



L&D in Belgium in the age of generative AI

The experts, the manager, the
lawyer and the CISO

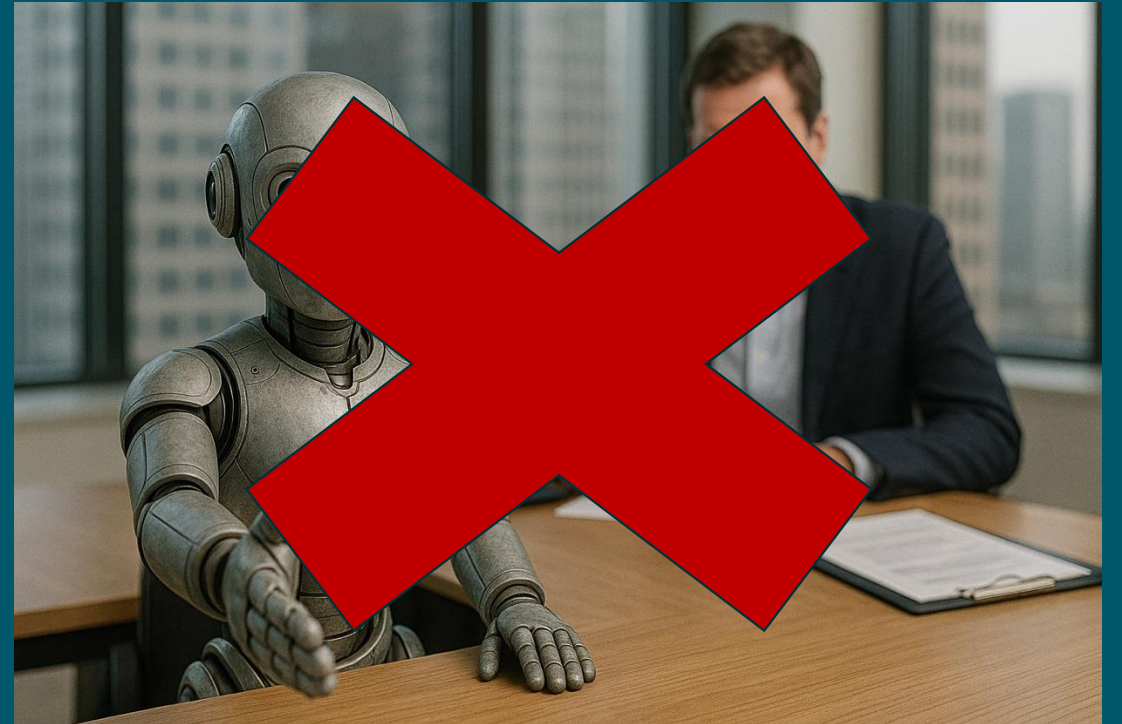


Jean-Marc Everard

- FPS Strategy and Support
- General Advisor Digital Training
- R&D Manager in L&D
- Visiting Professor UCLouvain
- Learning Technologies
- AI Enthusiast



The goal of working with AI



Overview of the 12 HR & AI functions

Overview of the 64 possible applications of AI across 12 key areas of human resources

Mature domains (Level 4)	Developing areas (Level 3)	Emerging Fields (Level 1-2)
Recruitment & Selection Automatic CV sorting Generating job descriptions Candidate-position matching Pre-screening chatbots	Leave & Absence Management Request Automation Smart Scheduling Absence forecasting	Social Relations Voltage detection Automation CE consultations
Administration & Payroll Automation of data entry Automated payroll calculation Compliance Monitoring Document verification	Training & Development Personalized routes Adaptive recommendations Skills Assessment Simulations IA Support for Digital Training creation	Exit Interviews Automated analysis Knowledge Capture
Onboarding Personalized route Chatbots d'assistance Integration follow-up	Performance Evaluation Évaluations - appraisal Real-time feedback Goal Analysis	Well-being & Mental Health Early detection of stress Automated Surveys Social climate analysis
	Internal mobility Matching skills and positions Predictive Careers	Skills management Automated mapping Anticipating future needs
		Compensation & Benefits Customization packages Budget optimization

● Level 1-2: Emerging ● ● ● Level 3: In Development ● ● ● ● Level 4: Mature



Agenda

- Amara's principle
- AI in HR in EU Public sector
- The expert's view
- The Manager's view
- The lawyer's view
- The CISO's view
- How to combine needs and expectations ?

Use of AI in (Digital) Training

- From ADDIE to ADGIE
- Concrete uses in FPS Strategy and Support

The Tools:

- Lists of interesting sites and tools
- Where to find AIs?
- How to test them?
- How can we continue to be informed?

Amara and Moore's principles!



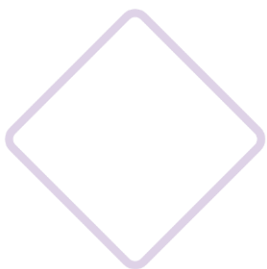
Amara :

- Short-term changes are always overestimated.
- But we underestimate the long-term developments.

Think about what can be done on the Internet between the year 2000 and now

Moore :

- The power of computers doubles every 2 years (18 months in fact).
- Since 2022, AI has surpassed this. Plateau in a few years?



AI in HR Administration

Balancing Regulation and Innovation in Europe



Exploring the tension between GDPR, AI Act compliance and efficiency gains through AI innovation



Regulatory Framework



GDPR Compliance



AI Act Requirements



Ethical Standards



Federal Charter

Innovation Potential



Efficiency Gains



Skills Development



Lifelong Learning



Career Path - upskilling



Introduction: The Dual Challenge

European public administrations face a complex dualité in AI implementation: leveraging AI's potential while navigating strict regulatory frameworks.



Regulatory Framework

- ✓ GDPR protects fundamental rights and data
- ✓ AI Act establishes risk-based regulatory approach
- ✓ Ensures human dignity and democratic values



AI Innovation Potential

- ✓ Increases operational efficiency
- ✓ Enhances skills development and lifelong learning
- ✓ Modernizes public administration services

"This presentation explores the tension between innovation and compliance, analyzing challenges and opportunities."

Regulatory Framework: Safeguards for Responsible AI

Europe's approach to AI in HR emphasizes responsible innovation through a robust framework of legal and ethical constraints.



GDPR

- ✓ Cornerstone of data protection
- ✓ Strict obligations for AI in HR



AI Act

- ✓ Risk-based regulatory approach
- ✓ Specific requirements for HR



Ethical Considerations

- ✓ Beyond legal compliance
- ✓ Respect for human dignity

Key Principles



Purpose Limitation

Data used must be limited to specific HR needs



Transparency

Candidates must be informed of AI use



Human Oversight

Human intervention in AI decisions

AI Act Classification and Requirements

The AI Act establishes a risk-based regulatory approach for AI systems, with specific obligations for HR applications.

Inacceptable Risk

- ✗ Emotion recognition at work
- ✗ Social scoring systems
- ✗ Systems to manipulate vulnerable groups

Total prohibition since February 2025

High Risk

- ✓ CV screening & candidate evaluation
- ✓ Performance assessment
- ✓ Recruitment & talent management

Strict oversight & transparency requirements

Limited Risk

- ✓ HR chatbots
- ✓ Virtual assistants for admin requests

Clear information about AI interaction

Minimal Risk

- ✓ Grammar correction
- ✓ Non-critical training recommendations

No special obligations

High Risk AI Systems: Specific Obligations

-  Evaluation préalable des risques
-  Supervision humaine (Article 14)
-  Transparence renforcée
-  Documentation détaillée
-  Gestion des biais
-  Cybersécurité

Ethical Challenges in HR AI Applications

Beyond regulatory concerns, AI in HR raises fundamental ethical questions about fairness, transparency, and respect for rights.



Algorithmic Bias

AI can reproduce and amplify existing discriminations if trained on biased historical data.

“ Example: Amazon's recruitment AI discriminated against women due to male-dominated training data. ”



Lack of Transparency ("Black Box")

Opacity of certain algorithms makes it difficult to understand decision criteria, harming trust and contestability.

“ Example: Candidates cannot understand why an algorithm rejected them without explanation. ”



Dehumanization of HR Processes

Excessive automation can reduce human interaction, essential in HR processes, affecting candidate experience.

“ Example: Over-reliance on chatbots for candidate interaction without human oversight. ”



Privacy Intrusions

Collection of personal data via intrusive methods like web scraping without information or consent violates GDPR.

“ Example: Web scraping candidates' social media without disclosure or consent. ”

Addressing these ethical challenges is crucial for building trust and ensuring responsible AI in HR.

The expert's View

Wants to create use Cases for AI to experiment and improve

- Try and Error approach
- Several use cases possible in HR
- Balancing risks and hopes for improvements (but weight more on improvements)
- « It takes what it takes »
- Sometimes bypass or mitigate a little with the rules (hence risks)
- Time consuming



The Manager's View

Focuses on efficiency and results

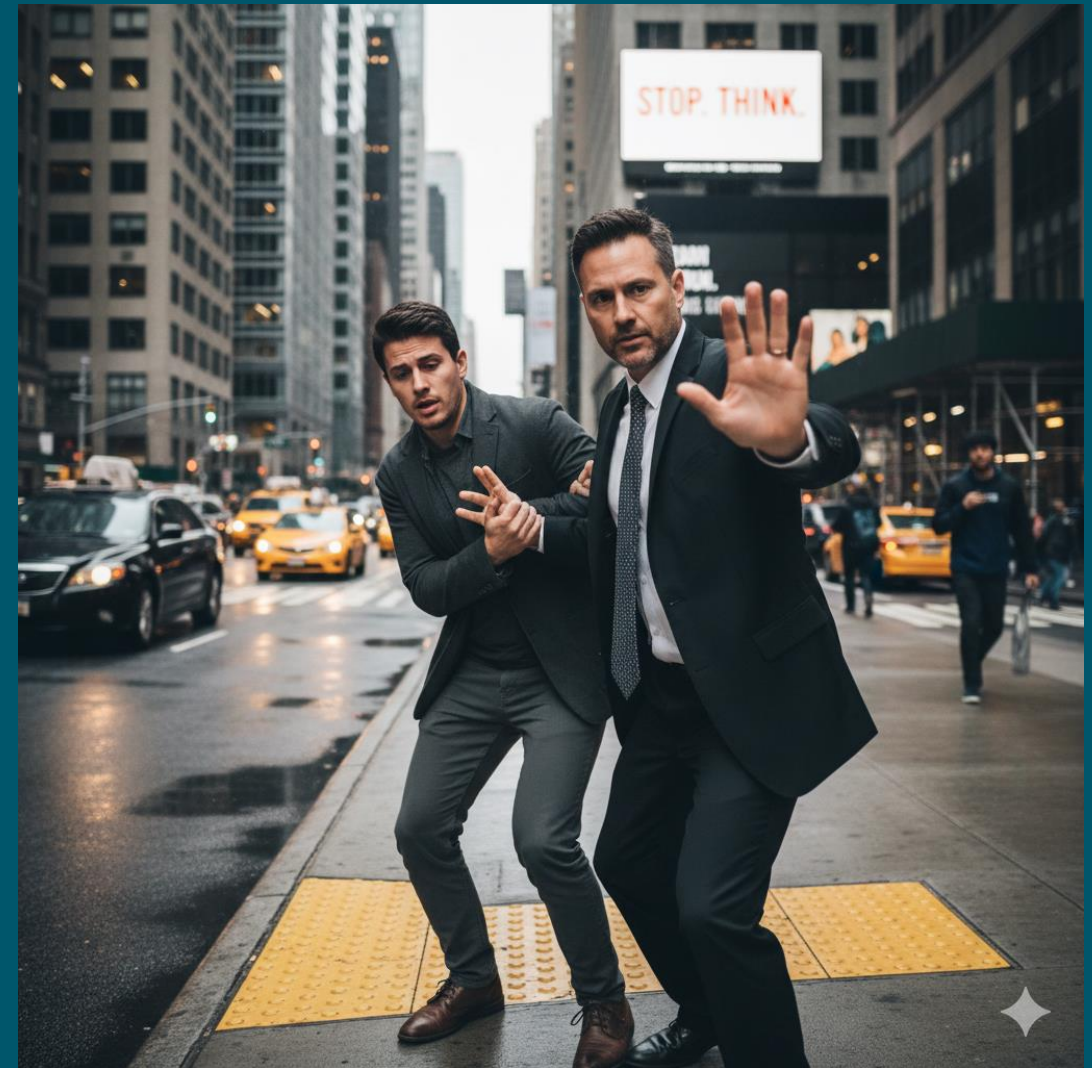
- Wants rapid results with the use of AI
- Aware of « some risks » but doesn't go deeply in the understanding of Gen. AI
- Sees it as a new tool for the team rather than for him/herself
- Sees the potential for learning and development (but expects gain of time bigger than actual possibilities)



The lawyer's View

Focuses on Risks assessments and risks reduction

- GDPR : privacy first
- IA Act : Risks reductions, framework, rules, and explanation (sometimes difficult)
- Data protection
- Copyrights
- Restriction on efficiency if increases risks



The CISO's View

Focuses on Data and cyber-protectoin

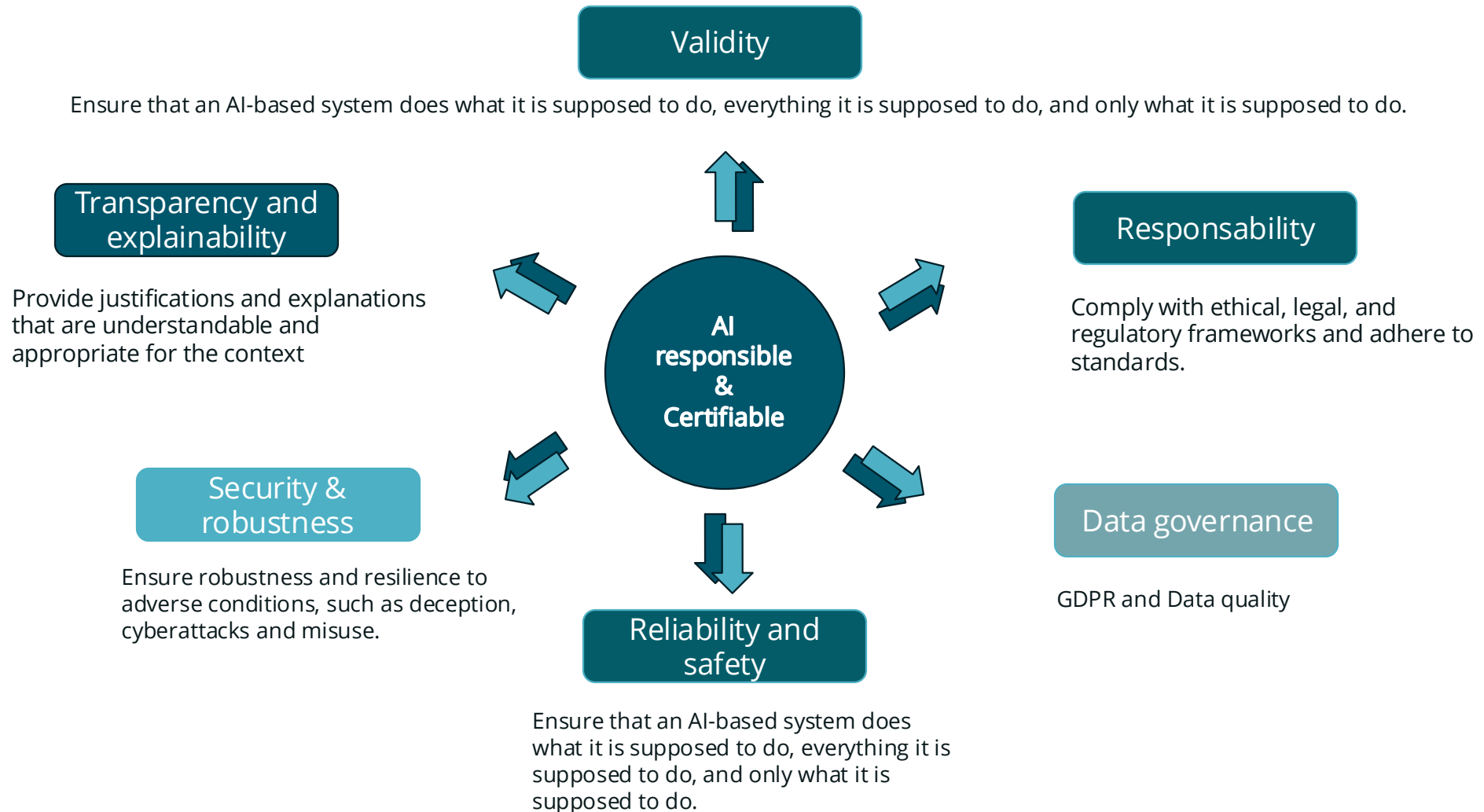
- Control First
- Wants to manage In and Out informations
- Torn between security and efficiency
- A clear framework of use is often not enough for him/her
- Bends to restrict the use of AI to « less risky » applications or with a higher feeling of data control (Copilot ?)



How to combine needs and expectations ?

Ultimate Goal : a Trustworthy AI

Necessary conditions for the deployment of AI



How can we achieve this thrustworthy AI ?

- By Trying (Proof of Concepts)
- In multi-disciplinary teams, combining expertise from :
 - Business
 - HR
 - ICT
 - Legal



Use of AI in (Digital) Training

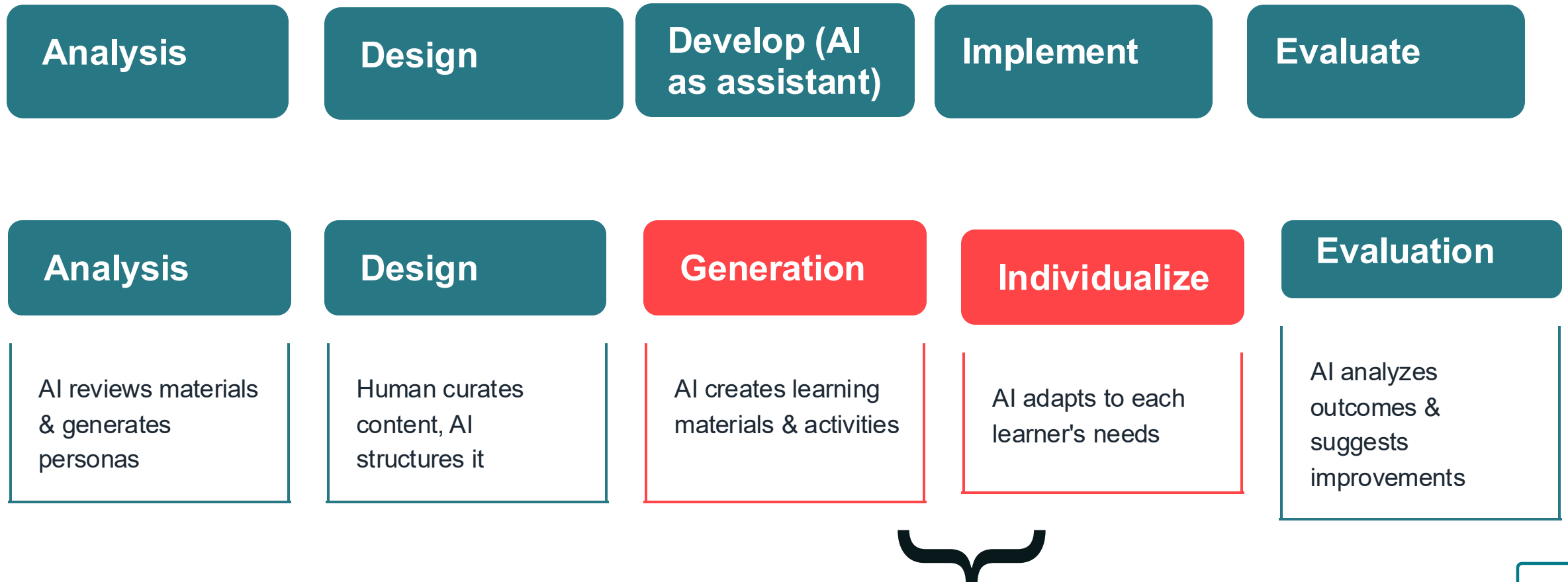
**From materials to life long learning for
new careerpaths and workforce
planning**

BOSA AI Charter

- [Artificial intelligence in public services: a charter for responsible use | BOSA](#)
- AI ACT and GDPR
- Signed by 40 federal organizations
- Aims to Reassure and Reaffirm Federal Values
- Rules and principles
- Means of communication too

From ADDIE to ADGIE *

Evolution of instructional design for the AI era



* : Cf. Dr Philippa Hardman

Digital Training environment

Administration
SAP LSO
Cornerstone

Course catalog
Website

Formations

Vous êtes collaborateur fédéral et vous cherchez une formation ? Vous êtes alors au bon endroit.

Vous ne cherchez pas une formation pour vous-même, mais pour une équipe ou pour votre organisation :

- consultez [l'offre de formation standard pour les organisations](#)
- ou [demandez une formation ou un service personnalisé](#) pour votre organisation

Vous suivez déjà une formation en ligne ? Rendez-vous sur notre plateforme d'apprentissage [eCampus](#) !

Rechercher

[e-Campus](#) [Formations last minute](#)

Filtres 264 résultats 105 %

Domaines de formation

- ☐ Bien-être (32)
- ☐ Communication (39)
- ☐ Développement de carrière (11)

Trier par pertinence (relevé à faible) Résultats par page 25

Lingua@BOSA

[Mentorat](#) [Recherche](#) [Aidez-vous-même](#) [En ligne](#)

Course enrollement
eLocket

**BO
sa** [Aide](#)

1. CHOISIR LES DATES DE FORMATION 2. VÉRIFIER VOS DONNÉES 3. CONFIRMER VOTRE INSCRIPTION

Word vrais débutants

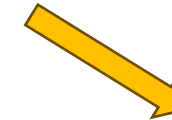
Tenez-vous au courant! Envoyez-moi un mail dès qu'il y a de nouvelles dates de formation.

En présentiel

			places libres, 9	S'INSCRIRE
Janv 1	Mardi, 7 janvier 2020	09:30 h - 12:30 h	BOSA VTC II - Bruxelles	
Janv 2	Mardi, 14 janvier 2020	09:30 h - 12:30 h	BOSA VTC II - Bruxelles	
Janv 3	Mardi, 21 janvier 2020	09:30 h - 12:30 h	BOSA VTC II - Bruxelles	
Janv 4	Mardi, 28 janvier 2020	09:30 h - 12:30 h	BOSA VTC II - Bruxelles	

[--> REVENIR À LA PAGE D'ACCUEIL](#)

© Copyright 1997-2021, Ministère F.R.D. (MAGNETIC) / Ministère Région / L&D



Menu Participation

Cat. Formation	autres informations	autres informations	CR	Dés.	Dés.
01 Office catalogue			L. 00000004	L1	
02 1. Actions			L. 00000005	A1-12	
03 Apprendre et développer			L. 00000014	L1-6	
04 Communication			L. 00000026	L1-10	
05 Dir. durable / bien-être / sécurité			L. 00000009	L1-8	
06 Développement Personnel			L. 00000011	L1-3	
07 GRI			L. 00000010	L1-9	
08 IT			L. 00000025	L1-9	
09 Cybersecurity			L. 00000028	L1-0-3	
10 Formations informatiques pour cadres			L. 00000027	L1-0-2	
11 Participants francophones			L. 00000029	L1-0-1	
12 Participants néerlandophones			L. 00000029	L1-0-2	
13 Agile/Scrum - Internet			D. 00000013	STICTAGILEINT	
14 AI in Business			D. 00001132	STICTAIINBUS	
15 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
16 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
17 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
18 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
19 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
20 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
21 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
22 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
23 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
24 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
25 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
26 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
27 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
28 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
29 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
30 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
31 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
32 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
33 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
34 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
35 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
36 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
37 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
38 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
39 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
40 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
41 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
42 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
43 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
44 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
45 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
46 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
47 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
48 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
49 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
50 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
51 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
52 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
53 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
54 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
55 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
56 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
57 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
58 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
59 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
60 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
61 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
62 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
63 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
64 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
65 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
66 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
67 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
68 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
69 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
70 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
71 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
72 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
73 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
74 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
75 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
76 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
77 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
78 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
79 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
80 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
81 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
82 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
83 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
84 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
85 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
86 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
87 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
88 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
89 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
90 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
91 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
92 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
93 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
94 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
95 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
96 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
97 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
98 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
99 AI in Business			D. 00000000	STICTAIINBUS	AI in Business
100 AI in Business			D. 00000000	STICTAIINBUS	AI in Business

Talent management
Cornerstone

Critical skills

6 skills to develop

Your skill proficiency

24 skills to develop

Complete your profile

1 skill to develop

Skills you're developing

Choose up to 5 skills related to your role and we'll suggest relevant training content

Your declared skills

Review your confirmed skills and observe them for people who visit your profile

Suggested skills for your profile

Learning : Cornerstone
AND Moodle

**BO
sa**

ECAMPUS.BELGIUM.BE

LeCampus est notre plateforme d'apprentissage en ligne. Vous pouvez y suivre nos cours de formation.

[Login](#)

TOUJOURS PRÊT.E POUR



Bonjour Annick! Que souhaitez-vous apprendre ?

1 Achèvement 6 Heures

Vos matières

Indiquez vos matières favorites pour que nous puissions vous recommander des formations de façon personnalisée

Vos playlists

1 Création 0 Abonnements 0 Favoris

Recapitulat Afficher

0 ÉVALUATION ÉVALUÉE 0 BÉNÉFICIAIRE ÉVALUÉE 1 ATTRIBUÉ / AUCUNE DATE D'ÉCHÉANCE

Parcours Test Annick

En attente de validation

Continuer à apprendre

Parcours Test Annick

Ressource test Annick

Communication interpersonnelle

Inspiré par vos matières

Aucune suggestion n'a été trouvée

FUNCTIONAL SCOPE (4 parts)

T&LMS: Training&Learning Mgt System [1]



- GOAL: Replace ITMA/IAAS as-is (training catalog management & monitoring)
- URGENCY: End of technical support SAP Learning Solution (ToDo 2024)

IMPLEMENTATION T&LMS

EXPLOITATION 20k

LXP: Learning Experience Platform [2]



- GOAL: Connect LMS catalogs and improve the user experience (increase the offer)
- URGENCY: Jobsdeal with 5 days of training/FTE (ToDo 2025)

IMPLEMENTATION LXP

EXPLOITATION 20k

TXP: Talent Experience Platform (option: off-the-shelf training) [3]



- GOAL: Facilitate the search for skills/training and identify risk profiles (analysis of profiles, functions, careers and recommendation of skills/training)
- URGENCY: War for talents (ToDo 2026)

IMPLEMENTATION TALENT

ROLL-OUT: 20-25k licences > 40k licences [4]



- GOAL: Provide the service to the entire federal service (> IAAS as-is)
 - URGENCY: Synergies/Economies (ToDo 2027-2030)
- "The 2030 Agenda for Sustainable Development: Sustainable Development Goal 4 (SDG 4) is the education goal. It aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."

IMPLEMENTATION
PACK-CHANGE

EXPLOITATION 25k

EXPLOITATION 30k

EXPLOITATION 35k

EXPLOITATION 40k

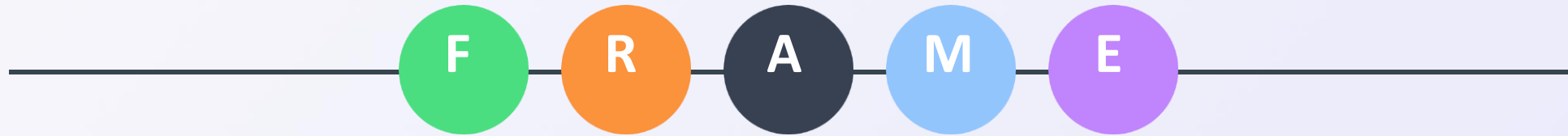
1-4
years

PROJECT GOALS "Talent Experience Platform"

- Replace the end-of-life "ITMA" TMS [SAP] with:
a new T&LMS-LXP (training admin)
- Develop the "As a service" component to pool federal potential:
share resources (courses, trainers, etc.)
- In support of "Jobsdeal":
strengthen federal training monitoring
- Move from administrative & static management to dynamic management more in the hands of learners and training managers:
recommendations based on profile and career & development plan (Artificial Intelligence)
- Lay the foundations for a talent management tool, which could be extended to other functionalities

Role of AI in Training creation : Solution: FRAME™ ©

The solution is not better AI, but **better workflows**. FRAME[®] (Find, Role & Rules, Assemble Assemble Inputs, Model, Measure, Modify, Expand & Embed) is a 5-step methodology methodology designed specifically for L&D teams to maximize AI benefits while managing managing inherent risks.



✓ Reliable Results

Produces dependable outcomes by structuring AI interaction and anchoring outputs to evidence.

🔍 Explainable Process

Creates transparent workflows that can be traced and validated, ensuring accountability.

🎓 Research-Based

Grounds outputs in verified research rather than assumptions, counteracting AI's tendency to generate plausible but unverified content.

Designing Training's in the AI era

We must create a hybrid learning ecosystem that integrates human and AI facilitation, digital infrastructure, personalized learning paths with and without AI, and pedagogical regulation.

This hybrid learning ecosystem is designed to harmonize face-to-face and online modalities through human facilitation, digital infrastructure, and pedagogical regulation, with the help of AI systems at every axe of the learning journey : motivation, attention, engagement and meta-cognition.

Questions to ask about AI in 2025

Cognitive decline?

Autonomy? (performance/improvement)

Which models?

How to train everyone to use AI correctly ?

Ecology ?

Ethics ?

Impact on employment?

Discrimination (bias, etc.)?

Confidentiality?

Some tools and sites

1. General practitioners



<https://www.perplexity.ai/>



<https://chatgpt.com/>



<https://gemini.google.com/>



<https://aistudio.google.com/>



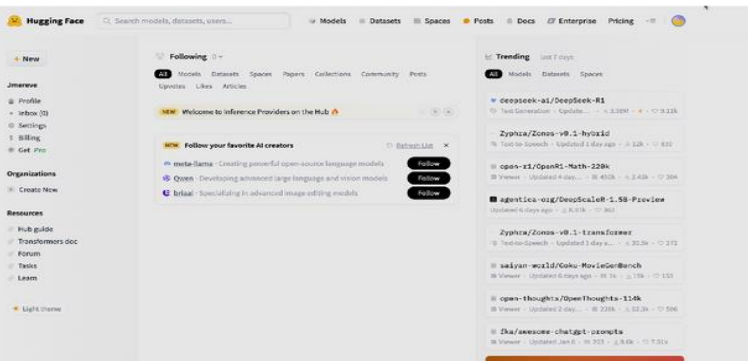
<https://copilot.microsoft.com/>



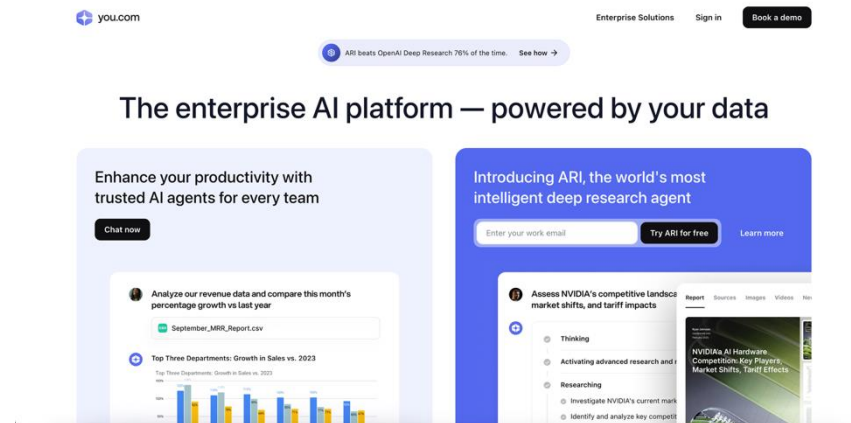
<https://claude.ai/>

Some tools and sites

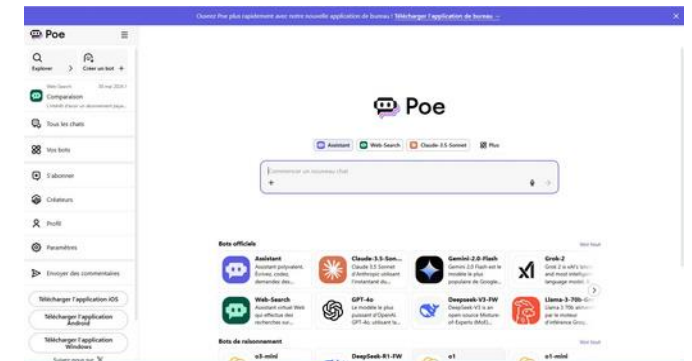
2. Multi-LLM Platforms



<https://huggingface.co/>



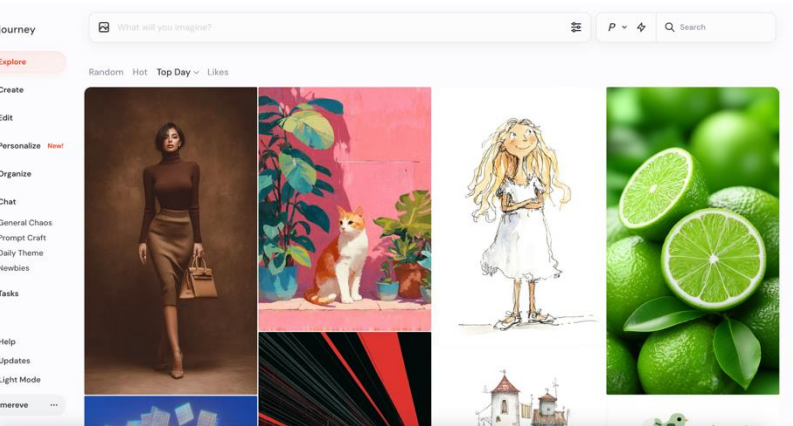
<https://you.com/>



<https://poe.com>

Some tools and sites

3. Image and Video Generators

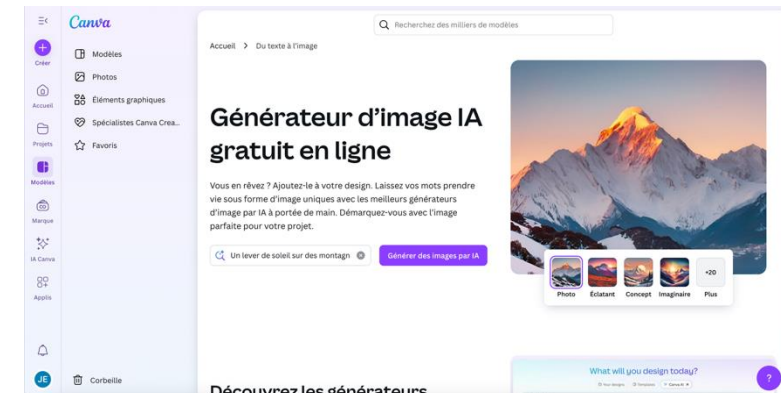
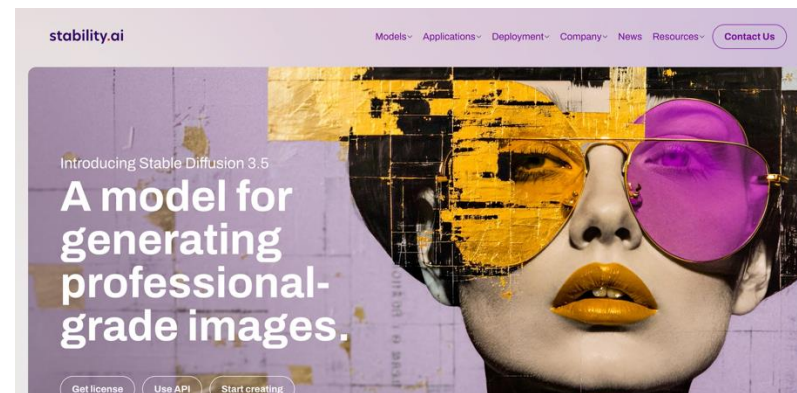
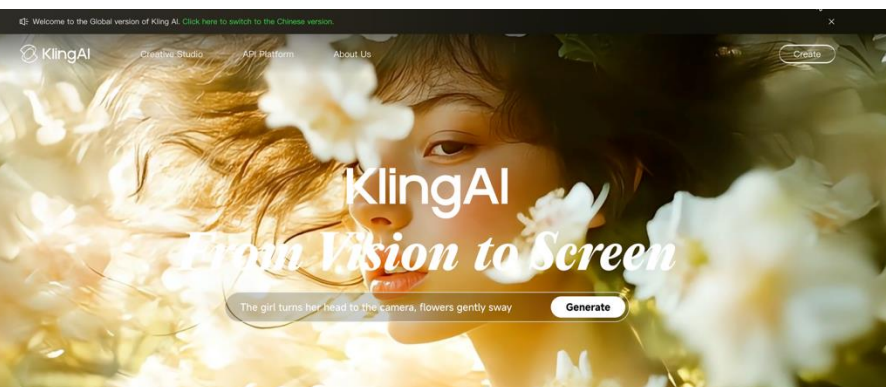


<https://www.midjourney.com/>

<https://chatgpt.com/>

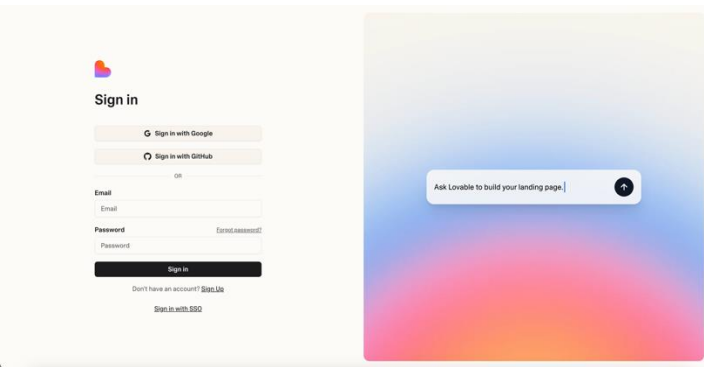
<https://gemini.google.com/>

<https://aistudio.google.com/>

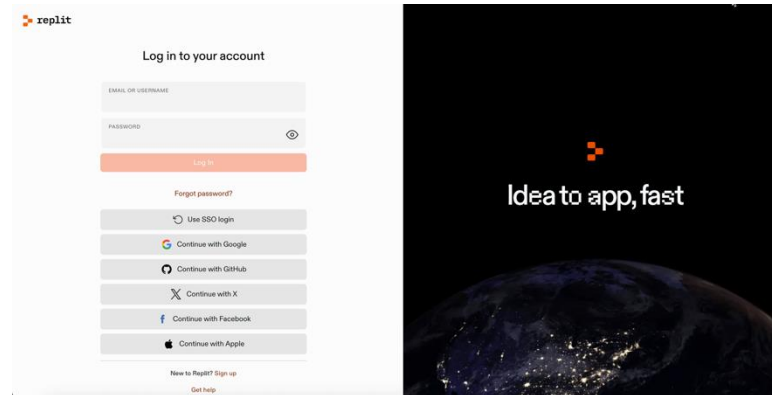


Some tools and sites

4. AI Vibe Coding



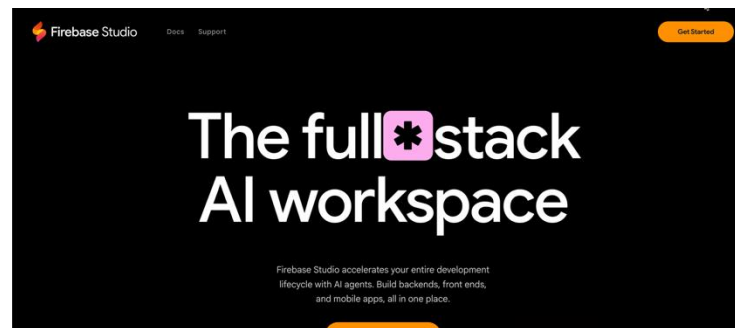
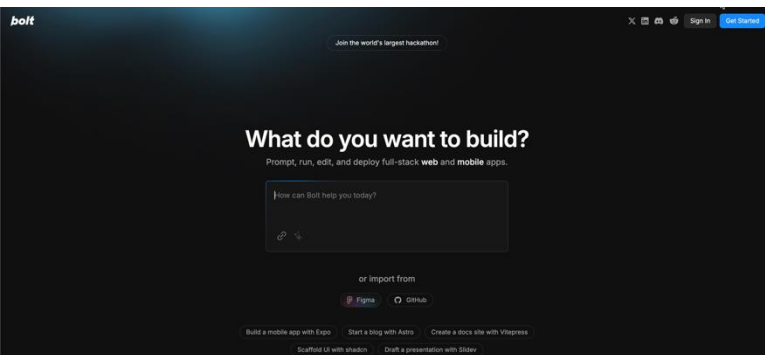
<https://lovable.dev/>



<https://replit.com/>

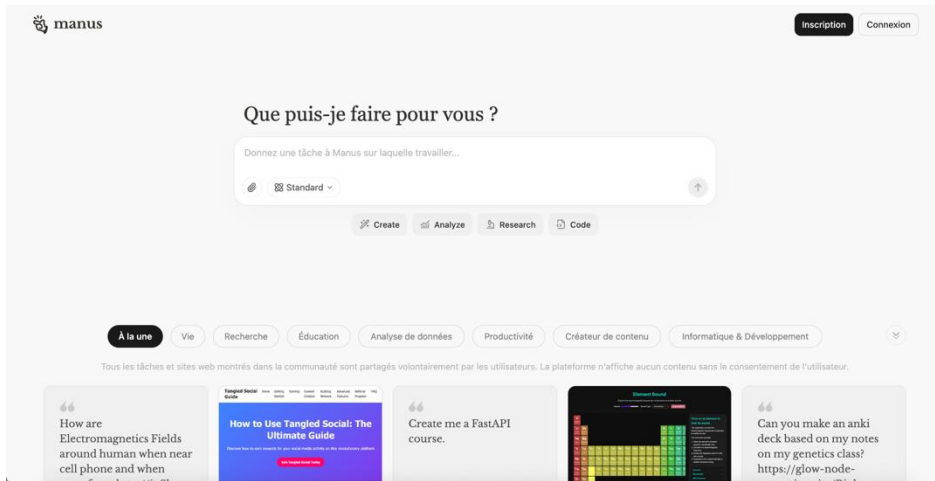


<https://claude.ai/>

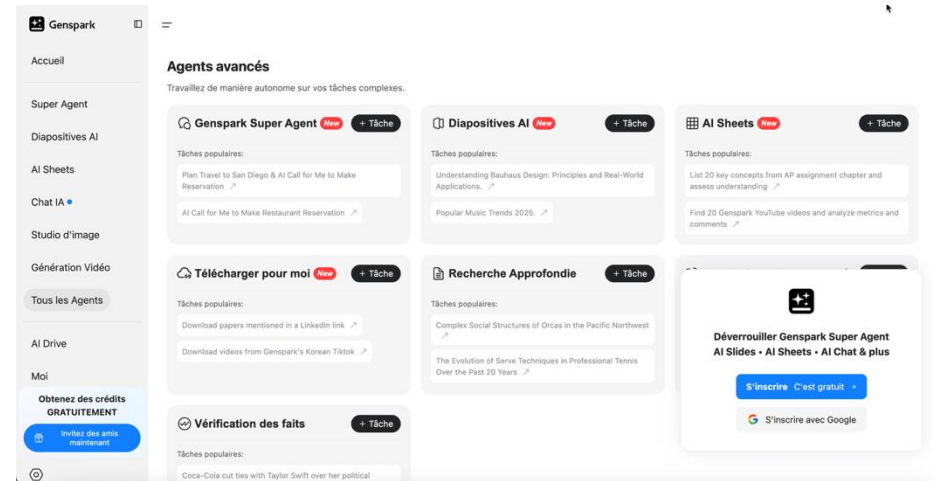


Some tools and sites

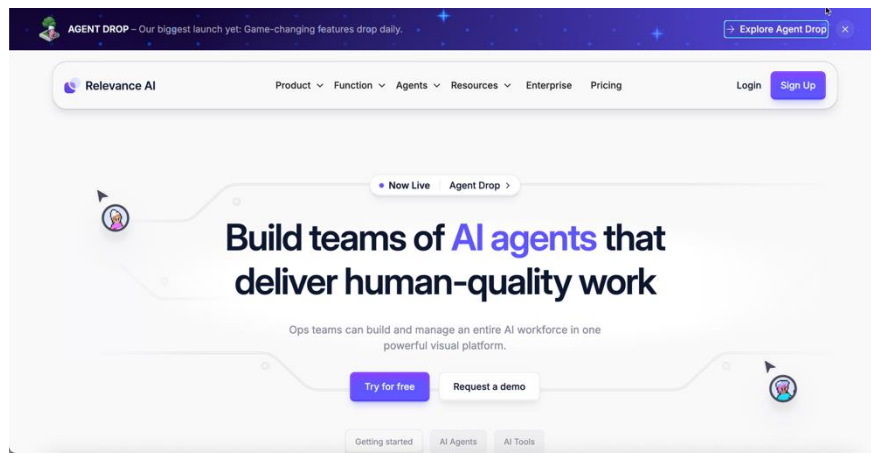
5. Agents AI



<https://manus.im/>

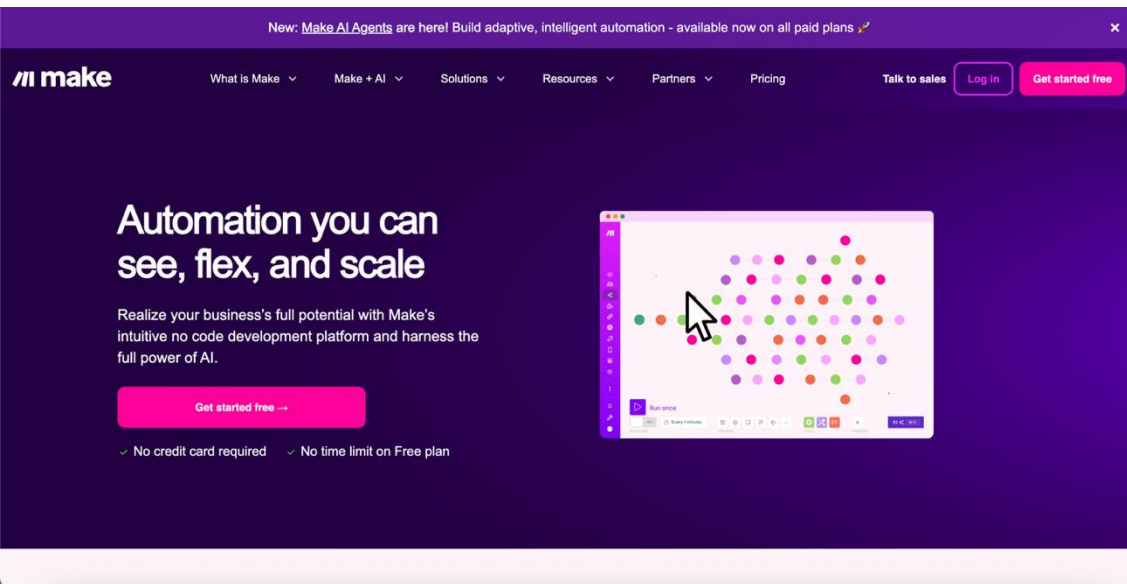


<https://www.genspark.ai/agents>

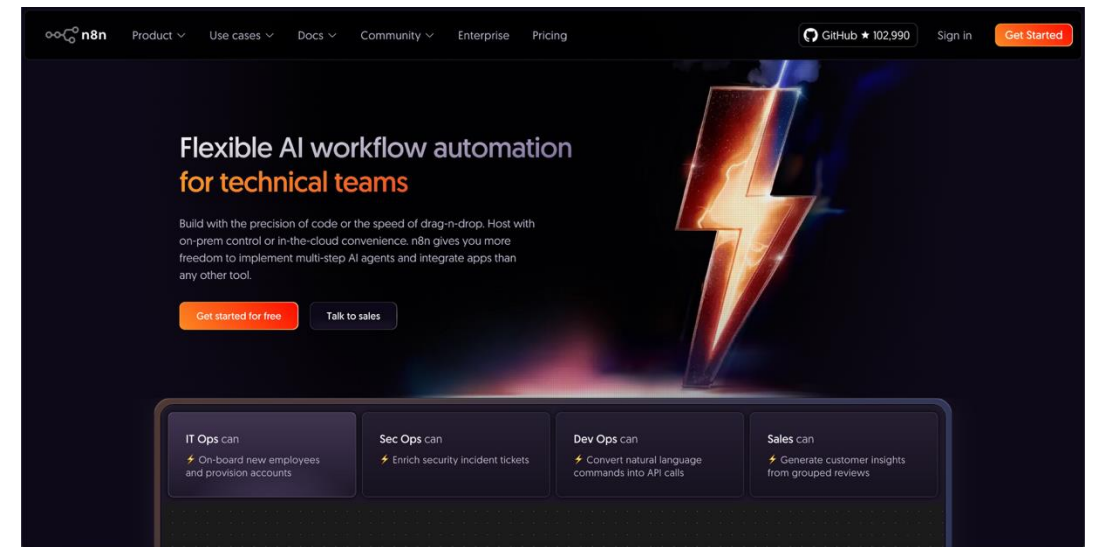


Some tools and sites

5. Automation tools



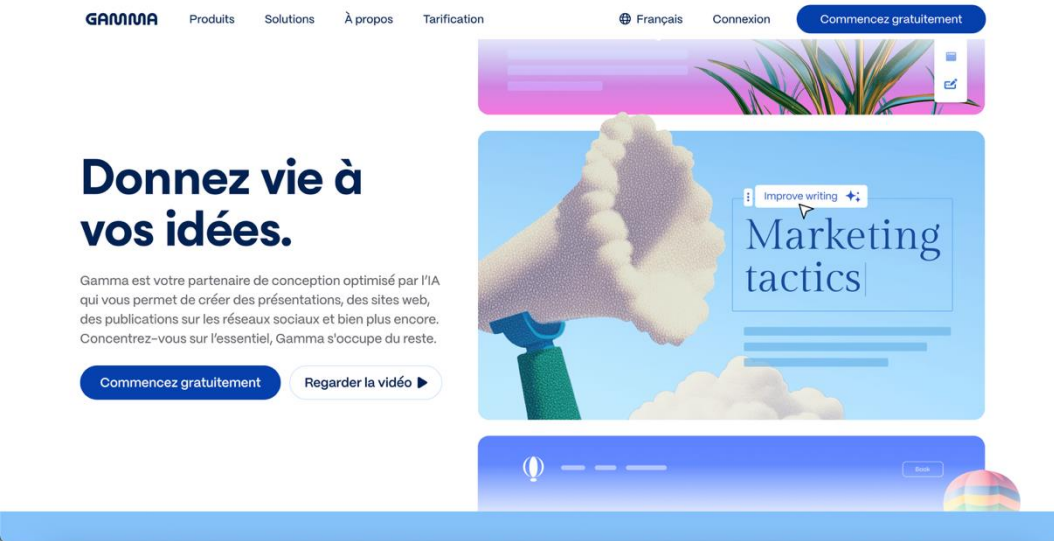
<https://www.make.com/>



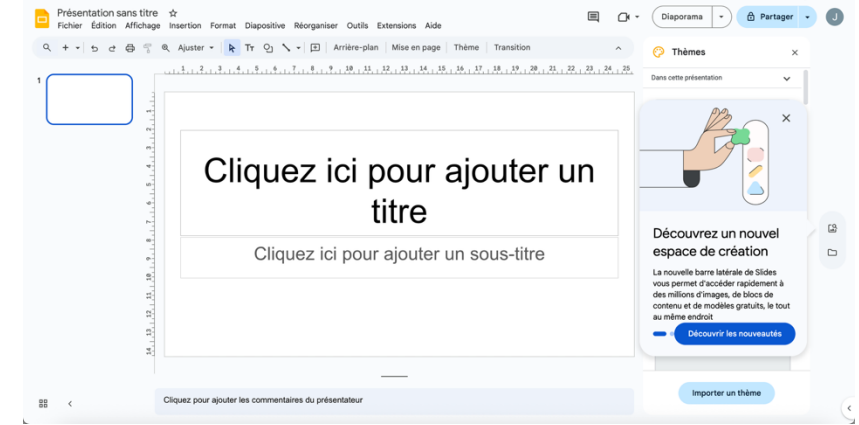
<https://n8n.io/>

Some tools and sites

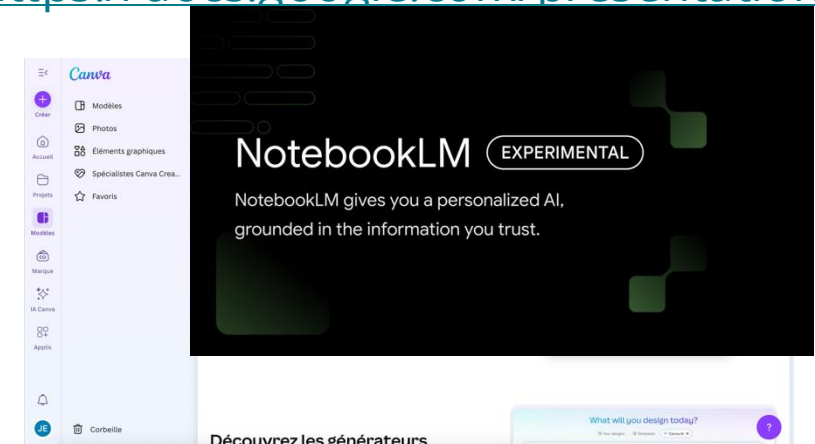
6. Presentation Tools



<https://gamma.app/fr>

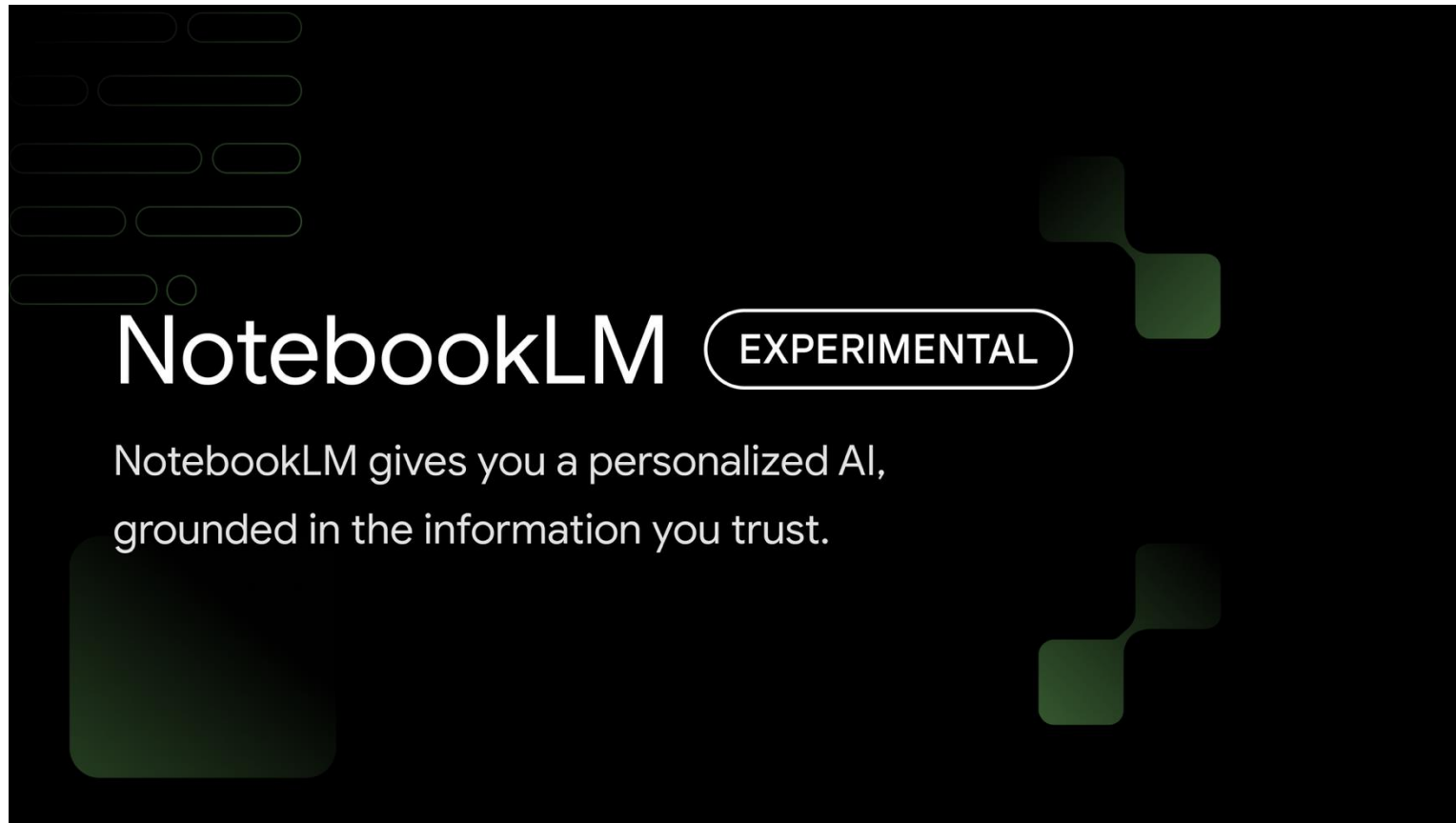


<https://docs.google.com/presentation>



Some tools and sites

My favorite of the moment:



And yet, in most of the administrative cases



Questions ?



THANK

You

감사합니다

