

HR 2030™

The Agentic HR Vision

Key Assumptions

Technology is moving at enormous speed, but people, organizations, and business models take time to change. While the promise of agentic HR is significant, so is the uncertainty—and each company will need to chart its own path forward.

Some organizations will move quickly; others, particularly large or highly regulated enterprises, will move more slowly. With technology stacks, operating models, and skills varying widely, the landscape of business AI is evolving in front of our eyes. Looking a few years ahead helps clarify the bigger picture.

The central theme of HR 2030 is this: the agentic HR system is not simply a better transactional system with agents layered on top. It is a new agentic business system—one that automates, streamlines, and personalizes the work experience of employees, managers, leaders, and HR.

What does this look like in practice? Based on hundreds of interviews with clients and vendors, this research paints a vision of agentic HR in 2030, organized around three topics:

- ◆ Agents
- ◆ Architecture and business rules
- ◆ Roles and operating models

✦ Agents: How Will They Look and Behave?

AGENTS WILL BE UBIQUITOUS AND EASY TO USE.

AI tools and agents will be embedded in daily work and accessible through phones, computers, eyeglasses, and even vehicles.

Employees—from truck drivers to nurses to IT professionals—will interact with agents by voice, typing, kiosks, or wearables. As access expands, AI will make data collection increasingly ambient at work, much as it is in the consumer world. Companies will also integrate with consumer AI devices, just as “bring your own device” revolutionized PC access.

Overall, the experience of work will feel simpler and more integrated. Employees will spend less time navigating systems or searching for information and more time acting on insights, with agents helping streamline everyday tasks and decisions in a more intuitive, responsive way.

AGENTS WILL USE COMPREHENSIVE EMPLOYEE DATA.

The agentic HR system will have access to nearly all data on employee roles, skills, schedules, job history, pay, credentials, licenses, and working styles. It will analyze emails, meetings, and workflows to deeply understand what workers do, how they work, and where they contribute most. It will also have extensive knowledge of their daily activities, skills, and behaviors.

Some companies are already moving in this direction. For example, Cisco has built a corporate “project database” that can track the initiatives and teams people have participated in, providing a more advanced form of data that equips the company with deeper insight into who is good at what and how people can evolve their skills, performance, and impact.

With this level of visibility, agents will be able to identify the experts, who is highly regarded, as well as spot who is most involved in critical projects, functions, and roles. Based on time tracking and scheduling data, the AI will know who is overworked, who may be available for high-demand shifts, and how to optimize frontline work. For example, an agent could flag a nurse or technician who has overworked for weeks and alert the manager before performance or safety issues arise.

Yet, as agents accumulate this depth of memory and behavioral insight, questions of surveillance become unavoidable. If companies can track all the daily activities of every employee with precision, how will that data be used? For performance management? Pay decisions? What else? Every company will need to define clear rules and communicate them transparently to maintain trust.

AGENTS WILL COMBINE INTERNAL AND EXTERNAL DATA ON JOBS, PAY, SKILLS, AND COMPENSATION.

Today, LinkedIn, Lightcast, Draup, Findem, The Josh Bersin Company, and other organizations provide rich data on the job market, skills, and salary. Over time, this highly curated data will become more refined, creating a true talent intelligence layer for companies to use.

The agentic HR system will use this data to benchmark pay, track skill trends, monitor competition, and identify emerging roles. New data sources will include highly refined (labeled) data as well as expert AI data sets like Galileo®, and similar corpuses on legal, regulatory, and other topics. This will improve sourcing, recruiting, internal mobility, and workforce planning.

In dynamic situations, such as a shift in demand or a safety incident, agents will quickly provide options to respond, from rescheduling workers to reallocating resources.

HR AGENTS WILL CONNECT TO OTHER BUSINESS AGENTS TO MONITOR OPERATIONAL METRICS.

HR will not operate in isolation. Human capital agents will interact with financial, accounting, and operational agents, linking workforce data directly to business outcomes. For example, an HR superagent could correlate sales performance with tenure, skill profiles, and behavioral data, then identify patterns among top performers and coach others accordingly. Similar insights could be applied to customer support, engineering, or any function with clear performance outcomes.

Performance management may change. Instead of five-level manager reviews, agents could continuously assess performance, link it to business metrics, and support more precise decisions on pay, development, and rewards.

If the company has a downturn, the agentic HR system will provide options for redeployment, cost savings, or modifications to pay or overtime to adjust. Today, companies go through broad, often blunt layoffs, which is a terrible process for optimizing performance over time (experts and institutional memory are lost). Companies will finally be making these kinds of complex decisions in a meaningful way.

ANALYSIS, OBSERVATIONS, AND ALERTS WILL BE AUTOMATED IN A CONTINUOUS FEEDBACK LOOP.

Agentic HR will automatically and regularly perform analysis of turnover, productivity, grievances, and ask employees for feedback on their job, manager, or new company initiatives. Managers will receive ongoing insights into human capital metrics, making their jobs easier and more actionable than ever before.

Employee feedback will shift from annual surveys to near real-time input, enabling leaders to identify trends and respond quickly. Issues such as lack of engagement, pay inequities, or bias will be easier to detect and address. Over time, these systems will learn what works in their own context. If a team or project performs exceptionally well, the agent will remember what worked and help replicate that success elsewhere.

Architecture and Business Rules: How Will We Manage Agents?

AGENTS WILL BE GUIDED BY COMPANY VALUES AND POLICIES.

Organizations will train and tune agents using their own rubrics, policies, and leadership principles. Some agents (e.g., scheduling) may operate autonomously while others (e.g., pay or rewards) may require human oversight.

Different companies will configure agents differently based on their priorities. A company focused on learning and growth may tune its agentic HR systems to coach and develop people while another company focused on safety may emphasize compliance and risk reduction.

DATA INTEGRATION, QUALITY, AND INTEGRITY WILL BECOME CRITICAL—AND CREATE NEW ROLES IN HR.

As agentic systems evolve, HR and IT will play a key role in training and tuning them. HR domain experts will extend their impact by building and refining their “agent counterparts.”

New roles will emerge in data integration (much of it also automated by agents), data quality, data labeling, and governance. As the agents build experience, HR will need to ensure they remain unbiased, relevant, and up to date. Together, these responsibilities represent a significant new career opportunity for many HR professionals and leaders.

BUSINESS RULES, POLICIES, AND CONTEXT LAYERS WILL BECOME STRATEGIC PRIORITIES.

Agentic systems must operate within company policies, many of which are embedded across legacy cloud systems, documents, and operational practices.

Today, much of this logic sits inside HCM, ERP, CRM, ATS, and LMS platforms. Therefore, one of the goals for HR 2030 will be implementing processes to keep this up to date and manageable. New “context engines” designed to extract these semantics are already entering the market. By 2030, organizations should be able to maintain and scale policy-aware agent networks more easily than ever before. IBM’s AskHR system, for example, is not merely a chatbot, but a sophisticated, AI-powered digital agent supported by a robust policy governance framework designed to ensure compliance, consistency, and accuracy across a global workforce of 270,000+ employees.

Roles and Operating Models: How Will the HR Function Change?

THE CHRO ROLE WILL BECOME INCREASINGLY STRATEGIC.

CHROs wear many hats. They run HR and shape culture but also, they must act as business strategists. When leadership considers entering a new market, launching a new product, or expanding into a new industry, the CHRO must advise on the relevant people, skills, capabilities, and geographic considerations required for success.

Agentic HR can make this guidance far more precise, data-driven, and powerful. If a CEO believes a business unit is underperforming and is considering replacing the leader, the CHRO can use the agentic HR system to assess the situation and present potential actions. It may benchmark skills against competitors; find midlevel pockets of weak management; or identify operating inefficiencies.

In effect, agentic HR operates like a network of superworker HR leaders with real-time visibility across the organization. This positions the CHRO as one of the most knowledgeable members of the C-suite—leveraging a network of agent-augmented experts to develop a deep understanding of the company’s strengths, weaknesses, and opportunities.

TALENT ACQUISITION, INTERNAL MOBILITY, AND REDEPLOYMENT WILL CONVERGE WITH AGENTIC AUTOMATION.

As companies deploy more AI systems, the pace of change will accelerate. Faster insights into business performance will drive more dynamic processes for hiring, talent movement, and redeployment.

In recruiting, the agents can source, assess, and match candidates with greater precision. Because agentic HR systems understand who the highest-performers are and what drives success, they can improve quality and time to hire while significantly enhancing sourcing and screening. These same agents will power internal mobility and redeployment. If a business unit falls behind plan and must reduce labor cost, a talent agent can model multiple scenarios: redeployment, salary adjustments, or layoffs—based on performance data and skills needed in high growth areas.

As a result, workforce changes that were once periodic—layoffs, redeployments, or organizational flattening—become continuous and data-driven. Senior leaders can run “what-if” scenarios and make decisions with far greater precision in real time.

CAREER GROWTH, LEARNING, AND UPSKILLING WILL BECOME MORE DYNAMIC, PERSONALIZED, AND BUSINESS-INTEGRATED.

In most companies, learning and discovery rely on relationships, mentoring, and external input. In the agentic HR world, dynamic platforms learn continuously and deliver guidance on demand. As employees interact with personal agents, HR shifts toward becoming “intelligence curators”—building, connecting, and maintaining the knowledge employees need in real time.

This model of “dynamic enablement” will become a core enterprise capability in 2030. Every individual will have a personalized development plan aligned to both business priorities and evolving career trajectories. AI-fueled L&D systems will generate tailored content and guidance, enabling continuous growth across roles, interests, or projects.

HR professionals will work with subject-matter experts to maintain the organization’s corpus of expertise and ensure the learning and career agent is well connected so individuals can quickly find the experts and gurus.

DIGITAL TWINS WILL BECOME COMMONPLACE, MAKING EXPERTISE ACCESSIBLE AT SCALE.

A “digital twin” is an AI manifestation of a real person, enabling employees to interact with the knowledge and experience of others, even when those individuals are unavailable. Access to technical and domain experts will be 24/7, allowing employees to ask questions like “Who in our company has the latest status of contract X?” or “What is the latest set of communications with company Y?”

Our detailed report, *HR 2030™: The Agentic HR Blueprint* by Josh Bersin, Kathi Enderes, PhD, and Ram Subramanian, is available to our members and users. Please visit joshbersin.com/membership for more information about our corporate membership featuring Galileo® and advisory support from The Josh Bersin Company experts.