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Through People.

AI Unboxed for HR:
From Regulation to Real-Life Results



Ms Pamela Mamo: Director at PwC’s Academy Malta

Ms Pamela Mamo is a Director within PwC’s Academy Malta, where she leads the Academy’s business and innovation strategy. She has established the Academy as a leading corporate training provider aligned with national quality standards and evolving digital learning needs.

Pamela focuses on workforce and learning transformation, supporting organisations in understanding the impact on people, skills, and culture. Her work centres on designing fit-for-purpose learning strategies and architectures, integrating digital and AI-enabled learning to drive sustainable capability building.

Mr Gavril Flores: Chief Officer – Strategy, Policy and Governance at the Malta Digital Innovation Authority (MDIA)

Mr. Gavril Flores is Chief Officer for Strategy, Policy and Governance at the Malta Digital Innovation Authority (MDIA). He is a senior leader with over twenty years of experience in building high-performing organisations and delivering complex, cross-sector initiatives. His work focuses on aligning people, governance, and innovation to drive sustainable impact and future-ready institutions. He represents Malta in high-level international fora, contributing to forward-looking policy and fostering cross-border collaboration. At MDIA, Gavril leads the National AI Strategy and Vision, overseeing regulation in AI, data, and cybersecurity, while strengthening organisational capability, governance frameworks, and regulatory integrity. Gavril is also actively engaged in advancing human capital and organisational excellence.

As an HR Quality Mark auditor with FHRD, he supports organisations in enhancing workforce performance, culture, and leadership practices. He serves as a Senior Visiting Lecturer at the University of Malta and is a certified ISO Lead Auditor. He is also Chairperson of the Malta Male Cancer Support Association, where he contributes voluntarily to advancing awareness, support, and advocacy for men's health.

Ms Ramona Galea: Head of People and Culture at Lufthansa Technik Malta

Ms Ramona Galea has over 30 years of experience across fast-paced, multicultural environments, with a professional journey centred on elevating people strategy, organisational development, and leadership excellence. She currently serves as Head of People and Culture at Lufthansa Technik Malta, where she leads strategic people initiatives supporting more than 550 employees. Her focus lies in fostering a values-driven culture, strengthening organisational resilience, and championing performance and engagement.

She is a Chartered Fellow of the Chartered Institute of Personnel and Development, reflecting her commitment to advancing the people profession. Throughout her career, she has advocated for HR to secure a stronger strategic voice at leadership level and to be positioned as a true business enabler.

Her academic background includes an MBA from Henley Business School, an MA in Protocol and Soft Diplomacy Skills, and international certifications in etiquette, protocol, and cross-cultural relations. She remains deeply committed to promoting soft skills, cultural intelligence, and continuous learning as foundations for sustainable workforce development.

Dr Danielle Mercieca: Senior Technology Lawyer at Chetcuti Cauchi Advocates

Dr Danielle Mercieca is a senior technology lawyer specialising in AI regulation, data protection, and emerging technologies, with a strong focus on translating complex regulatory frameworks into practical, real-world outcomes for organisations. She advises local and multinational businesses on the lawful and responsible deployment of technology, including AI systems, digital platforms, and data-driven tools.

With extensive experience across regulated and high-impact sectors, Danielle works closely with business leaders and compliance teams to embed privacy-by-design, risk-based decision-making, and accountability into technology adoption, helping organisations balance innovation with legal and ethical considerations. She regularly advises on GDPR compliance, AI risk assessments, and the practical implications of EU digital legislation for HR and people management functions.

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AI alone doesn't create value — **humans do**

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DIGITISATION

Moves an existing process online

Focus: efficiency, access and consistent execution. The process and decision rights largely stay the same.

AI ADOPTION

Changes how work and decisions happen

Focus: judgement, augmentation and new ways of working. Roles, skills, oversight and trust must evolve together.

Digitisation → Automation → AI-assisted work → Agentic workflows

The technology advances quickly; workforce readiness must advance with it.

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When artificial intelligence fail

01

No workforce outcome

The use case is not tied to a measurable people or business need.

02

Unclear ownership

HR, business and technology leaders do not share one accountable decision owner.

03

Low trust in decisions

Employees and managers cannot understand, challenge or safely use the output.

04

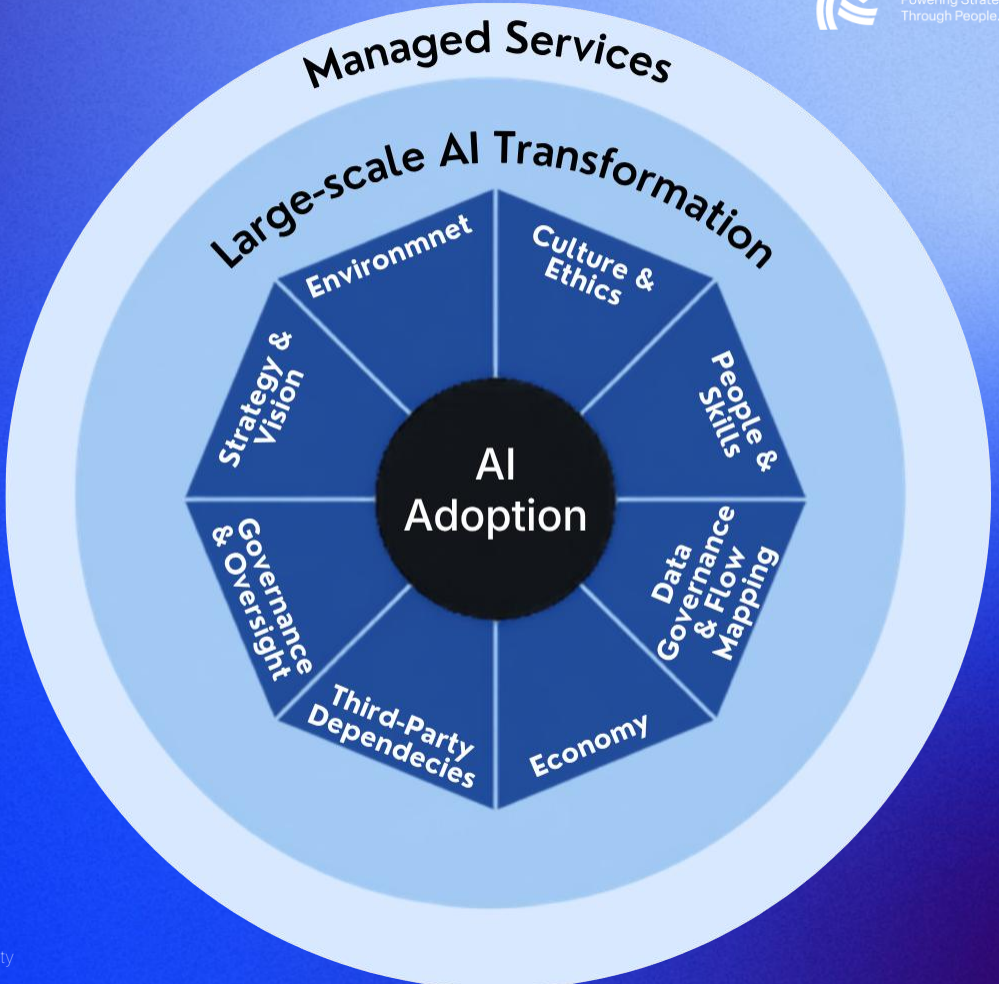
Capability arrives late

Roles, skills, process changes and support are addressed after deployment.

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AI Adoption

Successful AI adoption requires much more than technology. It requires governance, people, data, organisational culture and oversight.



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AI in HR: from simple productivity to **interconnected value**

Scenario

An organisation deployed AI to support recruitment decisions. The model was trained using historical hiring data and gradually learned to favour candidates matching previous recruitment patterns while disadvantaging equally qualified applicants from certain groups.



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AI in HR: from productivity to interconnected value

Platform AI	Integrated AI Ecosystem
AI is deployed as a standalone capability or tool.	AI is embedded across multiple systems, data sources, workflows, and decisions.
Focus is on the technology itself.	Focus is on how the entire organization operates using AI.
Users go to the AI platform.	AI comes to users within their daily workflow.
Often delivers isolated use cases.	Delivers connected business outcomes across functions.

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AI in HR: from productivity to interconnected value

HR Use Case	Single-Use AI (Productivity Tool)	AI Ecosystem (Integrated Enterprise Capability)
Recruitment & Talent Acquisition	Recruiter uploads a CV to ChatGPT/Copilot and asks for a candidate summary.	AI scans applicants, matches skills against workforce plans, predicts future skill gaps, schedules interviews, briefs hiring managers, generates interview questions, creates offer recommendations, and updates HRIS/ATS automatically.
Learning & Development	Employee asks AI to explain a topic or generate a learning plan.	AI identifies skill gaps from performance data, business strategy and role requirements, recommends learning journeys, nudges employees, updates talent profiles, measures capability growth and informs succession planning.

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AI in HR: from productivity to interconnected value

HR Use Case	Single-Use AI (Productivity Tool)	AI Ecosystem (Integrated Enterprise Capability)
Performance Management	Manager asks AI to draft a performance review.	AI collects feedback from collaboration tools, projects and goals systems, tracks achievements throughout the year, prepares review insights, recommends development actions and links outcomes to rewards, careers and workforce planning.
Employee Experience	Employee asks a chatbot an HR question (leave policy, benefits, etc.).	AI understands employee intent, accesses HR systems, completes transactions, triggers workflows, coordinates approvals, books training, updates records, and proactively anticipates employee needs based on lifecycle events.

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What if AI became our

Strategic Thought Partner?



Organisational Insight

See what we cannot see.



Employee Experience

See the organisation through the employee lens



Executive Decision-Making

Challenge what we think we know.



Image generated by AI

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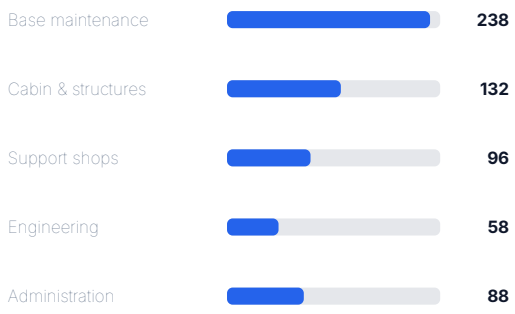
ILLUSTRATIVE DATA

A traditional people dashboard tells us what happened

Useful, accurate and familiar, but mostly descriptive and viewed in separate HR categories.

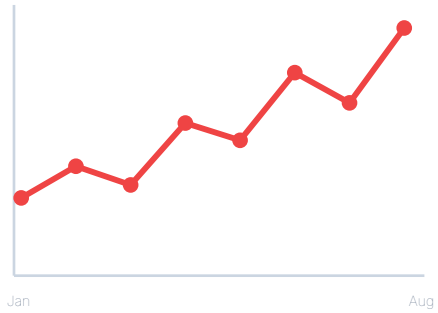
HEADCOUNT	ABSENCE	TURNOVER	VACANCIES	TRAINING	OVERTIME
612	4.6%	8.9%	41	86%	9,420 h
▲ 1.8% vs. Q2	▲ 0.7 pts	▲ 1.2 pts	12 critical	completion	▲ 14% vs. plan

HEADCOUNT BY FUNCTION



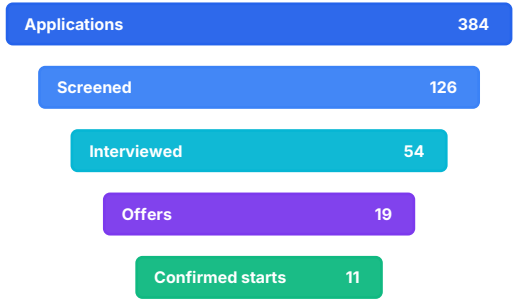
What it answers **"How many people do we have?"**

MONTHLY ABSENCE



What it answers **"Is absence rising or decreasing?"**

RECRUITMENT FUNNEL



What it answers **"How is the pipeline converting?"**

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ILLUSTRATIVE DATA

49,860 illustrative workforce records refreshed monthly

16,840	12,480	8,910	5,360	3,120	3,150
CORE PEOPLE DATA	ROSTER TIME	SKILLS & TRAINING	RECRUITMENT	ENGAGEMENT	ABSENCE
HRIS: employee, job and pay records	shifts, attendance and overtime	courses, licences and authorisations	applications and hiring stages	survey responses and themes	leave and sickness records

SIGNALS

94%
Planned workforce covered
current

78%
critical-skill coverage
4 priority groups

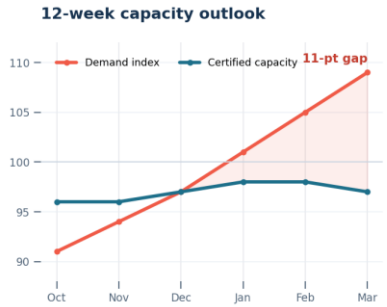
8.6%
regrettable attrition risk
next 6 months

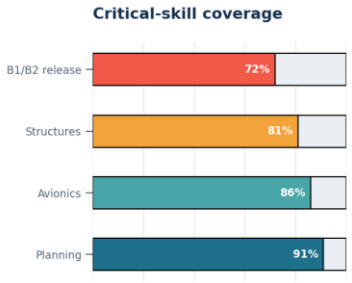
14.2
months to competence
median

18%
Roles filled internally
rolling 12 months

42
Targeted retention reviews
AI-prioritised cohort

PATTERNS





STRATEGIC

Winter workload is projected to exceed certified capacity by 11 percentage points within 12 weeks.

OPTIONS FOR LEADERSHIP REVIEW

Move qualified capacity across bays or projects, subject to operational approval

Fast-track planned authorisations for employees already close to completion

Focus recruitment and retention activity on critical skills

HUMAN DECISION REQUIRED

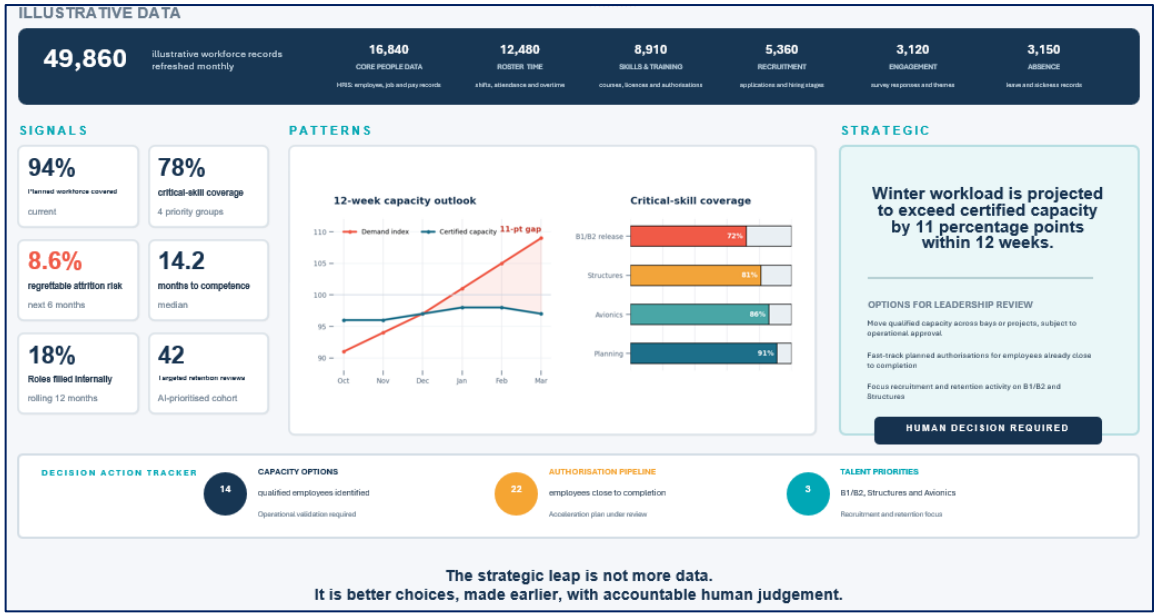
DECISION ACTION TRACKER

14 CAPACITY OPTIONS
qualified employees identified
Operational validation required

22 AUTHORISATION PIPELINE
employees close to completion
Acceleration plan under review

3 TALENT PRIORITIES
critical-skill coverage roles
Recruitment and retention focus

The strategic leap is not more data.
It is better choices, made earlier, with accountable human judgement.



The dashboard tells you:

Current capacity is 94%.

An AI enabled dashboard tells you:

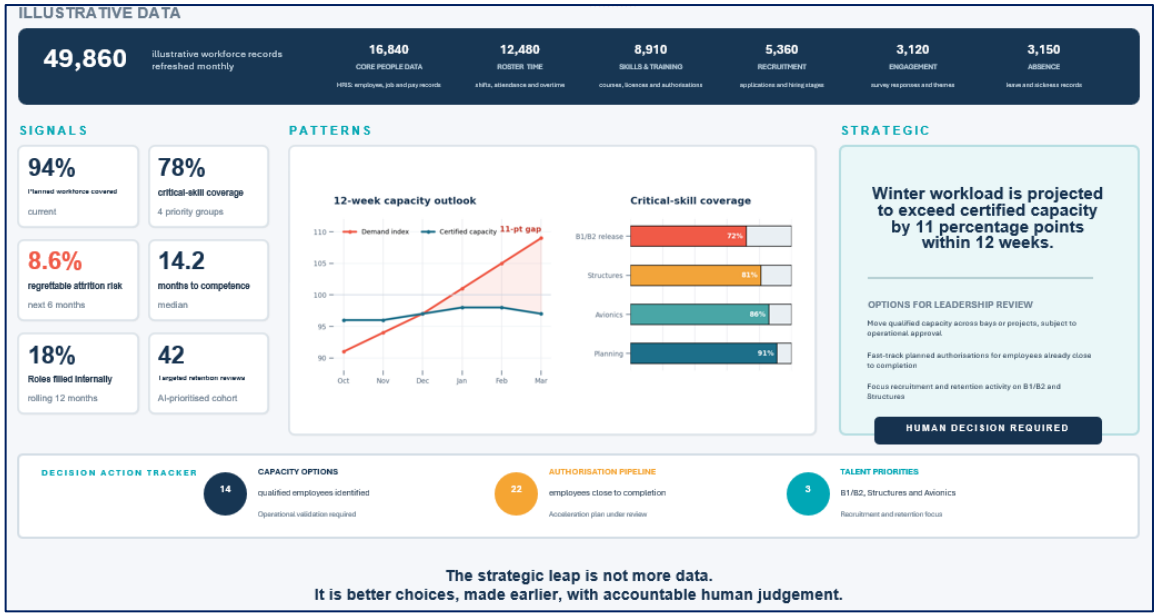
Winter workload is projected to exceed certified capacity by 11% within 12 weeks.

There are no visible metrics telling us this.

AI has combined:-

- Future workload forecasts
- Current roster capacity
- Certification levels
- Attrition risk
- Historical demand patterns

to identify a future constraint before it happens.



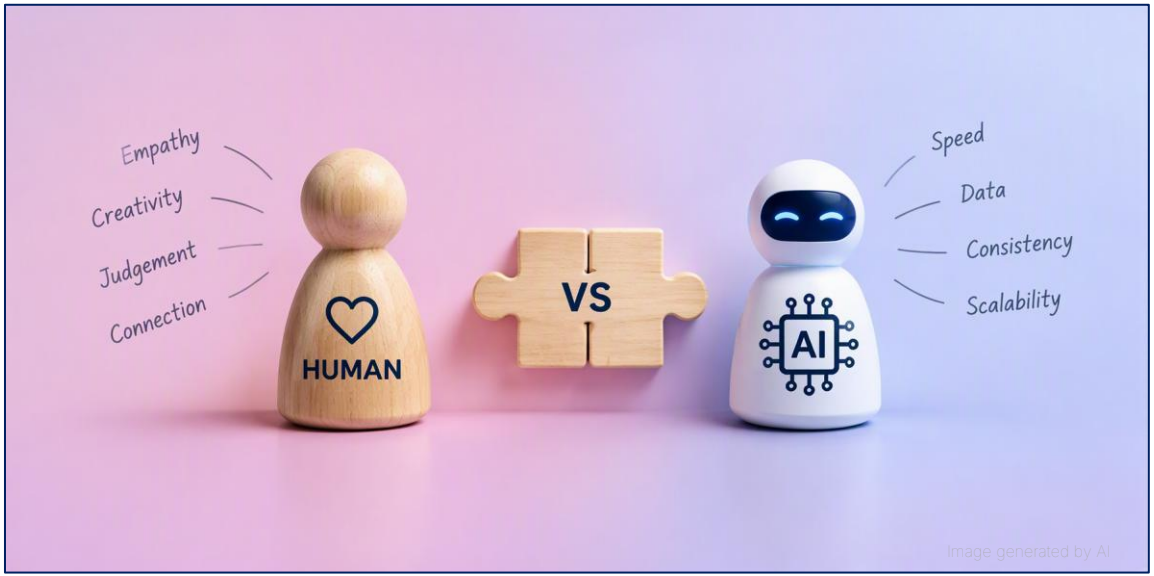
The real bottleneck is not headcount

Looking at the dashboard one might assume:
We need more people

BUT the issue is <u>certified</u> capacity

The company may already have enough people physically present but not enough people who are authorised and licensed.

That distinction is **strategically** important.



Traditional dashboard	AI-enabled dashboard
Shows individual HR metrics	**Connects** signals across systems
Describes what happened	**Anticipates** what may happen
Shows that absence is **increasing**	Shows where absence **contributes** to operational risk
Reports vacancies and recruitment conversion	**Assesses** whether recruitment will deliver capability in time
Reports training completion	**Connects** learning progress with future authorisation capacity
Requires the leader to find the pattern	**Surfaces** the pattern for leadership attention
Provides information	**Creates** decision intelligence
Supports monitoring	Supports **earlier** intervention

Traditional dashboards
Inform
What happened?

AI-enabled dashboards
Advise
What is forming, why, and what can we do?

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Uncertainty needs to become less of an individual sport and more of a **team sport**.

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AI Awareness and Skills

- Equitable **AI literacy** and awareness
- Promote **AI awareness and literacy** with staff
- Continuous **AI training and upskilling** opportunities
- Ensure workers understand both the opportunities and limitations of AI

AI for All
(AI għal Kulħadd)

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The question is no longer "Can we build it?" but **"Can we defend it?"**

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THREE THINGS TO GET RIGHT

Control, Classify and Govern

Whatever the HR process, the same three controls apply.

Your turn: in the earlier case studies — name the data, the system, the users.

01

The data

Control it: lawful basis, minimisation, retention.

02

The system

Classify it: most HR AI is high-risk.

03

The users

Govern them: approved tools and input rules.

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STAGE 1 - HIRE

Screening is where the AI Act bites

Recruitment and selection AI is expressly high-risk.

01

Test for adverse impact before go-live

02

Tell candidates AI is used, and how to object

03

Keep a human decision point on every rejection

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STAGE 2 - ONBOARD

New joiner, new data footprint

Before day one:

01

Name AI tools in the privacy notice

02

Check employee data does not train the model

03

Set what may never be entered into a chatbot

Vendor terms are your compliance position.

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STAGE 3 - MANAGE

Scoring people is a regulated activity

01

Performance scoring needs a human reviewer

02

Bias tested on real outcomes, not just design

03

Explain the logic and give a route to challenge

Article 22 GDPR: no solely automated decision with legal effect.

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STAGE 4 - EXIT

Dismissal is where you get audited

Redundancy selection, performance exits and references.

01

Never let a score alone drive a termination

02

Show the human reasoning, in writing, at the time

03

Keep the selection criteria and their weightings

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POLICY AND PAPER TRAIL

If it is not documented, it is not defensible

- ☐ AI register: which tool, which stage, which owner
- ☐ DPIA and risk assessment before deployment
- ☐ Input rules: what may never be uploaded
- ☐ Human oversight records and override logs
- ☐ Vendor contracts with audit rights and exit terms

This is exactly what a regulator will ask to see.

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KEY TAKEAWAYS

The message to leave with

Control the data. Classify the system.

Govern the users. Evidence the human.

AI in HR is defensible when every stage has an owner, a record and a human in the loop.

Scan: EU Commission guidelines on high-risk AI systems

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QUICK VISUAL AID

The employee journey, and the legal point at each stage.

Four stages. Four checks. One employee file.



HIRE

AI Act high-risk.
Candidate notice.
Bias testing.



ONBOARD

Privacy notice names the AI.
No model training.



MANAGE

Article 22 human review.
Proportionate monitoring.



EXIT

Human reasoning on record.
Data closed off.

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Responsible, Ethical and Compliant AI

Compliance Tools

- Ensure appropriate **AI governance, compliance by design and ethical uptake of AI**
- Adopt appropriate, proportional, **environmentally friendly, risk-based approaches** to the use of AI
- Ensure AI solutions are **accessible to disadvantaged workers** and groups
- Maintain **human oversight** for decisions and transparency

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The question is no longer

" What HR tasks can we automate with AI?"

But

"What could HR see, understand and challenge with AI that we cannot see today?"

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The real opportunity for us

Challenge the status quo.

Simplify what matters.

Eliminate what doesn't.

Build what's next, better.

Smarter, not faster.

