HRO TODAY ASSOCIATION

HR Bonus Briefings

# AI Governance: Move Fast Without Breaking Trust

October 21, 2026

***Welcome members and guests! Thank you for joining us today - be sure to turn your cameras on!***




**Ahmed ElAttar**

*Senior Leader, Global Talent Acquisition & Talent Development*

**TeKnowledge**

# Welcome!

***Let's do some brief introductions in the chat.***

**NAME**

**JOB TITLE**

**ORGANIZATION**

**LOCATION**

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# AI GOVERNANCE: MOVE FAST WITHOUT BREAKING TRUST

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HRO TODAY WEBINAR · 21 OCTOBER 2026

# AI Governance

## Move Fast Without Breaking Trust

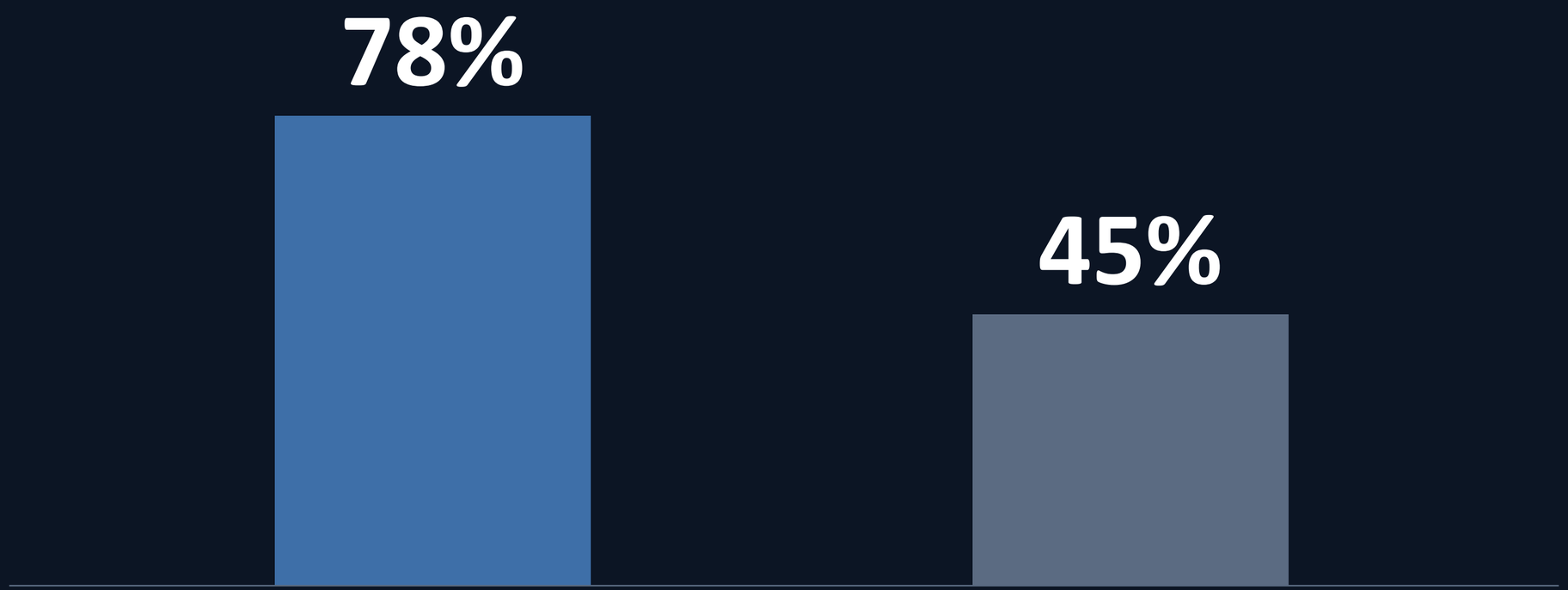
**Ahmed ElAttar**

Global Talent Executive · Operating-Model Transformation & AI-Enabled Talent Systems · HRO Today Board of Advisors

*Hosted by Connor Feeney, HRO Today*

TWO NUMBERS

*Adoption is no longer the frontier. It's the floor — and the trust infrastructure didn't come with it.*




of the US labour force works at a firm that has adopted AI.

of TA orgs using AI have NO governance framework.

Federal Reserve, April 2026 · iCIMS / Aptitude Research 2026, n=412 TA leaders

SEGMENT 1 · ~5 MIN

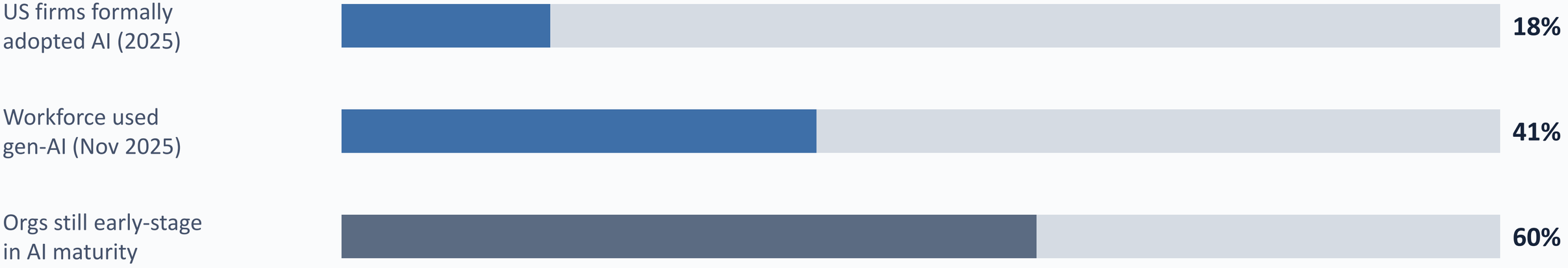
# Everyone’s moving.
# Almost nobody’s mature.

The adoption-maturity gap, established as fact — not opinion.

REALITY

# Adoption arrived through people, not procurement

## Macro adoption vs. maturity




## Now narrow to Talent Acquisition



SEGMENT 2 · ~7 MIN

# Governance is an operating discipline — not a policy document.

The thesis.

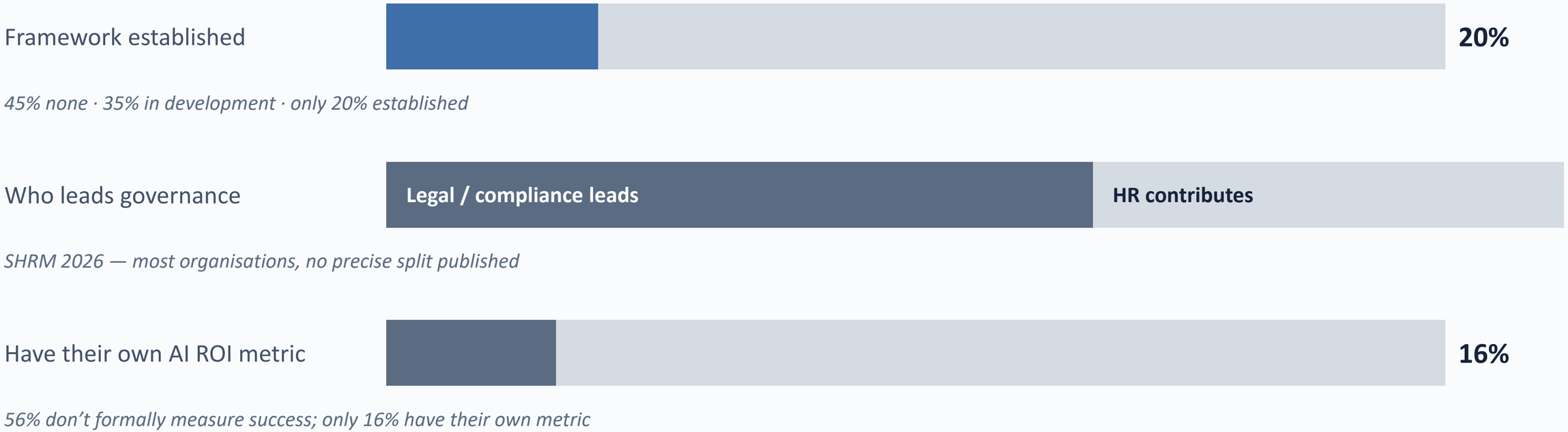
*Hudson published a genuinely good white paper on this in September, Human-Led Hiring in the Age of AI. I'd recommend reading it — you'll recognise some of the same public research behind what I'm showing you.*

*What I want to add is the practitioner view: what this looks like when you're the one implementing it, and what the candidate data says — which is the part most of the governance conversation leaves out entirely.*

*Said early and warmly — before the roadmap, not after.*

GOVERNANCE

# Three gaps show you where we actually are




**Outsourcing the technology does not outsource the accountability. The model is the vendor’s. The hiring decision is yours.**

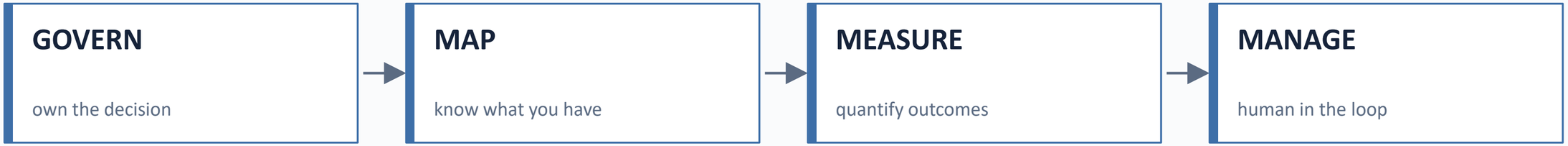
ORIGINAL FRAMING

# A score that’s easy to accept and effortful to challenge becomes a verdict — regardless of what the policy says.

The question isn’t whether a human CAN override the system.
It’s whether overriding is realistic on a Friday afternoon with 300 candidates in the queue.

GOVERNANCE

# A framework that already exists — the urgency isn’t theoretical




*NIST AI Risk Management Framework — public, neutral, respected.*

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## The regulators have already decided this is high-stakes

**EU AI Act** classifies recruitment AI as high-risk

**New York City** requires bias audits of automated hiring tools

**California Civil Rights Council** has issued rules on automated decision systems

**Mobley v. Workday** testing whether a VENDOR can be held accountable

SEGMENT 3 · ~9-10 MIN

# Three moves that let you do both.

Quality. Fairness. Trust. Each move keeps one intact.

KEEPS QUALITY

# Move 1 — Relocate judgment, don’t remove it

*AI doesn’t remove judgment. It relocates it — upstream, to the highest-leverage point.*

**Siemens case study**

Sourcing time cut



**50%**

*roughly in half*

Candidates submitted

**2x**

*doubled vs. prior process*

Recruiters reinvested the saved time into sharper, more inclusive job descriptions — the highest-judgment task in the funnel.

**That’s not automation replacing a recruiter. That’s automation promoting one.**

# “It presents. It never decides.”

This isn’t theoretical for me. I use LinkedIn Hiring Assistant myself, hands-on, for senior-level sourcing. It’s genuinely strong at sourcing and shortlisting — but it doesn’t send anything. Outreach lands as a draft, the same way Copilot drops a draft into Outlook. A human has to step forward and approve every single one. That’s not a policy I added on top. That’s how the tool is built.

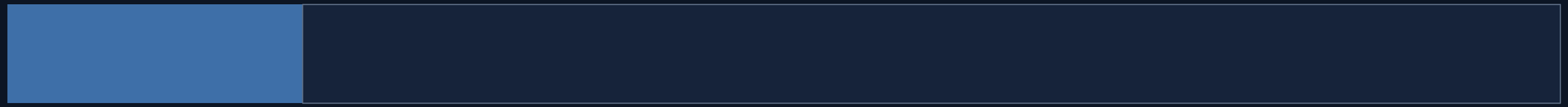
**A note on the market:**

You’ll increasingly see recruiting vendors market “human oversight” as a feature — it’s become the thing everyone claims. But there’s a real difference between a vendor saying a human stays in the loop, and a tool that’s built so a human has to.

The test: is the oversight structural, or a setting someone could quietly switch off?

MOVE 2 · KEEPS FAIRNESS

# If AI selects the 19% you see — who audits the 81% you never do?




**38%**

exclude candidates based on AI output

**<50%**

regularly check their screening for bias

MOVE 2, CONTINUED

# You’re automating a mirror

*Original framing, developed with Tunde Makinde*

### What you see

Feed a model a decade of CVs from your top performers and it gets very good at finding more people who look like them. Quality-of-hire holds. Nothing breaks.

### What you don’t see

The person it never surfaced. The cost isn’t a bad hire — it’s the hire you never made. No dashboard reports on people you never saw.

Consistency isn’t the same as correctness. Flawed criteria applied uniformly is HARDER to spot than human inconsistency — nothing looks anomalous. Better screening doesn’t retire the audit question. It moves it upstream, to the criteria.

KEEPS TRUST

# Move 3 — Make AI legible

*This is where the candidate data comes in — the part the governance conversation usually misses entirely.*

**Recruiter side: matters vs. always get it**




*72-point gap*

**Candidate confidence: suspected AI vs. didn’t**




*PeopleScout 2026*

**Mutual silence: employer / candidate disclosure**




*neither side tells the other*

*EMEA scores worst of any region — 53% adoption, 63% ghosting, highest share rating experience negative.*

SEGMENT 4 · ~4 MIN

# Human-centered is a system property — not a slogan.

# Culture decides this more than any individual’s enthusiasm

Org factors vs.
individual mindset

**2x**

*the AI impact of individual mindset alone (Microsoft WorkLab)*

Recruiter judgment
wins on disagreement



**58%**

*already a chosen default*

**You cannot mindset your way out of a low-trust system.**

SEGMENT 5 · ~5 MIN

# The roadmap + the executive close.

Eight actions. Four functions. One question that changes the room.

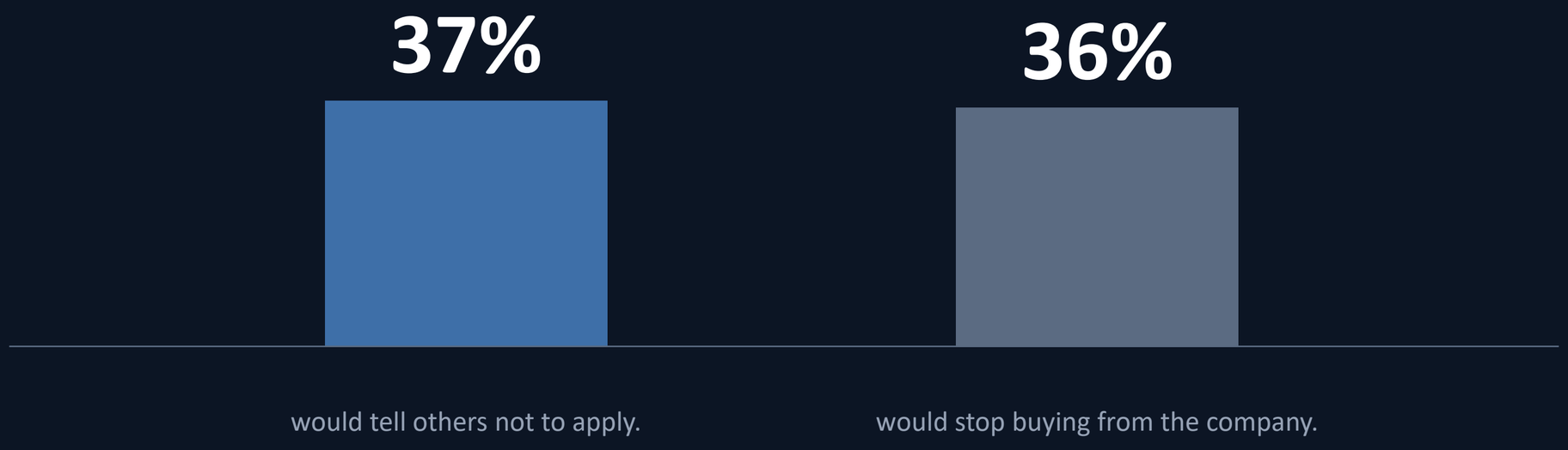
THE ROADMAP

# Eight actions, mapped to NIST’s four functions

| GOVERN | MAP | MEASURE | MANAGE |
| --- | --- | --- | --- |
| ▪ Establish vendor accountability | ▪ Inventory AI use, incl. shadow AI | ▪ Measure outcomes beyond efficiency | ▪ Define human-review & escalation |
| ▪ Train recruiters, HR & managers | ▪ Classify use cases by risk | | ▪ Build transparency into candidate comms |
| ▪ Review governance quarterly | | | |

Your candidate pool and your customer base are the same people.

**These aren’t candidate-experience metrics. They’re revenue-protection metrics.**



78% ADOPTED · 45% UNGOVERNED

# That’s how you move fast without breaking trust.

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## Thank you.

*Let’s get into your questions.*

Ahmed ElAttar · linkedin.com/in/aattar

HRO TODAY
ASSOCIATION

Thank you for joining us today!

**Let’s keep the conversation going on the Association’s LinkedIn page!**