

AI for HR

A Guide to Effective Prompts

Foreword

Dear Member,

On behalf of our team, I am thrilled to share with you this Artificial Intelligence (AI) Guide to help you leverage AI as you continue your HR journey. Over the past few months, our CPHR BC & Yukon team has remained driven and committed to developing this Guide for you, which we believe is the first of its kind in the field of HR.

At CPHR BC & Yukon, we recognize the impact that Generative AI is having on workplaces around the world. One of our strategic goals is to “serve as leaders in the future of HR and the future of work”, which prompted the development of this new resource, designed exclusively for our members, with support from our partners at [A.I. Guides](#).

Many of you may already be using AI to help you with administrative tasks and improve workflows. The ability to expedite traditionally cumbersome tasks, frees you and your teams to dive into more fundamental issues of HR. More importantly, we need to determine how we can elevate the use of AI within our organizations. How can HR enhance efficiency, improve decision-making, and create a more personalized and engaging employee experience?

You may be familiar with the statement made by economist Richard Baldwin at the 2023 World Economic Forum. He predicted that “AI won't take your job. It's somebody using AI that will take your job.” Through the principles of creative destruction, this innovation will simply enable new ways of doing work, and there is potential to create more jobs than those it renders obsolete.

While Generative AI offers significant potential to enhance efficiency and effectiveness, this tool will be most effective when it is leveraged to assist HR professionals, freeing them up to do more innovative and strategic work. And so, this guide is intended to empower CPHR BC & Yukon members with the skills and knowledge needed to succeed in tomorrow's workplace.

The examples and sample prompts inside this guide are aligned with the CPHR competency framework, ensuring that you can apply these tools effectively and ethically to your work. By integrating Generative AI into your HR practices and the practices of your team, productivity can be increased, data-driven decisions can become easier, and you can become a more dynamic, innovative, and responsive HR leader.

As we navigate this technological frontier, I hope this guide assists you to create synergy between human expertise and the promise of AI to unlock new possibilities in your work and your workplace. We are excited to support you in your journey toward AI-fluency.

Sincerely,



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September 2024

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How to Use this Guide

While there are many AI-related resources over the Internet, we wanted to provide value to members in a way that aligns with our mandate to promote and enhance the HR profession, particularly as it relates to new developments in the workplace.

This guide is a 'how-to' for learning how to speak and interact (also known as inputting prompts) on Generative AI tools like ChatGBT, Google Gemini, and Microsoft Copilot. In addition, this guide is a resource designed for HR professionals to build upon the competencies outlined in CPHR BC & Yukon's professional development programming.

We recognize that this is a long document with a lot of content, but just like a dictionary or encyclopedia is not intended to be read from cover to cover, this reference guide offers information for our members to consume in bite-sized pieces, as needed. Over time, you may begin to recognize the patterns in how to effectively input prompts (i.e. speak in the language of Generative AI) and become fluent in interacting with AI tools without relying on this document.

Please keep in mind that there are risks involved in using Generative AI in the workplace. To better understand how to reduce these risks, we recommend that you thoroughly read these sections:

- › [Data Protection](#)
- › [Prompting Tips: Getting the Most Out of Generative AI](#)

To help you navigate the report and make the most of the information presented, we have organized the content according to the competencies outlined in CPHR BC & Yukon's professional development programming, which are required for HR professionals to achieve the CPHR designation. Each competency aligns with specific tasks and responsibilities in the HR field. Then, for each competency listed, we've included at least one structured table containing specific insights and guidance.

The examples of relevant tasks provided in this section represent practical, day-to-day responsibilities that an HR professional may engage in. The intent is to showcase common activities you could encounter in your role, making it easier to see how these tasks integrate with your work, and how AI can potentially support that work.

The sample prompts serve as a starting point for your AI interactions, ensuring that your queries are both effective and aligned with your objectives. You can enhance the effectiveness of these prompts by applying the lessons from the Prompting Tips page.

Generative AI is not a source of absolute truth. While it can generate insightful and well-structured content, it is prone to "hallucinations" – producing information that may seem plausible but is factually incorrect or misleading. This limitation underscores the need for HR professionals to remain vigilant when using AI-generated outputs.

Data Protection

Use extreme caution when sharing personal or confidential information through AI tools. Always follow your organization's policies and procedures for privacy and confidentiality.

Generative AI can be a helpful assistant, but it is important to recognize the risks associated with inputting sensitive data. Always assess whether the benefit of using AI for a task will outweigh the potential risk. Determine ways to exclude sensitive information from the AI interaction.

If you are using a personal account for accessing AI tools, be aware that your data may be used for training and improving AI models. This means that

any personal or confidential information you input could potentially be incorporated into broader data sets. In contrast, enterprise accounts may offer more robust controls and protections. Always verify the type of account you are using and understand the implications for data privacy.

When in doubt, always review the privacy provisions of any AI vendor you are using. Different vendors have different policies regarding data use, storage, and sharing. Ensuring that you are familiar with these provisions will help you make the best decisions about what information to share and how to protect sensitive data.

Plagiarism & Copyright Considerations

Be cautious about relying on AI-generated content that may be based on copyrighted materials. There is a lot of uncertainty around ownership and usage rights for AI-generated materials as AI systems do not directly copy existing text, but rather learn patterns to generate new content. It is not legally considered to be plagiarism at this time, as it is difficult to accurately attribute the sources used by AI to generate content; however, using AI-generated content without disclosure may be viewed as unethical in some contexts.

Recommendations:

- › Use AI as an assistant or as an idea generator, rather than a primary author
- › Verify and fact-check all AI-generated content
- › Disclose the use of AI in your work, where appropriate
- › Select AI models that prioritize copyright protection

- › Keep records of input data, systems used, and generated output to demonstrate compliance with local laws and organizational policies
- › Run AI-generated text through plagiarism detection tools before publishing it
- › Modify and add original creative elements to AI-generated content
- › Stay informed on evolving legal and ethical standards, specifically current copyright laws related to AI-generated content

By implementing best practices like those listed above, you will be able to leverage the benefits of AI-generated content while minimizing the risk of copyright infringement. **AI should be used as a tool to enhance human knowledge and output, not replace it entirely.** As the legal landscape continues to evolve, stay informed and adapt practices accordingly to maintain compliance and abide by ethical standards.



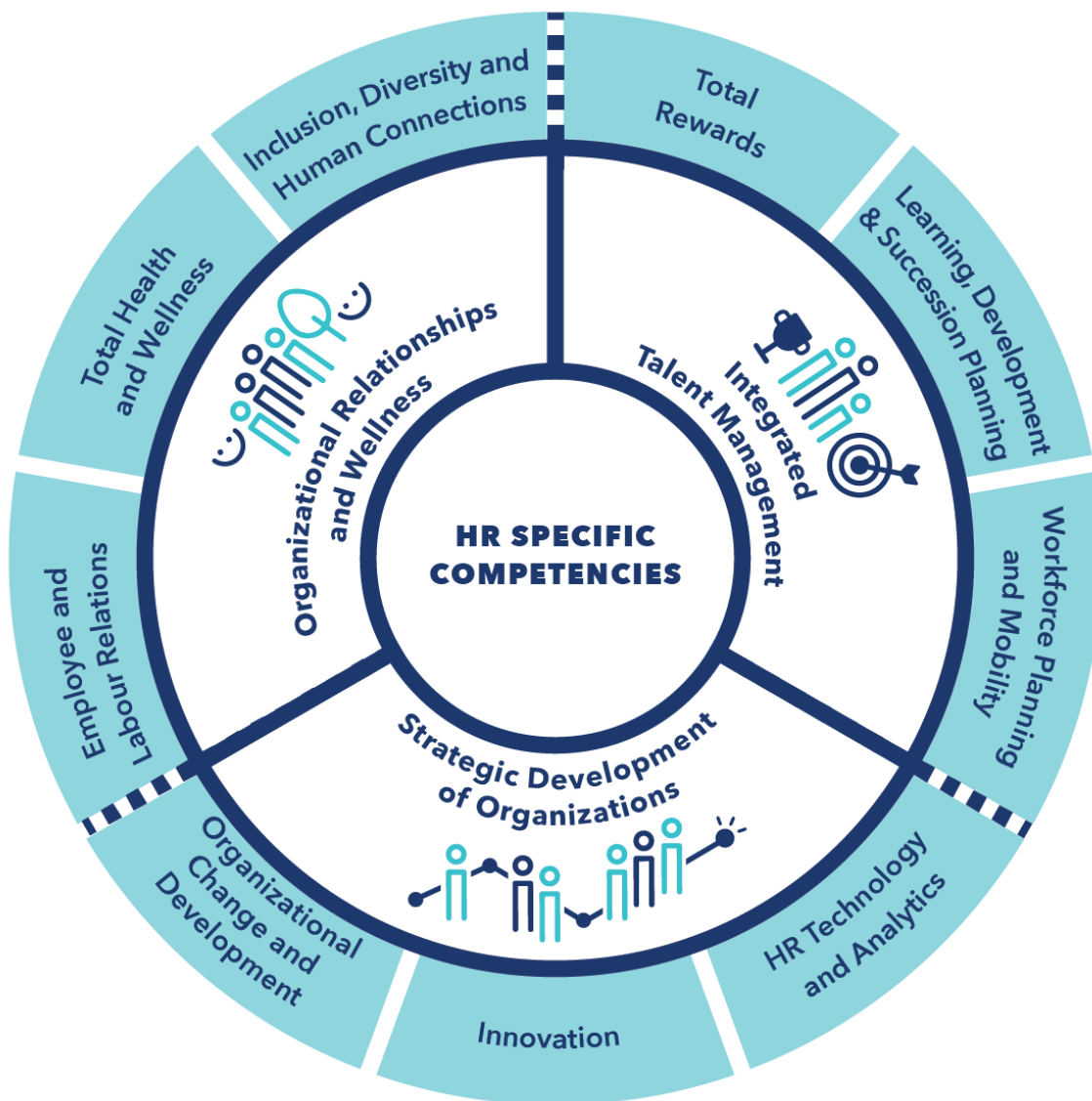
Limitations of Liability

CPHR BC & Yukon will not be liable to any user of this resource, in relation to the use of the content found within the AI for HR Guide or content generated as a result of the sample prompts in this Guide. CPHR BC & Yukon shall not be liable for any indirect, special, consequential, or punitive damages that the member user, or affiliated third party, may claim as a result of the recommendations in the Guide. This includes, without limitation, any business losses, loss of revenue, income, profits, loss of contracts or business relationships, loss of reputation or goodwill, or loss of corruption of information or data.

In no event shall CPHR BC & Yukon be liable to users and/or any party for any claim(s) relating to the user's inability or failure to perform research or related work to supplement the content generated by the recommendations and sample prompts in this guide.

CPHR Competency Framework

The following pages will delve into each of CPHR BC & Yukon's nine competencies, along with examples of relevant activities and sample prompts that you can use in communicating with the AI tool to achieve each expected result.



Competency 1: Employee and Labour Relations



Build and maintain relationships with employees and their representatives in alignment with organizational goals.

Competency Expected to Achieve the CPHR Designation	
1.1.1 Support the development of collective employment contracts and agreements, ensuring compliance with applicable legislation and the organizational strategic plan.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare for collective bargaining by researching the current labour market environment, both private and public.	"Please review [insert document]. Analyze the latest data on wage trends and employment rates in [insert industry]. How do these trends compare between the private and public sectors? Summarize your findings in a concise report." "Provide an overview of the current labour market environment in [insert industry], focusing on both private and public sectors. Include key statistics and trends. Provide citations."
Create standard documentation and procedures within the collective agreement.	"Create a standardized format for recording employee grievances and resolutions. Ensure the format includes sections for date, description of grievance, steps taken, and final resolution." "Write a step-by-step guide on how to document and process requests for changes to the collective agreement. Include examples of common requests, required forms, and processing timelines." "Develop a checklist to ensure all standard procedures and documentation requirements are met during the negotiation and implementation of the collective agreement."

Prepare and update company policies to align with labour laws and legislation.	"Read our company employee leave policy. Now read [insert labour law update]. Evaluate our current employee leave policy against the new standard. Identify any gaps or potential changes required in our company policy." "Draft an email to inform employees about the updated employee leave policy. Ensure the message includes clear explanations of the changes and their implications." "Design an outline of a Lunch-and-Learn presentation for managers about the new regulations and the impact on employee leave."
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Competency Expected to Achieve the CPHR Designation	
1.1.2 If required, act as representative of parties before the relevant administrative bodies.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Provide conflict management, addressing interpersonal conflict between various parties, up to collective agreement standards and best practices.	"I'm working on an employee conflict case. The key details are as follows: [insert conflict case]. Help me approach this conflict. What do you see as the main points of contention? Provide a list of possible underlying causes that I should consider." "I'm working on a mediation plan between [insert parties involved]. What are potential initial steps to take before formal mediation begins?" "Develop an outline for a training session on conflict management best practices. Include a list of key topics and skills that managers should learn, such as active listening and de-escalation techniques."
Mediate and liaise with unions and union reps. Help with performance reviews and performance management under the collective bargaining agreement.	"I'm preparing for a mediation session with union representatives regarding [insert dispute details]. What are the key questions I could raise to ensure a productive discussion? Include strategies for maintaining a cooperative tone." "Draft a communication plan for regular liaison meetings with union representatives. What topics should be covered to ensure ongoing alignment and collaboration under our collective bargaining agreement?" "Develop a checklist for conducting performance reviews that comply with our collective bargaining agreement. Include key areas of focus and common pitfalls to avoid."

Offer standards responses and communications to admin staff regarding FAQs from the collective agreement.	"Review our current FAQ responses related to the collective agreement. Identify any areas that may need updating or clarifying and suggest improvements to ensure they remain accurate and useful." "Compile a list of potential questions from the collective agreement and draft clear, concise answers for each. Ensure the responses are aligned with the terms of the collective agreement." "Design a training session outline for admin staff on how to handle FAQs related to the collective agreement. Include key topics, common questions, and strategies for providing accurate information."
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Competency Expected to Achieve the CPHR Designation	
1.1.3 Promote a collaborative work environment between the employer, the union (if applicable), employees, and other representative groups.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare and promote training for supervisors, employees, and management.	"Draft an outline for a comprehensive training program for supervisors, employees, and management. Include key topics such as effective communication, conflict resolution, and team collaboration." "Outline an interactive workshop aimed at improving collaboration and communication within teams. Include role-playing exercises, group discussions, and practical problem-solving activities." "Design a feedback form to evaluate the effectiveness of the training programs. Include questions on content relevance, delivery style, and overall satisfaction."
Collaborate with employers to resolve grievances. Prepare standard processes for grievances (usually from collective agreements).	"Draft a standard grievance resolution process that aligns with our collective agreement. Include steps for submitting grievances, initial review, mediation, and final resolution." "Create a template for documenting grievances that can be used by employees and supervisors. Ensure it includes sections for describing the grievance, steps taken, and outcomes." "Draft a one-page primer to inform employees about the grievance resolution process. Ensure it includes clear instructions on how to submit grievances and what to expect during the process."

1.1.4 Interpret legislation, collective agreements (where applicable), and policies consistent with legal requirements and organizational values to treat employees in a fair and consistent manner.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Compare legislation and recent updates (e.g. the pay transparency act, and how it affects collective agreements).	"Please review [insert new legislation]. Please provide a summary of key provisions." "Here is the latest legislation on [insert topic]. Now here is our organizational policy on [insert topic]. Compare our policy with the new legislation. Identify any discrepancies and suggest necessary updates to ensure compliance." "Here are important details about our organization [insert details]. Now review [insert legislation] and assess the potential impact on our organization. What potential issues will we need to assess?"
Prepare disciplinary letters in accordance with collective agreements and legislation.	"Create a template for disciplinary letters that complies with our collective agreements and relevant legislation. Ensure the template includes sections for the description of the infraction, references to specific policies or agreements violated, and the consequences." "Draft instructions for managers on how to issue disciplinary letters in accordance with the collective agreement. Include guidelines on documenting infractions, delivering the letter, and following up with the employee."



Competency 2: Total Health and Wellness



Support the development of a culture and environment of physical and psychological safety with a balance between productivity and wellbeing.

Competency Expected to Achieve the CPHR Designation	
2.2.1 Promote the health and safety of employees through an understanding of legislation, regulations, and standards to increase organizational awareness and manage risk.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Communicate regular policies, laws, updates, and best practices in health, safety, and wellness.	"Read [insert document]. Then summarize the latest changes in health and safety regulations for [insert industry]." "Draft a 250-word newsletter on recent updates in workplace wellness standards. Here are the three key points to include; [insert details]." "Create a one-page overview of the new health and safety guidelines, highlighting the most critical updates."
Compare legislation, regulations, and standards for informational purposes.	"Compare the key differences between these health and safety regulations: [insert first regulation] and [insert second regulation]." "Summarize the main points of new workplace safety standards compared to existing ones." "Create a table outlining the major differences between these safety legislations: [insert first legislation] and [insert second legislation]."

Competency Expected to Achieve the CPHR Designation	
2.2.2 Support the development of health, safety, and wellness policies, procedures, roles, and responsibilities for leaders and employees in order to ensure compliance to required policies.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create and update policies for a specific target audience and ensure inclusive language.	"Can you rewrite this [insert policy] to be more inclusive for all employees, especially considering [insert consideration]?" "How would you adapt [insert wellness policy] to better suit the needs of our specific employee groups, such as [insert first specific employee group] and [insert second specific employee group]?" "Help me simplify this [insert health regulation] so that it's easier for all employees to understand. I want it to be in plain language at a grade 10 reading level."
Organize health and safety or wellness committees and plan initiatives.	"Outline a plan for establishing a health and safety committee in [insert industry], including roles and responsibilities." "What are some key points to cover in the first meeting of our wellness committee?" "Help me create a yearly plan for our health and safety initiatives, focusing on key milestones."

Competency Expected to Achieve the CPHR Designation	
2.2.3 Support the development of training and monitoring programs to provide appropriate safeguards.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create a training course or monitoring curriculum for different levels and departments with relevant examples.	"Develop a comprehensive training course outline for our employees in departments X, Y and Z. Here are key details about each department: [Insert key department details]." "How should we create a monitoring program that addresses the specific needs of various employee levels? What would you need to know about our organization to help me with this task?" "Can you provide examples of effective training modules for different levels within an organization in the [insert sector]? What are the factors I should keep in mind when designing training for different levels? Provide citations."

Competency Expected to Achieve the CPHR Designation	
2.2.4 Strive for organizational productivity while focusing on employee wellbeing.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Integrate employee wellbeing into the strategic plan of the organization.	"Help me understand the key benefits of integrating employee wellbeing into the organization's strategic plan. Provide examples of companies in [insert sector] that have successfully implemented similar strategies. Provide citations." "Create a comprehensive overview of how employee wellbeing can be integrated into our organization's strategic objectives. Highlight any potential challenges and how to address them." "Read our current Strategic Plan. Now develop a new section that outlines specific initiatives to enhance employee wellbeing. Include at least three key initiatives and their expected impact on productivity."

Competency Expected to Achieve the CPHR Designation	
2.2.5 Encourage a proactive approach to mental health and psychological wellbeing in the workplace by enhancing awareness at all levels of the organization to improve performance.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research ideas for mental health and wellbeing practices.	"Identify the top five mental health and wellbeing practices currently being used in [insert industry]. Provide a summary of each practice and its impact on employee performance. Provide citations." "Research and compile a list of innovative mental health and wellbeing initiatives from companies known for their excellent workplace culture. Highlight the key features and benefits of each initiative. Provide citations." "Create a comprehensive report on the latest trends in workplace mental health and psychological wellbeing. Include data on effectiveness and examples of successful implementations in various sectors. Provide citations."

Create engagement around the topic of mental health and wellbeing.	"Develop a survey to assess employee interest and engagement in mental health and wellbeing programs. Include questions that will help identify areas for improvement and preferred methods of engagement." "Develop an outline of an employee workshop focused on mental health and wellbeing. Include activities and discussion points that will engage employees and encourage participation." "Draft key communication messages to promote mental health awareness in the workplace." "Design a mental health challenge or initiative that employees can participate in. Provide details on how to encourage involvement and measure the impact on employee wellbeing."
Integrate mental health and wellbeing into performance management.	"Review this [insert document on mental health wellbeing]. Now design a survey for employees to provide input on how mental health and wellbeing considerations are being integrated into performance management. Include questions to assess their comfort and satisfaction with the process." "Draft a policy that outlines how mental health and wellbeing will be considered in performance evaluations. Include criteria and guidelines for managers to follow." "Develop a performance review template that includes sections on mental health and wellbeing. Provide examples of how to document and support employee wellbeing during reviews."

2.2.6 Encourage employee wellness by endorsing healthy lifestyles, educating employees, and providing opportunities for the enhancement of wellness to sustain overall employee and organizational health.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create inclusive communications with ideas for wellness endorsement.	"Review this [insert document on wellness]. Now develop an informational brochure on wellness programs available to employees. Include sections on physical, mental, and emotional wellbeing, and ensure the language is inclusive." "Write a script for a video message from the CEO endorsing healthy lifestyles and wellness programs. The message should be inclusive and motivate employees to engage in wellness activities." "Create a series of social media posts that highlight different wellness activities and tips. Make sure the content is diverse, inclusive, and represents the interests of a wide range of employees."
Create training and activities around wellness.	"Review this [insert document on wellness]. Develop a comprehensive training program outline on wellness for employees, including modules on physical health, mental health, and emotional wellbeing. Ensure the content is engaging and interactive." "Create a detailed plan for a wellness day event at the workplace. Include a broad range of activities such as fitness classes, health screenings, and wellness workshops. Surprise us with innovative ideas." "Design a virtual wellness challenge that employees can participate in from home. Provide instructions and motivational content to keep participants engaged."
Research relevant activities and events to sustain overall health across the organization.	"Identify and compile a list of the most effective wellness activities and events that other organizations in [insert industry] have successfully implemented. Include details on their impact and any lessons learned." "Research and propose a variety of wellness activities and events that can be tailored to our organization's specific needs. Provide a brief overview of each activity, its benefits, and how it can be implemented." "Develop a comprehensive calendar of wellness activities and events for the upcoming year. Ensure a mix of physical, mental, and social wellness activities that cater to diverse employee interests."

Competency 3: Inclusion, Diversity and Human Connections



Develop and implement practices that create connection, collaboration, and work culture that is healthy, inclusive, and embraces diversity.

Competency Expected to Achieve the CPHR Designation	
3.3.1 Promote engagement, commitment, and motivation of employees by developing, implementing, and evaluating effective strategies to enhance productivity, morale, and culture.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Develop comprehensive onboarding programs with clear expectations to set up new hires for success.	"Design an onboarding program focused on immersing new hires in the organizational culture. Include activities and sessions that highlight company values, mission, and expected behaviour. Tailor the program to ensure that it is engaging and informative." "Develop an onboarding process that pairs new hires with experienced mentors. Create guidelines for mentors to follow, ensuring that new hires receive guidance on job expectations, organizational culture, and key resources." "Design a comprehensive virtual onboarding program for remote employees. Ensure the program includes virtual orientation sessions, digital access to key resources, and interactive online training modules."

Measure internal morale and culture through tailored pulse checks and engagement surveys.	"Develop a series of tailored pulse check surveys to measure employee morale and organizational culture. Ensure the questions are relevant and specific to different departments and teams." "Create a comprehensive employee engagement survey to assess overall morale and culture. Include questions on job satisfaction, workplace relationships, and alignment with company values." "Design an implementation plan for conducting regular pulse checks and engagement surveys. Include a timeline, frequency, and communication strategy to ensure high participation rates." "Develop a framework for analyzing data from pulse checks and engagement surveys. Include methods for identifying trends, pinpointing areas of concern, and suggesting actionable improvements."
Conduct regular performance reviews tailored and tied to the organizational goals, culture, etc.	"Review the attached performance management guidelines. Create a performance review template that aligns with our organizational goals and culture. Ensure the template includes sections for goal setting, achievements, areas for improvement, and alignment with company values." "Review the attached performance management guidelines. Identify key performance indicators (KPIs) that are aligned with our organizational objectives and culture. Develop criteria for evaluating employee performance based on these KPIs." "Develop a training program for managers on how to conduct performance reviews that are constructive and aligned with organizational goals and culture. Include techniques for providing feedback, setting goals, and supporting employee development."

3.3.2 Support the development of initiatives through which leaders align culture, values, and work groups to increase productivity and engagement of employees.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Organize team-building activities and company-wide events.	"Propose team-building activities that promote diversity and inclusion. Ensure that the activities are accessible and engaging for all employees, regardless of their backgrounds." "Develop a yearly calendar of team-building activities and company-wide events. Ensure that the calendar includes a mix of social, professional, and wellness activities to cater to different employee interests." "Our budget for team-building this year is \$[insert amount]. Develop a budget plan for team-building activities and company-wide events."
Develop and promote employee resource groups to support diversity, equity, and inclusion initiatives.	"Develop a framework for establishing employee resource groups (ERGs) that support diversity, equity, and inclusion initiatives. Include guidelines for forming groups, defining objectives, and measuring success." "Create a communication plan to promote the participation of employees in ERGs. Include strategies for raising awareness, highlighting the benefits of participation, and encouraging diverse representation." "Create a set of metrics to evaluate the impact of ERGs on employee engagement, diversity, and inclusion. Develop a process for regularly collecting feedback from ERG members and reporting on the groups' progress."

3.3.3 Implement practices and processes that encourage collaboration and maintenance of a healthy, inclusive, and diverse working environment.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Implement training programs for employees, focusing on developing understanding and appreciation for different backgrounds, perspectives, and working styles.	"Propose a comprehensive diversity training program that educates employees on the importance of understanding and appreciating different backgrounds, perspectives, and working styles. Include interactive modules, real-life scenarios, and practical exercises." "Create a series of workshops focused on cultural competency and inclusivity. Ensure the workshops include activities that promote empathy, active listening, and respectful communication among employees." "Design a training session on recognizing and addressing unconscious bias in the workplace. Include tools and techniques for employees to identify their own biases and strategies to mitigate them."
Research and organize cultural awareness events, recognize multicultural holidays, and encourage employees to share their cultural experiences to celebrate diversity within the workplace.	"Create a comprehensive cultural awareness calendar that includes significant multicultural holidays and events. Include brief descriptions of each event's significance." "Design a program that encourages employees to share their cultural experiences and traditions. Include guidelines for presentations, storytelling sessions, and cultural exchange activities." "Create a communication plan to promote cultural awareness events within the organization. Include strategies for using internal communication channels, such as newsletters, intranet posts, and email announcements, to raise awareness and encourage participation."

Form committees to support various initiatives and organize their functionality, and promote to employees to join.	"Draft a comprehensive Terms of Reference (ToR) document for establishing a Healthy Workplace Committee. The ToR should include sections on the committee's purpose, scope of activities, membership criteria, roles and responsibilities of members, meeting schedules, decision-making processes, and reporting requirements." "Propose methods for encouraging cross-functional collaboration within committees. Include strategies for leveraging diverse skills and perspectives, fostering innovation, and promoting knowledge sharing across departments." "Create a recognition program to acknowledge the contributions of committee members. Include awards, public acknowledgments, and opportunities for members to present their work to senior management."
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Competency Expected to Achieve the CPHR Designation	
3.3.4 Provide support to individuals, teams, and organizations to identify and achieve shared objectives.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Establish measurable objectives for different departments based on their KPIs, OKRs, etc.	"Draft a set of measurable objectives for the [specific department] based on their key performance indicators (KPIs) and objectives and key results (OKRs). Ensure the objectives are clear, achievable, and aligned with the overall organizational goals." "Design a workshop for department managers to collaboratively establish measurable objectives. Include activities for identifying key performance indicators, setting realistic targets, and developing action plans to achieve these objectives." "Design a process for regularly reviewing and updating the [specific department's] objectives. Include steps for evaluating progress, identifying challenges, and making necessary adjustments to stay aligned with organizational goals."

Prepare manuals to address questions and concerns from individuals, teams, and organizations. Outline policies and procedures that are fair and consistent throughout the organization.	"Review [insert documentation]. Create a user-friendly manual that outlines policies and procedures for employees. Ensure the manual includes a table of contents, FAQs, and practical examples to help employees easily navigate and understand the information." "Review [insert documentation]. Prepare a manual for new hires that covers the essential policies and procedures they need to know during their onboarding. Ensure the manual is clear, concise, and welcoming." "Review [insert documentation.] Draft a project management procedures manual that provides guidelines on project planning, execution, and evaluation. Include tools and templates for project managers to use."
Create training instructions for managers to address specific topics with their teams.	"Review [insert documentation]. Create a detailed training module for managers on conflict resolution. Include steps for identifying the root causes of conflict, techniques for mediating disputes, and strategies for fostering a collaborative work environment." "What are common mistakes that managers make in performance management meetings?" "What are strategies for team building in a remote environment?"

3.3.5 Demonstrate the value of employee engagement using appropriate measures to encourage productivity, continuous improvement, and innovation, and strengthen attraction and retention of diverse employees.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Analyze results from engagement surveys and pulse checks.	"Review [insert survey]. Analyze the results and identify key trends, areas of high engagement, and areas of concern. Provide a detailed report with actionable suggestions for improving employee engagement." "Review [insert current and previous survey]. Compare the current engagement survey results with previous surveys to identify trends and changes over time. Highlight significant improvements or declines in engagement levels and provide insights into potential causes." "Review [insert survey and organizational performance metrics report]. Analyze the correlation between employee engagement scores and organizational performance metrics (e.g., productivity, retention, innovation). Outline any hypotheses about how engagement impacts these metrics and recommend strategies to leverage engagement for better performance."
Collect, process, and present feedback and data from employees about events, engagements initiatives, etc.	"Create a survey to collect feedback from employees about recent events and engagement initiatives. Ensure the survey includes both quantitative and qualitative questions to capture a comprehensive view of employee experiences and suggestions for improvement." "Review [insert reports]. Perform a comparative analysis of feedback from different engagement initiatives to determine which initiatives are most effective. Provide a detailed report with recommendations for future initiatives based on the analysis." "Develop a strategy to conduct focus groups with employees to gather detailed feedback about specific engagement initiatives."

Assess current productivity and engagement levels and evaluate and propose improvements that align with budget, organizational goals, and timelines.	"Review [insert documents]. Assess the current processes and practices related to employee engagement and productivity. Identify potential inefficiencies and propose a process improvement plan." "Review [insert documentation]. Assess current employee productivity and engagement levels. Review the collected data to identify key trends, strengths, and areas for improvement. Suggest potential enhancements that align with organizational goals and budget constraints." "Assume that we have a budget of \$[insert amount] for a total of [insert amount] employees. Develop a proposal for improving employee productivity and engagement."
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Competency Expected to Achieve the CPHR Designation	
3.3.6 Partner with appropriate leadership to communicate with employees, the union, and organizational stakeholders on organizational challenges and developments to create understanding and enhance affiliation with the organization.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare presentations, reports, and analyses.	"I will give you several key bullets below. Based on that, I want you to develop a presentation for the leadership team on the current organizational challenges. Include key issues, root causes, and potential solutions. Ensure the presentation is clear and concise. Suggest visual aids to support key points. Here are the bullet points..." "Below are several emails with our union representative. Analyze these emails and identify key themes, areas of agreement and disagreement, and suggest strategies for improving future communications. Include data and examples to support your analysis. Here are the emails..." "Attached is our quarterly risk report. Prepare a summary for organizational stakeholders that outlines recent developments within the organization. Ensure the report is well-structured and easy to understand."

Prepare annual plans and map out milestones relevant to organizational development.	"I will give you several bullet points below. Create a timeline mapping out key milestones for the upcoming year. Include significant events, project deadlines, and evaluation points to track progress toward organizational development goals. Here are the bullet points..." "Suggest ways to gather input from key stakeholders on the attached proposed annual organizational development plan. Include sections for feedback on objectives, initiatives, and milestone timing." "Attached is our draft development plan. Conduct a risk assessment and identify potential risks to achieving the plan's objectives. Propose mitigation strategies for each identified risk."
Prepare projections and predictions of trends and topics to be addressed in the future for the growth and change of the company.	"We are a SME in [insert sector]. Conduct a trend analysis for the upcoming year in our industry. Identify key trends that could impact our company's growth and development. Provide citations." "Attached is a summary of our financial performance over the past five years. Please review this analysis and outline a range of scenarios, from optimistic to pessimistic, for our consideration. Explain the rationale behind each scenario and the assumptions on which they are based." "Attached is our draft plan for the coming year. Assess future risks and opportunities. Provide a balanced analysis that highlights both potential challenges and areas for growth."

Competency 4: Total Rewards



Strategically manage total rewards of workers to attract, retain and motivate employees. Ensure the adherence of pay equity principles while aligning with the organization's context and financial capacity.

Competency Expected to Achieve the CPHR Designation	
4.4.1 Support the development of a total reward structure that encompasses compensation, pensions, and benefits.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Stay updated on relevant legislation; communicate and implement internally.	"Review [insert recent legislative/regulatory change]. Draft an internal memo for the HR team highlighting these changes." "Review these two documents: the Organizational Policy and the Recent Legislative Changes. Create a comparative table that highlights the most relevant criteria. Use the left-hand column for the criteria and provide a detailed comparison for each point." "Review these two documents: our Total Rewards Program and a Report on Industry Benchmarks. Identify potential areas of improvement and suggest actionable recommendations to enhance our compensation, pensions, and benefits offerings."
Introduce recognized approaches and tools to total rewards and employee mobility.	"Here are [insert different benefits administration systems]. Provide a pros and cons list. Include considerations for ease of use, integration with other HR systems, and employee self-service capabilities." "Develop a relocation assistance policy to support external mobility. Detail the services offered, such as moving expenses, temporary housing, and family support, and explain how these services benefit both the employee and the organization." "Research and recommend pension management systems that can help employees plan for retirement. Highlight the advantages of each system and how they integrate with our existing benefits platform. Provide citations."

4.4.2 Support the implementation of total rewards programs using an appropriate system ensuring market competitiveness and internal equity.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research, create, implement various compensation plans, pay grades, and compensation philosophies.	"Develop an interactive workshop with various scenarios involving different employee situations (e.g., high-performing employee considering a job offer, remote worker with work-life balance issues). Include activities where participants assess and apply total compensation approaches like bonuses, flexible work arrangements, and career development to each scenario. Use group discussions and role-playing exercises for practical application." "Design a survey to gather employee feedback on current total rewards and mobility programs. Include questions that assess satisfaction, perceived value, and suggestions for improvement." "Review the attached total compensation policy and provide a critical assessment."
Research and compare best practices and industry trends to stay competitive.	"Undertake research to compile a series of case studies showcasing successful integration of total rewards strategies in various companies. Provide citations." "Analyze this report on the latest industry trends in total rewards programs. Provide a detailed report on emerging practices, tools, and methodologies that could be adopted to enhance our total rewards strategy." "Review this benchmarking report on total compensation in [insert industry]. Conduct a SWOT analysis of our total rewards programs in comparison to industry leaders. Use the analysis to suggest strategic initiatives that enhance market competitiveness and internal equity."
Evaluate and create compensation programs aligned with the organizations' culture, strategy and competitiveness within the industry.	"Review this Benchmarking Report. Provide suggestions for our organization to enhance alignment and competitiveness." "Read this market analysis and our compensation strategy. Write a summary comparing our compensation programs with those of leading companies in our industry. Include analysis of data, identification of gaps, and recommendations for improvement." "Draft a proposal for a new compensation strategy that includes incentives for behaviours and outcomes that drive organizational success and competitive positioning."

4.4.3 Ability to evaluate the total reward structure using appropriate metrics and monitoring trends and innovations.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research, understand, and evaluate different rewards and/or benefits structures.	“Research the latest innovations in employee benefits. Provide a report on emerging trends such as wellness programs, flexible work arrangements, and family-friendly benefits. Evaluate their potential impact on employee satisfaction and retention. Provide citations.” “Provide a framework for organizing and leading consultation sessions with key stakeholders to gather input on current compensation programs. Include sample questions and a structured agenda.” “Provide a critical assessment of our rewards structure from the point of view of an employee.”

4.4.4 Provide information about the value of and changes to Total Rewards using appropriate communication channels.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare regular updates to different levels of stakeholders that comprehensively and concisely provide the necessary updates.	"Create a monthly update template for senior management on changes to our Total Rewards program. Include key metrics, recent adjustments, and their impacts on employee retention and satisfaction." "Here are [insert news items]. Draft a quarterly newsletter for employees summarizing recent changes to their benefits and compensation. Use clear and concise language to explain the changes and their benefits." "Read this briefing note. Develop a presentation for the next board meeting that highlights recent changes in the total rewards program. Include data on cost implications, employee feedback, and anticipated outcomes."
Present business acumen cases to justify value and changes to Total Rewards.	"Read this [insert report]. Prepare a comparative analysis of our current total rewards program against industry best practices. Highlight areas where we excel and areas needing improvement. Provide recommendations for changes and justify them with business acumen." "Create a business case to justify the introduction of a new employee wellness program as part of our total rewards strategy. Include cost-benefit analysis, potential ROI, and expected impacts on employee satisfaction and retention." "Research recent market trends and innovations in total rewards. Prepare a report that justifies the need for integrating these trends into our total rewards strategy to remain competitive. Provide citations."



4.4.5 Support the management of total rewards in order to ensure consistency, fairness and organizational competitiveness, compliance with legal requirements, performance, reference job design, job evaluation system, and desired behaviours.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research and stay updated on different legislations and compliance in regards to Total Rewards.	"Develop a checklist for compliance with current labour laws and regulations related to total rewards. Include key points for compensation, benefits, and employee mobility." "Here are updates related to Total Rewards. Prepare a summary on new legislation and compliance requirements related to compensation, benefits, and pensions. Highlight areas where our policies need adjustments to remain compliant." "Propose a monitoring system to stay informed about ongoing legislative changes affecting Total Rewards. Include alerts for new laws, regulations, and industry best practices."
Develop and implement mobility practices and policies to attract and retain a large pool of qualified employees.	"Research and compile a report on best practices in employee mobility policies from leading organizations. Highlight key elements that contribute to attracting and retaining a qualified workforce. Provide citations." "Draft a comprehensive mobility policy that includes guidelines for internal transfers, promotions, and relocations. Ensure the policy aligns with our organizational goals and promotes fairness and consistency." "Develop a framework for evaluating the impact of mobility practices on employee retention and satisfaction. Include key metrics to track and methods for collecting and analyzing data."

Competency 5: Learning, Development and Succession Planning



Design, plan, support and promote the development of individual and organizational competencies for professional development for all.

Competency Expected to Achieve the CPHR Designation	
5.5.1 Support opportunities for employees to learn and grow professionally that are aligned with business strategy and contribute to organizational objectives.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Introduce recognized approaches and tools for professional and leadership development, succession management and career management.	"Research and compile a report on recognized approaches and tools for professional development. Highlight the most effective methods for enhancing employee skills and aligning them with our business strategy. Provide citations." "Develop a succession management plan that identifies key positions within the organization and potential candidates for those roles. Include strategies for talent development and retention to ensure a robust leadership pipeline." "Design a career management framework that supports employee growth and aligns with our business strategy. Include guidelines for career planning, skill development, and performance assessment."
Facilitate training sessions and workshops for employees at various levels.	"Develop a detailed agenda for a training session on [insert topic]. Ensure the content is relevant for entry-level employees and includes interactive elements to enhance learning." "Design a virtual training program on [insert topic] using interactive online tools and platforms. Ensure the program is accessible to remote employees and includes engaging multimedia content." "Read [insert reports]. Develop case studies relevant to [our industry] for use in training sessions. Ensure the case studies are realistic and encourage critical thinking and problem solving."

5.5.2 Identify organizational learning priorities aligned with the organization strategy using key stakeholder involvement to ensure appropriate learning and optimal return on investment.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Use methods and techniques to evaluate the return-on-investment for learning and development initiatives.	"Draft a comprehensive scenario where the organization needs to evaluate the ROI of a recent leadership training program. Detail the key steps and metrics that should be considered in this evaluation." "Write a quick reference guide for managers on how to evaluate the ROI of learning and development initiatives. Make it practical and easy to use." "Write a set of best practice guidelines for using specific ROI evaluation techniques, tailored to different types of training programs (e.g., leadership, technical skills, soft skills)."
Understand and create competency-based approaches aligned with organizational strategy and goals.	"Draft a detailed scenario where an organization needs to develop a competency-based framework for its sales team. Outline the key steps and considerations in aligning this framework with the company's strategic goals." "Design a workshop session where participants collaborate to build a competency model for a specific department. Include exercises that focus on aligning competencies with the company's strategic goals." "Develop a guide that walks managers through the process of using data analytics to identify key competencies and align them with strategic goals. Include key metrics and data sources."
Explore innovative learning methods to engage employees across the organization	"Facilitate a cross-departmental brainstorming session to identify potential innovative learning methods that can address common training challenges. Document the ideas and create a plan to test the top three methods." "Create a task force with representatives from different departments to explore and recommend innovative learning strategies. Outline their responsibilities and expected deliverables." "Draft a continuous improvement framework for innovative learning methods. Describe how new ideas will be tested, evaluated, and iterated upon based on feedback and results."

5.5.3 Support the development of succession plans to ensure the organization is able to meet its medium and long-term objectives.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Manage training budgets and track expenses related to development programs.	"Design a continuous improvement framework for training budget management. Describe how new tools and methods will be tested, evaluated, and iterated upon based on feedback and results." "Design a survey to gather employee feedback on the transparency and efficiency of current training budget management. Summarize the findings and recommend changes based on the data." "Propose a task force with representatives from different departments to explore and recommend innovative budgeting strategies. Outline their responsibilities and expected deliverables."
Assess competencies within the organization and identify gaps between them as well as current and future organizational needs.	"Compile a series of case studies illustrating successful competency assessments in various organizations. Highlight the methods used, identified gaps, and subsequent actions taken. Provide citations." "Explain how we could use analytics to assess current competencies within the organization and predict future skill requirements. Outline the process and the type of data needed." "Design a series of webinars featuring industry experts discussing future trends in competencies and skills."



5.5.4 Support the development of an organizational culture where learning occurs at different levels by ingraining learning in everyday work.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Improve professional development processes, practices and policies, ensuring they are personalized but fair.	"Evaluate our current professional development processes [insert documentation]. Identify areas where personalization can be enhanced to cater to individual employee needs and preferences while maintaining fairness." "Design a framework for creating personalized development plans for employees. Ensure the framework includes steps for setting individual goals, selecting relevant training programs, and monitoring progress." "Propose a strategy to integrate learning opportunities into employees' daily tasks. Include methods for on-the-job training, peer learning, and continuous feedback."
Develop new models or conceptual frameworks related to professional and leadership development, succession management, and career management.	"Design a new model for professional development that integrates both formal and informal learning opportunities. Ensure the model promotes continuous learning and aligns with our organizational goals." "Create a conceptual framework for leadership development that includes key competencies, development pathways, and assessment tools. Ensure the framework supports the identification and nurturing of future leaders." "Research innovative career development practices from leading organizations. Propose a new conceptual framework that incorporates these practices and supports our employees' long-term career growth. Provide citations."
Establish a culture of knowledge sharing and daily competency development in the organization.	"Propose a set of best practices for knowledge sharing in the workplace. Include strategies for regular team meetings, peer learning sessions, and sharing success stories." "Propose a set of incentives to encourage knowledge sharing and daily competency development. Include rewards for active participation, recognition programs, and career development opportunities." "Create guidelines for leaders to promote and facilitate knowledge sharing within their teams. Include strategies for leading by example, fostering an open communication environment, and providing support for knowledge sharing initiatives."

5.5.5 Evaluate learning and development priorities and programs in accordance with sound measurement principles to document attainment and progress toward organizational objectives.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Stay current on new developments in professional and leadership development, succession management, and career management practices.	"Research the latest career management tools and technologies. Evaluate their effectiveness and recommend how they can be integrated into our existing career management programs. Include metrics for measuring their impact on employee growth and satisfaction. Provide citations." "Identify best practices in succession management from leading organizations. Develop key performance indicators (KPIs) to measure the success of these improvements. Provide citations." "Conduct a benchmarking analysis of professional development and succession management programs. Identify strengths and weaknesses in their approaches."
Analyze needs, trends, legislations, certifications, etc. that are aligned with the business goals and will promote and support business functions.	"Develop a needs assessment survey to gather input from employees and managers on training and certification needs. Use the survey results to identify key areas for development that align with business goals. Establish metrics to measure the effectiveness of the resulting training programs." "Identify and analyze emerging trends in [our industry] that could impact our business goals. Summarize these trends and recommend adjustments to our learning and development programs to stay competitive. Include metrics for tracking the implementation and success of these adjustments. Provide citations." "Here is data on our employees and the certifications. Evaluate the impact of industry-specific certifications on employee performance and business outcomes. Provide a report on the findings and suggest which certifications should be prioritized for employee training programs. Include metrics for measuring the impact of these certifications on organizational goals."



5.5.6 Support the development of leader coaching and mentoring to support learning and development priorities of employees.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Establish knowledge and competency transfer processes within the organization and plan adequately the transfer of knowledge between individuals.	"What knowledge areas and competencies of a SME in [sector] are crucial for organizational success? Provide citations." "Create a framework for evaluating the effectiveness of knowledge transfer processes within our organization. Include metrics for tracking the transfer of knowledge and measuring its impact on employee performance and organizational success." "Propose strategies to ensure that critical knowledge is retained within the organization despite employee turnover. Include methods for capturing tacit knowledge and integrating it into formal knowledge management systems."
Recommend professional and leadership development, succession management, and career management strategies based on risks, costs, and opportunities to achieve organization objectives.	"Suggest a comprehensive plan for leadership development, succession management, and career management. Include an evaluation of risks, costs, and opportunities to ensure alignment with organizational objectives." "Propose strategies for integrating professional and leadership development, succession management, and career management into our overall business strategy. Assess the risks, costs, and potential opportunities of these integrated approaches." "Here is our current professional development plan. Evaluate the pros and cons of it against different succession management strategies."

Competency 6: Workforce Planning and Mobility



Identify and plan human resource needs for the short, medium and long term, and implement employer brand strategies so the organization can attract and hire a diverse and qualified workforce.

Competency Expected to Achieve the CPHR Designation	
6.6.1 Support the development of strategies to build a strong employer brand and increase the attractiveness of the employer to potential employees.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research best practices and trends regarding employee branding, industry brand, and workforce planning.	"Research and compile a report on the best practices in employer branding from leading organizations in our industry. Highlight successful strategies and provide recommendations for how we can adopt similar practices. Provide citations." "How can we measure the effectiveness of our employer branding efforts?" "How can we develop a talent attraction campaign that incorporates the latest trends in employer branding?"
Analyze and develop the employer value proposition (EVP).	"What is an Employee Value Proposition? How can we create one at our company?" "Attached is our EVP. Design a survey to gather feedback from employees on their perceptions of our current EVP." "Attached is our strategic plan and our current EVP. Identify strengths and weaknesses of the EVP and provide recommendations for improvement."

Research and analyze retention rates.	"Review this document of comments provided by exiting employees. Identify common themes and reasons for employee departures. Provide insights and suggestions for improving retention based on this analysis." "Attached is our table on retention rates. Analyze these results and identify key trends, patterns, and potential reasons for turnover." "What are some innovative retention strategies used by other companies? Provide citations."
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Competency Expected to Achieve the CPHR Designation	
6.6.2 Identify opportunities to shape the organization's employee value proposition to build a high-quality workforce.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Evaluate what your company currently provides in terms of compensation, benefits, work environment, culture, and career development opportunities.	"Analyze our current compensation and benefits packages. Identify strengths and weaknesses. Provide recommendations for improvement." "Design a survey to gather employee feedback on our compensation, benefits, work environment, culture, and career development opportunities. Ensure the survey includes both quantitative and qualitative questions to capture a comprehensive view." "How can we turn these survey results into action plans?"
Verify that the employer brand and EVP are consistently communicated through recruitment materials, internal communications, and external marketing efforts.	"Review these attached recruitment materials. Evaluate how effectively our employer brand and Employee Value Proposition (EVP) are communicated. Identify areas for improvement and provide recommendations for enhancing consistency." "Review our attached internal communications, including emails, newsletters, and intranet content. Assess how well they reflect our employer brand and EVP and suggest strategies for ensuring consistent messaging." "Review our attached external marketing efforts, including the attached social media posts, job advertisements, and corporate website content. Assess how consistently our employer brand and EVP are presented and suggest improvements for greater alignment."

Identify opportunities for either attracting or growing emerging skills within the workforce and understand how professional development concepts contribute to re-skilling current employees.	"Compile case studies from organizations that have successfully re-skilled their workforce in emerging skills. Identify key success factors and provide insights on how we can implement similar initiatives. Provide citations." "Prepare a budget proposal for re-skilling initiatives. Include costs for training resources, partnerships, internal workshops, and any other expenses related to developing emerging skills within our workforce." "How can we track the ROI of investment in reskilling programs?"
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Competency Expected to Achieve the CPHR Designation	
6.6.3 Support the development of a workforce plan by identifying current and future talent needs of the organization.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Perform a diagnosis of the organization's workforce needs (e.g., number of workers) based on a business plan, organizational priorities, and market trends.	"How can we align our workforce planning with our business strategy?" "How can we measure the impact of diversity initiatives on workforce composition?" "Attached is our draft business plan and organizational priorities for the coming year. Identify the key talent needs required to achieve our strategic goals. Provide a summary of the required positions, skills, and qualifications." "Review the attached historical data on employee turnover, hiring rates, and internal mobility. Identify trends and provide recommendations for addressing any that could impact our workforce planning."
Align company strategy for growth with EVP.	"How can we measure the effectiveness of our EVP in attracting top talent?" "Attached is our strategic plan and draft EVP. Review our EVP and suggest updates or changes that will better support our efforts to attract, retain, and motivate employees as we grow." "Review our EVP and provide recommendations for enhancing it to better support our growth strategy. Provide citations."

6.6.4 Support the successful execution of a workforce plan by sourcing, selecting, hiring, onboarding, and developing people to address competency needs and retain qualified talent aligned with the organization's strategic objectives.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Develop and maintain a proactive recruitment strategy: update job descriptions, ensure inclusive language, and ensure that existing job postings are compliant and inclusive. Verify that the EVP is consistent throughout this process.	"How can we measure the effectiveness of proactive recruitment efforts?" "Analyze the language used in our current job descriptions and postings. Provide recommendations for making the language more inclusive and appealing to a diverse range of candidates." "Review the attached regulatory requirements. Conduct a compliance check on our existing job postings to ensure they meet all requirements. Highlight any areas that need updating."
Develop and maintain a selection and hiring process that is consistent with the EVP, growth strategy, and DEI&R.	"Review the attached job descriptions and hiring process documents. Suggest updates to ensure alignment with our Employee Value Proposition (EVP) and growth strategy. Highlight areas where consistency needs to be improved." "Suggest common selection criteria for hiring that align with our EVP and growth strategy. Ensure the criteria are fair, objective, and promote diversity." "How can we effectively communicate changes in our selection criteria to managers and teams?"
Ensure the onboarding and professional development plans are in line with the EVP, compliant with DEI&R, and are aligned with company goals and strategy.	"Review the attached onboarding materials. Provide suggestions for aligning them more closely with our EVP and company goals. Highlight areas where improvements can be made to ensure new hires understand and are integrated into our organizational culture." "Review the attached onboarding materials to ensure it is compliant with Diversity, Equity, Inclusion, and Respect principles. Provide recommendations for making the onboarding process more inclusive and supportive of a diverse workforce." "Suggest key performance indicators (KPIs) and metrics to evaluate the effectiveness of our onboarding and professional development programs. Develop a plan for regularly tracking and reporting on these metrics to ensure alignment with company goals and strategy."

6.6.5 Implement a performance management system by measuring against established goals and expectations to align individual and organizational performance with strategy.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create a performance management form that covers the company's goals and competencies, incorporates professional growth, and is inclusive.	"What are best practices for designing a performance management form?" "Design a performance management form that aligns with our company's strategic goals and core competencies. Ensure the form includes sections for goal setting, competency evaluation, professional growth opportunities, and feedback." "Design a survey to gather input from employees and managers on the effectiveness of the performance management form. Use the feedback to make iterative improvements and ensure the form remains relevant and effective."
Create and adjust performance management goals and monitoring according to the company's needs and strategy.	"Review our attached strategic plan and identify key organizational goals. Suggest performance management goals for employees that align with these strategic objectives." "Review the attached report on market changes for companies in [our sector]. Analyze this report and propose adjustments to existing performance management goals to better align with the new context." "How can we integrate professional development with performance management programs?"
Compare and analyze performance reviews, track performance and professional development, provide coaching to managers on how to perform reviews, and check in with employees.	"Review the attached performance reviews from the last appraisal cycle. Compare and analyze the results to identify common strengths, weaknesses, and trends. Provide a summary report with actionable insights for improving overall performance." "Create a set of guidelines for managers on how to prepare for and conduct effective performance reviews. Include tips for creating a positive and productive review experience for employees." "Create a survey for managers and employees to provide feedback on the current performance management system. Use the survey results to identify areas for improvement and make necessary updates."

Competency 7: HR Technology and Analytics



Align organizational technology and analytics from a perspective focused on human issues.

Competency Expected to Achieve the CPHR Designation	
7.7.1 Manage human resource information in compliance with legal requirements, using appropriate tools and procedures to support decision-making and to inform leaders of progress toward organizational objectives.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Research and identify a Human Resource Information System (HRIS) that is suitable for the organization while factoring in business acumen and strategies in preparing a business case.	"What are key considerations when moving from one HRIS to another?" "What should we do to ensure data security and privacy when moving from one HRIS to another?" "What elements should be included in a comprehensive business case for implementing a new HRIS? At a minimum, include an analysis of the potential benefits, cost savings, and return on investment (ROI) for the organization."
Implement the HRIS efficiently and support the organization throughout the process.	"Create a step-by-step guide for the HR team on the HRIS implementation process. Ensure the guide covers all phases from preparation and data migration to system testing and employee training." "What do HR teams need to know about data migration strategy to ensure smooth transition of employee data to the new HRIS? At a minimum, include data validation steps and contingency plans for potential data issues." "Create a communication plan to keep employees informed about the HRIS implementation process. Ensure the plan includes regular updates, FAQs, and contact information for support."

Stay updated on legal requirements and compliance regarding HRIS and technology, and develop policies accordingly.	"How can HR teams maintain compliance when integrating third-party applications with their HRIS system?" "Organize a workshop for key stakeholders to discuss the impact of new legal requirements on our HRIS policies. Summarize the key points and action items from the workshop." "Propose a system for regularly monitoring and auditing our HRIS practices to ensure ongoing compliance with legal requirements. Include key metrics and reporting mechanisms."
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Competency Expected to Achieve the CPHR Designation	
7.7.2 Contribute to the improvement of processes, practices, and technology policies within the organization.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Establish clear data management policies and procedures.	"Research best practices in data management from leading organizations. Provide a summary of key practices and recommend how we can incorporate them into our policies and procedures. Provide citations." "Draft a comprehensive data management policy for our organization. Ensure the policy includes sections on data collection, storage, access, and disposal, and complies with relevant legal and regulatory requirements." "Propose a risk management plan for data handling processes. Identify potential risks and suggest mitigation strategies to ensure data integrity and security."



7.7.3 Understand the basics of technology concepts and put into practice where applicable.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Stay current on new technology developments connected to human resources practice.	"What are the latest trends in HR technology, including AI-driven recruitment tools, employee engagement platforms, and performance management systems? Produce a detailed report summarizing these developments and their potential impact on our HR practices. Provide citations." "Please explain the difference between [insert first technology] and [insert second technology] and outline the implications for HR teams." "What are key ethical issues related to Artificial Intelligence, and how can HR teams address them?"
Update policies and practices accordingly.	"Review the attached HR Tech Report and our current policy on staffing. Evaluate our policy considering the latest HR technology advancements. Identify areas that need updating. Provide a detailed report with recommendations." "Propose an approach system for regularly reviewing and updating HR policies to keep pace with technological advancements. Include guidelines for monitoring compliance and incorporating feedback from stakeholders."

7.7.4 Contribute to the technology optimization process within the organization.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Specify requirements for a HRIS that captures data and generates reports to inform leaders of trends to achieve organizational objectives.	"How does an HR team conduct a needs assessment to identify the specific data and reporting requirements for our HRIS?" "What are the essential features and functionalities that an HRIS must have to support a SME? Provide a list of requirements, including data capture capabilities, reporting tools, and user interface preferences." "Research and compare the HRIS solutions available in the market. Provide a detailed analysis of their features, and capabilities. Show the results in a comparison matrix. Provide citations."
Understand when subject matter experts are required, connect with the right consultant(s), and create a business case to present this requirement to stakeholders.	"Propose a checklist to help identify situations where external expertise is required. Include criteria such as complexity of the issue, internal knowledge gaps, and potential impact on the organization." "Develop a set of guidelines and questions for the HR team to consider when deciding whether to engage an external expert in certain domain. Ensure the questions address key areas, such as qualifications, experience, reputation, and cost considerations, and highlight the trade-offs involved in each decision." "Review this draft business case. Suggest areas where it could be strengthened with outside expertise."

Competency Expected to Achieve the CPHR Designation	
7.7.5 Understand and apply the latest advances in human resources automation to transform human resources practices.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Share best practices and developments in technology within the organization (such as preparing memos, policies, and manuals).	"Compile a report on best practices for integrating HR technology into daily operations, with citations. Include sections on enhancing employee experience, improving efficiency, and maintaining data integrity." "I will give you bullet points on recent developments in HR technology. Develop the outline of a presentation for senior management that showcases the potential benefits and risks of these advancements. Here are the bullet points..." "Provide the outline of an employee technology training manual."

Competency Expected to Achieve the CPHR Designation	
7.7.6 Support organizations in their digital transformation and change management objectives.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Organize the collection, integration, interpretation, and presentation of information to give a clear assessment of human resources performance in the organization.	"Develop a survey to collect feedback from employees on their work experience, job satisfaction, and suggestions for improvement. Ensure the survey covers all relevant aspects of HR performance." "Review the attached report. Analyze the HR performance data and identify key trends and insights. Provide a summary report highlighting significant findings and areas for improvement." "Review the attached draft report on HR performance data. Conduct a root cause analysis of any negative trends in HR performance data. Provide recommendations for addressing these issues based on the analysis."

7.7.7 Promote technological best practices within and outside the organization.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create metrics to inform system transformation aligned with organizational objectives and the strategic priorities.	"Attached is our strategic plan. Review it and suggest a set of metrics that aligns with our strategic priorities and can be used to measure the success of our system transformation. Ensure these metrics cover various aspects such as efficiency, user satisfaction, and cost-effectiveness." "Attached is our draft transformation plan. Propose a framework for evaluating the impact of system transformation initiatives on our strategic goals. Include both qualitative and quantitative metrics to provide a holistic assessment." "What is the Balanced Scorecard approach? How can we assess if it is a good fit for our organization?"
Guide the rollout and integration of recommended technological solutions where required.	"What elements need to be included in a detailed implementation plan for rolling out the new technological solution across the organization? Include key milestones, timelines, resource allocation, and potential challenges with mitigation strategies." "Design a pilot testing phase for the new technological solution. Outline objectives, selection criteria for pilot participants, metrics for success, and a feedback mechanism to gather insights for further refinement." "Outline a change management strategy to support employees through the transition to the new technological solution. Include communication plans, stakeholder engagement, and support mechanisms for addressing resistance."

Competency 8: Innovation



Design, guide and encourage innovation processes within the organization and its contextual environment based on the end user, client, employees and labour market and sector changes, both locally and globally.

Competency Expected to Achieve the CPHR Designation	
8.8.1 Implement recognized approaches to encourage innovation and implement new ideas in your organization.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Identify tools and resources to design and promote a culture of innovation.	"Compile case studies from organizations known for their innovative cultures. Analyze the tools and resources they use to support innovation and suggest how we can implement similar strategies in our organization. Provide citations." "Propose a set of best practices for using AI tools to enhance creativity and innovation in our organization." "Identify key metrics for measuring the effectiveness of innovation tools and resources."
Make a compelling case for innovation to present to stakeholders.	"Identify and summarize case studies from organizations that have successfully implemented innovation initiatives. Highlight the outcomes and lessons learned. Provide citations." "I will give you several key bullets below. Based on that, I want you to prepare a briefing note outlining the strategic benefits of fostering a culture of innovation within our organization. Include data on increased productivity, employee engagement, and competitive advantage. Here are the bullet points..." "Review our attached draft innovation considerations summary. Based on that, prepare a business case outline for investing in an innovation program."

Come up with ideas for innovation within the company's scope, services, and strategy.	"What are the common pitfalls with brainstorming sessions and how can they be avoided?" "Review the attached quarterly results for our organization. Identify potential opportunities for innovation that align with our company's services and strategic objectives." "Review our attached draft innovation strategy. Identify three reasons why it will fail, and a proven strategy to overcome this failure."
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Competency Expected to Achieve the CPHR Designation	
8.8.2 Promote best practices based on new developments and innovations.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare communications that encourage and promote innovation across the organization.	"How can we foster innovative ideas in our organization?" "How can we measure the impact of innovation in our organization?" "Create a plan for a series of internal newsletters focused on innovation. Each issue should feature success stories, new ideas from employees, and updates on ongoing innovative projects."
Develop a recognition and reward program to motivate and engage employees in innovation.	"What are common elements for employee recognition and reward programs that focus on innovation?" "Create a survey to gather input from employees on what types of rewards and recognition they value most. Use the feedback to design a tailored program that aligns with employee preferences and organizational goals." "Develop a proposal for a tiered recognition program that rewards different levels of innovative contributions. Include examples of incentives for each tier, such as financial bonuses, public recognition, and professional development opportunities." "Draft a communication plan to launch the new recognition and reward program. Ensure the plan includes strategies for promoting the program, encouraging participation, and celebrating successes."

Ensure that any new technology is thoroughly tested and evaluated for its effectiveness and ethical usage.	"What does HR need to know about developing a testing protocol for new technologies?" "Create a framework for HR professionals to evaluate the effectiveness of new technologies. Include criteria for measuring performance improvements, user satisfaction, and alignment with organizational goals." "How should HR professionals undertake a comparative analysis of new technology against existing solutions?"
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Competency Expected to Achieve the CPHR Designation	
8.8.4 Establish and nurture a culture of innovation through the implementation of processes that encourage innovative thinking, creativity, and experimentation.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Create inclusive and comprehensive training and engagement programs for employees and management.	"What are tips for creating effective and inclusive training programs on employee innovation?" "Design a training program outline that fosters innovative thinking and creativity among employees. Ensure the program includes interactive modules, real-world scenarios, and tools for brainstorming and divergent thinking." "How can HR measure the impact of training over time?"
Research and test new processes, trends, and technologies to become familiar and lead by example.	"Compile a report on the latest trends in HR technology. Include an evaluation of each trend's benefits and challenges. Provide citations." "How could HR design a pilot program to test a new technology or process? Outline the objectives, methodology, and metrics for evaluating success." "How could HR create a series of workshops to introduce employees to new trends and technologies in HR? Include hands-on activities and interactive sessions to encourage engagement."

Competency 9: Organizational Change and Development



Develop strategies and implement processes and projects that enable the organization to express its purpose and achieve its objectives.

Competency Expected to Achieve the CPHR Designation	
9.9.1 Positively impact the organization and human resources practices by bringing to bear a strategic perspective enhancing the value of human resources.	
Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Identify and propose opportunities for organization improvement.	"Review our attached HR strategic plan. Conduct a SWOT analysis focused on identifying opportunities for organizational improvement. Use the findings to recommend actionable improvements that align with the company's strategic objectives." "Attached is our corporate strategic plan. Identify areas where HR can play a pivotal role in driving organizational improvement. Suggest specific HR strategies that can be integrated into the business strategy to support overall growth and efficiency."

9.9.2 Understand the importance of effective application of governance principles while keeping current with leading governance practices contributing to the approved strategy.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Uphold, promote and communicate laws, policies, and best practices in organizational development.	"How can HR effectively communicate new policies and governance practices to employees? Propose a communication strategy that includes multiple channels and feedback mechanisms to ensure clear understanding and engagement." "Review the attached policies. Create a summary document outlining these requirements and their implications for our organizational practices." "Create a checklist for conducting regular audits of our organizational development practices. Ensure the checklist includes steps for verifying compliance with laws and internal policies, and identifying areas for improvement."
Integrate new legislation and governance into existing policies.	"Review the attached previous and current legislation. Prepare a side-by-side comparison, highlighting changes that may be of interest to our organization." "In light of new changes to legislation [see prompt above] review the attached policy. Highlight areas where changes may be needed." "Create a communication strategy to inform employees about the changes to our policies due to the new legislation. Ensure the strategy includes FAQs, detailed explanations, and contact points for further information."

9.9.3 Provide effective leadership for human resources, with due recognition of the roles and responsibilities of the governing body and the organization's leadership and their relationships with other stakeholders, to implement the business plan and manage risk.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Provide ongoing support to managers with regards to individual performance management.	"Draft an outline for a workshop focused on coaching skills for managers. Ensure the workshop covers techniques for providing constructive feedback, setting realistic goals, and supporting employee development." "Develop a survey to gather employee input on what types of recognition and rewards are most motivating to them. Use the survey results to tailor recognition programs to meet employee preferences." "Propose strategies for managers to create a supportive and inclusive environment that fosters high performance. Include case studies of organizations that have successfully implemented such strategies. Provide citations."
Manage and coach others on professional relationships and risk management.	"Compile a set of best practices for managing professional relationships within the organization. Include tips on fostering collaboration, maintaining professional boundaries, and addressing interpersonal conflicts. Provide citations." "Provide training workshop outline for managers focused on building and maintaining professional relationships. Ensure the workshop covers key topics such as trust-building, networking, and managing difficult conversations." "Develop role-playing exercises for managers to practice managing professional relationships and handling risk scenarios. Include detailed scripts and debriefing guidelines to enhance learning outcomes."

9.9.4 Contribute to the organization's vision, mission, values, and goals, demonstrating business acumen and participating in the strategic planning process, to support organizational objectives.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Link the organization's vision, mission, and values to growth and/or culture strategies; prepare a business case for stakeholders.	"How do leading organizations integrate their vision, mission, and values into their strategic planning processes? Provide case studies and best practices, including citations." "Create a workshop outline for department heads on how to incorporate the organization's vision, mission, and values into their team's strategic goals using design thinking principles. Include interactive sessions, practical exercises, and design thinking methodologies." "Review the attached summary document from our design thinking workshop. Draft a business case outline for stakeholders that links our culture strategies with the organization's vision, mission, and values. Ensure the business case includes key benefits, potential risks, and expected outcomes. Highlight how aligning culture with vision, mission, and values can drive organizational success."
Create organizational objectives that are aligned with the organization's vision, mission, and values.	"How can we measure the effectiveness of our objectives in advancing our mission and vision?" "Review the attached examples of organizational objectives from similar companies in our industry. Analyze how they align their objectives with their mission and vision and suggest how we can apply similar practices." "Propose a workshop outline for senior leadership to collaboratively develop organizational objectives aligned with our mission, vision, and values. Include interactive sessions, practical exercises, and methodologies for ensuring alignment."
Understand economic, societal, technological, political, demographic trends and their impact, or potential impact, in the organization and human resources practice.	"What is a PESTEL analysis and how can HR professionals use it in their work?" "As an SME in the [insert sector], what strategic questions should we be asking regarding the potential impact of technological, political, and demographic trends on our business?" "Review this Technology Report for trends and assess their potential impact on the talent acquisition and retention strategy of a SME in [insert sector]."

9.9.6 Consult in the development of a change management strategy considering the goals, resources required, and forces of resistance to achieve the organization's plan.

Example of a Relevant Activity	Sample Prompts to Provide the AI Tool
Prepare and communicate a change management plan that is aligned with the organization's strategic goals.	"What are the common sources of resistance to change in organizations and how can these be addressed in a change management plan?" "Review our attached strategic goals. Draft a change management plan that aligns with these goals, detailing the key steps, resources needed, and timelines for implementation." "Attached is our draft change management plan. Create a training module for managers to help them lead their teams through the change process. Include sections on managing resistance, maintaining morale, and reinforcing strategic alignment."
Research and compile best practices for change management.	"Identify the most common pitfalls for HR teams in change management and proven strategies to overcome these pitfalls." "What are the key components of effective change management practices? Provide a detailed overview with examples from organizations that have successfully navigated significant changes. Provide citations." "Create a comparison matrix of different change management models (e.g., Kotter's 8-Step Process, ADKAR Model). Evaluate their strengths and weaknesses."

The Need for a Critical Eye

When using Generative AI in your HR practice, it is important to recognize that while AI can assist in a wide range of activities, some outputs require more scrutiny. Below are some important key areas where you should use a critical eye.

Accuracy

Misleading or incorrect data can have significant consequences in HR, so never rely solely on AI without verifying the facts. Some generative AI tools will provide relevant citations, which can help trace back the information to its original context. Cross-reference the data and use your judgment to confirm accuracy before making any decisions based on the AI's output.

Questions to ask yourself:

- › Are the sources cited credible and do they provide accurate references?
- › Are the sources used for compiling best practices up to date?

Completeness

Completeness is particularly important when using AI to summarize or compare documents, because there is a risk that important details may be omitted. When requesting summaries or comparisons, carefully review the AI's output to ensure that all critical components are included.

Questions to ask yourself:

- › Do the recommended processes or programs encourage continuous improvement?

Relevance

While AI can provide broadly applicable responses, these may be too generic and fail to capture the nuances of an organization's unique needs, culture, or strategic goals. Exercise judgment and discretion: you may take only portions of the AI's output and ignore other parts. It is essential to adapt and tailor the content to ensure that it is truly relevant and useful within your specific environment.

Questions to ask yourself:

- › Does the recommended course of action consider the nuances of any diverse needs of employees?
- › Are the recommendations and strategies aligned with the organization's specific strategic goals and culture?
- › Does it seem like important interpersonal nuances are being missed in the AI-generated feedback?
- › Are the steps for implementation of programs or activities practical and feasible within the current environment of your organization?
- › Are the metrics for measuring impact appropriate, actionable, and aligned with your organizational objectives?

Inclusion

AI models are trained on vast datasets, which may contain biases or fail to fully represent diverse perspectives. When using Generative AI, be mindful about the language and recommendations it produces. Ensure that the content is inclusive, free from bias, and reflects the values of diversity, equity, and inclusion that are central to modern HR practices.

Questions to ask yourself:

- › Does the language avoid bias and reflect all demographics?
- › Do you have mechanisms in place to identify and address potential biases in feedback and evaluation processes?
- › Are you able to confirm that the content reflects cultural awareness and is respectful of diverse backgrounds?
- › Does the recommended course of action consider the nuances of any diverse needs of employees?
- › Will monitoring and evaluation methods effectively cover all employee levels without gaps?
- › Is the process considerate of diversity and inclusion, allowing for all involved voices to be heard?

Legal Analysis

Generative AI is not a qualified legal professional, and its interpretations of laws, regulations, and legal documents can be flawed. Always consult with a legal expert when dealing with matters that require precise legal knowledge. It may be appropriate to use AI as a tool for initial exploration or rough drafts, but never as a substitute for professional legal counsel.

[Please see page 59 for a list of 5 Legal Issues to Navigate When Using AI](#), contributed by our partners at Compliance Works.

Prompting Tips: Getting the Most Out of Generative AI



1. Ask it to adopt a persona

Instead of accepting a generic response, ask the AI tool to take on the perspective of a specific expert to gain more targeted and useful responses. For example, direct the AI to “act as a recruitment expert” or “act as the CEO of a not-for-profit” before you give it specific direction. For broader business needs, ask for insights from a communications expert to refine messaging, or a project management professional to enhance planning and execution. By adopting these personas, you can gain more targeted and useful responses.



2. Ask follow-up questions

Do not settle for the first response. Keep refining your prompts and be specific in your instructions. If the response seems vague or incomplete, prompt it to “say more” or “drill down” into the details. The more you interact with the AI tool, the better it will perform, ultimately delivering more tailored and valuable insights.



3. Use frameworks

Frameworks can help structure the AI’s response and make it more actionable. For instance, you might ask the AI to use the GROW (Goal, Reality, Options, Will) coaching model to explore ways to support an employee's development plan. Another effective approach could be to leverage the Kirkpatrick Model to evaluate the effectiveness of your training programs, or the STAR (Situation, Task, Action, Result) technique to help craft strong behavioural interview questions. By integrating these HR-specific frameworks into your prompts, you can generate more structured and insightful responses that directly support your objectives.



4. Ask AI to be an editor of your work

Even if you are skeptical about using AI to generate new documents, you may consider using it as an editor.

Upload your draft and ask the AI tool to review it from a specific point of view, such as:

- › A new hire
- › A participant in a training session
- › A prospective client

Ask what comments or suggestions the AI might offer from that perspective. This quick and simple approach can provide valuable feedback and even spark a few good ideas. It is an easy way to start leveraging AI in your workflow.



Understanding the Legal Issues

The use of AI in the workplace triggers a number of legal considerations.

The key issues are:

1. [Privacy](#)
2. [Misstatements or Errors](#)
3. [Bias](#)
4. [Complying with AI regulation](#)
5. [AI's Impact on Other Obligations](#)

The following is an excerpt from a recent blog post by our partners at [Compliance Works](#) (with edits for clarity).

Privacy

Artificial intelligence technologies must be trained, and they are trained through continued use. The terms of use for many free or open-source AI products state that the provider may use the data that you input to improve their models. For example, OpenAI's terms of use state that "When you use our non-API consumer services, ChatGPT or DALL-E, we may use the data you provide us to improve our models." There are steps you can take to switch off training, but this may limit the use of the tool.

This means that you may be handing over your data to a service provider. If you have included any confidential or sensitive information in a query, that information may no longer be private. It is important to carefully read the terms of use for any AI tool that you employ, and to ensure that any information that you share remains your property, remains confidential, and is appropriately protected.

When using any AI platform for work purposes, the terms of use should be reviewed by either your internal IT security team and/or your lawyer. You should also ensure that you have policies in place so that your employees clearly understand when they are allowed to use AI tools, including the scope of permitted use (as well as any other requirements that must be met for use).

Misstatements or Errors

There is also a risk of inaccuracies or complete fabrication with AI, which creates potential legal liability. We are already seeing companies being sued due to misinformation being provided by AI tools that they employ, and the courts are making it clear that if you use AI tools you must take reasonable steps to ensure they provide accurate information. While the law will continue to develop, if you implement tools that employ AI, it is expected that you take reasonable care to ensure their accuracy. Many HR tools now include chatbots, and while they are efficient tools that allow employees to ask questions and quickly find information (such as policy or benefit information), you must take reasonable steps to ensure that the information provided by the chatbot or other AI is correct.

Bias

Bias is a recognized issue in AI applications. An article by IBM notes that “examples of AI bias in the real world show us that when discriminatory data and algorithms are baked into AI models, the models deploy biases at scale and amplify the resulting negative effects.” Biases are incorporated into AI models in several ways—through training data, algorithms, and cognitive biases. It is important to recognize that AI tools may also have inherent biases. The IBM article included a number of real examples of bias in AI processing, one of which is directly applicable to HR. The article notes that “issues with natural language processing algorithms can produce biased results within applicant tracking systems. For example, Amazon

stopped using a hiring algorithm after finding it favoured applicants based on words like “executed” or “captured,” which were more commonly found on men’s resumes.” This bias may lead to a human rights violation; in the example above, the employer was effectively discriminating against women, which is a violation of human rights legislation in every Canadian jurisdiction.

Complying with AI Regulation

Governments are recognizing the risks of AI, and they are beginning to introduce legislation to address some of those risks. In Canada, the federal government’s Bill C-27 would create a new Act called the Consumer Privacy Protection Act. If passed, that Act includes provisions dealing with “automated decision systems”. Automated decision systems are defined as “any technology that assists or replaces the judgment of human decision-makers through the use of a rules-based program, regression analysis, predictive analytics, machine learning, deep learning, a neural network, or other technique”. The requirements regarding automated decision systems would apply broadly, but there are specific considerations in the employment context. For example, if a federally regulated employer uses automated decision systems in its hiring and HR practices (such as resume screening or ranking programs, aptitude tests, personality tests, etc. that meet the above definition), it would need to comply with the following requirements in the CPPA:

- › **Plain Language:** The organization must publish in plain language a general account of its use of any automated decision system to make predictions, recommendations or decisions about individuals that could have a significant impact on them; and
- › **Response to Request for Explanation:** If an individual makes a request, the organization must provide the individual with an explanation of the prediction, recommendation, or decision and the explanation must include the type of personal information that was used, the source of the information and the reasons or principal factors that led to the prediction, recommendation, or decision.

Bill C-27 also introduces a new Act, the [Artificial Intelligence and Data Act \(AIDA\)](#). The AIDA would apply to all businesses, not just federally regulated, and it would impose even greater obligations in respect of high-impact artificial intelligence systems. Much of the detail related to this legislation is still to be determined by regulations (assuming it comes into force), including what is meant by a high-impact system. Based on what we see in other jurisdictions though, it is likely that a high-impact system would include one that impacts employment.

At a high level, the AIDA would require:

- › Assessments to determine whether a system is a high-impact system
- › Establishing measures to assess and mitigate the risks of harm or biased output
- › Monitoring those mitigation efforts
- › Keeping records related to these obligations

Some provincial governments have also begun to introduce legislation regarding the use of AI in the employment context and we expect to see other provinces follow suit.

AI's Impact on Other Obligations

AI may also impact your existing legal obligations. While there may be more, three examples highlight the issue:

- › Workplace Investigations
- › Unionized Workplaces
- › Human Rights

First, employers have an obligation to conduct investigations into harassment or violence complaints under health and safety legislation. There may be other causes for investigations as well. The rise of AI and its accessibility may mean that you can no longer believe what you see. There are many examples of AI being used to create images, videos, and voices.

As HR professionals, you must be mindful of this technology when conducting investigations. Be aware of AI and how it may be used and remain skeptical.

Second, the labour relations legislation in BC, Manitoba, New Brunswick, Quebec, Saskatchewan, and the Federal jurisdiction includes provisions that require an employer to provide the union with notice of a technological change that will impact a significant number of employees. The exact requirements vary by jurisdiction, but it is important to be aware of this requirement and consider its application when introducing AI as a tool in the workplace.

Finally, employers are required to comply with human rights legislation in every jurisdiction in Canada, and that includes ensuring that they do not discriminate against employees or prospective employees based on a prohibited ground. The biases that may be inherent in some AI tools may result in a breach of an employers' human rights obligations and could lead to a human rights complaint.

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While the information and data used in this document were accurate at the time of compilation, some changes due to updates and/or changes in conventional Generative AI tools may have occurred since publication.

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For additional information, please contact info@cphrbc.ca.

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As an organization of provincial scope, CPHR BC & Yukon recognizes that our work takes place on the traditional territories of Indigenous nations throughout British Columbia and the Yukon Territory. We pay our respects to the Elders, past and present, descendants and custodians of these lands. We honour the knowledge keepers and the continuing relationships with Indigenous peoples in BC and Yukon that develop through our work together. We acknowledge that our Vancouver office is located on the traditional, ancestral, and unceded territories of the Coast Salish peoples, including the Skwxwú7mesh (Squamish), Səlíl̓wətaʔ (Tsleil-Waututh) and xʷməθkʷəy̓əm (Musqueam) nations.

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