



ActOne
Government Solutions

Leveraging AI for HR & People Management: A Conceptual Guide for Practical Application

By: Dr. Milton J. Perkins, SHRM-SCP, SPHR, CF-APMP, CPC
Senior Vice President, ActOne Government Solutions

Maurice Welch, Sr., CF-APMP
Technical Writer, ActOne Government Solutions

Table of Contents

Abstract	3
Introduction	4
Recruitment	5
Professional Development	6
Performance Management	7
Employee Engagement	8
Total Rewards	9
Conclusion	10
References	10

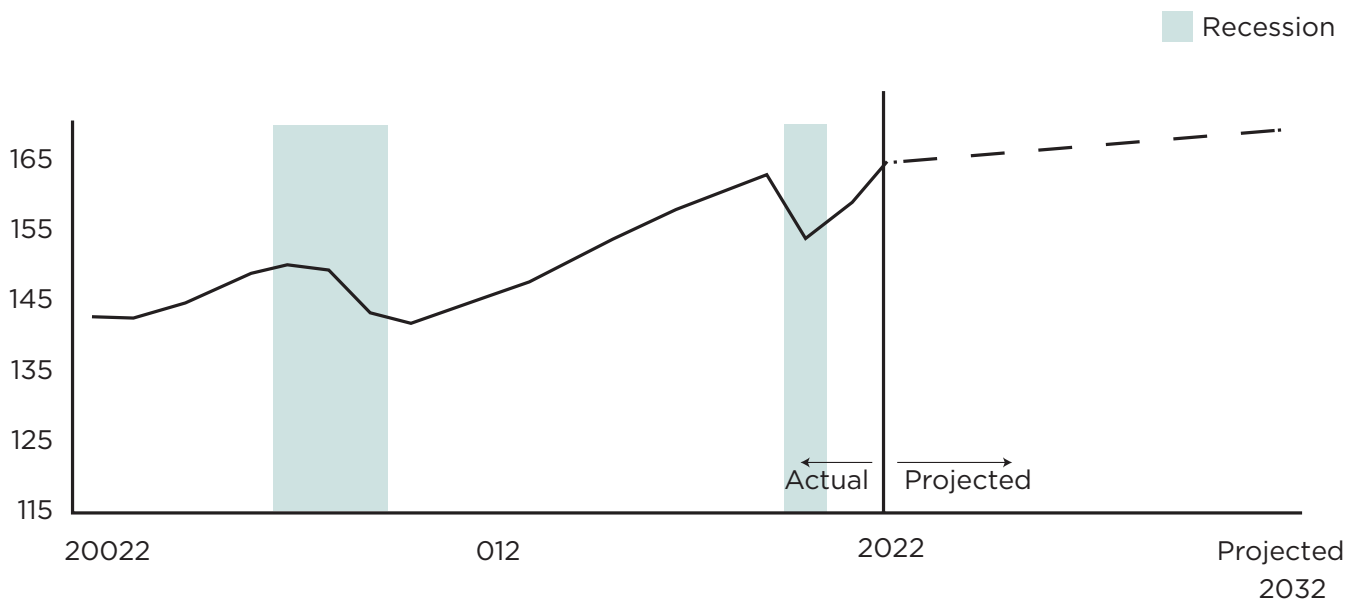
Abstract

Whether government, private sector, or non-profit, artificial intelligence (AI) has revolutionized how Human Resources (HR) professionals and people managers approach various functions within the organization. Although the world of AI is changing rapidly every day, everyone should accept and consider how to use this technology to enhance their respective areas of expertise and organizational outcomes. Within the world of HR and people management, these areas include recruitment, professional development, performance management, employee engagement, and total rewards. Remember, we all compete for human talent, and nothing happens within our organizations, sans people. The adoption of new methodologies and technology is often catalyzed by the need for modernized internal processes and a more efficient organizational structure (Agarwal, 2023). We want our organizations to perform well and for our employees to know and understand their value. In pursuit of this, we must understand that AI is here to stay, and instead of fearing it, we should consider ways of leveraging these innovative AI tools and technologies effectively for streamlining organizational processes, improving decision-making, and ultimately driving organizational success through people. This paper explores foundational concepts HR professionals and people managers should consider utilizing the power of AI to enhance activities related to employees in the areas noted above. Considering the complexity of AI, we will not delve into LLM, ML, IT-related concepts, or the utilization of open/closed data. Rather, this paper will deal with foundational concepts for utilizing AI technologies.

Introduction

In today's rapidly evolving business landscape, HR professionals and people managers are increasingly turning to artificial intelligence (AI) to optimize their processes and enhance employee experiences. The labor market is forecasted to grow at a rate of .5% over the next 10 years, and it will become more diverse in thought, desires, values, and behaviors. This growth rate is slower than the 1.2% percent annual growth recorded over the 2012–22 decade.

Total Employment, 2002-22 and Projected 2032



To that end, recruiting top talent, designing personalized professional development programs and improving overall workforce engagement is a high priority. Utilizing AI offers a wide range of possibilities for HR practitioners and people managers. Below are a few insights into how you can effectively utilize AI in recruitment, professional development, performance management, employee engagement, and total rewards strategies.

Recruitment

AI-powered tools such as chatbots and applicant tracking systems have transformed the recruitment process by automating repetitive tasks like resume screening and scheduling interviews. These technologies enable HR professionals to focus on strategic aspects of hiring while ensuring a faster and more efficient candidate selection process (Gartner Research & Advisory Services, 2019). Additionally, AI-driven algorithms can help identify top candidates based on predefined criteria and predict their likelihood of success within the organization. Factors such as organizational suitability, compatibility with existing work teams, and potential future roles can all be gauged prior to an offer of employment.

Utilizing the tool of AI can reframe an agency's recruitment practices, shifting the focus to team roles and collaborative fit and away from an individual-centric approach (Yang, 2024). AI can assist with mitigating unconscious bias and reducing misunderstandings that can sometimes occur during human interactions. However, you must keep in mind, AI tools use data to synthesize and summarize findings. If the data is biased, the outcomes will be biased, as well. To that end, and as practiced by ActOne Government

Solutions, you cannot rely solely on AI to vet the talent in comparison to organizational needs. HR practitioners and people manager evaluations will still need to be involved. AI, without employing human contextualizing outcomes, will simply produce fantasy. How your team or agency will strike that balance and utilize AI effectively might require assistance from an external vendor such as ActOne Government Solutions.

AI can also save time and money related to recruitment. According to an article written by Neha Naik (2023), she noted "an average hire requires a recruiter to spend 23 hours screening resumes and shortlisting applicants for interviews." Automating these tasks improves efficiency by streamlining the process, minimizing human error, and freeing up time for human-centric tasks. Automated systems, such as an AI tool, also reduce the time it takes to hire for a role. Open positions decrease productivity and increase stress by overextending team members. This can decrease engagement and increase turnover. The associated losses accrue the longer it takes to fill a position.

Professional Development

By analyzing employee skills gaps (an analysis of needs versus haves) and learning preferences through data analytics tools powered by AI, HR professionals can design personalized training programs that align with individual career goals. Virtual reality simulations and online learning platforms enhanced with AI algorithms offer immersive learning experiences that cater to diverse learning styles (Deloitte Insights, 2019). This personalized approach not only boosts employee engagement but also contributes to talent retention and skill development within the organization. Please note, ActOne Government Solutions has published articles on how to utilize analytics to correlate employee engagement to productivity and retention, resulting from professional development efforts produced by AI tools.

AI can also be utilized in succession planning. It is very common for organizations to design their succession plans based on subjective evaluations and preferences of leaders. This process is further tainted with human unconscious biases such as similar-to-me or confirmation biases. Utilizing AI tools can help evaluate positions, predict attritions, analyze competencies and skills, and recommend alignment of talent with development plans and future roles based on data. AI systems can collect, code, clean, analyze and conclude data analysis based on surveys, performance plans, document career goals, and produce listings of potential ranked candidates for all forecasted vacancies. As noted, AI utilizes data as its anchor for producing results. If there exists data quality and ethical standards embedded in the process, AI can help reduce biased decision-making, enhance consistency, produce personalized development plans, better engage, and include input from employees, and align decisions with organizational objectives and goals.

Performance Management

AI tools facilitate continuous feedback mechanisms through real-time performance monitoring dashboards that track key metrics such as productivity levels and goal achievement. Machine learning algorithms can analyze patterns in employees' performance data to identify trends or potential issues early on (Bersin & Associates LLC., 2021). This proactive approach enables managers to make data-driven decisions regarding performance evaluations and coaching interventions. It is important to note, and as opined by ActOne Government Solutions, when measuring the success of your performance management systems, utilize a four-level tool of measurements:

1. quantitatively what is happening
2. qualitatively why something is happening
3. predictively what will happen
4. prescriptively what should be done to adjust.

For further information on analytics, please view the SHRM LinkedIn Podcasts entitled – [The Power of HR People Analytics](#).

Employee Engagement

AI-powered sentiment analysis tools analyze unstructured data from sources like emails or surveys to gauge employee satisfaction levels accurately. ActOne Government Solutions utilizes a block-chain survey tool to increase participation, anonymity, and confidentiality for increased data collection. By understanding employees' sentiments in real-time, HR professionals can proactively address concerns before they escalate (Harvard Business Review Analytic Services & ServiceNow Inc., 2018). Chatbots equipped with natural language processing capabilities provide instant support for routine queries while fostering a culture of open communication within the organization. People managers and the HR industry as a whole are being reshaped by the increasing adoption and implementation of AI technology. Successful organizations will be those "who do so with attention to the human component and the innate talent of their organizations" (Taylor, 2024). Utilizing pioneering approaches like ActOne Government Solutions' Proactive Employee Engagement and Retention (P.E.E.R.) program can help you design, develop, implement, and measure your internally customized efforts around engagement.

Total Rewards

As noted above, utilizing a four-level framework for measuring people-focused solutions success, you will want to statistically predict what will happen. This is the foundation for strategic workforce planning. Through predictive analytics models driven by AI algorithms, HR professionals can tailor compensation packages based on factors such as market trends or individual performance metrics. This will allow an organization to be externally competitive for talent and internally equitable. Personalized total rewards offerings contribute to higher employee satisfaction levels and foster a sense of value recognition within the workforce (Mercer LLC., 2023). Moreover, gamified reward systems powered by AI enhance motivation levels by providing immediate feedback on achievements.

Conclusion

This was a brief overview of the integration of artificial intelligence into various aspects of HR practices and people management and presents significant opportunities for organizations seeking competitive advantage through enhanced talent management strategies. By leveraging AI technologies effectively in recruitment processes, professional development initiatives, performance management systems, employee engagement activities, and total rewards programs, HR professionals can drive organizational success while creating a culture of continuous improvement. Effective utilization of AI and external business partners may benefit your organization's shareholders, taxpayers, employees, constituents/clients, and the greater communities in which you operate. You must ensure the utilization of AI can be revolutionary for enhancing HR processes and productivity when it is used in a legally compliant and ethical fashion with transparency. For further information or discussions on this topic and other people-related challenges, opportunities, and threats, feel free to contact ActOne Government Solutions - [Government Talent Acquisition and Workforce Solutions](#) | [Commodities](#) | [ActOne Government](#).

We stand ready to serve – American workforce, American solutions, American values!

References

1. Agarwal, A. (2023). AI adoption by human resource management: a study of its antecedents and impact
2. on HR system effectiveness. *Foresight*, 25(1), 67–81.
3. Bersin & Associates (2021). *The Ethics of Algorithms: Key Problems and Solutions*.
4. Deloitte Insights. (2019). *Designing an AI ethics framework*.
5. Gartner Publication Date: 2019, December 11 Title: *Predicts 2020: Artificial Intelligence Core*
6. *Technologies*.
7. Harvard Business Review Analytics Services and ServiceNow, Inc. (2018). *Empowering the New Decision*
8. *Makers to Act with Moder Self-service Analytics*.
9. Mercer LLC (2023). *Engagement and the Employee Experience in 2023*.
10. Neha Naik (2023). *How Artificial Intelligence Benefits Recruiting*. *Forbes Magazine*, June 1, 2023.
11. Retrieved from: [https://www.forbes.com/sites/forbesbusinesscouncil/2023/06/01/how-](https://www.forbes.com/sites/forbesbusinesscouncil/2023/06/01/how-artificial-intelligence-benefits-recruiting/?sh=479a54697f22)
12. [artificial-intelligence-benefits-recruiting/?sh=479a54697f22](https://www.forbes.com/sites/forbesbusinesscouncil/2023/06/01/how-artificial-intelligence-benefits-recruiting/?sh=479a54697f22)
13. Taylor, Johnny (2024). *The SHRM AI & HI Project Symposium*, March 4, 2024.
14. Yang Zhengyu. (2024). *Transformation in Organizational and Human Resource Management in the Digital*
15. *Intelligence Age*. SHS Web of Conferences, 181, 04030.



ActOne
Government Solutions

CONTACT

Milton J. Perkins, Ph.D., SHRM-SCP, SPHR, CF-APMP, CPC
Senior Vice President, ActOne Government Solutions, Inc.
mperkins@algovernmentsolutions.com
www.actonegovernment.com