



HR Reimagined 2.0

Part 1 A look back at the last year—
and a look ahead



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With you today



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FOCUS AREAS



Overview of HR
Reimagined 1.0



Lessons learned and
a look forward



Preview of
webinar series

All roles across the organization will be impacted by AI



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
- » Sourcing candidates
- » Conducting investigations

AI-Powered

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



EXAMPLES

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

AUTONOMOUS AI

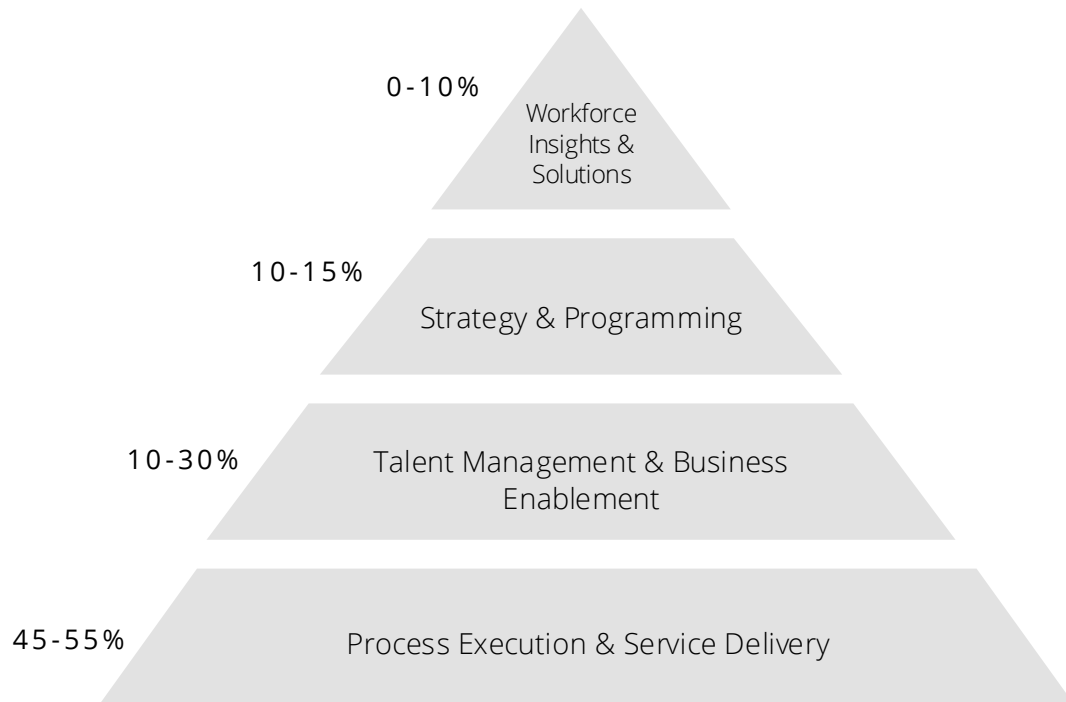
Incremental transition

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



Investing in key HR operating model shifts will enable the HR function to drive more business value

TRADITIONAL DISTRIBUTION OF HR WORK EFFORT



AI-Assisted

Primarily human-owned with moderate support from AI solutions

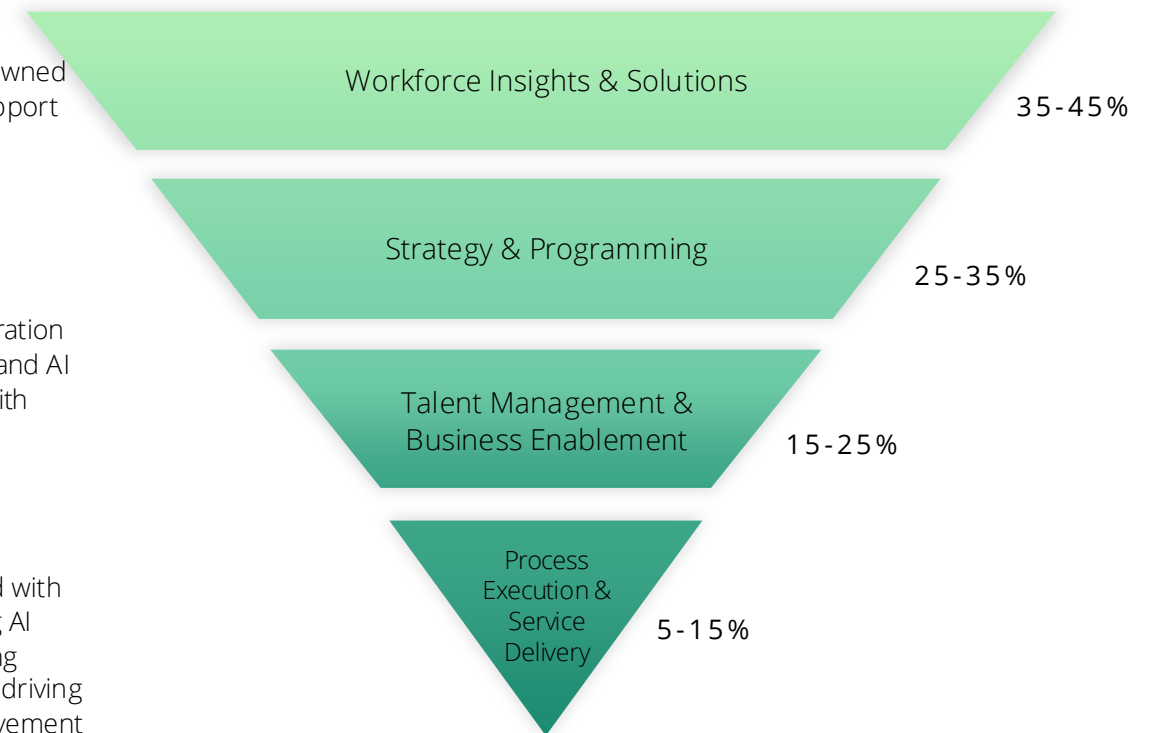
AI-Augmented

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FUTURE DISTRIBUTION OF HR WORK EFFORT



AI for HR Opportunity Heatmap

Degree of Expected AI Impact:

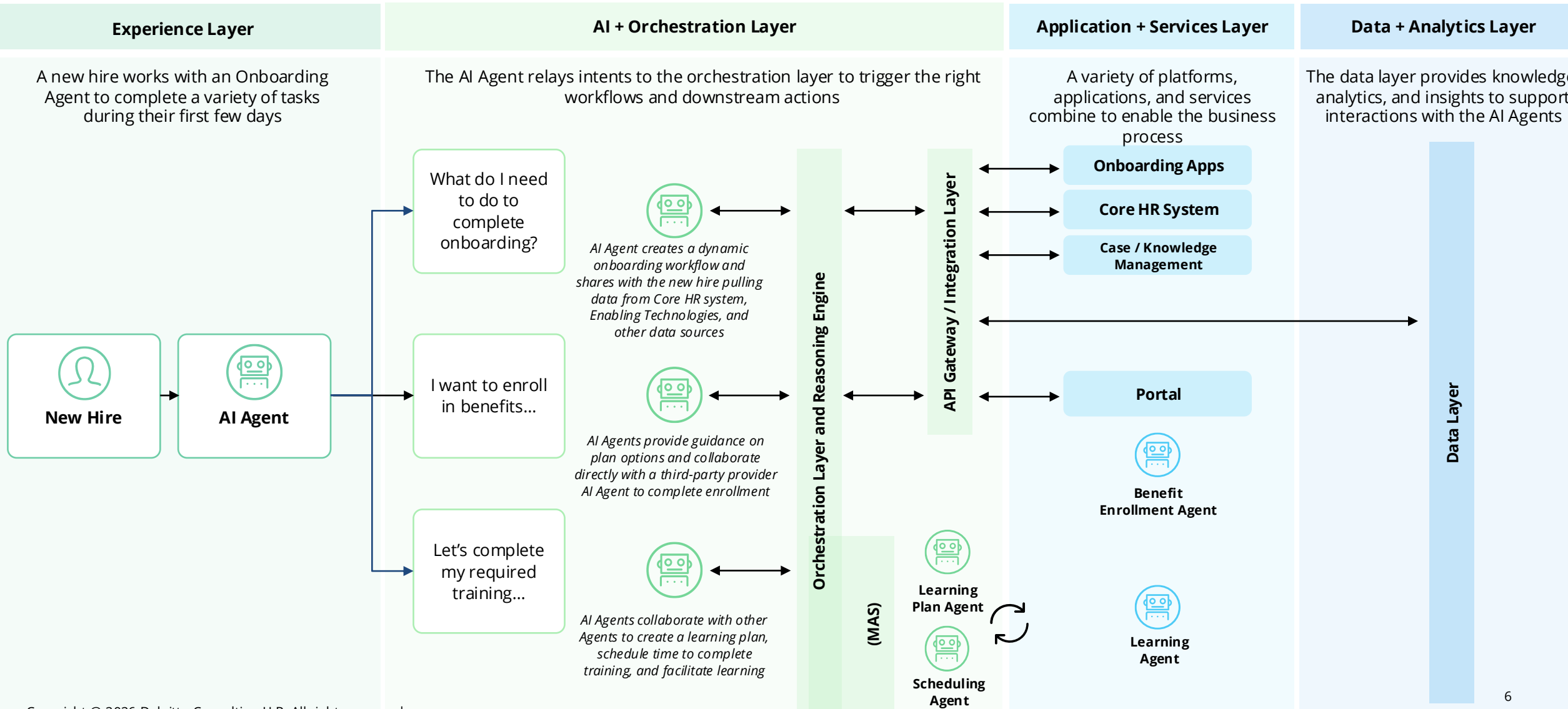
■ = AI Powered ■ = AI Augmented ■ = AI Assisted

Outsourcing Prevalence:

● = High ● = Medium ● = Low

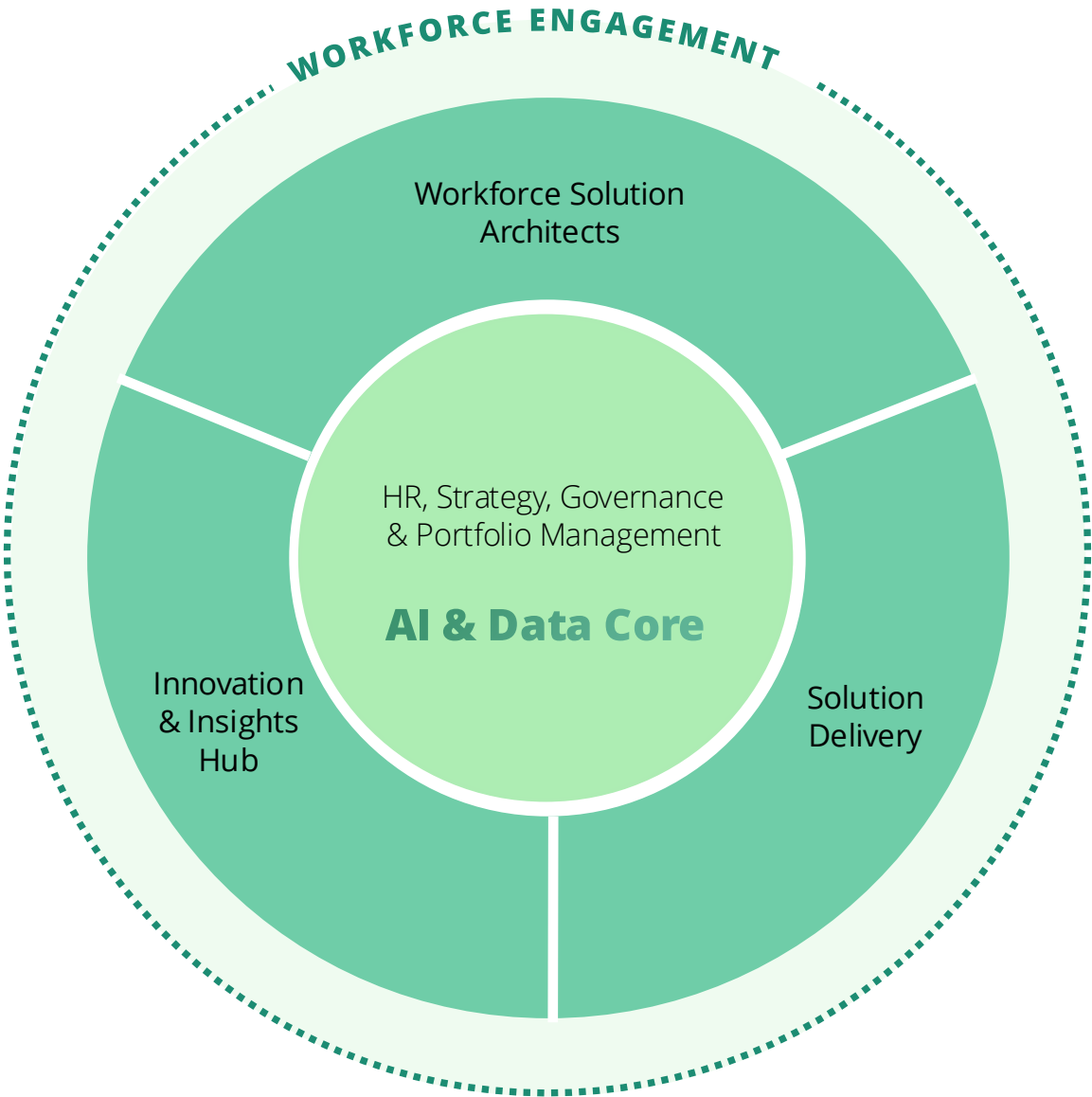
Org Relationships		Talent Acquisition						Onboarding	Employee Data Management			WFP
Create / Maintain Foundational Structures	Create and Maintain Jobs	Create and Post Job Requisition	Manage Evergreen Requisition	Internal Applicants Apply	External Applicants Apply	Manage Employee Referrals	Manage Agency 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		Enterprise Strategic Workforce Plan
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	Manage Program Effectiveness
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	
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		
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					

Agentic Architecture in Action: Onboarding



Dynamic Work & Operating Constructs

Shifts to work and how we operate will happen incrementally over time, and when work is fully AI Assisted, Augmented, or Powered, **critical human capabilities will still endure** as key enablers to business outcomes



KEY

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Primarily driven by humans with moderate support from AI solutions

AI AUGMENTED

Significant collaboration between humans and AI to execute work

AI POWERED

Primarily driven by AI with humans managing AI outputs and driving continuous improvement

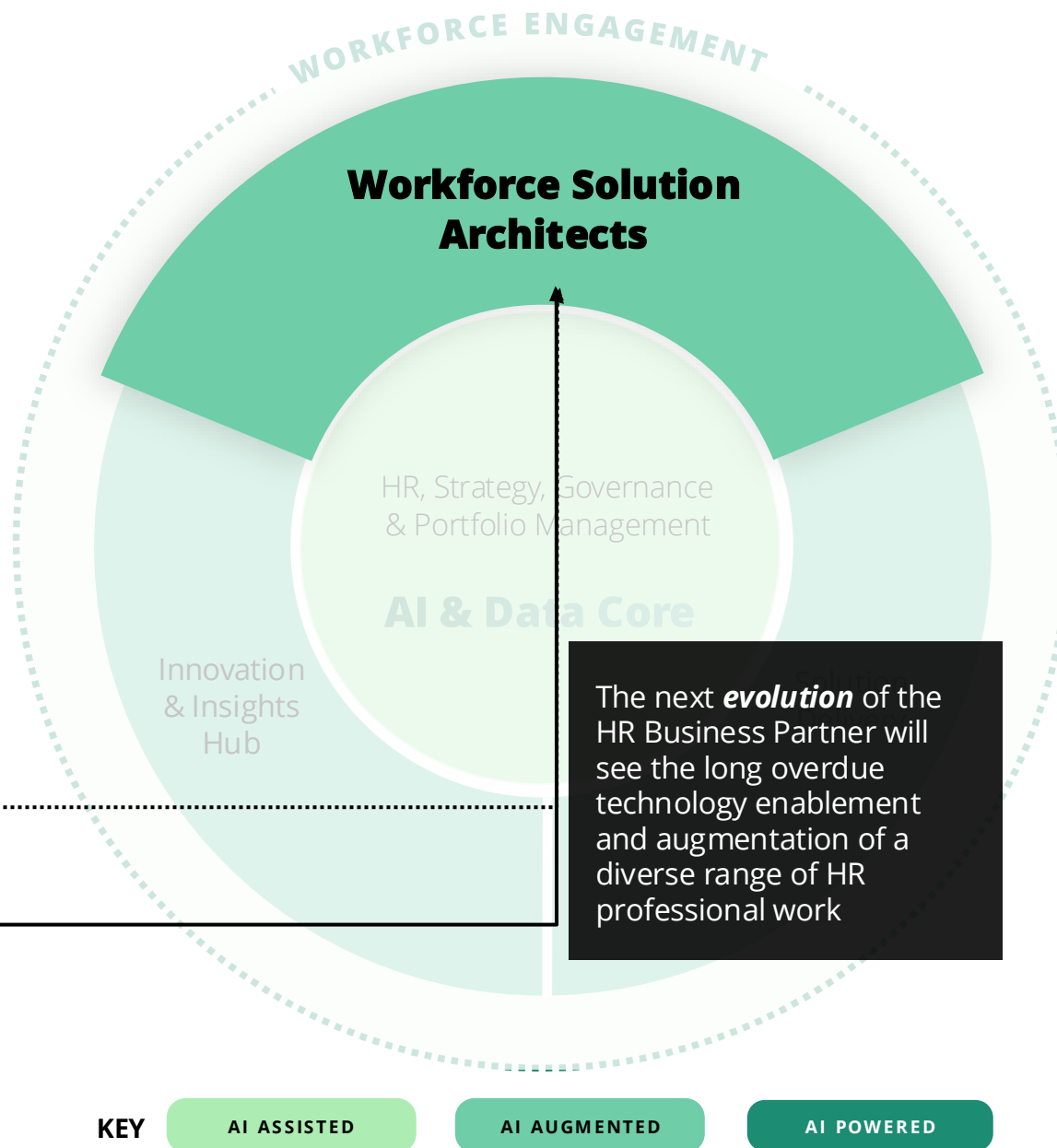
Shifts in the model will see current roles blend into new roles

Workforce Solution Architects

The Workforce Solution Architect brings forward deep HR professional expertise paired with next-level digital and data-savviness

TRADITIONAL HR PERSONAS:

- HR Services
- COEs
- HRBPs
- Digital HR



Key Role Shifts >>>

CURRENT STATE MARKET TRENDS

Consulting based on experience and knowledge

Supporting standardized talent processes and execution

Solving talent challenges with build vs buy vs borrow focus

Reacting to workforce and talent issues as a "fire fighter"

Serving as change agents and culture ambassadors

WORKFORCE SOLUTION ARCHITECTS

Consulting with insights, experience and knowledge

Modifying talent strategies to meet dynamic business needs

Orchestrating human and AI capabilities to reimagine workforce

Creating proactive workforce solutions based on predictive data

Building a culture of agility, experimentation, and trust

Key themes

Emerged from discussions with CHROs, HR leaders, and business leaders while designing HR functions



How do I do “more with less” and still win / drive business value?



When will I see measurable value from our AI / automation investments?



Will the traditional model (HRBPs, COEs, HR Operations) survive the next 3-5 years?



Does my team have the skills / capabilities to navigate the current & upcoming shifts?



What is the new cost equation for spend on humans / people vs. technology?



What are smart moves I can make now amidst macro uncertainty?



What was the reality in 2025 and **what's changing in 2026?**

Announced vs. Delivered

2025

Established HCM vendors announced AI/Agentic capabilities that weren't available in production

2026

**Being launched at scale
to customers**

Individual vs. Team-wide Impact

Point solutions or AI models were delivering real-value to individuals

**Expected to scale to
team/function this year**

Small vs. Large Enterprise Dynamics

Large, global organizations were navigating legal/regulatory/privacy concerns & "visible" gains were from software companies or small companies

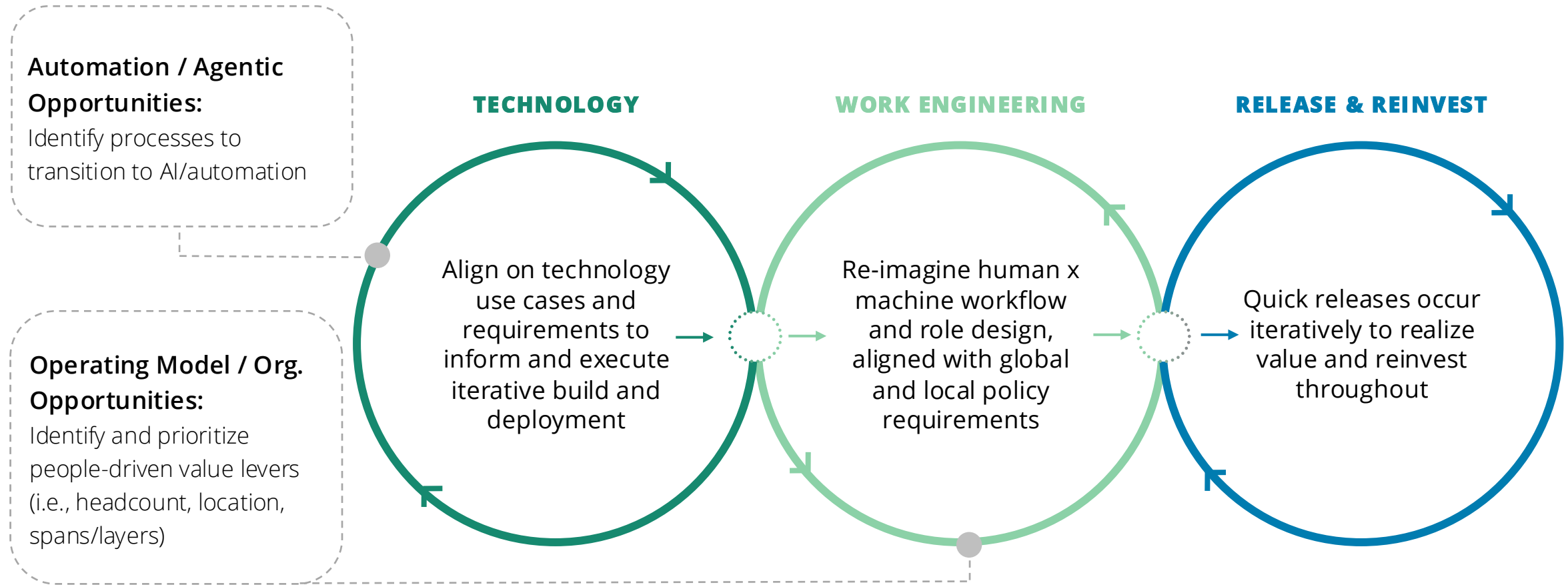
**Expect to see measurable
gains at large companies
this year**

Tech Only vs. Tech x Humans

Tools were deployed in pilots and/or rolled out broadly but without work redesign

**More intentional investment
in upskilling/reskilling +
work redesign/work
engineering efforts**

Organizations making progress are taking a series of specific actions

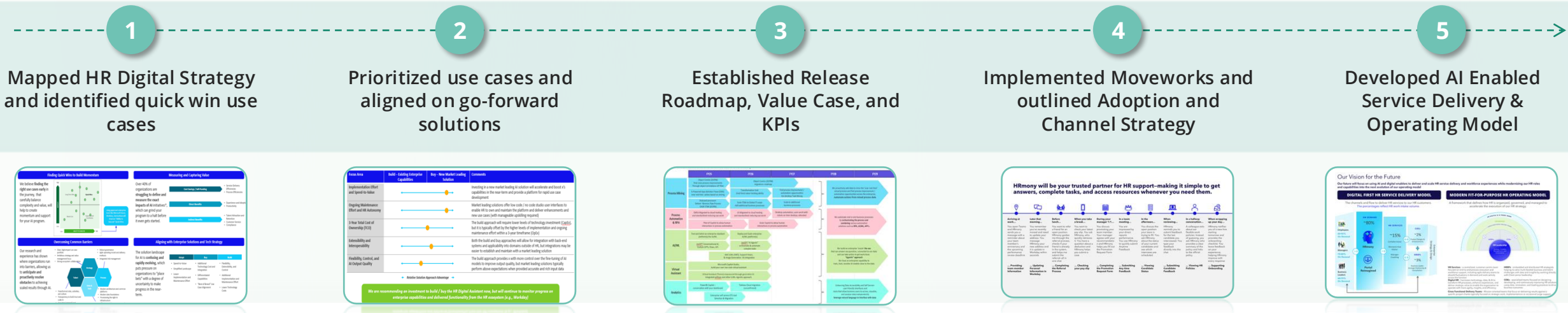


Organization Digital Twin Scenario Modeling

Academy / Boot Camp / Experiential Style Learning

Case Study: Innovation Focused HR x AI Transformation

As a health-tech company focused on unlocking innovation, we've partnered with them to revolutionize HR by tapping into AI-powered analytics, automation, and data democratization to deliver a personalized experience for each employee.



Deloitte
Accelerators...



HR Use Case Library to provide a starting point to accelerate the identification of use cases across full HR taxonomy



AI Capability Framework to evaluate solution approaches in a consistent way aligned to leading practices



Technology Ecosystem Expertise in Workday, AI / GenAI (e.g., Microsoft Azure / OpenAI) and RPA to align opportunities to the appropriate solutions



Four Factors of Trust with AI to unlock scaled adoption and drive value

Takeaway:
Four Steps for Mapping AI Opportunities...



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) are performed to guide decision making and action taking

Map out types of knowledge needed to inform reasoning

Case Study: Digital Front Door and Reimagine HR Roles



The journey to reimagine HR

The journey to the future requires an agile approach where AI and digital enablers are introduced incrementally, human skills and capabilities are re-imagined in parallel, and work and operating constructs evolve to enable true human and machine collaboration



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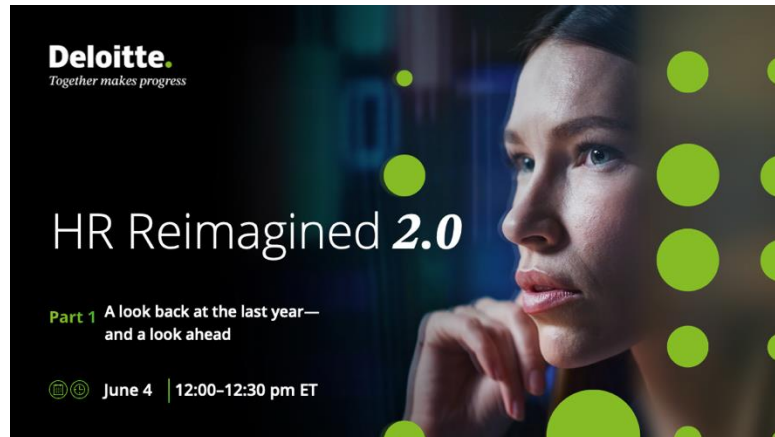
Tune in for the next part of the series

TODAY: A LOOK BACK AT THE LAST YEAR – AND A LOOK AHEAD

PART TWO: THE FUTURE OF HR BUSINESS PARTNERS, COMMUNITY OF EXPERTISE, AND HR OPERATIONS

PART THREE: DEEP DIVE INTO AN AI-POWERED HR OPERATING MODEL

PART FOUR: DEEP DIVE: AGENTIC AI FOR HR WORKFLOW DESIGN



Relevant readings and On-demand webinars



Deloitte HR Reimagined 1.0 Series

[\(link here\)](#)

Reimagine and elevate the role of HR

- This session explores why HR needs to transform and how it can become the architect of a collaborative future between people and technology.

Agentic AI

- In this session, learn how agentic AI is the key to unlocking AI's full potential in HR, enabling enterprises to reimagine the function and impact of HR in a rapidly evolving landscape.

Scenarios for the future of HR

- This session delves into possible future scenarios for a reimagined HR function, helping organizations anticipate and prepare for the ongoing evolution of HR in response to technological and societal shifts.

The HR sub-functions

- This session takes a closer look at how specific HR sub-functions may be impacted and transformed. Gain practical insights into what these changes mean for different areas within HR.



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