Why, Al.
The behavior of humans in the workplace is complex and cannot always be quantified and measured. While AI can predict probabilities of human actions based on historical data, the accuracy of these predictions depends heavily on the data quality and is by no means error-free.
Who we are

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People analytics ...

- ... describes the evaluation of data on human behavior, relationships and characteristics in order to optimize business decisions.
- ... includes descriptive, predictive, prescriptive or even autonomous analyses.
- ... refers less to a specific technology than to an evidence-based and data-driven approach to human resource management.

Sources: Nielsen/McCullough 2018, Tursunbayeva et al. 2018, Giermindl et al. 2021
Künstliche Intelligenz

Was E-Mails über das Burn-out-Risiko verraten


2. März 2020, 6:07 Uhr  -  Arbeitseinsatz

Personalanalyse von Mitarbeitern oft rechtswidrig

Auf Druck der Datenschutzbehörde: Zalando muss umstrittene Bewertungs-Software ändern

Business Insider Deutschland

23.06.2021 um 17:23 Uhr - Alexander Fanta - in Überwachung - 10 Ergänzungen

Gewerkschaften warnen vor KI-Überwachung am Arbeitsplatz

Zahlreiche Firmen bieten Software an, die Beschäftigten am Arbeitsplatz automatisiert überwacht. Der Einsatz solcher Systeme ist nach Ansicht von Gewerkschaftsverbänden bereits rechtswidrig, es fehle aber an speziellen und strengen Regeln gegen den Missbrauch.

11.04.2021 um 01:55 Uhr - Alexander Fanta - in Überwachung - 10 Ergänzungen

sources:
https://www.spiegel.de/karriere/kuenstliche-intelligenz-was-e-mails-ueber-das-burn-out-risiko-verraten-a-e4e71962-68b9-4cfe-9649-ca2b8181b5cf
https://netzpolitik.org/2021/bossware-gewerkschaften-warnen-vor-ki-ueberwachung-am-arbeitsplatz/?fbclid=IwAR1AIUYOv6qdd4O22UKYIkIvBFBlks9A2z22pCh500ti4NChLZGQoy2LWg
https://www.sueddeutsche.de/wirtschaft/personalsoftware-arbeit-studie-algorithm-watch-1.4826639
https://www.businessinsider.de/wirtschaft/handel/zalando-muss-seine-personalsoftware-aendern-urteilt-datenschutzbehoerde/
Why is people analytics so relevant right now?

1. Technological developments
   - An increasing amount of behavioral data is generated by employees
   - Progress in the field of machine learning facilitates predictions

2. Leadership challenges
   - A need to objectify decision making
   - High work loads of HR and managers
   - Increasing remote work: improve self-organization, prevent overwork, compensate for loss of control by managers

3. Advances for regulation
   - EU AI Regulation: AI in HR as “high risk AI”
   - “Betriebsrätemodernisierungsgesetz”: Ensuring co-determination in automated recruiting

Sources: Leonardi 2021, Stieler 2021, Giermindl et al. 2021, BMAS 2021, European Commission 2021
How is it applied in practice?

Recruiting  Talent Search  HR Analytics  Communication  Feedback  Marketing

Network- Analyses  Age/ Gender - Structure  Workforce- Management  Fluctuation  Performance- Management  Artificial Intelligence

Source: Geib 2021
People analytics systems are used in various ways, for example:

- in **recruiting**, by scanning CV’s or analysing the potential candidates,
- to predict unwanted **fluctuation** using historical data,
- and to measure **productivity** by tracking the amount of emails or calls sent per day, as well as the time employees spent in meetings.
What do vendors say?

Microsoft

Workplace Analytics
Gain data-driven visibility into how work patterns affect wellbeing, productivity, and business performance.

SAP SuccessFactors Workforce Analytics
Make HR decisions based on accurate workforce intelligence – not guesswork – with our cloud-based people analytics solution.

See your people in a whole new way with workforce analytics.

Sources:
Which potentials of these tools are discussed and how do they reinforce the myth?

The advertising promises and discourse around people analytics have led to (overly) high expectations:

- People analytics equips human decision makers with rationality, objectivity or even “prophetic abilities”.

- Human behavior can be quantified and measured. Historical data can serve as a basis for predictions about human behavior.

- People can be viewed as quantifiable objects instead of cultural beings, and can be optimized through data analyses (similar to machines).

Risk ahead!

We identified six common risks to help us *bust the myth.*
1. Recommendations and prognoses are hardly ever questioned.
2. It is hard and sometimes impossible to decline the usage of the tools.
3. Non-technophile employees could be left out.
4. Important social interaction might become invisible.
5. Growing information asymmetry.
6. Information privacy and personal privacy are threatened.

Sources: Gal et al. 2020, Giermindl et al. 2021, Tursunbayeva et al. 2021
How does that bust the myth?
What does this mean for employees and managers?

Planning
- **Holistic analysis**: Critically evaluate needs, risks and benefits. What are the real needs of employees and managers, and can they be met with data analyses?
- **Integration**: Early involvement of the works council to ensure an employee-centered approach.

Implementation
- **Competence building**: Extensive training of all users to enable them to challenge and question system recommendations.
- **Transparency**: Critically evaluate the functionality and data usage of the systems. Are the metrics used actual indicators of the behavior you are looking to analyze?

Reflection:
- **Continuous evaluation**: If necessary, set up an AI ethics committee.
- **Intervention**: Set up complaint and intervention procedures.

Sources: Rasmussen/Ulrich 2015, AlgorithmWatch 2020, Thielges 2020
**Literature**


BMAS (2021): Gesetz zur Förderung der Betriebsratswahlen und der Betriebsratsarbeit in einer digitalen Arbeitswelt (Betriebsrätemodernisierungsgesetz).


Geib, Magdalena (2021) [unpublished].


Literature


