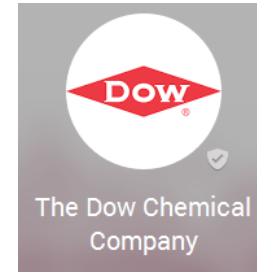
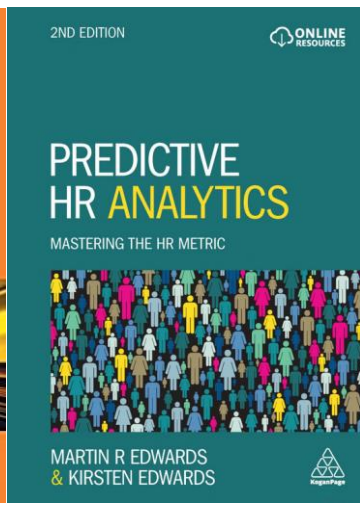
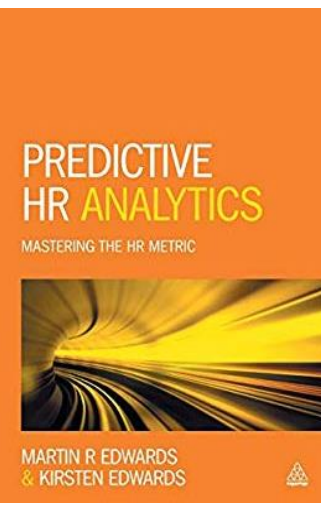
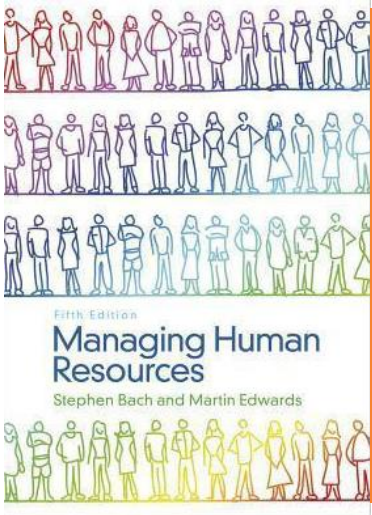




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HR Analytic - Ethics and...

Analytic Inputs

Analytic
Processing

Analytic Outputs

Automated
Application
Algorithms & AI

Ethical Lenses and HR Analytics



Martin R Edwards



Stakeholder Theory
Consider, consults and respect stakeholders impacted by firms actions



Sustainability
Social and environment good
Resources regenerated and developed rather than spent



Corporate Social Responsibility
Principles of social responsibility – going beyond legal expectation



Utilitarianism
The outcomes should have the greatest positive impact on the greatest amount of people



Deontic Framework
Do the right thing. Duty or moral obligation

Social Justice
People have a right for equal treatment and be treated discrimination free .



Organisational Justice Frameworks
Distributive Justice
Procedural Justice
Interpersonal Justice
Informational Justice





Key HR Analytic Ethical themes – INPUT (data)

Privacy, Monitoring
and Autonomy

Transparency and
analytic intent

Data Stakeholder /
governance
“my data”

Meaningful Consent
and Opt-outs?

Key HR Analytic Ethical themes - Processing

Data Inclusion,
Omissions and

Fairness, Equality
& Non-
Discrimination –
data source bias

Data Validity and
Reliability

Modelling – feature
inclusion:
Transparency and
Explainability

Key HR Analytic Ethical themes – Output Application

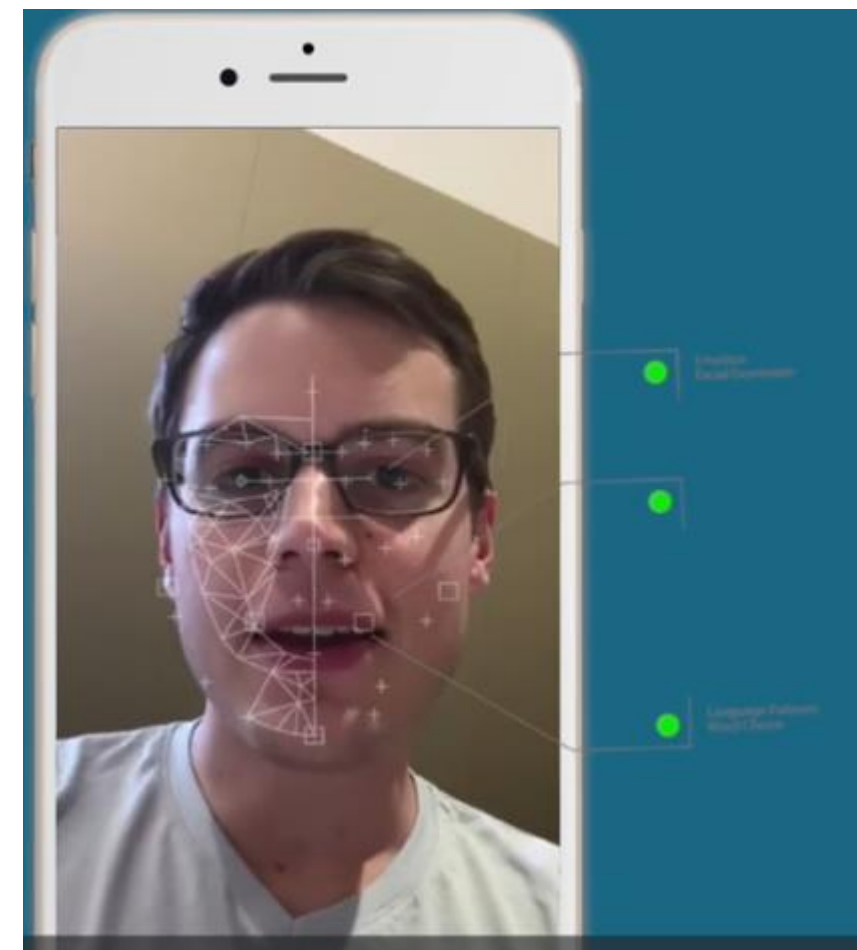
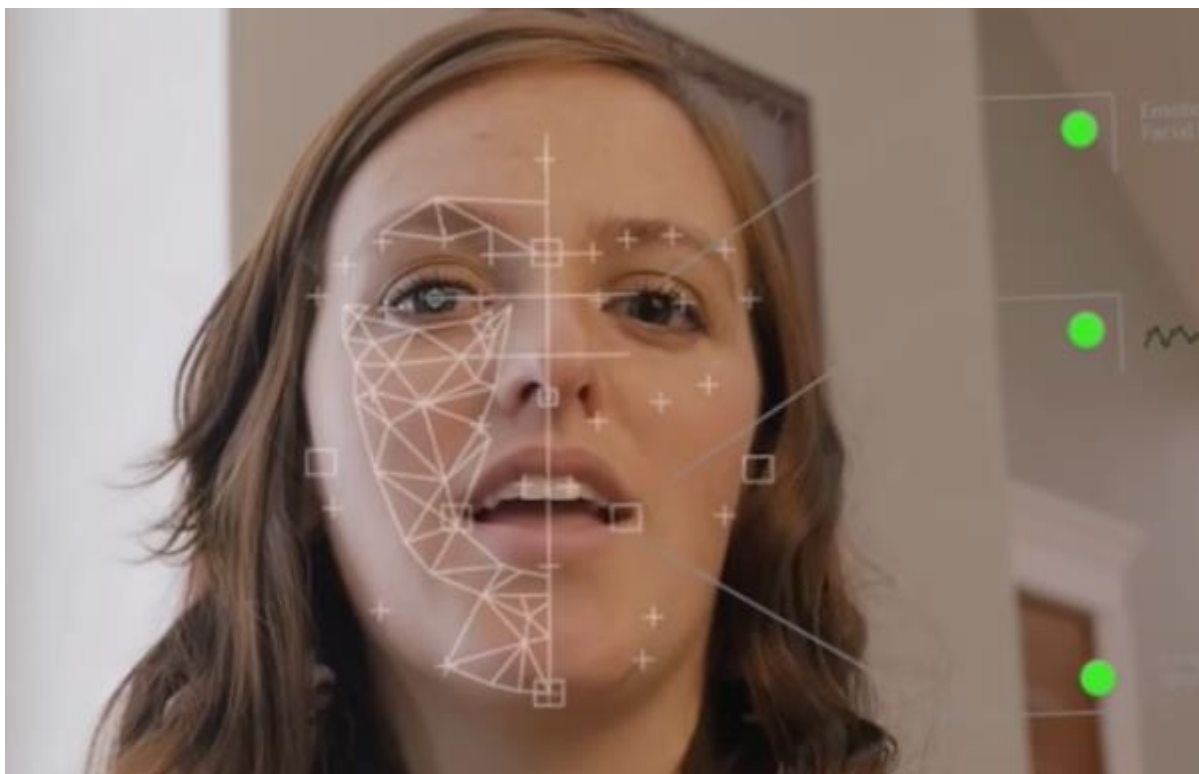
Analytic Interpretation
and Team capability

Decision Making:
Selective
Investment

Fairness, Equality &
Non-Discrimination:
Impact assessment

Principle of
“Do no harm”

Automated Analytics / Algorithms





Key HR Analytic Ethical themes AI / Automated Algorithm Specific

Transparency &
explainability

Human Oversight

Fairness, Equality &
Non-Discrimination:
Impact assessment

Human Autonomy
and Interpersonal /
Interactional
Fairness

HR overcome ethical problems?

- Analytic teams need monitoring / accountability
- Interrogate own models and behaviour
- Enshrine Ethical Charters / HR analytics codes of conduct needed (Edwards and Edwards, 2016 + 2019)

Transparency and communication about:

- What data is used
- What it is being used for
- Regular updates to staff with opt outs



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Thank you!