

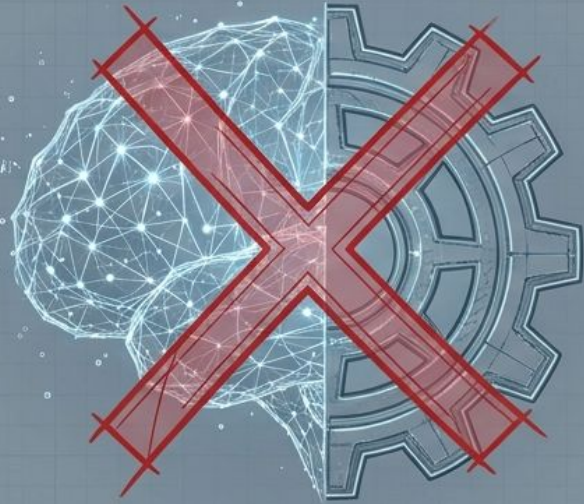
From AI Enthusiasm to Accountable HR

Building the Structural Conditions
for Responsible Adoption



Based on the research of
Jonathan H. Westover, PhD

The Old Question



What can this system do?

Focuses on technical promise;
creates a distance from
organizational readiness.

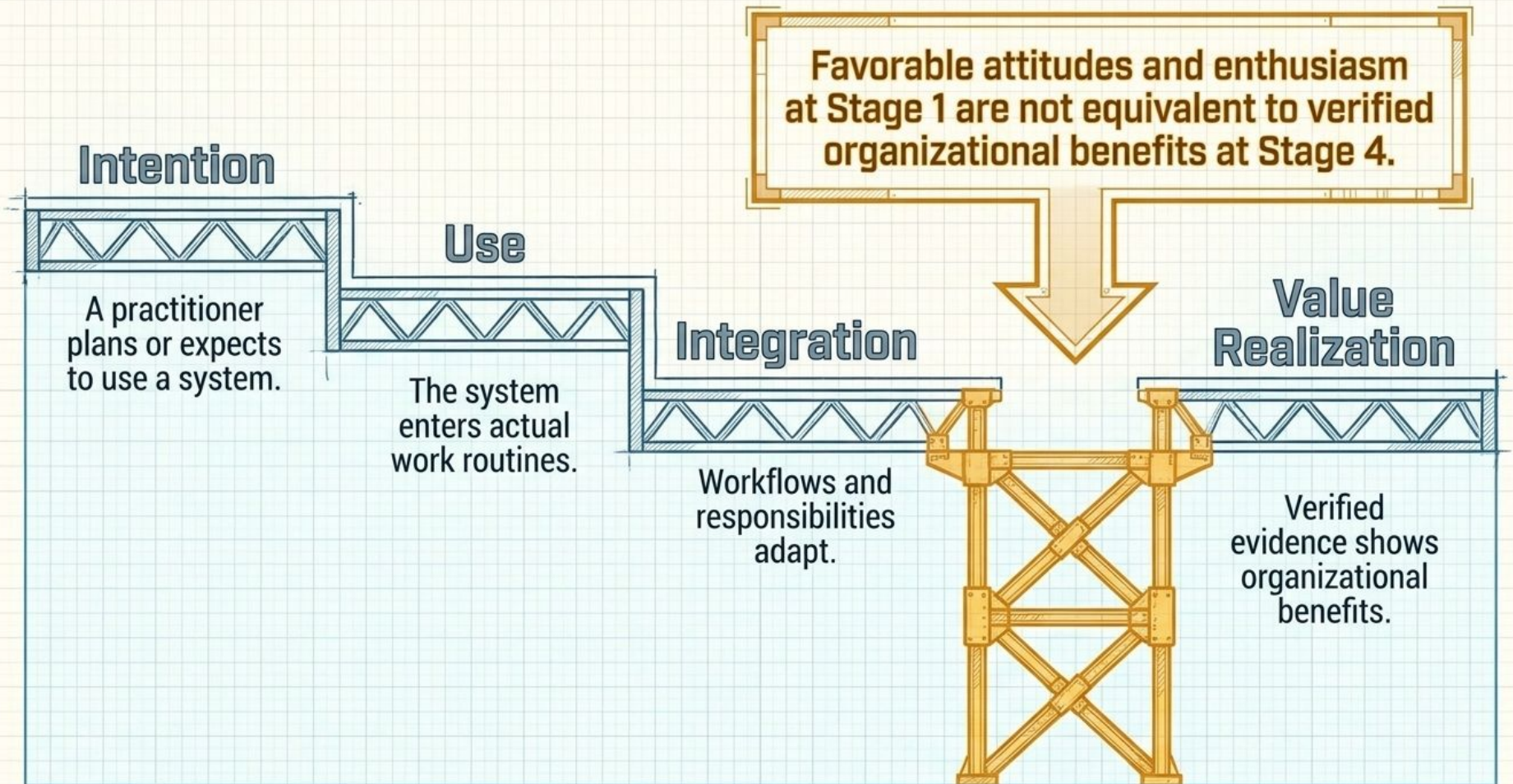
**Governance should enable justified
adoption—not merely greater adoption.**

The New Paradigm



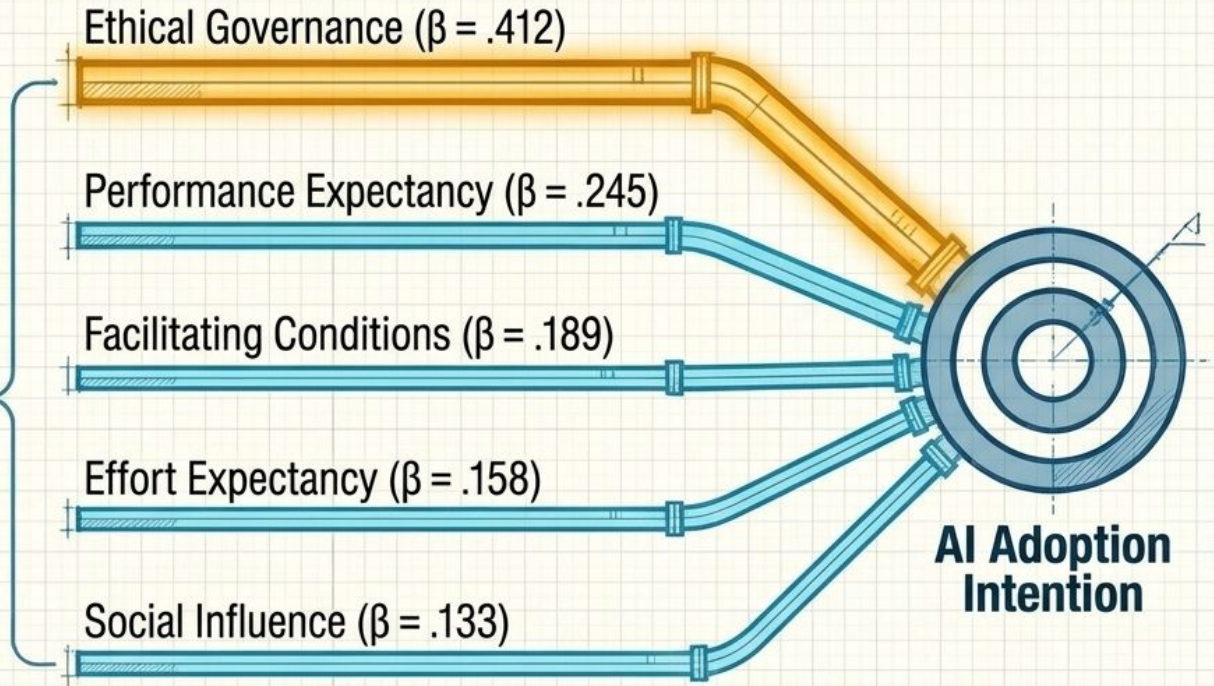
Under what conditions should we allow
it to influence decisions about people?

Focuses on defensibility,
appropriateness, and
human accountability.



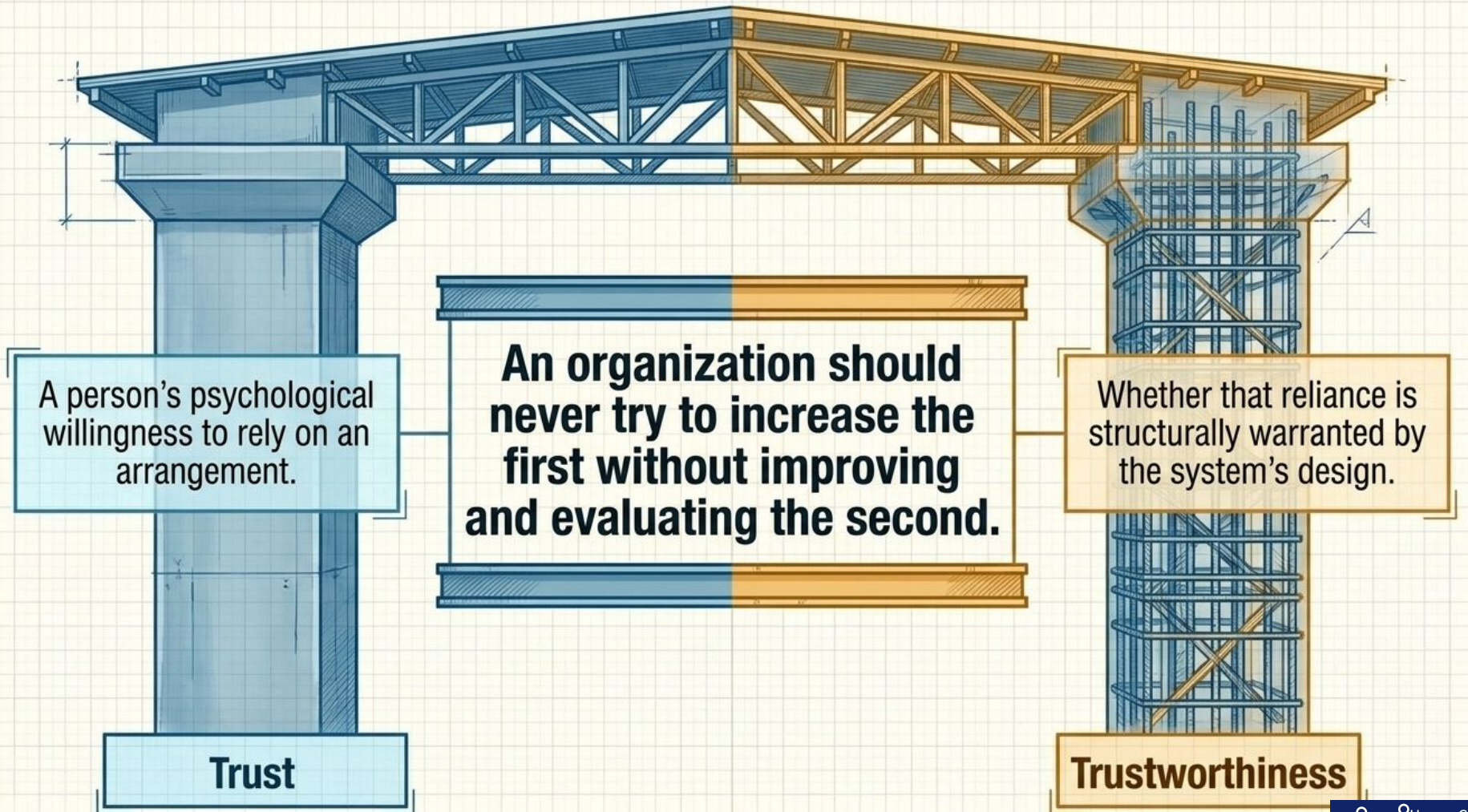
The Data Catalyst: Safeguards Drive Adoption

The full model explains 65.8% of the variance in AI adoption intention.



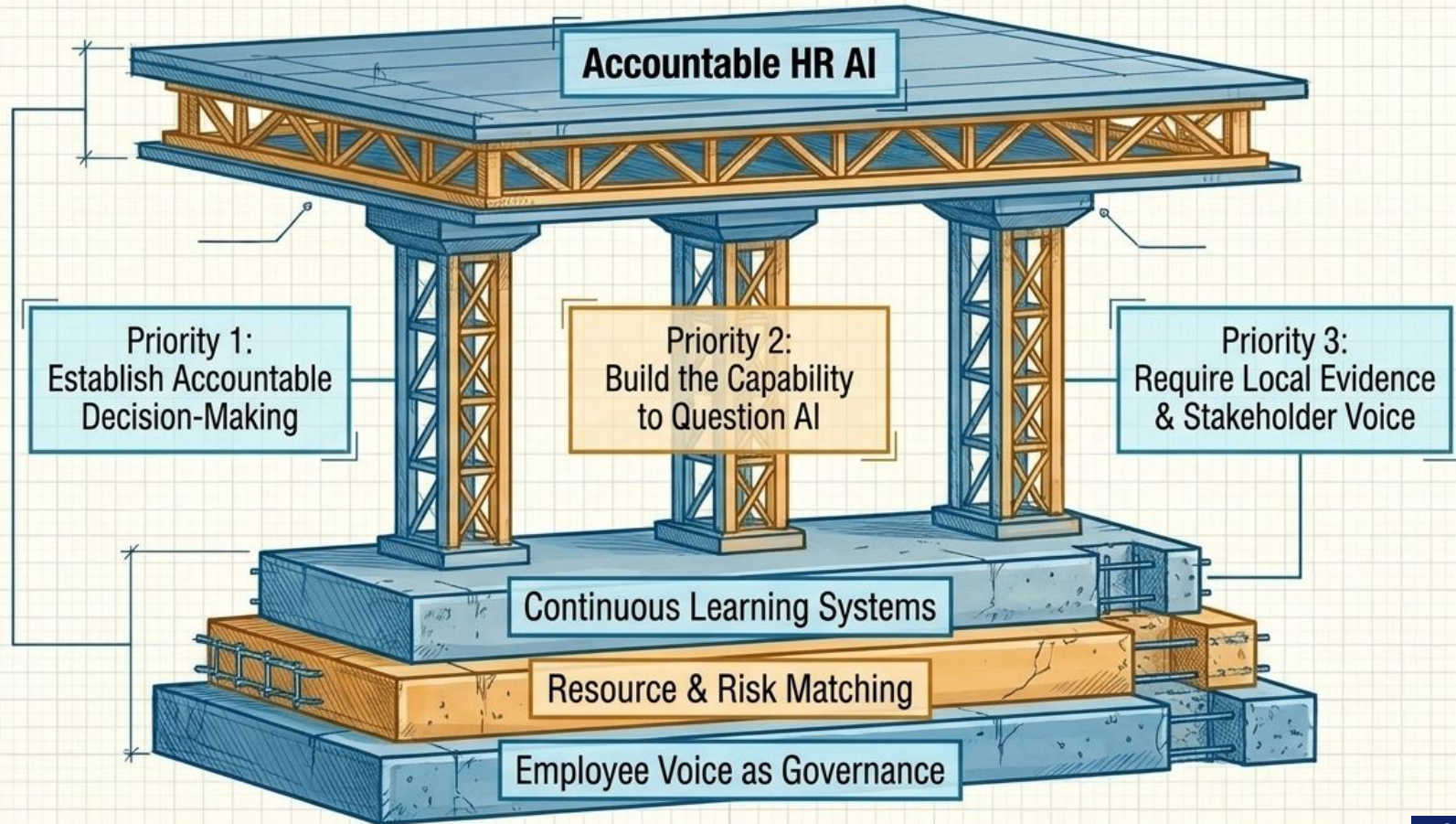
Based on Poo-Udom (2026) study of 22 senior HR leaders and 284 practitioners in Thailand.

Formal safeguards and human accountability are the strongest drivers of an organization's readiness to adopt AI.

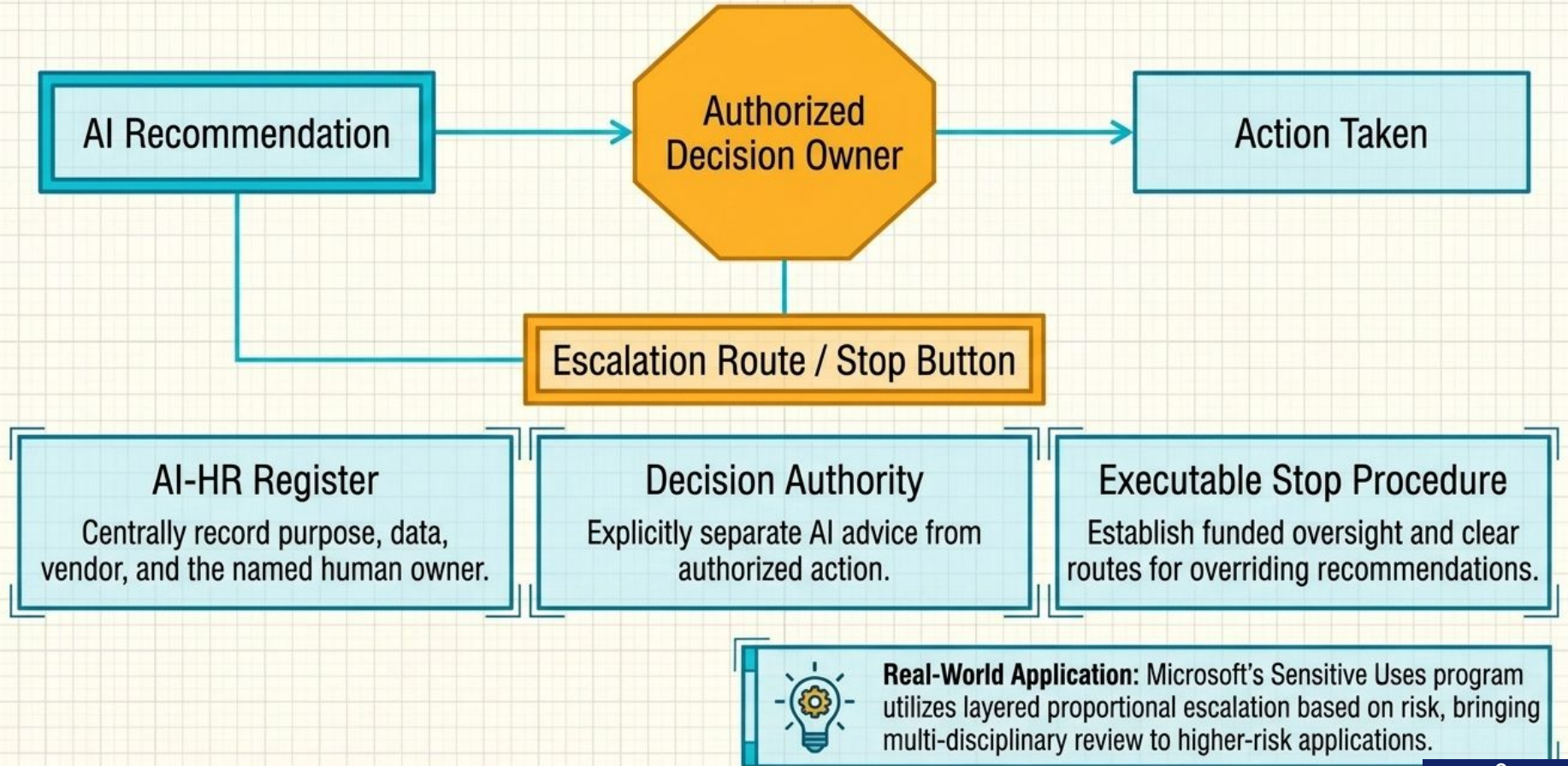


	Enthusiastic Adoption	Accountable Adoption
Primary Goal	Maximum possible deployment	Justified, evidence-based deployment
Focus of Training	Tool interface navigation	Critical AI literacy and the capacity to question
Unit of Evaluation	Tool efficiency and time saved	Entire workflow, including review burden and outcomes
View of Disagreement	Friction blocking digital transformation	A crucial quality control function
Stakeholder Scope	Focus on HR users only	Focus on users, candidates, and employees affected

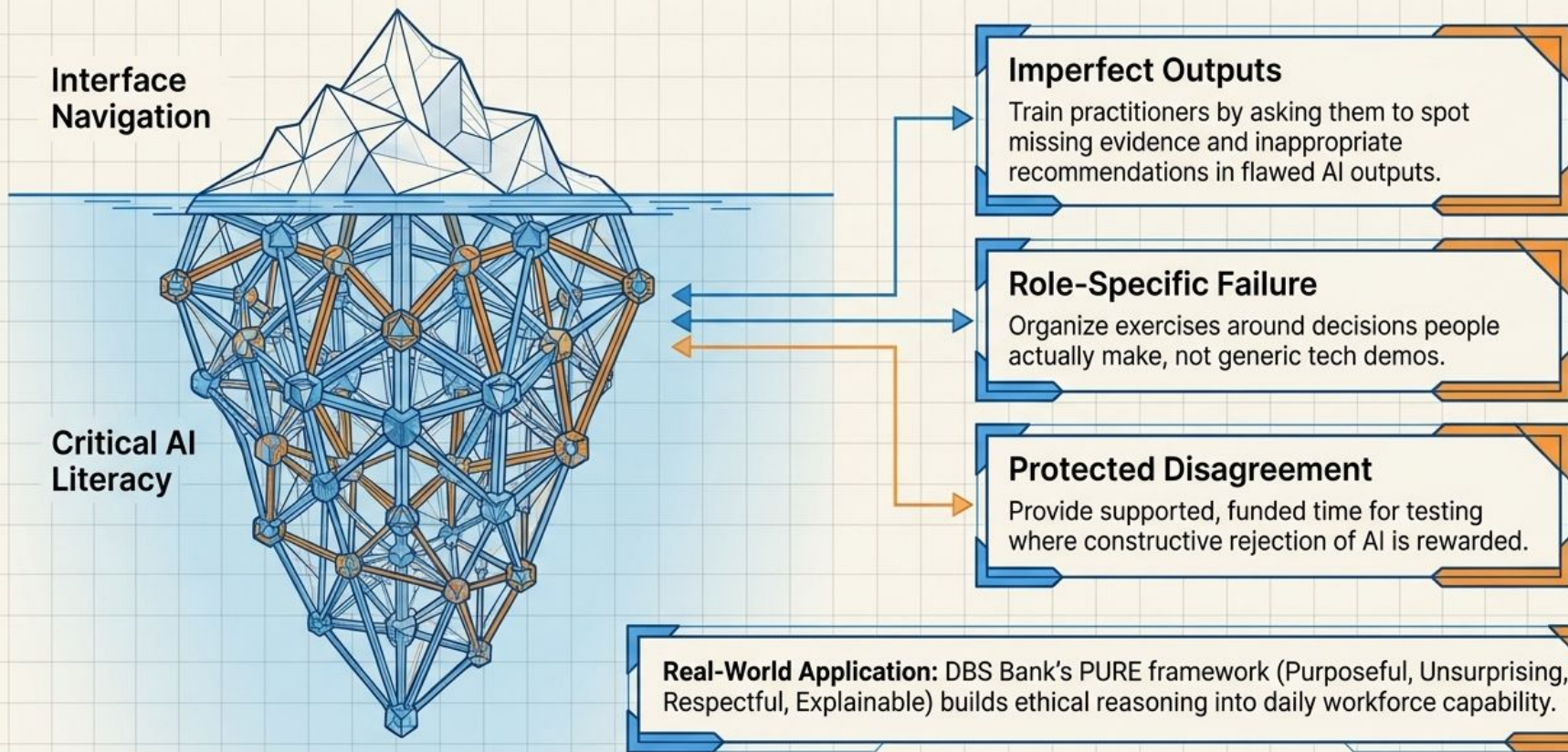
The Accountable Adoption Framework



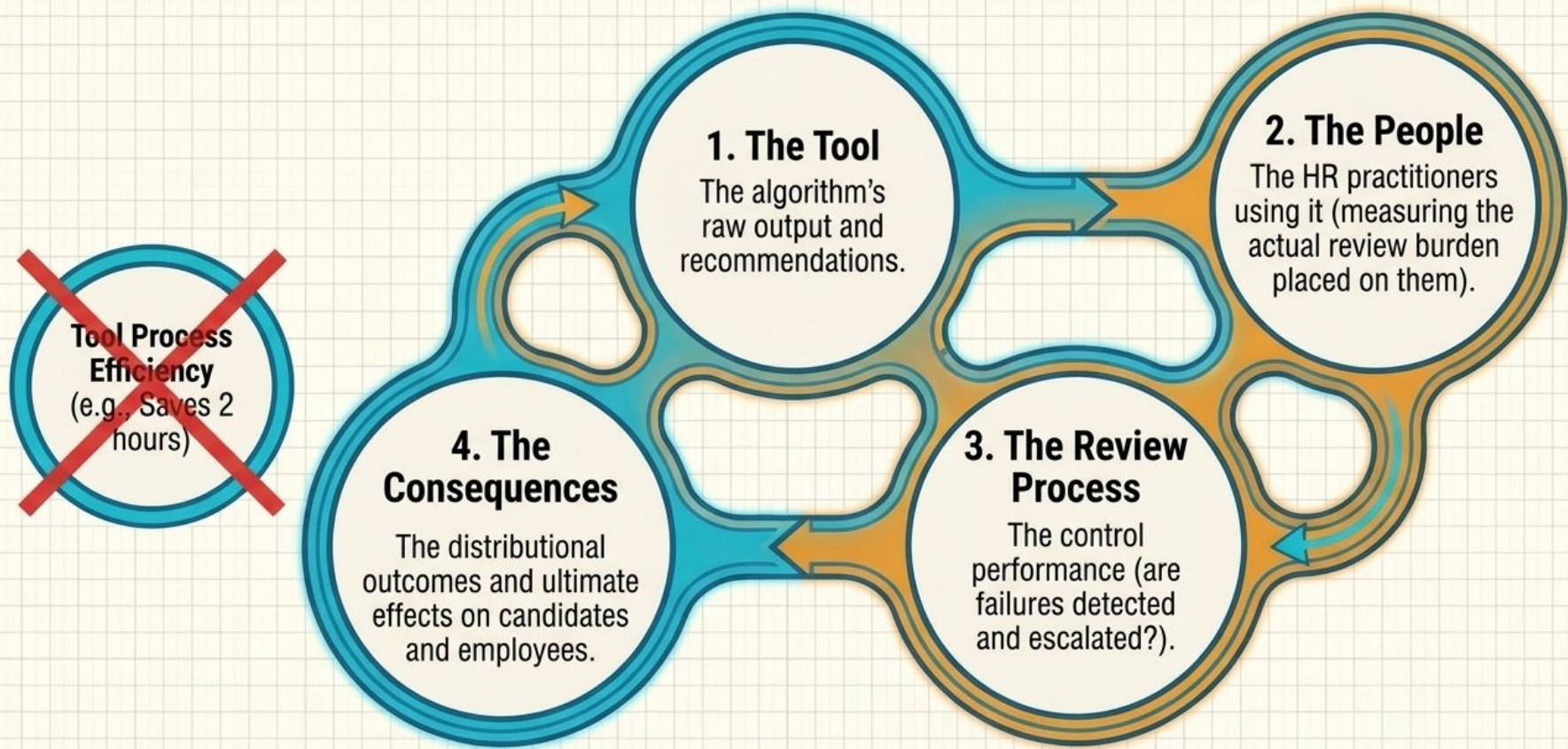
Priority 1: Address responsibility before purchasing the platform.



Priority 2: Build the capability to question AI, not just operate it.



Stop measuring just the tool. Evaluate the entire workflow ecosystem.



Priority 3: Generic vendor demonstrations cannot substitute for local evidence.



Set Criteria Before Launch

Define intended benefits and stop-conditions before testing.

Examine Local Relevance

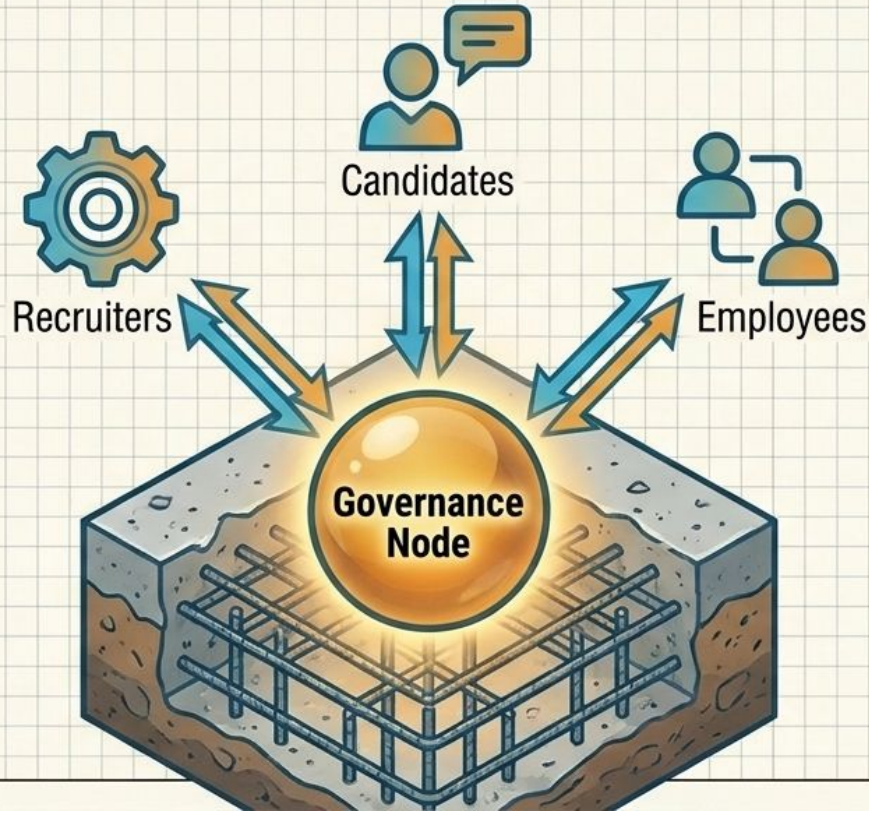
Test against specific job roles, local languages, and actual workforce populations.

Track Corrections

Review overrides, repeated errors, and the effectiveness of remedies.

Real-World Application: Duke Health's ABCDS framework treats algorithm evaluation as a continuous lifecycle responsibility—approval remains conditional on actual environmental performance.

Foundational Pillar 1: Treat employee and candidate voice as formal governance.



Visible Consequences

Participation is meaningless without a visible design change. Leaders must document which concerns changed the design and why.

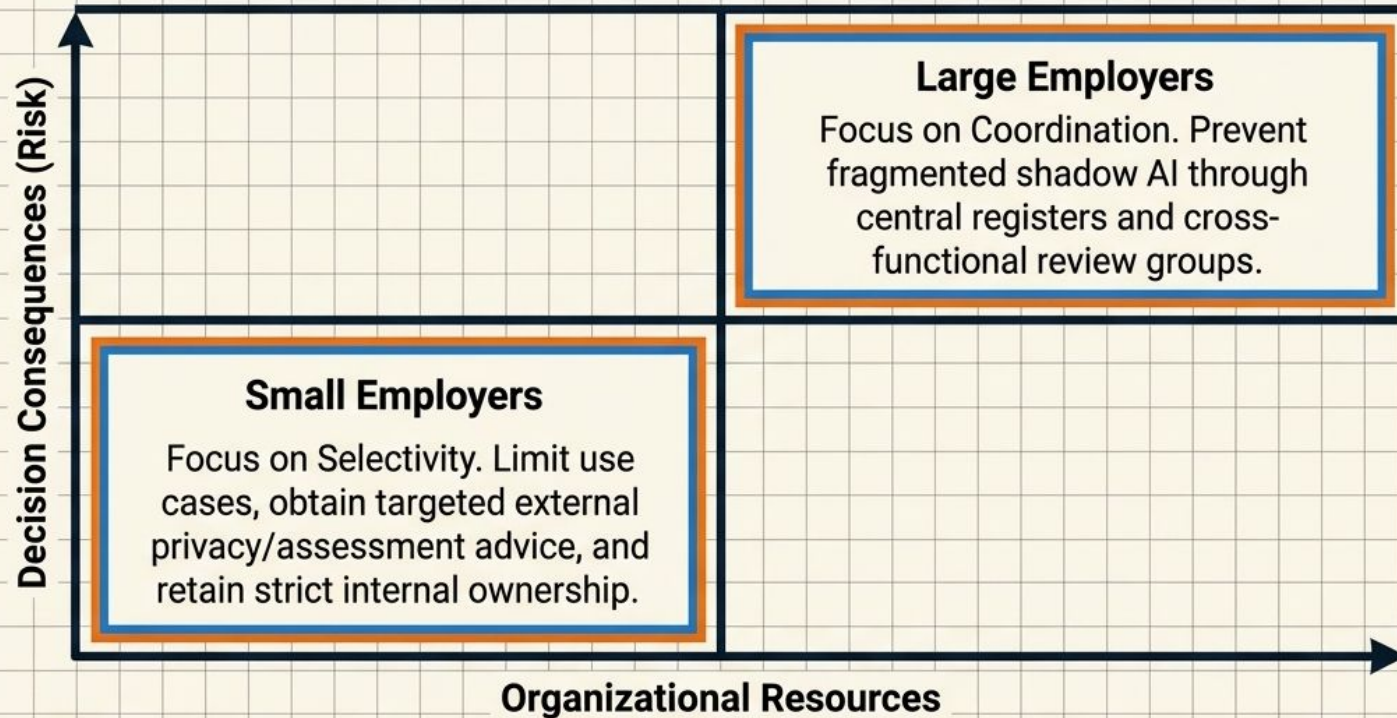
Accessibility Mapping

Establish processes that are accessible to those with the least institutional influence (e.g., external candidates).

Research Context

Algorithmic management concerns authority and worker experience, not just computational efficiency.

Foundational Pillar 2: Match governance capacity to operational reality.



The intensity of review must scale with the potential consequences of the decision—not just the size of the company. Governance is a resource-allocation discipline.

Foundational Pillar 3: Maintain a learning system, not a one-time approval.



The AI-HR Decision Record

Document the purpose, known limitations, validation evidence, and changes over time to make reasoning inspectable.

Periodic Reassessment

Force a distinction between demonstrated benefits and early anticipated benefits. Reassess when models or populations change.

Track the No's

A successful pilot is not one that always leads to deployment. Preventing an unsuitable application from becoming embedded is a governance success.

Redefining AI Maturity in HR

A mature organization is **not** one that uses AI everywhere.
It is one that can definitively answer:

Where do we use it?

Why is it justified?

How do we **know** it is working?

And **what** would cause us to stop?

Success should not be defined as maximizing AI usage. It should be defined as improving HR work through arrangements that are useful, defensible, and responsive to the people they affect.