

Integrating AI and Human Capital Toolbox: Engagement Questions

AI+ Talent: Integrating Strategies

Broad oversight of AI as a component of strategy

- How is AI integrated into the company's core strategy, and how is it being leveraged to enhance competitive advantage and drive measurable long-term value across the business?
- Has the company identified where the biggest opportunity for AI deployment rests within its workforce? Has it made a plan to seize that opportunity?
- How does the board ensure adequate oversight of AI and talent integration, what specific KPIs have been adopted to track success and does the current governance structure allow for sufficient depth of review?

Nesting talent strategy into AI strategy

- How is the company benchmarking its AI and talent strategies against competitors, and what concrete steps are being taken to address risks and drive competitive advantage?
- What mechanisms are in place to assess and address skills gaps related to AI deployment, and how is the company balancing internal talent development with external hiring to align with long-term business needs?

Worker retention and adoption

- What incentive structures and retention strategies are in place to ensure AI adoption and workforce redeployment, and how is success being measured?
- Beyond incentive structures, has the company identified the employee value proposition for early adopters?
- What programs are in place to foster upskilling and continuous learning, and how is the company ensuring employees build foundational and strategic skills as AI automates routine tasks?
- Is the company getting AI into the hands of its early adopters / beta testers, as well as those employees in a position to create value with it?
- What measurable outcomes demonstrate that AI is enhancing human performance and productivity, and how are these improvements being tracked?

Data collection, sharing and management

- How does the company's data governance framework ensure compliance, security, and effective collaboration, and what oversight mechanisms are in place to monitor data sharing practices and manage risks?

Addressing Governance

Board composition & training

- Does the board have the necessary expertise or access to external resources to stay informed on AI, machine learning, and automation, and to provide informed challenge and counsel on AI-talent strategy?
- How is the board ensuring it remains equipped to assess whether management's AI strategy mitigates risks and maximizes potential?
- Has the board been provided, and do they continue to seek, ongoing training or external advice on AI risks and opportunities, especially as they pertain to talent?

Engagement with management

- Has AI been considered in the company's materiality assessment / risk matrix? If so, where did it fall and how has the company responded?
- How is the board ensuring that AI initiatives are aligned with the company's broader strategic priorities, and that foundational aspects such as infrastructure, security, and talent readiness are in place before advancing to more complex applications?
- How are AI risks assessed across departments, and are clear lines of accountability established at the C-level?"

Responsible deployment

- Is the company treating the responsible deployment of AI as a strategic imperative for management and the workforce?
- What policies has the company enacted to ensure AI is deployed in ways that strengthen trust among employees, customers, communities, and other stakeholders, and how are these policies regularly reviewed and updated?

Monitoring the Transition

Measuring impact

- What specific KPIs has the company identified to measure the impact of integrating AI with talent strategy on financial performance, employee productivity, and long-term value creation?

- What specific metrics are used to assess whether efficiency and quality improvements are sustained when AI use cases are scaled, and how does the company ensure scalability without compromising outcomes?
- What metrics are used to track the success of the company's data management strategy in ensuring compliance with legal regulations (e.g., GDPR) and maintaining cybersecurity, and how are these metrics regularly updated?

Mapping skills gaps

- Has the company conducted a thorough mapping of current and future workforce needs?
- How regularly does the company update this mapping and its talent strategy in response to technological advancements? Who is responsible for this monitoring?

Tracking adoption

- What metrics and tools (e.g., surveys, KPIs) are being used to track the impact of upskilling initiatives, the adoption of AI tools, and employee satisfaction, and how frequently are these insights reviewed by management and the board?
- What specific tools (e.g., surveys, feedback mechanisms) are being used to track employee satisfaction during the transition to AI and automation, and how frequently are these insights reviewed by management and the board?