HR Resource:
Artificial Intelligence 2025

Supplemental Materials

- **Artificial Intelligence in the HR Function**
- **Checklists**

ARTIFICIAL INTELLIGENCE

This document includes an overview of the use of artificial intelligence by HR, a checklist for implementation, sample policies, and the results of an HR Trend Survey.

The Role of AI in HR: Smarter Hiring, Smarter Development

Artificial intelligence (AI) is no longer a futuristic idea—it's a present-day force that's redefining how human resources operations. From recruiting to performance management, AI tools help HR leaders streamline operations, enhance decision-making, and deliver more strategic value. As HR becomes more data-driven and tech-enabled, knowing how to responsibly implement and govern AI is critical. AI in HR is a force multiplier—but only when used strategically and responsibly. By embracing AI, HR leaders can free up time for high-impact work, support more informed decisions, and deliver better experiences across the employee lifecycle. HR isn't being replaced by AI—it's being **augmented by it**.

Leveraging AI Today: AI supports a wide range of HR functions, including:

1. Job Descriptions & Job Postings: AI-powered tools can analyze tone, bias, and clarity in job descriptions, making postings more inclusive and effective.

    What HR Leaders Should Do Today:
- Pilot tools like Textio or ChatGPT to draft or optimize postings.
- Collaborate with DEI leaders to review AI-suggested language.
- Use A/B testing to determine which formats attract diverse talent pools.

2. Recruiting & Talent Acquisition: AI improves efficiency in sourcing, screening, and initial communication with candidates—reducing bias and improving candidate experience when used correctly.

    What HR Leaders Should Do Today:
- Audit your recruiting funnel to identify where AI can save time or reduce bias.
- Ensure compliance with local laws like NYC's AI hiring audit rules.
- Train recruiters on how to review AI recommendations critically.
- Resume screening tools use machine learning to prioritize applicants based on job fit.
- Chatbots help candidates navigate the application process, boosting engagement.
- Video interview analysis (e.g., HireVue) assesses communication style and responses.

3. People Analytics: AI-enabled analytics help HR professionals spot patterns in turnover, engagement, DEI, and more—empowering strategic workforce decisions.

    What HR Leaders Should Do Today:

- Implement dashboards that visualize workforce health in real time using performance data and sentiment analysis.
- Build cross-functional data teams with HR, IT, and Finance.
- Prioritize high-quality, ethical data collection and usage policies.
- Use predictive modeling to forecast attrition risks or internal mobility opportunities.

4. Performance Management: AI supports fairer, more consistent evaluations by tracking productivity, behavior, and peer feedback.

    What HR Leaders Should Do Today:

- Train managers on using AI tools alongside human judgment.
- Set clear boundaries: AI supports but doesn't replace performance discussions.
- AI helps managers deliver real-time feedback using performance data and sentiment analysis.
- Introduce AI features within existing platforms like Lattice or Workday.
- Tools like Lattice or Betterworks integrate AI to recommend coaching strategies or development plans.

5. Learning & Development: AI curates personalized development content and aligns learning with business needs, supporting a continuous learning culture.

    What HR Leaders Should Do Today:

- Map current learning content to strategic skill needs.
- Deploy AI-powered LXP (learning experience platforms) such as Degreed or EdCast.
- Monitor employee uptake and adjust learning pathways accordingly.
- AI recommends personalized learning content based on employee role, goals, and company needs.
- Platforms like Degreed or EdCast (highlighted in Josh Bersin's research) support continuous skill development at scale.

HR Implementation & Governance Checklists

1. Job Descriptions & Job Postings

- ☐ Use AI tools to write and optimize job descriptions for clarity and inclusivity.
- ☐ Review generated content for bias or jargon before posting.
- ☐ Test different formats and language styles for response rates.
- ☐ Ensure language aligns with employer brand tone and DEI strategy.

2. Recruiting & Talent Acquisition

- ☐ Deploy AI resume screening tools with transparent ranking criteria.
- ☐ Audit AI tools for potential bias regularly.
- ☐ Use chatbots for candidate Q&A and process guidance.
- ☐ Keep human review for final candidate selection.

3. People Analytics

- ☐ Use AI to analyze turnover, performance, and engagement trends.
- ☐ Train HR staff on interpreting AI-generated insights.
- ☐ Maintain transparency on what data is collected and why.
- ☐ Combine AI insights with qualitative feedback for context.

4. Performance Management

- ☐ Use AI to support real-time feedback and development suggestions.
- ☐ Ensure AI tools are calibrated with fair performance metrics.
- ☐ Educate managers on AI-supported review tools and outputs.
- ☐ Avoid over-reliance on AI; keep human evaluation as primary.

5. Learning & Development

- ☐ Adopt platforms that recommend personalized learning paths.
- ☐ Tie AI recommendations to workforce planning and career mobility.
- ☐ Assess content relevance and alignment with business skills needs.
    - ☐ Monitor usage and adjust content based on engagement metrics.

AI and the Workforce: Balancing Innovation with Human Potential

AI is trans orming the way we work—and employees are paying attention. According to a recent Gallup poll, 22% o U.S. workers are now concerned about losing their jobs to generative AI, up rom 15% just our years ago.

Global work orce orecasts reflect even greater change ahead. By 2045, Goldman Sachs estimates that up to 50% o jobs could be ully automated, and by 2050, as much as 60% o all roles will require significant adaptation due to AI integration.

What Kind of Work Will AI Change? A 2024 study ound that nearly 60% o administrative work is automatable, particularly repetitive, rule-based tasks. This includes:

- Bookkeeping
- Scheduling
- Financial modeling

- Data entry and analysis
- Medical administrative support
- Basic customer service

However, roles that require empathy, discretion, and complex judgment are less likely to be replaced. Fields like nursing, therapy, and social work rely heavily on emotional intelligence. Executive-level leadership and legal advocacy also demand nuanced decision-making that AI is not yet equipped to replicate.

The HR unction itsel is evolving rapidly. AI tools now assist in writing job descriptions, screening candidates, delivering employee insights, and supporting per ormance management. These tools offer efficiency—but also raise questions about airness, privacy, and compliance. I you're leading HR or managing people, the time to prepare is now.

Adapting Your Workforce for AI

Change can be unsettling, but transparency is key. Communicate clearly with employees about your AI strategy, including how you'll support them with training and reskilling. Steps to take now**:**

✅ **Conduct a Workforce Analysis**
- Examine how roles have shi ted in recent years.
- Identi y skills gaps and uture work orce needs.
- Determine which roles may need to evolve—or be created.

☑ **Break Jobs Into Tasks**
- Evaluate which job functions are repetitive and data-heavy.
- Identify tasks that require human judgment, creativity, or emotional intelligence.
- Use this analysis to inform where AI can be integrated.

☑ **Reskill, Don't Just Replace**
- Avoid framing AI adoption as a workforce reduction strategy.
- Invest in employee upskilling and reskilling programs.
- Leverage institutional knowledge—your people understand your culture and clients better than any algorithm.

☑ **Support Ongoing Learning**
- Offer AI training across departments.
- Consider giving employees an annual learning budget to stay current on AI tools and trends.

Future Trends: Where AI in HR is Headed

According to Josh Bersin and other industry analysts, we can expect:
- **"AI copilots"** for HR: Real-time assistants that help write policy updates, coach managers, and suggest actions.
- **Skills-based workforce planning:** AI will help organizations shift from job-based models to skill-based talent strategies.
- **Automated succession planning:** Machine learning will track performance and potential to build talent pipelines.
- **Hyper-personalized experiences:** From onboarding to L&D, employees will receive AI-curated content and support based on their needs.

AI Implementation Checklist for HR Teams

Strategy & Planning
- ☐ Define the problem AI will solve (e.g., reduce time-to-fill, improve retention).
- ☐ Align AI goals with HR and business strategy.
- ☐ Identify where human judgment is still required.

Legal & Compliance
- ☐ Review EEOC and state-specific AI guidance (e.g., Illinois, New York).
- ☐ Conduct bias audits for AI tools used in hiring or performance.
- ☐ Ensure vendors provide transparency on data sources and algorithms.

Ethical Use
- ☐ Create an internal AI ethics policy for HR.
- ☐ Involve DEI, legal, and IT stakeholders early in tool selection.
- ☐ Provide candidates and employees with clear disclosures on AI use.

AI Governance Checklist for HR Executives

Data & Fairness
- ☐ Ensure AI systems are trained in diverse, representative data.
- ☐ Monitor for disparate impact regularly.

Vendor Management
- ☐ Ask vendors about their bias mitigation strategies.
- ☐ Require access to algorithmic decision logic when possible.

Communication
- ☐ Be transparent with employees and candidates.
- ☐ Train HR and hiring managers on how to interpret and question AI recommendations.

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