HR O TODAY ASSOCIATION CONFERENCE

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HRO ASSOCIATION TODAY AWARDS

Welcome to the
2023 HRO Today Association Conference & Awards Program

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Anticipating HR Operations in the (Near) Future Through the Lens of Generative AI

Antoine Starek

Intelligent People Operations Practice Vice President, Business Services

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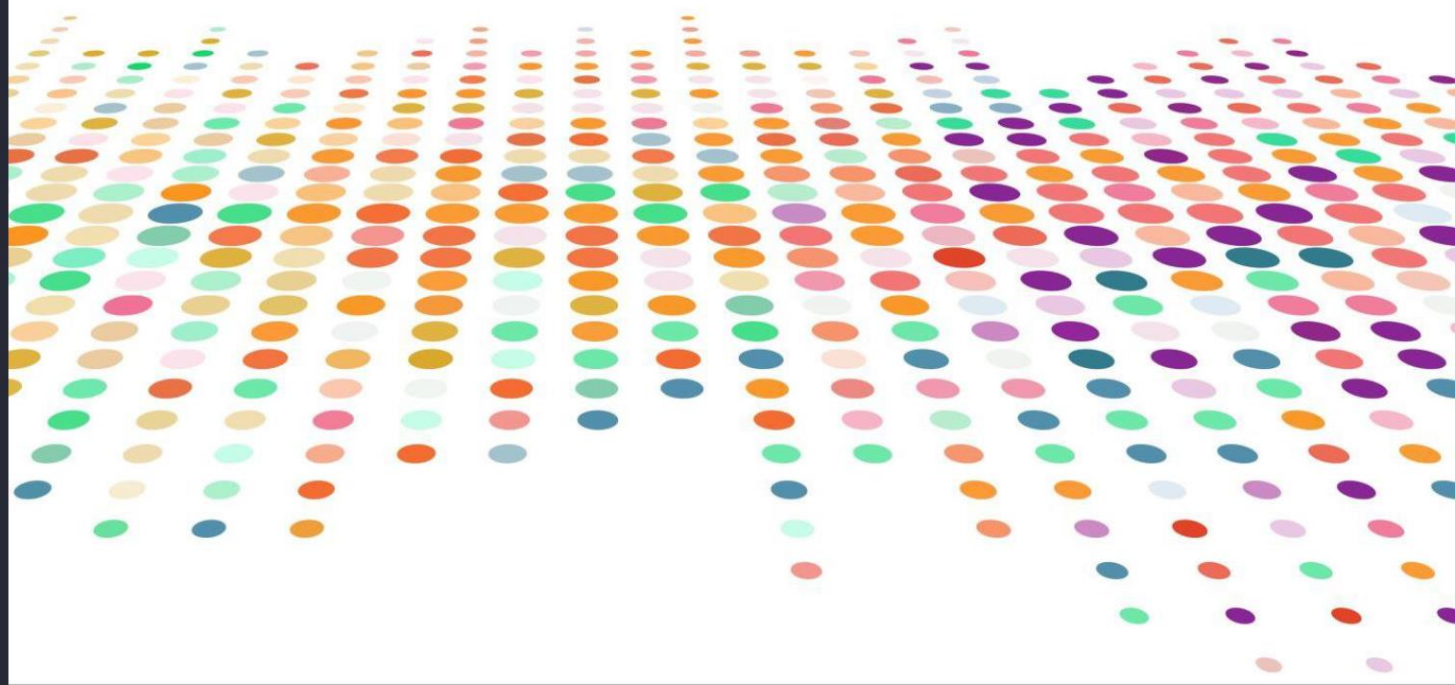**EVP, Global Intelligent People Operations Practice Leader, Business Services**

Capgemini

AGENDA

- o Understanding Generative Ai: scope and potential impacts
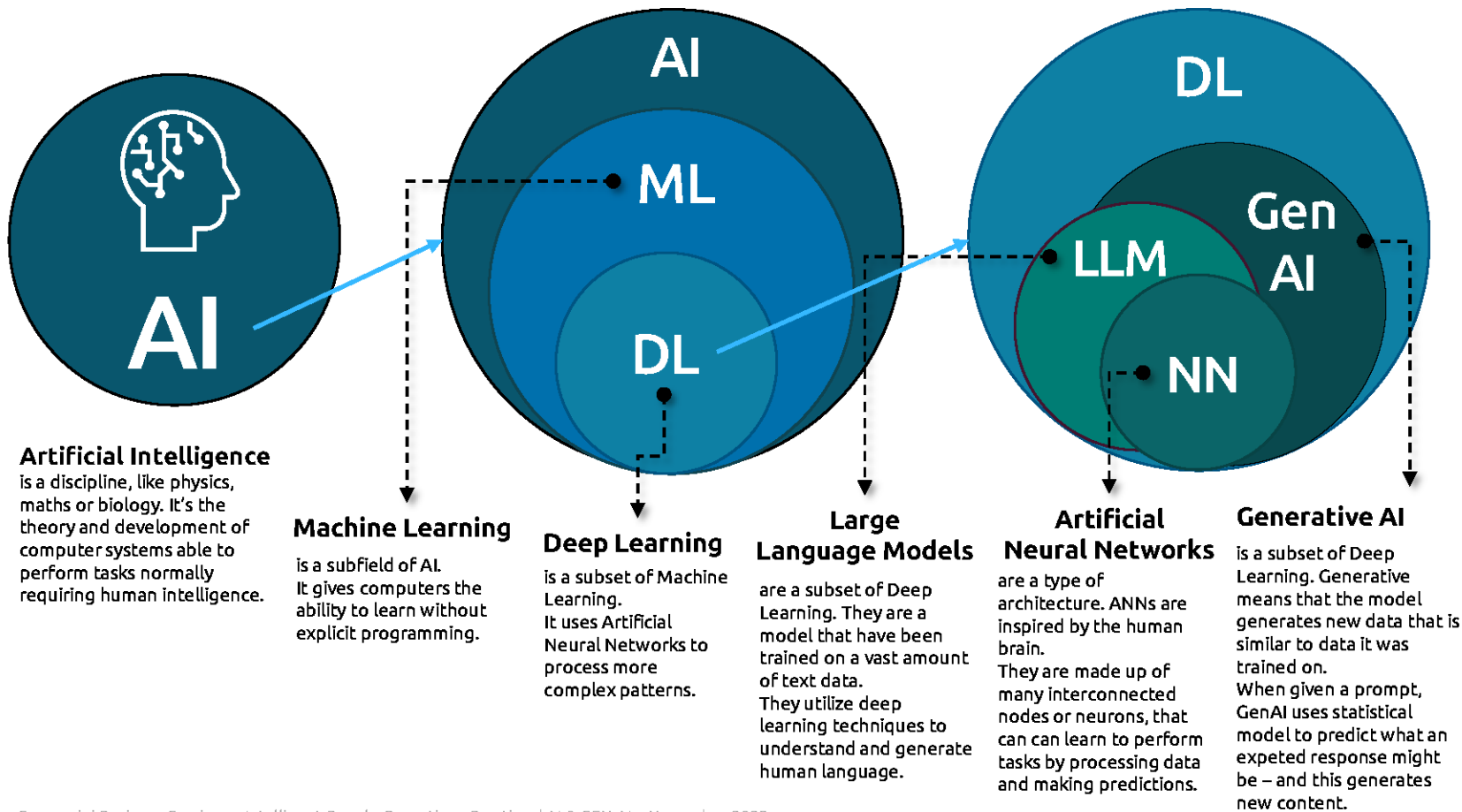- o Opportunities & Threats in the scope of HR Operations
- o Generative AI use cases for HR
- o 3 key components of successful GenAI adoption
- o Generative ai adoption strategies
- o What does it take to get ready?
- o Operational next steps: a (first) guide to getting started

GENERATIVE AI **BRINGS THE HUMAN BACK** IN HUMAN RESOURCES.

NOT REPLACE THEM !...

Understanding Generative AI scope & potential impacts

The adoption of this technology will impact all Hire-to-Retire (H2R) and unleash number of value streams that were difficult to achieve up to date (like true personalization and understanding of needs). It promises to redefine People Experience and reinvent the way HR serves.

AI

AI · **ML** · **DL**

DL · **LLM** · **Gen AI** · **NN**

Artificial Intelligence
is a discipline, like physics, maths or biology. It's the theory and development of computer systems able to perform tasks normally requiring human intelligence.

Machine Learning
is a subfield of AI. It gives computers the ability to learn without explicit programming.

Deep Learning
is a subset of Machine Learning. It uses Artificial Neural Networks to process more complex patterns.

Large Language Models
are a subset of Deep Learning. They are a model that have been trained on a vast amount of text data. They utilize deep learning techniques to understand and generate human language.

Artificial Neural Networks
are a type of architecture. ANNs are inspired by the human brain. They are made up of many interconnected nodes or neurons, that can can learn to perform tasks by processing data and making predictions.

Generative AI
is a subset of Deep Learning. Generative means that the model generates new data that is similar to data it was trained on. When given a prompt, GenAI uses statistical model to predict what an expeted response might be – and this generates new content.

Generative AI Myth Busting

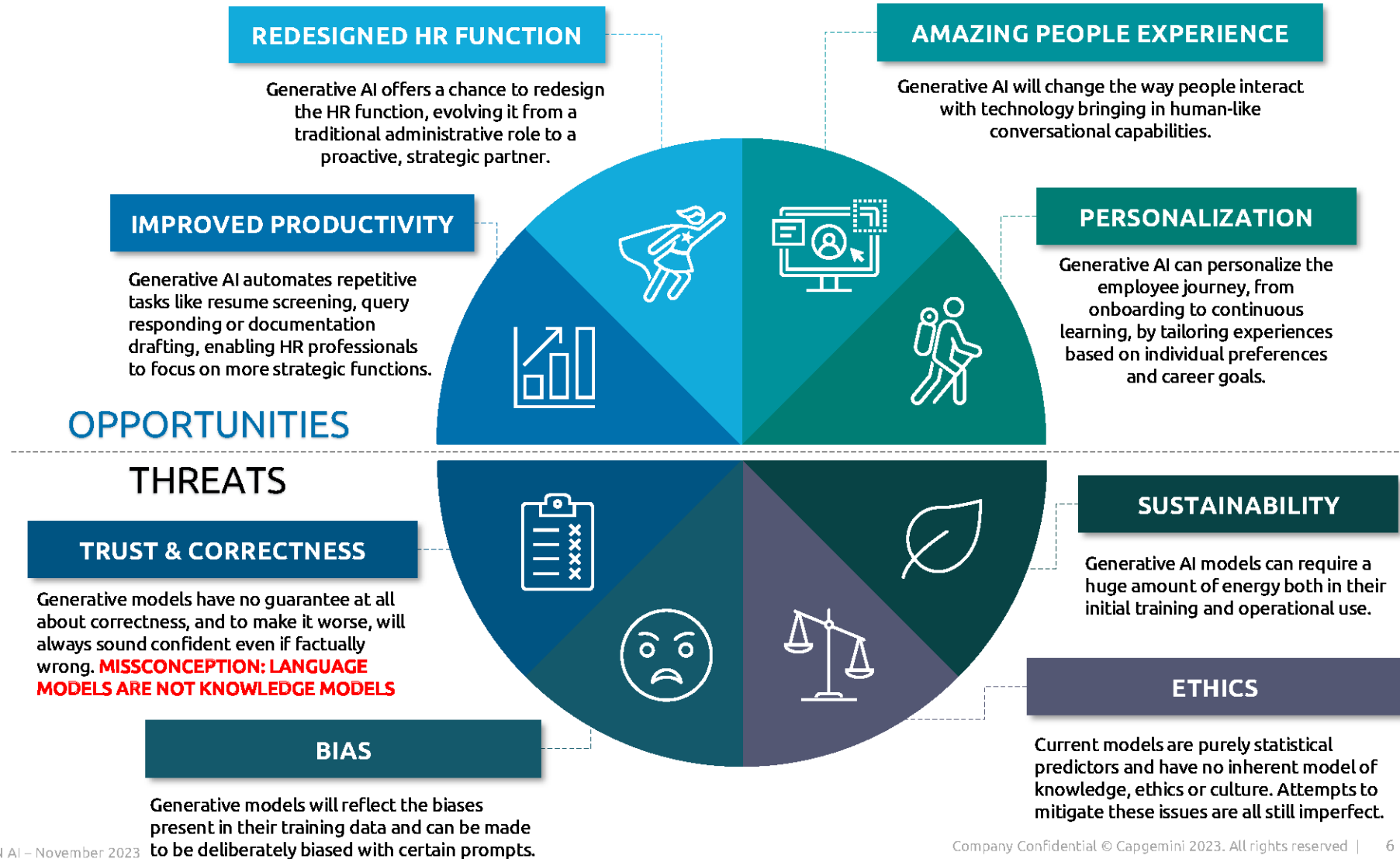| ✕ MYTH	✓ REALITY
GENERATIVE AI IS NEW	Generative AI was a natural and expected next step, and many forms have been in use since the 1980s. Capgemini has been using it for over 6 years
GENERATIVE AI IS INTELLIGENT	No, it's very good at mimicking intelligence, but even that is still extremely impressive and commercial useful if used correctly
GENERATIVE AI IS LIMITED TO CHATBOTS AND TEXT	Generative AI can be used for any type of data, and many of the higher value use cases are not about text
GENERATIVE AI SYSTEMS OUTPUT THE TRUTH	Generative AI systems are no more capable of defining a universal truth than any human is and will reflect the biases and culture of the data they were trained on
GENERATIVE AI IS THE ONLY TYPE OF AI WE NEED TO CARE ABOUT NOW	Generative AI is one small part of a much bigger field of AI, all of which is important. It is often the wrong choice

FUNDAMENTAL
DATA TYPE

ADD A GRAMMAR/STRUCTURE
AND YOU HAVE A MODEL OF...

AND THEN USE THAT GENERATIVE
MODEL FOR APPLICATIONS LIKE ...

ILLUSTRATIVE EXAMPLES
(INCLUDING EXISTING CAPGEMINI USE-CASES)

TEXT
CODE
VISUAL
AUDIO
SPATIAL
CHEMISTRY
TIME-SERIES
MANY OTHERS
MANY OTHERS
MANY OTHERS

LANGUAGE
PROGRAMS
IMAGES / VIDEO
SPEECH / MUSIC
GEOMETRY / LAYOUTS
MOLECULES / REACTIONS
EVENTS / PATTERNS
MANY OTHERS
MANY OTHERS
MANY OTHERS

ChatGPT is just one tiny part of one tiny part of this field

CHAT
WRITING
TRANSLATION
CODE WRITING
CODE TRANSLATION
CODE ANALYSIS
IMAGE GENERATION
VIDEO GENERATION
SPEECH GENERATION
MUSIC COMPOSITION
COMPONENT OPTIMISATION
LAYOUT
3D OBJECT DESIGN
MOLECULE GENERATION
SEQUENCE GENERATION
DATASET SYNTHESIS
MANY OTHERS
MANY OTHERS
MANY OTHERS

VIRTUAL ASSISTANT
CUSTOMER SERVICES AGENT
MARKETING COPY WRITING
DOCUMENT SUMMARISATION
REAL-TIME TRANSLATOR
AI PAIR PROGRAMMING
TEXT TO CODE
LANGUAGE TRANSLATION
TESTING
AI ART
IMAGE COLOURISATION
SUPER-RESOLUTION / UPSCALING
FACE AGING / DE-AGING
AUTONOMOUS VEHICLE TRAINING SCENES
MOVIE SPECIAL EFFECTS
"DEEPFAKES"
MUSIC TO MATCH DIALOGUE
COMPONENT / PRODUCT DESIGN
MAPS / TERRAIN
CIRCUIT DESIGN
PROSTHETIC DESIGN
FASHION DESIGN
ARCHITECTURAL DESIGN
DRUG DISCOVERY
PRODUCT FORMULATION
MATERIALS INVENTION
TRAINING DATA AUGMENTATION
DATA ANONYMISATION
RARE EVENT SYNTHESIS

OPPORTUNITIES & THREATS IN THE SCOPE OF HR

Generative AI offers ground-breaking opportunities within People Operations, reshaping the landscape of Human Resources and HR Function's role in Business. It also poses challenges, potentially raising concerns about correctness and bias.

OPPORTUNITIES

REDESIGNED HR FUNCTION

Generative AI offers a chance to redesign the HR function, evolving it from a traditional administrative role to a proactive, strategic partner.

AMAZING PEOPLE EXPERIENCE

Generative AI will change the way people interact with technology bringing in human-like conversational capabilities.

IMPROVED PRODUCTIVITY

Generative AI automates repetitive tasks like resume screening, query responding or documentation drafting, enabling HR professionals to focus on more strategic functions.

PERSONALIZATION

Generative AI can personalize the employee journey, from onboarding to continuous learning, by tailoring experiences based on individual preferences and career goals.

THREATS

TRUST & CORRECTNESS

Generative models have no guarantee at all about correctness, and to make it worse, will always sound confident even if factually wrong. **MISSCONCEPTION: LANGUAGE MODELS ARE NOT KNOWLEDGE MODELS**

SUSTAINABILITY

Generative AI models can require a huge amount of energy both in their initial training and operational use.

ETHICS

Current models are purely statistical predictors and have no inherent model of knowledge, ethics or culture. Attempts to mitigate these issues are all still imperfect.

BIAS

Generative models will reflect the biases present in their training data and can be made to be deliberately biased with certain prompts.

GENERATIVE AI USE-CASES FOR HR

CANDIDATE FEEDBACK SUPPORT
CANDIDATE SOURCING   INTERVIEW CO-PILOT
CHATBOT FOR CANDIDATES
FIRST LIVE SCREENING   ROLE MAPPING ASSISTANT
            INTERVIEW TRANSLATION
JOB DESCRIPTION CREATION   CV SCREENING
PAY REVIEW ASSISTANT   REWARD ASSISTANT
PAYROLL PLANNING ASSISTANCE
PAYROLL CO-PILOT   BENEFIT OPTIMIZER
PERFORMANCE MANAGEMENT ASSISTANCE
PAYSLIP ASSISTANT   ISSUE PREDICTOR
KNOWLEDGE BASE MANAGEMENT
    SENTIMENT ANALYSIS   AGENT SUPPORT
HUMAN-LIKE CHATBOT EXPERIENCE
IM ASSISTANT   DOCUMENT CHECKER
    WORKFORCE PLANNING ASSISTANT
CO-PILOT FOR HR ADMIN   T&A COPILOT
        CO-PILOT FOR COMMUNICATION
DOCUMENT CREATOR AND EDITOR
CAREER PATHING   CAREER COACH
    MULTIMEDIA AND CODE GENERATOR
ADAPTIVE LEARNING STYLE CREATOR
    AI LEARNING PATH ADJUSTMENT
BENCHMARKING AND MATURITY ASSESSMENT
ATTRITION PREDICTION
        BUSINESS RECOMMENDATIONS
GENERATIVE INSIGHTS   CULTURE ANALYZER
    ENGAGEMENT SURVEY ANALYSIS

OUT OF 40+ USE-CASES, PICK THOSE THAT ALIGN WITH YOUR PRIORITIES

JOB DESCRIPTION CREATION

Generative AI will help create detailed and accurate job descriptions based on skills required for the role rather than the job description itself.

VALUE
- SIMPLICITY
- ACCURACY
- QUALITY
- CONSISTENCY

Embrace the challenge and focus on use-cases that will truly support your business.

LEARNING CONTENT CREATION

Generative AI to create different fragments of learning content (learning paths, learning modules, quizzes and others) and generate multimedia like graphics, voiceovers or videos.
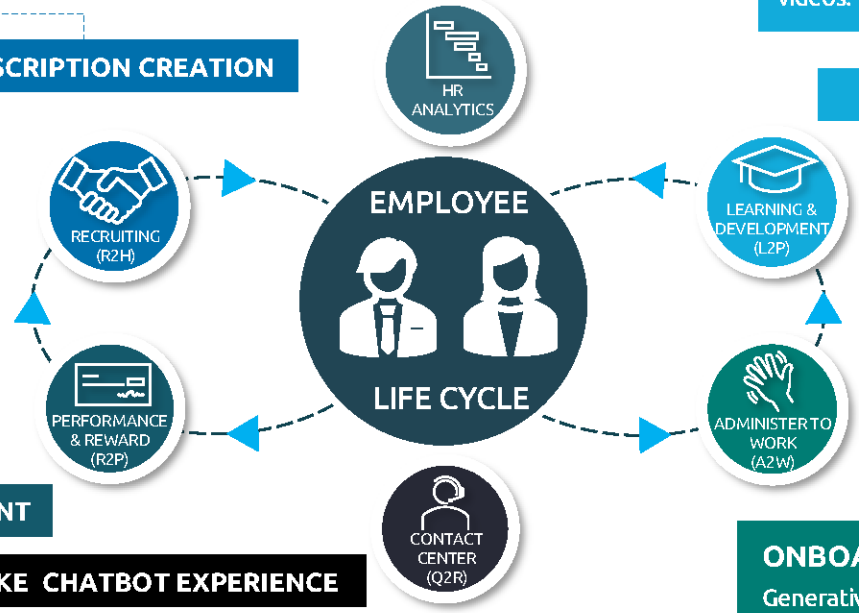
VALUE
- EFFICIENCY
- SCALABILITY
- COST REDUCTION
- CONSISTENCY

JOB DESCRIPTION CREATION

LEARNING CONTENT CREATION

PERFORMANCE MANAGEMENT ASSISTANT

Generative AI to assist employee and manager with performance management review. It can summarize performance, feedback and outcomes of work and put it against business and development goals.

VALUE
- EFFICIENCY
- QUALITY
- DEVELOPMENT
- ACCURACY

EMPLOYEE LIFE CYCLE

- HR ANALYTICS
- RECRUITING (R2H)
- LEARNING & DEVELOPMENT (L2P)
- PERFORMANCE & REWARD (R2P)
- ADMINISTER TO WORK (A2W)
- CONTACT CENTER (Q2R)

PERFORMANCE MANAGEMENT ASSISTANT

ONBOARDING ASSISTANCE

HUMAN-LIKE CHATBOT EXPERIENCE

KNOWLEDGE BASE MANAGEMENT

HUMAN-LIKE CHATBOT

Generative AI will provide a human-like conversation experience by, generating contextually relevant responses

KNOWLEDGE BASE MGMT

Generative AI to support creation and curation of the knowledge assets for knowledge base.

VALUE
- CONSISTENCY
- ACCURACY
- EXPERIENCE
- QUALITY

ONBOARDING ASSISTANCE

Generative AI to help walk employee through onboarding in a conversational manner. It can generate onboarding checklist, monitor progress, track experience and answer questions about company policies and procedures.
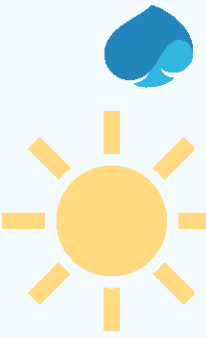
VALUE
- EXPERIENCE
- ACCURACY
- EFFICIENCY
- QUALITY

NOW, ONCE WE KNOW WHAT,
LET'S MOVE TO THE HOW...

3 KEY COMPONENTS OF SUCCESSFUL GENAI ADOPTION

Adopting Generative AI for your business resembles driving a car. There are three key components that will drive a success or cause a failure of the adoption.

DATA IS THE FUEL

- Data is fuel for Generative AI

- With a bad quality fuel, you will never reach a good performance

- Focus on the quality of your digital knowledge assets, review them and make sure that they are up to date!

EMPLOYEE IS THE DRIVER

- Your employees sit behind the wheel of Generative AI

- Without a proper training, they will not use its full potential

- Worst case scenario – they will not even start using it, putting your investment at risk!
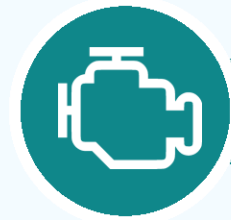
SOLUTION IS THE ENGINE

- Best in class Generative AI solution will make or break your adoption.

- Factors like data security, quality of output or ease of use will slow you down or accelerate your business!

GenAI

GENERATIVE AI ADOPTION STRATEGIES
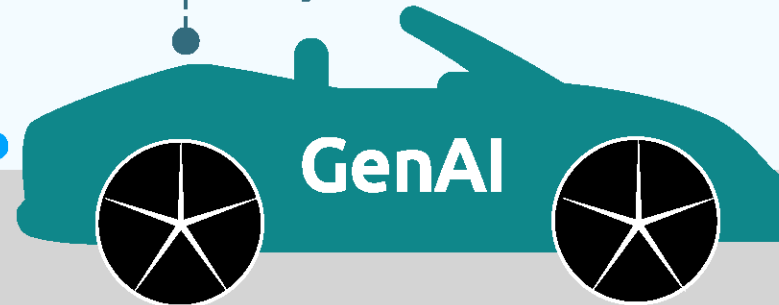
Generative AI strategy can differ depending on a number of factors in the organization. Your scenario should be based on:

- BUSINESS STRATEGY
- DIGITAL MATURITY
- QUALITY OF DIGITAL ASSETS
- INVESTMENT BUDGET
- CULTURAL READINESS
- TECHNOLOGY PARTNERS

STRATEGIES

KNOWLEDGE FOUNDATIONS
Prioritize creating knowledge assets for AI solutions

LOW ENTRY POINT
Uncomplicated solutions with simple interface trained on company's public data

TOP VALUE PROPOSITION
Use cases with high business impact and ROI

AMAZING PEOPLE EXPERIENCE
Prioritize use cases with the highest level of people experience impact

ILLUSTRATIVE EXAMPLES

KNOWLEDGE BASE MANAGEMENT
Generative AI to support creation and curation of the knowledge assets for knowledge base. It will be able to create knowledge articles or update existing articles.

STARTING POINT FOR GEN AI TO PRODUCE QUALITY OUTCOMES

JOB DESCRIPTION CREATION
Generative AI to help create detailed and accurate job descriptions based on skills required for the role.

EASY ADOPTION SIMPLICITY OF USE LOW RISK QUICK DEVELOPMENT

LEARNING CONTENT CREATION
Generative AI to create different forms of learning content and generate multimedia like graphics, videos and voiceovers.

10x
Up to 10x productivity increase

ONBOARDING ASSISTANT
Generative AI to help walk employee through onboarding in a conversational manner. It can generate onboarding checklist and check it against already completed activities.

NEXT GEN MACHINE-HUMAN INTERACTION

WHAT DOES IT TAKE TO GET READY?

Embracing Generative AI is much like piecing together a detailed jigsaw puzzle, where every component is vital.
As we delve into the building blocks of readiness today, our mission is to ensure that each puzzle piece not only fits seamlessly but also enriches the overarching vision, guiding us through a transformative AI journey.

Understand the Landscape

Familiarize yourself with the current state of Generative AI. What are the trends, key players, and latest breakthroughs? Building a foundational knowledge will guide informed decisions.

Data Audit

Generative AI thrives on data. Conduct a thorough audit to ensure data is clean, relevant, and organized. This will serve as the backbone for your AI endeavours.

Financial Preparedness

Significant technological shifts may require substantial investments. Draft a clear budget, anticipate potential financial challenges, and ensure return on investment is always front-of-mind.

Pilot Programs

Before a full-fledged rollout, conduct pilot programs. This allows for real-world testing, feedback collection, and iterative improvement without the risks associated with large-scale implementations.

Infrastructure Review

Ensure your technological infrastructure is robust and flexible. This includes reliable cloud storage, high-speed processing capabilities, and secure data transfer protocols.

Cultural Readiness

Technology adoption isn't just about tools; it's about people. Foster a culture of innovation and openness to change. This ensures smoother transition periods and greater enthusiasm for new initiatives.

Regulatory and Ethical Compliance

AI brings forth myriad ethical and regulatory considerations. Stay informed about local, national, and global regulations, and ensure your AI initiatives prioritize ethical considerations.

Stakeholder Engagement

AI's impact is organization-wide. Engage with stakeholders from all levels - executives to frontline employees - to ensure alignment, gather insights, and foster collective ownership of the AI vision.

GETTING STARTED IS NOT AN OPTION – IT'S A MUST!

CHOOSING THE TECHNOLOGY WILL NOT SUFFICE…

GENERATIVE AI OUTCOME WILL MATCH THELEVEL OF EFFORT PUT IN

OPERATIONAL NEXT STEPS: A (FIRST) GUIDE TO GETTING STARTED

BUILD VS BUY DECISION

ASSESS YOUR DIGITAL MATURITY

REDEFINE THE STRATEGY

ENGAGE WITH THE TECHNOLOGY PARTNERS

1

3

5

The strength of Generative AI is directly tied to the quality of your data. High-quality digital assets are the foundation for meaningful, accurate, and valuable AI outcomes.

Not all problems need an AI solution. Pinpointing areas with the highest potential return will ensure efficient use of resources and more significant value generation.

Technology's potential remains untapped without the right human skills. Review your Learning assets and invest in training to harness the full power of Generative AI.

Before diving deep into Generative AI, gauge where your organization stands on the digital maturity curve. Understanding your current digital capabilities will guide your AI integration, ensuring you build upon a robust digital foundation.

Integrating Generative AI isn't just about adopting a new tool— it's about embedding it in your business strategy. Ensure AI alignment with business goals for maximum impact.

Your technology partners are allies in your AI journey. Collaborative engagement can unlock unseen potentials, ensure seamless integration, and keep your business ahead in the AI revolution.

2

4

6

REVIEW DIGITAL ASSETS

IDENTIFY HIGH VALUE USE CASES

UPSKILL EMPLOYEES

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 350,000 team members in more than 50 countries. With its strong 56-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion (about $23 billion USD at 2022 average rate).

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- **Access** timely content and discuss critical issues in real-time with like-minded professionals.
- **Collaborate** with a cross functional team of HR practitioners and providers to build relationships, grow your network, and strengthen your reputation within the industry.
- **Improve** the skills needed to enhance the quality, effectiveness, and efficiency of your HR operations.
- **Inspire** others by sharing your knowledge and be inspired as you learn from others.

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Thank You, Presenters and Attendees!

Upcoming Dates of Interest

- **January: Q1 Committee Meetings**
- **February: Q1 Knowledge Center Roundtables**
- **March: Q1 Board of Advisor Meetings**
- **March: Nominations Open for 2024 HRO Today Association Awards**

For more information on the *HRO Today* Association or C-TEN contact Renee.Preston@SharedXpertise.com

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