



HR REIMAGINED

THE HR SUB-FUNCTIONS

The business of HR has evolved

Today we'll take a deeper look at the future of HR as it relates to specific HR sub-functions of Talent Acquisition and HR Ops.

PART ONE: HR REIMAGINED



In part one, we highlighted that with the right focus and investment, there is a clear path to reimagine HR – and that Agentic AI is the unlock.

PART TWO: AGENTIC AI FOR HR



In part two, we explored what Agentic AI is and dove deeper into specific Agentic AI use cases for HR and the impact on HR roles.

PART THREE: FOUR FUTURES OF HR



In part three, we looked into the future and consider scenarios for where the future of HR is headed.

TODAY: HR SUB-FUNCTIONS



With the right focus and investment, there is a clear path to reimagine HR

VALUE CREATION

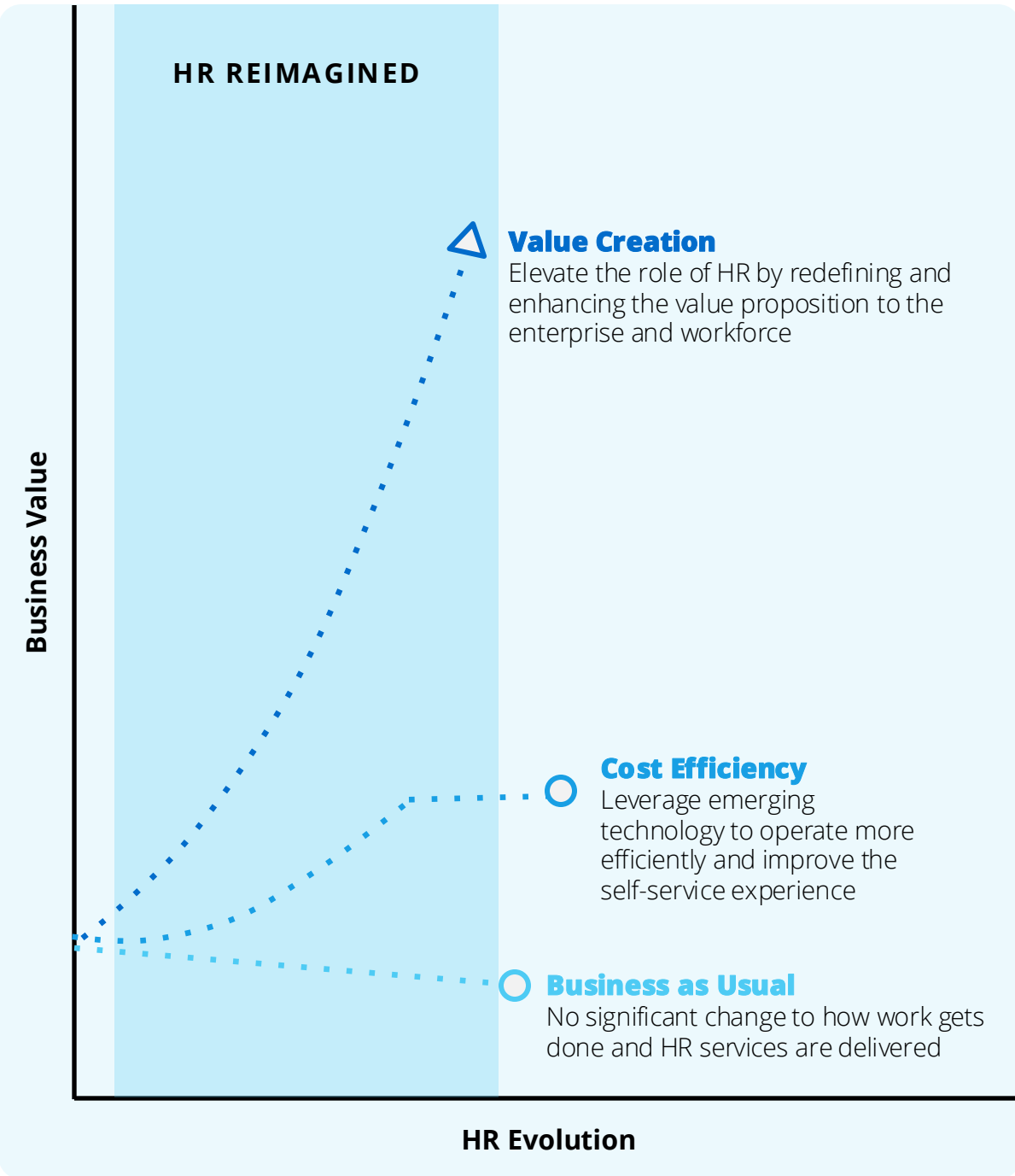
HR leads from the front by investing in AI + digital enablers, human skills, and reimagined ways of working. This investment returns capacity and **elevates HR as the leader of the future human and machine workforce, in turn driving business outcomes and human outcomes.**

COST EFFICIENCY

HR falls in line behind other functions who take the lead, leveraging enterprise investment in AI and digital enablers to help lower costs and improve self-service. **This drives bottom line growth for the business but does not create a compelling value proposition for HR in the future enterprise.**

BUSINESS AS USUAL

HR continues BAU without meaningfully investing in new human and technology capabilities. Without a vision and sense of urgency to evolve, **the business will move on without HR and enterprise-level initiatives will eventually drive a cost-cutting overhaul of the function**



Reimagining HR will require investment to unlock value

REIMAGINED

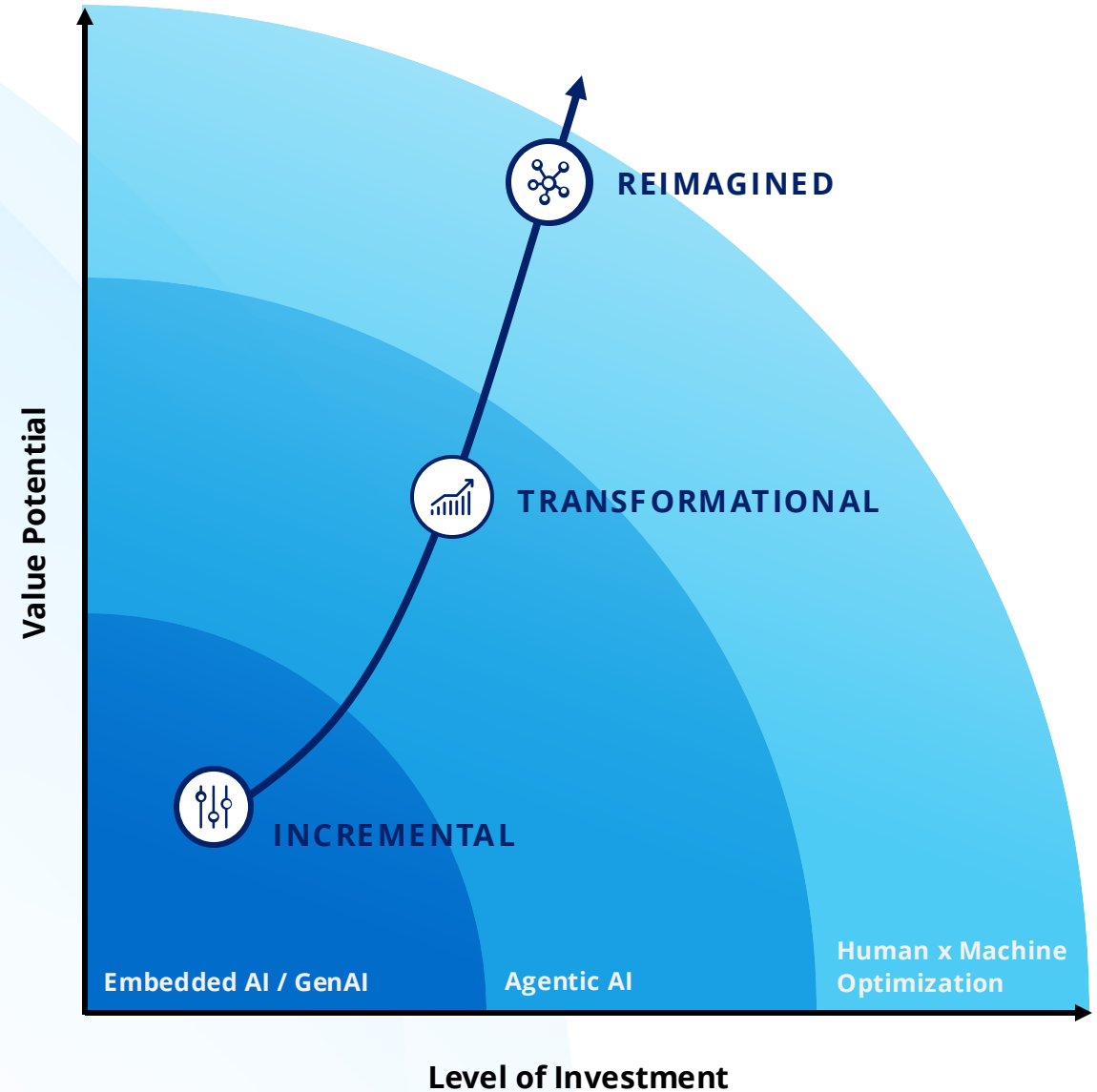
The HR organization is rearchitected to fully use human and machine capabilities to elevate and reposition the value proposition of the function to the enterprise and the workforce

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 (GenAI) features and functionality are activated in core solutions to create incremental improvements to experience and support HR professionals in completion of their work



Agentic AI is the Unlock

AGENTIC AI CAPABILITY

 Use Case Scope
 Planning
 Tool Integration
 Data Integration
 Accuracy
 Memory and Fine-Tuning

AI Agents build on the capabilities of GenAI solutions to deliver workflow automation and end-to-end experiences that reduce the need for human intervention

EARLY GENAI SOLUTIONS	AI AGENTS
Automate tasks	Automate entire workflows and processes
Are not capable of planning or orchestrating workflows	Create and execute multi-step plans to achieve user's goal, adjusting based on real-time feedback
Are not inherently designed to integrate with external tools or systems	Augment inherent language model capabilities with APIs and tools to perform variety of actions
Rely on static knowledge with fixed training cutoff dates	Adjust dynamically to new information and real-time knowledge sources
Typically lack self-assessment capabilities and are limited to probabilistic reasoning based on training data	Can leverage task-specific capabilities, knowledge, and memory to validate and improve their own outputs
Do not retain memory and have limited fine-tuning capabilities	Utilize short-term and long-term memory to learn from previous user interactions and provide personalized responses

Our Approach to Agentic AI





AI is Reshaping the Roles in TA

The tasks and work done by roles within Talent Acquisition 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

- Resume screening based for human review
- Interview notes synthesis for hiring decision making
- AI enabled talent pipelining

AI-Augmented

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



EXAMPLES

- Talent market analysis for decision making
- Hiring practices review for bias and suggesting recommendations
- Recruitment marketing content creation

AI-Powered

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



EXAMPLES

- Autonomous interview scheduling
- Autonomous assessments and interviews
- Chatbots answering frequently asked questions

AUTONOMOUS AI

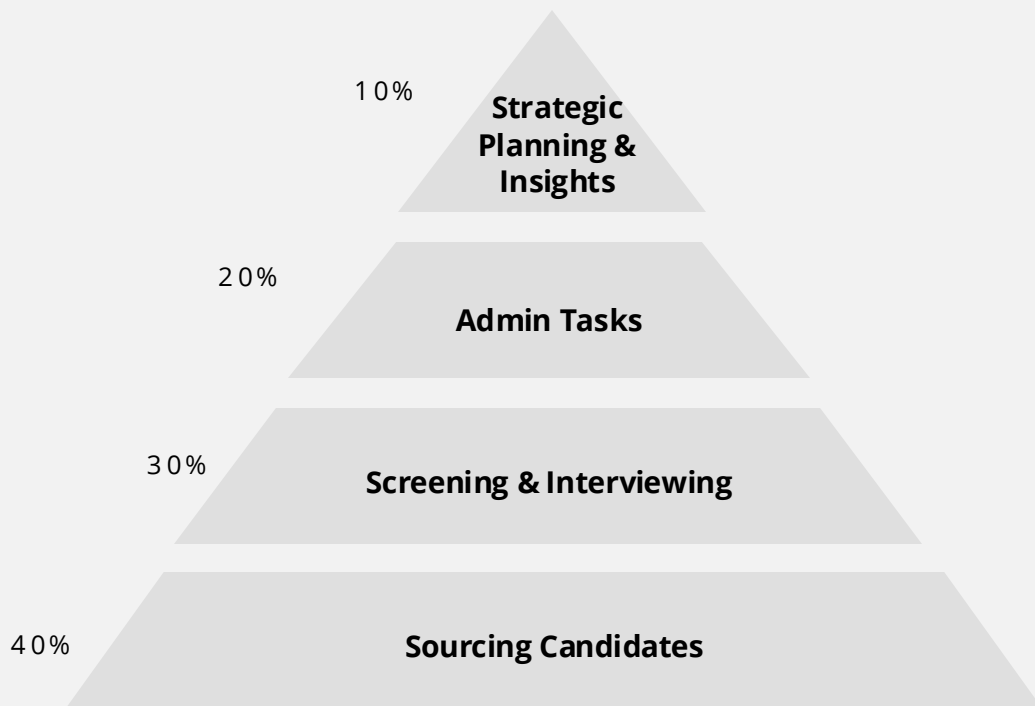
Incremental Transition *Work effort will shift over time from humans to AI as capabilities mature*



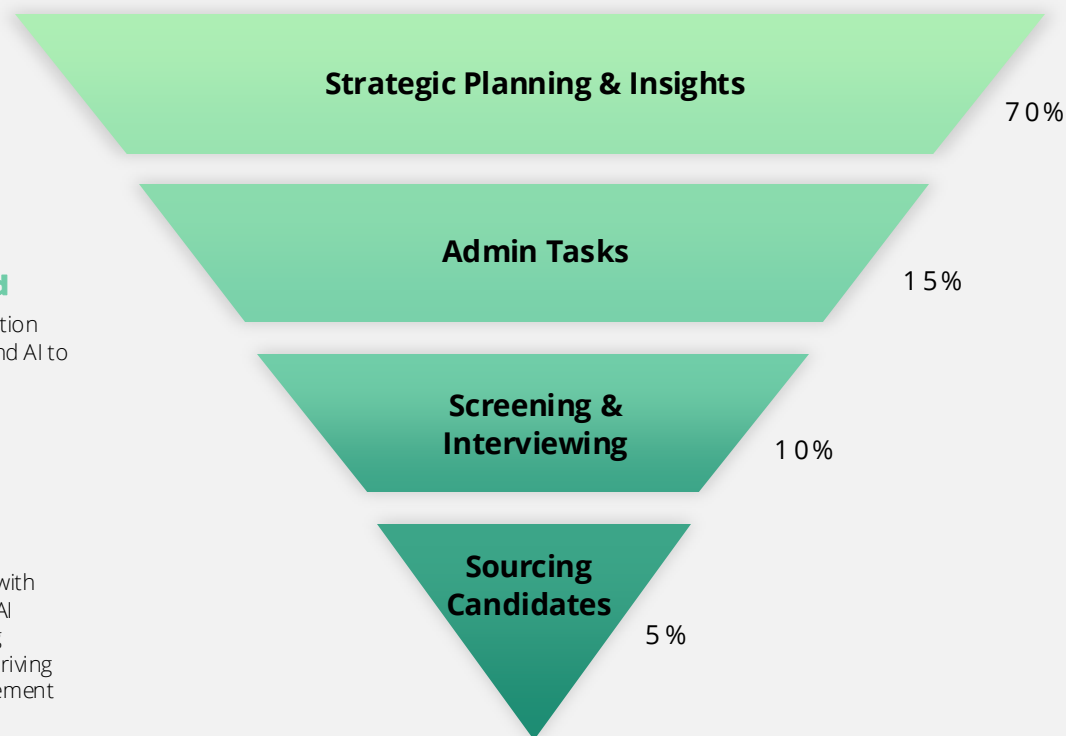
The Focus of Humans in TA is Fundamentally Shifting

The business of TA will shift as AI plays a bigger role, with human TA professionals spending less time on process execution and service delivery, and progressively more time on delivering insights and people solutions.

TRADITIONAL DISTRIBUTION OF WORK EFFORT IN TA



FUTURE DISTRIBUTION OF WORK EFFORT IN TA



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Recruiter Skills | Demand Evolution

As AI streamlines many of the day-to-day tasks of recruiters, there will be a substantial shift in the skills and capabilities required to perform the recruiter role.

Evolution of skills for Professional Recruiters

DECLINE		GROWTH	
Top Skills	Key Drivers of Decline	Top Skills	Key Drivers of Growth
Data Analysis	AI tools consume structured or unstructured data sets and generate analysis	Data Acumen	Ability to make good judgments about the use of data to support problem-solving and solution development
Market Trends	Domain specific LLMs can summarize market trends and generate scenario analysis	Market Insights	While AI tools can generate analysis, the human contribution will be in gleaning valuable insights to inform strategy and planning
Recruitment Tools	Digital assistants will reduce the learning barrier to access and use different technologies	Emotional Intelligence	Creating a highly “human” experience intermixed with the use of digital tools to increase candidate satisfaction and interest
Privacy Law	AI can perform instant research on behalf of recruiters to analyze laws and guide next actions	Bias Mitigation	Bias mitigation is increasingly important as we introduce digital tools into processes like hiring
Forecasting	Domain specific LLMs can consume data and parameters to generate automated forecasting	Critical Thinking	The need for proactive talent acquisition interventions to build pipeline and support business partners with workforce planning
Microsoft Office	MS Office built-in Copilot will perform MS Office functions on behalf of recruiters	Influence and Negotiation	In a competitive labor market, the ability to persuade and negotiate for mutual satisfaction adds critical business value

Recruiter of Today → Strategic Talent Partner of Tomorrow

How agentic AI unlocks the recruiter's new super-power.

Dimensions	TODAY – “Transactional Recruiter”	TOMORROW – “Strategic Talent Partner” <i>(Powered by Agentic AI)</i>
Core Identity	<ul style="list-style-type: none">• Talent gatekeeper• Service function	<ul style="list-style-type: none">• Talent analyzer• Trusted advisor to the business
Time Allocation	<ul style="list-style-type: none">• High: Administrative tasks• Low: Strategy, engagement & experience	<ul style="list-style-type: none">• High ; Strategy, engagement & experience• Low : Administrative tasks
Daily Activities	<ul style="list-style-type: none">• Review candidate profiles and resumes• Conduct phone screens• Share regular updates with Hiring Managers	<ul style="list-style-type: none">• Design hiring plans and advise leaders on talent markets• Confirm AI sourcing and talent match results are in line with expectations• Extend, negotiate and close offers
Data & Insights	<ul style="list-style-type: none">• Excel trackers• Lagging metrics	<ul style="list-style-type: none">• Real-time talent intelligence dashboards• Predictive analytics
Recruiter Experience	<ul style="list-style-type: none">• Inbox overload• Fatigue from repetitive tasks• Limited influence	<ul style="list-style-type: none">• Strategic seat at the table• AI agents and Co-Pilots complete manual tasks• Deeper relationships, higher purpose

With AI as their sidekick, recruiters won’t just fill jobs—they’ll steer the future of the business.

Case Study: Recruiter

With a potential increase in capacity created due to AI-augmentation or replacement of tasks, Recruiters can focus on providing strategic advisory services to the business, including sharing insights into talent market data and assisting Hiring Managers with making hiring decisions. Recruiters can also elevate the candidate experience where it matters most throughout the process.

Recruiter Sub-Activities

● AI Assisted ● AI Augmented ● AI Powered



Projected Activity Allocation Between Human & Machine



HR REIMAGINED

AI Agents are your Hiring Sidekick

By evaluating TA business processes and deconstruct roles, we identified where AI can assist, augment or power activities to drive automation or enable stakeholder experiences.



1 ROLE ACTIVATION

When a hiring need is identified, the **Job Management Agent** builds a requisition and develops a draft job description for consideration. The **Hiring Manager** then reviews and approves the requisition, and the **Recruiter** finalizes it for posting.



2 ATTRACT & SOURCE

The **Candidate Screening Agent** identifies top prospects from internal and external talent pools. The **Candidate Communications Agent** sends personalized invitations to these prospects. Meanwhile, the **Recruiter** refines the search as necessary.



3 SCREEN & ASSESS

The **Candidate Screening Agent** creates a shortlist of top applicants. The **Candidate Assessment & Compliance Agent** invites these candidates for assessments and AI-led screenings. The **Recruiter** reviews the results before sharing candidates with the Hiring Manager.



4 HIRING MANAGER REVIEW

The **Candidate Screening Agent** summarizes top candidate details, which the **TA Stakeholder Notification Agent** shares with the **Hiring Manager**. The Hiring Manager then selects candidates to interview.



5 INTERVIEW

The **Interview Coordination Agent** schedules interviews, then the **Interview Analysis Agent** records and summarizes them. Afterward, the **Candidate Communication Agent** sends a personalized thank you note with next steps. The **TA Stakeholder Notification Agent** sends reminders throughout the process.



6 OFFER

Once the **Hiring Manager** selects a candidate, the **Offer Management Agent** creates and routes the offer for approval. The **Recruiter** verbally extends the offer, followed by the **Candidate Communication Agent** sending the formal offer letter. The **Candidate Assessment & Compliance Agent** initiates pre-hire checks, while the **TA Stakeholder Notification Agent** tracks progress and updates stakeholders.



7 PRE-BOARDING

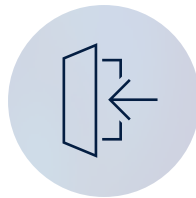
Once the candidate accepts, the **Offer Management Agent** initiates onboarding activities, communicated by the **Candidate Communications Agents** and **TA Stakeholder Notification Agents**. The **Hiring Manager** congratulates the candidate and prepares for Day 1, while the **Recruiter** completes the hiring in the system and closes the requisition.



The Evolution of HR Customer Needs & Expectations

Organizations must adapt to meet the employment experience expectations of their customers and stakeholders to remain competitive and attract and retain top talent

HR Customer engagement is evolving...



Higher demand for **multiple intake channels** that **accommodate personal needs**



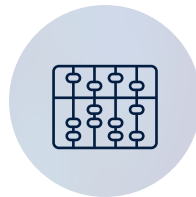
Rapid response is the expectation, obtaining accurate information quickly to resolve inquiries



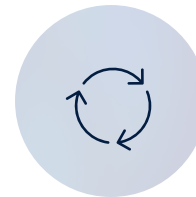
Providing **consistent, personalized, and positive experiences** at each touch point to increase adoption



24/7 assistance & language to receive support at any time that meets the needs of global stakeholders



Continuous **performance evaluation and metrics that matter** to improve services and reduce escalations to Tier 2



Adapting an **integrated ecosystem approach** to provide streamlined content that bi-directionally connects with source systems



Moving away from only reactive support to utilizing **proactive outreach** if action or information is required by the customer

AI is Reshaping the Roles in HR Ops

The adoption of AI and automation in HR Ops will gradually shift work away from manual processes toward more data-driven, efficient, and strategic activities that enhance both operational efficiency and the employee experience.

AI-Assisted

Primarily human-owned with moderate support from AI solutions



EXAMPLES

- Defining HR strategy
- Consulting with executives
- Providing high touch human support

AI-Augmented

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



EXAMPLES

- Managing HR knowledge articles and policies
- Conducting investigations

AI-Powered

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



EXAMPLES

- Automating responses to HR inquiries
- Executing processes and transactions
- Conducting data analysis (e.g. turnover)
- Creating reports (e.g., headcount report)

AUTONOMOUS AI

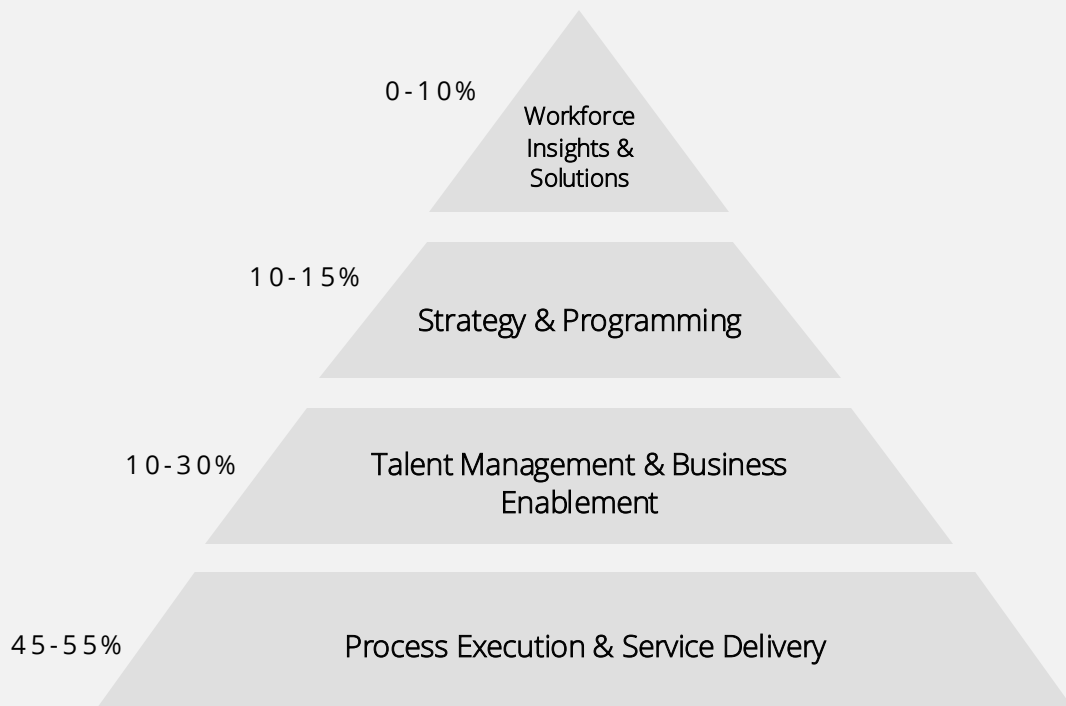
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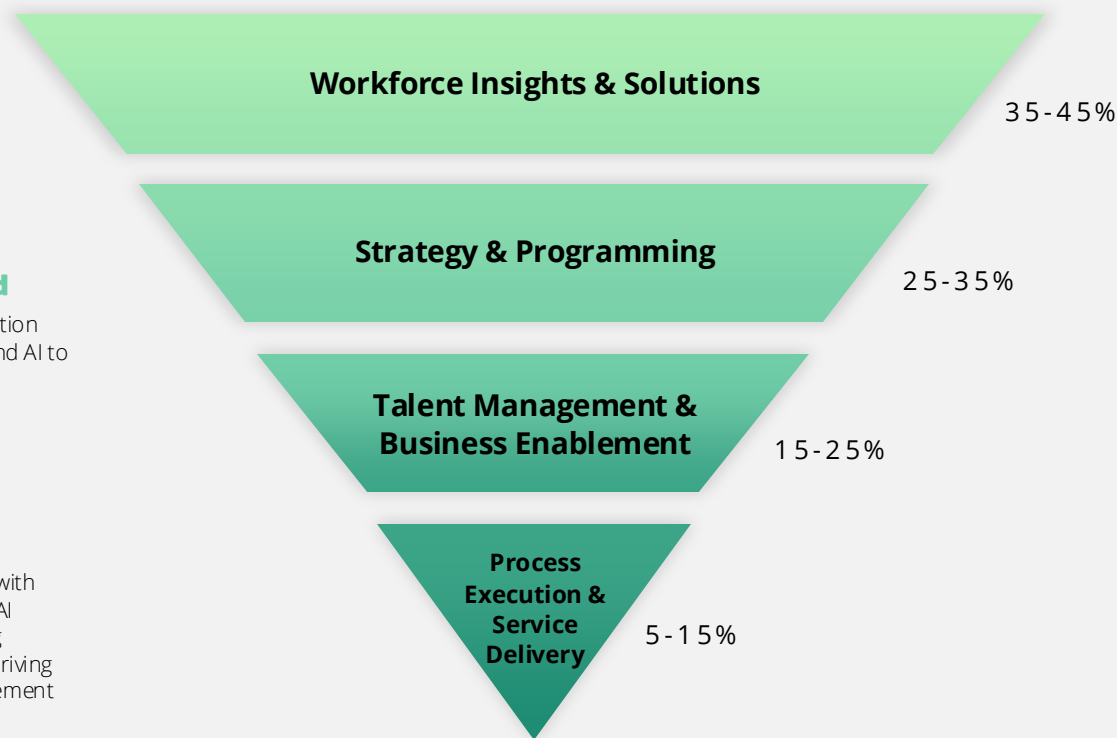
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Case Study: HR Ops

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.

HR OPS SHIFTS WITH AI

Traditional HR Ops

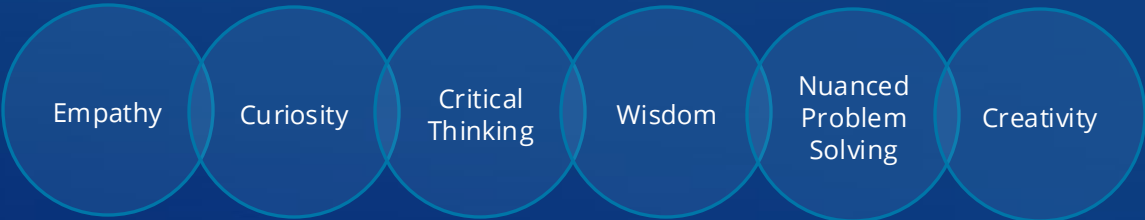
- Manage and triage cases and HR related inquiries
- Large portions of admin / operational work still sit within the COEs and HRBPs
- Maintain and update knowledge on ad hoc basis in coordination with COEs
- Focus primarily on tactical and administrative work



The Future of HR Ops

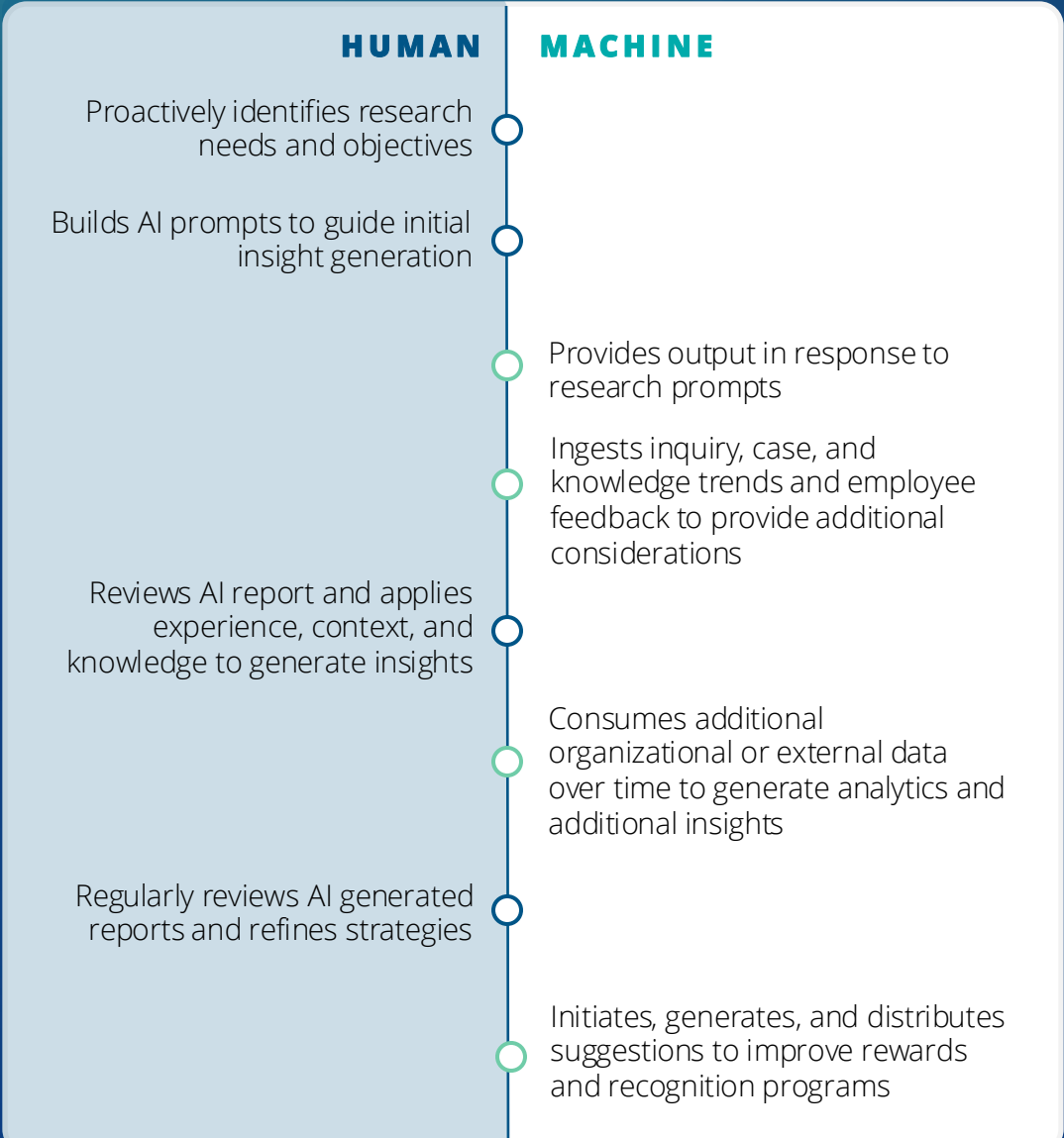
- Support employees and leaders with processes that require a human touch
- AI solutions are responsible for the execution of 80%+ of admin / operational work
- Optimize the knowledge base to focus on powering AI solutions and improving the quality and reliability of outputs
- Own workforce listening and the continuous improvement of the AI-powered workforce experience

ENDURING HUMAN CAPABILITIES | HR OPS



HUMAN AND MACHINE COLLABORATION

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



HR REIMAGINED

Unlock Effortless HR Journeys

HR 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



1

RECOGNIZE EMPLOYEE RETURN FROM LEAVE

AI scans and interpret dynamic organizational data to recognize critical triggers, enabling the automated activation of workflows.



2

TRIGGER RETURN EVENT

Two weeks before the scheduled return, the **AI Agent** detects the impending event and initiates processes to ensure all necessary preparations are underway. This includes coordinating with **HR** and **other departments** to streamline the transition.



3

PROMPT LEADER ACTION

The **AI Agent** alerts the employee's **manager** about the upcoming return, ensuring they are informed and prepared to take necessary actions. This prompt allows managers to plan effectively for the employee's reintegration.



4

PROVIDE LOA GUIDANCE

The **AI Agent** offers personalized guidance and insights to the **manager**, equipping them to effectively support the employee's transition back to work and fulfilling their role in the reintegration process.



5

CONFIRM RETURN

Upon the employee's return, the **manager** uses the **AI Agent** to confirm that the employee has returned, and the AI Agent updates the necessary downstream applications.



6

IMPROVE FUTURE LEAVE EXPERIENCE

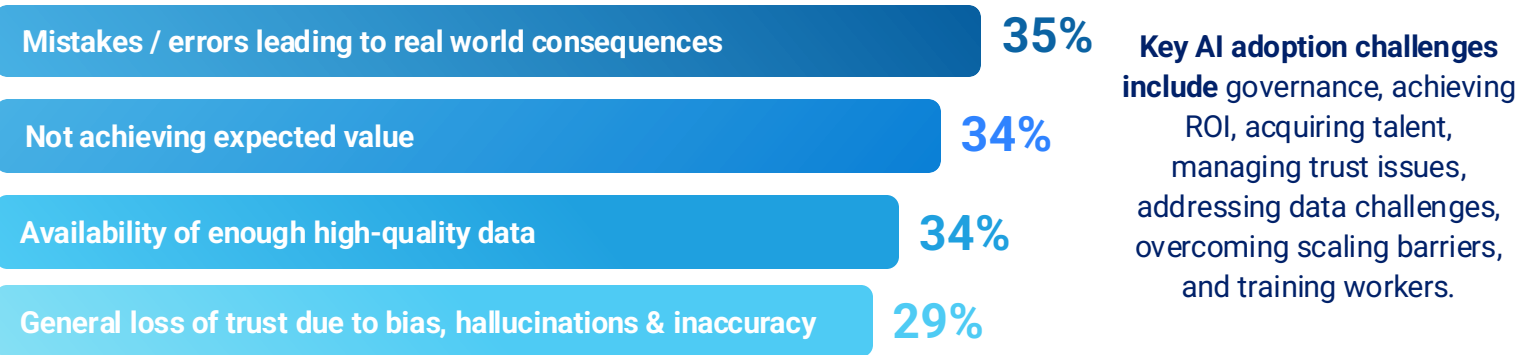
After the transaction is complete, **AI solutions** gather feedback from **end users** and analyze interaction data to refine and enhance the leave experience continuously.



Preparing the Organization for The Disruptive Change Ahead

Driving adoption of AI and automated solutions at scale has posed challenges for many organizations...

THE TOP POTENTIAL BARRIERS TO ADOPTING AI TOOLS



Source: Deloitte's State of Generative AI in the Enterprise Quarter four report, January 2025

69% of organizations surveyed are currently pursuing 10 or more proofs of concept (POCs)....

BUT -

83% of organizations plan to scale <40% of those POCs within the next 6 months

...making it more important to prioritize the workforce and what personas need to be prepared for disruption and unprecedented change

TIER 1 (HR OPS)

Shift from completing a high volume of HR operations tasks, cases, and administrative work...to overseeing autonomous processing, managing exceptions, spending more time on sensitive, unprecedented, and complex inquiries, and receiving in-the-moment prompts and suggestions from AI solutions to manage complex cases

BHR & COEs

Shift from addressing a wide variety of transactions and inquiries that can be transactional and reactive in nature...to optimizing the time and attention spent on supporting customers through critical business and personal moments and bringing forward more proactive solutions accelerated by AI-driven insights/content

CUSTOMERS

Shift from receiving "white glove service" provided by the HR Ops Tier 1 team...to greater, more frequent use of on-demand, self-service channels including AI tools that provide timely, accurate, trustworthy information quickly to resolve inquiries

Getting Started

REIMAGINE

ACTIVATE

TRANSFORM

AI & Digital Enablers

- Craft a **bold vision for the future** and a high-level roadmap to get there
- Identify **high-priority use cases** linked to business and human outcomes
- Determine the **solutions and data** required to deliver
- Build the **value case** for investment

- Build your **AI and data platform foundation**
- Experiment and deploy MVP or pilot solutions to **collect feedback and validate outcomes**
- Curate an evergreen **backlog of prioritized use cases**
- Expand the solutions and data at your disposal to **enable more use cases**

- Transition to ongoing, agile delivery model to **rapidly scale** enhancements and use cases
- Monitor **adoption and usage trends** to inform future roadmap with a continuous improvement mindset
- Improve the **quality and richness of underlying data sets** used to train AI models

Human Skills & Capabilities

- Understand the requirements and develop a plan for workforce and HR to **adopt AI tools, learn new ways of working, and change behaviors**

- Measure **productivity and experience improvements** to identify additional opportunities
- Execute the **adoption and change plan** to drive new ways of working and behavior shifts

- Conduct workforce listening, reinforce behavior changes, and **measure value realization**

Dynamic Work & Operating Constructs

- Create the **future HR blueprint** by reimagining roles, processes, and services
- Estimate **capacity creation** and hypothesize HR shifts linked to solution delivery

- Develop **detailed role designs** for future HR operating model linked to different points in the roadmap
- Validate HR shift hypotheses and identify opportunities to **strategically reinvest capacity**

- Execute **HR org and work structure model shifts** as AI solutions are delivered
- **Continuously iterate** on HR operating model based on evolving business and workforce needs

6-8 Weeks

4-6 Months

Ongoing

Thank you.





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