

# The AI Advantage: Practical Applications For Talent Mobility

## Managing Fast-Changing Technology And High Expectations

HR teams are facing pressure from top management and end users to implement AI solutions. Executives expect that investing in AI will lead to substantial business growth this year, with productivity increasing by 21% to 35%. However, there are concerns about the impact of AI on job security, and more than half (53%) of executives believe their company will not survive beyond 2030 without AI.

At a time when resources and budgets are limited, HR professionals are increasingly viewing technology as a precondition for managing mobility at scale. Three in five HR managers plan to use generative AI in HR, and 57% of mobility managers want to accelerate the digitalisation of mobility. However, according to our 2024 Global Talent Trends study, only 14% of HR professionals feel ready for an era of human/machine teaming.

## 1. The Business Case For Using AI To Support Talent Mobility

Mobility teams are under pressure to expand their purview and manage new forms of mobility, but many companies lack specific tools to track and manage assignments. This lack of suitable technology and resources prevents mobility professionals from playing a more strategic role in their organisations. Technology is essential for managing new forms of talent mobility and delivering personalised employee experiences.

While not all HR teams will rush to implement AI solutions, companies need to address the use of AI in policies and processes. Eighty percent of employees report exposing their company's proprietary data to AI in the past three months, underscoring the importance of clarifying and restricting the use of AI to protect data privacy.

## 2. Applications Of AI For Mobility

Generative AI lends itself to many applications to support HR management. According to Mercer's 2024 Talent Trends study, 65% of HR professionals believe AI could reduce current workloads by taking care of the following tasks: (See column 2).

## 3. Desired Interactions And Outcomes

Successful implementation of AI requires a structured approach. Organisations need

Analysing large amounts of data	46%
Improving decision-making accuracy	43%
Innovating and developing new products	40%
Increasing decision-making speed	38%
Facilitating customer self-service experiences	36%
Synthesising and summarising data	31%
Automating routine tasks	25%
Forecasting future trends	21%

Examples Of Outcomes	Sample Metrics
Reduced administrative burden	Percentage reduction in time spent on administrative tasks, number of manual data entries eliminated
Enhanced compliance	Percentage increase in compliance rates, reduction in compliance-related penalties or fines
Streamlined assignment process	Reduction in time to manage the entire relocation process
Enhanced employee experience	Employee satisfaction scores, reduction in employee issues related to mobility support
Improved cost efficiency	Percentage reduction in overall mobility costs, cost savings achieved through optimised relocation arrangements and expense reduction
Improved talent management outcome	Percentage increase in the number of employees participating in international assignments, employee retention rates, and career progression post-assignment

Interaction Requirements	Questions
Speed	How quickly should the answer be provided - 24/7, outside working hours?
Knowledge depth	What information/knowledge is required to answer queries?
High versus low context	Which inquiries can only be addressed with a good understanding of the business and personal context?
Interpretation and cultural adjustments	Which questions require human interpretation and adaptation to specific cultural situations?
Empathy and direct human contacts	When is a human interaction needed?

to define desired interactions and outcomes, establish measurable metrics and track progress to evaluate the impact of AI initiatives and make data-driven decisions.

Interactions with mobile employees can be evaluated in terms of speed, accuracy, knowledge depth and the need for empathy to determine whether to use AI, humans or both.

The split between AI and human involvement should be based on a thorough evaluation of the requirements, rather than clichés about machines. It could be tempting to decide that AI will take care of basic urgent queries while humans will provide more detailed answers and be empathic. The reality is more complex and depends on the technology used and the availability and skills of employees.

## 4. Determining The Right Model And Strategy

### Generic solutions: The rise of AI co-pilots

Many publicly available AI systems can be used for daily tasks. AI tools are becoming commonly available in the form of “co-pilots” integrated into existing generic software. These tools have the potential to increase mobility teams’ productivity and create new solutions to support assignees.

Using these tools meaningfully and safely requires experimentation, training and clear policy guidelines on which tools should be used and what restrictions should be in place to protect data privacy.

### HR-Specific Tools

Most companies already have specialised HR tools - determining which systems will be retained, upgraded or discarded is essential. Different starting points will lead to different strategies:

- **Implementing AI from scratch:** This approach involves deriving solutions from AI models like ChatGPT to build a customised system to meet the organisation’s specific needs. For instance, organisations can develop AI-driven chatbots to answer assignees’ queries or run analyses to determine the most suitable relocation packages based on employees’ preferences and company policies.

This approach allows HR teams to leverage AI without being limited by existing systems requirements. However, most organisations would need to feed their AI with data from other internal systems, so a minimum level of integration will still be required. Furthermore, AI solutions need a lot of development to compete with specialised HR systems to manage mobility processes

- **Combining legacy technology and AI tools:** In this approach, AI-driven chatbots or virtual assistants are combined with existing mobility and HR management tools. For example, a company may enhance its current relocation management platform by incorporating a chatbot that can provide real-time updates on visa processing, answer frequently asked questions and guide employees through the relocation process. This approach can increase the functionalities of existing systems and provide quick wins. However, it does not allow for a full integration of the different tools or a real rethink of existing workflows

- **Upgrading legacy technology:** Another option is upgrading existing systems and platforms by adding AI functionalities. For instance, organisations can integrate AI algorithms into their management systems to automate the verification and approval process, reducing manual effort and improving accuracy. This approach is a way

Data Issues	Examples
Data labeling	To address efficiency and compatibility issues, data labeling can be used to combine data from different sources/systems and produce meaningful comparisons.
Output consistency	Texts produced by AI and chatbots must respect the logic and terminology used in talent mobility policies - not blur the terms and conditions offered by a company or create undue expectations.
Privacy and security	Inputting company and employee data into publicly accessible AI tools should be avoided. Checking data inputs is critical to prevent copyright and privacy issues.

to leverage existing systems and maintain their overall consistency. However, it could require significant redevelopment and delay the deployment of AI.

When determining the right strategy, organisations should assess whether the chosen AI solution can scale effectively to accommodate future growth and increasing demands. Compatibility and integration with other systems should also be evaluated to ensure seamless data exchange and interoperability.

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## 5. Processes And Data Preparation

More than two-thirds (67%) of organisations adopt new technology without transforming the way they work. Implementing new technologies based on old processes is often a poor solution. Adopting AI tools demands rethinking workflows. The first step is to eliminate unnecessary processes and identify inefficiencies before bringing AI into play. This evaluation helps identify areas where AI can bring significant improvements and streamline operations.

Successful AI implementation relies heavily on data preparation. Organisations must ensure the consistency of data labeling and facilitate data exchanges between legacy and new systems. This may involve data cleansing, standardisation and integration efforts to create a unified data ecosystem.

The outputs from AI used by HR or directly communicated to end users by chatbots need to be monitored carefully for consistency and relevance. Words matter in HR policies and contracts - using the wrong terminology could lead to confusion and false expectations (see above).

## 6. Roles And Responsibilities

To ensure effective collaboration between employees and AI systems, training and guidance should be provided to help employees interpret AI-generated insights and make informed decisions.

Oversight and compliance require clear ownership and coordination between HR teams. A designated person should monitor, understand and be accountable for every AI-driven action. Decision processes should remain transparent for all mobility stakeholders.

HR team members also need to be aware of the risks of bias in AI outputs (which often result from biases in organisations and in user inputs) and know how to mitigate them in people management decisions.

## 7. Communication

Employees’ perceptions and skills issues could slow down AI adoption. Job security concerns should be addressed, and a shift towards a more human-centric approach should be embraced. To foster a positive mindset towards AI technologies, HR teams should communicate the company’s goals and implementation plans, emphasising the value AI brings in augmenting human capabilities rather than replacing jobs.

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