

Technology: a tool and a challenge for HR Management

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Agenda

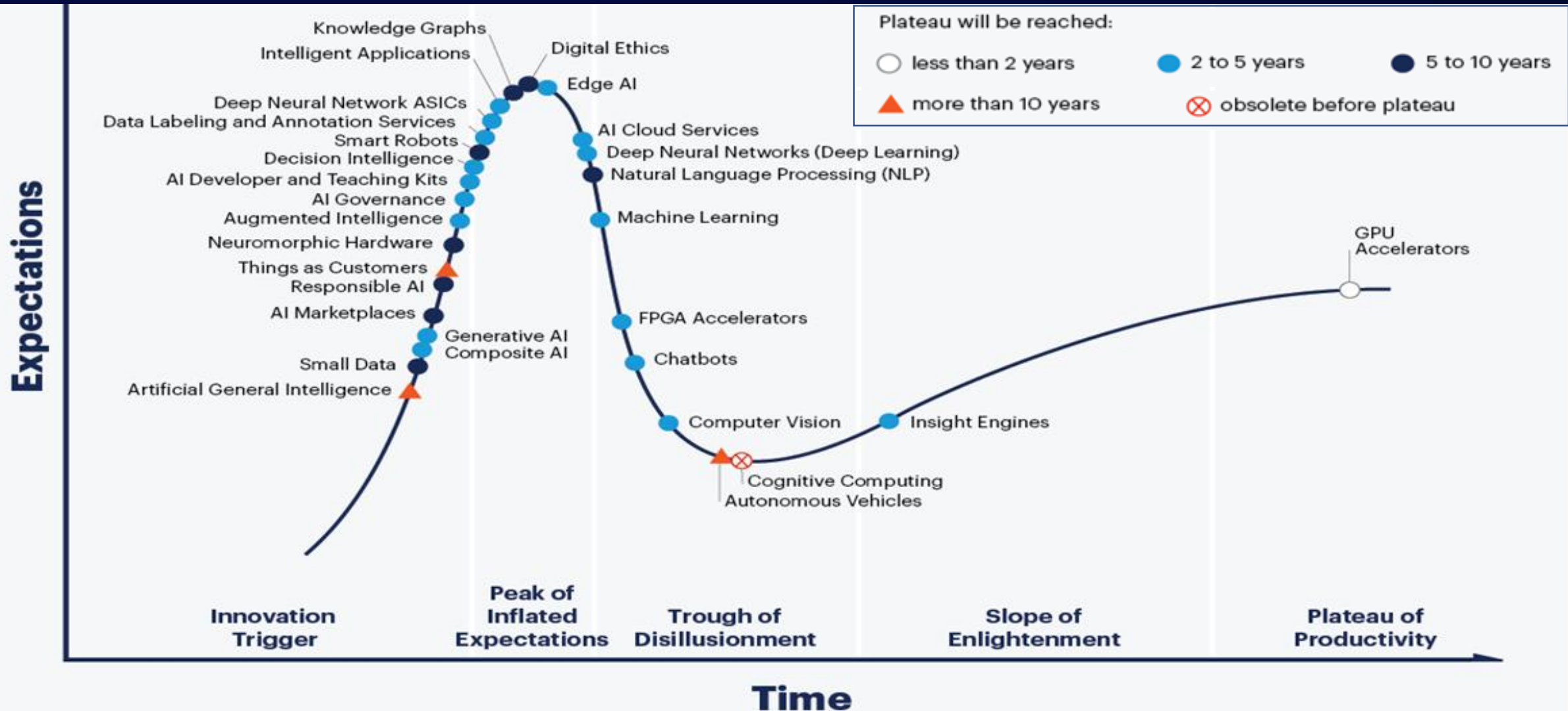
- Technology, productivity, and Humans in the middle
- Unconscious Bias, Ethics and how technology plays a role
- What we can do to gain control

Computers are fast but are they accurate?

- Why do we delegate functions to a computer?
- Not enough time to look at 1,000 of pages...
- Cost reduction: *do more with less...*

There is a lot of work ahead!

(Gartner Hype Cycle for Artificial Intelligence 2020)



How Bias enters into Algorithms

- The data on which the algorithm is trained is incomplete
- The data is itself biased
- The objectives of the algorithm are biased
- The algorithm itself is biased
- ...and subconsciously (or consciously) would we create an algorithm that fails us?
- "Fairness tools" are *currently* just marketing hype

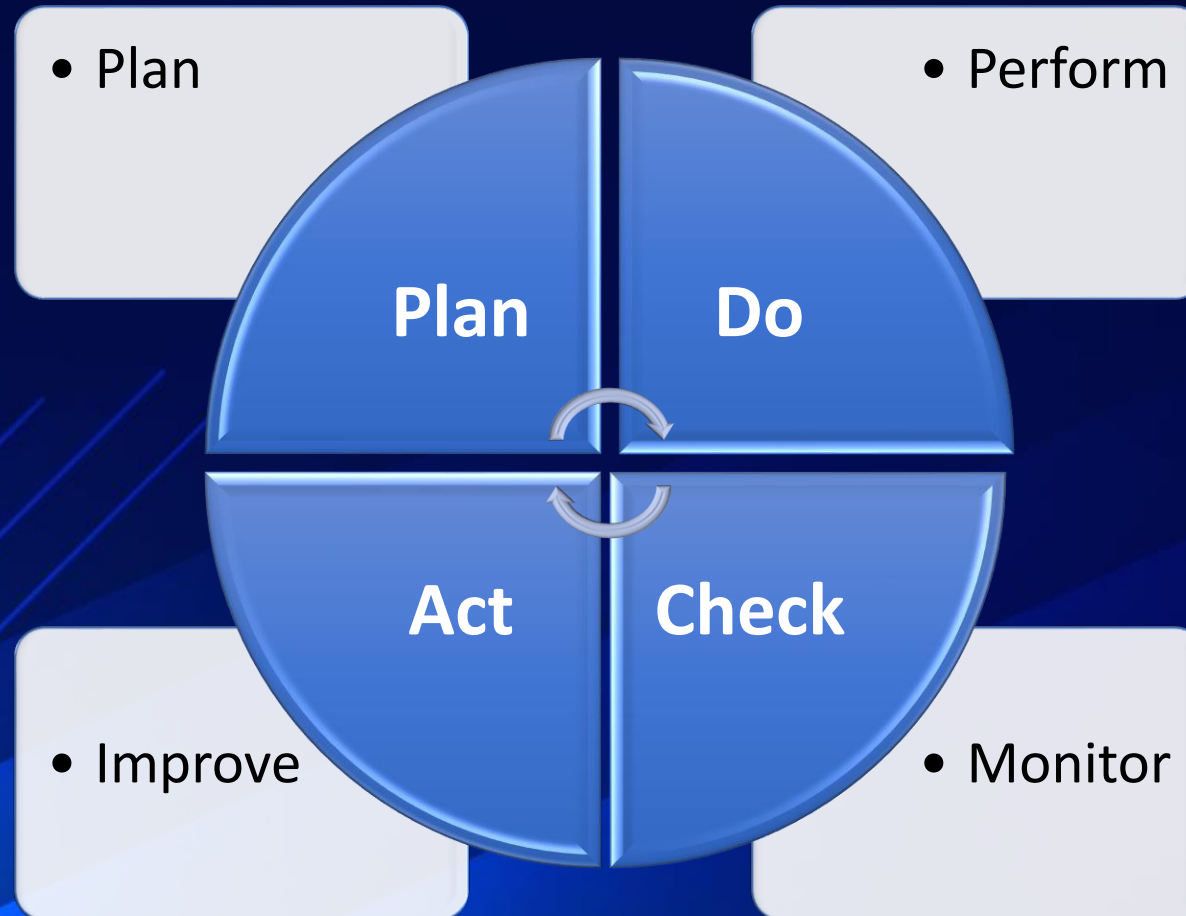
Why do we use “pre-packaged” solutions?

- We are not given the time to do a better job
- This mindset comes from factory automation...
...but at the end of the assembly line there is a Quality check!
- In HR processes' automation, can you *measure* performance?

Ask the right questions (and first ask to translate algorithms into plain English!)

- What are the parameters that were included in the algorithms?
- What are the objectives (utility functions) of the algorithms?
- Who in the organization was asked to formulate the objectives?
- Do those algorithms represent the values of your organization?

Enforcing Quality on Algorithms: the PDCA cycle



A little help from six-sigma methodology

- Figure out what you want to do,
- create a process to do that,
- then measure that process' outcome (How many failures? What went wrong? The statistics of failures, etc.)
- and then improve the process based on the analysis of the outcomes.
- Define, Measure, Analyze, Improve and Control (DMAIC).

Don't be a Luddite

- Don't try to stop evolution: make sure it serves your purpose!



My advice

1. The technology is still in its infancy: look “under the hood” and have it translated in plain English
2. Have the objectives of the algorithms evaluated by the people who should be responsible for the values embedded in them
3. Verify, verify, verify: don't trust the label; find a way to check if the algorithm delivers what it promises

I Welcome Your Questions

Thank you for listening

