Dr Roselyn Borg
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27th January 2021

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- Ethical Leadership
- The Hybrid Office
- Increase Risk of Detachment
- Artificial Intelligence
- International Recruitment
- AI and Recruitment
- New Skills?
- Augmented Writing
- Diversity
- Nudging
- Interviews through algorithm
- Working Time
- Right to Disconnect
- People Analytics
- Employment Law Challenges

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Ethical Leadership

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When HR sees non-acceptable behaviour

HR should intervene and not stand by. Some examples:
- When the members of the board make dubious jokes.
- When the best qualified candidate for a job is not appointed.
- When AI powered selection leads to very strange conclusions.
- When the whistle blower is neglected.
- When unsafe working conditions are not discontinued.
- When there are indications of nepotism.

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The Hybrid Office

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The Hybrid Office? Flexible Working?

- Is it the end of the office?
- Should we consider personalisation?

Look at the type of work

Personality (there are people who flourish at home / others get energy from other people!)

Home situation

Offer a people a variety of solution – is this the solution?

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Other Considerations:

- Expenses
- Environment impact
- Less Travel

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Increase Risk of Detachment

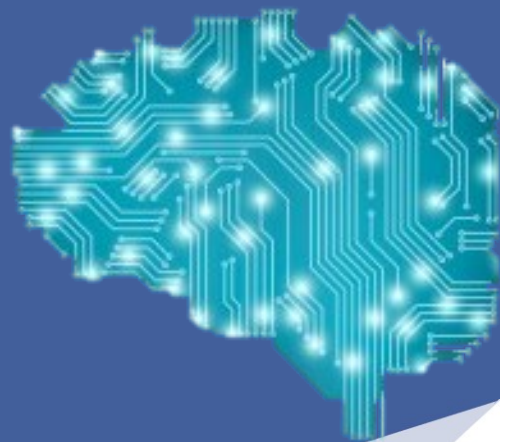8

Increase risk of detachment

- Keeping employees engaged while they are working remote requires a conscious effort.
- For example – make sure people are part of a team and they have a team leader they can trust.

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Artificial Intelligence

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What is artificial intelligence?

Artificial

Non natural but can still be made by humas...
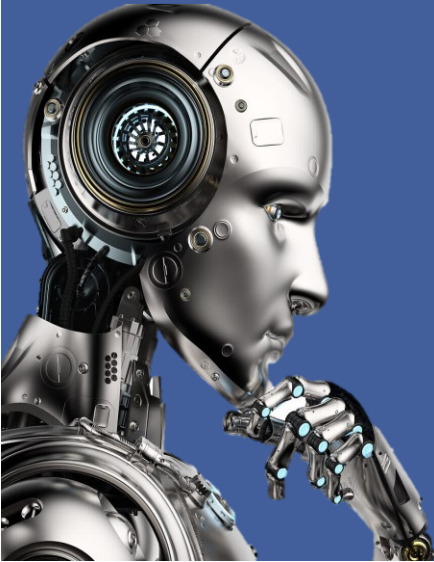
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What is artificial intelligence?

Intelligence

Ability to understand think and learn ...
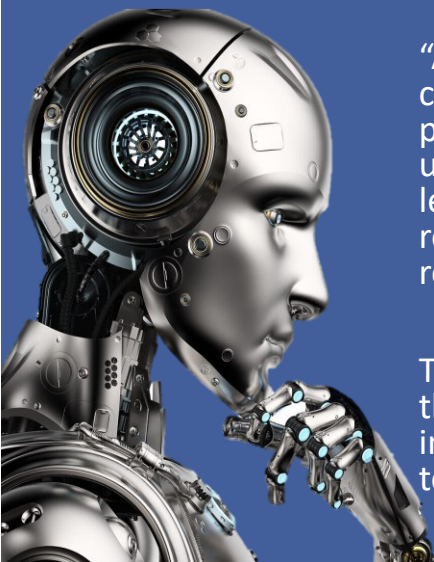
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What is artificial intelligence?

- **Broad area of computer science that makes machine seem like they have human intelligence**

- **Mimic the human brain and create systems that can function intelligently and independently**

- **A shell concealing what's actually used to power the technology**

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What is artificial intelligence?

"AI uses data and algorithms [...] on computers or other technological systems to perform specific tasks or make decisions that usually require human intelligence, such as learning, problem solving, pattern recognition, visual perception and speech recognition.

Trained AI can perform these tasks or make these decisions without explicit human instructions using a series of techniques and technologies."

- A Strategy and Vision for Artificial Intelligence in Malta 2030

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AI vs COVID-19?

The Journey of a Vaccine Candidate

On average, it takes **10 years** to develop a vaccine. According to the CDC, there are six stages involved in the process from start to finish:

1. **Exploratory stage:** This stage typically consists of basic lab research that can last anywhere from 2 to 4 years.
2. **Pre-clinical stage:** This stage uses tissue-culture or cell-culture systems and animal testing to give researchers an idea of how humans might respond to a candidate vaccine.
3. **Clinical development:** Within the clinical development stage, there are three phases. Phase 1 examines the response of a small group of people to a candidate vaccine. Phase 2 involves giving the candidate vaccine to a larger group of people to study its safety, immunogenicity, proposed doses, schedule of immunizations, and method of delivery. In Phase 3, the vaccine is given to thousands of people to further test for efficacy and safety.
4. **Regulatory review and approval:** National Regulatory Authorities are responsible for the approval of vaccines in different countries. For example, the U.S. Food and Drug Administration's Center for Biologics Evaluation and Research (CBER) regulates all U.S. vaccines.
5. **Manufacturing:** Typically, it can take anywhere from 6 to 36 months to produce, package, and deliver a high quality vaccine.
6. **Quality control:** Different batches of a vaccine are continuously tested by different authorities around the world to ensure its ongoing safety.

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AI in Malta

MALTA.AI
Towards a National AI Strategy

MALTA
THE ULTIMATE AI LAUNCHPAD

A Strategy and Vision for Artificial Intelligence in Malta 2030

October 2019

Vision

Transform the potential of Artificial Intelligence into a new contributor to Malta's economic growth in digital innovation.

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AI in Malta

Department of AI at the University of Malta

1995 - Malta launched one of the first AI degree programmes in Europe

2018 - Malta Digital Innovation Authority

2019 - Digital Strategy 2030

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AI can manifest itself in many different ways

It is in our homes...

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have a backup

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AI can manifest itself in many different ways

It is in our vehicles...

As AI becomes more intelligent it will take on the role of an intelligent worker while most of the repetitive and largely time oriented tasks can be automated using AI

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AI at the place of work

Work is/will be more

- Advanced
- Efficient
- Productive and
- Hopefully also more human.

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AI at the place of work

Today

Employees have to deal with a lot of administrative tasks and bureaucratic processes.

Tomorrow

Such tasks and processes will be managed by AI.

Humans and AI will work together

Augmenting humans and removing mundane tasks

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International Recruitment

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More International Recruitment

REMOTE WORKING VS TELEWORKING

REMOTE WORKING - you can essentially work from anywhere. While this is technically true of telecommuting as well, remote workers often don't live anywhere near where a business is located.

TELEWORKING - do live within a relatively close distance of the business for which they work. This means that it's sometimes expected for these employees to attend company social gatherings or important meetings. Sometimes, telecommuting does offer a flexible schedule, but sometimes these employees do have to work in the office and follow regular office hours.
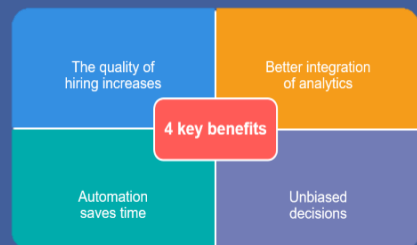
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AI in recruitment

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Benefits of using AI in recruitment

Increase in Quality

process can be divided into several stages, automatically

data (interviews) can be collected by AI

many AI-based solutions that help assess the skills and experience of candidates using special algorithms
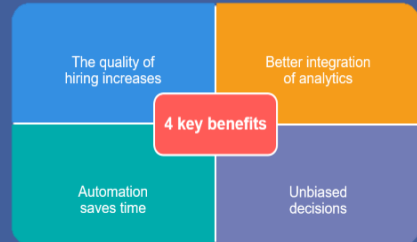

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Benefits of using AI in recruitment

Better integration of analytics

select candidates based on their skills

find a right position where abilities of a certain candidate are most needed

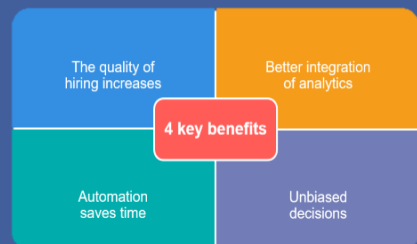AI software demonstrates a higher level of accuracy compared to human recruiters

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Benefits of using AI in recruitment

Automation saves time

AI-based software only needs a few seconds to analyze big amounts of data and provide understandable results
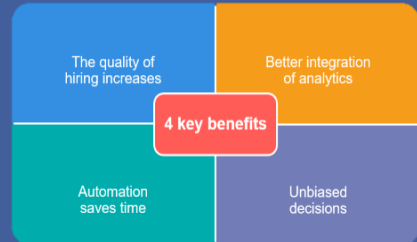
Time = money

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Benefits of using AI in recruitment

Unbiased decisions

Human intervention always implies a certain share of unconscious or conscious bias

AI solutions are able to minimize this element

The quality of hiring increases

Better integration of analytics

4 key benefits

Automation saves time

Unbiased decisions

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Benefits of using AI in recruitment

Less Privacy Implications

GDPR

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New Skills?

Augmented Writing
for recruitment and beyond

What are we after?

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Search Engine Optimisation

Digital is the new marketing channel with the majority of investment going on SEO

Engaging, interesting, and well-written content that people actually want to read and, most importantly, share

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Recruitment

Identify your needs

Prepare the Job Description

Start searching through engaging ads...

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New Problem

Not easy to produce well-written - and interesting - content

The people who know the company best may not be the best writers

Different people writing different content leads to different styles and tones

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The solution is in AI

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Diversity

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Diversity in the workplace - from top to bottom

- FEMALE REPRESENTATION IS NOT GOING TO GO AWAY - STAY INFORMED - BE AHEAD.

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Nudging

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Nudging vs Policing

Thaler & Sunstein, in their book Nudge, give the following definition: "*Any aspect of the choice architecture that alters people's behaviour in a predictable way without forbidding any options or significantly changing their economic incentive. To count as a mere nudge, the intervention must be easy and cheap to avoid. Nudges are not mandates. Putting the fruit at eye level counts as a nudge. Banning junk food does not.*"

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Interviews through algorithm

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How do they work?

Face features analysis (25,000 + features)

- Eye contact
- Enthusiasm
- Smile or downcast
- Looking away from camera

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How do they work?

Can be held by:

- AI

- Humans

How do they work?

Popularity spiked

Not without issues
- Discrimination
- Privacy

How do they work?

Courtesy: Midas IT

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Working Time

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Working time

- **CCOO V DEUTSCHE BANK**

The ECJ concluded that Member States must require employers to set up objective, reliable and accessible systems for measuring the daily working time of all of their workers. Without such systems, it would not be possible to reliably assess the number of hours worked, when they were worked and the amount of overtime worked. In turn, this would make it excessively difficult, if not impossible, for workers to ensure that their working time rights were respected. It could also jeopardise their health and safety.

The WTR does not currently require employers to have a system for measuring working hours. Can employers without such systems defend their position on the grounds that they are complying with the national law? The answer is probably not. The ECJ drew attention to the role of the national courts in interpreting national laws in a manner which is consistent with EU law. In other words, if the national law is deficient, the courts should adopt a purposive approach and read words into the legislation to allow compliance with EU law.

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Right to Disconnect

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RIGHT TO DISCONNECT

- At EU Level – vote in favour of Report at EU Parliament
- Next step - the parliament will now formally recommend that the European Commission propose a directive which will require member states to adopt a minimum set of standards that guarantee workers the right to disconnect.
- At local level

"The right to disconnect will be included in new legislation regulation remote working, according to Minister within the Office of the Prime Minister Carmelo Abela."

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People Analytics

HR's new trend?

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People Analytics

- HR analytics,
- Workforce analytics, or
- Talent analytics

===

Using people data to make better decisions

(overlapping text: A data-driven approach to managing people at work)
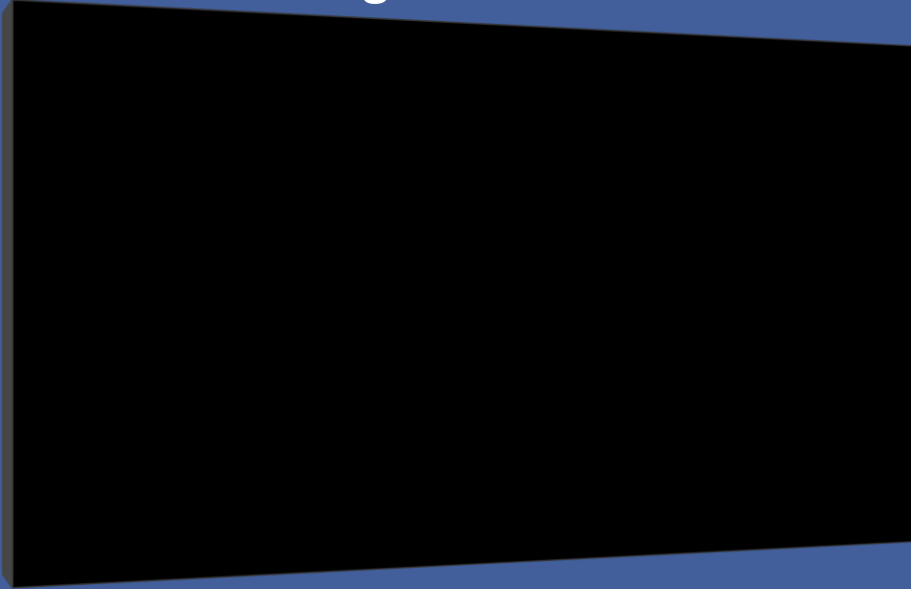
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Not new. Why now?

- HR data is much more available
- Technology and work are becoming more and more intertwined
- Data has become fairly easy to access
- Increase in computing power
- Availability of data analysis skills

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What is missing?

Employment Law Challenges

Employment law challenges for 2021

- Redundancies/Restructuring
- Covid 19 Vaccines and Testing
- Sick leave – physical/mental + Quarantine Leave
- Whistleblowing- EU Member States have until Dec 2021 to adopt this – Malta has the Whistleblowing Act but would need to adopt novel provisions from the Directive.

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Sources:

Right to disconnect to be included in new legislation on remote work (whoswho.mt)

11 HR Trends to take into account for 2021 | HR Trend Institute

Be Global: Global employment law trends and predictions at the close of an extraordinary year | Insights | DLA Piper Global Law Firm

CCOO v Deutsche Bank | Addleshaw Goddard LLP
3 Antifragile Strategies - Culture Specialist

European Parliament votes to adopt Maltese-led report on right to disconnect (timesofmalta.com)

Nassim Taleb: A Definition of Antifragile and its Implications (fs.blog)

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2021 TRENDS

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27th January 2021

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