



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

RESPONSIBLE AI AT WORK: OPPORTUNITIES AND CHALLENGES FOR PEOPLE MANAGEMENT

Report based on the AI & HRM Event

Trinity Centre for Digital Business & Analytics

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WELCOME

Welcome to Responsible AI at Work: Opportunities and Challenges for People Management Report 2023. Organisations constantly face disruptions, including the increased use of technology. Recently, ChatGPT, a newly developed conversational AI, has taken the world by storm. Based on its power and intelligence, it has significant potential to automate tedious tasks and gain insights to enhance decision-making. ChatGPT and the strides being made in natural language processing will potentially have a substantial impact on people management. Employees adopting AI in their work increases efficiency but will also raise challenges for leaders.

In collaboration with Maynooth University, CIPD, and ADAPT Research Centre, Trinity College Dublin hosted a timely discussion, dialogue, and debate with business leaders, computer scientists, academic educators, and researchers from over 100 organisations. This interactive and dialogue-based event aimed to take a forward-looking perspective and collectively discuss several emerging questions that will impact organisations and business leaders. For example, what are the potential opportunities for employees and organisations of ChatGPT and other AI based tools? How should organisations navigate employees' adopting ChatGPT and other AI based tools in the workplace? What are the legal and ethical questions emerging as a result of employees using AI-based tools in the workplace? And how well is HR prepared for these changes?

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

We hope you enjoy reading the report.

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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 recently come onto everyone's radar, either through social media or from conversations with colleagues, family, and friends. 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

Within five days of its launch in November 2022, **1 million people** have signed up and used it. In only two months, they have amassed **100 million users** and currently have **13 million daily individual active users**.

ChatGPT in the Media

There have been positive and negative reactions regarding ChatGPT, with some experts suggesting it is impressively detailed and human-like. In contrast, others have 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. Meanwhile, it also raises challenges concerning 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 eight universities. ADAPT organises its research in three 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, 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 we need and 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 subject it to analysis.

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 the research that allows ChatGPT to perform its tasks.

AI Application Examples

ADAPT worked with an insurance company to extract insights from emails using natural language processing (NLP) 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**? For instance, if an employee is finishing a piece of work in an hour but it 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 ensure the right performance is reached? And that leads to a bigger question about what we are **rewarding**. If people are performing highly because they have technology delivering data and results to them, are we rewarding the software and technology being produced, or are we rewarding behaviours that people are doing?

ChatGPT does not 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 is unbiased in what it's presenting. Another question from HR is who owns the data. Who is the source of it? What are the risks if I present something that I have taken from an AI agent and it is not within the company's boundaries?

Accuracy is an essential 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 careers and parental leave. However, it neglects things like medical care leave, domestic abuse leave, and the right to remote working.

"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



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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 organisational 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 employment and work.

Challenges for Workers and HRM

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

Mainly, what critical skills do 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 AI at work becomes 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 undoubtedly an area we must be cautious about in our organisations. We must be thoughtful about informing our employees about the risks they take when using some of these tools and their obligations regarding verifying questions about 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 absolute or single truth out there, which is linked to this question about misinformation or toxic data. When these two get into the wrong hands, and can be used to influence in the wrong way. We need to remember that the data generated from these systems are not perfect and can be unintentionally misleading, or they can be 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 into how to use AI at work in a responsible way.

Increase Awareness about AI via Public and Open Discussion and Debates

There was a sense that more needs to be done in education, such as hosting more events like this, where there's more reliable information coming through concerning ChatGPT. Indeed, 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 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, there is a deep dive to ensure 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 responsibly, we need to develop policy transparency, creating the right environment for a culture of using AI. There needs to be training for general staff and 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 focus on the people in the organisation and the culture and build on that culture in the organisation. Is the advent of this going to assist in a retrograde step? Will this defeat culture in an organisation? The organisation's values could well be threatened by it, and awareness plays a significant part 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. ChatGPT's content isn't specific to the users' needs. Different employees will have different writing styles. For example, one employee might need no decimal points in the report writing, whereas another might need three decimal points. Therefore, it can be quite time-consuming to go back through what ChatGPT has produced and ensure it fits the writing style.

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 exploiting 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 the 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 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? More prominent companies will have more funding and resources than smaller companies in terms of technology and access to talent with advanced digital skills. The 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. Regarding the trust aspect, we cannot rely on ChatGPT for anything factually accurate. But as an intelligent collaborative, altering tool, it is excellent and can inspire people. It can help people with writer's block and be a co-creator, but you'll always need humans in the loop. So, the extent to which the application, 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. The arrival of generative AI tools to public users, including ChatGPT, Bard, and Ernie Bot, will significantly impact how we work and live.

This report was for people interested in AI and the emerging challenges concerning using AI at work. It included an overview of AI at work, expert comments from industry representatives, tech development centres, and researchers. 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.

Acknowledgements

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RESEARCH TEAM



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Amy Fahy is an Assistant Professor of Business and Management at Maynooth University School of Business. Her expertise lies in conducting research that actively engages with society to drive positive change, with a primary focus on sustainable energy transition, STEM education, and effective leadership. With over a decade of experience in the field of education, Amy is deeply passionate about bridging the gap between scientific research and broader communities in the transition to green energy.



David Collings holds the Chair of Sustainable Business at Trinity Business School, Trinity College Dublin. He is a leading international expert on talent management, global mobility and sustainable work. His work has been published in leading international outlets including Academy of Management Journal, Organization Science, Journal of Management and Personnel Psychology, practitioner outlets such as Harvard Business Review and MIT Sloan Management Review. A recent Stanford-led study ranked him in the top 2% of scholars globally based on citations impact.



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