



Crafting the Future of HR with AI

Question #1: Which picture was actually generated by AI?

1



2



3



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Question #1: Which picture was actually generated by AI?

1



HUMAN

2



HUMAN

3



GENERATIVE AI

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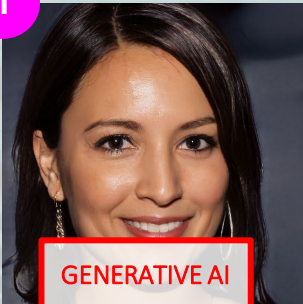
Question #2: Which of the following pictures were created through generative AI?



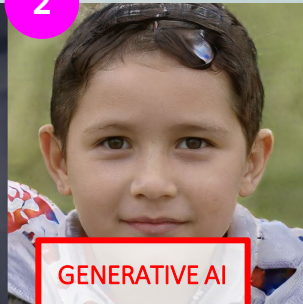
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Question #2: Which of the following pictures were created through generative AI?

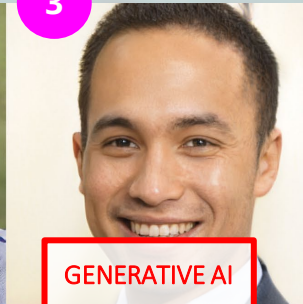
1



2



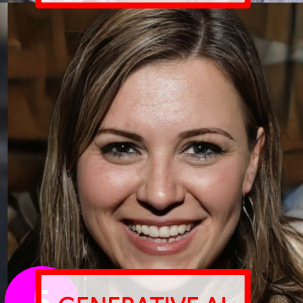
3



4



5

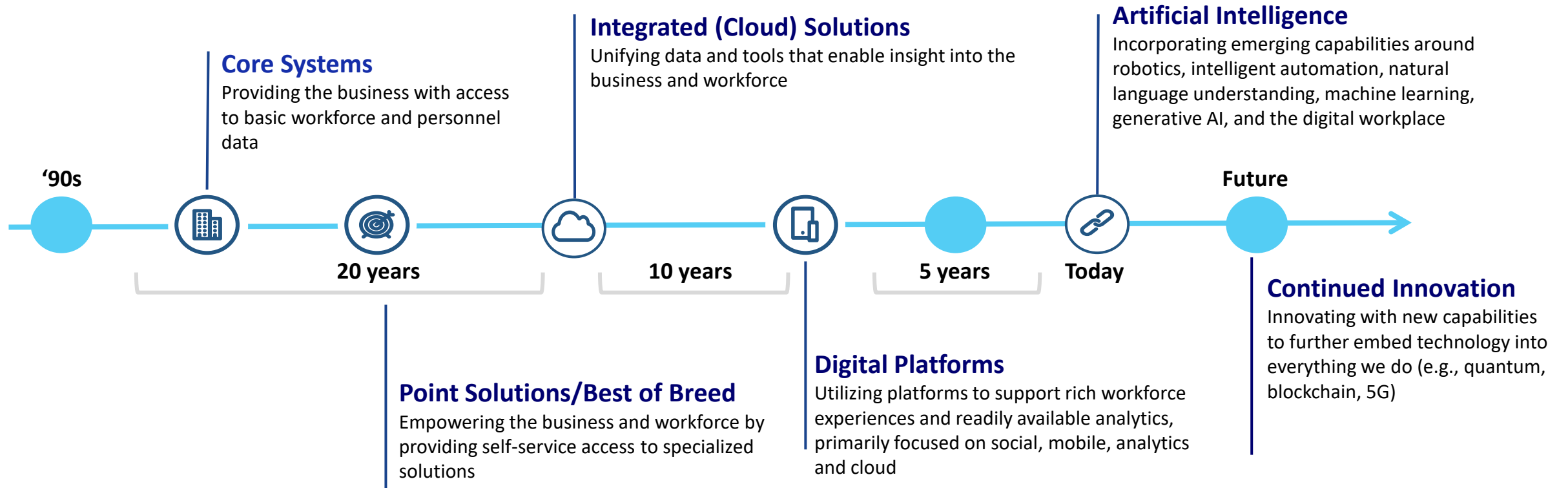


6



Welcome to the Era of AI

We have been on a technology journey with **rapidly increasing innovation cycles** – leading to the dawn of the Artificial Intelligence (AI) era



Strategic HR Focus

Tracking / Administration

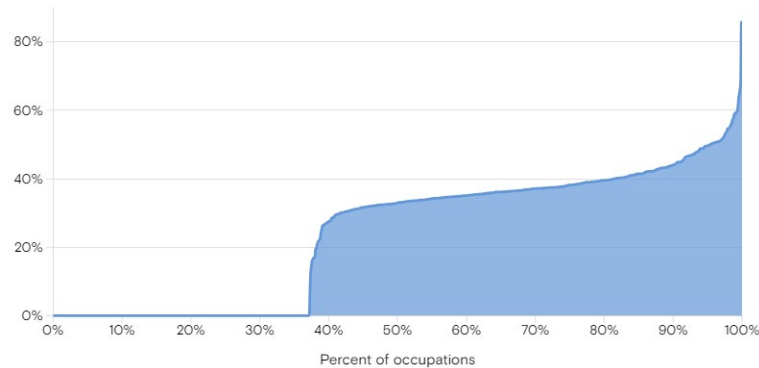
Engagement

Empowerment

Impacts of AI on the Global Workforce

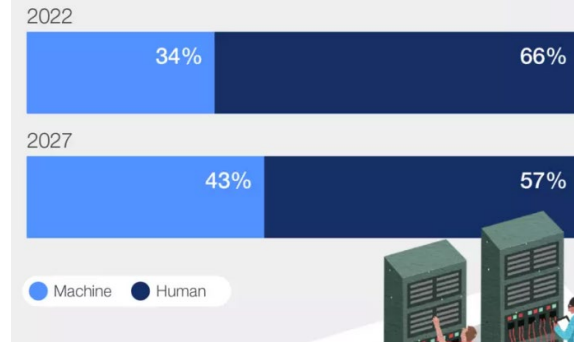
Analysts have used different approaches to estimate the expected impact of AI on the global workforce; and signals indicate the disruption will be **gradual and unevenly distributed** across different workforce segments

Goldman Sachs: Two thirds of occupations could be partially automated by AI:



Source: Goldman Sachs Research – April 2023

World Economic Forum: 44% of workers' core skills are expected to change in the next five years and machines are expected to increase task completion vs humans:



Source: World Economic Forum, Future of Jobs Report 2023 – April 2023

MIT Sloan School of Management:

40% Generative AI can improve a highly skilled worker's performance by as much as 40% compared with workers who don't use it.

14% Workers with less experience gain the most from Generative AI. Contact center agents with access to an AI assistant were 14% more productive, with low-skilled workers improving the most.

Source: MIT Sloan Ideas Made to Matter – June and October 2023

Open AI, OpenResearch, University of Pennsylvania:

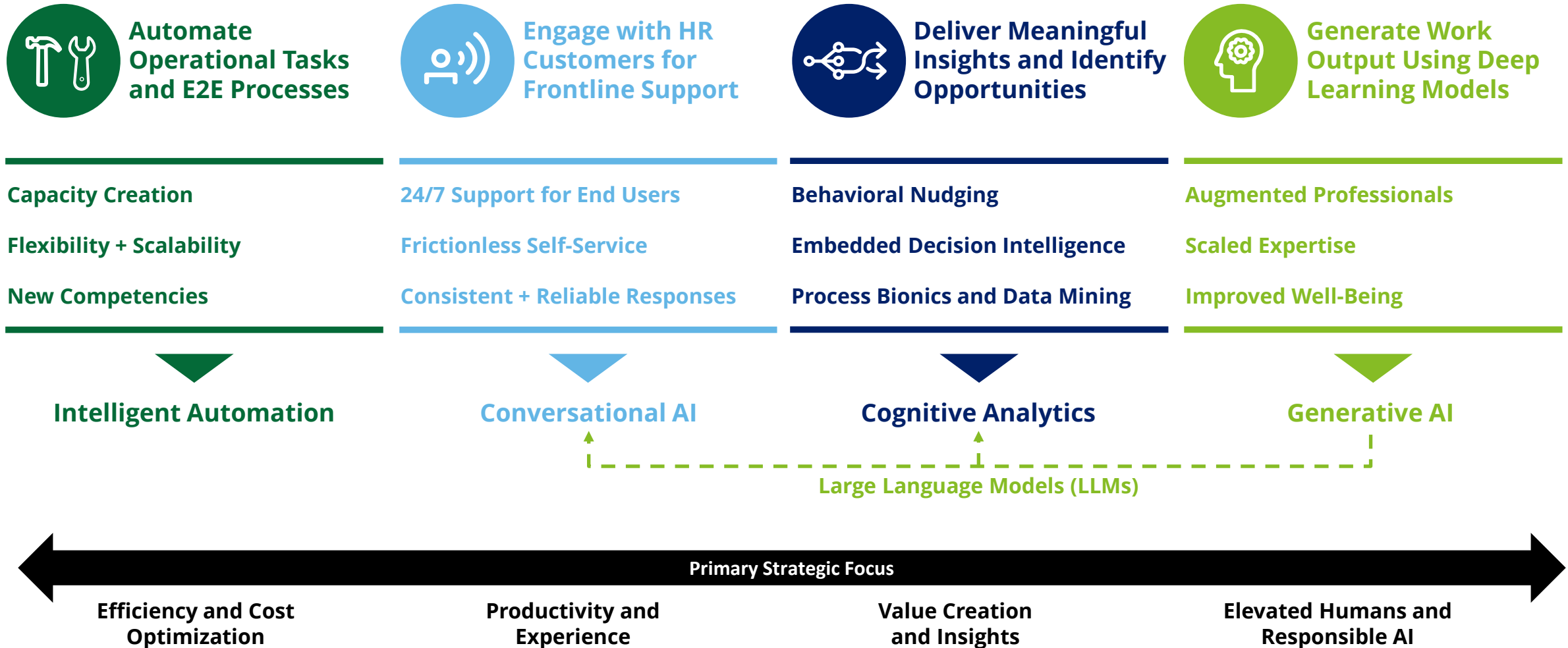
80% 80% of the US workforce could have at least 10% of their work tasks affected by the introduction of GPTs.

19% Approximately 19% of workers may see at least 50% of their tasks impacted by the introduction of GPTs.

Source: GPTs are GPTs: An Early Look at the Labor Market Impact Potential of Large Language Models – August 2023

Adoption of AI in HR

There are **multiple applications of AI emerging in the HR function** to improve service delivery, create efficiencies, and deliver new forms of value through technology investment



Generative AI Capabilities

Generative AI offers several capabilities to mimic or replicate **different types of human intelligence and skills**

Summarization

Generate a concise and coherent summary of a long text or a collection of texts

E.g., meeting minutes, workshop summary, document summary (planning, controversy, transfer pricing)

Q&A

Generate a natural language answer to a natural language question based on a given text or a knowledge base

E.g., policy document review, search, chatbot, training, system maintenance

Transformation

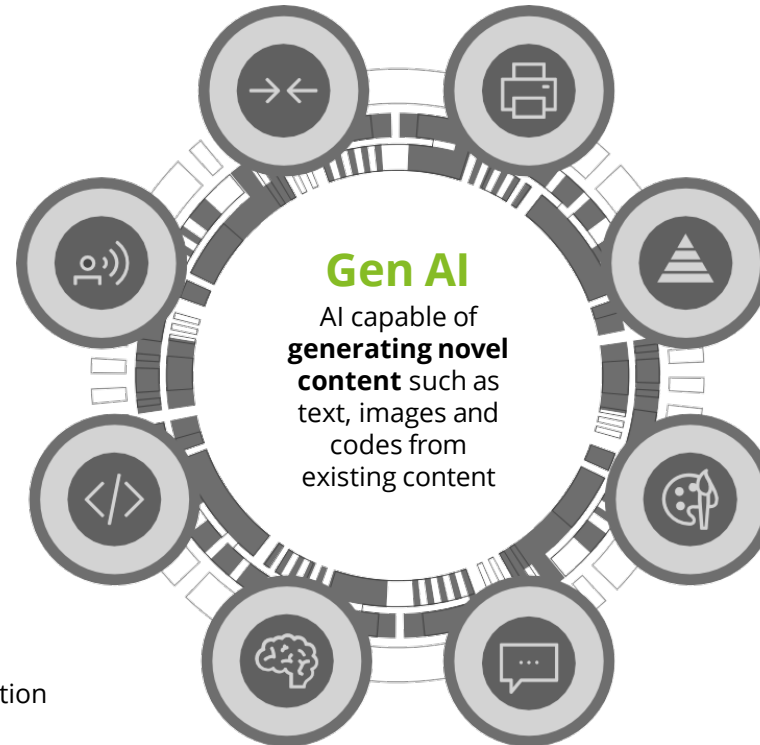
Generate content by converting it into a new specified type, format or style

E.g., text to code, style transfer and personalization, text to table, data engineering

Reasoning

Generate logical analysis (inference, deduction and/or explanation of relations) given a context or knowledge base

E.g., legislation impact analysis, Risk Mitigation, ESG disclosure analysis, tax sensitivity analysis, state apportionment, strategic planning



Content Generation

Generate content based on a set of input examples, documents, data and/or a specific theme or topic

E.g., marketing campaigns, product concepts

Classification

Generate a category or label to a given input

E.g., sentiment analysis, tech vendors classification, indirect taxability classification, system mappings, tax sensitive analysis

Image Generation

Generate images from text prompts (descriptions, edits, etc.)

E.g., training data augmentation for computer vision models, Deloitte brand library

Extraction

Generate specific information or entities from a given input

E.g., synthesis and snippet generation, invoice details, exception reports, data comparisons

Generative AI Focus Areas for HR

Early adoption patterns suggest many organizations plan to use Generative AI in a **few targeted areas over the next 12-18 months**



General Knowledge Worker Augmentation

Providing “co-pilot” type tools to support knowledge workers with developing first draft documents and analysis in Word, Excel, PowerPoint, etc.

Automating the organization and synthesis of different human communication mediums, including Outlook, Teams, and Slack



HR Professional Augmentation

Enhancing the creation of HR specific artifacts through specially trained models and tools relying on talent data

Augmentation will be delivered on a use case by use cases level and will impact traditional HR work in different ways



Skills Based Organization

Generative AI unlocks the ability for organizations to fully transition toward skills-based talent management without significant administrative overhead

AI helps workers maintain accurate skills profiles and augments HR to manage a dynamic view of skill demand based on business needs



Natural Language Interface for Workforce Support

Using LLMs to accelerate the deployment and maintenance of HR chatbots and digital assistants to provide frontline support to the workforce

Creates a 24/7 digital support channel and will start the journey toward AI as the UI

Early Adopter HR Case Studies

HR teams are deploying Gen AI in different ways based on the **prioritized business outcomes** they are trying to achieve



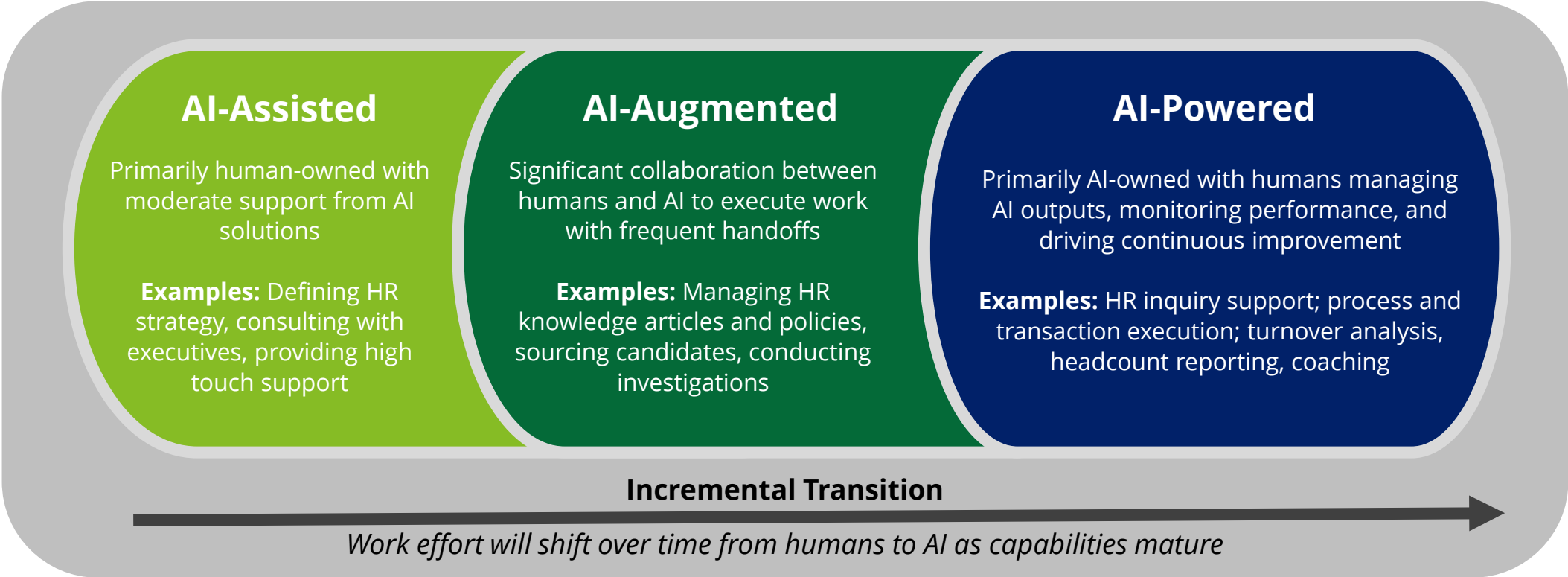
Operational Efficiency and Customer Service	Access to On-Demand Insights	People Manager Effectiveness
<p>A retail client is using a co-pilot to support the Payroll and Benefits Contact Center with the goal of improving agent productivity, reducing operational costs, and increasing the speed and quality of service delivery by automatically and synchronously researching the knowledge base</p>	<p>A media client has deployed Gen AI on top of their HR Data Warehouse (HRDW) to create a more intuitive way for business users (non-technical) to query the database and access insights based on analyses of internal and external data (e.g., time to fill for a Product Manager in Mexico City?)</p>	<p>A company has developed a People Manager assistant to provide real-time consultative support during key moments in the talent lifecycle, including coaching, providing feedback, and developing data-driven and effective performance reviews</p>



Augmented Talent Acquisition Process	Enhanced Digital Experience for the Workforce	Goals-Setting and Strategy Alignment
<p>A life sciences client has identified and prioritized multiple Talent Acquisition use cases to deploy Gen AI to augment and accelerate the process, including job description creation, grading and leveling, candidate sourcing, screening, and interview synthesis and evaluation</p>	<p>A hospitality client has invested significantly in a Gen AI-enabled Digital Assistant product with the goal of providing an embedded and frictionless workforce experience when accessing HR support and driving continuous improvement based on customer interactions and data mining</p>	<p>A technology company has trained and deployed a goal-setting assistant to help employees craft effective SMART goals aligned to organizational strategy, core values, and role expectations by ingesting the job description library and other corporate artifacts</p>

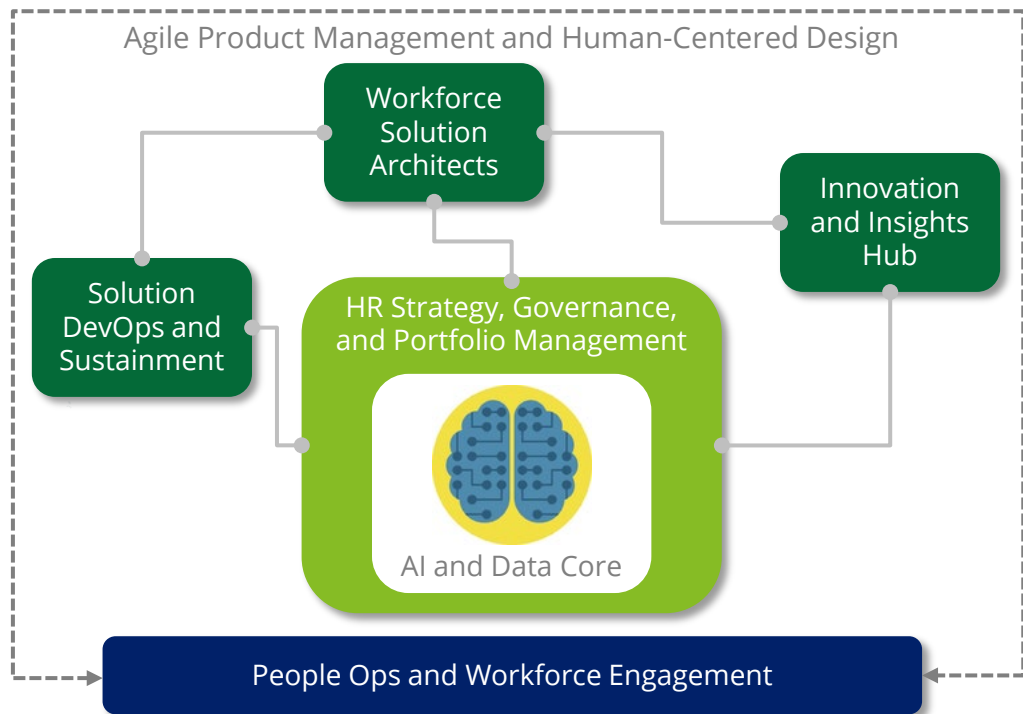
The Future of HR

HR roles and responsibilities will be impacted by **different levels of AI involvement**, with work effort incrementally shifting toward more AI-powered approaches over time



AI-Powered HR Operating Model

The HR operating model of the future will feature AI at the core with many of the traditional HR roles elevated and augmented by AI and data



AI-Assisted:
Primarily human-owned with moderate support from AI solutions

AI-Augmented:
Significant collaboration between humans and AI to execute work

AI-Powered:
Primarily AI-owned with humans managing AI outputs and driving continuous improvement

Component:

Focus Areas:

HR Strategy, Governance, and Portfolio Management	<ul style="list-style-type: none"> • Sets the vision and strategy for the HR team aligned to overall business strategies • Identifies, prioritizes, budgets, funds, and manages cross-HR initiatives using agile teams to deliver • Establishes the governance models for decision-making and guardrails for responsible AI usage
Workforce Solution Architects	<ul style="list-style-type: none"> • Uses AI to provide insight-driven consultative support to business leaders • Owns the talent and workforce strategies for the businesses / functions they support
Innovation and Insights Hub	<ul style="list-style-type: none"> • Uses AI to deliver scaled analytics and insights for different personas embedded into the flow of work • Continuously enriches HR and people data sets to train AI models • Monitors and predicts internal and external trends to drive proactive HR interventions
Solution DevOps and Sustainment	<ul style="list-style-type: none"> • Uses AI to design, build, test, deploy, and maintain AI solutions for HR following agile DevOps and product management methodologies • Partners with HR and the business to discover AI use cases and curate and manage in a backlog to prioritize delivery
People Ops and Workforce Engagement	<ul style="list-style-type: none"> • Supports AI in HR service delivery, process execution, and the creation and maintenance of HR policies and knowledge content • Owns the AI-enabled digital experience and drives continuous improvement based on workforce listening