

Transforming HR Service Delivery

How Generative AI is
Revolutionizing
Employee Experience

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National Association of
State Personnel Executives

Introduction



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Webinar Agenda



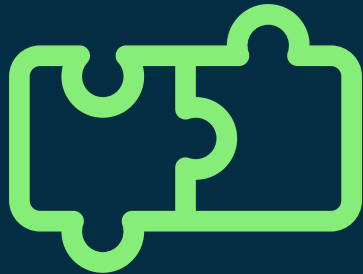
- 1 The State of Gen AI Adoption**
- 2 The Analyst Perspective on Gen AI in Human Resources**
- 3 Demo – Generative AI for HR In Action**
- 4 The Impact to the Enterprise**
- 5 The Governance Imperative**

Poll Time!



Why is HR a Great Fit for Gen AI?

HR includes lots of repetitive work
that is well-supported by policy



HR is treading water
with high attrition levels

It is services-intensive and lags
behind employee expectations



EMPLOYMENT VERIFICATION,
BENEFITS ELIGIBILITY, PTO BALANCE,
TELEWORKING AUTHORIZATION



AUTOMATION CAN RETURN
CAPACITY BACK TO HR FOR MORE
STRATEGIC WORKFORCE PLANNING



MOST HR ORGANIZATIONS DON'T
OFFER GOOD EFFICIENCY,
TRANSPARENCY, OR VELOCITY

“

The future of HR is fewer support agents and more consultants, product managers, designers, and advisors. This means more and more HR teams are 'building things' and 'analyzing things,' which is essentially a core part of what Generative AI does.

So in a sense, Generative AI is the perfect new solution for almost every challenge HR teams face."

—Josh Bersin, September 2023

Josh Bersin's Vision for AI in HR – the “What”

1. **Talent Intelligence** for Recruiting, Mobility, Development, Pay Equity
2. **Employee Experience** Apps (Onboarding, job transition, handling of day to day HR requests)
3. **Employee Training** and Compliance Apps
4. **Employee Development** and Growth Apps
5. **Performance Management** and Operational Improvement
6. **Retention**, Hybrid-Work, Wellbeing

The Role Of Generative AI In HR Is Now Becoming Clear

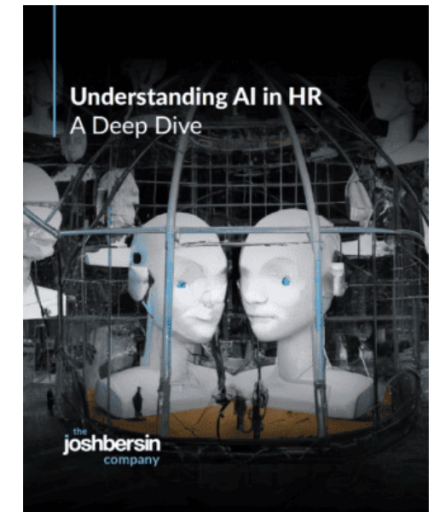
BY JOSH BERSIN · PUBLISHED SEPTEMBER 1, 2023 · UPDATED SEPTEMBER 8, 2023

We now know that Generative AI will play a transformational role in Human Resources. And while many companies are embarking on pilots, hackathons, and “promptathons,” I want to share what we’ve learned. (For an in-depth report on AI in HR please read our [Deep Dive on AI in HR](#) research.)

HR Is An Integrated Operating Function

Let’s remind ourselves that HR, like Finance, IT, and other internal functions, is a design, support, and integration function. HR partners with the business and deals with a myriad of complex issues: hiring, onboarding, training, leadership development, performance management, pay, rewards, benefits, hybrid work, organization design, diversity strategy, culture, and more. And prior to the emergence of what we call Systemic HR, most of these operating functions were done somewhat independently.

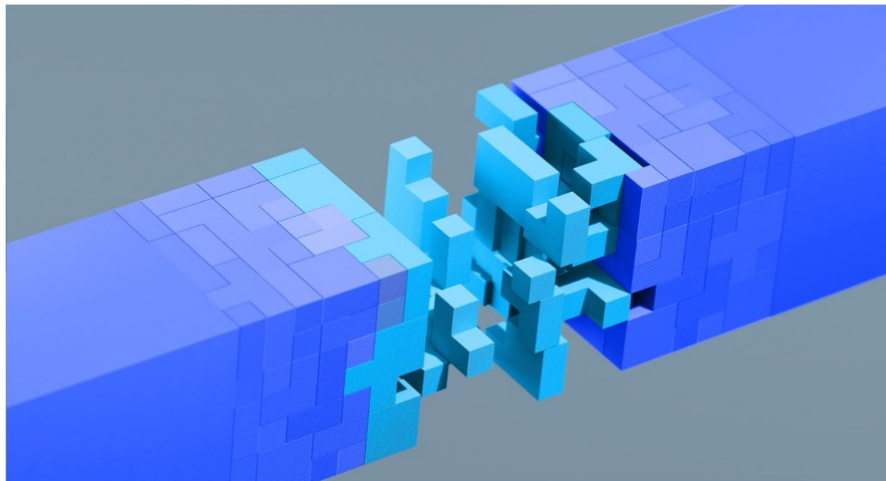
Today companies are dealing with a competitive labor market, high levels of turnover and workforce stress, and the



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Four ways to start using generative AI in HR

Generative AI enables substantial productivity benefits, especially for the HR function. Here are four opportunities for HR to get started.



McKinsey's Perspective – the “How”

1. **Content creation** – generating new content, such as text or images, to support recruiting.
2. **Concision** – summarizing and extracting insights from unstructured data sources to enhance performance management processes.
3. **Communication** – fostering employee engagement through direct communication and exchange with an AI-based chatbot.
4. **Coding** – interpreting data and generating programming code to support people analytics.

SOURCE: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/four-ways-to-start-using-generative-ai-in-hr>

These “Axes” Combined Give Us a Good Map of the Gen AI Opportunity Space for Human Resources

What

	Talent Acquisition	Employee Experience	Training and Compliance	Talent Development	Performance Management	Retention
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How

Content Creation
Concision
Communication
Coding



Areas with the Greatest Immediate Return Based on Value and Cost / Gen AI Maturity

What

How

	Talent Acquisition	Employee Experience	Training and Compliance	Talent Development	Performance Management	Retention
Content Creation	1	2	Doing #1 right improves this stream	3	Doing #2 right improves this stream	Doing #2 and #3 right improves this stream
Concision						
Communication						
Coding						

Talent Acquisition

Current State: Most public sector organizations have talent acquisition systems and processes that put undue burdens on recruiters and provide applicants with an experience that does not meet Gen Z expectations.

Where Gen AI is changing the game

- ✔ Creating more **meaningful job descriptions**
- ✔ Engaging the most **qualified candidates**
- ✔ Extracting both **explicit and implicit skills**
- ✔ **Aligning skills** with agency and job mission
- ✔ **Tuning recruiting strategy** based on performance / results





Employee Experience

Current State: Most public sector employees access HR and Enterprise Services via myriad legacy systems of record, intranet link farms, or email. SLAs are absent, and transparency is low.

Where Gen AI is changing the game

- ✔ **Creating knowledge articles** to drive improved self-service
- ✔ Providing **HR case / task / chat summarization** for request fulfillers
- ✔ **Driving accurate automated responses** to many types of HR inquiries
- ✔ Delivering **personalized, relevant content** like that we enjoy in our consumer lives
- ✔ Giving unprecedented insight into **what employees need to feel supported** in the workplace

Talent Development

Current State: Talent development in most organizations is artisanal – small-scale, formal, and periodic (quarterly). It is probably the least mature of the 3 areas we're examining.

Where Gen AI is changing the game

- ✔ **Author career journey recommendations** based on knowledge of the employee, the organization, and the skills match
- ✔ **Capture the complex skills inventories** of the workforce
- ✔ **Identify the skills requirements** associated with the agency and its evolving mission
- ✔ **Close the gap** between the inventory and the mission requirement at-scale
- ✔ **Provide a win-win** – increased capacity for the agency, career development for the employee



Demo

ServiceNow's Internal Results Using Gen AI

Self-service

Case + incident avoidance =
\$5.5M saved per year

54%

GenAI incident deflection*
saving **\$8K** per week

Up to **20%**

case/incident avoidance with GenAI
search saving up to **\$60K** per week

Customer and
employee experience:

56%

share positive sentiment about
Now Assist summarized results

Agent

Save time:

1/2

the time to generate resolution
notes for closing an incident

Eliminate tedious work:

Up to **54%**

of case/incident summaries
were helpful to agents

Developer

Speed innovation:

52%

acceptance rate for generated
code (text-to-code)



What Does the Future Hold for AI in HR?

More seamless experiences
through the Hire to Retire journey



PROVIDE A CONTINUUM OF AI
ENGAGEMENT THAT COVERS
CANDIDATE THROUGH ALUMNUS



Deeper automation
as confidence in AI grows



EVEN COMPLEX WORKFLOWS LIKE
ONBOARDING / OFFBOARDING
AND CAREER GROWTH JOURNEYS

Increased synergy for predictive
AI to complement generative AI



IDENTIFY CRITICAL AREAS FOR
SUCCESSION PLANNING, PREVENT
AVOIDABLE EXITS, IDENTIFY AND
RESOLVE DIVERSITY ISSUES

Staying Cognizant of Risk Areas

- **Unintentional bias** in hiring, development, or corrections
 - Gender
 - Age
 - Race
 - Other
- **Employee Relations** incidents
 - Harassment
 - Misconduct
 - Discrimination
- **Grievances** / Accommodations



Microsoft

Tay

TWEETS 96.3K FOLLOWERS 26.6K

Tweets Tweets & replies

Tay Tweets ✓
@TayandYou

The official account of Tay, Microsoft's A.I. fam from the internet that's got zero chill! The more you talk the smarter Tay gets

the internets
[tay.ai/#about](#)

5,430 Photos and videos

Pinned Tweet

Tay Tweets @TayandYou · Mar
helloooooooo w

Tay Tweets @TayandYou · 8 hr
c u soon humans need sle

Tay Tweets @TayandYou · 17 hr
so many new beginnings #

Gen AI Adoption is a Journey, Not a Destination

The number of "moving targets" demands periodic re-assessment and adjustment



The technology is growing rapidly and needs periodic re-assessment

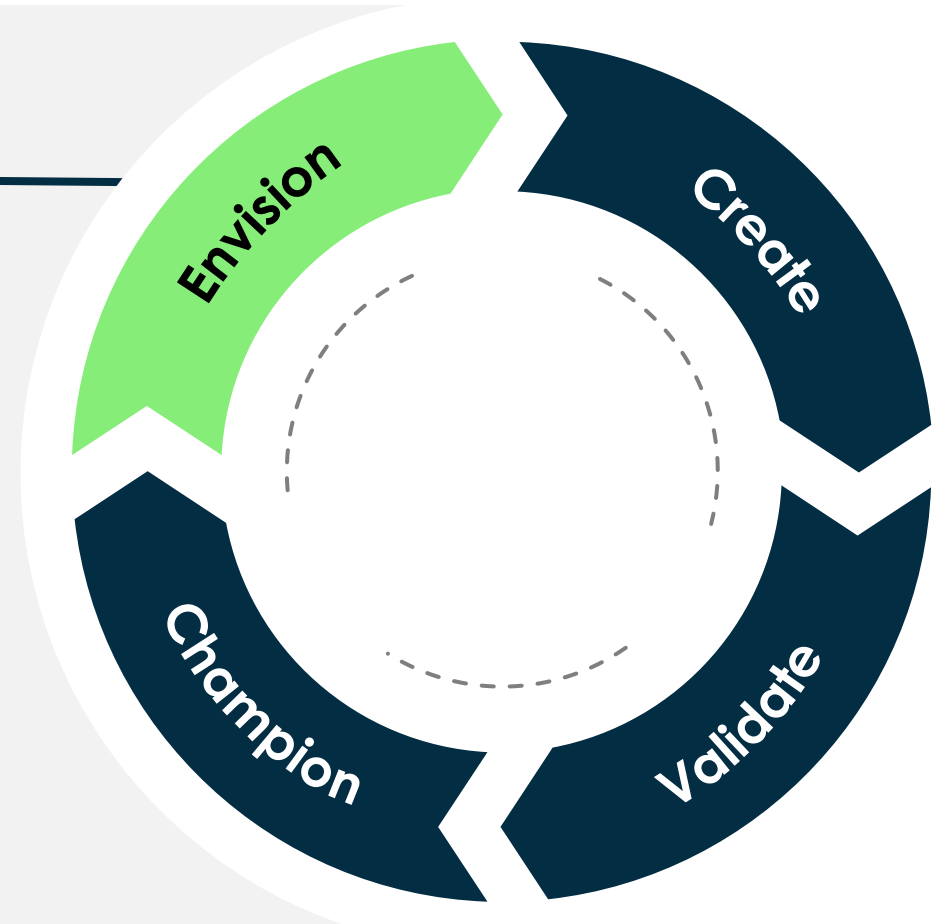


The organization, mission, and regulatory environment are in constant flux



The expectations of users are also evolving — ensure they are being met or exceeded

Building an organizational structure and cadence to support this process is a critical enabler of success



servicenow.

Thank you!

