



2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

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The Impact of AI on Upskilling, Talent Sourcing, and Risk Management – A Working Session

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Mike Lane is an officer and vice president at The Cincinnati Insurance Company (CIC). As an insurance industry veteran with 28 years of experience, he previously served as an underwriter, project manager, program manager and service manager overseeing business analysts. In 2013, Mike was a founding member of CIC's Resource Management Office (RMO), where he helped establish standard operating procedures, a service suite, service level agreements and key performance indicators. He assumed leadership for the IT RMO in 2020 and has responsibility for approximately 1000 associates and hundreds of contractors. Mike holds a Bachelor of Arts degree in Economics from the University of Cincinnati in addition to the following certifications: Resource Management Certified Professional (RMCP); Associate in Insurance Services (AIS); Associate in General Insurance (AINS); Associate in Surplus Lines Insurance (ASLI); Associate in Management (AIM); Associate in Personal Insurance (API); Associate in Information Technology (AIT); Chartered Property Casualty Underwriter (CPCU); ITIL Service Management; Certified Agile Leadership Essentials (CAL-E), Certified Agile Leadership Team (CAL-T); Customer Experience and Analytics Professional (CXAP) and Toastmasters International's Competent Communicator Bronze and Competent Leader.

Agenda

- 1** AI in Upskilling
- 2** AI in Talent Sourcing
- 3** AI in Risk Management

Course Format: The course includes interactive discussions to share information and help provide understanding of AI's impact on the workplace.

Breakout into 3 Discussion Groups

“The [integration of AI in the supply chain](#) is not a distant prediction but an ongoing reality,” EY wrote in a 2024 white paper on the topic. “For example, in a 2024 EY survey, 72% of respondents say their employees are using AI at least daily in the workplace. As more companies begin to integrate AI use cases into their supply chain, job requirements are rapidly shifting. Traditional roles are being redefined, necessitating a shift in skill sets, where adaptability and technological fluency become critical.”

EY noted that to close the skills gap, organizations must develop leaders that are technologically savvy. “Leaders must be equipped not just with a foundational understanding of AI and automation, but also with the strategic foresight to harness these tools for innovation and competitive advantage,” it said.

[AI is opening new opportunities to upskill procurement professionals – Supply Chain Management Review](#)

The research overwhelmingly revealed that when workers used generative AI tools, they only “activated” their critical thinking skills to “ensure the quality of AI responses.” Even then, workers only indicated that they engaged in critical thinking with 60% (roughly 560) of the AI-assisted tasks. The more confident a worker was in the AI tool's ability to complete a given task, the less likely they were to utilize critical thinking skills within the context of that task.

“Used improperly, technologies can and do result in the deterioration of cognitive faculties that ought to be preserved,” the researchers note.

[Relying On Generative AI Dulls Your Cognitive Abilities, Microsoft Finds](#)

Group 1: AI and Upskilling

Personalized Learning Paths: How AI-driven platforms tailor training programs to individual needs, enhancing learning outcomes.

Skill Gap Analysis: Utilizing AI to identify and address skill gaps within organizations.

Continuous Learning: The role of AI in promoting lifelong learning and professional development and what are the risks?

Indeed AI-Powered Features

This product launch has two parts: Smart Sourcing for employers and Indeed Profile for job seekers. Smart Sourcing uses job seekers' profiles, skills, qualifications, and preferences to recommend relevant employers and open roles. The AI algorithm in Smart Sourcing learns what recruiters prefer over time, similar to Spotify's algorithm. Smart Sourcing also generates candidate highlights when it matches a candidate with an employer. This generative AI capability analyzes and summarizes each resume to suggest why the candidate could be an excellent fit for the role or to identify potential gaps in their experience.

[Indeed Launches AI-Powered Smart Sourcing And New Job Seeker Profiles](#)

“While we encourage people to use AI systems during their role to help them work faster and more effectively, please do not use AI assistants during the application process,” Anthropic’s job applications state. “We want to understand your personal interest in Anthropic without mediation through an AI system, and we also want to evaluate your non-AI-assisted communication skills. Please indicate ‘Yes’ if you have read and agree.”

[Anthropic: This AI company doesn't want job applicants to use AI](#)

Group 2: AI and Sourcing

- **Automated Recruitment:** Leveraging AI to streamline the hiring process, from resume screening to candidate matching and what are the risks?
- **Predictive Analytics:** Using AI to predict candidate success and retention rates.

While the adoption of artificial intelligence (AI) is still nascent, it is poised to reshape virtually every aspect of our world, and the realm of governance, risk and compliance (GRC) will not escape its influence. AI is already demonstrating its potential to transform how organizations identify and manage risk, maintain compliance and make policy decisions through its ability to process massive datasets, recognize patterns and generate insights. However, its promise is accompanied by new challenges and uncertainties that GRC leaders must contend with.

[How AI Will Impact Governance, Risk And Compliance Programs](#)

The National Institute of Standards and Technology's (NIST) Artificial Intelligence Risk Management Framework (NIST AI 100-1, <https://tinyurl.com/mwfzndb5>) is quickly becoming a critical professional reference in understanding the practices expected to manage AI risk. According to the executive summary, "The Framework is designed to equip organizations and individuals—referred to here as *AI actors*—with approaches that increase the trustworthiness of AI systems, and to help foster the responsible design, development, deployment, and use of AI systems over time" (p. 2). CPAs should leverage the contents in facilitating discussions and challenging line executives on identifying and managing risks.

[Worst AI Risk-Management Practices – The CPA Journal](#)

Group 3: AI and Risk Management

- **Risk Identification:** AI's ability to detect potential employee risks through data analysis and pattern recognition.
- **Fraud Detection:** Implementing AI to identify and prevent fraudulent activities.
- **Compliance Monitoring:** Ensuring adherence to regulations and standards with AI-driven compliance tools.

Group Discussion Points/Questions

Upskilling:

- **Personalized Learning Paths:** How AI-driven platforms tailor training programs to individual needs, enhancing learning outcomes.
- **Skill Gap Analysis:** Utilizing AI to identify and address skill gaps within organizations.
- **Continuous Learning:** The role of AI in promoting lifelong learning and professional development and what are the risks?

Sourcing:

- **Automated Recruitment:** Leveraging AI to streamline the hiring process, from resume screening to candidate matching and what are the risks?
- **Predictive Analytics:** Using AI to predict candidate success and retention rates.

Risk Management:

- **Risk Identification:** AI's ability to detect potential employee risks through data analysis and pattern recognition.
- **Fraud Detection:** Implementing AI to identify and prevent fraudulent activities.
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Notes and Takeaways...

Pros –

Cons –

Questions





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Thank You!