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RESPONSIBLE AI AT WORK: OPPORTUNITIES AND CHALLENGES FOR PEOPLE MANAGEMENT

Report based on the AI & HRM Event

August 2023



WELCOME

Welcome to Responsible AI at work: Opportunities and Challenges for People Management Report 2023. Organisations are constantly facing disruptions including the increased use of technology, e.g. AI. Recently, ChatGPT, a newly developed language chatbot has taken the world by storm. Based on its power and intelligence, it has significant potential to automate tedious tasks or to gain insights into decision-making. ChatGPT and the strides being made in natural language processing, will potentially have a significant impact for people management. Adopting AI by employees in their work increases efficiency also raises challenges for leaders.

Trinity College Dublin, in collaboration with Maynooth University, CIPD and ADAPT Research Centre, hosted a timely discussion, dialogue, and debate with business leaders, computing scientists, academic educators and researchers from over 100 organisations. The aim of this interactive and dialogue-based event was to take a forward looking perspectives and collectively discuss a number of questions that emerge for organisations and business leaders, e.g., what are the potential opportunities for employees and organisations of ChatGPT and other tools? How should organisations navigate employees' adopting ChatGPT and other tools in the workplace? What legal and ethical questions emerge in the use of AI based tools in the workplace? How well is HR prepared for these changes?

This report is to share the valuable insights from the event, as well as to explore how best for business managers, HR professionals, technology vendors, and researchers to move forward to effectively embrace the challenges in people management in the digital and AI era.

We hope you enjoy reading the report.

Professor Na Fu
Trinity College Dublin
funa@tcd.ie

Dr. Steven McCartney
Maynooth University
steven.mccartney@mu.ie

Dr. Amy Fahy
Maynooth University
amy.fahy@mu.ie

Professor David Collings
Trinity College Dublin
funa@tcd.ie



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AI AT WORK OVERVIEW



Na Fu, Professor in HRM, TCD

AI and Its Competition

AI in the workspace, particularly ChatGPT has been surfacing on everyone's radar, either from social media or from work. It is taking all domains, particularly education and business, by storm. As a result of its popularity and vast capabilities, ChatGPT has been integrated into various platforms, including Microsoft's Bing web browser enabling users to chat with the browser to refine and access information faster, receive more accurate search results, and personalized recommendations. In response, Baidu, the largest Chinese search engine company, launched their AI chatbot, Ernie Bot, on March 16, 2023, with Google launching their experimental conversational AI service, Bard, on March 21, 2023, signalling the intensification of investment in AI technology.

Factual Data on ChatGPT

Since its launch in November 2022, **1 million people** have signed up and tried to use it within only 5 days. In only 2 months, they have amassed **100 million users** and currently have **13 million daily individual active users**.

ChatGPT in the Media

There have been both positive and negative reactions regarding ChatGPT from the media. Some say it is the best AI chatbot ever released to the general public and that it is impressively detailed and human-like. Others voiced their concerns about the tool potentially hijacking democracy and doubts regarding the ethical aspects of ChatGPT.

Opportunities and Challenges

AI provides opportunities for improved efficiency. Meantime, it also raises challenges in ethics, governance, and people management. In the current business landscape, there is mounting pressure on business leaders to develop policies, recommendations, and practices that effectively manage the implementation of AI at work in a responsible, ethical and sustainable manner.

AI SHAPING OUR WORK



Declan McKibben
Executive Director, ADAPT

About ADAPT

ADAPT has a vision towards 2030 to pioneer new forms of proactive, scalable and integrated AI-driven Digital Content Technology that empower individuals, enterprises, and society to engage in digital experiences with control, inclusion and accountability in mind. ADAPT is headquartered in Trinity and is active across 8 universities. ADAPT organises its research in 3 sections: digitally enhanced engagement, digital content transformation, and transparent governance.

How AI Works

When talking about AI, it's often to automate or augment human tasks. Whether it's the human task of learning to improve something, or it's reading published documents online or watching YouTube videos, we can have AI agents parsing those media for us, and providing summaries or identifying key features that we need should be attentive to.

AI in Shaping Our Work

The use of AI to listen to content and to be able to understand our speech is highly implemented. Recognition is an AI technology based on audio processing and signal processing. The application of recognition and language models is the heart of ChatGPT. It can turn what is being spoken about into a transcript and then can subject the transcript to be analysed.

Translation and localization are also the focus of the work in the ADAPT centre. The research enabling taking one language and translating it to another is actually the research that enables ChatGPT as well.

AI Application Examples

ADAPT worked with an insurance company to extract insights from emails using natural language processing (NLP) in order to speed up and automate aspects of the underwriting process.

Absenteeism at work is costly. ADAPT developed an ML absentee model to make better predictions based on age, previous behaviour, and day of the week.

HR'S RESPONSE TO AI AT WORK



Mary Connaughton
Director, CIPD Ireland

AI at Work

From a more practical perspective, we can see that the implementation of AI is definitely changing jobs and changing roles. We are also seeing people in varied types of jobs and how they make use of that output. Often there isn't a process or a tool for managing that, so individuals can try to take advantage of that.

Challenges for HRM

The biggest challenge is how HR can manage employees using AI at work. What does it mean for productivity and **performance**? If an employee is finishing a piece of work in an hour but was expected to take a day. How do we understand what that performance should look like? How can we put in the right checks and measures to make sure the right performance is reached? And that leads to a bigger question about what we are **rewarding**. If people are really performing highly because they have technology delivering data and results to them, are we rewarding the software and technology being produced or are we actually rewarding behaviours that people are doing?

ChatGPT doesn't give you unbiased information. Some may say it will help us make fewer discrimination decisions, but because it is pulling together tons of data and if bias may already be in that data, there is no guarantee that it actually is unbiased in what it's presenting. Another question from HR is who owns the data. Who's the source of it? If I present something that I have taken from an AI agent, it is not within the company's boundaries. What are the **risks**?

Accuracy is an important aspect of it as well. When asking ChatGPT about the new Work Life Balance Bill in Ireland, it provided answers on flexible working and talked about carers and parental leave. But it neglects completely things like medical care leave, domestic abuse leave, and the right to remote working, all things that have been discussed and debated.

"The danger is jumping in the shining new toy and thinking it has all the answers when in reality it does not."



BRIDGING AI RESEARCH AND PRACTICE



David Collings

Chair in Sustainable Business, TCD

AI at Work

The potential in the workplace of tools like ChatGPT is really about automating or augmenting human tasks and organizations. From an organizational point of view, the challenge becomes the sustainability of jobs and work in organisations and how to understand the impact of ChatGPT on the future of jobs and work.

Challenges for Workers and HRM

Because this technology isn't perfect, we need to think about the skills needed to validate the output from tools like this. We need to think about how to ask the right questions regarding the issues of trust and reliability of the data validated.

Mainly, what are the critical skills that our employees need as their work becomes augmented by tools like ChatGPT? How do we understand the skills gap between what our employees currently have and what they will need in the future as these things become more mainstream?

Another issue that comes up regularly in the context of generative AI is around **IP and copyright**. Some of the providers in the US, for example, would say that they are using the data under fair usage policies. But this is certainly an area where we need to be very careful about in our organizations. We need to be thoughtful about how we inform our employees about the risks they take when they use some of these tools and their obligations in terms of verifying questions around copyright and IP. If these materials are passed on to our clients, **where does the liability lie in terms of issues that might emerge?**

Thoughts about AI

One of the challenges is that there is no real truth or single truth out there, which again is linked to this question about misinformation or toxic data. When these 2 get into the wrong hands and can be used to influence in the wrong way. We need to keep in mind the fact the data generated from these systems are not perfect and can be unintentionally misleading, or they can be just purely fake.



RECOMMENDATIONS

Thanks to all the attendees who had actively and openly discussed the issues of using AI at work. They also shared valuable insights for how to use AI at work in a responsible way.

Increase Awareness about AI via Public and Open Discussion and Debates

There was definitely a sense that more needs to be done in terms of education such as hosting more events like this, where there's more reliable information coming through in relation to ChatGPT. Certainly, from the educator's perspective, there was a sense of contradiction in the fact that we want students to be more productive, but not lazy. So how do we use tools like ChatGPT to get that balance absolutely right? There is also the sense that ChatGPT feels shallow. It seems to be something that is used sort of as a first-level discussion information point. Later on, there is a deep dive to ensure that the information is correct. There are limitations of AI. It needs more education and awareness around it, and the tricky balance of it being used as a tool that stops people from being more productive and students from being more productive.

Developing Environment and Culture for AI via Policy Transparency

To enable AI to be used in a responsible way, we need to develop policy transparency, creating the right environment for a culture of using AI. There needs to be training for general staff as well as HR staff to use it correctly and safely. So policy transparency is an important point that needs to be addressed.

Related to the culture, over the last few years, organisations have been heavily challenged in terms of introducing tech or means of communication to assist in overcoming the difficulties and challenges posed by Covid. However, psychology has suggested that we really need to focus on the people in the organisation and the culture and build on that culture in the organization. Is the advent of this going to assist in a retrograde step? Will this defeat culture in an organisation? The values of the organization could well be threatened by it. And awareness obviously has a significant part to play in it. Thus, we need to engage with multiple stakeholders including employees, managers, unions, and tech vendors to collaboratively create a positive environment and culture for the better use of AI.



RECOMMENDATIONS

Integrating AI with Other Tools

AI should be used in collaboration with multiple tools, and not for just single use. Some organisations might use AI for generic sentences. The content that ChatGPT generate isn't specific to the needs of the users. Different employees will have different writing styles. For example, one employee might need the use of no decimal points in the report writing whereas another employee might need 3 decimal point points. Therefore, having to go back through what ChatGPT has produced and make sure that it fits the writing style can be quite time-consuming.

Using AI for Both Exploration and Exploitation

It is fantastic when people are creatively exploring AI such as ChatGPT. But what are the implications of the exploitation of it in a commercial sense for business? The fact is that we are probably already using AI and not knowing about it. It's an undercurrent that already exists. It's not simply that something that has arrived. Therefore, raising awareness of our current usage might add to the insights that big data is not big knowledge and that biases might be surfacing. It is a balance between exploration of using AI for new ideas and exploitation for improving the efficiency of our existing use of AI.

Minding the Inequality in AI Development

One important aspect of AI usage is the funding. How much an organisation is willing to spend to make the products from ChatGPT relevant for their specific needs and improve them for their organization? Bigger companies obviously will have more funding than smaller companies in terms of the technology itself as well as the the access to the talent with advanced digital skills. Government needs to pay attention to such potential digital poverty in SMEs.

Developing Human Factors around AI

The use of AI also requires trust and confidence among people. In terms of the trust aspect, we cannot rely on ChatGPT for anything factually accurate. But as an intelligent collaborative, altering tool, it is excellent and it can inspire people. It can help people with writer's block and can be a co-creator, but you'll always need humans in the loop. So the extent to which the app, the user experience or the dialogue system affords that level of control to the user is to be appreciated.



CONCLUSION

After decades of setbacks and failures, AI has finally reached a point where it is having a notable impact on both business and society, aligning with long-held predictions by technologists and futurists. The arrival of generative AI tools to the public users, including ChatGPT, Bard, and Ernie Bot, is significantly impact how we work and live.

This report was for people who are interested in AI and managing employees using AI at work. It included an overview of AI at work, expert comments from industry representative, tech development centre, and researcher. The collective insights from attendees provided valuable recommendations for how to proceed AI at work in a responsible way including

- Increase Awareness about AI via Public and Open Discussion and Debates
- Developing Environment and Culture for AI via Policy Transparency
- Integrating AI with Other Tools
- Using AI for Both Exploration and Exploitation
- Minding the Inequality in AI Development
- Developing Human Factors around AI

We hope you enjoyed reading this report. We would welcome your comments, questions and suggestions. Please see our contact details on the end page.

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RESEARCH TEAM



Na Fu is a Professor of Human Resource Management at Trinity College Dublin, the University of Dublin, Ireland. Her research focuses on strategic human resource management, digital transformation and people analytics. Her research has been published in world leading journals. As a recipient of multi-awards in research and teaching, Professor Fu is passionate about helping organisations to achieve their employees full potential in all aspects.

Steven McCartney ...

Amy Fahy ...

David Collings ...



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Contact

For information please contact

Professor Na Fu
Trinity Business School
Trinity College Dublin
Dublin 2
Ireland
E: funa@tcd.ie

Dr. Steven McCartney
School of Business
Maynooth University
Maynooth
Ireland
steven.mccartney@mu.ie

Dr. Amy Fahy
School of Business
Maynooth University
Maynooth
Ireland
amy.fahy@mu.ie

Professor David Collings
Trinity Business School
Trinity College Dublin
Dublin 2
Ireland
E: david.collings@tcd.ie