



Arena Analytics

Ethics Statement

Ethics is an evolving conversation that expands as we learn.



To address those problems, we built a technology platform to **tackle a range of workforce challenges** by using AI and predictive.



Talent and Opportunity

At the heart of Arena's work is the belief that talent and opportunity are organized in different ways. Talent is randomly distributed while opportunity clusters around privilege. The mismatch is responsible for hardening class lines and slowing social mobility. Using AI to address the problem, Arena expands opportunities for people and connects them to potential employers. **By addressing the problem, access to opportunity is improved and people, organizations, and communities thrive.**



Improve and Grow

When using data and AI that affect people's lives, we must prioritize ethics above everything else. Ethics is an evolving conversation that expands as we learn.

The Arena ethics function has the objective of **reducing the possibility of harm while increasing the value of the tools and expanding the good we can do in the world.** As part of our approach to improving and growing our ethics practice, we strive to continually detect and address blind spots.



Engage Candidates

We continuously engage with members of our team, clients, society at large, and external stakeholders to effectively participate in the evolving ethics discussion. As we learn about the impact our technology has on organizations and people, we expect our understanding to grow in substance and nuance. It is our responsibility to challenge cultural norms that perpetuate inequitable bias while expanding opportunity horizons for everyone.

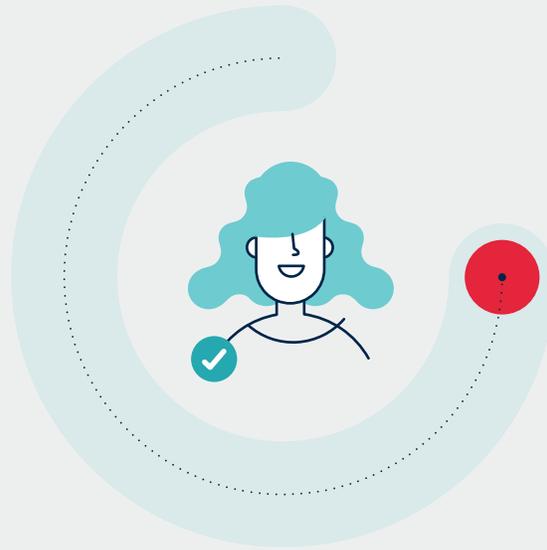
• Assessing Risks

AI systems can cause harm in many ways. As a culture, we begin to understand technology the more we are exposed to it. It takes discipline and determination to push aside easy design and implementation processes to uncover the possible damage a particular system might cause. AI functions more effectively in environments with finite boundaries and fixed rules.

Humans, who are the heart of our work, are complex, hard to understand, resist finite boundaries and fixed rules. This can increase the possibility of harm because AI wants to find categories and rules where there may be none or where rules may not work. Harm can range from inconvenience to substantial economic and emotional damages for individuals and groups. An errant AI tool will always be the product of inadequate supervision. **We are just beginning to understand both the potential strengths and weaknesses of our tools.**

• How we do it

The goal of our AI ethics function is to make the technology safer while increasing the value it delivers. We combine an internal ethics review function with an independent Ethics Advisory board. This internal group comprises representatives from each function at the company, and meets to review any substantive proposed changes to the Arena platform.



The second goal of the ethics advisory board is to become a platform for the **discussion of the societal consequences of AI technology.**

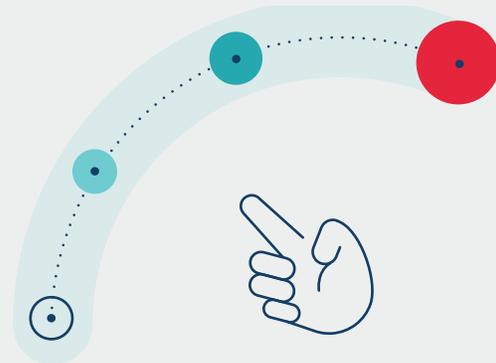
The board has 12 members who represent diverse backgrounds, orientations, technical savvy, and values. While each member brings extraordinary skills, it is their differences that are at the heart of the endeavor. Improving our work by reducing the possibility of unintended consequence is one of the group's key missions. We depend on the fact that members see and experience the world in distinct ways. **The second goal of the ethics advisory board is to become a platform for the discussion of the societal consequences of AI technology.** As this technology advances, we expect an increasing urgency for well-considered debate and discussion.

• Ethical Values

Imagine a spectrum with morality (right and wrong) at one end and the law (legal or not) at the other. In the gray area between the two, ethics is a conversation about values. Both the law and morality have important ethical aspects, considerations, and values. Time also matters. In the beginning of new technology, the focus is on what it can do and how to get it to work. As these questions get answered, the way it works becomes the norm.

It's important to think through what could possibly go wrong before these systems become the way things are. Ethical questions begin with a conflict between two or more values. The fundamental questions are always, 'what is the right thing to do in this particular situation and this particular time?'. Is it better, safer, fairer than what exists today?

Ethical analysis must also be separate from cost. As soon as budget or resources come into the discussion, we have skipped a step and determined that the most important thing is money. **Ethical considerations should supersede stakeholder value.** In ethics, the most important thing is people, not money.



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Here are the guiding questions that are part of our process for understanding ethics and technology:

To address those problems, we built a technology platform to tackle a range of workforce challenges by using AI and predictive analytics to focus on matching candidates with jobs based on outcomes rather than assumptions and historical approaches.

✓ Maintainability

Is it easy to understand when the tool is out of tolerance? When it breaks, is it repairable? How do we ensure customizations per client requests do not undermine integrity? Do we address model shift and demographic change? How are problems detected (frequency) and who/when is notified (engineers, clients)? Do new datasets or new clients require calibration, testing, and/or auditing?

✓ Accountability

Who holds both legal and practical responsibility for specific decisions and the overall process? How does that change over time? How could our tools be used for other than their intended purpose?

✓ Validity

Do the outputs of the system deliver pragmatic value to its stakeholders? Are the tools empirically derived, demonstrably and statistically sound? How are we improving?

✓ Inclusivity

Is the goal to make the opportunity open to the broadest range of people? Does our work draw on the broadest possible base of lived experience? How do we address English language competencies vs those who have talent and skills but not the minimum language proficiency?

✓ **Trustworthiness**

Do the implementation context, interface design, client adoption, and value delivery combine to make the system increasingly deserving of trust from its stakeholders? Can a stakeholder understand how wrong an output might be? Can the client be trusted to use the system as prescribed?

✓ **Privacy**

How does the system ensure the privacy (both legal and moral) of its stakeholders? If the system accidentally creates Personal Identifiable Information, how is that known and what happens?

✓ **Accuracy**

Do the models, algorithms, training data, use data, and problem definitions adequately represent the reality they attempt to portray? How are they improved? How will they evolve?

✓ **Fairness**

Do our tools increase access to opportunity without regard to any aspect of class or protected class of people? Are we able to identify, remove, or reduce unnecessary obstacles in the way of opportunity?

Our intention is to weave the conversation about these values into our daily experience at Arena. **The ethics advisory board and our internal ethics review function are being built as a valuable resource for all our employees, partners and each person whose life we touch.** We believe that the best products, services, and outcomes emerge from thorough vetting in light of these principles.





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