

The use of technology in talent management in the hospitality sector

Student name: Johanna Hershey Macalma

Student number: 1351413

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HRM ASSIGNMENT 2 – 15 MINUTES VIDEO PRESENTATION

Link on Microsoft Stream: https://uowtsd-my.sharepoint.com/:v:/g/personal/1351413_student_uwtsd_ac_uk/EdscJVhZ_09DqX0R_NzABTQBTQE8chafApjD768XJKhj2Q

Slide 1:

Hello, I am Johanna Hershey Macalma and my student number is 1351413. My presentation for today is based on the use of technology in talent management in the hospitality sector.

Slide 2: Presentation Aim and Objectives

The aim of my presentation is: To investigate the importance of artificial intelligence (AI) in hospitality sector and establish if this can increase the level of employee engagement in Marco Pierre White (MPW) Swansea restaurant.

The key objectives of this presentation are:

- To define what is meant by the term artificial intelligence (AI)
- To propose an effective strategy to increase the level of employee engagement in MPW Swansea restaurant
- To find out current research that can apply to the MPW Swansea restaurant
- To make recommendations for future development and continuous HR excellence.

Slide 3: Introduction

This VLOG presentation critically analyses and evaluates the importance of investing in appropriate and effective technology such as artificial intelligence (AI). The new AI concept and set of practices are needed in MPW Swansea restaurant to overcome the issues mentioned in the first assignment such as: the poor employee engagement and outsourcing HR departments that negatively impacting the human resources management (HRM) department. The proposed software can build a more sustainable and efficient workforce focusing on the use of technology for future competitive advantage.

Slide 4: The use of technology and AI in improving HRM function

Firstly, Armstrong (2021a) suggested that to have strategic human resource management, organisations must improve their technical skills and develop digital strategies, for present and future success. Digital strategy is in the form of either computer hardware or software which includes web-based applications, chatbots, social media that helps human resource management (HRM) professionals to deliver essential people management services for businesses including management and employees. Additionally, the use of artificial intelligence (AI) is involved in digital strategy. Deloitte (2017a) broadened the idea as survey conducted suggested *“thirty-three percent of surveyed HR teams are using some form of artificial intelligence (AI) technology to deliver HR solutions, and forty-one percent are actively building mobile apps to deliver HR services”*. Today, technology is embedded into HR setting in managing, supporting and

engaging employees. Artificial intelligence implementation is becoming the center of business thinking, and HR setting is focusing more on people, work and digital platforms.

In business, the term artificial intelligence (AI) has been defined by many theorists and Crawshaw et al (2020) greatly referred this as “the development of intelligent machines or computerised systems that can learn, react and perform activities like humans for a range of tasks”. The CIPD 2019 report identified AI as still developing strategy by using technology to undertake tasks where humans can process (Whiting and Martin, 2021a). Akerkar (2019) argues that AI enables machines to perform like humans in a range of activities such as sensing and cognition. AI is integrating databases and tools to help businesses in decision-making and problem solving.

Effective application of AI software can be an advantage, such as, accomplishing human resources (HR) functions in recruiting and selecting staff, onboarding, managing performance and employee engagement – online ‘robots’ can complete tasks better than actual humans can, saving on labour costs (Boitnott, 2021a).

The adaptation of AI in HR setting can have many benefits including reducing labour cost, time management, reducing human error, helping employees in engaging, learning and development, and improving productivity and work efficiency by reinventing employee value proposition. A blog by Anderson (n.d.) indicates that AI has the power to strengthen the competitiveness and competence of HR departments and organisations would have better talent acquisition and higher employee retention rates. AI can track computer activity, determining employees who are disengaged and unproductive notifying HR department via digital training software.

Whiting and Martin (2021b) suggested that by using AI can support HR professionals in people analytics by analysing people’s data to troubleshoot business problems. CIPD (2022) agreed and said that people analytics can get insights on improving employee morale and retention. Additionally, technology aspect can help businesses with 360-degree appraisal, peer review and with either increasing or decreasing pay.

There are many advantages of AI, however, it poses some challenges and disadvantages in HR settings as well. According to Boitnott (2021a) the first problem of AI is the lack of human understanding and personal touch when identifying the right candidate who might be a good fit for the job because there is no human interaction. Furthermore, AI cannot monitor emotional and psychological traits and the complexity of human emotions. Lastly, AI can be a struggle for people with Parkinsons disease, especially with facial recognition, resulting in organisation to be more considerate and aware of these instances when implementing new technology in work.

Comparison of before and after: The history of digital HR was built upon years of effort. From the 1960s to 1970s, the personnel operations and maintaining an employee's record were HR’s focus. Today, HR teams are focusing more on building and improving the organisation’s future success using advanced technology. Organisations are recruiting more digitally skilled younger people who are looking for a company who can integrate more digital experience at work that offers teamwork, productivity and empowerment. This results in HR professionals are highly expected to deliver these demands (Deloitte, 2017b)

Slide 5: The proposed AI software is the Culture Amp

-What is Culture Amp? There are many examples of AI software that MPW Swansea restaurant can use to improve employee engagement. But the Culture Amp is a strategic software and tool that can help the organisation and people by building solutions in employee engagement, performance management and employee development. Many organisations such as Canva, Etsy, McDonalds and Intercom are using Culture Amp to power and boost their employee experience. These clients have proven that their experience with Culture Amp increased the rate of innovation, higher customer satisfaction and greater profitability by twenty-five percent.

-The purpose and importance of Culture Amp? - The company's mission is 'to create a better world of work'. They are focusing more on the global community and ensuring that culture is at the heart of every company. Their commitment is to build an anti-racist culture and environment, as well as effective planning and accountability. The Culture Amp can generate data and proves that technology can improve the lives of everyone.

-Cost – The plans and pricing depend on the organisation and the employee. They have plans for each category: Engagement, Performance, Development and a full platform that includes the three options.

But the main focus of this proposal is on employee engagement. The first plan is the Self-starter for 25-200 employees which is £49.99 per month (or £550 per year); Standard plan for 201-999 employees for £74.99 per month (or £850 per year) and last the Enterprise plan for 1000+ employees for £99.99 per month (or £1,150 per year).

According to Culture Amp website (2023).

Slide 6: Employee engagement in Culture Amp

This software can troubleshoot the issues mentioned in assignment 1 and will add value to MPW Swansea through developing and managing talent. Depending on the plan, the Culture Amp can provide factors including engagement surveys; experience survey for candidate/onboarding and exit; diversity and inclusion surveys; wellbeing survey; comprehensive benchmarks by industry, company size and region; manager and executive dashboards and turnover prediction.

The platform is capable of these aspects as well as: learning aspects; skills coaching tool; one on one conversations; Human resource information system (HRIS) integrations; slack integration; microsoft teams' integration; and GDPR compliant.

Additionally, they have unlimited on-demand trainings for HR, manager and employees; group live trainings; account set-up and employee data training; engagement survey training; performance review training; goals training; development planning training and unlimited support and guidance from Culture Amp.

They believe that it is essential to understand employees and listen to their feedback to allow organisation to make better decisions; To create a positive culture and high-performing employees to focus on growth. Lastly, to retain employees, organisation must develop them into their full potential, and it is easy to measure and scale using Culture Amp.

-By forecasting employee turnover, creating an employee survey and generating people analytics over the next six months we can make sure a comparison between the present amount of turnover to the future

figures. This results in increased employee retention and boost engagement with Culture Amp's employee engagement solution.

Slide 7: UK legislations

This slide shows the important UK legislation for using Artificial Intelligence. Implementing innovative practices such as investing in new Artificial Intelligence software must abide by the UK government regulations to protect people involved in the business, including employees and consumers. Organisations that comply with laws must ensure fairness and safe treatment of all people in the workplace to avoid breaching personal data. However, if the business fails to comply with legislation and creates a negative impact on people's well-being then there would be consequences and legal action attached, such as receiving warnings, monetary fines and imprisonment can be actioned according to BBC, 2023. Other than legislation, organisations failing to comply with laws can face the risk of losing customers, employees and reputation as well.

An important regulation that all managers need to adhere to is The Data Protection Act 2018 which is the UK's implementation of General Data Protection Regulation or known as (GDPR). According to Gov.uk, 2018 this data protection act controls how individuals' personal information is used and shared by organisations and the government. Implementation of the new AI software must be strategic and aligned with HRM ensuring that legalities and inclusivity are met, treating people and ideas fairly and equally.

Furthermore, The Equality Act 2010 improves the quality of business and must be always adhered to by MPW Swansea. This act protects employees in the workplace from discrimination and they must be respected and treated equally regardless of their age, gender and race according to Gov.uk, 2015.

The laws mentioned protect both the MPW Swansea business and employees, as well as consumers, by informing them how their personal data is being used, stored and accessed, and being equally protected by the government. Employees have the right to know when organisations are using their personal data for implementing new changes including the use of automation without human involvement. Ultimately, these laws help Human Resources Management functions to implement new practices and build sustainable competitive advantage.

Slide 8: Ethical Artificial Intelligence

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The implementation of new practices must be ethically responsible and aligned with the company's values.

Bankins & Formosa (2021) defined the term ethical AI as "the fair and just development, use, and management of AI technologies". This suggests that organisations must keep data safe, and the implementation of AI is done properly and ethically acceptable according to code of ethics. This results in avoiding hacking details and tracking emails adhering to the data protections law.

Ethical responsibility is the key to success for many HR professionals today, especially when implementing diversity to promote inclusive practices. AI loses the essential ethical responsibilities that HR professional needs to uphold, and technology can be biased towards hiring process and AI cannot be held accountable for being biased (Boitnott, 2021b).

According to Mackenzie (n.d.) regardless of the ethical considerations of AI, many organisations found using AI software as an investment to improve their HR tasks and increase the level of talent management. Ethically deploying AI software and effectively in HRM is essential for the betterment of the workplace and promoting a positive culture for employee's well-being.

Mackenzie added that organisations must have a balance between utilising the power of AI with its many benefits and considering its disadvantages and challenges as well. HR professionals work with humans, and it is vital to have a strategic and ethical approach in AI to reduce potential harm of data breaching.

According to People Management (2022) The Equality and Human Rights Commission (EHRC) has published new and crucial guidance and advice showing how organisations can avoid discrimination resulting in bias when using artificial intelligence. The guideline improves the Equality Act and how it should be applied accordingly in decision-making. Organisations need to know the impact of AI on people if poorly implemented and laws they could be breaking.

Slide 9: Conclusion

In conclusion, the presentation shows that investing in AI software can have many advantages as well as disadvantages. Implementation of AI links with many factors such as legislation and ethical awareness. The problem of costing and lackluster return of investment (ROI) must be considered by organisations that deploy digital strategies. Overall, improving technical skills of HR departments by using Culture Amp can increase their competency, rectify management issues, and enhance employee experiences at a greater level.

Slide 10: Recommendation

For recommendation: Implementing innovative technology in the workplace comes with regular monitoring to identify its effectiveness. Management must review Culture amp every 6 months to assess its advantages and disadvantages and see if it is an appropriate technology choice to help the business needs and whether it meets their standards. This will allow the HR team to re-evaluate whether this AI software can work efficiently, permanently and succeed in the long term.

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