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CHR Cy ASSOCIATION

Cyprus
Human Resource
Management Association

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Ktima Koushioumis Nicosia

Envisioning Tomorrow's Workplace
#HRForwardTogether

Deloitte.

About Me

An Engineer by Chance & A Consultant by Choice

As a Consultant... I help Clients Set Up & Run AI Organizations

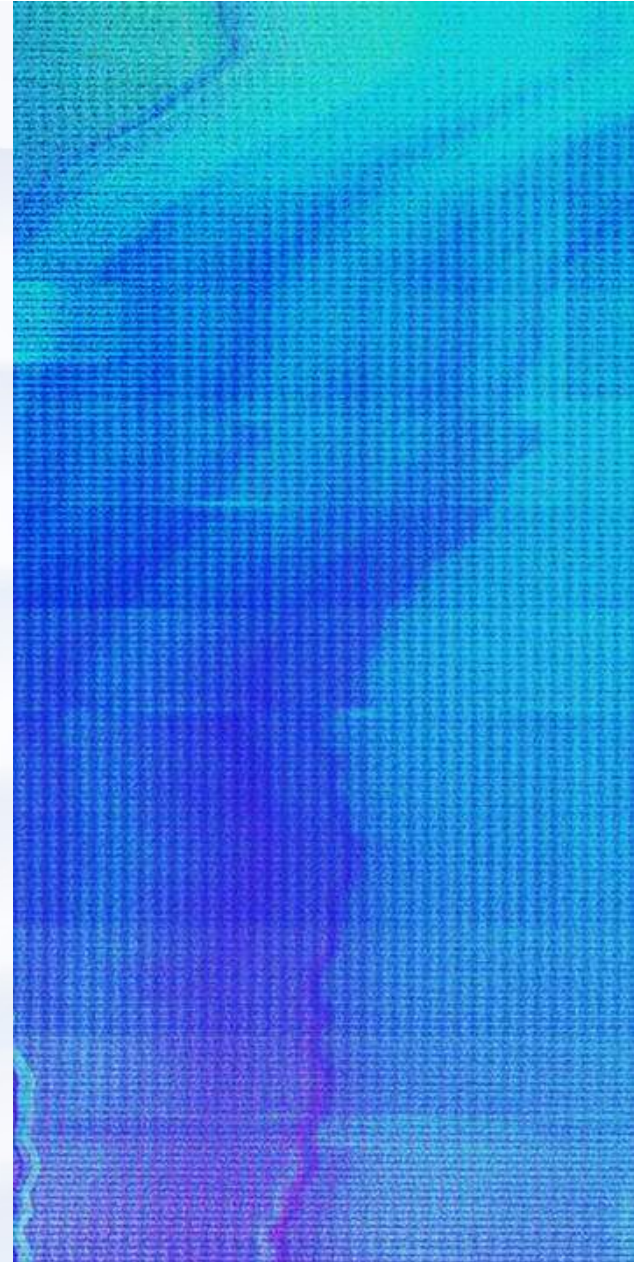*My Daily Dose of Harmony...*

AI   *Music*   *Cricket*   *Daughter Time!*

Next 20 mins...

- HR AI in Action

- Making it Real – An AI Transformation Journey

- Enablers of Success with AI

HR AI in Action

Let's look at Recruitment as an example...

Candidates

- **46**% of job-seekers took ChatGPT's help to build their resumes in 2023

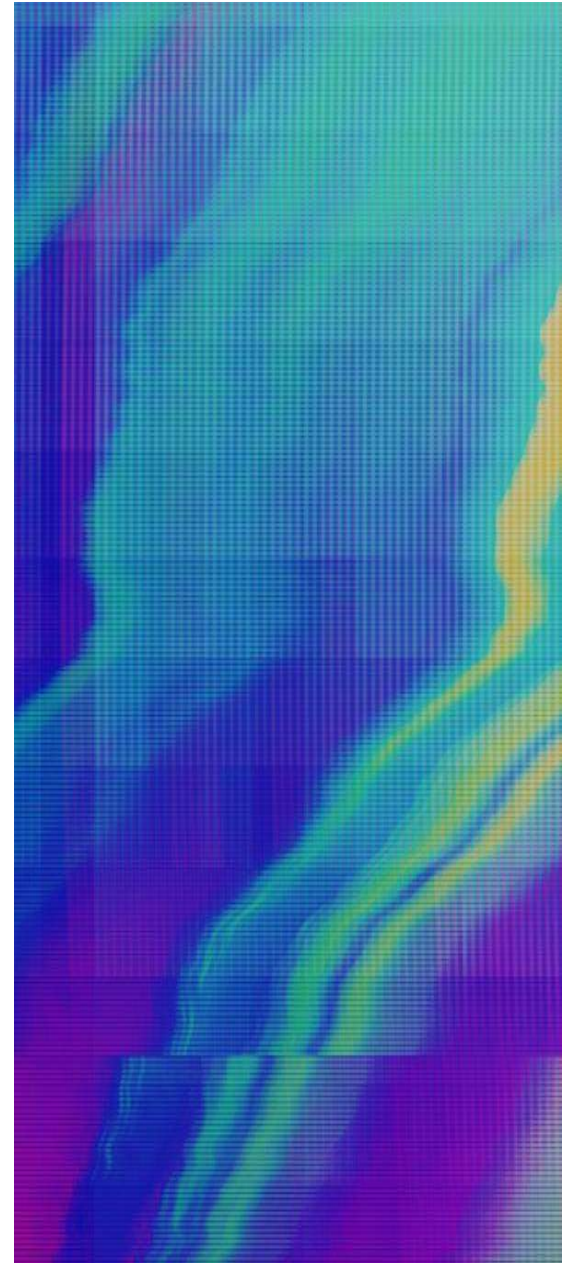- **59**% of them were successfully hired

Let's now look at the other side of the table!

Companies

- **60**% of large companies use AI tools to screen resumes (fully or partially)

Sources

HR AI - More Broadly.. Stats Galore!

Time to Hire
Up to 50% reduction

Employee Productivity
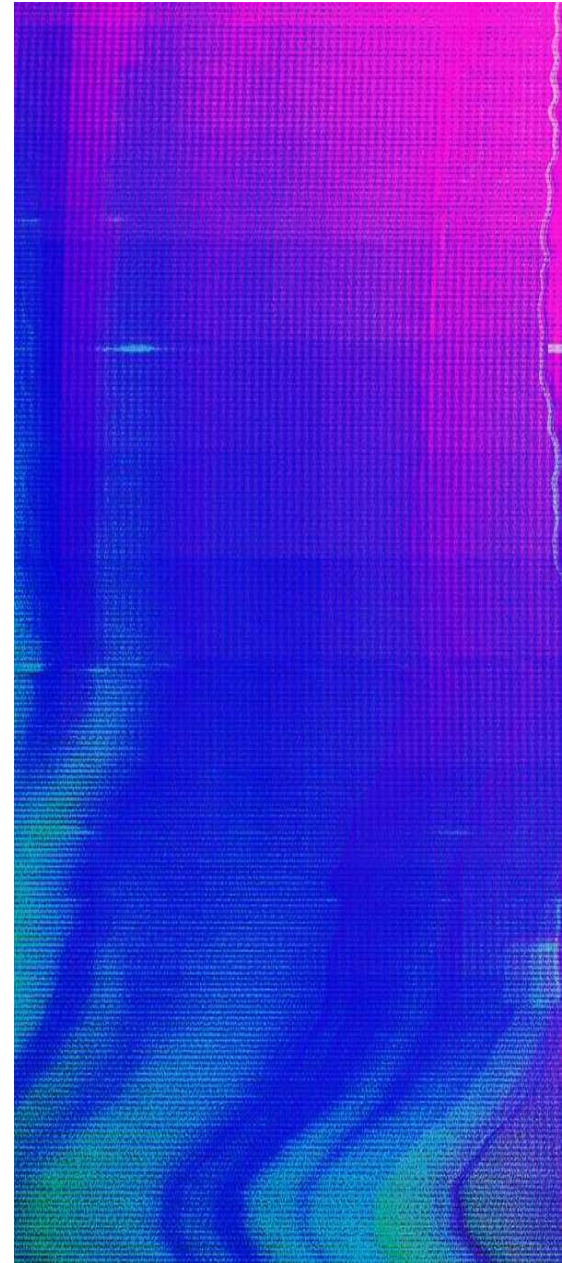**14%** increase

Attrition Rate
50% reduction

HR Operational Costs
10% reduction

Employee Experience Score
Up to 20% Improvement

Sources

Making it Real –
An AI Transformation
Journey

A Large Construction Company wanted to transform it's HR Operations with AI & deliver the best "Employee Experiences"

Business Situation

| High Attrition | Long Hire Times | Low Employee Satisfaction | Increasing HR Operational Costs |
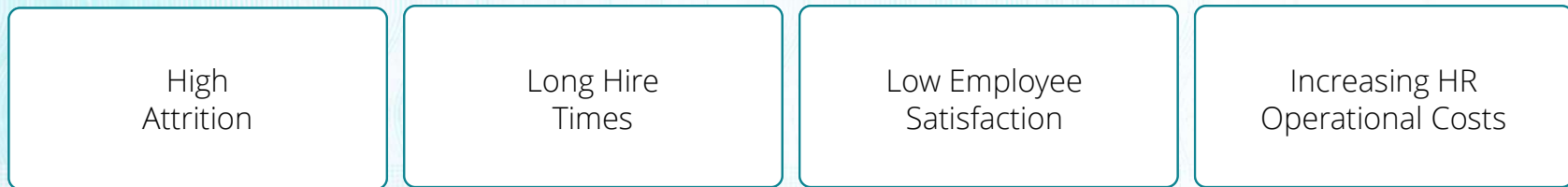
Underlying Key Challenges

| Too Many Manual Processes | No Visibility to Process Bottlenecks | Unavailability of Basic & Clean Data | No Data Management Strategy | Lack of Insight Driven Decision Making |
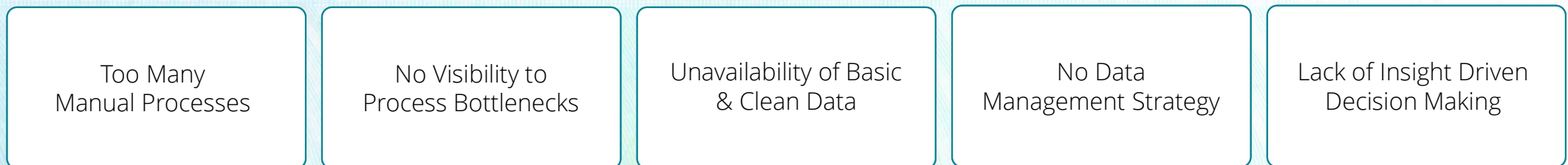
Our Solution – HR AI Centre of Excellence

1. AI Strategy

Visioning

Use Case Identification & Prioritization

Target Operating Model

Initiative Roadmap

3. Value Delivery

Rapid Prototypes

Scaled Implementation

Operations

Descriptive AI

Predictive / Prescriptive AI

Generative / Advanced AI

2. Data Management

Data Platform Set-up & Operations

Data Catalog & Metadata Management

Data Classification

Data Quality

Reference Data & Master Data Management

1. AI Strategy (1 of 2) - Vision to Roadmap

BASELINE

DESIGN

PLAN

Current State Assessment

Assessed the current state against 5 **building blocks**

Visioning

Conducted visioning workshops to identify **key focus areas** & the value of data or analytics

Value Capture

Identified use cases & **prioritized them** to deliver the ambition

Target State

Defined target state - Target Operating Model and Target Architecture

Roadmap

Analysed gaps to target state and **developed an initiative roadmap**

Strategy

As-is   To-be

1. AI Strategy (2 of 2) – Targeted to deliver the best employee experiences

Employee Lifecycle

Recruitment & Onboarding | **Learning & Development** | **Performance & Career Growth** | **Rewards, Wellbeing & Recognition** | **Culture & Engagement** | **Retention / Offboarding**

Employee Experience Across Lifecyle

ILLUSTRATIVE

Recruitment & Onboarding
- Are the job descriptions & skillset requirements clearly articulated?
- Is the recruitment process efficient?
- Are the interviews delivering a good experience to candidates?
- **Does the employee feel welcome in the new organization on Day 1?**

Learning & Development
- **Are the trainings effective & enjoyable?**
- Is the training content adequate?
- Are we provisioning enough budget for Learning & Development?
- Is the workforce ready with future skillset requirement?

Performance & Career Growth
- What is the %age of high and low performers in the organization?
- **Are my employees motivated towards org and individual goals?**
- Do I have enough succession pipeline?
- How are the employees with critical skills performing?

Rewards, Wellbeing & Recognition
- Does the employee feel recognized in the organization?
- Do employees enjoy work-life balance?
- **Are the High-Performers being rewarded adequately?**

Culture & Engagement
- Is the diversity mix as per industry standards?
- Is my workforce feeling inclusive & engaged?
- Are my employees feeling satisfied?
- **Are we identifying employee burn out at an early stage?**

Retention / Offboarding
- Am I losing my high performers and diversity employees?
- What are the major reasons for attritions in the organization?
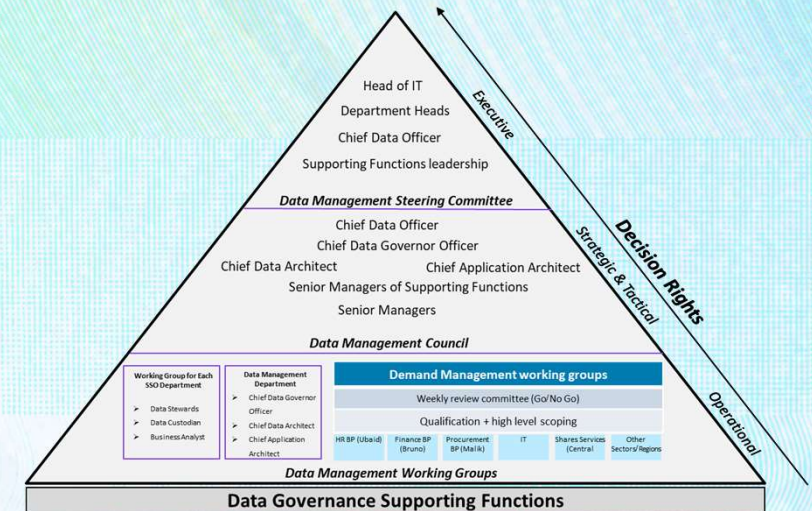- **Are employees recently promoted leaving the organization?**

Identifying "Moments that Matter" to employees in this lifecycle is a key driver of value areas for AI

2. Data Management - Robust Data Platform & Governance

Data Platform Architecture
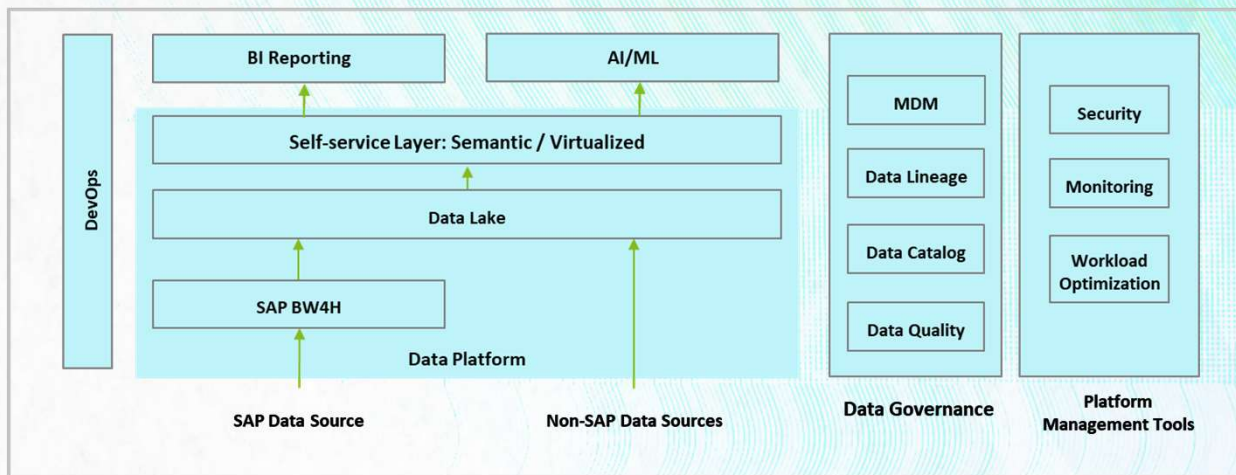

Offering

1. **A Centralized Data Repository**
2. **Robust Tool Stack** for End-to-End Data Management & Analytics
3. **Seamless Self-Service**
4. **Scalability & Cost Efficiency**

Data Governance Set-up

Driving

1. **Best-in-Class Governance of Data** (Catalog, Metadata, Classification, Quality etc.)
2. **Master Data Management**
3. **Compliance** with CISO, Local & Global Standards

Descriptive AI - To Provision Robust Operational Data & Dashboards

Illustrative Not Exhaustive
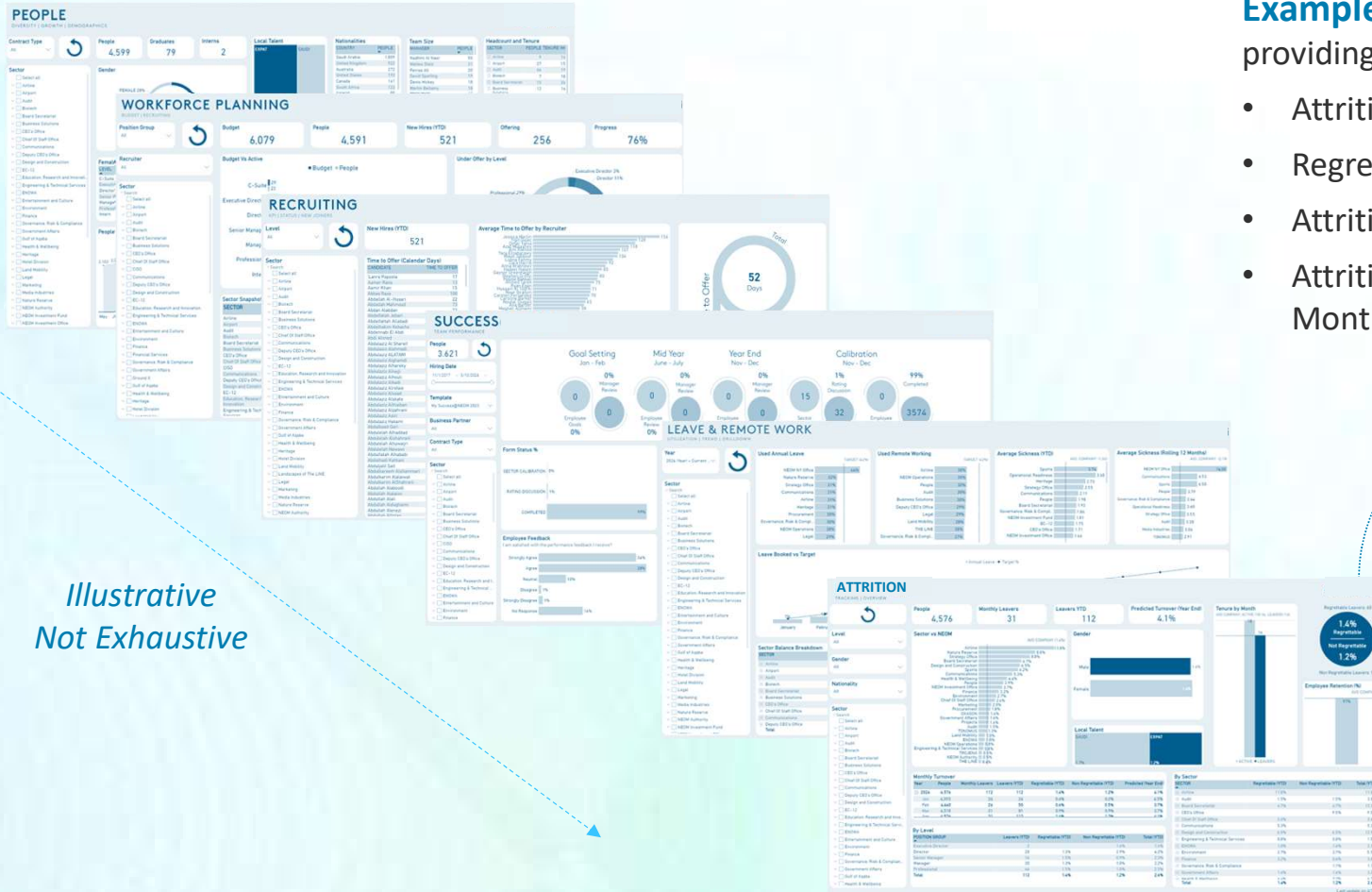
Example - Attrition Dashboard, providing insight into KPIs such as:

- Attrition (To Date, YTD etc.)

- Regrettable & Non-Regrettable Attrition

- Attrition Trends

- Attrition Breakdown (by Gender, Age, Month, Year, Tenure etc.)

Predictive AI - To Drive Planning & Foresight Driven Intervention

Illustration 👤 **Employee Attrition**

Key Business Questions

1. What are the **key drivers of attrition**?
2. Which **employees** are at the **highest risk of attrition**?

DATA

Employee Profile
Demographics
- Gender
- Date of Birth
- Nationality

Employment Profile
- Hiring date, Last working date, Leaving reason
- Grade, Contract type, Employment status
- Manager, Sector, Department, Work location

Leaves
- Dates, Type

PREDICTIVE MODEL INSIGHTS

Top 3 Drivers of Attrition

- **Lower Leave & Remote Work** Options Utilization
- **Large Teams** (9+ people / Manager)
- **Higher Tenure** (After 2 yrs in company, attrition risk doubles)

Employees at Risk of Attrition

Identified 4% employees at **high risk of attrition**

Generative AI - To Improve Employee Efficiency & Experience

Illustration   **A GenAI Assistant**

Key Business Questions – How can we help Architects & Designers to

1. **Easily query & utilize information** from asset briefs, master plans & policies / standard documents?
2. **Check & highlight inconsistencies** of information across these documents?
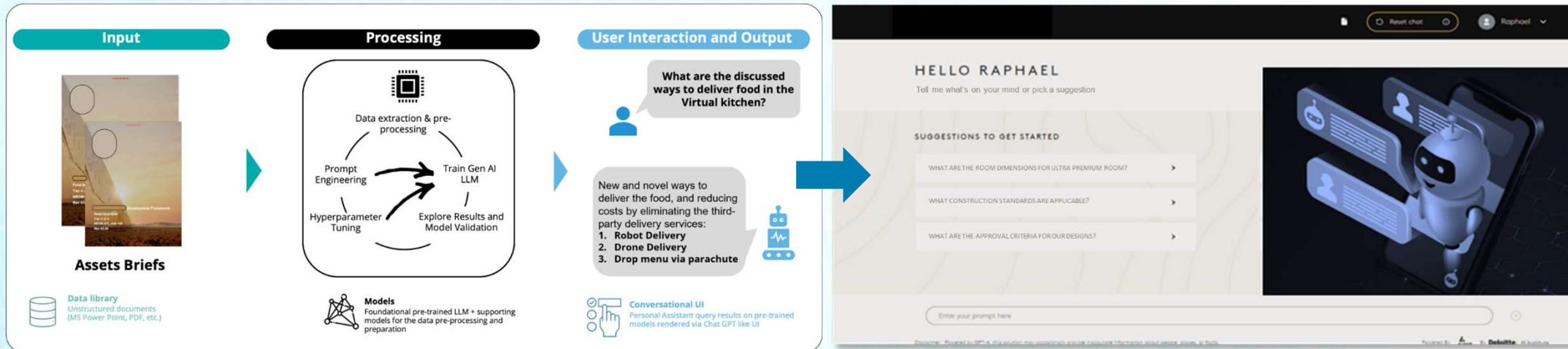
Business Impact

Within 1.5 years...

Clear **AI strategy & value proposition** aligned to the business ambitions

A **robust data management function** to define & govern HR data effectively across the organization

A **proven long-term capability to deliver** all types of **AI use cases** (basic to advanced) effectively, with over 20 use cases delivered
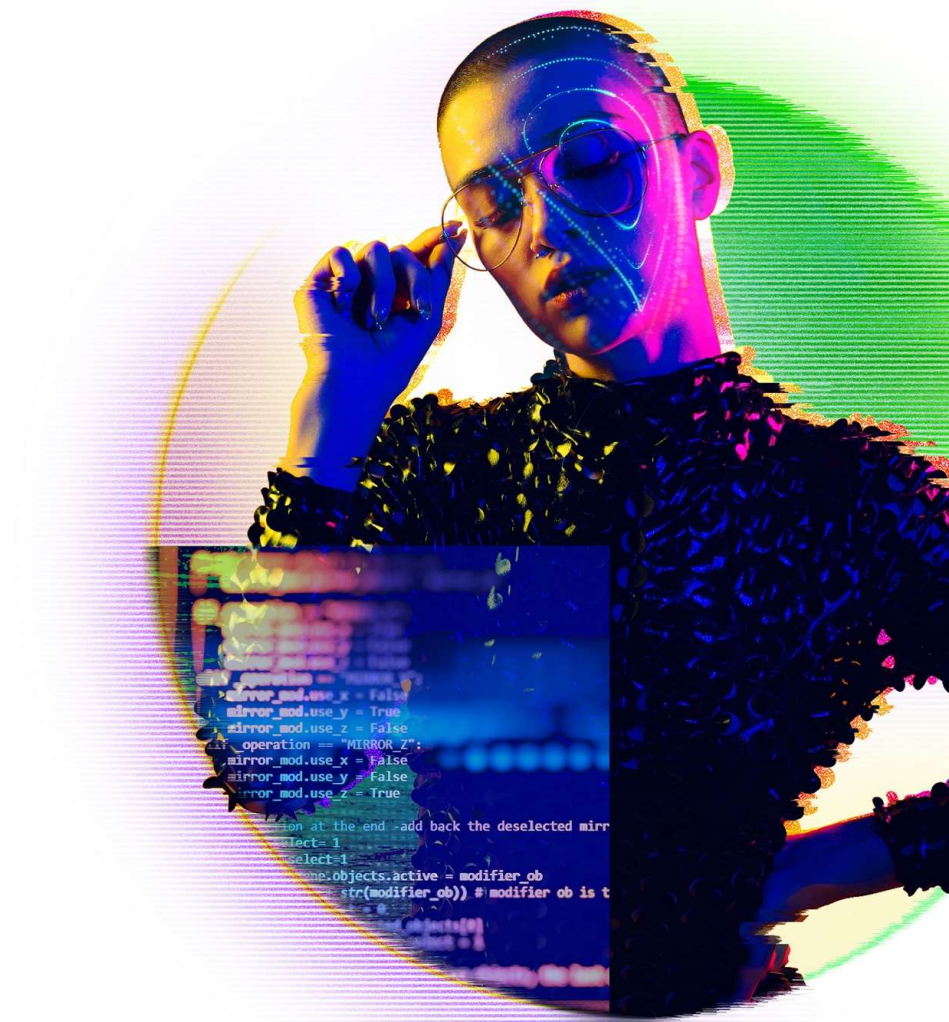
Enablers of Success with AI

3 Key Mantras

- **Bespoke AI Strategy with Executive Buy-In**

- **Building AI as a Capability** (rather than pure use-case implementation)

- **Pushing (persevering) beyond Prototypes** to implement & operate at scale

THANK YOU!

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