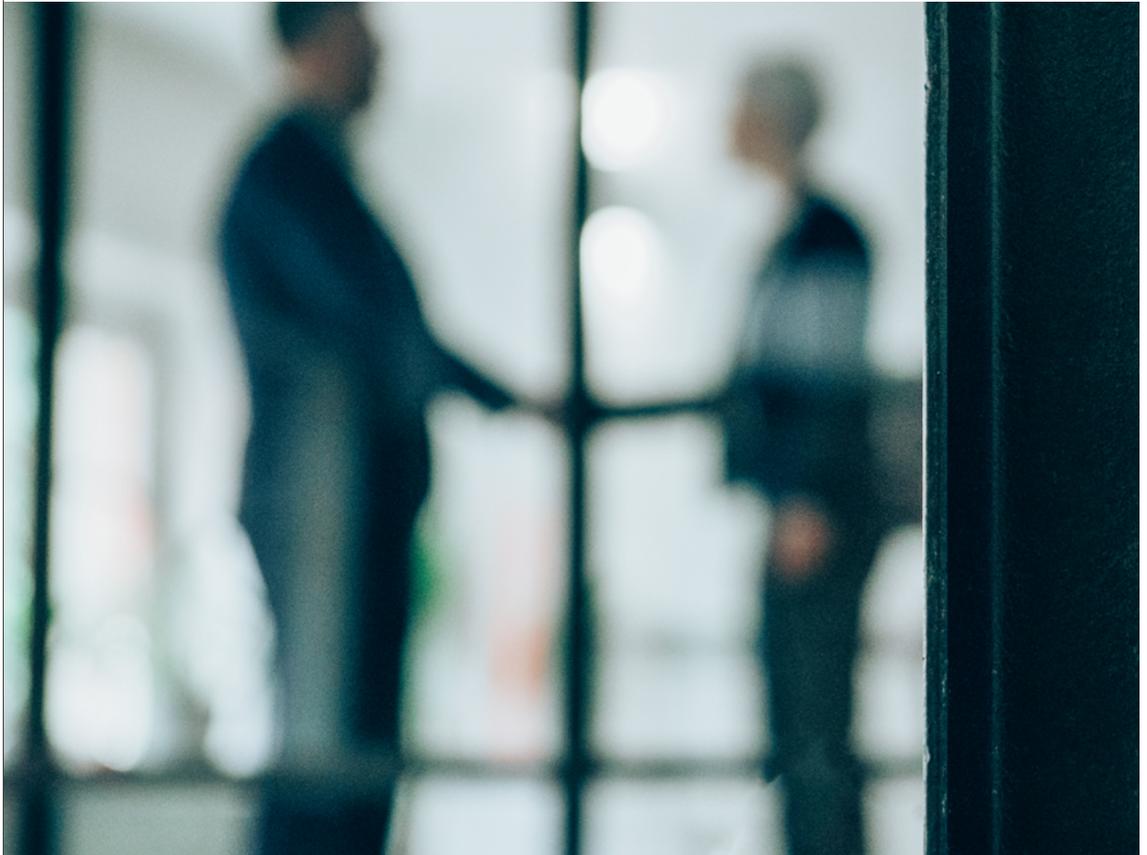
- The Tool Assessment Checklist, which focuses on questions to address when considering adopting a specific AI-based HR tool
- The Planning Checklist, which helps organizations strategically devise their use of AI in HR and develop appropriate policies and procedures

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1 The current state of AI and HR: Activities, progress and gaps

During the piloting activities, participants were asked to share the current state of AI in HR in their organizations through both surveys and workshops.

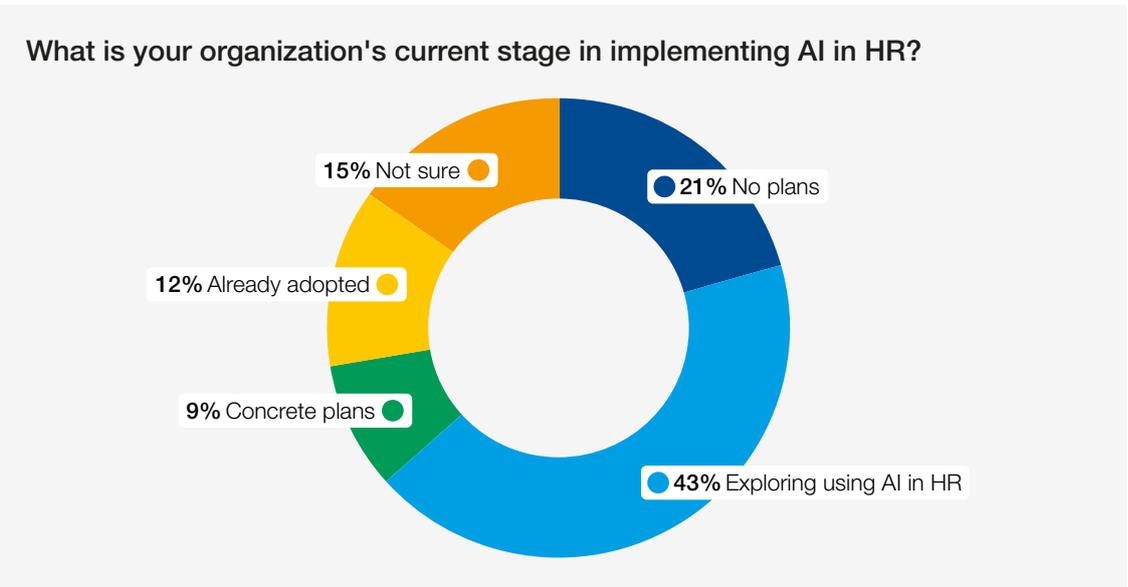


1.1 Activities, interests and motivations

Despite the high level of attention and interest that AI in HR has gained, the findings show that most organizations are still in the early stages of use. Figure 2 shows that only 12% of the pilot participants reported that their organization was

already using AI-based HR tools, with another 9% making concrete plans to do so. The largest group, 43%, were in initial exploration stages, while a significant number had no plans (21%) or were not sure (15%).

FIGURE 2 Organizations' current state of AI in HR



Source: Surveys of workshop and focus group participants

Participants were asked an open-ended question about the types of tools their organizations were most interested in. The most common response was interest in tools for employee recruitment and selection. This interest reflects organizations' desire to address the time, cost and challenges that the hiring process entails, especially sorting through large volumes of applications, as well as their desire to improve their hiring outcomes and recruit the best talent. As Figure 1 shows, vendors of AI-based HR tools have clearly recognized these interests and the most common types of tools available are those for recruitment and assessment. The potential uses mentioned also went well beyond hiring, though, with interest expressed

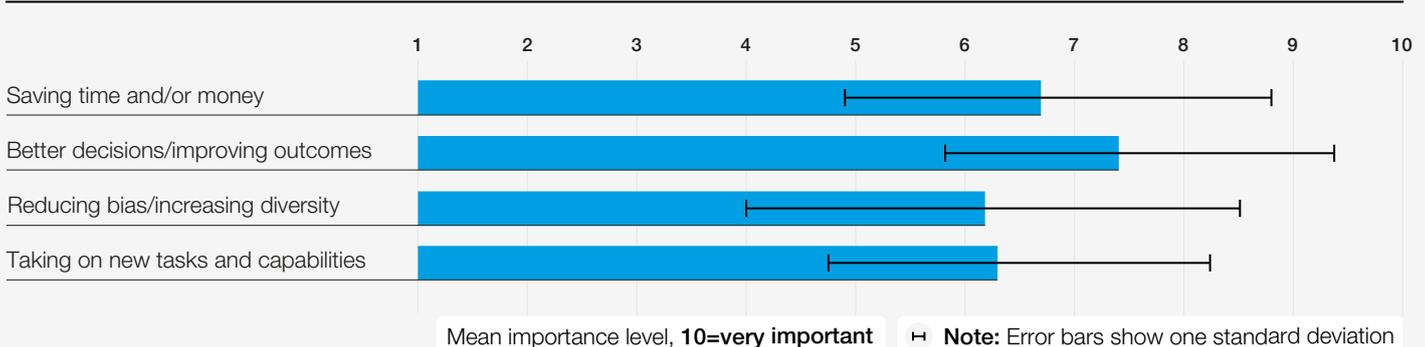
in tasks such as career paths, retention, employee experience and onboarding, as well as a strong interest in tools that could automate more routine and repetitive HR activities, including chatbots.

When asked about the motivations behind their organization's interest in AI-based HR tools (Figure 3), the participants rated all of the motivations listed as important, but gave the highest scores to improving outcomes and saving time and/or money. Reducing bias received the lowest average score but also showed the greatest variation in scores, reflecting differing priorities across organizations and regions of the world.

FIGURE 3 Motivations behind organizations' interest in AI-based HR tools

Organizations are interested in adopting AI-based HR tools for different reasons.

How much of a role would you say each of the following plays in your organization's interest in AI in HR?



Source: Surveys of workshop and focus group participants

The community of experts was also asked their opinion on this same question, as many of them work with organizations as consultants or vendors. They responded that saving time and/or money was a particularly important motivation (average score of 8.4) followed by improving outcomes (with

a score of 7.9). A few experts also used the write-in space to raise the concern that organizations may be adopting AI-based HR tools without a clear motivation, noting that many organizations do so because of “fear of missing out” or because “they don’t know what else to do”.

1.2 Concerns and obstacles

In the workshops and focus groups, pilot participants discussed a number of concerns and obstacles limiting the adoption of AI-based HR tools (Figure 4). Some of these concerns related to the tools themselves, including questions about data privacy and security, whether tools would actually be effective, and the impact that adopting these tools would have on their organizational culture.

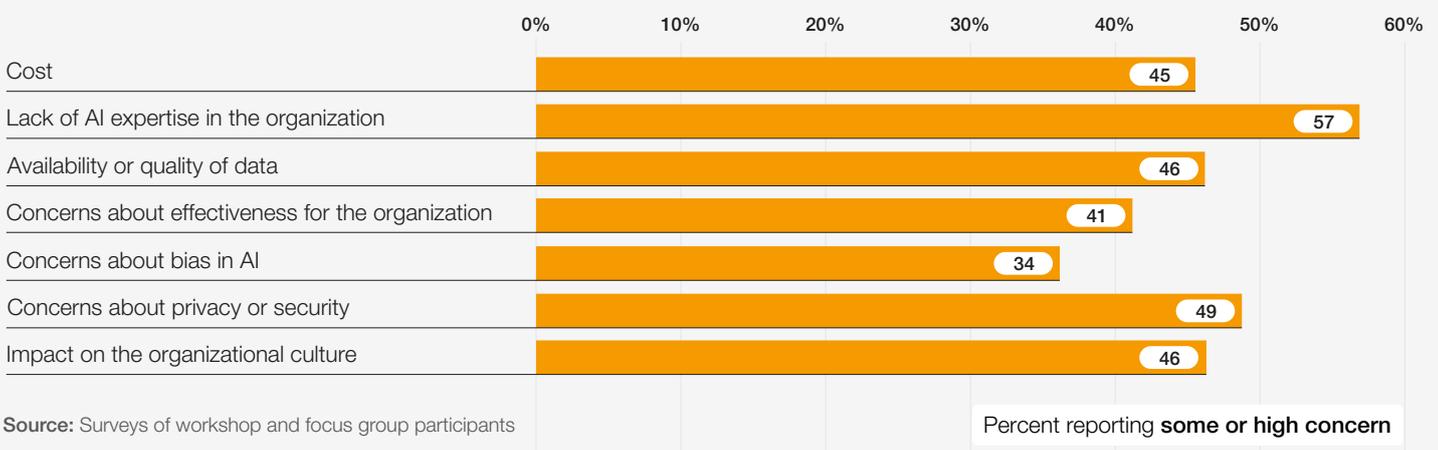
They also pointed to challenges beyond the specific tool, including gaining C-suite buy-in, navigating the legal landscape, and lacking the resources both to purchase a tool and to provide the support and training necessary for successful adoption.

The largest concern heard from the pilot participants, however, was an overall sense of lack of readiness. The over 150 participants in several workshops convened by the Centre for the Fourth Industrial Revolution Turkey in [MEXT Technology Center](#) were asked to rate their organization’s readiness on a scale from 1 to 10. They gave themselves an average score of 3.76.

One facet of this readiness relates to the need for key infrastructure. For instance, organizations raised concerns about the quantity and quality of their existing data. In addition, very few organizations had policies in place for the use of AI in HR; only 4% of the participants reported having policies specifically for AI in HR, with an additional 18% responding that their organization had general AI policies.

FIGURE 4 Organizations’ concerns and obstacles limiting the adoption of AI-based HR tools

Are there key concerns or obstacles limiting your organization's interest in or ability to adopt AI-based tools?



The other key aspect of organizational readiness that was frequently mentioned was the need for greater knowledge and expertise. As shown in Figure 4, the survey found that this was the participants’ greatest concern. They were also asked to rate their personal level of experience assessing AI-based HR tools. Despite the fact that the pilot participants tended to be HR professionals with a particular interest in AI tools, the average rating was 4.36 out of 10.

In summary, the use of AI in HR is still very much in the early stages. While many organizations are beginning to explore the possibility of using AI-based

HR tools, only a small minority have actually adopted the technology. To some extent, this slow adoption rate may be good news. It suggests that organizations are being careful in their approach, and the piloting activities indicate that many are aware of the need to build their capabilities. The early stages of AI in HR also mean that efforts to encourage more effective and responsible uses may have a greater impact. At the same time, the low level of readiness raises concerns that some organizations might adopt AI-based HR tools without the necessary capabilities to use them effectively and safely, while others may never obtain the necessary capabilities and may be left behind.

2 Key lessons

The toolkit provides knowledge and practical guidance to organizations and HR professionals on the responsible use of AI in HR.



The Human-Centred AI for HR project seeks to address several key issues raised in the previous sections. The purpose of creating a toolkit is to provide knowledge and practical guidance to organizations and HR professionals on the responsible use of AI in HR, in response to the readiness and expertise gap they identified.

In developing this guidance, one aim was to balance the optimistic and pessimistic views of AI in HR, discussed below. To strike this balance,

the principle of public-private cooperation that is the foundation of the World Economic Forum was drawn upon.

A project community composed of experts from diverse sectors and with a wide range of opinions on the use of AI in HR was convened. While the toolkit presents detailed practical guidance, the broader lessons and insights gained from this collaborative process are briefly outlined here.

2.1 Balancing the optimistic and pessimistic views

In balancing the optimistic and pessimistic views of AI in HR, two points were useful to keep in mind.

First, the high-stakes role that HR decisions play in people's lives increases the importance of both the opportunities and the perils of using AI. The optimists and pessimists of AI in HR, therefore, often have a common interest in ensuring a better and fairer workplace.

Second, while many of those who are optimistic about AI in HR argue that it is needed because the status quo is problematic, this problematic status quo is also at the root of many of the perils of AI

in HR. Machine learning, the method behind most current AI systems, creates algorithms by looking for patterns in real-world "training" data. But if the status quo is problematic, then these problems will likely be present in the training data and as a result those same problems can become encoded into the algorithm.

One danger of AI is that people have a tendency to believe that, because it is run by computers, AI is by nature objective. The reliance of AI systems on real-world data, however, means that unless AI is used carefully, it can be just as problematic as the status quo.

2.2 Using targeted AI as a solution

A solution to this problem is to use the power of AI in a more targeted manner. Within HR, there are two possibilities for such targeting. One approach is to focus the use of AI in HR on tasks that have lower stakes or are more objective, so that the perils of the AI encoding problems are fewer. It can be particularly effective to target tasks that are time-consuming or mundane for humans to do, or that require processing a great deal of information. Examples of such tools suggested in the surveys included a chatbot to answer basic questions about benefits or an interactive system to schedule applicant interviews. These are just two examples; many more possibilities exist.

Both the community of experts and the pilot participants highlighted the benefits of this approach. It offers the possibility of saving time and money, a motivation for many organizations, but it also frees up HR departments to focus their efforts on higher-level tasks. In the survey, one respondent noted that "AI-based HR tools will humanize and personalize employee experiences by freeing up HR professionals from routine tasks" while another commented that "a decrease in manual workload will lead HR to be a more strategic partner within [the] organization".

A second approach is to use AI to specifically target changes to the status quo. As already mentioned, many organizations aim to improve HR decisions and outcomes by using AI. However, taking a generic approach to AI of collecting a large amount of training data and leaving the computer to identify patterns risks encoding the problematic aspects of the status quo. Instead, improvements to HR processes require tools that are purposely designed to change the status quo in some way. This change might involve doing an existing task in a very different way or using AI to take on new capabilities.

Not all changes will be good ideas, though, so they should be considered carefully before adopting. In considering a tool that seeks to change the status quo, organizations should consider three broad questions. First, does the change make sense, for instance is it likely to lead to improvements over the status quo and is it likely to actually work? Second, how will this tool function and does it risk encoding problems? Third, how will this change affect the organization and employees more broadly, for instance by impacting the organizational culture, trust or inclusion?

2.3 Moving beyond the mystery

To take a more targeted approach, the mysterious image of AI must be dispelled. For vendors of AI in HR, this means greater clarity on how a tool works, how it offers an improvement over the status quo, and its limitations. For organizations adopting AI-based HR tools, this means developing a basic understanding of AI in order to judge the potential value and impact of a tool. Luckily, these basics are not as challenging to grasp as many people may believe, and providing a basic knowledge of AI is one feature of the toolkit.

Equally important is a knowledge of one's own organization and HR processes more generally.

Organizations should use this knowledge to consider the specifics of the AI tool under consideration, examining both the design of the tool as well as the credibility of the claims that it will lead to improvements over the status quo.

Both paths, but especially the second, also require a clear purpose and strategy for using AI in HR. This strategy must include not just a view of which AI-based tool to use and why, but also a plan for how to effectively implement its use in the organization. The use of AI in HR will be most effective if both the employees who will be using the tool as well as those likely to be impacted by it are involved in the process from the beginning.

2.4 Responses to the toolkit

“ This toolkit is extremely useful for building knowledge of AI.

Piloting the toolkit through focus groups, workshops and two in-depth studies confirmed its value to HR professionals and its potential to bring about positive changes.

The trials of the toolkit convened by the Centre for the Fourth Industrial Revolution Turkey in two manufacturing companies, Türk Traktör and Mercedes Benz Türk, provided the most concrete evidence of the toolkit's effectiveness. The toolkit guide and checklists led these companies to form a multistakeholder team, identify key areas for review, such as data privacy, bias and risk, and devise a clear roadmap for implementation (see the text box for additional details about the in-depth pilot study).

In addition, the participants of two separate workshops organized by the Centre for the Fourth Industrial Revolution Turkey commented before the workshop that their expectations for AI in HR were very high. An outcome they noted at the end of each workshop was that their expectations had decreased. While such a change could be viewed as a negative development, it instead reflects the goal of demystifying AI. Participants reported that they gained a better understanding of AI in HR and in the process developed more realistic expectations for what it could and could not do.

The following quotes collected from the post-focus group survey confirm that the toolkit is effective in building knowledge and raising the awareness of key issues around AI-based HR tools. It provides a practical resource that facilitates the effective and responsible use of AI in HR.

- “As I was starting out with a very basic knowledge of AI, the toolkit greatly increased my knowledge. I am definitely not an expert but, from what I have seen, this toolkit is extremely useful for building knowledge of AI.”
- “It brought to light the true impact of the potential biases that exist. These are serious hurdles, but the potential benefits to having AI in our HR work is extremely encouraging.”
- “The toolkit has raised my awareness of the areas of impact involved in selecting and using AI for HR. I have also gained useful new knowledge on how AI works and how this aligns/does not align with various HR deliverables. I see the toolkit primarily as a reflection tool and useful resource for HR policy-making around investments in AI/digital transformation.”

BOX 3 | Centre for the Fourth Industrial Revolution Turkey in-depth pilot study

Over the spring and summer of 2021, the Centre for the Fourth Industrial Revolution Turkey conducted in-depth trials of the Human-Centred AI for HR toolkit in two manufacturing companies: Türk Traktör and Mercedes Benz Türk. Within these two companies, Türk Traktör assessed the in-house development of a new AI tool and Mercedes Benz Türk tested an outsourced AI-based HR tool. They both agreed to work through the materials in the toolkit, using them to guide and inform their process. Each company met 10 times with the Centre for the Fourth Industrial Revolution Turkey AI team to discuss their progress and provide feedback on the toolkit. They reported that using the toolkit resulted in a number of valuable insights and actions:

- Based on the recommendations of the toolkit, the companies brought together a multistakeholder team that included the tool provider, members of HR and IT, a lawyer and future users of the tool.
- The risk assessment worksheet helped clarify the potential risks and led them to conduct an additional risk analysis.
- They clarified the data to be used, and identified internal procedures related to privacy and the European data protocol (General Data Protection Regulation). They decided to pay greater attention and improve support to cybersecurity.
- They recognized the need to review issues of potential bias in the tool, both algorithmic and procedural, and requested an external audit for the training data.
- They decided to create an auditing mechanism to monitor the tool's performance after its deployment, including regular monitoring for bias.
- They developed a roadmap for the tool's implementation that includes the initial launch, the training necessary for the users, ongoing information sessions and the sharing of success stories.

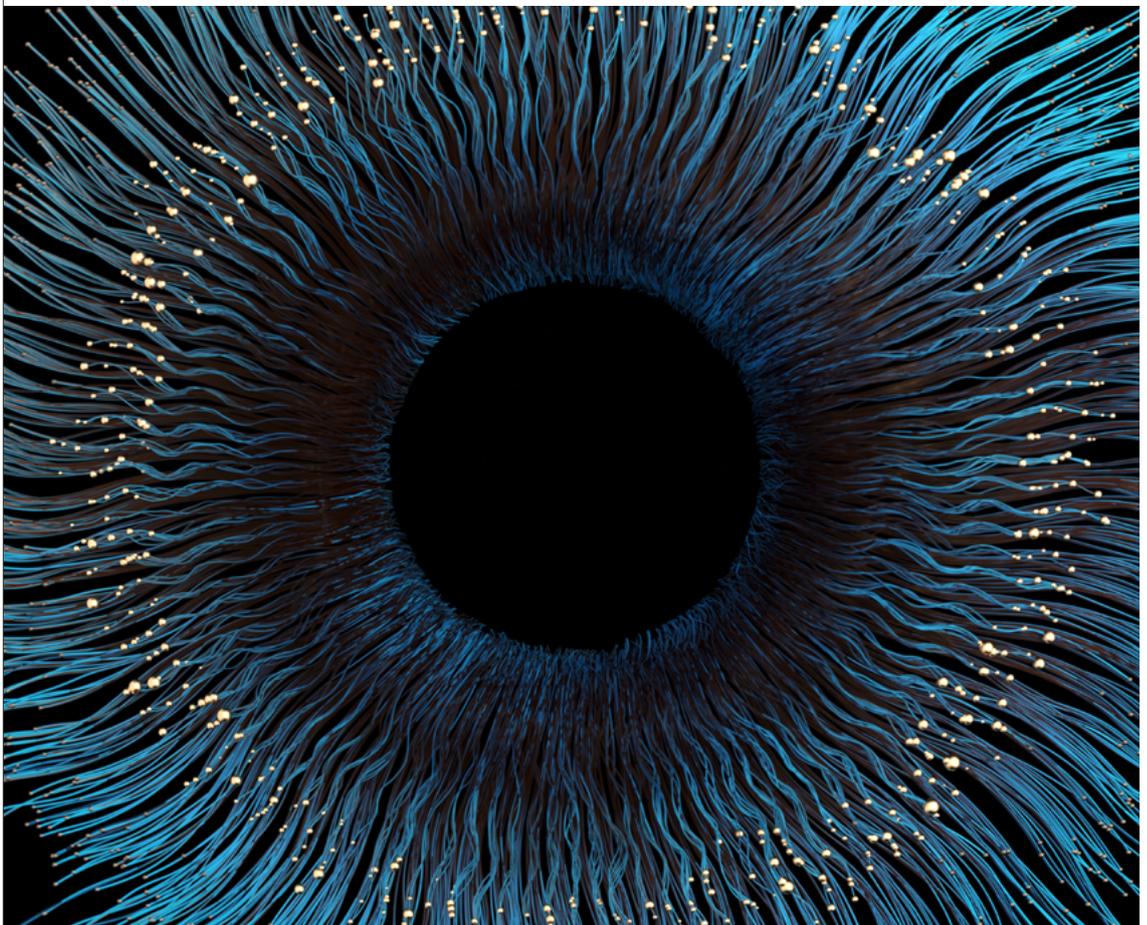
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On the horizon

The toolkit is a first step towards promoting effective and responsible uses of AI in HR. Nevertheless, AI in HR faces or will soon face three challenges: regulating AI, auditing and certification, and ensuring the benefits of AI in HR are shared.



3.1 Regulation

“ Most countries have numerous labour laws that would apply to AI-based HR tools.

The movement towards regulating AI has increased in recent years. The most significant effort is being put forth by the European Union.⁴ The question of regulation is particularly relevant to AI in HR for two reasons: it is the clear target of a number of regulatory efforts and, at the same time, it typically operates in what is already a highly regulated space.

AI in HR is a target for regulation because of its potential impact on people's lives. The European Union's AI regulatory plan, for instance, focuses on high-risk use cases, and it points to the use of AI in employment as one of the key high-risk areas it is targeting. In the United States, Illinois passed a law on the use of AI-enabled analyses of video job interviews,⁵ and New York City is considering a bill regulating AI in hiring.⁶ The Equal Employment Opportunity Commission in the United States has also been examining this issue.⁷

AI is difficult to regulate, however, because it is a flexible technology that is used in many ways, even within HR.⁸ An algorithm is also shaped by the particular training data used, so how it performs once deployed may change when used with different training data. The final outcomes of this push for regulation are still unclear.

In addition to being a target specifically for the regulation of AI, HR already operates in a highly regulated space. Most countries have numerous labour laws that would apply to AI-based HR tools. In some ways, this existing regulation may already be providing safeguards and even useful guidance. For instance, a number of countries already have anti-discrimination regulations on employment decisions and hiring tests, which include a recognition that such practices can have unintended discriminatory effects (known as adverse impact or indirect discrimination). These regulations also typically provide some guidance on

how to identify these effects. Many AI-based HR tools are designed to comply with these regulations.

In most cases, however, existing laws are far from perfect from the perspective of both workers and employers, and they are often particularly ill-suited for AI-based tools. For example, in the United States, adverse impact rules are primarily enforced through discrimination lawsuits. In addition to the system's shortcomings in general, this arrangement is problematic for AI in HR in at least two ways. One challenge is that an employee would have to know that an AI system is being used and that it is resulting in disparate outcomes in order to bring a lawsuit in the first place. This problem also applies to non-AI processes and tests, but AI systems may be less easy to detect unless employers are required to disclose their use.

The system of enforcing through lawsuits also creates a situation where, perversely, employers may prefer to adopt tools that have been subject to a lawsuit but successfully defended in court, and therefore have precedent. Most AI-based HR tools do not have that precedent because they are new, and in some cases because they have been designed to avoid outcomes that might trigger a lawsuit in the first place.

The existence of regulation in the HR context that is not well-suited for AI may actually be an opportunity because the creators of AI-based HR tools may be more supportive of new regulatory initiatives than in other sectors in the hope that new regulation will address some of the existing challenges. Employers are likely equally motivated to address current regulatory gaps, and it is important to ensure that the interests of workers and broader society also play a role. Future work, therefore, is necessary to envision new approaches to regulating AI in HR that address these issues and the needs of everyone involved.

3.2 Auditing and certification

Recent years have also brought a growing interest in third-party audits as well as certification schemes for AI, including in HR. This topic came up in both the project community discussions and during the piloting activities, expressed by multiple stakeholders. Organizations are looking for a way to verify the claims of vendors about their products. Policy-makers are looking to audits and certification as possible regulatory tools (for instance, the European Union's plan⁹). Civil society organizations want to hold AI-based tools to specific standards. Even many vendors of AI-based tools are supportive of auditing and certification because they recognize that organizations hesitate to purchase their tools without this verification. Indeed, in the past year, a handful of AI-based HR tools have voluntarily subjected themselves to a third-party audit.¹⁰ Meanwhile, work is under way to establish

certification systems for AI and ensure that they are appropriate for the HR context.¹¹

These recent efforts are evidence of progress on this issue but also highlight the fact that many different aspects of an AI-based HR tool can be audited or certified. A closer look at the recent voluntary audits and the certification systems being developed shows that each has taken a different approach and examined different facets of the tools, such as the impact on users, compliance with discrimination laws or mitigating risk. Further work is necessary, therefore, in identifying the different types of audits or certifications that would be the most critical. In the meantime, the statement that an AI-based tool has been audited or certified does not mean that all aspects of the tool should be trusted. Such a statement requires closer inspection to understand exactly what has been verified and how it was tested.

3.3 Shared benefits

The surveys found that only a small percentage of organizations have already implemented AI in HR. For the most part, these are large companies that have the expertise and resources to be early adopters. AI also requires large pools of training data, which further tilts the balance in favour of big companies. It is perhaps not a surprise that large companies are the pioneers of AI in HR, but this imbalance is also an important issue that should be addressed.

Further attention is needed to small and medium-sized enterprises (SMEs) for two reasons. The first is that a large proportion of the global workforce is employed by these companies. Even if highly effective and beneficial uses of AI in HR are identified, therefore, the positive impacts will be limited if these tools are only deployed in large companies. The second is that SMEs may also pose a greater risk of problematic uses of AI in HR because they often lack the expertise and resources to fully vet an AI-based tool.

Addressing this gap should come in two forms. First, AI-based HR tools should be developed that

target the particular needs of SMEs, including tackling the issue of smaller sources of training data. Second, ways must be found to tackle the gaps in the expertise and resources needed to evaluate and implement AI-based HR tools responsibly. The toolkit is a first step in this direction, as it aims to increase knowledge of AI and provide a detailed guide to its responsible use. Further work could be conducted in this area to create resources and support specifically aimed at SMEs.

Beyond the private sector, governments, both local and federal, individual workers, and organized labour could also benefit in a number of ways from AI-based employment and career tools. For instance, government agencies might use AI-based systems to help unemployed workers find new jobs and new careers¹² or to help military personnel transition to civilian jobs.¹³ Further efforts and creativity should be used to identify additional ways in which this technology can be used to improve the lives of workers and society as a whole.

Conclusion

The aim should be directed towards developing an understanding of how AI can be effectively and responsibly used in HR to address concrete challenges facing the industry.

AI in HR is still in its early stages. It has caught the attention of many organizations and a growing number of tools are available, yet only a small proportion of organizations have actually put AI-based HR into use.

The fact that organizations are still in the early stages of adopting AI in HR may be good news. The slow adoption rate suggests that organizations are proceeding with caution; it also means that actions taken now can influence the future of this technology.

The aim should be directed towards the “slope of enlightenment”, developing an understanding of how AI can be effectively and responsibly used

in HR to address concrete challenges facing the industry. Achieving this enlightenment requires dispelling the mystery of AI and developing targeted approaches to the use of AI in HR that take advantage of this powerful technology while avoiding encoding the problems of the status quo.

The toolkit created from the Human-Centred Artificial Intelligence for Human Resources project represents the first step in developing the groundwork necessary to support this effort. But further work is needed, including developing effective regulation, devising auditing and certification systems, and ensuring broad access to the benefits of AI in HR and the resources necessary to ensure its effective and responsible use.

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Endnotes

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