Machines Have Bad H(AI)R Days
The 2018 Index of Predictive Tools in HRTech
What Is HR in the First Place?

- Talent Acquisition
  - Talent (Management / Development)
  - Data (Inventory / Tracking / Analytics)
  - Hygiene (Payroll, Benefits, Safety, Wellness)
- Off-Boarding

The Organization
Why This Will Never Work
Complex Dynamic Systems
Replicating Dumb Things
Emergent Phenomena

1, 2, 3, Rhinoceros
Machine Feedback Is Never Real Time
What’s Starting to Work

- Bots
- Managing Bias
- Recruiting
- Embedded Guidance/Sentiment
- Planning
- Data Manipulation
Bots

- Interrogator
- Curator
Recruiting

- Interview Scheduling
- Employment Branding
- Website Personalization
- Matching
- Availability Prediction
Case 1: Textio

Jobs fill months faster

More women apply
Case 2: Ascendify

- Big Software Co spends $15M annually
- 15,000 hires X 10 interviewers X 10 candidates = 1.5 M Appointments
- System assigns info to acquire by interviewer expertise
- Rotates through interviewers to avoid burnout
Case 3: Engage Talent

Candidates who ENGAGE predicts are “Most Likely” to be receptive to new jobs are...

- **2X** more likely to respond
- **63%** more likely to change jobs within 3 months*

![Bar chart showing engagement rates by ENGAGE predictions]

A study of 1500 similar candidates response to the same role (Oct-Nov 2017). Those that ENGAGE predicted are most likely to be interested in changing jobs had more than double the engagement rate.
The Narrower the Case, the More Effective
13 Ethics Questions

- Bias
- Privacy
- Interface Design
- Dehumanization
- Shallow Models
- Accuracy/Ability to Correct
- Decision Speed (Latency)
- Hype-Reality Disconnect
- Domain Expertise
- Liability
- Causation/Correlation
- Data Literacy
- Appropriate Use
Right Tools Not Available Yet
Interfaces Need Real Work

• When Does a Recommendation Become a Decision?
• Machines and Humans Decide Differently
• What Does Confidence/Accuracy Mean to a User?
• Speed is Often The Opposite of Good Decision Making
• Data Is Not An Answer. Answers Are Not Always Useful
Bias

- Can Not Be Eliminated
- Defines The Culture
- Can Be Trained
- Can Be Mitigated
- Run If They Promise it
Domain Expertise: Organizations are not Machines
Total Cost of Ownership

- Purchase
- Repairs
- Maintenance
- Upgrades
- Service
- Support
- Security
- Training
@johnsumser
john@hrexaminer.com