



CIPD

The Evolution of HR in the Digital Age

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Solutions

Championing better work and working lives CIPD



Our purpose

We champion better work and working lives.

We want to see good work within inclusive and responsible businesses, making our economies and societies stronger.

To make that a reality, we need champions for better work and working lives: the people profession. And they need a partner, a standard and a voice: the CIPD.



Our mission

We lead and support the people profession, helping organisations to thrive by focusing on their people.

We set the standards, build capabilities and connect our international community of people professionals.

Through our Royal Charter, only we can award internationally recognised chartered status to HR, L&D and OD professionals.



Our strategy

We're doing it by:

- **growing a strong community** of people professionals, supported by our research, insights, and learning content
- **making the case for better work**, using our voice for the profession to influence and collaborate with governments and organisations
- **improving how we work** as a sustainable, future-fit organisation.

The CIPD Profession Map

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Core knowledge

- People practice
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change



Core behaviours

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Insights focused
- Situational decision-making



Specialist knowledge

- Employee experience
- Employee relations
- Equality, Diversity and Inclusion
- Learning and development
- Reward
- People analytics
- Organisation development and design
- Resourcing
- Talent management
- Wellbeing

New AI standard in Profession Map

CORE KNOWLEDGE

Technology and people

Understanding the impact of technology on people at work

| | Foundation level | Associate level | Chartered Member level | Chartered Fellow level |
|-------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Range of technologies | The range of technology (including AI) that is used in the people profession and its impact on your work | What technology (including AI) is available in your area of the people profession, and how it can improve the worker experience | How different technologies (eg workflow automation, AI) interact across the organisation, and how to use them to support the delivery of people practices | Current and future technologies which can underpin and enable people strategy and make organisations more agile (eg workflow automation, AI) |
| Artificial intelligence | Different types of AI-embedded technologies and how to apply them responsibly to improve the quality of your work | The opportunities and risks linked to applying different types of AI-embedded technologies, and how to apply them responsibly in your area of work | How to use AI-embedded technologies to enhance people practices and support responsible decision-making across the employee lifecycle | How to create AI strategy and governance processes which promote responsible decision-making across the employee lifecycle |

External drivers of change

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Historical Developments



Steam 1.0



Electricity 2.0



Machinery 3.0



Disruptive tech 4.0

What will be the future role of HR in 2025 and beyond?

- Greater people centricity - Human centred design
- More agile and smaller teams with increased capacity led through tech advancements and pools of expert project teams
- Leaders act as conductor of the orchestra connected right across business
- KPI's - Prove Organisation Value
- “People Practice Permeates”
- Employees are “consumers” of work
- Pivot to strategic enablement function - from activity to value creation



3 Top skills for the future

1. Essential skills, or the human skills: which include communication skills, team working, empathy, problem solving and creativity.
2. The skill of being curious: demonstrating professional courage and asking questions and probing when necessary.
3. Strong business acumen: Strong digital skills is a must in the future of work but being able to apply this in the context of your work and business in a meaningful and impactful way will make all the difference.



You can have data without information, but
cannot have information without data

Daniel Keys Moran, writer

Evidence based HR

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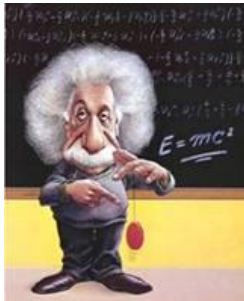
Data and analytics



Scientific research



Experience



Stakeholder perspectives



Centre for Evidence Based Management

Technology and the future of work

Technology plays a key role in the future of work and is changing society.

We have become more digitally enabled, stemming from the digital interactions we experience in our personal lives.

Technology has revolutionised our workplace and will continue to do so.



We need to address the current skills gap

- Research is showing us that current or expected skills gaps are top of the list of employer concerns for the future, and millions of jobs will be impacted in the coming decade.
- Employers will need to be more agile in how they deliver and develop the training needed to reskill and upskill people.
- Governments will have to engage more actively in supporting people through their changing careers and jobs.



Digital Transformation



Digital transformation in organisations need not always be driven by IT.



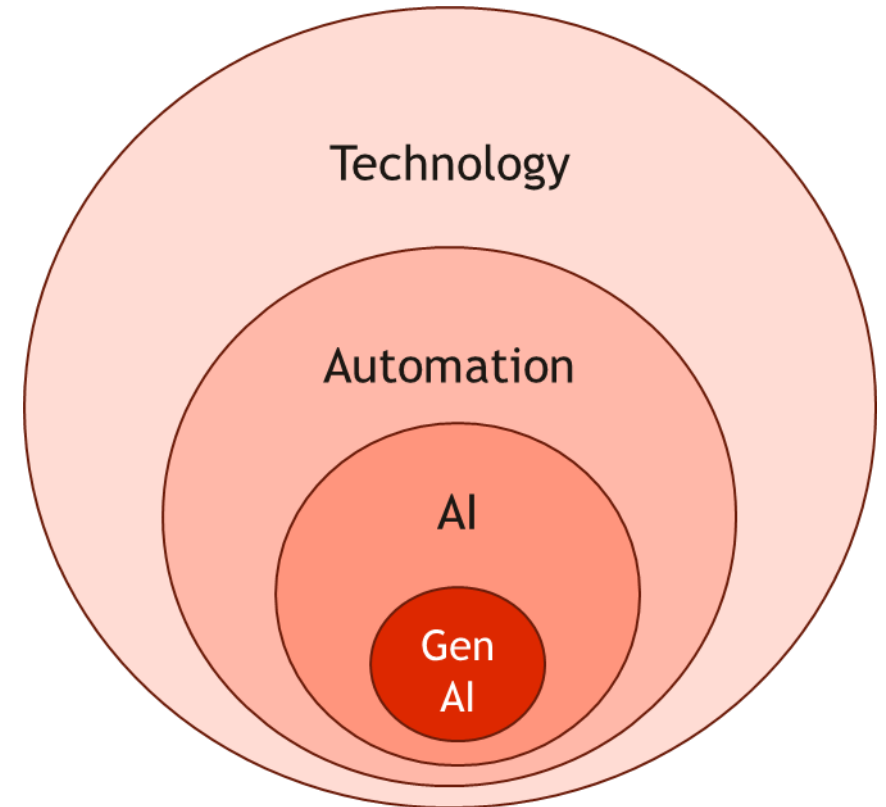
HR need to lead more visibly. Take for example automation plans with workforce planning.



To become a tech savvy people professional, you need to use technology and people data in ways that improve people's working lives.

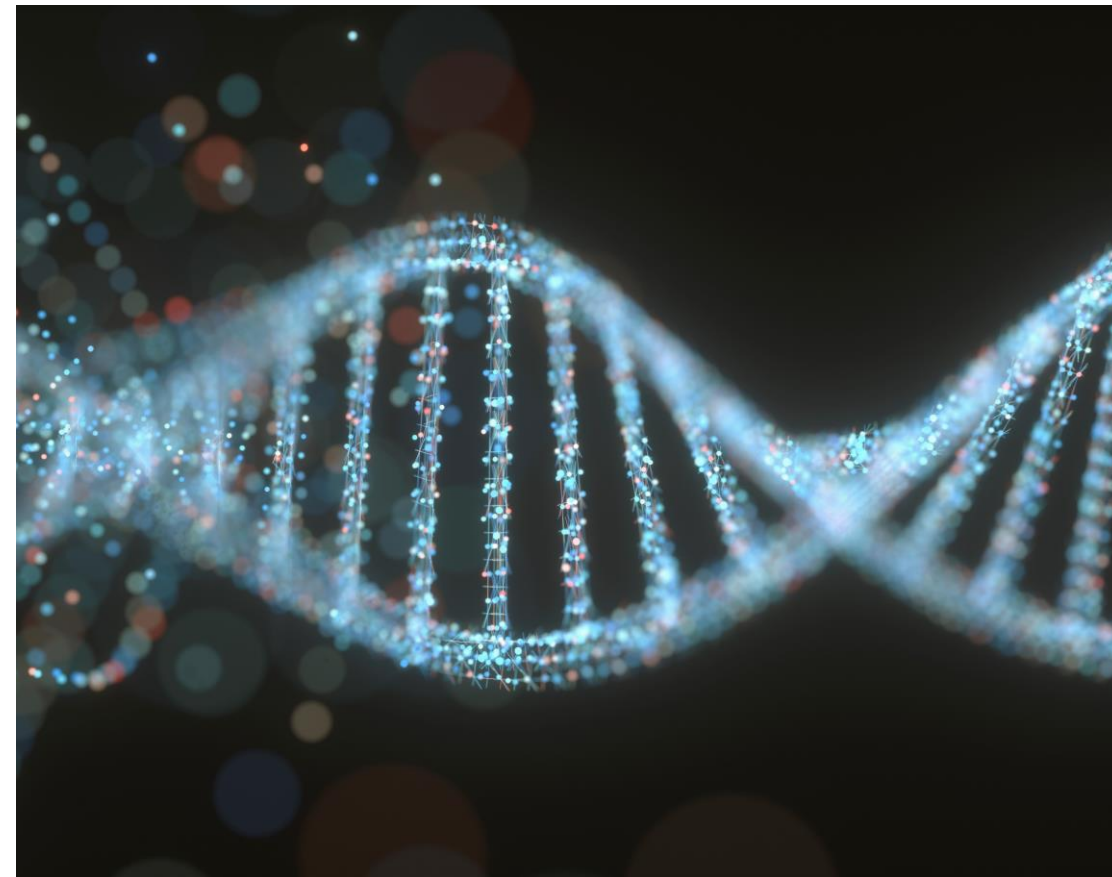
Digital Transformation

- Technology is the application of knowledge or processes to achieve practical goals that are reproducible.
- Automation is the use of technology to do tasks without (or with reduced) human assistance.
- Artificial intelligence, or AI, is technology that enables computers and machines to simulate human intelligence and problem-solving capabilities.
- Digital transformation aligning technology, people, culture, structure and tasks so that an organisation can thrive and become digitally mature



New culture and mindset for a digital world

- Shaping a new culture that supports agile decision-making and dealing with anxiety about change.
- Creating ways of working where teams come together opposed to working in silos
- Designing and sharing a powerful and positive narrative about the opportunities than AI and GenAI present in organisations: for leaders, for teams, for employees.



What mindset and behaviours do we need to lean into Digital Transformation?

The key characteristics:

- Be curious
- Experimentation
- Resilience and Adaptability
- Continuous Learning
- Openness / willingness to change



Knowing your stakeholder personas



IGNORANTS

“This is not happening. AI is not creative”



KIDS

“OMG look at what it can do! Amazing!”



SNAKE OIL SALESMEN

“Copy this, go to ChatGPT, go to YouTube, steal IP and make money”



DYSTOPIAN EVANGELISTS

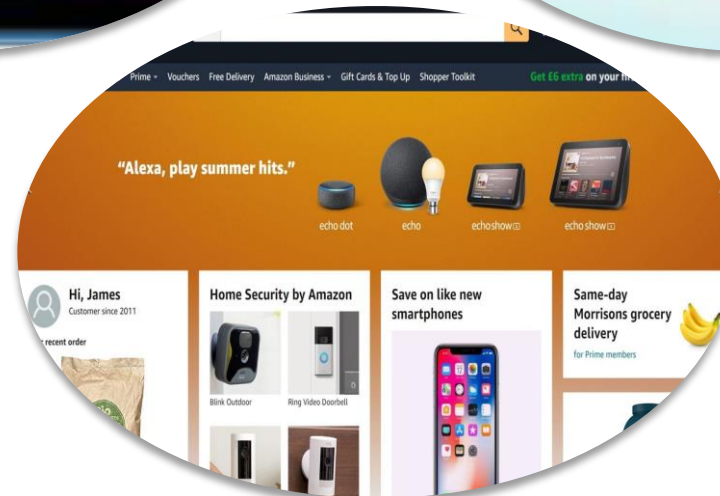
“This is it! the world is going to end!”



UTOPIAN EVANGELISTS

“We will cure cancer, it's incredible!”

Examples of AI



Artificial intelligence is not a substitute for human intelligence; it is a tool to amplify human creativity and ingenuity

Fei Fei Li, Co-Director Stanford Institute for Human Centred Artificial Intelligence

Defining AI in HR

Explanation of AI

- ✳ Simulation of human intelligence in machines

Key AI Technologies in HR

- ✳ Machine Learning (ML): Predictive analytics in recruitment and performance management
- ✳ Natural Language Processing (NLP): Analyzing employee feedback, sentiment analysis, AI chatbots
- ✳ Robotic Process Automation (RPA): Automating repetitive tasks such as resume screening and interview scheduling

Current State of AI in HR

Adoption Rates and Trends:

- * 17% of organizations have implemented AI-based HR solutions, projected to increase to 30% by 2025 (BrianHeger.com)

Key Applications

- * Recruitment automation
- * Employee engagement
- * Performance management



AI in Action - Recruitment and Talent

There are a number of applications of AI and GenAI already in action:

- **Resume screening:** quickly going through resumes to identify the most relevant candidates.
- **Candidate matching:** analysing skills and experience, ensuring better job fit and hiring decisions by matching candidates to job openings.
- **Predictive hiring:** using historical data to predict candidate success and retention
- **Chatbots:** ensuring an initial and positive candidate interaction.

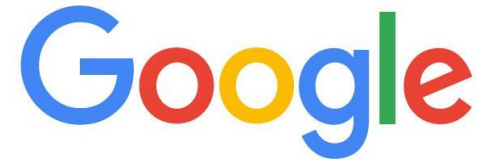


The Hilton logo, consisting of the word 'Hilton' in a bold, black, serif font, enclosed within a black rectangular border.

AI in Action - Employee Engagement

AI and GenAI have allowed organisations to significantly enhance their engagement and retention strategies.

- **Sentiment analysis:** analysing employee feedback and sentiment to improve strategies.
- **Predictive analytics for turnover:** using a range of criteria to predict future leavers over time.
- **Personalised employee engagement plans:** using insights to develop tailored plans based on location, business unit, tenure and performance.



AI in Action - Performance Management

AI and GenAI are allowing organisations to rethink their performance management process through:

- **Continuous performance feedback systems:** AI is used to build continuous performance feedback systems through nudging and data analysis.
- **Goal setting and tracking:** generating bespoke goals based on strategic objectives, job families and levels.
- **Employee development recommendations:** using nudging and data analysis to produce tailored recommendations based on needs.





Why does it Matter?

AI has the potential to change the world as we know it.

As we have seen the rate of change is taking place at an unprecedented rate.

We need to understand what these changes are, to be well informed.

We need to constantly assess the impact the changes have on us as individuals, teams and organisations.

The way we work must also change to adapt to the advances we are seeing around us: reskilling and upskilling and the concepts around lifelong learning will need to be part of our world.



Ethical and responsible
adoption of AI & Tech

Responsible use of Technology

- Technology can improve productivity, enhance job quality and provide good work.
- However if we follow bad practices in implementation technology can reduce return on investment, undermine workers' wellbeing and performance, and even result in the loss of valuable skills.

<https://www.cipd.org/uk/knowledge/guides/responsible-technology-use/>



What do we mean by responsible AI

Responsible AI is the practice of designing, building and deploying AI in a manner that empowers people and businesses, and fairly impacts customers and society-allowing companies to build trust and scale AI with confidence.



AI Regulation

The emergence of AI regulation will add a new dynamic to the ways companies use AI, and HR will be no exception. While it is unlikely to have one set of regulations that companies across the world adhere to, policies are emerging.





What will you do
next?

- What opportunities do you see?
- What are the challenges?

Top five areas in need of development

- * Reward
- * Talent Management
- * People Analytics
- * Technology and People
- * Strategic Workforce planning / Resourcing

What does this all mean for the profession?

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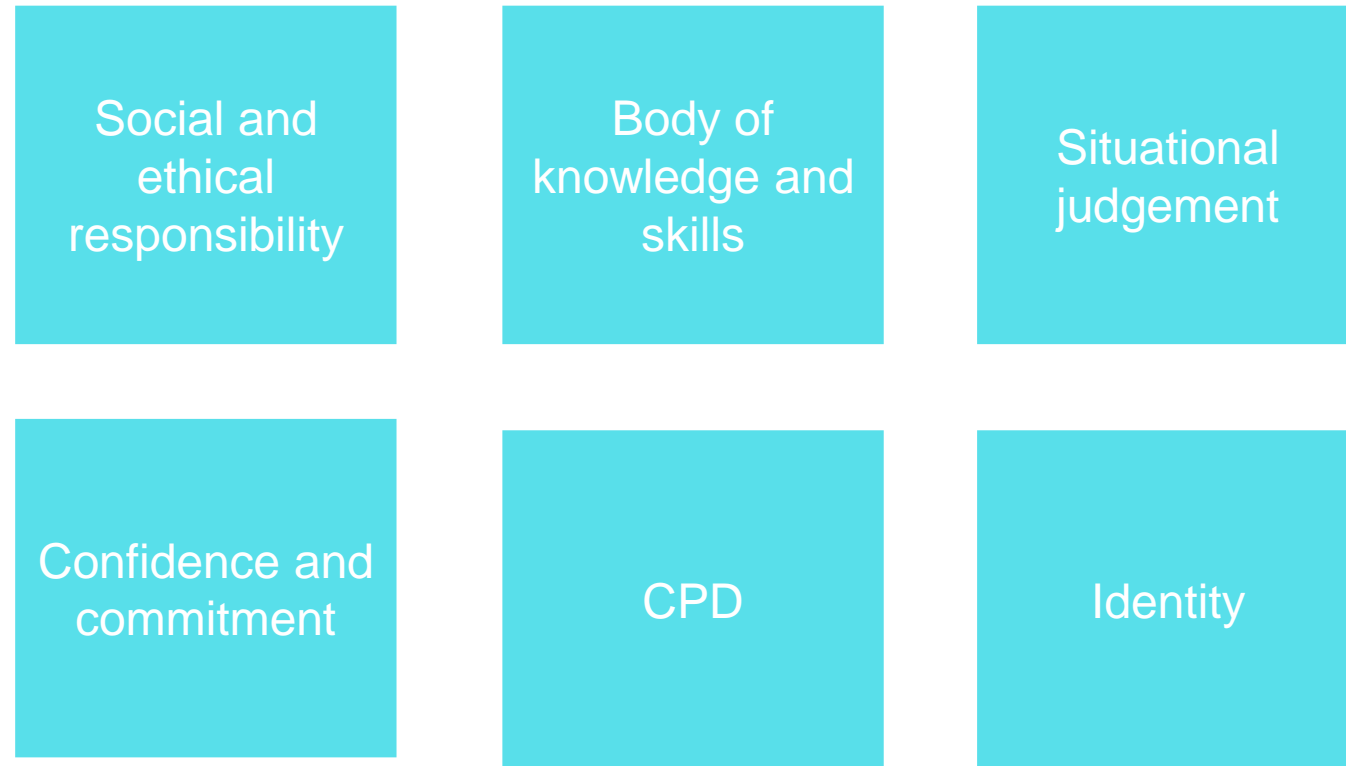
Preparing the profession for change




1. Future proof ourselves: to remain current and be effective in our roles through upskilling
2. Apply AI and GenAI: across the employee lifecycle and HR operations, look for opportunities to continuously improve experience.
3. Build capability: attract, retain and upskill talent within our organisations
4. Provide guidance: guardrails and policy in collaboration with legal and IT departments to help employees navigate risks and responsible use of AI and generative AI
5. Lead the right culture: one which is future proofed. Is curious, innovative and experimental. Rooted in both AI and HI

Building HR as a profession and professional capabilities - The end of the gifted amateur

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Thank you for
listening.
Any questions?
