Artificial intelligence and employment

15 October 2024

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The CIPD

A partner and voice for people professionals

Influencing work and workplace practices, policies and insights
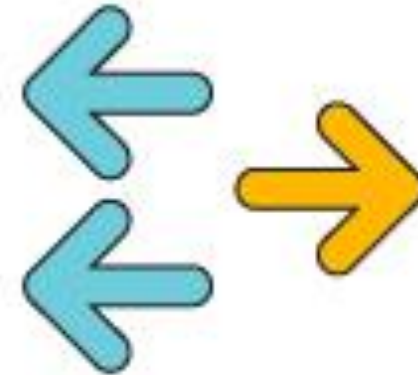
Championing better work and working lives

Building standards, capability and professionalism

Growing our reach and impact internationally

HR Practices survey 2024

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Top external drivers of change

- Workforce expectations
- Availability of key skills
- Cost increase and inflation
- Automation, technology and AI

Most concerning capability gaps

Leadership and influencing skills

Technology design, programming and AI

Collaboration and teamworking

Complex problem-solving

AI & technology transformation

- Varying organisational response to change

- Redesigning work: are we in the room?

- Are we developing skills for a digital world

- Opportunity for good data and better efficiency

- Do we understand the impact: learning, inclusion, performance

- Trust and culture

- Ethical concerns; can AI be an equaliser?

- How do we bring people expertise to digital transformation to add real value?

The changing nature of work

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From		To
Hierarchies	→	Teams
Jobs	→	Work
Rules	→	Culture
Outputs	→	People Experience
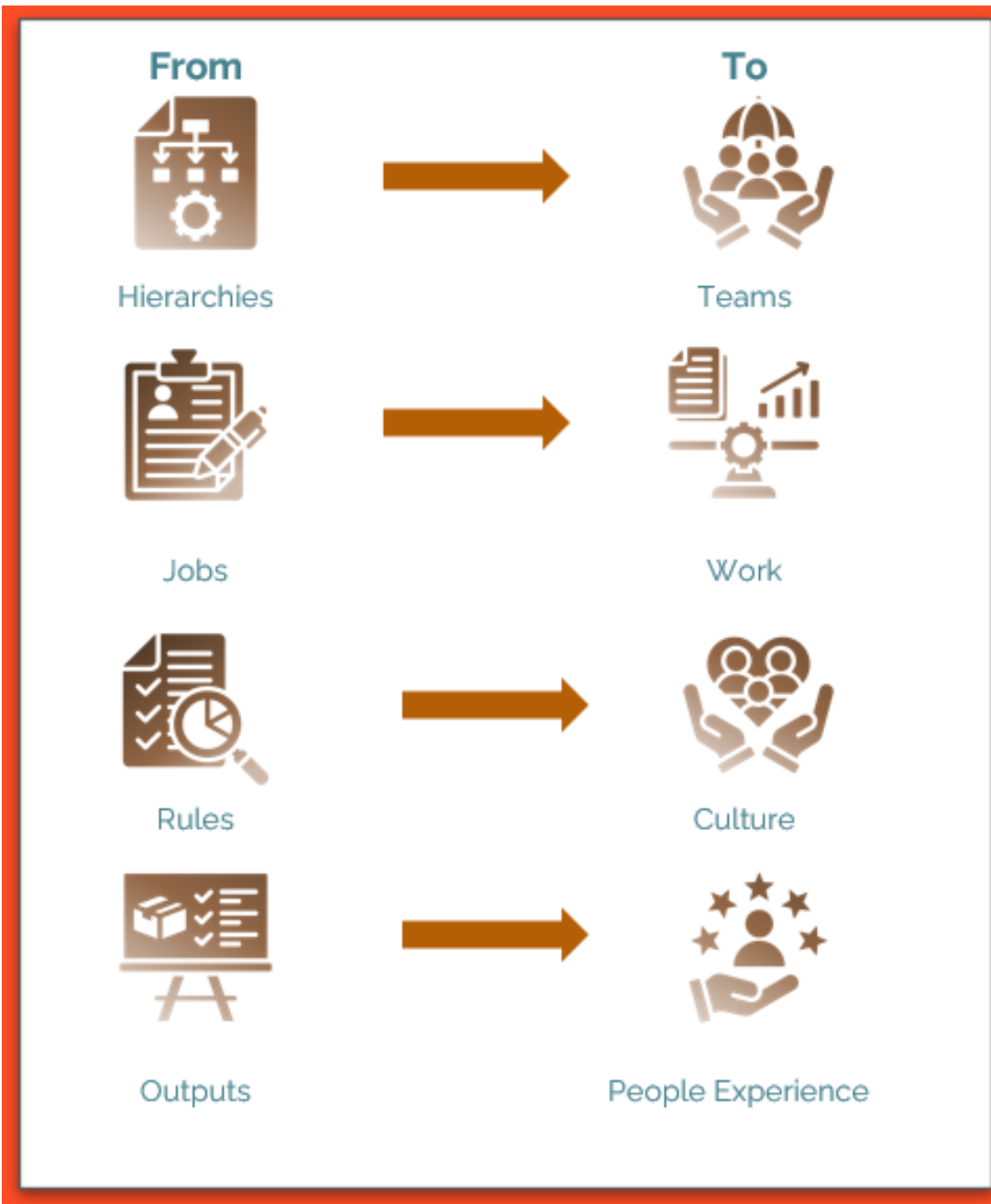
Will generative AI help?

- Era of generative AI is just beginning - **22%** increase in adoption of AI in the past year

- What is the problem we are trying to solve

- How to define the value add - where are the cost and efficiency savings?

- Experimentation – test and learn

- The potential of technology to change the anatomy of work, relationships, culture

- Ethical use, governance

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Can we get there?

"promote the uptake of human centric and trustworthy artificial intelligence while ensuring a high level of protection of health, safety, fundamental rights as enshrined in the Charter of fundamental rights of the European Union…"

- Regulation versus innovation
- Risks to human decision making, autonomy and control.
- Automated decisions
- Skills and capabilities
- Work and job design
- People management
- Improving wellbeing and mental health

EU AI Act

- Make the legislation accessible by keeping it as simple and straightforward as possible

- Build in human oversight into critical decisions

- Ensure elimination of bias is central to all operating systems This is particularly relevant to decisions about humans, whether it be performance or recruitment – so require that AI has been rigorously trained, is regularly audited to mitigate bias, and that people remain in charge of people decisions.

- Build in the approach that defines human centric and includes a focus on good work, employee protections and employee sustainability not just societal benefits.

- Recognise the dynamic nature of AI, its early stage of maturity, and allow for this in legislation

- Where solutions to converting high risk systems to low risk situations becomes very arduous, this may serve as a blocker to AI use.