



HR REIMAGINED

AGENTIC AI FOR HR



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Reimagining HR will require investment to unlock value

REIMAGINED

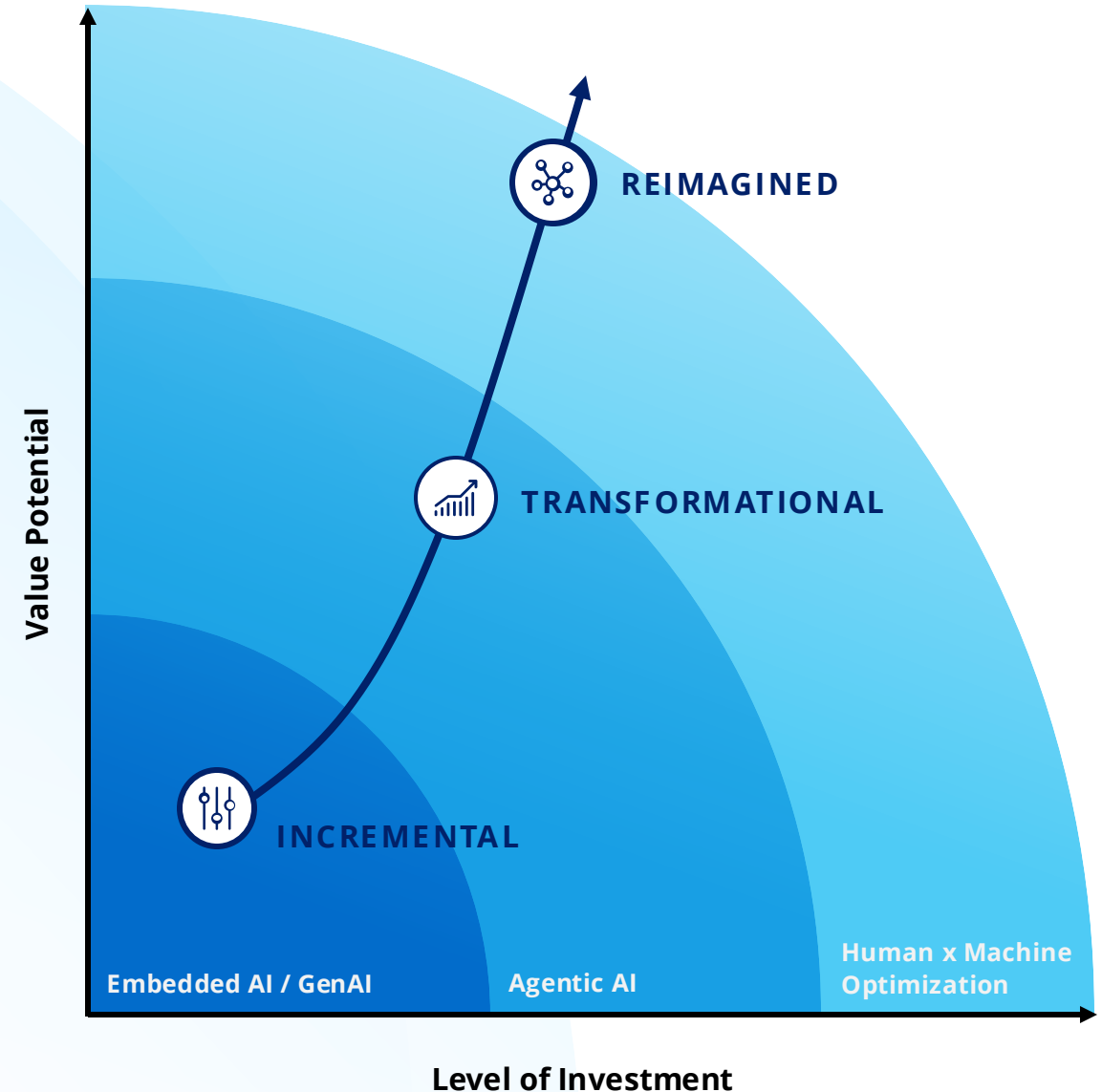
The HR organization is rearchitected to fully use human and machine capabilities to elevate and reposition the value proposition of the function to the enterprise and the workforce

TRANSFORMATIONAL

Agentic AI is used to drive end-to-end process automation, create scaled efficiencies and resource capacity, and significantly improve the workforce experience

INCREMENTAL

Embedded AI and Generative AI features and functionality are activated in core solutions to create incremental improvements to experience and support HR professionals in completion of their work





AI is Reshaping HR Work

The tasks and work done by roles within HR will be impacted by different types of AI and automation capabilities, with work effort incrementally shifting toward more AI-powered approaches over time

AI-Assisted

Primarily human-owned with moderate support from AI solutions



EXAMPLES

- Defining Talent strategy
- Consulting with business leaders
- Providing high touch human support

AI-Augmented

Significant collaboration between humans and AI to execute work with frequent handoffs



EXAMPLES

- Managing Talent knowledge articles and policies
- Sourcing candidates
- Conducting investigations

AI-Powered

Primarily AI-owned with humans managing AI outputs, monitoring performance, and driving continuous improvement



EXAMPLES

- Answering Talent inquiries
- Executing processes and transactions
- Conducting data analysis
- Creating reports
- Creating learning content

AUTONOMOUS AI

Incremental Transition *Work effort will shift over time from humans to AI as capabilities mature*



What are AI Agents?

AI agents are **reasoning engines** that **understand context, plan workflows, and connect to external tools and data** to enhance their capabilities and take actions to achieve a defined goal and unlock new opportunities

LLMs

A subset of GenAI solutions trained on billions of pages of content directed towards completing a specific task



Generate

Text generation and response creation based on prompt given



Process

Natural language analysis and interpretation to extract meaning, sentiment & intent



Understand

Comprehension and interpretation of human language

Agents

An LLM with a defined role and access to tools to accomplish a task outside of the LLM's existing capabilities



Planning

Intermediate chain of thought that improves ability to perform complex reasoning



Execution

Efficient implementation of tasks to achieve desired outcomes



Reflection

Iterative refinement and feedback to improve initial outputs

Multi-Agent Systems

Groups of Agents capable of coordination amongst each other and with humans to accomplish complex tasks



Communication

Exchange of information among agents to facilitate collaboration



Coordination

Alignment of actions for optimal performance and conflict avoidance



Delegation

Task assignment based on agents' capabilities, workload & expertise

NEW POSSIBILITIES

AI Assisted & Autonomous

Business Processes

Operations

Enterprise

AGENTIC AI FOR HR

AI Agents Revolutionize Work

AI agents have the potential to revolutionize how “work is done” in organizations



Automate & integrate “intelligence” into routine tasks, increasing efficiency and allowing humans to focus on strategic activities



Process data quickly, **providing actionable insights** that drive informed decision-making & actions – by Humans & AI



Facilitate real-time integration, communication and collaboration with other AI Agents, Applications & Humans, **streamlining processes & workflows**



Analyze Human interactions to deliver **personalized experiences**, enhancing user satisfaction & experience



Continuously learn from new data, driving ongoing improvements and fostering a culture of innovation



Maintain audit of all actions & decision paths and work within the defined control & trust framework of the enterprise

How to Identify Agentic AI Opportunities

Good agentic opportunities have defined business outcomes, rely on decisions, require reasoning, and leverage knowledge



Mapping out Agent Opportunities

HOW TO

Define major outcomes that the business must achieve. This could be process-driven outcomes, team outcomes, etc.

Outline what actions are typically executed to achieve those outcomes and **where** those actions are executed (i.e. systems/tools)

Determine what abilities (e.g., ability to analyze, ability to understand) is performed to guide decision making and action taking

Map out types of knowledge needed to inform reasoning

EXAMPLE

- Impact, value, and results achieved

- Generate...
- Summarize...
- Calculate...

- Plan out...
- Evaluate...
- Compare...

- Business terminology and meaning
- Business processes
- Meaning of data

Our Approach to Agentic AI

We take a comprehensive approach to identifying Agentic AI opportunities by reimagining HR roles, empowering the workforce, and transforming end-to-end HR business processes



Role-focused

to augment and
replicate the work of
HR professionals

Empowered

to drive the next-
level of frictionless
self-service adoption

Process-driven

to enable Agent
orchestration and
automation of HR
workflows

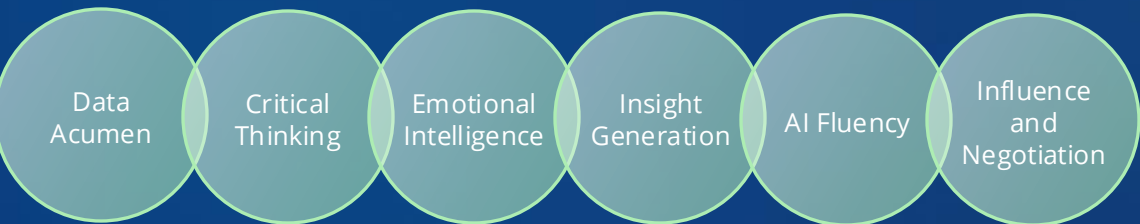
The Future of HR Business Partners | Shifting to AI-Assisted Roles

With capacity created due to AI-assisted and AI-augmented activities, HRBPs free up time to focus on strategic, forward-looking activities that tie directly to business and human outcomes

HR BUSINESS PARTNER SHIFTS WITH AI

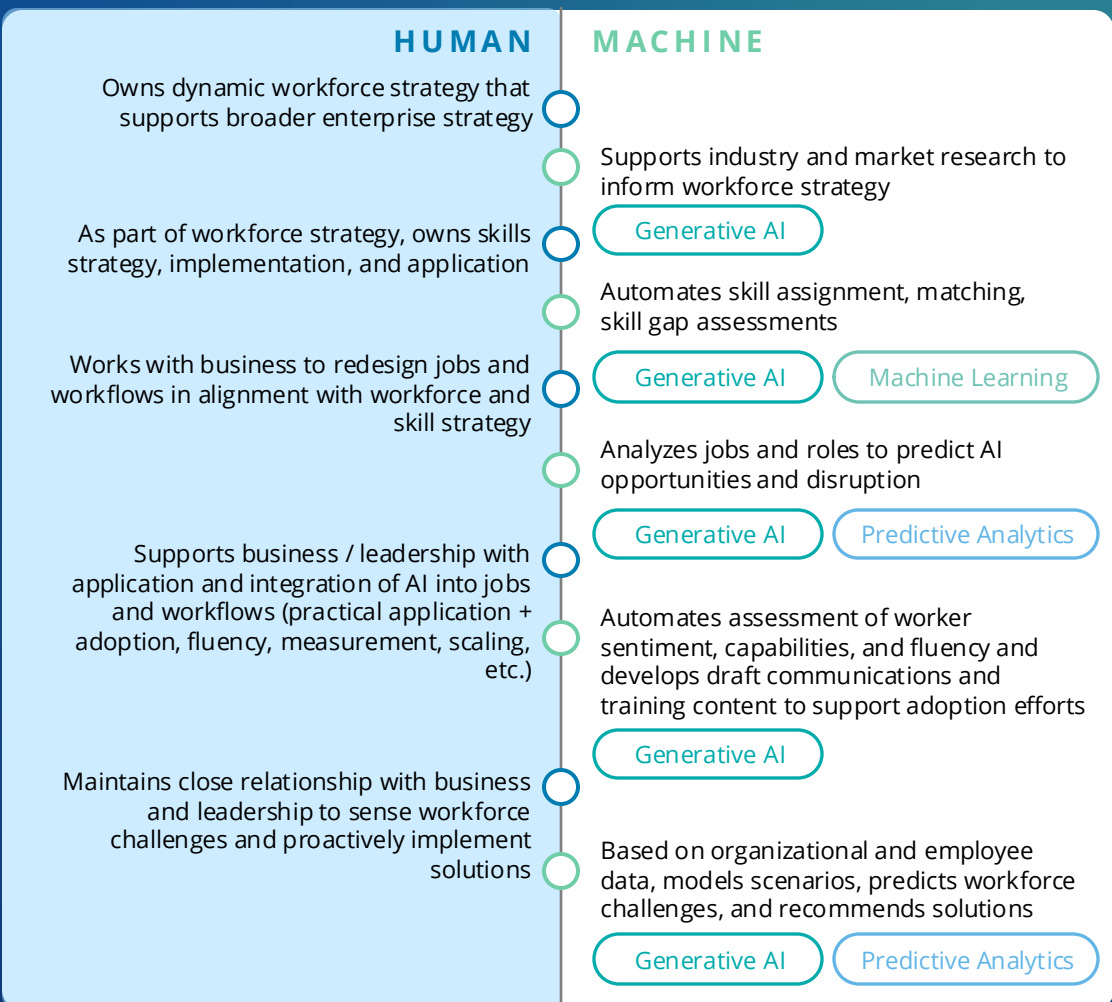


ENDURING HUMAN CAPABILITIES- HR BUSINESS PARTNERS



HUMAN AND MACHINE COLLABORATION

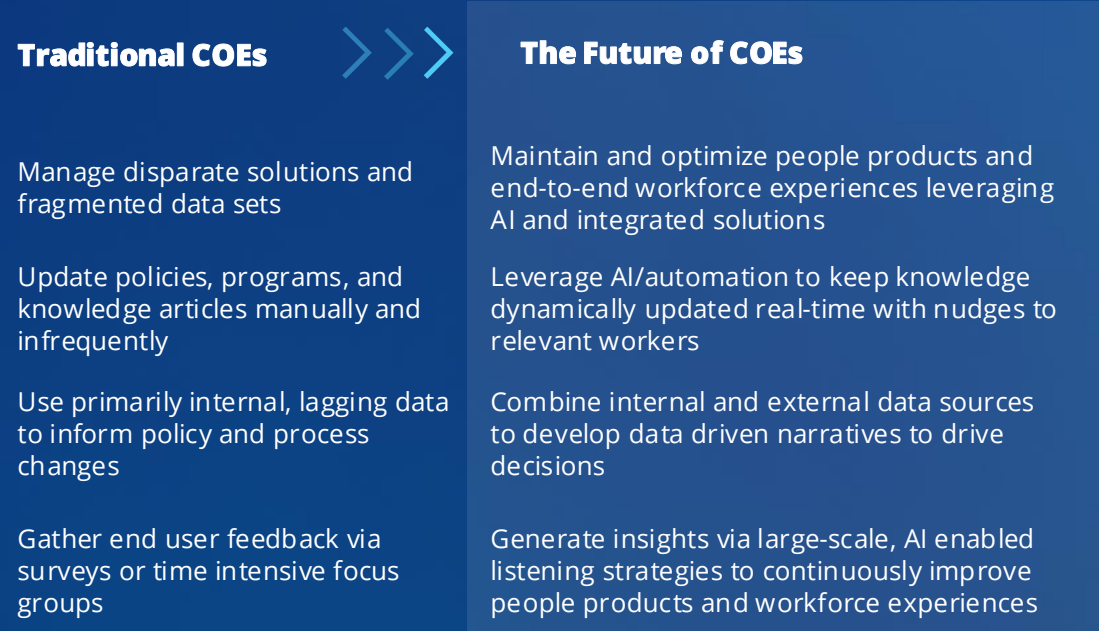
Scenario: HR business partner proactively brings internal and external talent market insights based on business strategy to drive dynamic changes to work and team structures



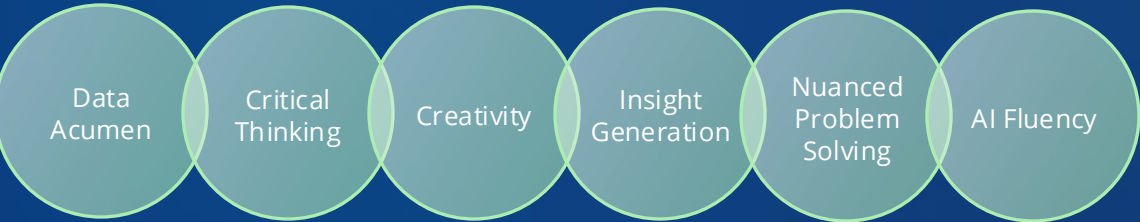
The Future of COEs | Shifting to AI-Augmented Roles

Agentic AI will play an increasing role in how traditional HR services are delivered and processes are executed, creating an opportunity to reinvest human capacity on delivering value and managing AI performance

COE SHIFTS WITH AI

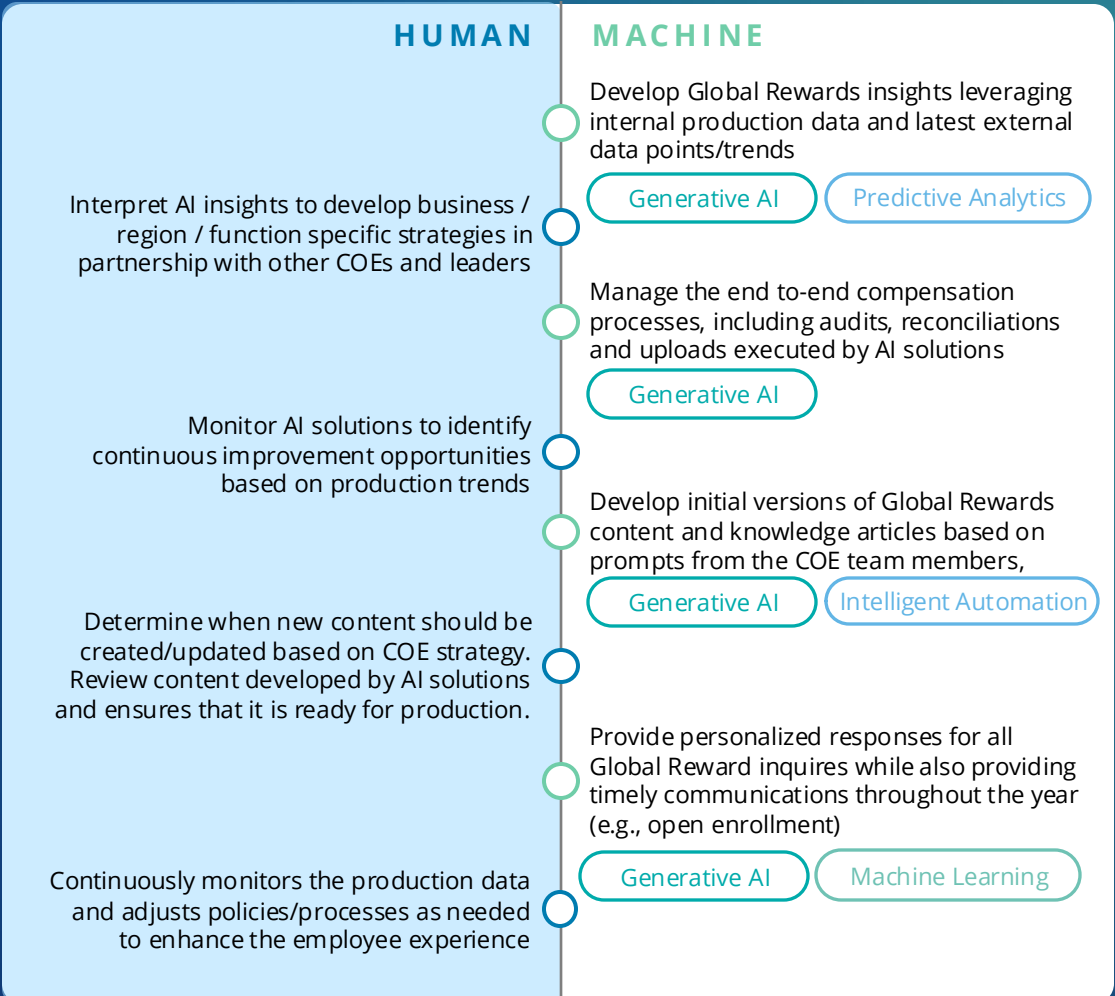


ENDURING HUMAN CAPABILITIES- COEs



HUMAN AND MACHINE COLLABORATION

Scenario: The Global Rewards COE leverages data insights to proactively develop employee experience strategies and remain competitive in talent markets



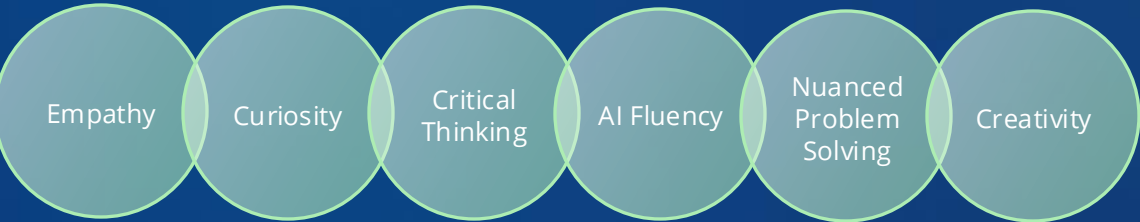
The Future of HR Operations | Shifting to AI- Roles

Agentic AI will create new types of work and roles for HR Operations professionals, with on-going programmatic work and operations delivered via AI and automation capabilities and more focus on continuous improvement

TIER 1 HR OPS SHIFTS WITH AI

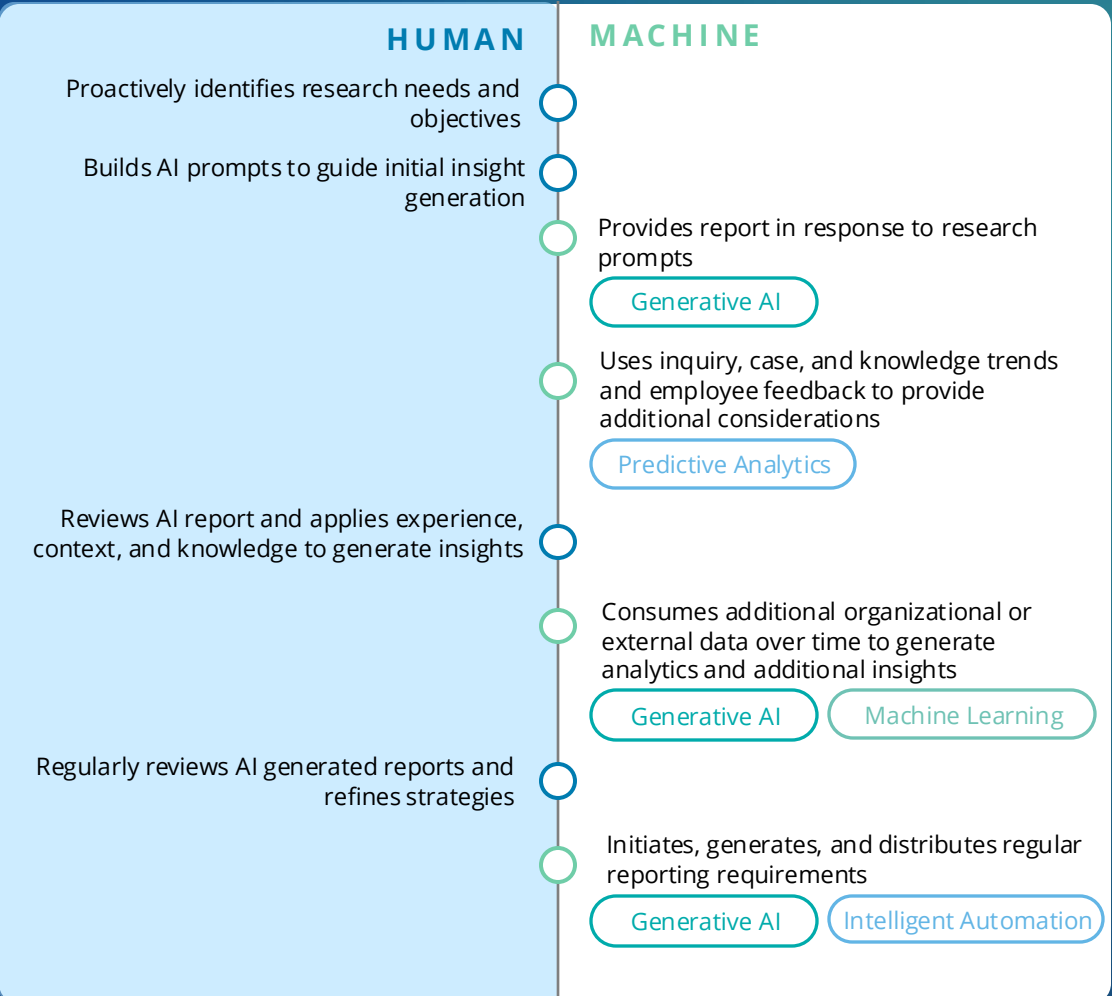


ENDURING HUMAN CAPABILITIES- HR OPERATIONS



HUMAN AND MACHINE COLLABORATION

Scenario: HR Ops is tasked with monitoring policy inquiries so the COE can improve programs that will increase retention at a high-turnover site



Empowering the Workforce

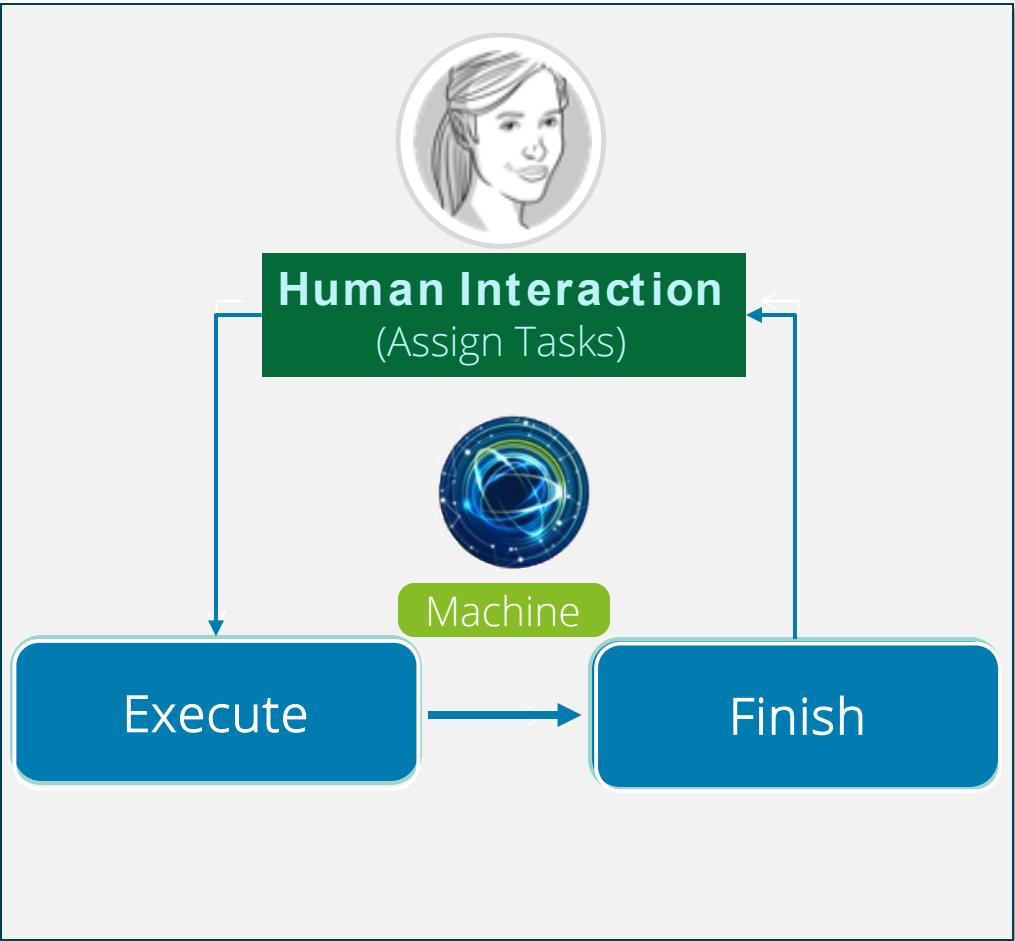
Agentic AI is an opportunity for us to completely reimagine HR processes and experience in a way where AI plays a much bigger role to help automate, personalize, and provide insights throughout

	Category	Description	Examples
High Adoption	1. Access Support	Workers connect with relevant support teams based on nature of issue / request	As an Employee, I need to connect with IT Help Desk because my Outlook email isn't working
	2. Find Information and Answer Questions	Workers get personalized answers to questions	As a Manager, I want to know if my employee is eligible for a recognition award
	3. Request Data	Workers access personal and work data based on security access	As an Employee, I want to know my cost center so I can process travel expenses
Medium Adoption	4. Perform Simple Transactions	Workers complete simple workflows without having to login to backend applications	As an Employee, I want to add a new emergency contact in Workday
	5. Perform Complex Transactions	Workers have a concierge type experience to complete multiple process steps across functional areas	As a New Hire, I want help completing all the onboarding tasks I need to do across functions (HR, IT, etc.)
	6. Nudge to Action	Workers receive proactive alerts, notifications, and recommendations to complete outstanding or relevant tasks based on data patterns	As a Manager, I want to be reminded when I'm showing available in Outlook to complete required compliance trainings
Low Adoption	7. Provide Analytics and Insights	Workers access personalized insights and intelligence from large data sets to make informed business decisions	As a Manager, I want to drivers of turnover in my department in the last year so that I can identify plans to help with talent retention
	8. Support Work Completion	Workers interact with an AI assistant to synthesize data, generate new content, and augment work activity	As an Employee, I need to create the business case for a new technology investment

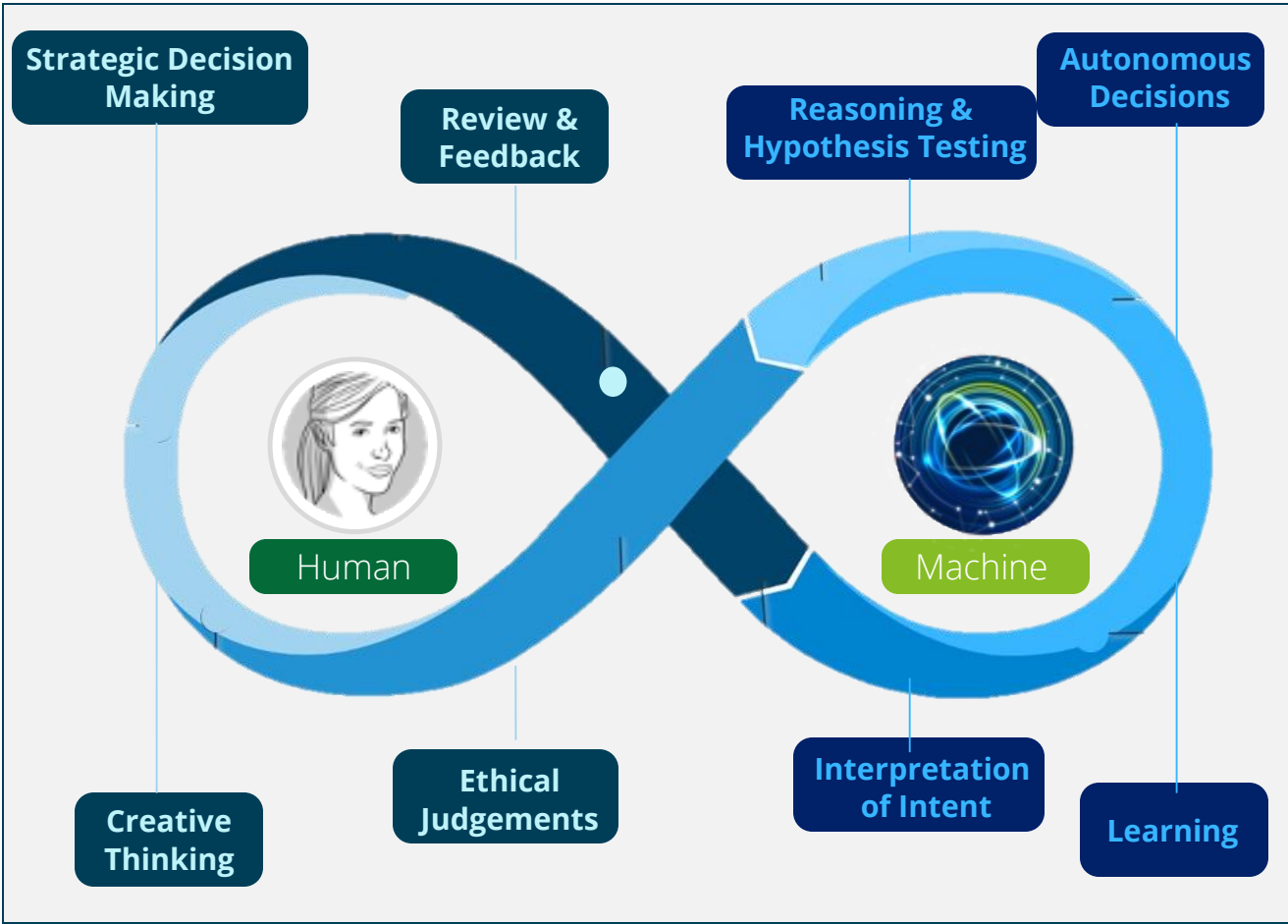
Rewiring How We Collaborate

Understanding the shift in interactions between human and machine while moving from old collaboration to agentic collaboration model

Old Collaboration Model



Agentic Collaboration Rewiring



Agentic AI in Action | Leave of Absence

Talent business processes, such as Leave of Absence, are ripe for agentic AI treatment to drive automation, operational efficiencies, and a more guided, intuitive, and personalized digital experience

Capability	DETECT	PLAN	NUDGE	INSIGHT	ACTION	LEARNING LOOP
Agentic Workflow	Recognize Employee Return From Leave	>>> Create and Trigger Event	Prompt Leader Action >>>	>>> Provide LOA Guidance	Confirm Return >>>	>>> Improve Future Leave Experience
Use Cases	AI monitors data patterns to identify the need to trigger a workflow and in this case, detects an employee is scheduled to return from leave in the next two weeks	AI develops a multi-step, dynamic workflow tailored to the employee based on their leave circumstances, geography, and role in the organization	The employee's manager is alerted of the upcoming event by their digital assistant based on their communication preferences	The digital assistant provides personalized guidance and insights to prepare the manager for their role in the process and how to support the employee upon return	Through the digital assistant the manager confirms the employee has returned and the digital assistant updates the necessary downstream applications	Once the workflow is complete the AI solution gathers feedback from end users and interaction data to continuously enhance the experience

Agentic AI in Action | Turnover Risk

We can analyze data patterns to detect signals and initiate workflows with tailored insights that Managers may not realize are needed without the help of AI

Capability	DETECT	PLAN	NUDGE	INSIGHT	ACTION	LEARNING LOOP
Agentic Workflow	Detect Turnover Risk for High Performer	>>> Create and Trigger Event	Prompt Leader Action >>>	>>> Provide Guidance to reduce turnover risk	Process Reward >>>	>>> Improve Future Turnover Mitigation Experience
Use Cases	A high performing employee is flagged at-risk for turnover due to indicators such as, tenure, labor market trends, and compensation benchmarks	AI creates a dynamic and intelligent workflow specifically to address the unique circumstances of the situation and personalized for the individual employee	The employee's managers is nudged via the digital assistant on their mobile device to consider if action should be taken	The manager is provided with specific options and recommendations to effectively recognize and reward the employee based on their available budget	The Manager selects a specific recognition award based on their unique knowledge of the employee's preferences and the transaction is executed on their behalf	The Manager provides feedback on the experience in real-time and the AI Leadership Coach learns and improves from the interaction

The background is a solid dark blue with a series of thin, light blue wavy lines that create a sense of motion and depth, flowing from the bottom left towards the top right.

Appendix

Identifying Agentic AI Workflows

Business Processes

Evaluate where Talent business process can be enhanced with AI to drive automation and improve experiences.

PROCESS OPTIMIZATION

Where do delays, errors, or inefficiencies typically occur?

DATA & INSIGHTS

Are there opportunities to use AI for deeper insights or predictive analytics?

CUSTOMER EXPERIENCE

Are there any pain points in the customer journey? Opportunities for personalization?

TOOLS & TECHNOLOGIES

*What tools and technologies are currently used?
Are there any limitations with these tools?*

WORKFLOWS

String of AI use cases that fundamentally transform business processes and the roles supporting talent.

Roles

Deconstruct roles to identify where AI can assist, augment, or power activities.

SKILLS & CAPABILITIES

*Are there any skills gaps that need to be addressed?
Where can AI augment human capabilities?*

TASKS

Are there tasks that require manual effort? Which tasks are data-intensive or require decision-making?

INTERACTIONS

Where are there pain points in communication and collaboration among team members?

TALENT EMPLOYEE EXPERIENCE

Are there any pain points in the Talent Employee Experience? Opportunities for personalization?

Agentic AI Taxonomy

The below taxonomy captures different types of AI Agents and the degree of opportunity to be deployed across various areas of HR / People

		Type of Agent	Definition	Recruitment and Talent Acquisition	Onboarding	Employee Experience	Talent and Performance Management	Learning and Development	HR Operations and Service Delivery	Workforce Management and Payroll	Workforce Planning and Analytics
Horizon 1		Reactive Agents	Respond to specific stimuli or inputs from their environment								
		Proactive Agents	Anticipate future events or needs and take actions								
		Adaptive Agents	Learn from interactions and experiences to improve								
Horizon 2		Collaborative Agents	Work alongside humans or other agents to achieve common goals								
		Autonomous Agents	Operate independently, making decisions and taking actions without humans								
		Intelligent Agents	Possess advanced cognitive capabilities, such as reasoning and problem-solving								
		Social Agents	Interact with humans in a socially aware manner								

AI for HR Opportunity Heatmap

Degree of Expected AI Impact:



= AI Powered



= AI Augmented



= AI Assisted

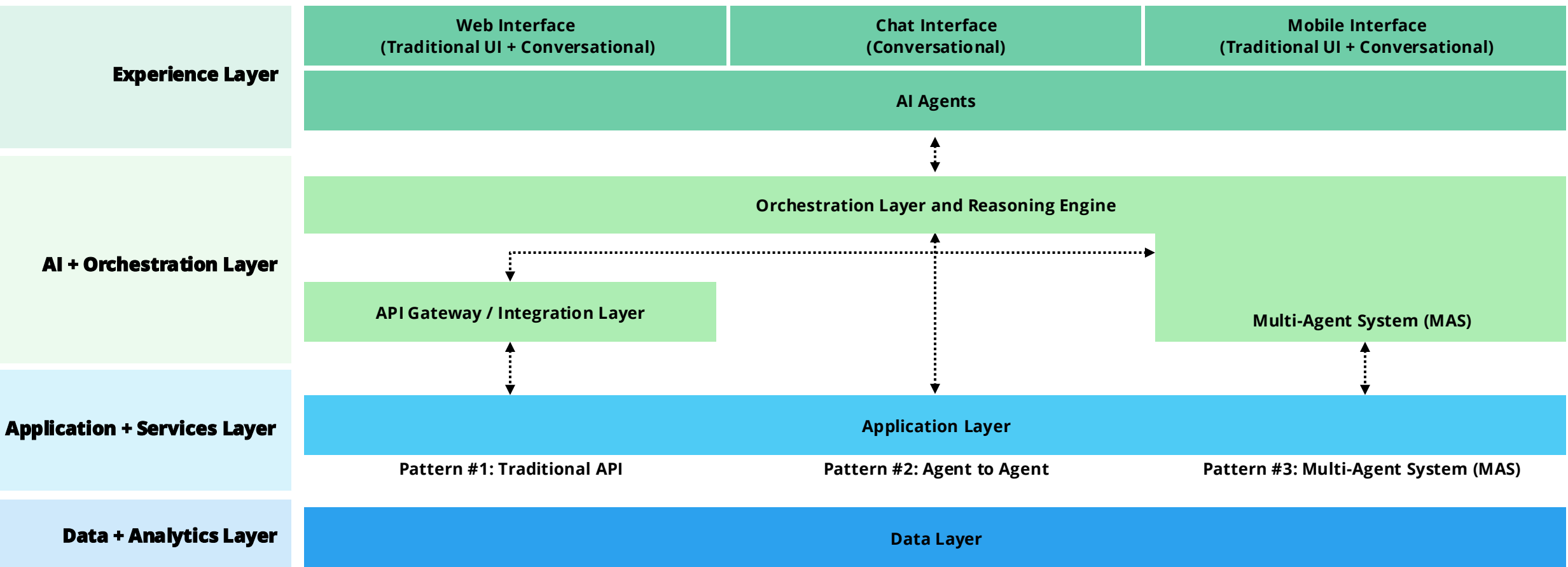
Org Relationships		Talent Acquisition						Onboarding	Employee Data Management			WFP
Create / Maintain Foundational Structures	Create and Maintain Jobs	Create and Post Job Requisition	Manage Evergreen Requisition	Internal Applicants Apply	External Applicants Apply	Manage Employee Referrals	Manage Agency Sourcing	Conduct Pre-Boarding	Personal Data Changes	Work Data Changes	Employee Movement	Strategic Workforce Planning Setup
Create and Maintain Positions	Monitor Open Positions	Manage Talent Acquisition Events	Passive Candidate Sourcing	Establish and Maintain Candidate Pool	Screen Candidates	Assess Candidates	Manage Interview Scheduling	Manage Day 1 Activities	Mass Data Changes	Manage Data Quality / Corrections	Employee Contract Management	Workforce Management
Establish and Maintain Org Structure		Interview and Select Candidates	Prepare and Extend Job Offer / Contract	Perform Pre-Hire Due Diligence	Prepare Rejection	Manage Job Requisitions	Rescind Offer	Manage First 90 Days	Employee File Management	Employment Verification	Contingent Worker	Headcount Planning
Compensation				Manage Leave of Absence		Separations		Employee and Labor Relations				Operational Planning
Manage Salary Surveys	Manage Job Evaluations and Pricing	Manage Salary Structures	Conduct Budget Review	Support Leave Decision	Manage Leave Requests	Process Voluntary Separation	Process Involuntary Separation	Receive Notification of Non-Compliance	Assess Allegations and Notify Partners	Conduct Investigations or Review	Determine Actions to Address Issue	
Communicate Budget w/ Stakeholders	Manage Non-Variable Pay	Manage Variable Pay	Manage Ad Hoc Pay Adjustments	Manage Alternative Duty / Schedule Mod	Manage Return to Work	Manage Separation Due to Death	Manage Retirement	Take Agreed Actions	Manage Appeals	Confirm If Discipline is Required	Address Misconduct	Enterprise Strategic Workforce Plan
Manage Ad Hoc Payments	Manage Awards and Recognition			Conduct Appeal / Review	Manage Long-Term Disability	Manage Reduction In Force		Advising, Coaching, & Counseling	Support Reductions in Force	Support Mergers, Acquisitions, and Divestitures		Manage Program Effectiveness
Payroll					Benefits					Workforce Management		
Maintain Payroll Data	Receive Earnings / Deductions / Payment Info	Process Wage Garnishments	Process Separation Payment	Process Reversals	Manage Benefits Enrollment	Administer Spending Accounts	Administer Disability Claims	Process Benefits Termination	Maintain Eligibility	Create and Allocate Schedule	Process Time Off Request	Setup Holiday Calendar
Data Exchange Inbound	Data Exchange Outbound	Treasury Funding	Produce and Distribute On / Off Cycle Pay	Coordinate Payroll with Third Party Vendors	Manage Provider Payments	Manage Life Event Changes	Administer COBRA (US Only)	Administer Affordable Care Act (US Only)	Manage Retirement Plans	Capture Time Entry	Input to Process On / Off Cycle Payroll	Process Historical Adjustments
Post Payroll to General Ledger	Unclaimed Disbursements / Returned Pmts	Process Adjustments	Tax Administration		Data Transmission to External Vendors	Manage Evidence of Insurability	Manage Compliance Programs	Manage Benefit Program Effectiveness		Manage System Access	Review, Resolve, and Approve Time	
Learning						Integrated Talent Management						
Learning Needs Analysis	Curriculum Management	Build / Buy / Modify Learning Content	Design / Redesign Learning Content	Manage Certifications and Compliance	Measurement Design and Development	Create / Maintain Competency Models	Identify Critical Workforce Segments	Identify Key Talent	Assign Organizational Goals	Create and Assign Performance Goals	Create or Maintain Development Plans	
Curate Content	Manage Learner Requests	Scheduling Logistics - In Person Training	Scheduling Logistics - Virtual Training	Deliver Classroom / Virtual Training	Manage Course Completions	Create and Maintain Talent Pools	Create and Maintain Talent Profiles	Manage Check-in	Get Feedback On Self	Get Feedback on Worker	Give Feedback	
Manage Course Enrollment / Cancellations	Deliver On the Job Training	Assess / Evaluate Training Effectiveness	Manage Catalog	Manage Learner Waitlists	Manage External Learning Events	Create and Execute Perf Improvement Plan	Conduct Year End Performance Review	Conduct Performance Calibration	Conduct Talent Review	Define and Execute Succession Plan	Manage Global Talent Mobility	
HR Operations							Engagement					
Manage Strategy and Effectiveness	Vendor Management	Manage Communications	Service and Experience Management	Content Management	Manage Inquiry and Transaction Resolution	Manage HR Reporting and Analytics	Manage Organization-Wide Pulse Surveys					

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Agentic AI Solution Architecture Patterns



We expect interactions in the user experience layer to shift away from traditional API and more toward Multi-Agent Systems over the next 12-18 months



Common Services

Autonomous Driven
Operations

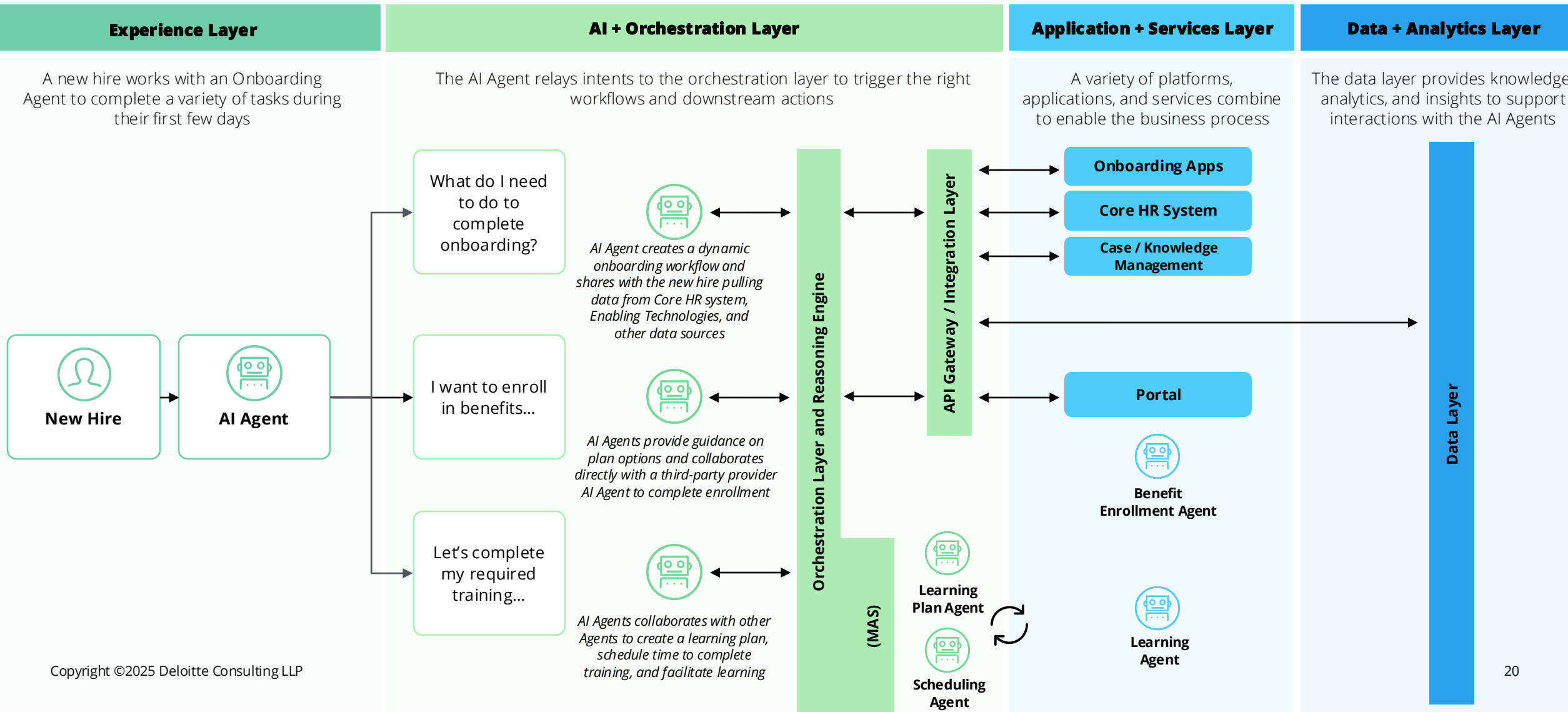
Responsible and
Secure AI Governance

Authentication and
Authorization

Human x AI Collaboration
by Design

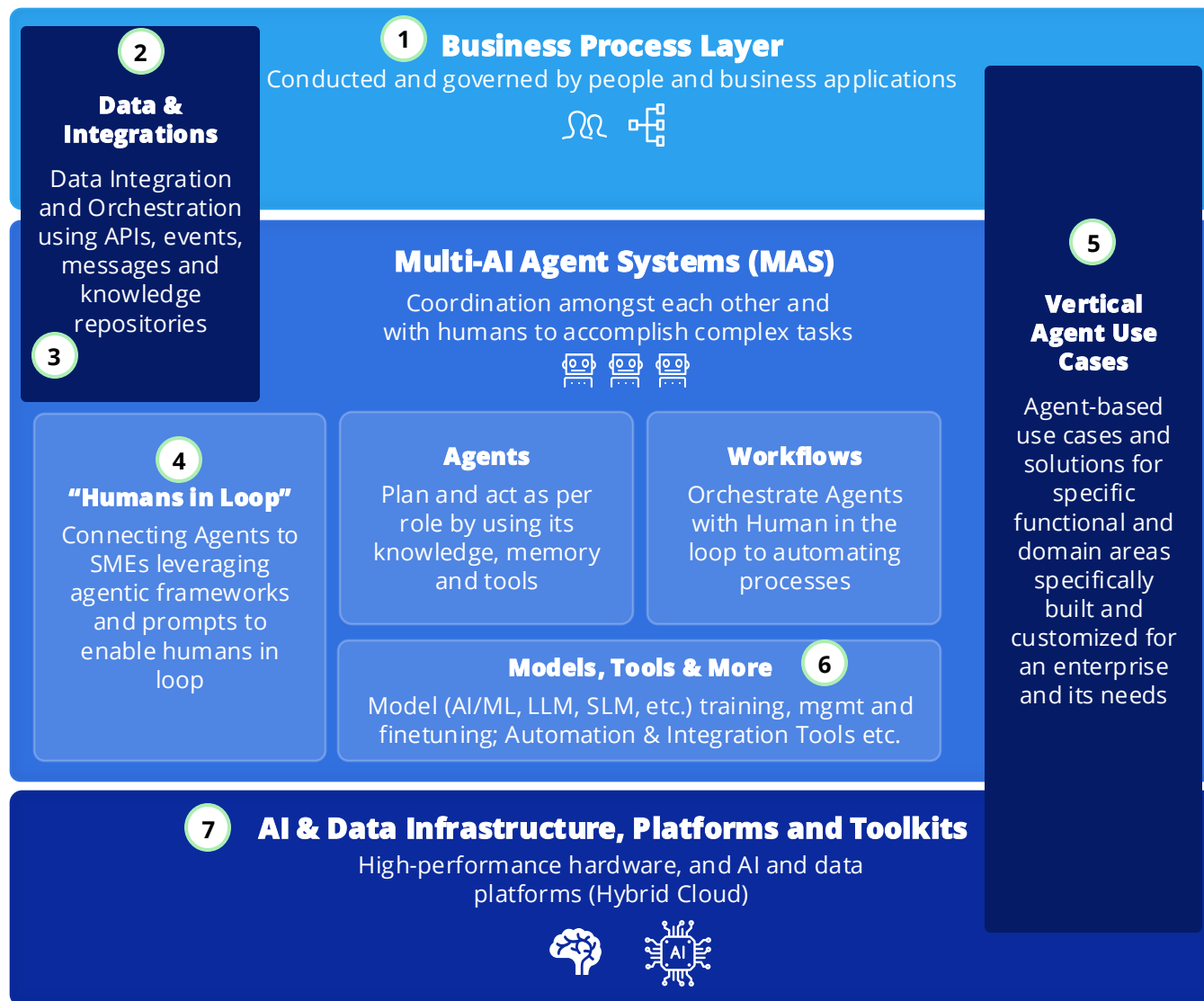
Agentic Architecture in Action: Onboarding

The below onboarding scenario illustrates how all 3 solution architecture patterns could combine to deliver an end-to-end experience



Multi-Agent System (MAS) Ecosystem Architecture

Below is a sample ecosystem architecture to enable scaled deployment of Agentic AI using Multi-AI Agent Systems (MAS)



- 1 **Business Transformation and Process Re-engineering**
- 2 **Enterprise Application AI Transformation** including **Trust, Cyber** and **Regulatory** aspects
- 3 **Data Fabric / Data Management** capabilities
- 4 **Human Expertise and Workforce** Integration
- 5 **Agent Systems** (build and operate) including **AI & Data Trust**
- 6 **Model Finetuning & Private LMs; Automation & Integration Tools**
- 7 **AI & Data infrastructure, platform and toolkits**



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