

Human Resources Analytics

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HRM 623

Lecture 10



AI INTEGRATION IN HUMAN RESOURCE ANALYTICS

Chapter
12

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MAIN TOPICS



What We Know About Tomorrow?—AI Integration In HRA—AI Adoption Steps In the 21st-century HR Model—Sample Templates application —Real world Examples (2023–2025)

WHAT WE KNOW ABOUT TOMORROW?

- A market of intense competition.
- A workforce quite different from that of the last quarter of the twentieth century.
- Technological advances, particularly in artificial intelligence, are accelerating at a speed that many organizations find difficult to absorb.
- Political upheavals that will affect business in many parts of the world.
- A continuation of terrorism threats that raise the general level of tension.
- Structural changes in the way corporations are organized.

AI INTEGRATION IN HRA

- Managers today must **integrate AI into core HR functions**—*talent acquisition, performance management, learning & development, and workforce planning—to drive strategic value.*
- AI can augment recruitment (e.g., automated resume screening, bias-aware job descriptions), deliver continuous performance monitoring, and personalize employee learning.
- In fact, AI “spans the entire employee lifecycle, from intelligent recruitment systems and predictive analytics for talent management to AI-enhanced learning”.

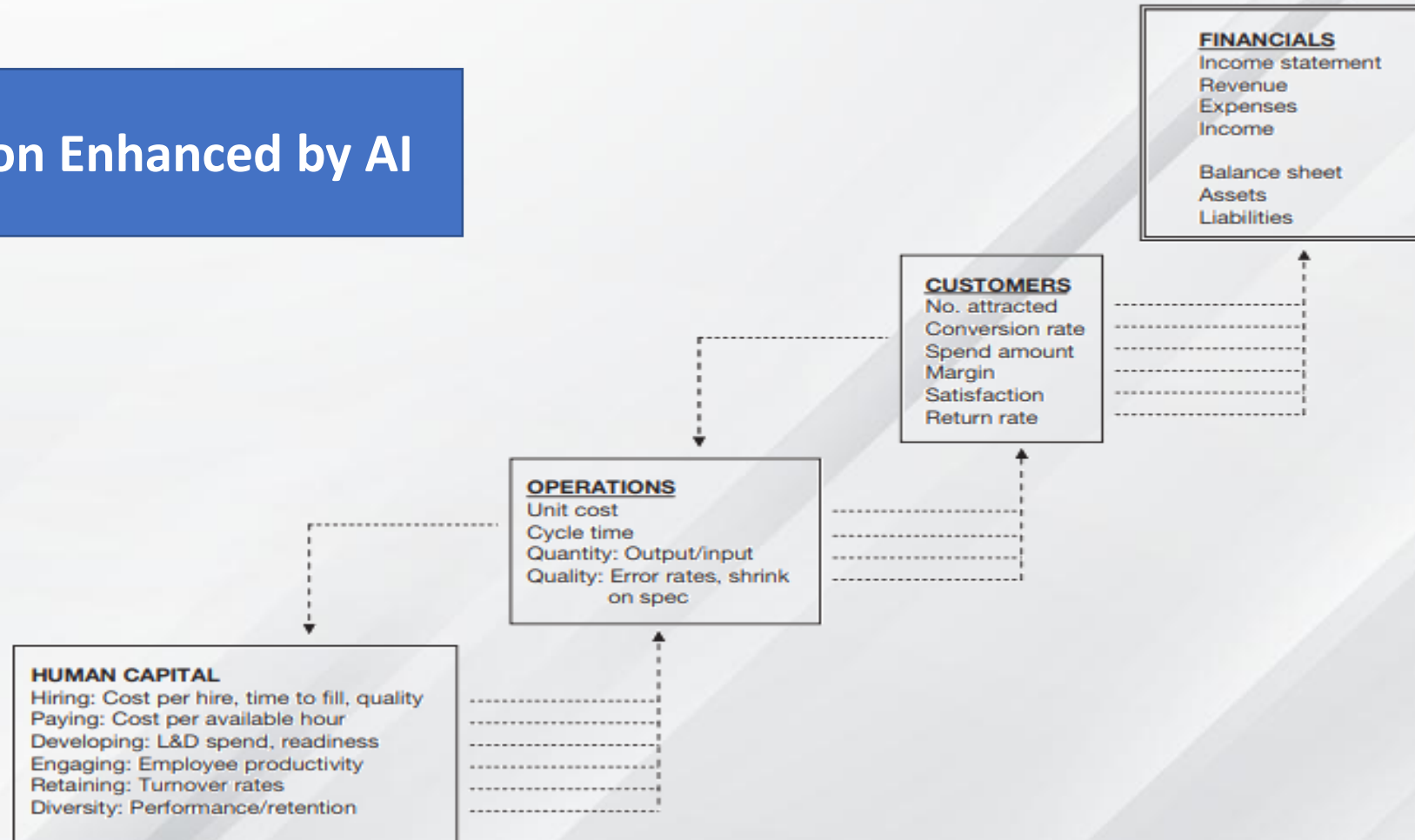
AI INTEGRATION IN HRA CONT.

- Unilever uses an AI-driven video-interview tool (HireVue) to assess early-career hires, saving **50,000 hours and \$1M** in recruiting costs.
- Likewise, AI-driven platforms can analyze HR data to provide evidence-based recommendations for **talent acquisition strategies, workforce planning initiatives, and personalized learning pathways**, enabling more informed and objective decisions.

Figure 12.1. Data integration: linkages and feedback.

Figure 12.1. Data integration: linkages and feedback.

Data integration Enhanced by AI



AI Adoption Steps in the 21st-Century HR Model

Implementing AI must be structured around the 21st-century HR framework (HCM:21) to align technology with strategy.

A. The Strategic Scan

B. Capability Planning

C. Process Optimization

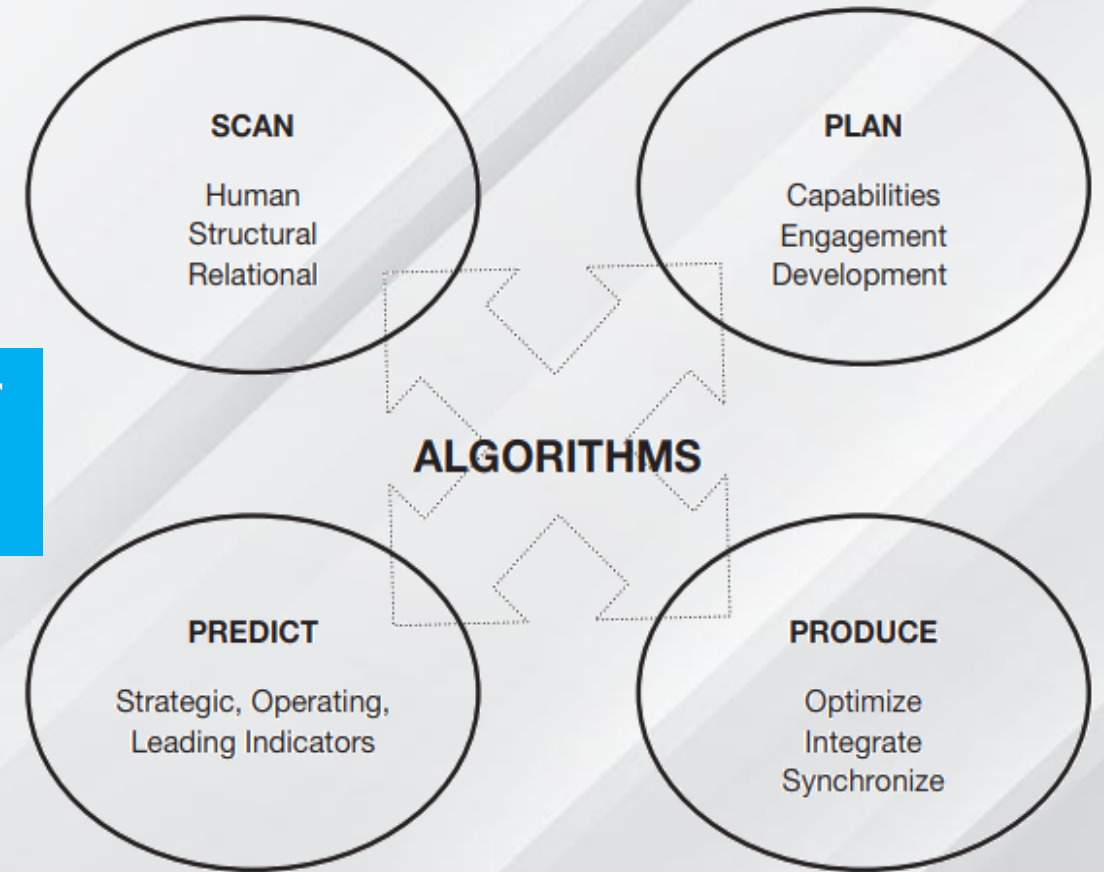
D. Integrated Delivery

E. Predictive Measurement

F. Analytics

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Figure A.1. The HCM:21® model.



A. THE STRATEGIC SCAN

- Conducting an external and internal scan of labor markets, technology trends, and organizational needs.
- For example, managers can use AI tools (big data analytics) to monitor skills in demand, regulatory changes, or workforce demographics.
- This aligns the HR strategy with the business environment. As the model suggests, an effective strategic scan identifies critical external forces (economy, competition, tech, etc) and internal factors across ***human, structural, and relational capital*** shown in Figure A.2.
- AI can automate scanning of news or labor statistics to alert HR about emerging trends or skill gaps.

Figure A.2. Template for a strategic scan.

Organizational Capital	Human	Structural	Relational
External Forces			
Labor supply	Acquire and retain	Remodel workspaces	Find new contacts
Economy	Incent service	Sell off real estate	Retain customers
Globalization	Find new people	Reorganize	Expand suppliers
Regulations	Modify benefits	Go green	Lobby government
New technology	Train staff	Invest in equipment	Update customers
Competitors	Research new knowledge	Design new products	Speed to market
Internal Factors			
CEO's vision	Translate for employees	Make new signs/forms	Advertise in market
Culture	Employee branding	Protocol review	Talk to customers
Brand	Describe to employees	Design facilities	Marketing materials
Capabilities	Facilitate/support	Upgrade processes	Sell competence
Leadership	Survey employees	Review span of control	Visit customers
Finances	Control new hires	Manage expenses	Curtail travel

A. THE STRATEGIC SCAN CONT.

- Samples of how and where these forces and factors might affect your organization follow as Forms A-1 through A-6.
- Most important, they remind you that problems in one of the sectors of the organization usually affect the other sectors.
- Technology investments usually require training of operators.
- Economic downturns and upturns change the interactions between human and relational capital and often demand structural investments.

The Strategic Scanner

- **The Strategic Scanner is a series of six forms or templates to use in completing the strategic scan.**
- **There are basically four types:**
 - (1) a detailed corporate-wide survey and identification of external and internal factors.

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- (2) An equivalent survey and identification performed on a function or department level and covering both external and internal factors
- (3) An identification and review of the corporate vision, mission, and values
- (4) an analysis of corporate objectives and initiatives.

The Strategic Scanner CONT.

- **External Forces** are elements outside your company that you believe will have a present or future effect on your organization. This template sample has a general starter set of External Forces, and you may delete these and/or add others as you see fit.
- **First**, identify issues that will arise because of External Forces.
- **Second**, to give the scan consistent structure, link the issues to your organization's three forms of capital: human, structural, and relational

The Strategic Scanner CONT.

- This corporate-level scan forms the basis for subsequent forms at the departmental or functional levels to link consistent plans and objectives throughout the company.
- Each level must react to these forces and issues in ways that keep the organization aligned and internally integrated.



The Strategic Scanner CONT.

- This corporate-level scan of internal forces follows the same directions as those for the external scan.
- It is a general starter set of forces; you may delete some of these and/or add others as fits your situation.
- When this strategic scan is completed at the corporate level, it can be recreated at the divisional or department level as appropriate.



**A-1. STRATEGIC SCANNER—External Forces
(Sample)**

I. EXTERNAL FORCES		Impact on Organizational Capital		
Change in	Issue	Human	Relational	Structural
Labor Supply	Reduced availability of programmer/analysts in key location markets.	Increase outreach and diversity efforts.	Both R&D and customer requirements are being delayed. Need to refocus development priorities and schedules.	Consider consolidation of resources or support locations to match availability.
	Difficulty in sourcing production and warehouse workers with requisite language and math skills.	Work with temporary agencies and local job boards to increase talent pool and improve basic skill levels.	Increased mandate to understand and communicate realistic customer shipment expectations.	Reduced ability to plan or meet peak production schedules.
Economy	Given current economic outlook, business growth projected as flat for next 2 to 3 years.	Find new ways to improve direct service operations.	Recognizing mutual concerns, retain and reinforce current supplier and customer relationships.	Sell unused real property and unneeded equipment.
	Higher costs of living and housing make recruiting and relocation to this area very difficult.	Increase college recruiting in and new hire relocation to lower-cost areas.	Join with other companies and industry groups to address affordable housing needs in this area.	Consolidate existing operations into lower-cost areas.
	State income tax structure increasing in several current manufacturing sites.	Audit payroll tax structure for employee pay and benefit tax savings, if possible.	Review sales tax structure for out-of-state customer revenue impact.	Reduce noncritical expansion plans.
Industry Trends	Mergers & acquisitions continue among key companies in our industry.	Reformulate management succession-planning process to accommodate unwanted M&A raiding of key senior employees.	Constant attention to stockholders, employees, customers, industry, and community leaders who would all have “a voice” in possible M&A activities.	Review corporate telecommunications, public relations, and security policies.

A-1. STRATEGIC SCANNER—External Forces (Continued)
(Sample)

I. EXTERNAL FORCES		Impact on Organizational Capital		
Change in	Issue	Human	Relational	Structural
Technology Advances	Third-generation products due to market no later than mid next year.	As new technologies are introduced, employee skills and competencies must concurrently be upgraded.	Customers must be better prepared to adopt and integrate new products into existing operations without interrupting current high service levels.	Review Operations' structure to better produce unique products to address changing market demands. Also review Service's ability to support both current and new products.
Globalization	Economic value and market opportunities of our overseas operations continue to increase annually.	Begin identification of labor market and educational and cultural sources to facilitate eventual local hiring needs.	Complete regional economic, political, and environmental scans now in progress.	Establish new offices in Central Europe and Middle East far in advance of our economic expansion plans.
Competition	Lack of differentiation among top three companies in domestic marketplace.	Identify, train, and develop new skills and competencies within workforce to handle reinvigorated design tasks.	Develop more competitive stance in sales and marketing without affecting current customer relationships.	Critically need unique products to address changing market demands.
Customers	Expanding international customers while maintaining domestic base.	Rotate and cross-train domestic and international sales teams to work in global customer presentations.	"Go green" to better position ourselves as a preferred supplier of high-tech products and services.	Redesign sales and service offices to have same branded "look and feel" in all locations globally.
Suppliers	Supplier base is currently steady, but new materials are always being added to procurement lists.	Develop new training program for added procurement team. Increase mutual on-site visits.	Continually review current relationships via Supplier Feedback & Improvement Cards.	No structural changes anticipated.

A-2. STRATEGIC SCANNER—Internal Forces
(Sample)

II. INTERNAL FORCES		Impact on Organizational Capital		
Change in	Issue	Human	Relational	Structural
Vision	"By conducting ourselves ethically, humanely, safely, environmentally, and globally, we will become the #1 supplier of advanced technology components worldwide within the next decade."	Global expansion mandates translation of Vision, Mission, and Core Values statements into at least nine languages.	Need to ensure same Vision is included in external advertising, new product brochures, marketing materials, and publicity.	Long-stated Vision seems well included in corporate plans, employee goals, and most internal publications.
Mission	"Through our people, process, and technology, we develop and deliver leading-generation consumer products."	Focus on multiple programs to make employees into our company's real competitive advantage.	Consider advertising campaign to better position this public message.	Protocol review of all ongoing internal processes to ensure common direction.
Values	"Our company's core values are Leadership, Integrity, Commitment, and Excellence."	To better reflect current concerns, the concept of safety needs to be added to our Core Values statement.	Requires added communication to vendors, suppliers, and service providers on added safety awareness.	New signage and badges need to be published to reflect new Values statement.
Brand	Brand identification is not considered a key issue at this time.	Ensure "people" receive equal attention as process and technology in branding.	Not immediately required.	Not immediately required.
Culture	Redesign may be necessary to gain employee engagement and commitment.	Continually reinforce culture by recognizing and rewarding demonstration of Core Values by employees.	See Vision remarks for inclusion of cultural components in external publications and activities.	Redesign corporate facilities with new Values signage.
Strategy	Need to ensure strategic goals and tactical objectives are communicated through all levels of the organization.	Include more "strategic" corporate messages in ongoing town hall meetings with employee groups.	Confirm key customers' strategic plans are aligned with our goals for next 2–3 years' sales cycle.	Formalize this internal strategic review process to ensure structural goals alignment at corporate levels.
Finances	Given current economy, growth outlook is flat for next 2–3 years.	Institute headcount and position controls in low-impact operations.	Reduce travel and seminars without affecting customer relationships.	Tighten financial and accounting controls to achieve annual targets.

A-3. ORGANIZATIONAL ANALYSIS AND RESPONSE—External Forces
(Sample)

I. EXTERNAL FORCES		Organizational Impact		
Change in	Issue	Functions Affected	Needed Response	Response to Excel
Labor Supply	Reduced availability of programmer/analysts in key location markets.	Information Technology		
	Difficulty in sourcing production and warehouse workers with requisite language and math skills.	Operations; Human Resources		
Economy	Given current economic outlook, business growth projected as flat for next 2–3 years.	Sales; Marketing; Operations		
	Higher costs of living and housing make recruiting and relocation to this area very difficult.	Human Resources		
	State income tax structure increasing in several current manufacturing sites.	Finance; Operations		
Industry Trends	Mergers & acquisitions continue among key companies in our industry.	Marketing		
Technology Advances	Third-generation products due to market no later than mid next year.	R&D		
Globalization	Economic value and market opportunities of our overseas operations continue to increase annually.	Sales; Marketing; Operations		
Competition	Lack of differentiation among top three companies in domestic marketplace.	R&D; Marketing		
Customers	Expanding international customers while maintaining domestic base.	International Sales		
Suppliers	Supplier base is currently steady.	Purchasing; Operations		

Instructions and Comments: Internal Factors (A-4)

Obtain current or revised corporate statements from the Vision, Mission, and Values sheet (Form A-5) and insert in Form A-4, as done for the external forces.

Corporate Vision, Mission, and Values

Instructions and Comments

- Form A-5 should be completed by the **Chief Executive Officer** or **Senior Leadership Team**.
- Review these current vision, mission, and values statements and amend or modify as needed.
- Determine what current or future actions may be taken at corporate level to better commit to, communicate, and implant these positions in the corporate culture.
- When completed, provide copies to the functions or departments for their individual organizational analyses and responses.

A-4. ORGANIZATIONAL ANALYSIS AND RESPONSE—Internal Factors
(Sample)

II. INTERNAL FORCES		Organizational Impact		
Change in	Issue	Function Affected	Needed Response	Response to Excel
Vision, Mission, Values	Review, reeducation, and reinforcement of these statements are required, especially in global expansion mode.	All functions		
Brand	Brand identification is not considered a key issue at this time.	Marketing		
Culture	Redesign may be necessary to gain employee engagement and commitment.	Corporate Management; Human Resources		
Strategy	Need to ensure strategic goals and tactical objectives are communicated through all levels of the organization.	All functions		
Finances	Given current economy, growth outlook is flat for next 2–3 years.	Corporate Management; Finance		

A-5. VISION, MISSION, AND VALUES
(Sample)

Organizational Responses		
	Current	Future
I. VISION		
“By conducting ourselves ethically, humanely, safely, environmentally, and globally, we will become the #1 supplier of advanced technology components worldwide within the next decade.”	Consider rebranding company image to more global presence while maintaining strong domestic-industry stance.	Develop new company slogan or “tagline” to publicize and emphasize this vision.
II. MISSION		
“Through our people, process, and technology, we develop and deliver leading-generation consumer products.”	To meet current business objectives and customer commitments, must deliver new product offerings on time and within budget.	Need to better hire, develop, recognize, reward, and retain our best employees as this company’s competitive advantage.
III. VALUES		
“Our company’s core values are Leadership, Integrity, Commitment, Excellence, and Safety.”	The concept of safety has been added to our Core Values statement. From product design, to component manufacturing, to costumer application, safety is integral to everything we do.	Continually reinforce these values by finding ways to recognize, reward, and celebrate employee demonstration of these values.

Corporate Objectives and Initiatives Instructions and Comments

- Form A-6 should be completed by the **Officer Or Senior Leadership Team**.
- These are key initiatives described at the corporate level.
- More detailed goals and objectives are covered in the function- or department level form. See B-1.
- Review current corporate objectives and initiatives, and amend or modify as needed.
- It is recommended that you limit this to five key strategic objectives.
- After the form is completed, provide this review of corporate objectives to the function/department groups to obtain information that will be used in the delivery planner that follows in step D

A-6. CORPORATE OBJECTIVES AND INITIATIVES

(Sample)

Corp. Goal #	Goal or Objective	Primary Responsibility	Timing
1.	Successfully execute 3-Year Strategic Plan for next-generation product launch, including multi-client solutions, according to announced systems schedule and QRS optimization document.	Operations; Sales & Marketing	First-year schedule and cost model measured and reported monthly to Board of Directors.
2.	Align the Sales/Acct. Mgt./Operations groups' customer-facing strategy to increase revenue by 12.5% year over year. Consider reevaluation of Sales structure based on limited available global resources.	Sales & Marketing; Account Management; Operations	Measured quarterly and achieved annually.
3.	Implement new business initiation process from sales to start-up for all International regions to achieve 8% net OI by year end.	International Operations	Design by end 1st qtr; implement within 2nd qtr; annualize results and audit end of 4th qtr.
4.	Achieve gross revenue, net margin, operating income, and cost containment targets as measured by approved department budgets.	All departments; Finance	Measured quarterly and achieved annually.
5.	Design and improve structured approach to key position skills and leadership competencies for current and 3-year future needs. Match with redesign of management development programs.	Senior Mgt. Team; Human Resources	Design by end 2nd qtr; pilot in 3rd qtr; implement by 4th qtr.

B. CAPABILITY PLANNING

- Once the scan is completed, you have the foundation for an advanced workforce-planning process.
- Translate scan insights into workforce plans. Here AI-driven analytics help forecast talent needs.
- For instance, predictive AI models can analyze historic hiring and turnover data to predict future staffing requirements. Managers use these forecasts for workforce planning (anticipating hiring or reskilling needs).

B. CAPABILITY PLANNING CONT.

- As demonstrated by IBM, AI-based systems can infer employees' skill profiles from digital footprints and match them to internal roles. By combining internal skills inventories with external job market data, AI reveals which skills will be scarce.
- In practice, about 80% of organizations will use AI for workforce planning by 2025.
- Managers must ensure plans are flexible, considering “build, buy, borrow or bot” strategies (hire, train, contract, or automate) as AI changes job requirements
- **Now, you can start building capabilities across essential functions.**

Capability Planning Worksheet

Instructions and Comments (B-1)

This section begins the workforce analysis process, both current and future. The first step is to divide the workforce into four categories in terms of their valued capabilities:

1. **Mission critical**—essential to survival
2. **Unique**—market differentiators
3. **Important**—operational necessities
4. **Movable**—outsource or eliminate

B-1. CAPABILITY PLANNING—Function- or Department-Level Responses
(Sample)

Capability	Primary Function	Criticality*	Organizational Responses	
			Current	Future
1. Third-Level Statistical Methodology Analysis	Operations	MC	Required for next-generation product launch. Presently have two employees enrolled in college courses—expected graduation in June.	Expand college recruiting program for new hires. Consider internal training program for present employees.
2. MIS Database Administration Skills	Information Technology	SO	Presently using outside contractors for temporary assignments.	Need to reinstitute active market search, especially for expansion to international locations. Consider using search agencies for regular hires.
3.				
4.				
5.				

* Criticality Codes: **MC** = Mission critical for competitive advantage. **DU** = Differentiating; uniquely valuable in marketplace. **SO** = Important for sustained efficient operations. **RR** = No longer critical skills; reassign, retrain, or release.

C. PROCESS OPTIMIZATION

- **PROCESS OPTIMIZATION** can be used in any process analysis, in any function.
- In human resources, it can be applied to hiring, compensation, development, or retention.
- **In staffing :**
 1. **The inputs** are job applicants who come through a variety of sources, such as advertising, job boards, agencies, and employee referrals;
 2. **The throughputs** are the selection and orientation methods you use, such as individual and group interviews, testing, assessment, or onboarding;
 3. **The outputs** are new hires who can be evaluated in terms of performance (B), salary progression (C), growth potential (P), tenure (T), or other outcomes



Figure A.3. Process optimization.

	SOURCES						METHODS					RESULTS			
	N	M	S	E	J	W	I	G	T	A	O	B	C	P	T
Al		M					I		T			2	2	1	1
Bea					J		I	G	T		O	2	2	2	2
Cee				E			I	G		A	O	3	2	3	2
Didi	N						I		T		O	2	2	2	2
Earl					J		I				O	1	1	1	2
Frank					J		I		T			2	1	1	1
Gina						W	I	G		A	O	3	2	1	2
Hal		M							T		O	2	3	3	2
Isaac			S				I	G		A	O	3	3	2	2
Jon				E			I	G	T		O	2	3	2	2
Ken	N						I	G	T			1	2	2	1
Leo	N						I					2	1	1	1

N = Newspaper, M = Prof Magazine, S = Search, E = Referral, J = Job Board,
 W = Walk In
 I = Personal Interview, G = Group Interview, T = Test, A = Assessment,
 O = Onboarding
 B = Performance, C = Pay Increases, P = Potential Rating Score: 1 = low, 3 = high
 T = Tenure: 1 = leave, 2 = stay



C. AI APPLICATION IN PROCESS OPTIMIZATION

- Apply AI to streamline and improve HR processes.
- Well-implemented AI tools **enhance rather than replace** human work.
- Managers should design pilot projects (e.g. implement an AI tool for resume screening) and measure outcomes.
- Continuous feedback ensures AI tools remain aligned with goals; as experts note, *“when selecting and deploying AI tools, organizations should prioritize a thorough evaluation process tailored to their specific needs”*

D. INTEGRATED DELIVERY

This Step Has Three Sections In Integrated Delivery Planner.



D-1. INTEGRATED DELIVERY PLANNER: CORPORATE OBJECTIVES, BY FUNCTION OR DEPARTMENT
(Sample)

Function or Department			
Corp. Goal #	Goal or Objective	Responsibility	Timing
1.	Successfully execute 3-Year Strategic Plan for next-generation product launch, including multi-client solutions, according to announced systems schedule and QRS optimization document.	Operations; Sales & Marketing	First-year schedule and cost model measured quarterly.
2.	Align the Sales/Acct. Mgt./Operations groups' customer-facing strategy to increase revenue by 12.5% year over year. Consider reevaluation of Sales structure based on limited available global resources.	Sales & Marketing; Account Management; Operations	Measured quarterly and achieved annually.
3.	Implement new business initiation process from sales to start-up for all International regions to achieve 8% net OI by year end.	International Operations	Design by end 1st qtr; implement within 2nd qtr; annualize results and audit end of 4th qtr.
4.	Achieve gross revenue, net margin, operating income, and cost containment targets as measured by approved department budgets.	All Departments; Finance	Measured quarterly and achieved annually.
5.	Design and improve structured approach to key position skills and leadership competencies for current and 3-year future needs. Match with redesign of management development programs.	Senior Mgt. Team; Human Resources	Design by end 2nd qtr; pilot in 3rd qtr; implement by 4th qtr.



D-2. KEY GOALS FOR FUNCTION OR DEPARTMENT
(Sample)

Dept. Goal #	Corp. Goal #	Goal or Objective	Responsibility	Timing
1.	5.	Design and improve structured approach to key position skills and leadership competencies for current and 3-year future needs. Match with redesign of management development programs.	CHRO & Management Development Dept.	Design by end 2nd qtr; pilot in 3rd qtr; implement by 4th qtr.
2.	3.	Complete evaluation and reorganization of International HR organization to better support key global operations as measured by business component management.	International HR staff at each designated location	Design by end 1st qtr; implement within 2nd qtr; annualize results and audit end of 4th qtr.
3.	2.	Develop more effective sales incentive plan and streamline compensation accounting practices to achieve 25% reduction in their administrative costs.	Compensation Dept.	Design by end 2nd qtr; implement by 4th qtr.
4.	5.	Activate new modules to HRIS system to support succession planning; competency planning, 360 reviews per HR & IT schedules.	Compensation, Training, and ER departments	Measured monthly against proposed IT schedule.
5.	4.	Meet all annual headcount and operating budget targets, including cost reduction plan targets for external ER activities.	CHRO	Measured monthly and achieved annually.



E. PREDICTIVE MEASUREMENT

- **Predictive Measurement:** Define and monitor key metrics using AI.
- AI enables real-time dashboards and alerts (e.g. flag high flight-risk employees).
- Managers should align metrics to strategic goals: for instance, measure how AI-assisted hiring affects diversity or time-to-fill. The framework emphasizes “predictive measurement” – assessing outcomes not just retrospectively but forecasting future trends.
- Implementing this step, HR can use machine learning models to score candidates or predict turnover and then evaluate model accuracy continuously.

F. ANALYTICS

- **Analytics (Continuous Improvement):** Build analytical capability and iterate. The final step is to use advanced analytics (including AI) as an ongoing operating system.
- This means maintaining data quality, updating models, and learning from outcomes.
- Organizations should establish centers of excellence or roles (people analytics teams) to manage AI tools.

F. ANALYTICS CONT.

- Crucially, managers must institute feedback loops: regularly audit AI decisions, refine algorithms, and improve data inputs.
- Over time, this creates a culture of data-driven HR, where AI insights are embedded into strategy. As one guide notes, this step yields sustained gains (**“AI analytics tools help deliver improved performance in all operational areas”**).

Real-World Examples (2023–2025)

Many multinationals have integrated AI in HR.

Unilever is a prime example: its AI screening of digital interviews for entry-level roles not only sped hiring but significantly improved diversity.

IBM has deployed AI for workforce planning at scale, using internal talent matching algorithms across its 350,000 employees. In performance management, global tech firms use AI to monitor productivity metrics and identify employee development needs; one study notes AI “provides continuous monitoring and predicts performance”, enabling proactive support.

Retail giant Walmart, for instance, is exploring AI-driven scheduling and learning bots (News, 2023).

Even professional services like **Deloitte and PwC** use people analytics platforms (AI-enabled) to forecast staffing needs by office and skill, aligning capacity with client demand (industry reports, 2024).

Summary

- By anchoring AI projects in the 21st-century HR model organizations can ensure AI tools serve long-term HR strategy.
- Real-world examples show AI's potential to improve efficiency and insight. However, managers must guard against biases and legal pitfalls through ethics frameworks, employee involvement, and careful change.
- With the right leadership, culture, and continuous oversight, AI can become a powerful asset in modern HRM, enabling data-driven decisions while maintaining the human touch that underpins a high-performing workforce.

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Thank You