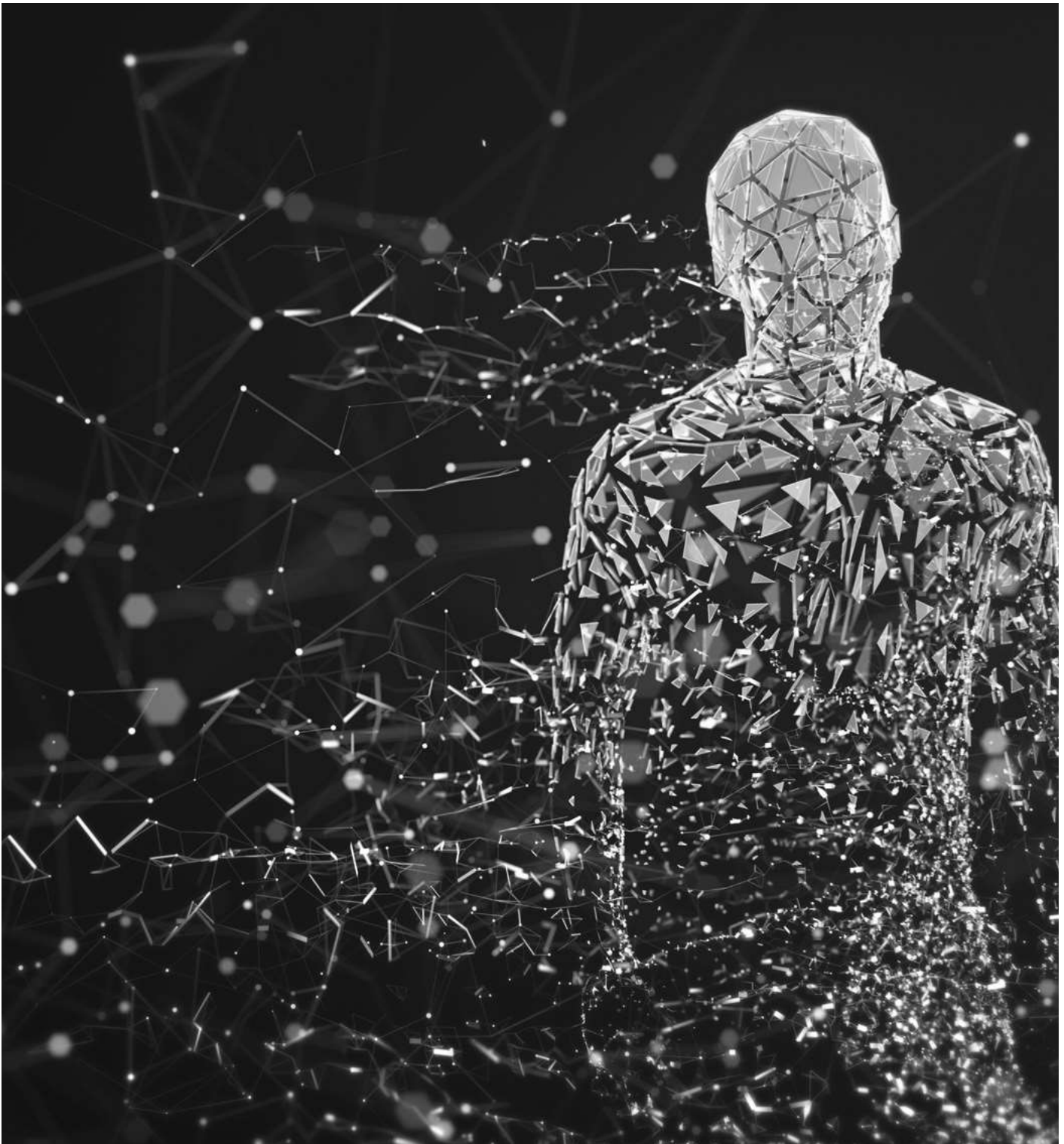


5

Ongoing maintenance and monitoring

AI in HR requires ongoing monitoring, with special attention paid to changes in context.



Key takeaways

- The creator of an AI-based HR tool should provide ongoing reports, monitoring key outcomes and concerns.
- Organizations should develop a plan for monitoring the performance of the tool, how it is being used, and its impact on the organization.
- Organizations should monitor the context within which the tool is deployed for changes that might threaten its performance.

The AI tool's creator or vendor should have established systems for documenting and monitoring its performance. You will also need to monitor changes in performance either due to updates to the algorithm or changes in the deployment context.

In addition, your organization should develop its own monitoring plan. This plan should involve ongoing assessment of the tool as well as monitoring the organizational practices and impacts.

Monitoring the algorithm

Algorithms should be subjected to ongoing monitoring. A monitoring plan should be agreed upon with the vendor before implementation, with responsibilities clearly laid out. The monitoring should include:

- Compliance with necessary regulations (e.g. GDPR)
- Ongoing assessment for bias and fairness
- The tool's accuracy, whether it is successful in predicting the eventual outcomes of the cases it has assessed
- Changes in the training data and algorithm, when and how it is updated, as well as tracking the age of the training data and considering the possible retirement of older data
- Ensuring that the system is subjected to periodic security penetration tests.

Organizational monitoring plan

Before deploying an AI-based HR tool develop a clear plan for monitoring the organization's use of the tool and its outcomes.

Specify **how you expect the tool to improve organizational and individual outcomes** and how you will measure and monitor that impact. Document the baseline values for those outcomes so that you can measure the change later.

Create a system for regularly **auditing a sample of decisions**. This audit should include **the inputs and**

outputs of the algorithm and the actions of the user and final decision-maker to ensure that they are using the tool appropriately and as expected.

Assess the **impacts on and sentiments of the users and subjects** of the system to identify and address concerns. Track how **user and subject behaviour may change as they use the tool**, paying attention to possible misuses or gaming of the system.

Monitoring the context

AI-based tools are designed to function in contexts that match well with their training data. If the context changes significantly, the AI-based tool is at risk of failure. The COVID-19 pandemic, for instance, posed challenges to many AI systems⁹ but not necessarily all

of them. The key question is whether the patterns that the algorithm has identified in the training data would still be applicable in the new context. In addition to major events, it is necessary to monitor for changes in the local context where the tool is deployed.

[Tool Assessment Checklist](#)

[Planning Checklist](#)