MSBO 2026

i16 – AI in Human Resources

MSBO Annual Conference 2026

Presented by Riley Vlahakis, SHRM-CP
Vice President
Hiring Solutions LLC

Thursday, April 23, 2026 | 2:00p.m. – 2:30p.m.

Agenda

1. Introduction
2. The State of AI in HR 2026
3. AI Adoption
4. Impact
5. Use Cases
6. Effect on Job
7. Governance & Usage Policy
8. Privacy & Security
9. AI + HI

Introduction

- Artificial intelligence (AI) has reshaped the way we work.
  - Understand the trajectory of AI and its effects on business functions.

- HR leaders must guide their district through this shift.
  - Leverage AI for efficiency, to enhance human capital, and promote growth.
  - Timely and informed decisions to align people, processes, and technology.

- AI opens possibilities for new learning models that can better personalize instruction.
  - Traditional one-size-fits-all approaches can be transformed to enable adaptive learning.
  - AI can enable differentiated instruction that meets the diverse needs.

For Thought:

- What is the current landscape of AI adoption among departments and staff in your district?
- What processes and workflows are most impacted by AI?
- What are the opportunities and gaps for leveraging AI in your district?
- Are policies in place to regulate AI use within your district? Do you follow these policies?
- What are the potential challenges and barriers to AI integration within district processes and beyond?

The State of AI in HR 2026

- AI in HR is advancing, but adoption remains uneven across districts.
    - HR leaders are moving with caution.
- AI is transforming how work gets done across industries, including education.
- Districts must prioritize workplace AI governance and provide practical guidance for implementation.

- Policy delivers results only when it works in practice.
    - Buy-in is necessary
- Employers are already integrating AI into hiring, training, workforce planning, and operations.
    - Clear guidelines are essential
- Districts that pair technology with human judgment can:
    - Drive productivity
    - Strengthen their workforce
    - Reduce administrative burden

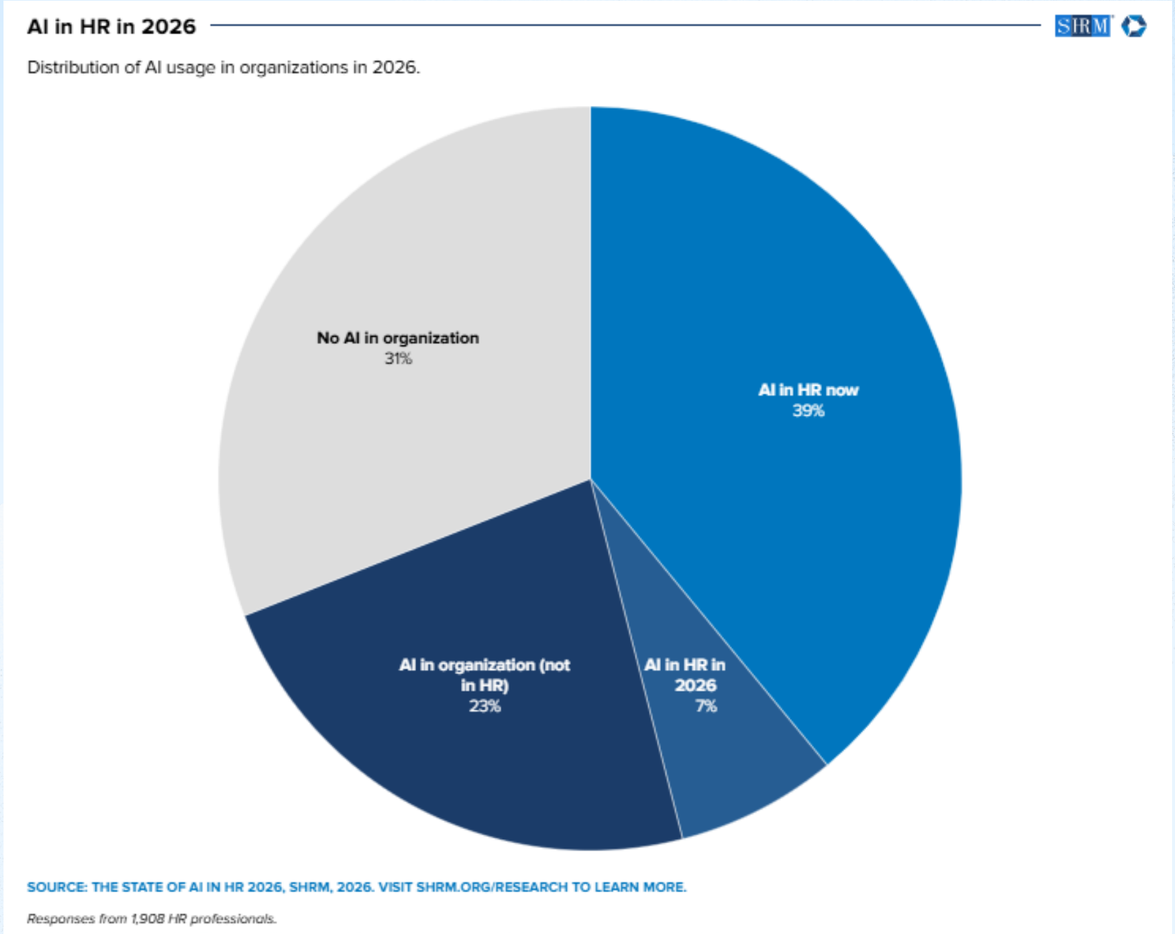
AI Adoption is Growing

- AI adoption is gaining traction
  - Widening divide between organizations actively using AI and those holding off

- Nearly one-third of organizations do not use AI in any processes or workflows.

Among surveyed HR professionals:

- ✓39% reported that AI had already been adopted within their HR function.
- ✓23% indicated that AI had launched elsewhere in their organization, but not yet in HR.
- ✓7% said their HR function plans to launch AI initiatives in 2026.
- ✓62% of respondents were in organizations already using AI in some capacity.



AI Adoption is Far from Universal

- AI adoption within HR is in the early stages.
- 39% of organizations are currently using AI in their HR functions.
- 23% deploying it elsewhere in the business.
- That leaves roughly one-third of organizations with no AI adoption.

- Adoption varies by organization or district size.
  - Large organizations lead in AI adoption
  - Smaller organizations lag
  - Often constrained by cost, talent, and uncertain outcomes

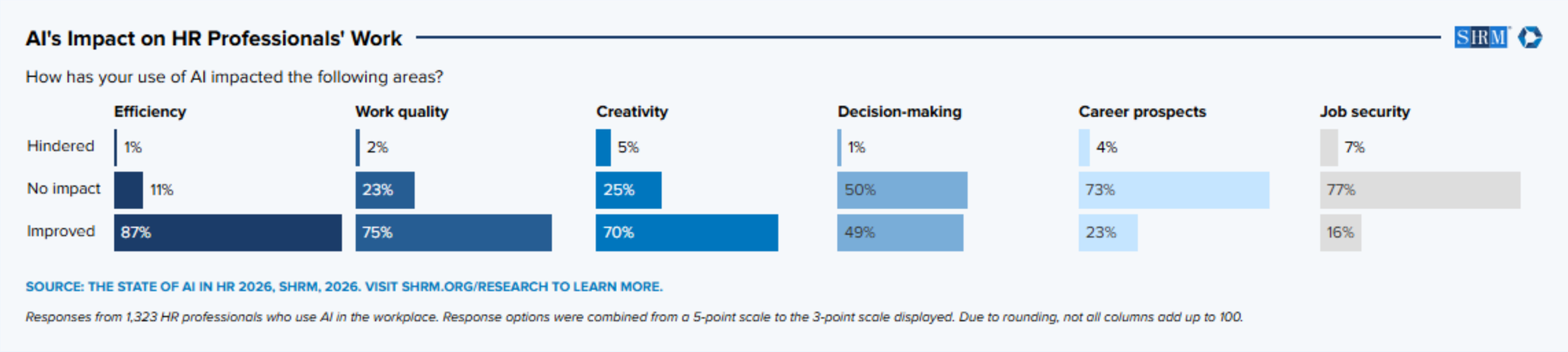
Impact

AI has enhanced efficiency, but it has not yet *drastically* altered job security or career trajectories for most professionals.

- 70% reported slight or significant improvements in their creativity.
- 87% reported improvement in work efficiency.
- 75% reported improvement in work quality.
- 77% reported that AI use has had *no impact on their job security.*
- 50% reported *no improvement* in decision-making.

Effective use of AI translates into:

- ✓ Greater efficiency
- ✓ Higher work quality
- ✓ Increased creativity

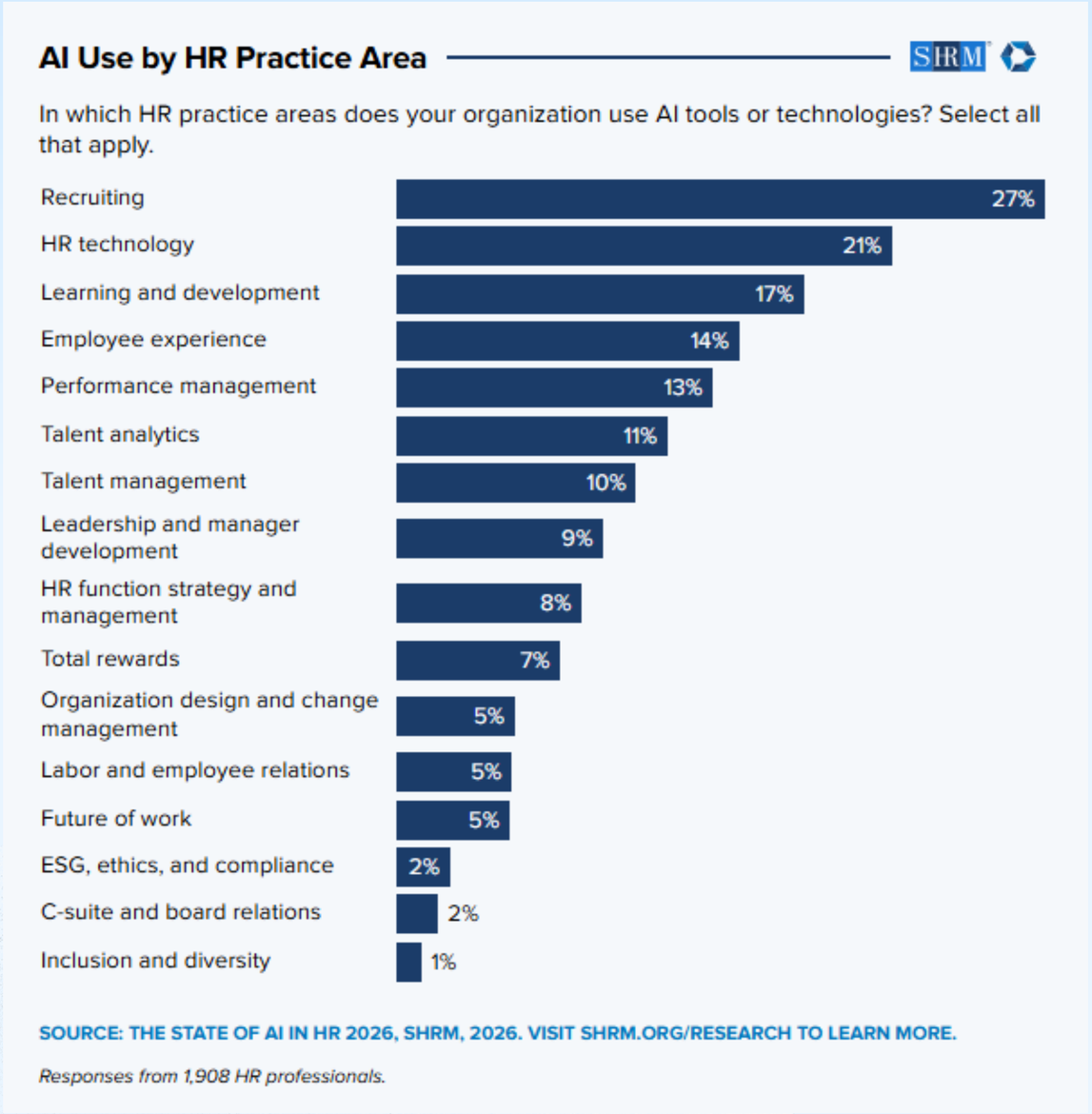


AI Use by Practice Area

- AI application is concentrated in specific practice areas.

- HR professionals reported AI tools are most common in:
  - ✓ Recruiting (27%)
  - ✓ HR Technology (21%)
  - ✓ Learning & Development (17%)
  - ✓ Employee Experience (14%)

- AI is used least often (each 2% or less) in:
  - ✓ Inclusion & Diversity
  - ✓ Board Relations
  - ✓ Ethics & Compliance



Use Cases

The 20 most common use cases were found in just six practice areas:

- Recruiting
- HR Technology
- Learning & Development
- Performance Management
- HR Function Strategy
- Talent Analytics

HR professionals are mostly unsure about:

- Cost
- Effort of implementation
- Security concerns

The 20 Most Common AI Use Cases in HR — SHRM

Use Case	HR Practice Area	Prevalence
Job description drafting and refinement	Recruiting	20%
Automated resume parsing and screening	Recruiting	16%
Programmatic optimization of job ads	Recruiting	12%
AI-assisted sourcing of passive candidates	Recruiting	12%
Candidate-job matching and recommendation engines	Recruiting	11%
Document completion reminders and triage	HR technology	11%
Structured interview guide generation	Recruiting	10%
AI copilot experiences inside HR platforms	HR technology	10%
Summarizing long training resources	Learning and development	9%
Interview scheduling automation	Recruiting	9%
Knowledge base Q&A over internal documents	HR technology	9%
AI-generated quizzes, scenarios, and micro-learning	Learning and development	9%
AI-assisted drafting of review comments	Performance management	9%
Personalized learning recommendations	Learning and development	9%
Drafting routine HR communications	HR function strategy	8%
Goal-setting support	Performance management	8%
Adaptive learning experiences	Learning and development	8%
Duplicate candidate detection and pipeline cleanup	Recruiting	8%
Interview transcription and summarization	Recruiting	7%
New hire survey and feedback analysis	Talent analytics	7%

SOURCE: THE STATE OF AI IN HR 2026, SHRM, 2026. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

Responses from 1,908 HR professionals.

Recruiting Dominates AI Use Cases

- Recruiting stands out as the clear leader in use cases.
  - ✓ 27% of organizations applying AI in talent acquisition
- Most common use cases are highly practical:
  - ✓ Writing and optimizing job postings
  - ✓ Screening and matching resumes
  - ✓ Scheduling interviews
- Using AI for administrative tasks can allow recruiters to become more efficient.

Effect on Job Displacement

- AI adoption is usually led by senior HR leaders.
- By 2025:
  - 73% of HR directors and above were using AI in their work.
  - 65% of managers and individual contributors were using AI in their work.

- AI adoption has led to *minimal job displacement* and/or the *creation* of *new roles*.

- HR professionals at organizations where AI has been deployed reported:
  - Slight job displacement (7%)
  - New jobs or roles (24%)
  - Shifts in workers' job responsibilities (39%)
  - Upskilling or reskilling opportunities for employees (57%)

Governance

AI usage is increasing, but governance is struggling to keep pace.

HR professionals are advocating for the following principles in national legislative framework:

- **A Comprehensive National Workplace AI Framework:** Consistent federal framework for AI use in employment that promotes clarity and ensures uniform enforcement.
- **Voluntary, Risk-Based Governance:** Promote governance grounded in recognized standards and supported by federal guidance.
- **Workforce Readiness and Reskilling:** Focus strategy on upskilling, reskilling, and job redesign.
- **Stakeholder Engagement and Expertise:** Ensure employers, workers, and workforce experts have a voice in shaping practical federal guidance.

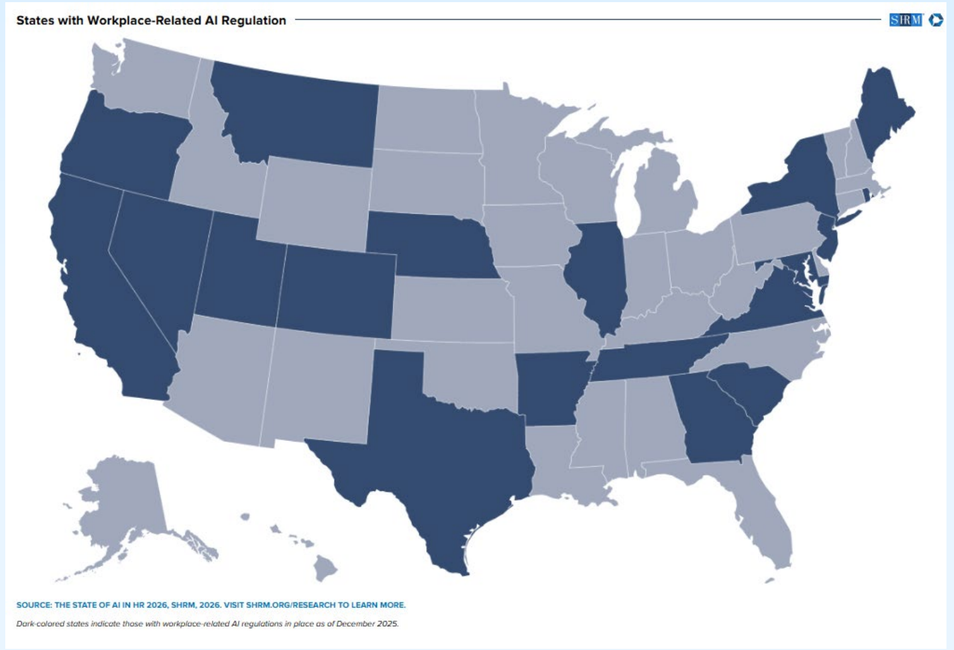
State Usage Policies

As of February 2026:

- 19 states have enacted AI laws or regulations that pertain to workplace AI usage (states shaded in dark blue).
- 57% of HR professionals who work in those states reported that they are not aware of those policies.

Within the 43% who said they are aware of the relevant laws in their states:

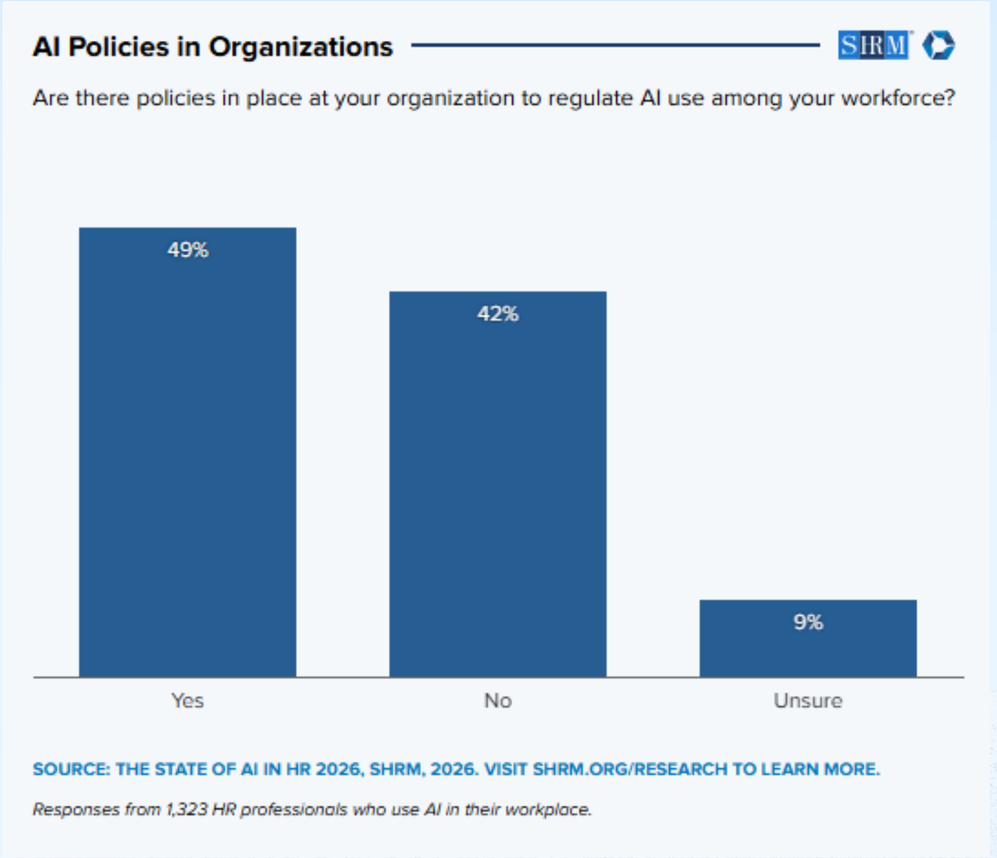
- 12% reported that they have implemented policies and practices to be compliant.
- 12% reported that they have yet to adjust existing policies and practices to be compliant.
- 19% reported that their function or organization has not addressed or adjusted policies and practices to be compliant.



Workplace Usage Policies

- About half of organizations that use AI have policies to regulate use.
- Simply having a policy does not equate to effective governance.

- Most existing policies are either too rigidity or too broad.
    - 54% reported that their policies are too restrictive.
    - 23% reported that their organizations' policies are too broad

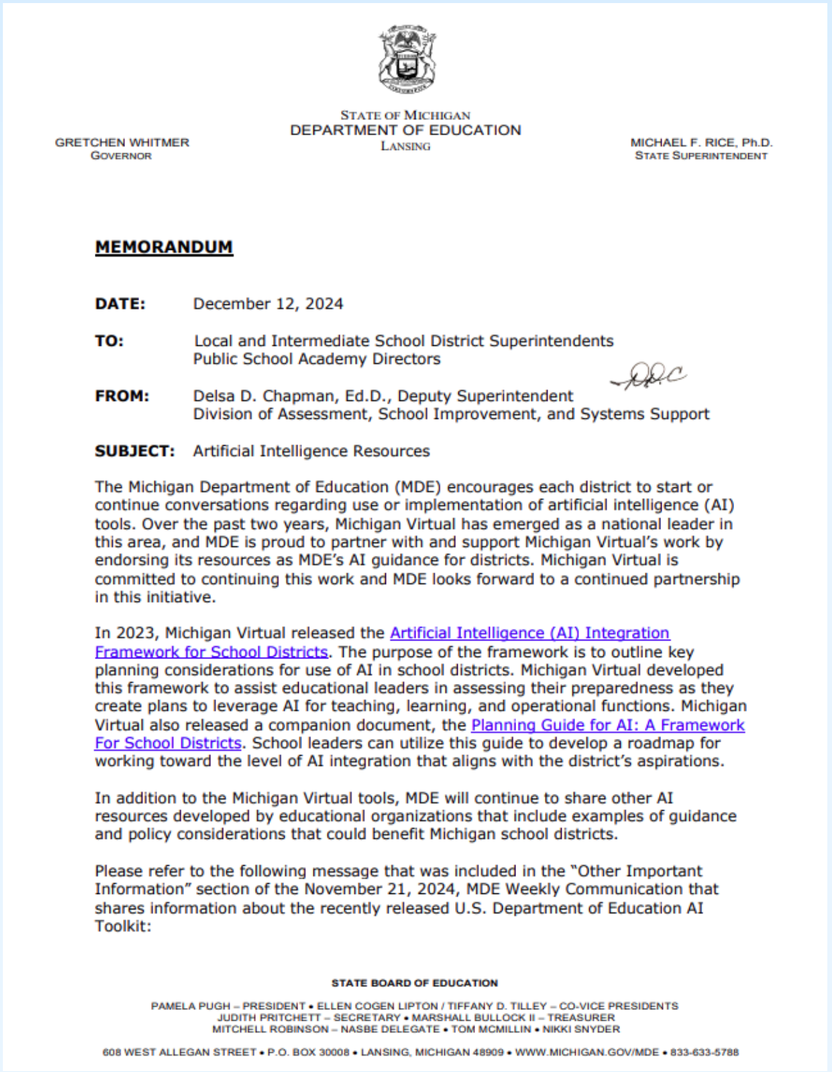


Toolkits and Resources for Educational Organizations

Michigan Department of Education:

Artificial Intelligence Tool Kit:

- ✓ https://www.michigan.gov/mde/services/academic-standards/educational-technology/artificial-intelligence



STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

GRETCHEN WHITMER
GOVERNOR

MICHAEL F. RICE, Ph.D.
STATE SUPERINTENDENT

MEMORANDUM

DATE: December 12, 2024

TO: Local and Intermediate School District Superintendents
Public School Academy Directors

FROM: Delsa D. Chapman, Ed.D., Deputy Superintendent
Division of Assessment, School Improvement, and Systems Support

SUBJECT: Artificial Intelligence Resources

The Michigan Department of Education (MDE) encourages each district to start or continue conversations regarding use or implementation of artificial intelligence (AI) tools. Over the past two years, Michigan Virtual has emerged as a national leader in this area, and MDE is proud to partner with and support Michigan Virtual's work by endorsing its resources as MDE's AI guidance for districts. Michigan Virtual is committed to continuing this work and MDE looks forward to a continued partnership in this initiative.

In 2023, Michigan Virtual released the Artificial Intelligence (AI) Integration Framework for School Districts. The purpose of the framework is to outline key planning considerations for use of AI in school districts. Michigan Virtual developed this framework to assist educational leaders in assessing their preparedness as they create plans to leverage AI for teaching, learning, and operational functions. Michigan Virtual also released a companion document, the Planning Guide for AI: A Framework For School Districts. School leaders can utilize this guide to develop a roadmap for working toward the level of AI integration that aligns with the district's aspirations.

In addition to the Michigan Virtual tools, MDE will continue to share other AI resources developed by educational organizations that include examples of guidance and policy considerations that could benefit Michigan school districts.

Please refer to the following message that was included in the "Other Important Information" section of the November 21, 2024, MDE Weekly Communication that shares information about the recently released U.S. Department of Education AI Toolkit:

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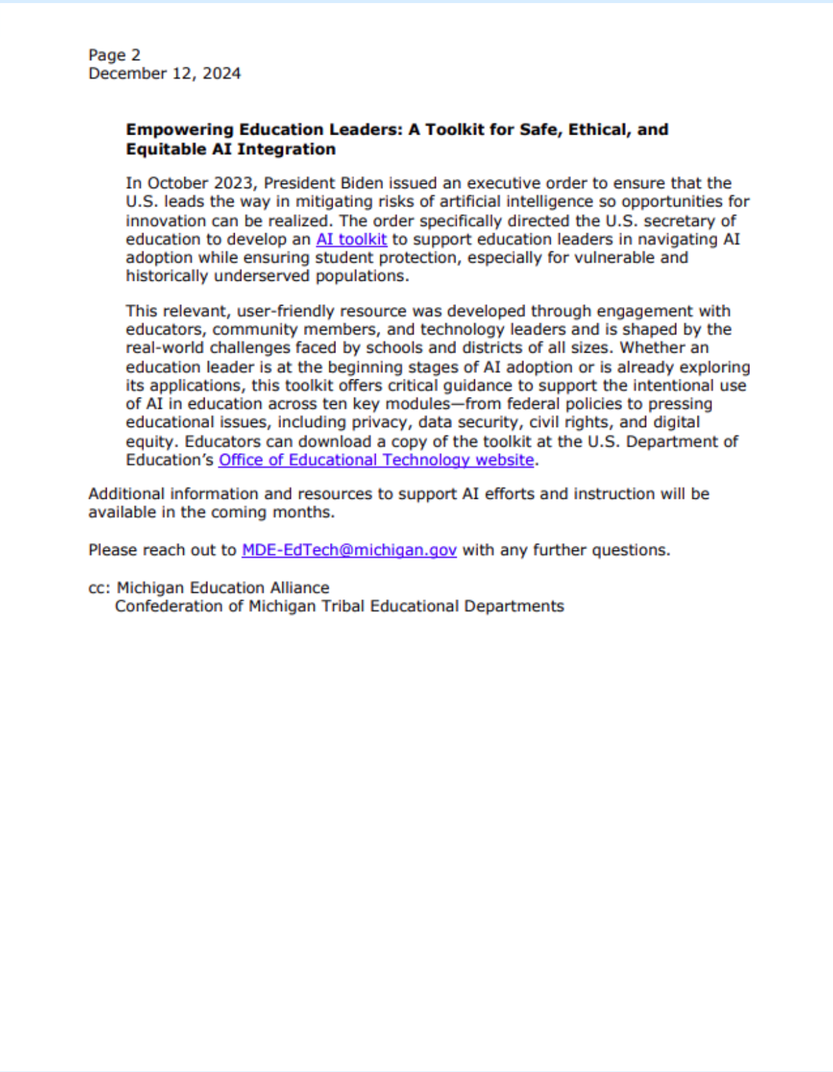


Empowering Education Leaders: A Toolkit for Safe, Ethical, and Equitable AI Integration

In October 2023, President Biden issued an executive order to ensure that the U.S. leads the way in mitigating risks of artificial intelligence so opportunities for innovation can be realized. The order specifically directed the U.S. secretary of education to develop an AI toolkit to support education leaders in navigating AI adoption while ensuring student protection, especially for vulnerable and historically underserved populations.

This relevant, user-friendly resource was developed through engagement with educators, community members, and technology leaders and is shaped by the real-world challenges faced by schools and districts of all sizes. Whether an education leader is at the beginning stages of AI adoption or is already exploring its applications, this toolkit offers critical guidance to support the intentional use of AI in education across ten key modules—from federal policies to pressing educational issues, including privacy, data security, civil rights, and digital equity. Educators can download a copy of the toolkit at the U.S. Department of Education's Office of Educational Technology website.

Additional information and resources to support AI efforts and instruction will be available in the coming months.

Please reach out to MDE-EdTech@michigan.gov with any further questions.

cc: Michigan Education Alliance
Confederation of Michigan Tribal Educational Departments

Toolkits and Resources for Educational Organizations

AI in Education – REMC:

✓ https://remc.org/educator-resources/ai-in-education/

AI IN EDUCATION

Are you intrigued by the possibilities of Artificial Intelligence (AI) but find yourself wanting more knowledge and ways to explore? The REMC Association of Michigan has created a variety of resources tailored specifically for educators to help you explore the possibilities of AI, and several learning opportunities that foster collaborative learning experiences.

RESOURCES FOR EDUCATORS

- **AI in the Classroom: A Practical Guide for Educators**: literature, reflection questions, and AI samples created to address common high need areas for teaching and learning that educators face on a daily basis.
  - *Resource in Google Doc format.*
- **AI Prompt Guidance for Educators**: Guidance document focusing on core components that are part of creating an effective AI prompt; includes link to additional resources, including several popular prompt guides that utilize mnemonic devices. *Google Doc format.*
  - **Sample AI Prompts**: List of sample prompts with an educational focus. These can be used, modified. *Google Doc format.*
- **GenAI Administrator Resource**: This toolkit provides administrators with examples and guidance on how to leverage generative AI professionally.
- **Video Recording Library**: Library of prompting videos, and other supports from our AI resources and professional learning.

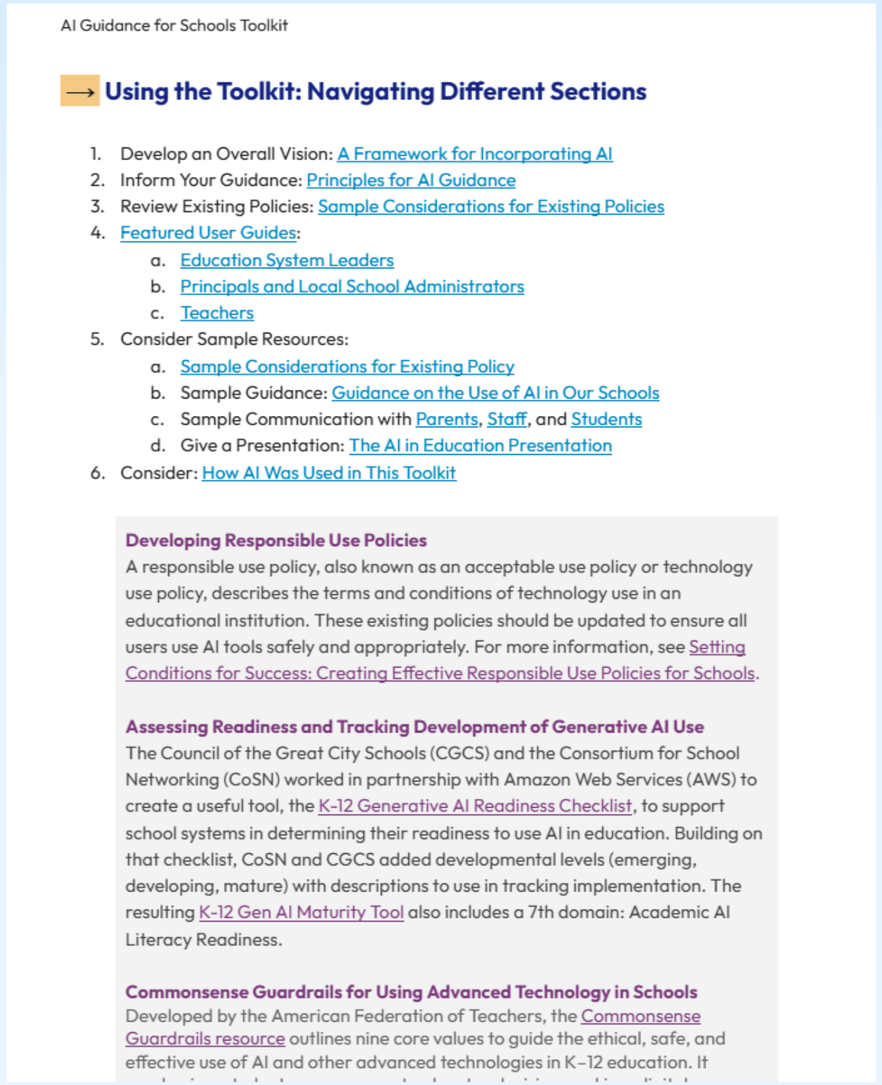
PROFESSIONAL LEARNING FOR EDUCATORS

- **AI in Education Webinars**: Are you intrigued by the possibilities of Artificial Intelligence (AI) but find yourself wanting more knowledge and understanding? We offer a unique series of 75 minutes long tailored specifically for educators, aimed at delving into various AI topics and fostering collaborative learning experiences. These are open to all educators in Michigan and have no registration or SCECHs fees.
- **AI Community of Practice:** Learning cohorts begin January 2026.

Toolkits and Resources for Educational Organizations

Sample Guidance – Tech AI

- ✓ https://www.teachai.org/toolkit-guidance
- ✓ https://docs.google.com/document/d/1TjeQ3nq2L_xm7VS4oP6AxQfvxZ4qpziXBMnmfbwhB5k/edit?tab=t.0#heading=h.azvmzocy0oit



AI Guidance for Schools Toolkit

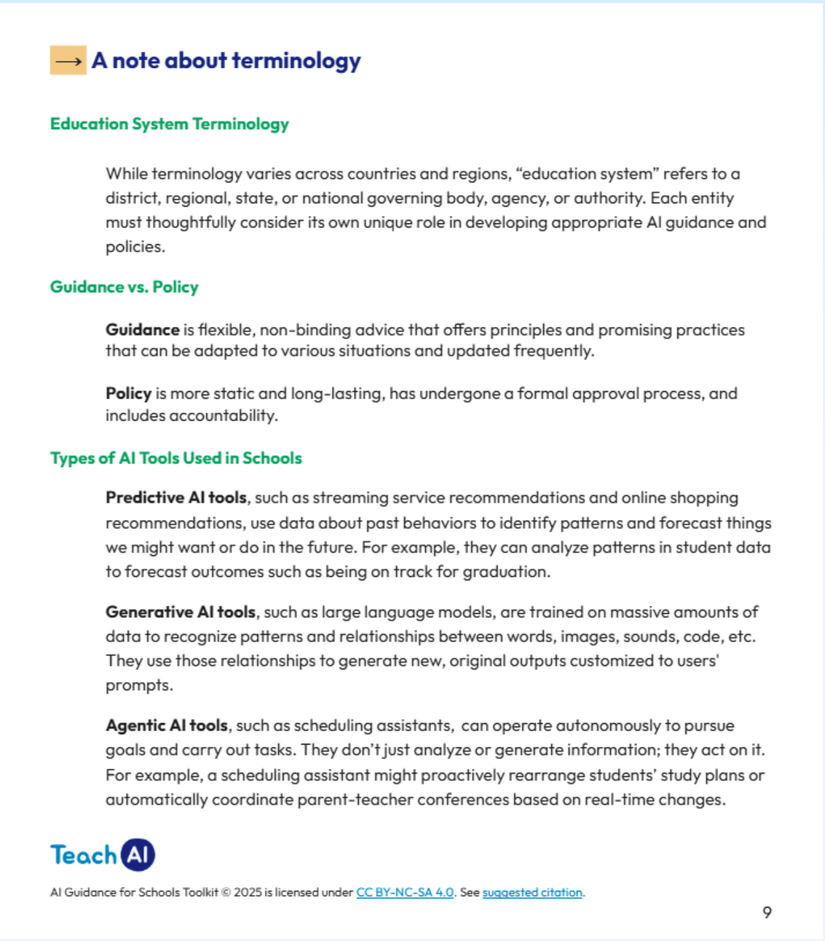
→ Using the Toolkit: Navigating Different Sections

1. Develop an Overall Vision: A Framework for Incorporating AI
2. Inform Your Guidance: Principles for AI Guidance
3. Review Existing Policies: Sample Considerations for Existing Policies
4. Featured User Guides:
   a. Education System Leaders
   b. Principals and Local School Administrators
   c. Teachers
5. Consider Sample Resources:
   a. Sample Considerations for Existing Policy
   b. Sample Guidance: Guidance on the Use of AI in Our Schools
   c. Sample Communication with Parents, Staff, and Students
   d. Give a Presentation: The AI in Education Presentation
6. Consider: How AI Was Used in This Toolkit

Developing Responsible Use Policies
A responsible use policy, also known as an acceptable use policy or technology use policy, describes the terms and conditions of technology use in an educational institution. These existing policies should be updated to ensure all users use AI tools safely and appropriately. For more information, see Setting Conditions for Success: Creating Effective Responsible Use Policies for Schools.

Assessing Readiness and Tracking Development of Generative AI Use
The Council of the Great City Schools (CGCS) and the Consortium for School Networking (CoSN) worked in partnership with Amazon Web Services (AWS) to create a useful tool, the K-12 Generative AI Readiness Checklist, to support school systems in determining their readiness to use AI in education. Building on that checklist, CoSN and CGCS added developmental levels (emerging, developing, mature) with descriptions to use in tracking implementation. The resulting K-12 Gen AI Maturity Tool also includes a 7th domain: Academic AI Literacy Readiness.

Commonsense Guardrails for Using Advanced Technology in Schools
Developed by the American Federation of Teachers, the Commonsense Guardrails resource outlines nine core values to guide the ethical, safe, and effective use of AI and other advanced technologies in K–12 education. It



→ A note about terminology

Education System Terminology

While terminology varies across countries and regions, "education system" refers to a district, regional, state, or national governing body, agency, or authority. Each entity must thoughtfully consider its own unique role in developing appropriate AI guidance and policies.

Guidance vs. Policy

Guidance is flexible, non-binding advice that offers principles and promising practices that can be adapted to various situations and updated frequently.

Policy is more static and long-lasting, has undergone a formal approval process, and includes accountability.

Types of AI Tools Used in Schools

Predictive AI tools, such as streaming service recommendations and online shopping recommendations, use data about past behaviors to identify patterns and forecast things we might want or do in the future. For example, they can analyze patterns in student data to forecast outcomes such as being on track for graduation.

Generative AI tools, such as large language models, are trained on massive amounts of data to recognize patterns and relationships between words, images, sounds, code, etc. They use those relationships to generate new, original outputs customized to users' prompts.

Agentic AI tools, such as scheduling assistants, can operate autonomously to pursue goals and carry out tasks. They don't just analyze or generate information; they act on it. For example, a scheduling assistant might proactively rearrange students' study plans or automatically coordinate parent-teacher conferences based on real-time changes.

Teach AI

Toolkits and Resources for Educational Organizations

MI Virtual – AI Integration Framework for School Districts

- ✓ https://michiganvirtual.org/resources/guides/ai-guide/

MICHIGANVIRTUAL™ **Artificial Intelligence (AI) Integration Framework for School Districts**

	Investigating	Implementing	Innovating
Leadership & Vision	District leadership is beginning to understand the potential uses of AI to assist with teaching, learning, and operations; however, they have not endorsed the widespread use of AI tools or developed a plan.	The district leadership has created a plan, along with an implementation team, to incorporate AI into various aspects of teaching, learning, and operations. The plan aligns with their strategic priorities and includes a baseline risk assessment.	Leaders at all levels understand the district's overall vision and harness AI to enhance operational efficiencies and maximize student learning outcomes while leveraging the distinct human talents of educators and staff.
Policy, Ethical, & Legal Considerations	The district is in the early stages of examining the policy, ethical, and legal considerations associated with using AI to support teaching, learning, and operations, including the potential risks and appropriate access for all student populations.	The district is establishing policies, reviewing ethical guidelines, and strengthening a legal framework to address the challenges associated with AI technologies, including student privacy, data protection, and responsible AI practices. There is consideration of how AI can be used to support all student populations, aiming to address equity gaps.	The district has adopted Board-approved policies, robust ethical guidelines, and a strong legal framework, demonstrating a commitment to accountability, data privacy, compliance, and continuous improvement in AI. The district has a plan to evaluate the impact of AI, including efforts to narrow educational equity gaps.
Instructional Framework	Educators are independently exploring the potential of AI-powered tools to enhance their productivity; however, little effort is being directed to change instructional practices.	Educators are beginning to use AI tools to scale personalized learning activities. The tools enable teachers to develop and deliver tailored instructional activities and resources that meet the unique needs and preferences of students.	The district's instructional framework enables educators and students to use AI to accelerate personalized learning, foster learner ownership, leverage intelligent tutoring services, enable data-driven decision-making, or assist with teaching and educator administrative tasks.
Learning Assessments	Educators are beginning to explore how AI tools can enhance formative measures in quizzes, tests, projects, and performance-based assessments.	Educators use AI tools and technologies to create assessments aligned with personalized learning goals measuring higher-order thinking skills and competencies.	Educators and students use AI to holistically assess learning experiences and outcomes, including creativity, critical thinking, inventive problem-solving, and the application of knowledge in real-world situations.
Professional Learning	The district is in the early stages of developing a plan for professional development opportunities focused on AI tools and resources, leading educators to take the initiative to seek training independently.	Educators have access to a variety of professional development opportunities to support the adoption and integration of AI-based teaching tools and approaches aligned with the district's vision for student learning. Educators have the necessary expertise to teach AI ethics to students.	Educators have developed a strong understanding of AI, including ethical considerations, and have incorporated its use into reimagining learning pedagogies and assessment strategies. They are using AI systems and tools that generate personalized professional development solutions.
Student Use	Students are being introduced to the basic concepts of AI and its potential applications in a handful of classes. They are developing an awareness of ethical considerations related to AI use but have a limited understanding of responsible practice.	Students engage with AI technologies in a variety of classes, demonstrating growing competence. They have explored the ethical implications of AI and have begun to collaborate on projects emphasizing the responsible and ethical application of AI tools. Evidence of student use/ proficiency is limited.	Most students utilize AI to support their learning goals, critically assessing AI's societal impact, including biases, privacy concerns, and fairness issues, while making informed judgments about the authenticity and origin of content. Evidence of use/proficiency is well documented.
Business & Technology Operations	The district is beginning to explore the use of AI to automate routine administrative tasks. A review of the technology ecosystem needed to support AI integration district-wide is being scheduled.	The district integrates AI to enhance business operations and create efficiencies. Updates to the technology ecosystem needed to support AI integration are planned or already completed.	The district uses AI to optimize most business functions. The district has a robust technology ecosystem and staff to support AI integration.
Outreach	Communication with staff, parents, and community stakeholders regarding the use of AI to support teaching, learning, and business operations is limited.	The district prioritizes regular interactions with students, parents, staff, and other stakeholders to gauge community readiness, provide awareness training, address concerns, and foster a collaborative environment.	The district's communication plan engages all stakeholders in the use of AI. Two-way interactions with staff, community partners, and experts help gauge the community's comfort level with AI, while also exploring new opportunities.

NOTE:** The purpose of this rubric is to outline key planning considerations for the use of AI in school districts. Michigan Virtual developed this framework to assist educational leaders in assessing their preparedness as they create plans to leverage AI for teaching, learning, and operational functions. Leaders are encouraged to identify practical ways to measure and evaluate progress with their AI plans. We anticipate updating this framework on a regular basis. This framework and other resources on AI may be found at **michiganvirtual.org/resources/ai/

Privacy and Security Risks

- When integrating AI, school leaders must prioritize:
  - ✓ Policy
  - ✓ Ethics
  - ✓ Legal considerations
  - ✓ Understanding relevant laws
  - ✓ Data protection

- Engaging legal expertise is crucial to protect districts' interests and mitigate potential risks

- Four key areas to explore include:
  1. Developing policy and guidelines
  2. Prioritizing equity
  3. Addressing legal risks and challenges
  4. Potential Risks

Human-Centered Leadership

- This is a pivotal moment for HR.

- Rather than rushing adoption out of fear of falling behind, HR leaders should:
  - ✓ Take a strategic, use-case-driven approach to AI.
  - ✓ Build a governance framework
  - ✓ Invest in upskilling the workforce
  - ✓ Assert a strong voice in cross-functional AI leadership

- HR leaders must intentionality adopt AI to solve specific problems.
- AI's future in HR will not be defined by technology alone, but by leadership.
- We need HR's voice now more than ever to ensure AI stays on a human-centered trajectory.

Artificial Intelligence + Human Intelligence

AI should support, not replace, human judgment.

The real power of the human touch is its ability to bring:

- **Empathy** to handle employee relations, sensitive conversations, and conflict resolution.
- **Nuance** to make high-stakes decisions that affect people's livelihoods.
- **Authenticity** to direct employee engagement such as one-on-one conversations, coaching, and mentoring.
- **Sensitivity** and security to handle confidential information.
- **Trust and creativity** to conduct strategic planning and shape organizational culture and values.

If we want to make sure that AI is truly human-centered, HR must be in a leadership role. If not HR, then who?

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MSBO 2026

THANK YOU!

Contact:

Riley Vlahakis, SHRM-CP
Vice President
Hiring Solutions LLC

vlahakis@hiringsolutionsllc.com
www.hiringsolutionsllc.com