

Unpacking the Barriers: Exploring Challenges to AI Integration in Public Sector HR within NHS Wales

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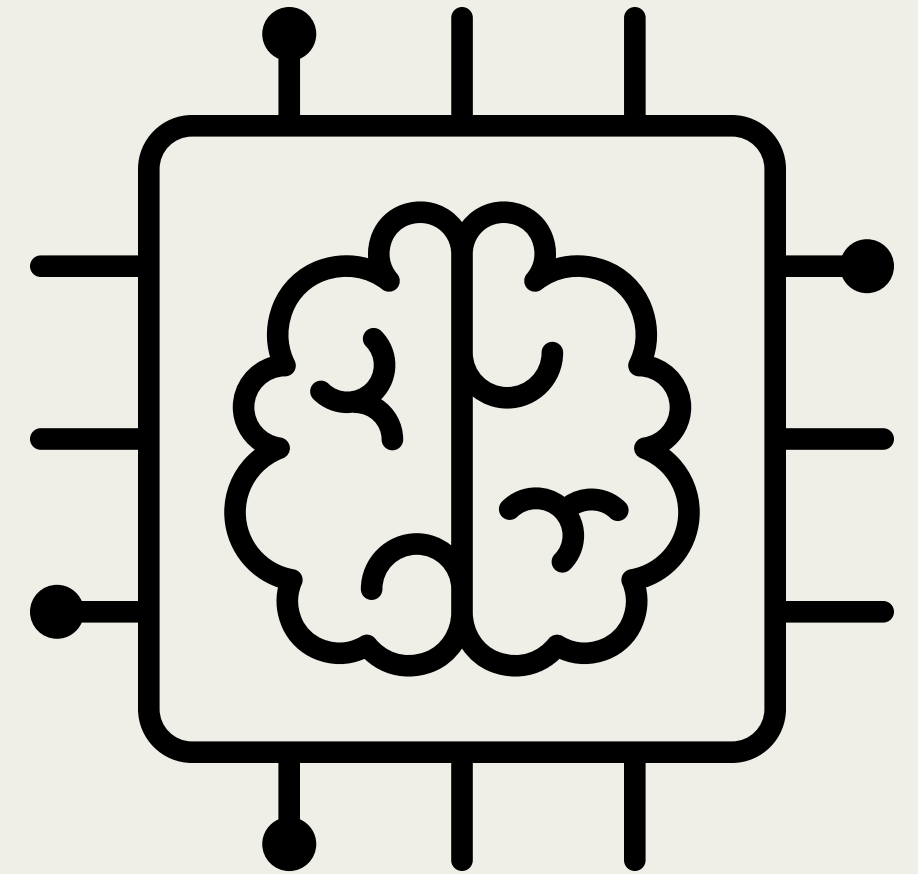
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AGENDA

- Why AI?
- Who are HPMA Cymru?
- Methodology
- The Research
- What I found
- What now
- Recommendation 1 - Policy
- Recommendation 2 - Leadership Training
- Recommendation 3 - Digital Skills Training
- Conclusion

WHY AI?

- Streamlining HR Processes: AI can automate administrative tasks, improving efficiency.
- Data-Driven Decision-Making: Enhances recruitment, employee engagement, and performance management.
- Addressing Key Barriers: Focus on technical, skill-related, and regulatory challenges.
- Operational Impact: Unlocks efficiencies, reduces manual workloads, and optimizes resource allocation.



WHO ARE HPMA CYMRU?

- Promoting Excellence: Supports NHS Wales by advancing people management and organizational development.
- Empowering HR Professionals: Provides training, networking, and best practice sharing to drive innovation.
- Commitment to Innovation: Equips HR professionals with the tools to meet evolving workforce demands.
- AI Research (2024):
 - 43% of HR professionals reported no exposure to AI.
 - 35% lacked confidence in using AI technology.
 - 57% expressed a positive outlook on AI's future role in NHS HR.



METHODOLOGY

Qualitative Approach: Semi-structured interviews with five HR professionals across NHS Wales.

Deductive Framework: Guided by existing literature on AI adoption (policies, leadership training, digital literacy).

Data Collection:

- 45–60 minute interviews.
- Semi-structured format for consistency and flexibility.

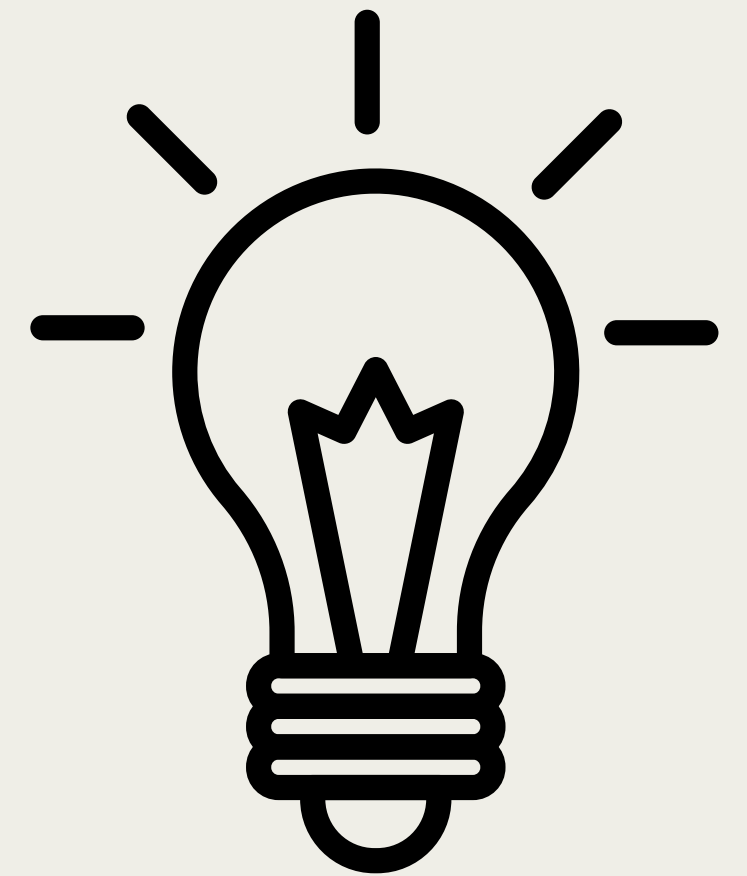
Data Analysis: Thematic analysis to identify AI-related challenges and opportunities.

Reliability Measures:

- Triangulation: Cross-referencing findings with existing literature.
- Member-Checking: Verifying interpretations with participants.

Limitations:

- Small sample size limits generalisability.
- Potential for subjective bias in self-reported experiences.



SAMPLE INTERVIEW



THE RESEARCH

Policy Implementation:

Clear policies reduce uncertainty and foster trust.

4/5 participants support a policy review framework for continuous updates.

Quote: *"Without clear guidelines, staff may feel uncertain... increasing stress and disengagement."*

Leadership Training:

Leaders need both technical knowledge and emotional intelligence.

4/5 participants stressed the importance of consistent messaging from leadership.

Quote: *"Managers are the bridge between technology and people."*

Digital Skills Development:

Ongoing digital training is crucial for successful AI adoption.

4/5 participants advocate for role-specific, bespoke training.

Quote: *"Digital literacy is no longer optional—it is a fundamental skill."*



WHAT I FOUND

- Clear Policies Are Essential: Reduce uncertainty, promote trust, and need regular updates.
- Leadership Matters: Leaders must be equipped to guide AI adoption through both technical and emotional competence.
- Ongoing Digital Training Works: Tailored, continuous learning increases staff confidence and reduces errors.



A word cloud of terms related to digital transformation and training. The words are arranged in a circular pattern, with larger words in the center and smaller words towards the edges. The colors of the words range from dark purple to light yellow. The words include:

- vision
- engagement
- tools
- practices
- learning
- communication
- transparency
- literacy
- manager
- compliance
- change
- guidelines
- skills
- innovation
- trust
- ethical
- development
- support
- ai
- management
- leadership
- organisational
- policy
- digital
- employee
- accessibility
- confidence
- bespoke
- reasoning
- wellbeing
- human-centred
- flexibility
- integration
- consistency
- governance
- standards
- review
- buy-in
- framework
- adaptability
- practical
- implementation
- best
- themes
- general
- intelligence
- workforce
- technical
- sharing
- collaboration
- policies
- continuous
- planning
- approach
- knowledge
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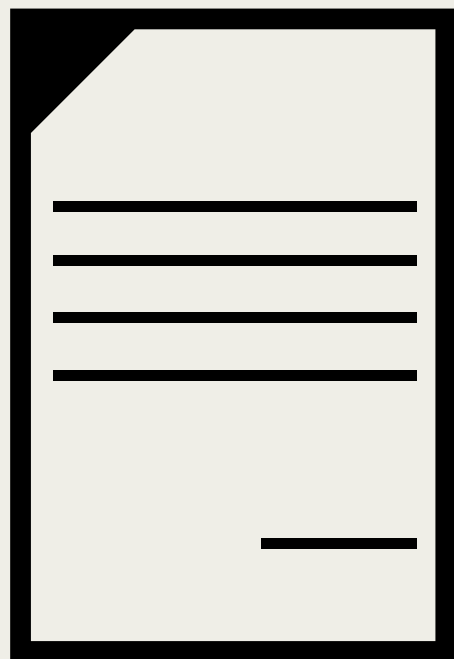
WHAT NOW

**FOCUS ON THREE KEY AREAS:
POLICY IMPLEMENTATION
LEADERSHIP TRAINING
DIGITAL SKILLS DEVELOPMENT**

POLICY IMPLEMENTATION

WHAT WILL THIS LOOK LIKE

- Clear, adaptable AI policy framework addressing technical standards, ethics, and staff wellbeing.
- Regular policy reviews to reflect technological advancements and best practices.
- Transparent guidelines to reduce staff uncertainty and increase trust.



ACTIONS

- Develop an AI Policy Framework – Collaborate with legal, IT, and HR to design clear AI usage guidelines.
- Policy Review Cycle – Implement a biannual policy review process to keep standards updated.
- Communicate Policies – Share guidelines via staff briefings, intranet updates, and leadership sessions



COSTINGS

- Policy Development: The initial development is projected to cost approximately £3000, accounting for consultations with legal, IT, and external AI experts.
- Policy Review Cycle: Ongoing biannual reviews are estimated at £565 annually to maintain policy relevance.
- Communication & Training: Effective dissemination and training efforts are expected to cost around £8090, covering staff briefings, digital materials, and workshops.
- Total First-Year Cost: £116663, with an Annual Maintenance Cost of £565.



LEADERSHIP TRAINING

WHAT WILL THIS LOOK LIKE

Leadership training will focus on equipping managers with both technical AI knowledge and the emotional intelligence required to support staff. Consistent, clear communication from leadership is vital in fostering trust and ensuring staff align with organisational goals. Ongoing development will help leaders stay updated as AI technology evolves.



ACTIONS

Design AI Leadership Modules: Work with external training providers to deliver a bespoke AI leadership programme, ensuring the content reflects NHS Wales unique challenges.

Deliver Training: Use a blended approach of online learning, in-person workshops, and 1:1 coaching to provide flexible and comprehensive training.

Evaluate & Update: Conduct regular feedback assessments to measure effectiveness and update the programme to reflect emerging AI trends.



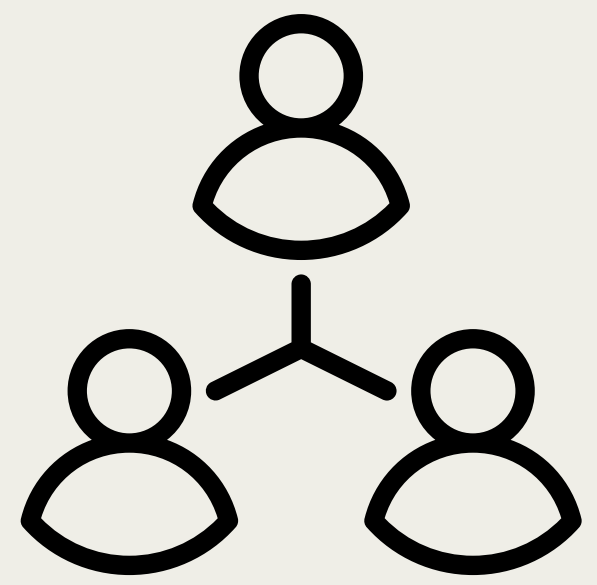
COSTINGS

Design & Development: Approximately £2466.90 to develop AI-specific modules tailored to NHS Wales.

Training Delivery: For five cohorts per year, at £4045

Ongoing Evaluation & Updates: Annual evaluation and module refinement will cost £1066

Total First-Year Cost: £6617.



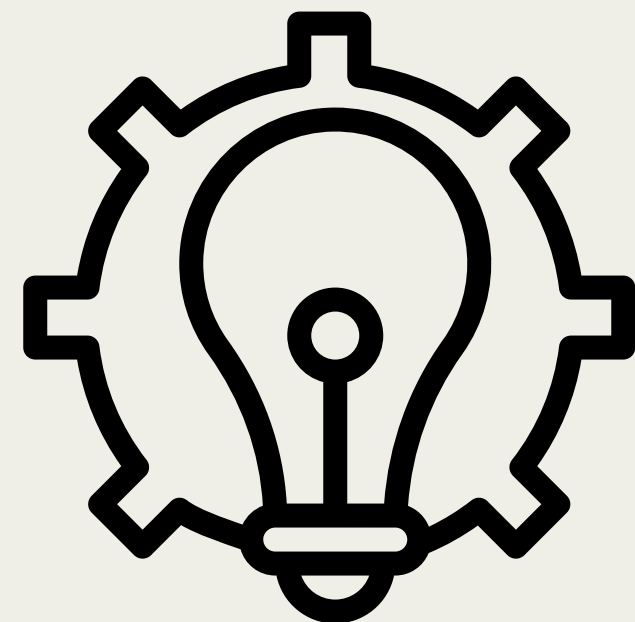
DIGITAL SKILLS

WHAT WILL THIS LOOK LIKE

Comprehensive AI Training Programme: Provide tiered digital literacy training tailored to different staff roles.

On-Demand Learning Resources: Develop an accessible online library with AI tutorials and best practices.

Mentorship & Peer Support: Implement a "Digital Champions" model to support staff with ongoing AI adoption.

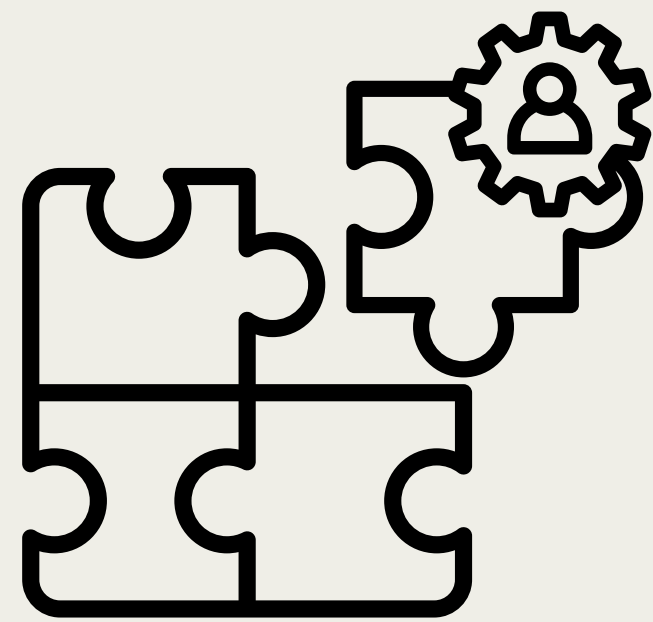


ACTIONS

Develop Training Modules: Design role-specific AI and digital skills training covering essential competencies.

Deliver Training: Offer a mix of virtual, in-person, and self-directed learning to accommodate all learning styles.

Create Digital Champions: Identify and train staff as Digital Champions to provide peer support and answer AI-related queries.

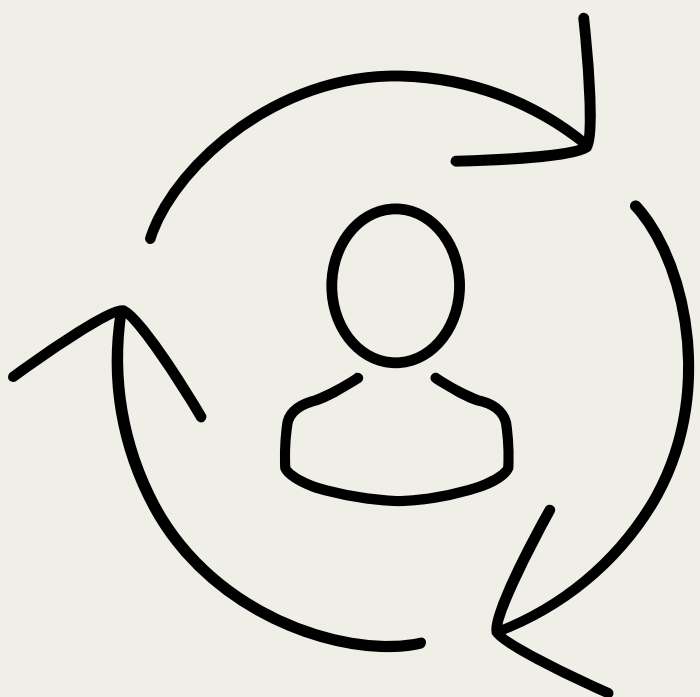


COSTINGS

Module Development: £3289.20 for NHS IT specialists to design role-specific AI training modules.

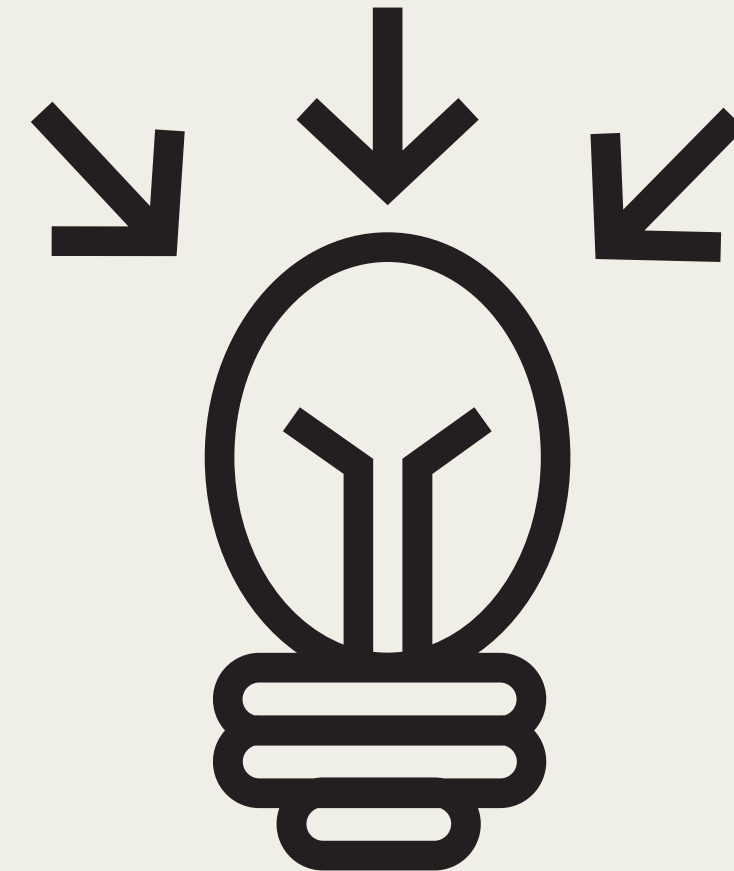
Training Delivery: £6457.68 for 104 cohorts over the year per cohort

Digital Champions Programme: £3454.42 annually for initial training and ongoing peer support activities.



CONCLUSION

By addressing policy, leadership, and digital skills, NHS Wales can overcome barriers to AI adoption, unlocking efficiencies, reducing manual workloads, and enhancing patient care. Strategic investment in these areas is essential to future-proof the workforce and drive sustainable innovation.



ANY QUESTIONS?

