



Building the Next-Generation HR Workforce: Skills, Transformation, and Trends

This report explores how the HR function is evolving in response to technological advancements, regulatory shifts, and changing business models. It outlines the critical skills, transformation priorities, and emerging trends that will shape the next generation of HR professionals, enabling organizations to stay competitive and resilient in a dynamic market.

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HR roles are undergoing a **dual transformation**, safeguarding the relevance of core expertise while rapidly embracing technology-driven capabilities. Core skills remain the backbone of the function, with steady growth in areas such as compliance management, employee relations, and policy implementation remaining essential. At the same time, emerging skills are being adopted at a faster pace, such as **AI-driven workforce analytics, automation, and digital tool integration**

Our analysis of major **HR sub-functions** reveals distinct but interconnected shifts in skill priorities:

- **HR Operations** teams are shifting from traditional compliance, payroll, and documentation to digital-first capabilities such as AI-driven insights, process automation, and advanced analytics, enabling to move from transactional support to proactive, data-informed workforce enablement
- **HR Client Support** functions are increasingly prioritizing the use of AI-enabled chatbots, predictive workforce insights, talent market intelligence, and workflow automation to deliver faster, data-driven, and employee-centric support as opposed to an earlier focus on grievance handling, policy implementation
- **Learning & Development** teams are doubling down on tech-enabled, data-driven capabilities like adaptive learning, real-time analytics, and ROI-focused strategies, positioning L&D as a strategic driver of workforce growth, shifting from traditional facilitation and program management
- **Rewards & Benefits** is focusing on AI-driven pay benchmarking, automated compliance, and benefits personalization, shifting from pure compensation management to building transparency, equity, and a stronger employee value proposition
- **Organization & Talent Development** is shifting toward AI-driven analytics, talent marketplaces, and predictive modeling to build an agile team. The new focus moves beyond traditional succession and capability planning to personalized, data-driven development aligned with DEI and ESG goals
- **Talent Acquisition and Strategic Sourcing** team's new priority is leveraging tools like NLP for JD optimization, generative JD crafting, smart interview scheduling, and cloud-based recruitment platforms to drive precision, scalability, and a more personalized candidate experience
- **Strategic Workforce Planning** team's new focus is predictive talent analytics, scenario planning, capability heat mapping, and digital twin workforce simulations that enable organizations to anticipate future needs, manage risks, and align workforce strategy with long-term business objectives
- **HR Tech** is moving from basic system management to AI-driven, cloud-native, and mobile-first platforms—enabling smarter decisions, seamless integration, and enhanced employee experience

Draup segments the HR function into eight strategic sub-functions, enabling closer alignment with the evolving business landscape while driving greater integration, efficiency, and operational synergy



HR Function							
HR Operations	HR Client Support	Learning & Development	Rewards and Benefits	Organization and Talent Development	Talent Acquisition & Strategic Sourcing	Strategic Workforce Planning	HR Tech
HR Operations Management	Employee HR Management	Learning Delivery	Executive Compensation	Diversity & Inclusion	Talent Aquisition	WF Planning and Analytics	HR Products & Technology
HR Operations Process and Tools	HR Business Partnership	Learning Design	Total Rewards & Benefits	Organization & Talent Development	Sourcing and Recruiting		
HR Operations Project Management	HR Coordination	Learning Operations			Talent Recruitment Service Delivery		
HR Operations Service Delivery	HR Generalist	Learning Strategy					
Payroll and Benefits Service Delivery							
Global Mobility Service Delivery							

Note: The represented data is derived from Draup’s Proprietary Database. Draup conducted a comprehensive analysis across 850 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the HR sub-functions taxonomy of the relevant skill clusters. The list of verticals is not exhaustive

Job Role Taxonomy – HR Operations: HR Operations sub-function comprises six verticals viz, HR Ops Management, HR Ops Process & Tools, HR Ops Project Management, HR Ops Service Delivery, Payroll & Benefits Service Delivery, and Global Mobility Service Delivery that manage employee lifecycle processes such as payroll, records, compliance, etc.



HR Operations Job Role Taxonomy					
HR Operations Management	HR Operations Process and Tools	HR Operations Project Management	HR Operations Service Delivery	Payroll and Benefits Service Delivery	Global Mobility Service Delivery
Vice President - People Experience, HR Operations	Director, HR Operations and Process Optimization	Director, HR Project Administration	Vice President - Global HR Services Operations	Executive VP of HR and Payroll Operations	Vice President Talent Experience, Global Mobility
Senior Director, Global People Strategy & Operations	Head of HR Operations, Projects & Processes	HR Planning & Projects Section Head	Head - HR Operations & Service Delivery	Head of Compensation& Benefits & HR Operations	Global Mobility Head; HR Compliance and Employee Relation Manager
Manager, HR Operations & Talent Management	Operations Manager Process Optimization, HR Compliance	Global HR Projects Manager	Senior Manager, HR Operations And Delivery	Director, HR Systems and Payroll	Manager HR Compliance & Global Mobility
HR Operations Manager - People Management	Process Lead - HR Operations & Employee Data Management	Project HR Operations Supervisor	HR Operations Delivery Leader	HR, Payroll and Benefits Manager	HR Global Mobility and Immigration Program Lead
HR Operations Supervisor - Payroll & Time Management	HR Tools & Processes Coordinator	HR Operations & Project Coordinator	HR Operations Coordinator - Corporate Services	HR Payroll Supervisor	HR & Global Mobility Coordinator
HR Personnel & Operations Coordinator	HR Operations Process & Tools Specialist	Project Specialist Talent and HR Operations	Supervisor, HR Operations – HR Service Delivery	HR - Payroll & Benefits Specialist	HR Relocation and Support Services Supervisor
Senior Associate- HR Operations & Project management	HR Process Development and Project Consultant	HR Operations Project Senior Associate	HR Operations and Delivery Consultant	HR Payroll Support Consultant	HR Specialist, Global Mobility & Immigration
Global HR Operations Organizational Management Analyst	Process and Optimization Analyst, Global HR Services	Analyst, Hr Operations Strategic Projects	HR Operations and Service Delivery Assistant Analyst	HR/Payroll Application Support Analyst	HR Global Mobility Operations Analyst

Associate-level Job Titles

Manager-level Job Titles

Leadership Level Job Titles

Note: 1. The job titles/roles are indicative and non-exhaustive; prefixes are excluded for clarity. The taxonomy is based on Draup’s analysis of HR skills-related roles across organizations.
2. Sub-function level job roles under the analyzed sub-function of HR may overlap due to shared skills and workloads across job roles

Skills Taxonomy (Core and Emerging/Sunrise Skills) – HR Operations: Draup systematically evaluated the essential skills for the HR Operations sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to six HR Operations verticals



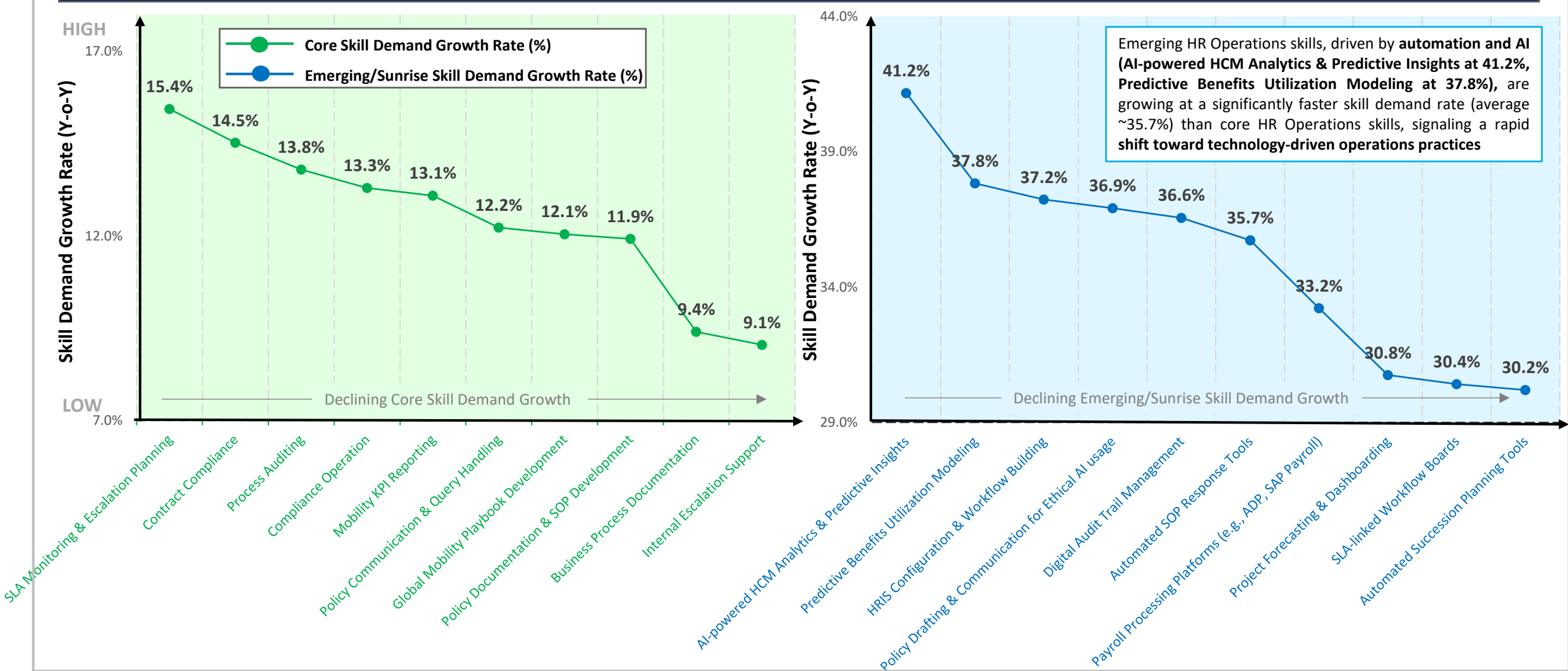
HR Operations Skills Taxonomy						
HR Operations Management		HR Operations Process and Tools	HR Operations Project Management	HR Operations Service Delivery	Payroll and Benefits Service Delivery	Global Mobility Service Delivery
Core Skills	Human Capital Management (HCM)	Business Process Documentation	Community Engagement	Operational Data Handling	Payroll Data Synchronzation	Assignment & Relocation Data Management
	People Strategy	Compliance Management	Training Management	Policy Communication & Query Handling	Policy Alignment for Benefits	Assignment Policy Implementation
	Employee Data Management	Payment Processing	Business Insights	Dispute Resolution	Statutory & Tax Compliance	Cross-Cultural Sensitivity & Issue Resolution
	Succession Planning	HRIS Data Structuring & Accuracy	Enterprise Project Management (EPM)	Compliance Handling & Documentation	Payroll & Tax Audit Readiness	Immigration Compliance & Regulatory Support
	Policy Implementation	Policy Documentation & SOP Development	Contract Compliance	SLA & Process Audits	Vendor SLA Compliance	Expat Program Audit Controls
	Human Resource Development	Process Compliance Monitoring	People Strategy Implementation	SLA Tracking & Client Query Handling	Benefits Cost & Utilization Tracking	Relocation SLA Enforcement
	Conflict Management	Internal Process Mapping & Control Points	Policy Governance	TAT & Accuracy Monitoring	Payroll & Benefits Knowledgebase	Mobility KPI Reporting
	Compliance Operation	SLA Framework Definition	Audit Trail Preparation	Knowledge Sharing Portals	Payroll & Benefits Vendor Liaison	Global Mobility Playbook Development
	Process Auditing	Operational KPI Dashboards	SLA Monitoring & Escalation Planning	Internal Escalation Support	Cross-Border Payroll Rules	Immigration Vendor & Host Entity Coordination
Emerging/Sunrise Skills	AI-powered HCM Analytics & Predictive Insights	HRIS Configuration & Workflow Building	Project Forecasting & Dashboarding	Data Updates & Bulk Uploads	Payroll Processing Platforms (e.g., ADP, SAP Payroll)	Assignment Lifecycle Management in HCM
	Automated Succession Planning Tools	Operational Visualization	DocuSign/Workflow Approvals	Compliance Reminder Systems	Predictive Benefits Utilization Modeling	Mobility Insights & Relocation Trends
	Policy Drafting & Communication For Ethical AI usecase	ServiceNow Policy Automation	Case Escalation Pathway Analysis	SLA-linked Workflow Boards	Policy Auto-Routing for Payroll Exceptions	Relocation Policy Automation
	AI-driven Project Risk Prediction	Ticket Type Mapping & Workflow Setup	Cross-Team Task Board Analysis	SLA & Productivity Dashboards	Ticketing for Benefits Enrolment Issues	Relocation & Visa Case Monitoring
	Digital Audit Trail Management	Compliance Software Setup	-	Automated SOP Response Tools	Payroll Compliance Systems	Immigration Document Trackers
	Collaboration Analytics (MS Viva, Workplace AI insights)	Workflow Creation for HR Ops	-	Case Handling & Status Reporting	Payroll Process Schedulers	Visa & Immigration Workflow Planning

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Skills Demand Growth – HR Operations: HR Operations skills are rapidly evolving with AI-driven automation with core HR skills grow steadily at 9–16%, while digital and tech competencies are accelerating much faster at 30-40% due to the increasing adoption of advanced technologies and automation tools within HR function



Top In-Demand Core and Emerging Skill Demand Growth (Y-o-Y) – HR Operations



Note: The list of skills showcases the top 10 core and emerging skills observed across job postings for the past 12 months.
Source: Draup’s skills database. The top 10 skills are in decreasing order of demand. The skill demand growth rate indicates growth in skills demand when compared to the previous year

Sunset/Declining Skills – HR Operations: Demand for traditional HR Operations skills is declining, the maximum decline is seen in ‘Basic data entry for HRIS’ (-18%), followed by ‘Operational KPI Dashboarding/static reporting’ (-15%), as automation, digital systems, and AI-enabled compliance tools increasingly replace manual processes

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – HR Operations

Operational KPI Dashboards (Static Reporting)

- Static KPI reporting is replaced by real-time analytics dashboards and predictive insights

Succession Planning (manual tools)

- Cloud succession planning modules (Workday, SAP) and AI talent analytics have reduced demand for manual succession mapping

Manual compliance tracking

- Superseded by AI-enabled compliance dashboards that auto-flag risks in real time

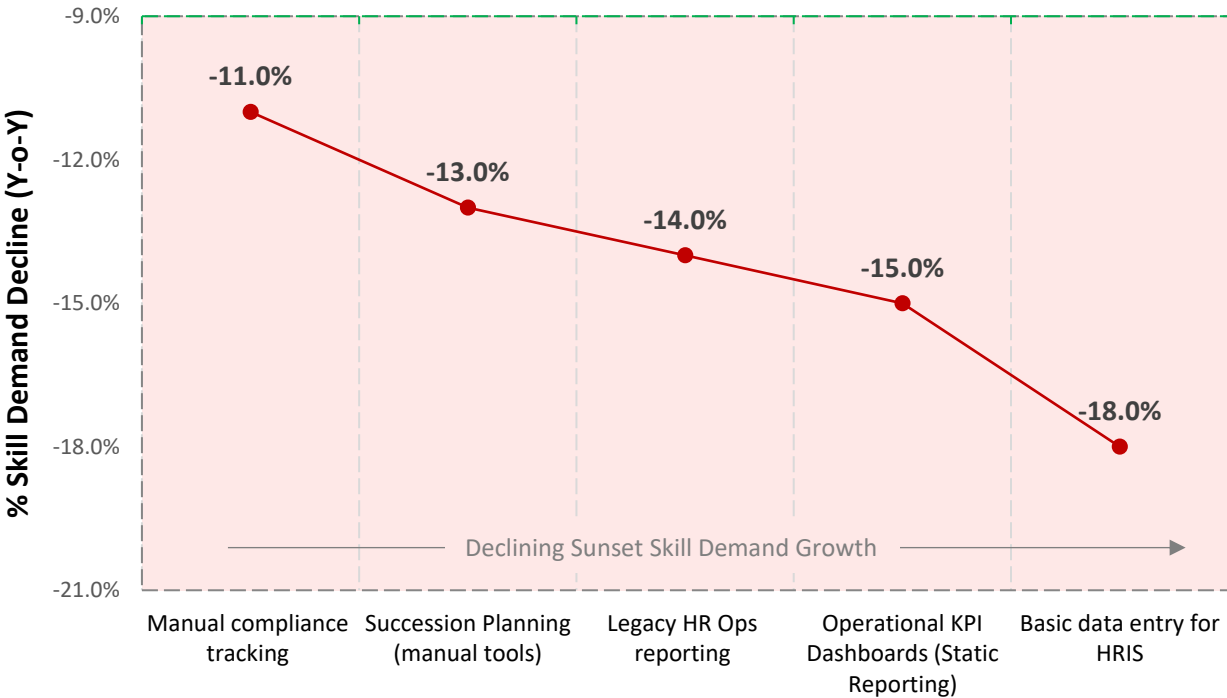
Basic data entry for HRIS

- Declining as self-service portals and integrations remove manual entry needs

Legacy HR Ops reporting (static Excel reports)

- Losing relevance as real-time analytics dashboards take over

Top Declining Skills for HR Operations



Key Insights

Over 52% of organizations have automated payroll reporting, with another 41% planning adoption

Manual compliance tracking (e.g. manual audits, spreadsheets) is being replaced by compliance dashboards and real-time compliance monitoring

Job Role Taxonomy – HR Client Support: HR Client Support sub-function comprises four verticals viz, Employee HR Management, HR Business Partnership, HR Coordination, HR Generalist that manage employee lifecycle processes, respond to HR service desk tickets, manage employee queries, and provide onboarding/offboarding support



HR Client Support Job Role Taxonomy			
Employee HR Management	HR Business Partnership	HR Coordination	HR Generalist
Vice President, Global Employee and Labor Relations	Associate Director, Talent Management (HR Business Partnership)	Vice President-HR Coordination	Principal HR Generalist
Sr. Director of Employee & Labor Relations, HR Compliance	Vice President, HR Strategy & Business Partnership	Head HR: Strategy, Coordination and Monitoring	HR Generalist Lead
HR Manager Employee Relations, Performance Management	Head of HR Recruitment & Business Partnership	HR Senior Manager-HRIS & Workforce Scheduling	HR Generalist Manager
Employee HR Management Specialist	HR Manager, Strategic HR Partnerships	HR Scheduling Supervisor	HR Generalist Coordinator
HR Consultant for Employee & Management Relations	Strategic Partnerships Lead - HR	Plan Coordination And Administrative Affairs, HR Specialist	Corporate HR Generalist
HR Operations Associate (Employee Life Cycle Management)	HR and Business Partnership Supervisor	HR, Recruitment And Coordination Consultant	
HR Operations Analyst, Workforce Management Deployment	HR Associate, Partnership Relations	Senior Associate - Recruiting Coordination HR Operations	
	HR Analyst - HR Business Partnerships	HR Data Analyst - Workforce Scheduling	

Associate-level Job Titles

Manager-level Job Titles

Leadership Level Job Titles

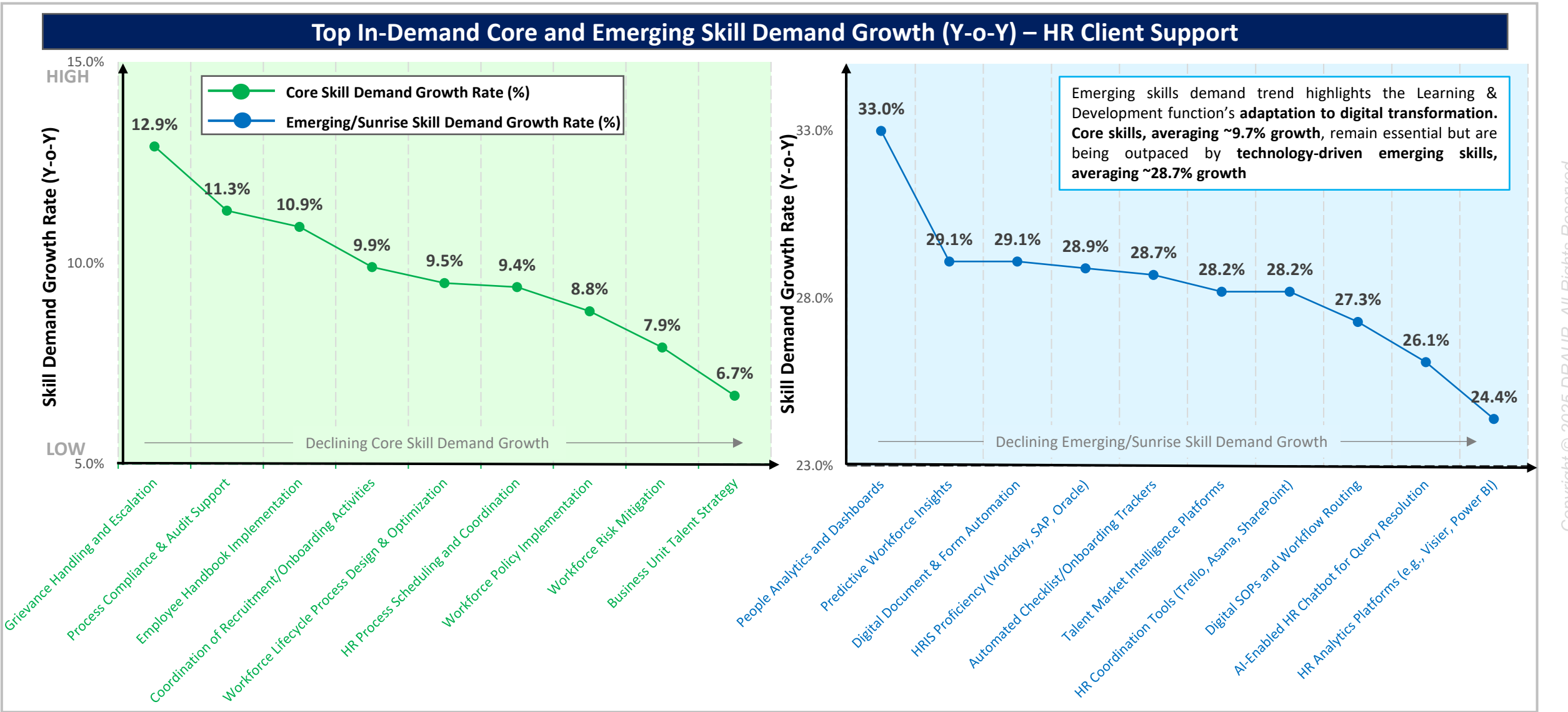
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Skills Taxonomy (Core and Emerging/Sunrise Skills) – HR Client Support: Draup systematically evaluated the essential skills for HR Client Support sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to four verticals



HR Client Support Skills Taxonomy				
Employee HR Management		HR Business Partnership		HR Generalist
Core Skills	Experience-Driven Service Design	Strategic Workforce Alignment	HR Process Scheduling and Coordination	Multi-Disciplinary HR Support
	Workforce Risk Mitigation	Organizational Design & Effectiveness	Conflict Resolution	Employee Query Management
	Compliance with Labor Laws & Regulatory Standards	Talent Planning and Succession Alignment	Internal Calendar / Stakeholder Management	Employee Handbook Implementation
	Policy Administration and Communication	Business Unit Talent Strategy	Coordination of Recruitment/Onboarding Activities	Policy Implementation and Communication
	Grievance Handling and Escalation	Data-Driven HR Decision Support	HRMS Workflow and Form Management	Employee Engagement
	Workforce Lifecycle Process Design & Optimization	Workforce Sentiment and Culture Consulting	Document Management and Process Ownership	Knowledge Management
	Employee Lifecycle Orchestration	Change Management Advisory	Stakeholder Relationship Management	Negotiation and Communication
	Workforce Policy Implementation	DEI Strategy Localization	-	General Employment Law Awareness
	Process Compliance & Audit Support	Metrics and KPI Consulting for Business Leaders	-	-
Emerging/Sunrise Skills	Omnichannel HR Support	People Analytics and Dashboards	HR Coordination Tools (Trello, Asana, SharePoint)	Digital Document & Form Automation
	Case Management Tools (e.g., ServiceNow HRSD)	HR Analytics Platforms (e.g., Visier, Power BI)	Automated Checklist/Onboarding Trackers	HRIS Proficiency (Workday, SAP, Oracle)
	AI Assisted Talent Planning	Predictive Workforce Insights	Survey Tools for Internal HR Ops Feedback	Digital SOPs and Workflow Routing
	AI augmented Feedback & Sentiment Analysis	Talent Market Intelligence Platforms	Omnichannel HR Support	Ticketing & Request Tracking
	HR Case Lifecycle Monitoring	Scenario Modeling (e.g., workforce reshaping)	-	Payroll, Leave, Attendance System Navigation
	-	AI-Enabled Business Consulting	-	AI-Enabled HR Chatbot for Query Resolution

Skills Demand Growth – HR Client Support: The skill demand is shifting from traditional process compliance and support towards forward-looking, technology-driven client support; Core skills are growing steadily while emerging digital capabilities such as predictive modeling and digital documentation are accelerating rapidly at 23–33%



Sunset/Declining Skills – HR Client Support: Declining demand for HR client support skills is driven by automation, with the sharpest drops in ‘Manual onboarding/offboarding documentation’ (-16%) followed by ‘Manual employee query handling’ (-13%), and ‘Ticket lodging without automation’ (-12.5%)

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – HR Client Support

Manual employee query handling

- Chatbots and AI assistants now resolve queries faster with higher accuracy

Organizational Design & Effectiveness (traditional models)

- Dynamic, data-driven org design and AI workforce planning tools are replacing static Organizational design and effectiveness

Grievance handling without digital tracking

- Declining due to adoption of workflow systems ensuring transparency

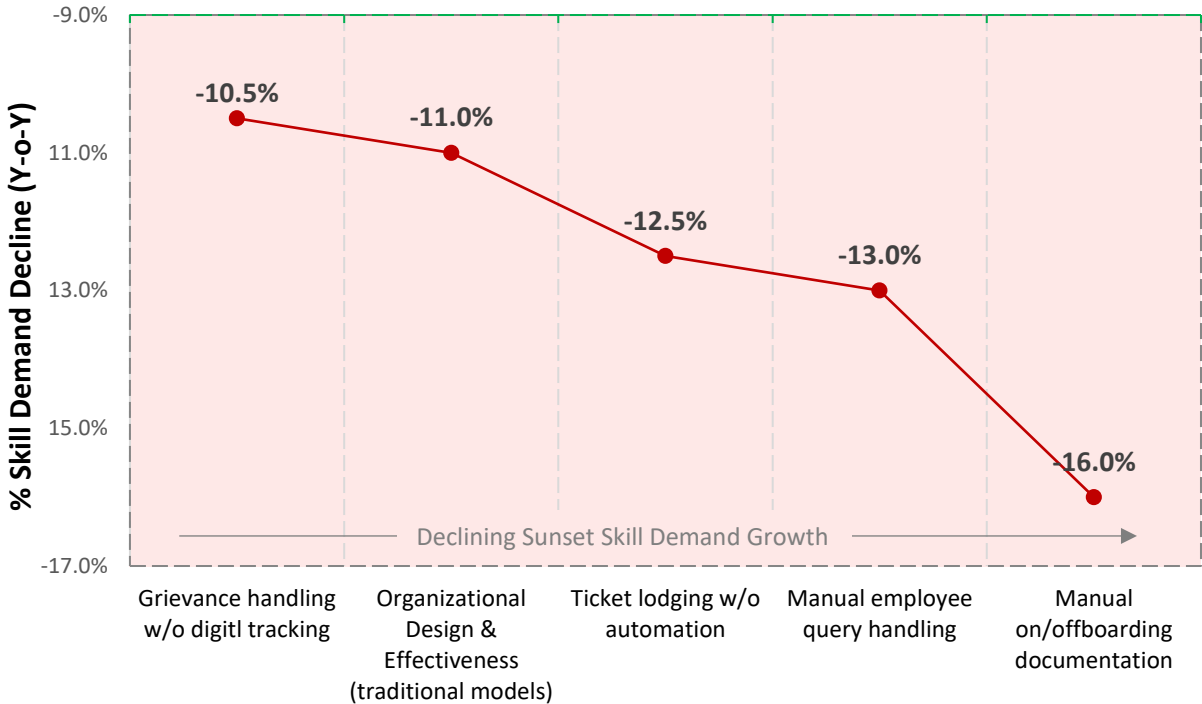
Manual onboarding/offboarding documentation

- Supplanted by automated digital workflows and e-signatures

Traditional ticket logging without automation

- Phasing out as service management platforms auto-assign and resolve tickets

Top Declining Skills for Client Support



Key Insights

Over **65% of Global Capability Centers (GCCs)** have digitized their onboarding processes, allowing new hires to complete paperwork and training modules online

52% of job candidates and a significant portion of employees prefer **using chatbots for initial inquiries** due to their 24/7 availability and instant responses

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
Source: Draup’s skills database that entails more than 30,000+ individual skill competencies. The skill demand decline rate indicates decrease in skills demand for individual skills when compared to the previous year

Job Role Taxonomy – Learning and Development: L&D sub-function comprises four verticals that include Learning Delivery, Learning Design, Learning Ops, and Learning Strategy that design, deliver, and evaluate training and development programs to build workforce capabilities

Learning and Development Job Role Taxonomy			
Learning Delivery	Learning Design	Learning Operations	Learning Strategy
Director HR Technology, Learning Technology & Service Delivery	Director, Learning Design, HR Systems, & HR Analytics	Associate Director - HR - Operations Lead, Global Learning & Leadership Development	Director, Head HR Asia Pacific Learning Strategy & Execution
Global Head HR Learning Delivery & APAC Service Delivery	Assistant Vice President - HR Learning Development & Design	Lead - HR and Learning Operations	HR Director - Recruitment and Learning Strategies
Learning Officer, HR - Learning Delivery /Learning Advisor Senior Lead	Head - Learning Content Design Planning & HR Initiatives	HR - Learning Operations Manager	HR Manager Learning & Development - Strategy, Planning & Operations
HR Specialist - Learning Delivery Coordinator	HR Learning and Design Manager	Learning Operations Consultant - HR Global Learning and Development	HR Manager - Learning & Strategy
HR Delivery Manager Learning & Development	Instructional Design Learning Specialist (HR)	Learning Operation Associate - HR	Learning Coordinator, Learning Strategies HR
HR Specialist, Learning Services	Instructional Design Consultant (HR - Global Learning & Development)	HR Learning Operations Reporting Analyst	HR Strategy Consultant/Learning & Development
HR Learning Service Delivery Analyst	HR Data Associate Learning Infrastructure and Design Team	Analyst HR Learning Operations	HR Strategy Analyst - Learning & Development
HR Delivery Back Office Learning - Assistant	HR Delivery E-learning Management And Design Assistant		
	HR Analyst Learning and Instructional Design		

Associate-level Job Titles
Manager-level Job Titles
Leadership Level Job Titles

Note: 1. The job titles/roles are indicative and non-exhaustive; prefixes are excluded for clarity. The taxonomy is based on Draup's analysis of HR skills-related roles across organizations.

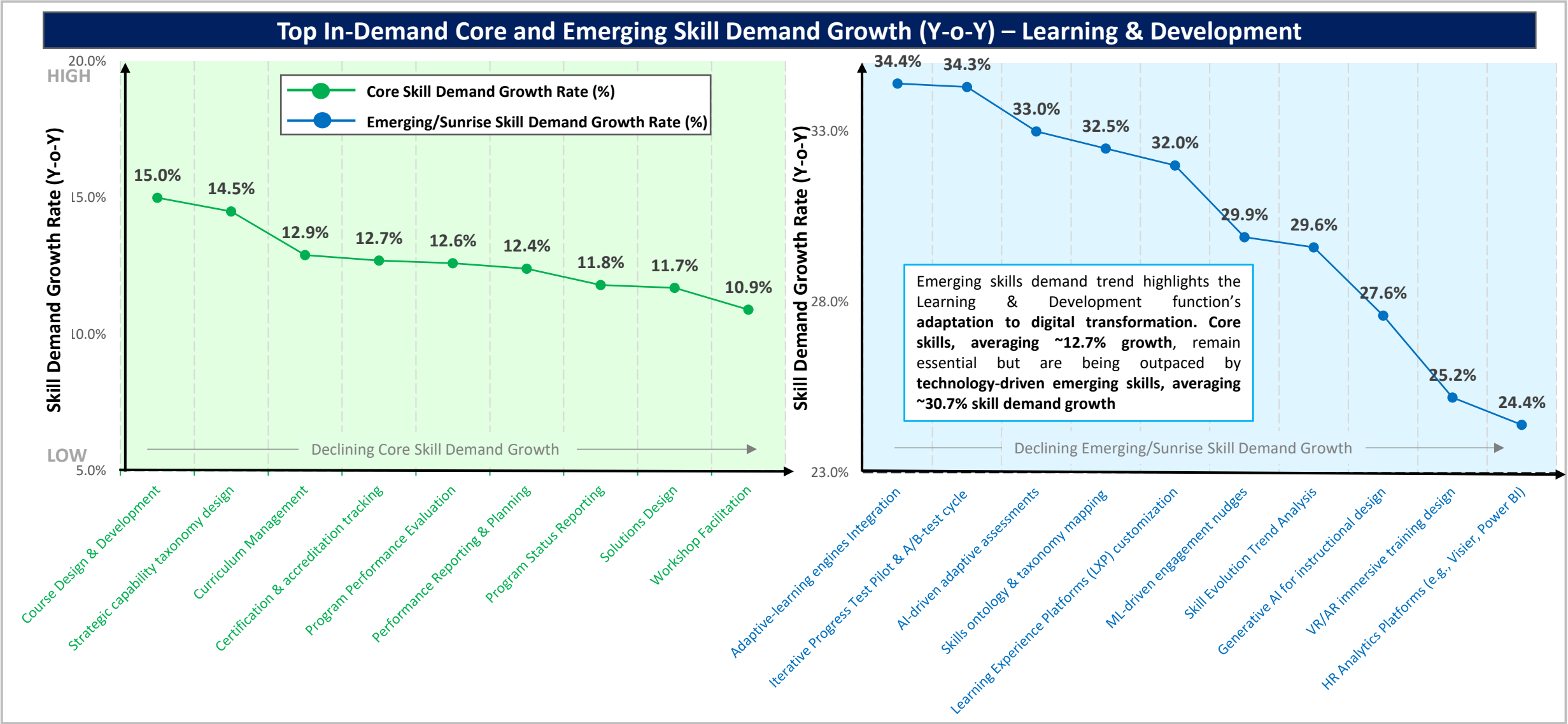
2. Sub-function level job roles under the analyzed sub-function of HR may overlap due to shared skills and workloads across job roles

Skills Taxonomy (Core and Emerging/Sunrise Skills) – Learning and Development: Draup systematically evaluated the essential skills for the Learning and Development sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to four Learning and Development verticals



Learning and Development Skills Taxonomy				
Learning Delivery		Learning Design	Learning Operations	Learning Strategy
Core Skills	Workshop Facilitation	Course Design & Development	Curriculum Management	Learning needs analysis
	Learner-Centric Facilitation	Data & Sentiment Driven Benchmarking	Program Status Reporting	ROI & business-impact modeling
	Assessment & Adaptive Feedback Administration	Solutions Design	Certification & accreditation tracking	Strategic capability mapping
	Agility & Change Management Facilitation	Lesson Planning & Management	Stakeholder notification & escalation cadence	Corporate Communications Strategy
	Experiential journey design	Course Design & Development	Program Performance Evaluation	Performance Reporting & Planning
	Instructional Delivery	Continous Content Development	Conflict Management	L & D Project Development
	Sponsorship alignment	Strategic capability taxonomy design	Budget Tracking	Revenue Management
	Change-agent mobilization	Embedded SME workshops & content sprints	General Data Protection Regulation (GDPR) & Confidentiality Assurance	Human Capital Management
	Adaptive mid-session adjustments	Instructional Design & Content Engineering	Educational Technology (EdTech) Verification	Cross-functional liaison Strategy to Product, Sales & CS leaders
Emerging/Sunrise Skills	Virtual-classroom orchestration	Adaptive-learning engines Integration	Iterative Progress Test Pilot & A/B-test cycle (Like Google Learning Accelerator Approach)	Skills-mining & gap analysis
	Real-time sentiment analysis in sessions	Behavior-change mapping	Automated credentialing & badge issuance	Skill Evolution Trend Analysis
	Live-polling diagnostics	-	ML-driven engagement nudges	Regulatory-compliance validation

Skills Demand Growth – Learning and Development: Across the HR Learning & Development sub-function, skill demand is shifting towards gamified microlearning modules and adaptive learning engine integration; Core L&D skills are growing steadily at 10–15%, while digital capabilities are accelerating at a much faster pace (25–35%)



Sunset/Declining Skills – Learning and Development: Declining demand in L&D is highest for skills viz., ‘Classroom-only facilitation’ (-17%), ‘Manual training records tracking’ (-15%), and ‘One-size-fits-all programs’ (-14%); This shift reflects the move toward blended learning, AI-driven personalization, and real-time learner analytics

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – HR Operations

Classroom-only facilitation (non-digital)

- Being replaced by blended and virtual learning delivery models

One-size-fits-all training programs

- Phased out as adaptive, personalized learning becomes the norm

Manual training records tracking

- Superseded by LMS platforms that auto-capture learner progress

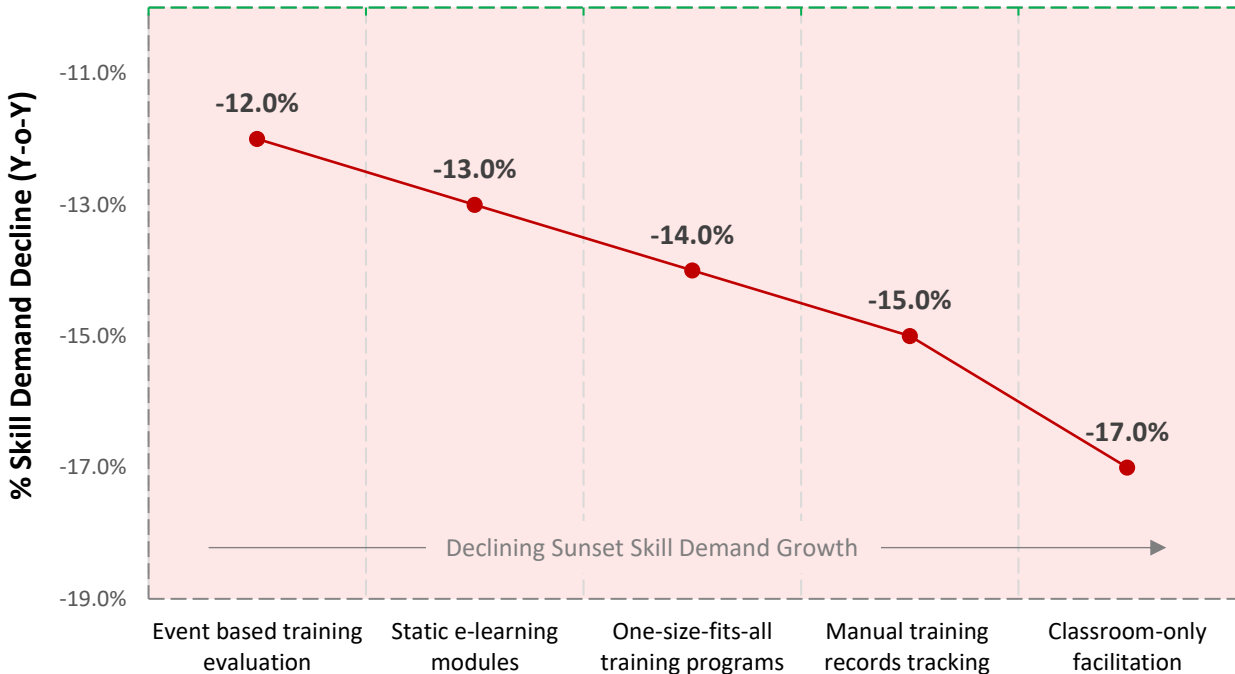
Static e-learning modules without personalization

- Declining as AI-driven microlearning adapts to learner needs

Event-based training evaluation(non-continuous feedback)

- Obsolete as real-time learner analytics provide ongoing insights

Top Declining Skills for L&D



Key Insights

91% of employees want **personalized training** that is relevant to specific role and career goals. This preference is driving the decline of standardized programs in favor of **adaptive, individualized learning paths**

AI-powered microlearning platforms boast a **130% engagement lift** and a **50% improvement in retention rates** compared to traditional, static e-learning

Job Role Taxonomy – Rewards and Benefits: Rewards and Benefits sub-function comprises two verticals that include executive compensation and total rewards and benefits that structure compensation, incentives, and benefits to attract, retain, and motivate employees



Rewards and Benefits Job Role Taxonomy	
Executive Compensation	Total Rewards and Benefits
Director of Global Compensation	Executive Director, HR Total Rewards and Performance Solutions
Vice President - Compensation , HR Policies, HRIS , Analytics and Compliances	Vice President Total Rewards & HR Operations
Head Of Executive Compensation	Head of Total Rewards, HR Technology & Operations
HR Compensation & Benefits Coordinator	Manager, Total Rewards and HR Operations / Benefits Administrator
Compensation & Benefits Manager	HR Supervisor - Payroll & Total Rewards
HR Supervisor- Compensation and Benefits	Senior Associate, Total Rewards and HR Operations
HR Payroll and Compensation Specialist	Total Rewards Analyst & HR Business Partner
HR Associate - Compensation and Benefits	
Executive Compensation Analyst	

Associate-level Job Titles

Manager-level Job Titles

Leadership Level Job Titles

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2. Sub-function level job roles under the analyzed sub-function of HR may overlap due to shared skills and workloads across job roles

Skills Taxonomy (Core and Emerging/Sunrise Skills) – Rewards and Benefits: Draup systematically evaluated the essential skills for the Rewards and Benefits sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to two verticals

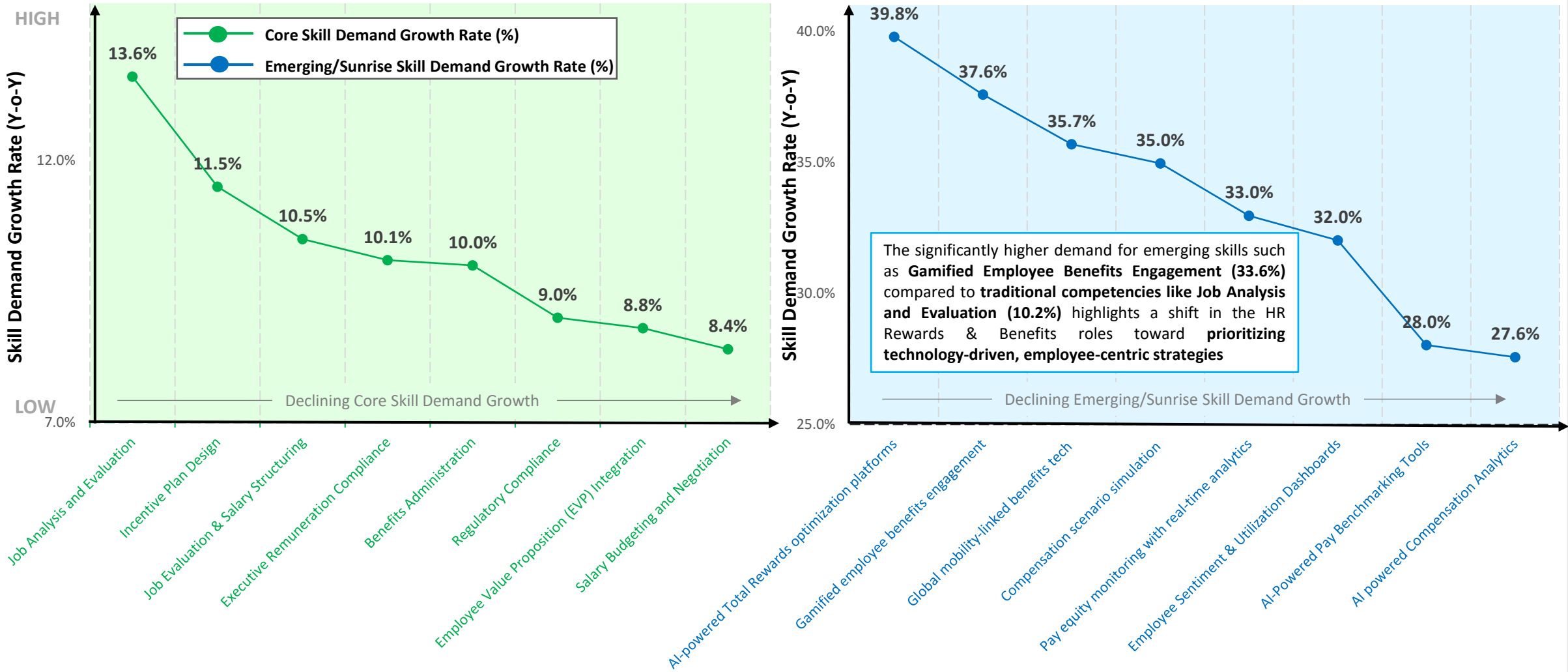


Rewards and Benefits Skills Taxonomy			
Executive Compensation		Total Rewards & Benefits	
Core Skills	Compensation Benchmarking & Market Analysis	Total Rewards Strategy Alignment	Compensation Benchmarking & Market Analysis
	Pay Equity & Transparency Strategy	Digital Total Rewards Communication	Pay Equity & Transparency Strategy
	Incentive Plan Design	Employee Value Proposition (EVP) Integration	Incentive Plan Design
	Equity Compensation Modeling	Job Analysis and Evaluation	Equity Compensation Modeling
	Executive Remuneration Compliance	Benefits Administration	Job Evaluation & Salary Structuring
	Job Evaluation & Salary Structuring	Regulatory Compliance	Compensation Analysis
	Digital Total Rewards Communication	Employee Sentiment & Utilization Dashboards	HRIS Compensation & Benefits Modules
	Compensation Analytics & Reporting	Salary Budgeting and Negotiation	-
Emerging/Sunrise Skills	AI-Powered Pay Benchmarking Tools	AI powered Compensation Analytics	Digital Total Rewards Communication
	Automated Compliance & Risk Engines	HRIS Compensation & Benefits Modules	Benefits Personalization Engines
	Employee Sentiment & Utilization Dashboards	Automated Compliance & Risk Engines	-

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Skills Demand Growth – Rewards and Benefits: Skill demand in Rewards & Benefits is shifting toward gamified employee benefits engagement and compensation scenario simulations, including forecasting and what-if analysis while core competencies continue to grow steadily at 8–14%

Top In-Demand Core and Emerging Skill Demand Growth (Y-o-Y) – Rewards and Benefits



Note: The list of skills showcases the top core and emerging skills observed across job postings for the past 12 months.
Source: Draup’s skills database. The top 10 skills are in decreasing order of demand. The skill demand growth rate indicates growth in skills demand when compared to the previous year

Sunset/Declining Skills – Rewards and Benefits: Traditional rewards and benefits practices are in decline, led by ‘Incentive Plan Design (one-size-fits-all models)’ (-15%), ‘Salary benchmarking’ (-11%), and ‘Legacy compensation surveys’ (-10%), reflecting a shift toward AI-driven pay benchmarking and skills-based recognition models



Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – Rewards and Benefits

Manual salary benchmarking

- Replaced by AI-enabled market pay data tools offering real-time insights

Incentive Plan Design (one-size-fits-all models)

- Rigid incentive structures are losing favor as organizations prefer flexible, analytics-driven variable pay

Legacy compensation survey methods

- Supplanted by continuous AI-driven pay equity benchmarking

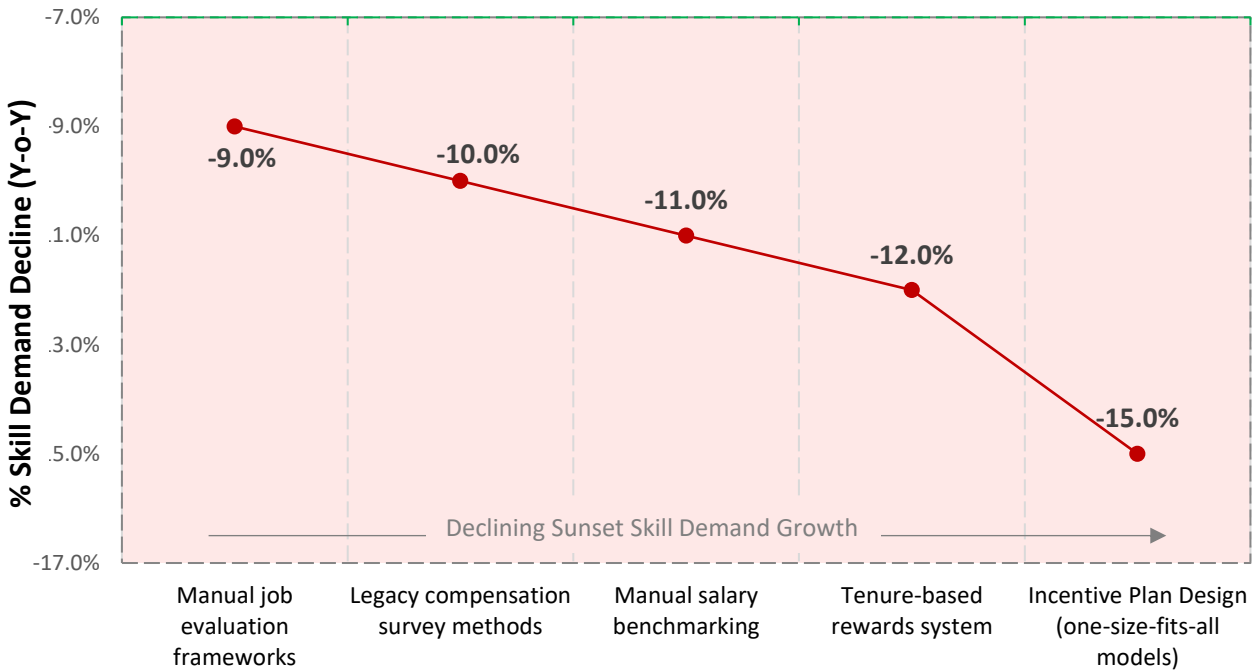
Purely tenure-based reward systems

- Declining in favor of performance- and skills-linked recognition

Manual job evaluation frameworks

- Losing traction as automated job architecture tools simplify benchmarking

Top Declining Skills for Rewards & benefits



Key Insights

Over 90% of employers have digitized at least some parts of their benefits enrollment process, **with 93% of employees** reporting satisfaction with the digital process

Job architecture platforms simplify benchmarking by **automating the process of defining roles, skills, and responsibilities**, leading to more consistent and fair pay structures across the organization

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
Source: Draup’s skills database that entails more than 30,000+ individual skill competencies. The skill demand decline rate indicates decrease in skills demand for individual skills when compared to the previous year

Job Role Taxonomy – Organization and Talent Development: The Organization and Talent Development sub-function comprises two verticals, viz., Diversity & Inclusion and Organization & Talent Development, focused on leadership development, succession planning, and cultural transformation initiatives



Organization and Talent Development Job Role Taxonomy	
Diversity & Inclusion	Organization & Talent Development
Chief Diversity, Equity, and Inclusion Officer, Director DEI and HR Compliance	Director, HR Learning, Organization Development, Talent & Culture
VP Inclusion, Culture, Internal Communications	HR Senior Manager - Leadership and Succession
HR Manager - Diversity, Equity, And Inclusion	Organization Development & HR Strategy- Design & Implementation Lead
HR Lead - Diversity & Inclusion, Talent Acquisition, Campus & Employer Branding	HR Succession Planning Coordinator
Diversity, Equity And Inclusion Coordinator	Organizational Development & Talent Management Supervisor
HR Specialist (talent Management, Inclusion & Diversity And Wellbeing)	Talent Consultant, Culture And Organizational Development
HR Associate- Diversity, Equity & Inclusion	HR analyst - Talent Development

Associate-level Job Titles

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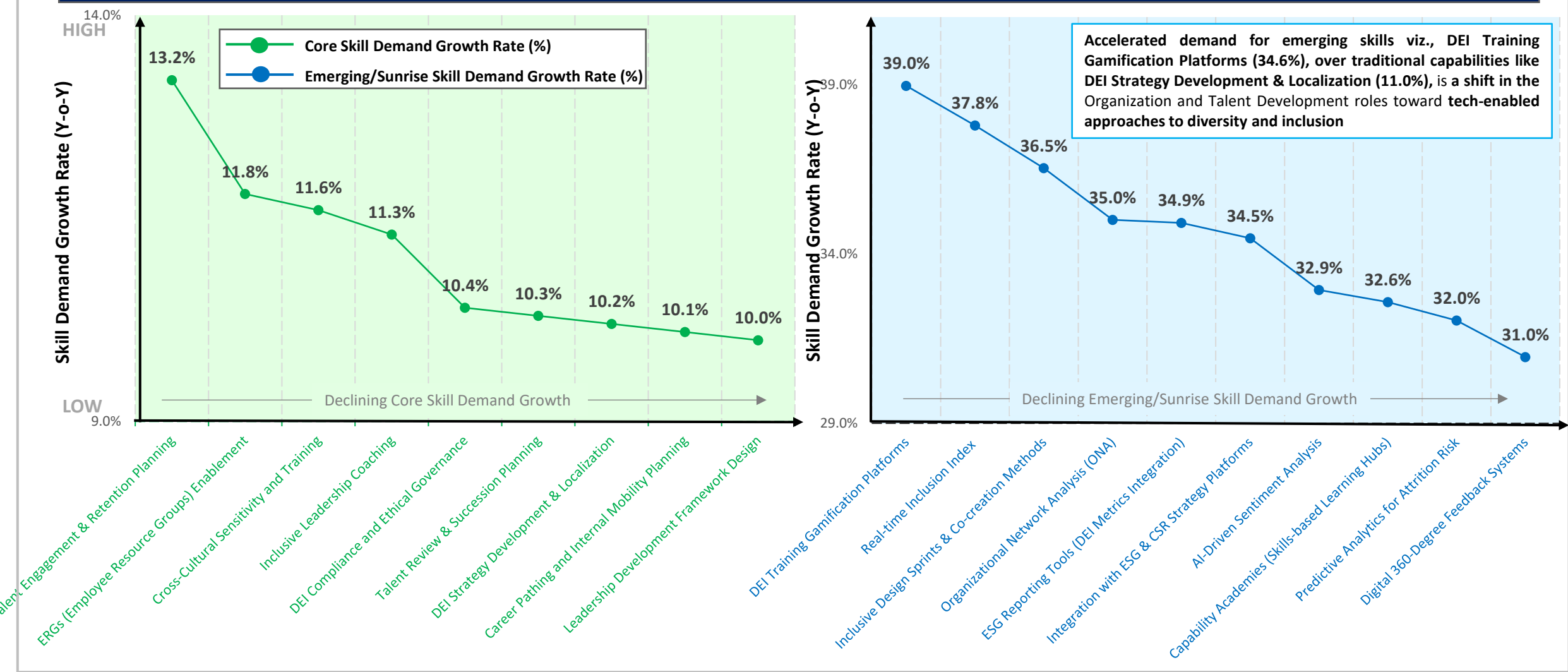


Organization and Talent Development Skills Taxonomy		
Core Skills	Diversity & Inclusion	Organization & Talent Development
	DEI Strategy Development & Localization	Leadership Development Framework Design
	Inclusive Policy and Practice Design	Talent Review & Succession Planning
	Workplace Equity and Pay Transparency	Competency Framework Design and Implementation
	ERGs (Employee Resource Groups) Enablement	Career Pathing and Internal Mobility Planning
	DEI Metrics and Progress Monitoring	Learning Needs Assessment & Curriculum Design
	Inclusive Leadership Coaching	Talent Engagement & Retention Planning
	Cross-Cultural Sensitivity and Training	Organizational Capability Building
	Accessibility & Reasonable Accommodation Compliance	Performance Enablement Strategy
Emerging/Sunrise Skills	DEI Compliance and Ethical Governance	Leadership Succession Risk Mitigation
	AI-Driven Sentiment Analysis	Change Readiness Modeling
	AI Tools for Inclusive Language in Job Descriptions	Talent Marketplace Platforms
	Bias Detection in AI Models	Career Pathing AI Tools
	Accessibility Compliance Monitoring Tools	Learning Management Systems (LMS) & Analytics
	ESG Reporting Tools (DEI Metrics Integration)	Predictive Analytics for Attrition Risk
	Real-time Inclusion Index and Experience Sampling Tools	Digital 360-Degree Feedback Systems
	Integration with ESG & CSR Strategy Platforms	AI-enabled Succession Bench Planning
	DEI Training Gamification Platforms	Scenario Modeling for Capability Gaps

Note: The represented data is derived from Draup’s Proprietary Skills Database. Draup conducted a comprehensive analysis across 850 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Skills Demand Growth – Organization and Talent Development: Skill demand in Organization and Talent Development is shifting toward data-driven talent strategies and AI-enabled learning personalization; Emerging skills like DEI training gamification platforms and AI-driven sentiment analysis are growing rapidly (31-39%)

Top In-Demand Core and Emerging Skill Demand Growth (Y-o-Y) – Organization and Talent Development



Sunset/Declining Skills – Organization and Talent Development: HR skills like ‘Annual performance reviews as sole development tool’ and ‘Traditional succession planning’ observe significant demand drops of 14% and 13% respectively; driven by the shift from one-off, manual methods to continuous, dynamic, role-based models powered by analytics

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – Organization and Talent Development

Traditional succession planning (Excel-driven)

- Supplanted by predictive talent marketplace platforms

Static leadership competency models

- Outdated as dynamic, role-based models powered by analytics emerge

Generic DEI awareness workshops (non-data-driven)

- Phased out as data-backed, personalized DEI interventions scale

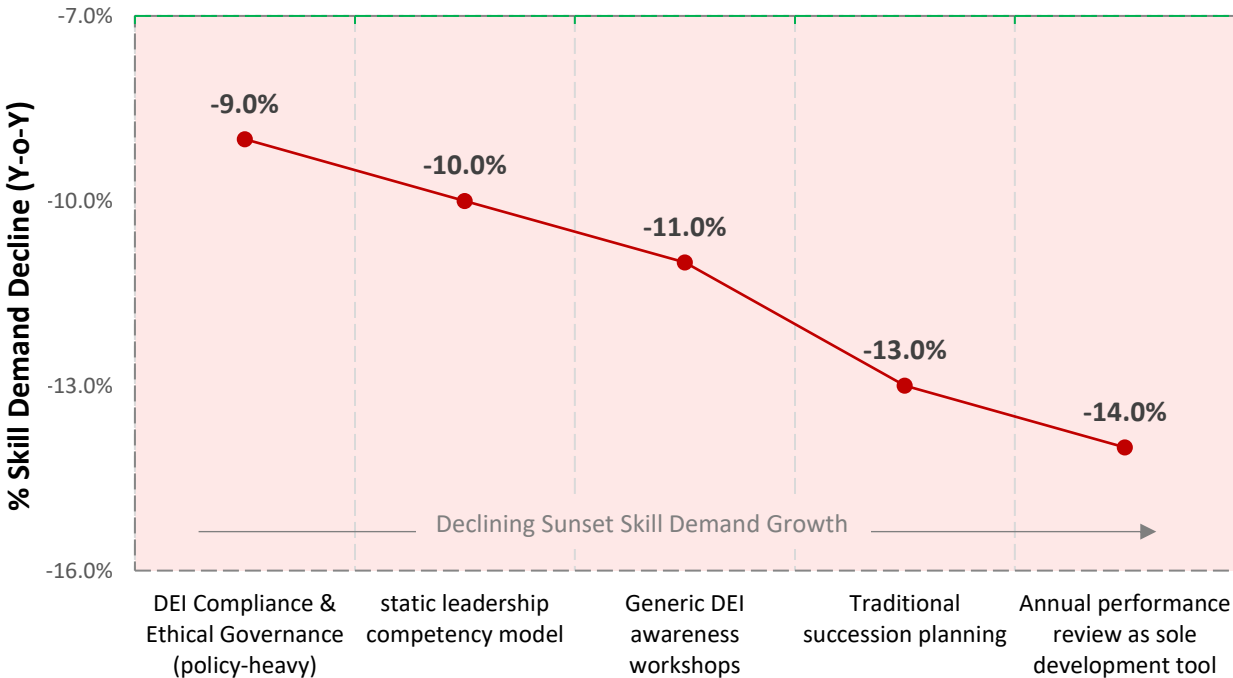
DEI Compliance & Ethical Governance (policy-heavy)

- Basic compliance decline as new age platforms automatically flag bias risks & benchmark diversity ratios

Annual performance reviews as sole development tool

- Declining as continuous feedback and check-ins gain traction

Top Declining Skills for Organization and Talent Development



Key Insights

Over **60% of large firms** are now using predictive talent marketplace platforms to identify high-potential employees and create data-backed succession maps

AI-powered career navigation tools and **talent marketplaces platforms** analyze an employee's skills and career goals to recommend personalized learning and development opportunities

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
Source: Draup’s skills database that entails more than 30,000+ individual skill competencies. The skill demand decline rate indicates decrease in skills demand for individual skills when compared to the previous year

Job Role Taxonomy – Talent Acquisition & Strategic Sourcing: Talent Acquisition & Strategic Sourcing sub-function comprises three verticals, viz. Talent Acquisition, Sourcing and Recruitment, and Talent Recruitment Service Delivery, focused on job requisition management, sourcing candidates, recruitment analytics, and campus hiring



Talent Acquisition & Strategic Sourcing		
Talent Acquisition	Sourcing and Recruiting	Talent Recruitment Service Delivery
Executive Director of Talent Acquisition and Development	Director, Global Strategic Sourcing - People And Hr Benefits And Systems	Head Of Recruitment, Selection & HR Services
VP, Global Talent Enablement (Talent Acquisition, People Ops, Geo HR)	Section Head, HR Planning & Talent Sourcing	Assistant Director, Talent Services And Recruitment
HR Recruitment Supervisor (Talent Acquisition Officer)	HR Sourcing Manager & Diversity and Inclusion Lead	Recruiting, Onboarding & HR Manager
People Operations & Talent Acquisition Manager (HR)	Lead HR Specialist - Sourcing And Recruiting	Process Lead – HR Recruitment
HR Onboarding & Talent Acquisition Specialist	HR Consultant, Recruitment Coordinator and Sourcing	Advisor, Recruitment & HR Processes
HR Associate - Talent Acquisition/ Onboarding / Employee Relations	Senior HR Associate - Interview Logistics	Associate - HR & Recruitment Process Enablement
Lead Analyst- Talent Acquisition/Talent Sourcing	HR Analyst - Strategic Sourcing Campus Leadership	HR Analyst (recruitment And Selection Processes, Performance Evaluation)

Associate-level Job Titles

Manager-level Job Titles

Leadership Level Job Titles

Note: 1. The job titles/roles are indicative and non-exhaustive; prefixes are excluded for clarity. The taxonomy is based on Draup’s analysis of HR skills-related roles across organizations.
2. Sub-function level job roles under the analyzed sub-function of HR may overlap due to shared skills and workloads across job roles

Skills Taxonomy (Core and Emerging/Sunrise Skills) – Talent Acquisition and Strategic Sourcing: Draup systematically evaluated the essential skills for the Talent Acquisition and Strategic Sourcing sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to three verticals



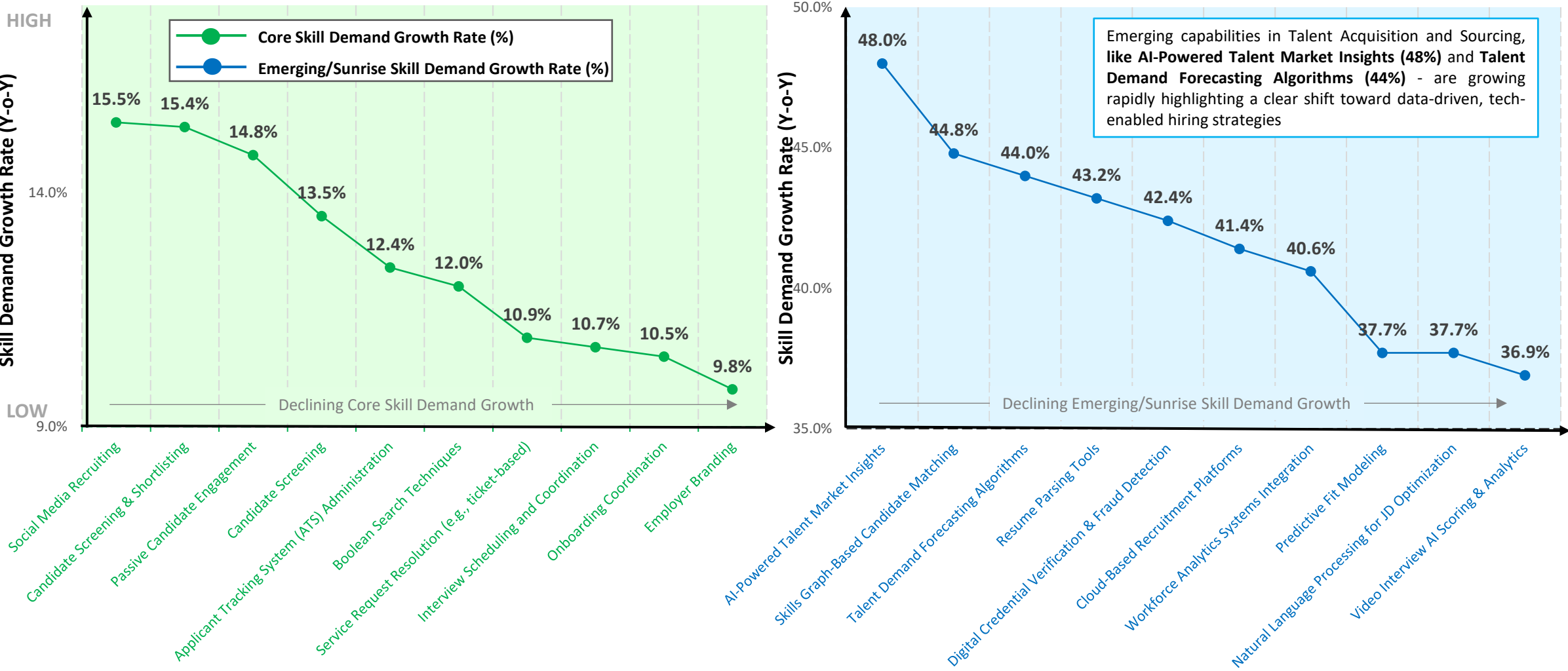
Talent Acquisition and Strategic Sourcing Skills Taxonomy			
Talent Acquisition		Sourcing and Recruiting	Talent Recruitment Service Delivery
Core Skills	Candidate Screening	Candidate Sourcing Strategies	Recruitment Process Management
	Employer Branding	Boolean Search Techniques	SLA and KPI Management
	Talent Intelligence Interpretation	Passive Candidate Engagement	Recruitment Operations
	Diversity Hiring Strategy	Job Requisition Management	Stakeholder/Client Engagement
	Strategic Workforce Planning	Pipeline Development	Offer Management and Negotiation
	Internal Mobility Strategy	Interview Scheduling and Coordination	Applicant Tracking System (ATS) Administration
	Demand-Supply Forecasting	Candidate Screening & Shortlisting	Recruitment Analytics and Reporting
	Workforce Segmentation	Social Media Recruiting	Onboarding Coordination
	Competitor Benchmarking	Skills Assesment	Service Request Resolution (e.g., ticket-based)
Emerging/Sunrise Skills	AI-Powered Talent Market Insights	Programmatic Job Advertising	Candidate Experience Analytics
	Natural Language Processing for JD Optimization	Resume Parsing Tools	Recruitment Chatbots
	Predictive Workforce Analytics	Skills Cloud Navigation	RPA for Interview Scheduling
	Generative JD Crafting	AI-Augmented Screening	Automated Reporting Dashboards
	Talent Demand Forecasting Algorithms	Predictive Fit Modeling	Recruitment Workflow Automation
	Data-Driven Job Fit Analysis	Smart Interview Scheduling	SLA Breach Alert Systems
	Workforce Analytics Systems Integration (e.g., SAP , Workday)	Voice & Sentiment Analytics	Cloud-Based Recruitment Platforms

Note: The represented data is derived from Draup’s Proprietary Skills Database. Draup conducted a comprehensive analysis across 850 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Skills Demand Growth – Talent Acquisition & Strategic Sourcing: Talent acquisition is evolving from traditional approaches like passive candidate engagement to AI-powered methods like, expertise in graph-based candidate matching and talent demand forecasting algorithms are seeing skill demand growth rates of 36-48%



Top In-Demand Core and Emerging Skill Demand Growth (Y-o-Y) – Talent Acquisition & Strategic Sourcing



Note: The list of skills showcases the top core and emerging skills observed across job postings for the past 12 months.
Source: Draup's skills database. The top 10 skills are in decreasing order of demand. The skill demand growth rate indicates growth in skills demand when compared to the previous year

Sunset/Declining Skills – Talent Acquisition and Strategic Sourcing: HR competencies viz., ‘Manual CV screening’ and ‘Traditional Boolean Search Techniques’ in sourcing talent, experienced the most significant drops at 21% and 18%, respectively; This decline is largely due to the rise of AI-enabled candidate matching and digital hiring platforms

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – Talent Acquisition and Strategic Sourcing

Manual CV screening

- Phasing out as AI-enabled candidate matching accelerates shortlisting

Traditional Boolean Search Techniques

- AI-driven sourcing and smart matching tools are replacing traditional Boolean searches to source talent

Competitor Benchmarking (survey-driven, static)

- Declining due to digital-first and hybrid hiring practices

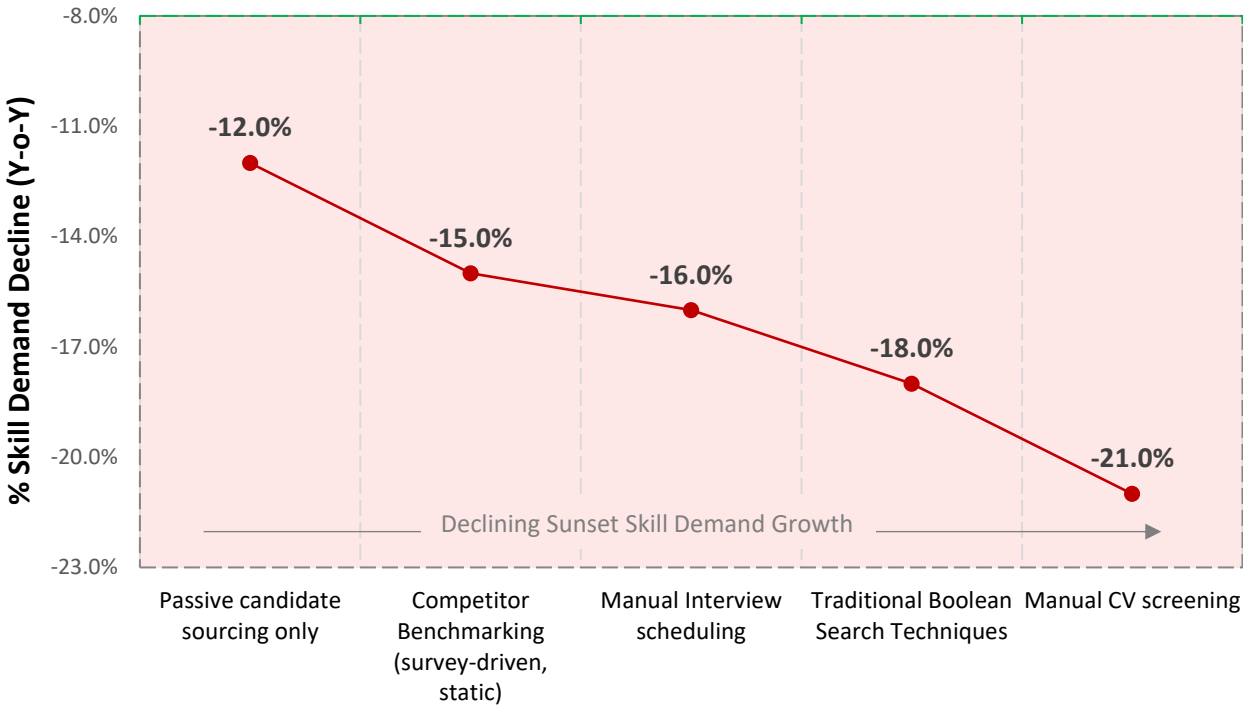
Manual interview scheduling

- Being replaced by automated scheduling tools with calendar integration

Passive candidate sourcing only

- Losing relevance as proactive, data-driven sourcing dominates

Top Declining Skills for Talent Acquisition and Strategic Sourcing



Key Insights

The rise of data-driven sourcing combines passive and active strategies with analytics. Companies **using predictive analytics** have seen a **35% reduction in hiring costs**

Recruiters spend up **to 35% of their time** on scheduling alone, a burden now significantly reduced by **automated scheduling bots** and **AI assistants**

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
Source: Draup’s skills database that entails more than 30,000+ individual skill competencies. The skill demand decline rate indicates decrease in skills demand for individual skills when compared to the previous year

Job Role Taxonomy – Strategic Workforce Planning: Strategic Workforce Planning sub-function comprises workforce planning and analytics, focused on headcount planning, skills gap analysis, demand–supply forecasting, workforce cost modeling, scenario planning



Strategic Workforce Planning Role Taxonomy
Workforce Planning and Analytics
Director, Workforce Planning & Talent Development / Head of Workforce Management & HR Analytics
HR Manager - Strategic Workforce Planning
Workforce Planning And Organizational Design Lead
Hr Coordinator - Optimization And Workforce Planning
HR Consultant, Workforce Analytics
HR Associate, Workforce Planning, Professional Services
Analyst – HR Workforce Strategy & Analytics

	Associate-level Job Titles		Manager-level Job Titles		Leadership Level Job Titles
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Note: 1. The job titles/roles are indicative and non-exhaustive; prefixes are excluded for clarity. The taxonomy is based on Draup’s analysis of HR skills-related roles across organizations.
2. Sub-function level job roles under the analyzed sub-function of HR may overlap due to shared skills and workloads across job roles

Skills Taxonomy (Core and Emerging/Sunrise Skills) – Strategic Workforce Planning: Draup systematically evaluated the essential skills for the Strategic Workforce Planning sub-function by analyzing roles, responsibilities, and trends across the industry and mapped skills related to strategic workforce planning and analytics vertical

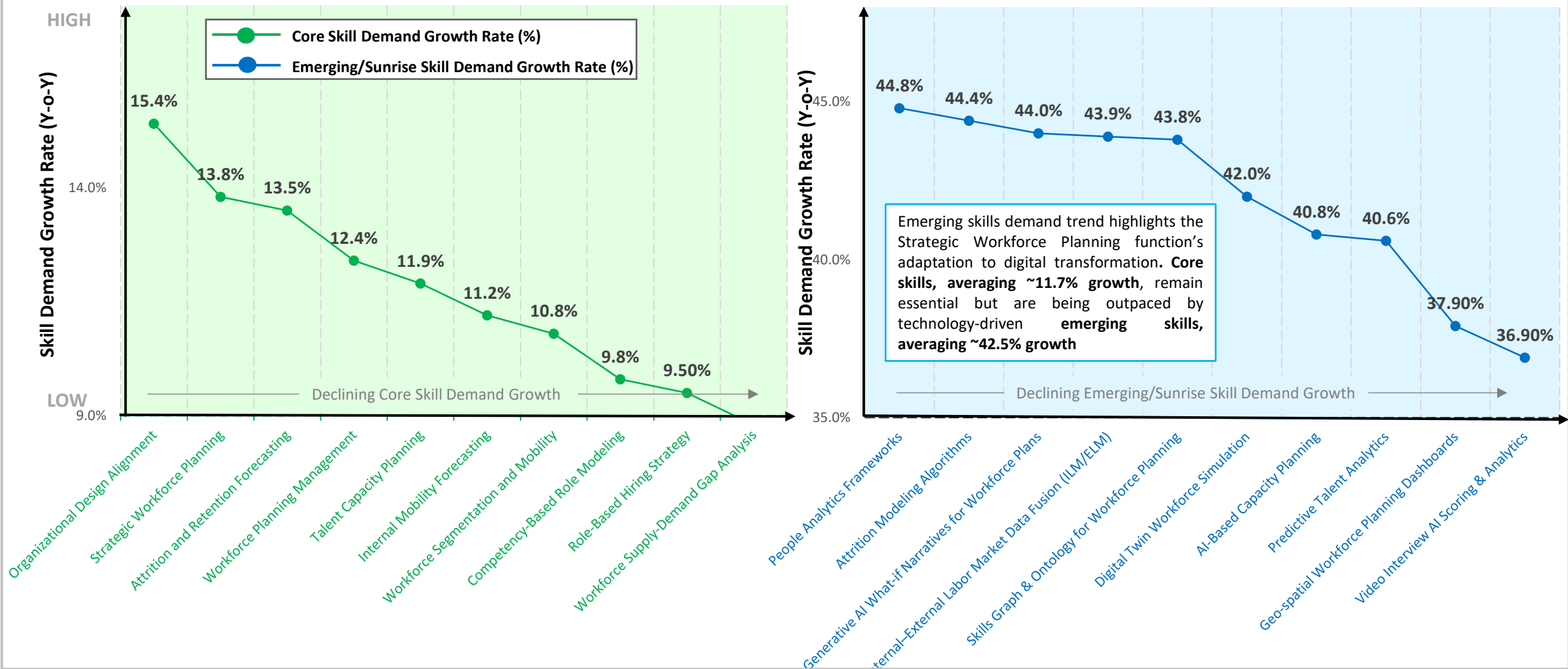


Strategic Workforce Planning Skills Taxonomy	
Workforce Planning and Analytics	
Core Skills	Strategic Workforce Planning
	Data Management
	Workforce Supply-Demand Gap Analysis
	Talent Capacity Planning
	Attrition and Retention Forecasting
	Role-Based Hiring Strategy
	Competency-Based Role Modeling
	Organizational Design Alignment
	Internal Mobility Forecasting
	Skill Gap and Surplus Identification
	Workforce Segmentation and Mobility
Emerging/Sunrise Skills	AI-Enhanced Scenario Planning
	AI-Based Capacity Planning
	Predictive Talent Analytics
	Attrition Modeling Algorithms
	People Analytics Frameworks
	Capability Heat Mapping
	Digital Twin Workforce Simulation

Note: The represented data is derived from Draup’s Proprietary Skills Database. Draup conducted a comprehensive analysis across 850 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Skills Demand Growth – Strategic Workforce Planning: The skills required for strategic workforce planning are shifting toward expertise in People Analytics frameworks and attrition modelling algorithms; These emerging capabilities are seeing demand growth rates of 37–45%, driven by the need for data-informed and future-ready workforce strategies

Top In-Demand Core and Emerging Skill Demand Growth (Y-o-Y) – Strategic Workforce Planning



Sunset/Declining Skills – Strategic Workforce Planning: Advanced, predictive, and AI-powered platforms are fundamentally changing how organizations approach workforce strategy; the shift is most evident in the decline in demand of skills like 'Manual cost modeling' (-14%) and 'Headcount planning using spreadsheets' (-13%)

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – Strategic Workforce Planning

Headcount planning in spreadsheets

- Outdated, replaced by predictive workforce planning platforms

Static annual workforce forecasts

- Superseded by digital hiring platforms and social sourcing

Manual skills gap analysis (non-digital)

- Phased out as AI-driven skill taxonomies detect gaps in real time

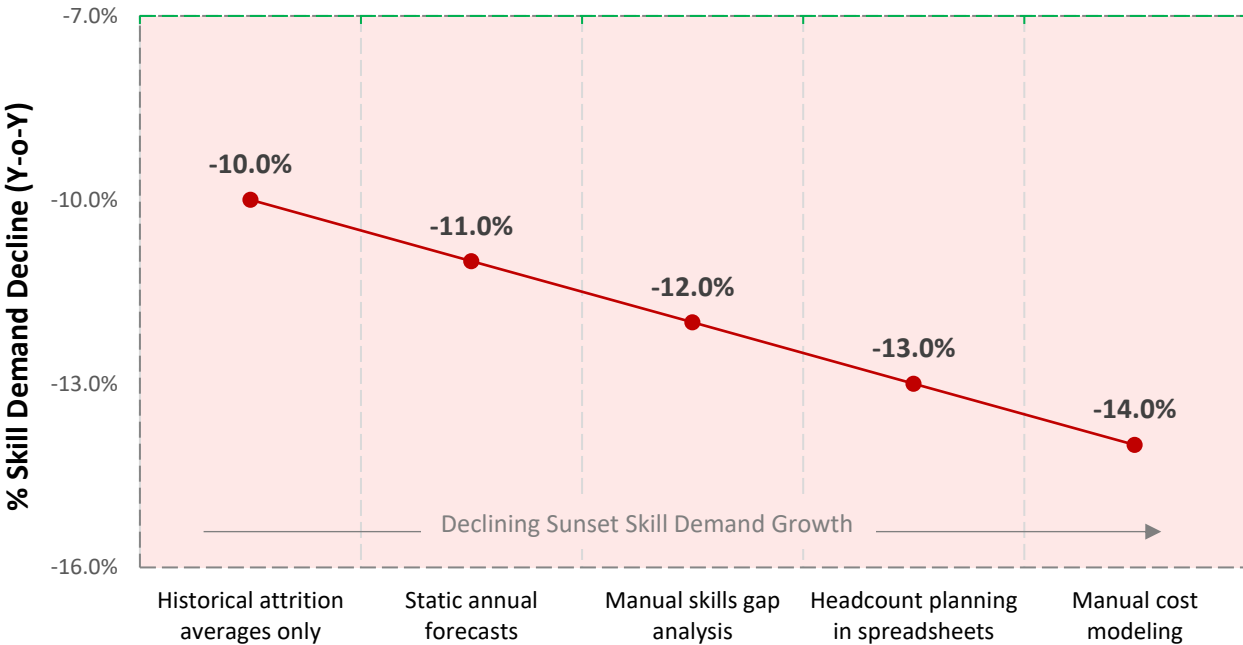
Reliance on historical attrition averages without modeling

- Declining as predictive attrition modeling improves accuracy

Manual cost modeling without scenario simulation

- Being replaced by advanced workforce cost simulation tools

Top Declining Skills for Strategic Workforce Planning



Key Insights

49% of technology leaders say AI is now "fully integrated" into their core business strategy, and a significant part of this integration is in workforce planning

Predictive attrition modeling is rapidly replacing the outdated reliance on historical attrition averages. These help identify at-risk employees proactively, enabling companies to retain valuable talent

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
Source: Draup's skills database that entails more than 30,000+ individual skill competencies. The skill demand decline rate indicates decrease in skills demand for individual skills when compared to the previous year

HR Tech Job Role Taxonomy
HR Products and Technology
Director of HR Technology (People Data & Insights, Security, and Infrastructure Technology)
Vice President HR Organization Effectiveness & People Analytics
Manager HRIS - HR Systems and Reporting
HRIS & HR Analytics Lead
Supervisor, HR Systems and People Analytics
Lead Data Engineer for HR Technology, Analytics and Insights
HR Metrics and Data Analyst

Associate-level Job Titles

Manager-level Job Titles

Leadership Level Job Titles

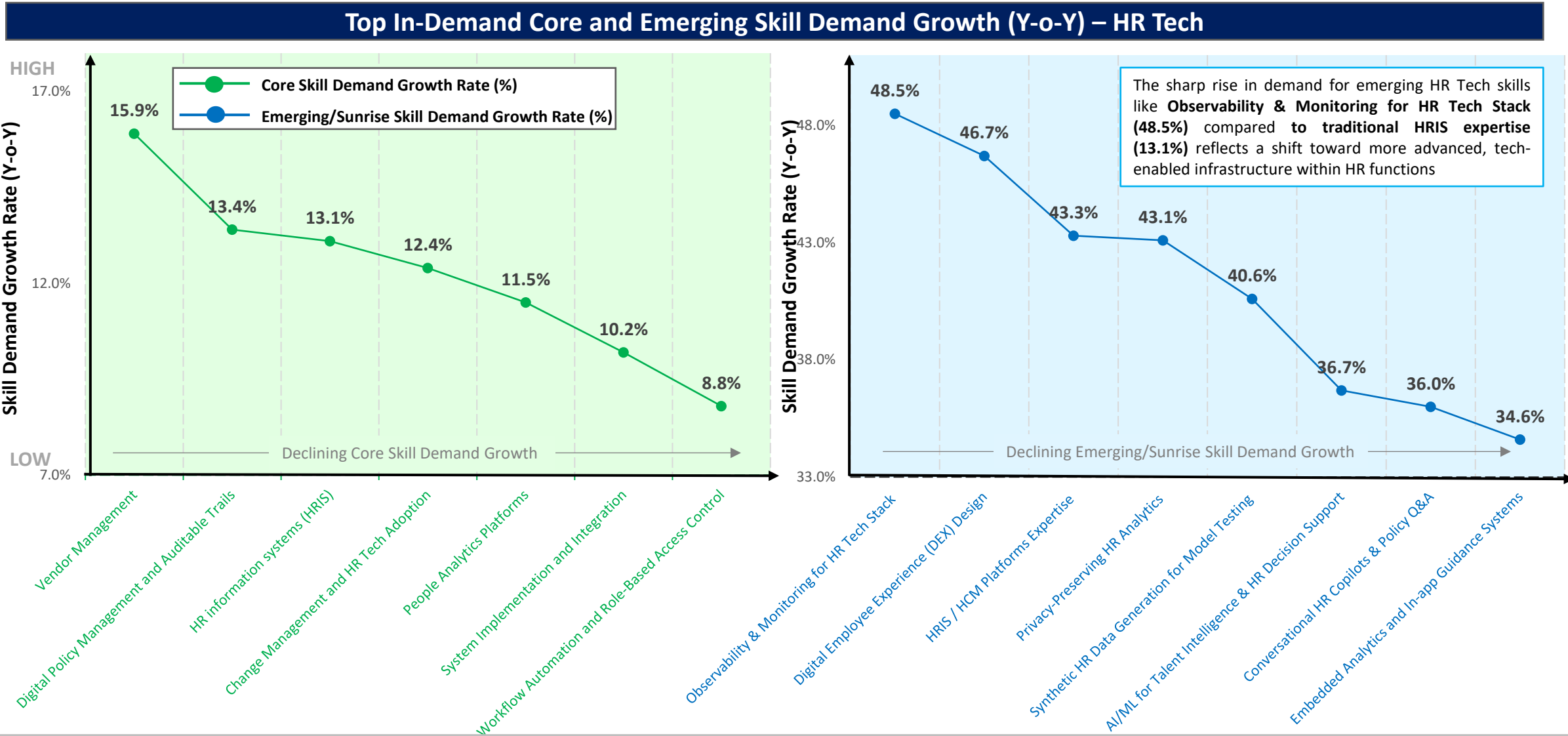
Skills Taxonomy (Core and Emerging/Sunrise Skills) – HR Tech: Draup systematically evaluated the essential skills for the HR Tech sub-function by analyzing roles, responsibilities, and trends across the industry, and mapped skills related to HR Products and Technology vertical



	HR Tech Skills Taxonomy
	HR Products and Technology
Core Skills	HR information systems (HRIS)
	Data Management
	People Analytics Platforms
	Vendor Management
	Project Management
	System Implementation and Integration
	Technology Strategy and Roadmapping
	Change Management and HR Tech Adoption
	Service Delivery Model Design
	Digital Policy Management and Auditable Trails
	Workflow Automation and Role-Based Access Control
	Data Visualization
Emerging/Sunrise Skills	HRIS / HCM Platforms Expertise (Workday, SAP SuccessFactors, Oracle HCM)
	Cloud HR DevOps & Agile Configuration Deployment
	API Integration (HR Tech with Payroll, LMS, ATS, Finance Systems)
	AI/ML for Talent Intelligence and HR Decision Support
	Digital Employee Experience (DEX) Design
	Embedded Analytics and In-app Guidance Systems
	Mobile-First HR Tech Design

Note: The represented data is derived from Draup’s Proprietary Skills Database. Draup conducted a comprehensive analysis across 850 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Skills Demand Growth – HR Tech: HR Tech skills are seeing sharp growth, with demand rising for expertise in observability and monitoring tools (48.5%), digital employee experience (DEX) design (46.7%), and HRIS/HCM platforms like Workday, SAP SuccessFactors, and Oracle HCM (43.3%)



Note: The list of skills showcases the top core and emerging skills observed across job postings for the past 12 months.
Source: Draup’s skills database. The top 10 skills are in decreasing order of demand. The skill demand growth rate indicates growth in skills demand when compared to the previous year

Sunset/Declining Skills – HR Tech: The HR technology landscape is rapidly shifting, with a steep decline in skills related to outdated systems; the most significant drops are in ‘On-premise HRIS systems’ (-17%) and ‘Manual system upgrades’ (-15%), driven by the rise of automated, cloud-native platforms

Declining/Sunset Skills: Skill Demand Decline (Y-o-Y) – HR Tech

On-premise HRIS systems (non-cloud)

- Phasing out as SaaS/cloud HR systems dominate

Manual system upgrades/patching

- Superseded by auto-updates in cloud-native HR platforms

Limited self-service portals

- Outdated as modern HR platforms provide mobile-first, full self-service

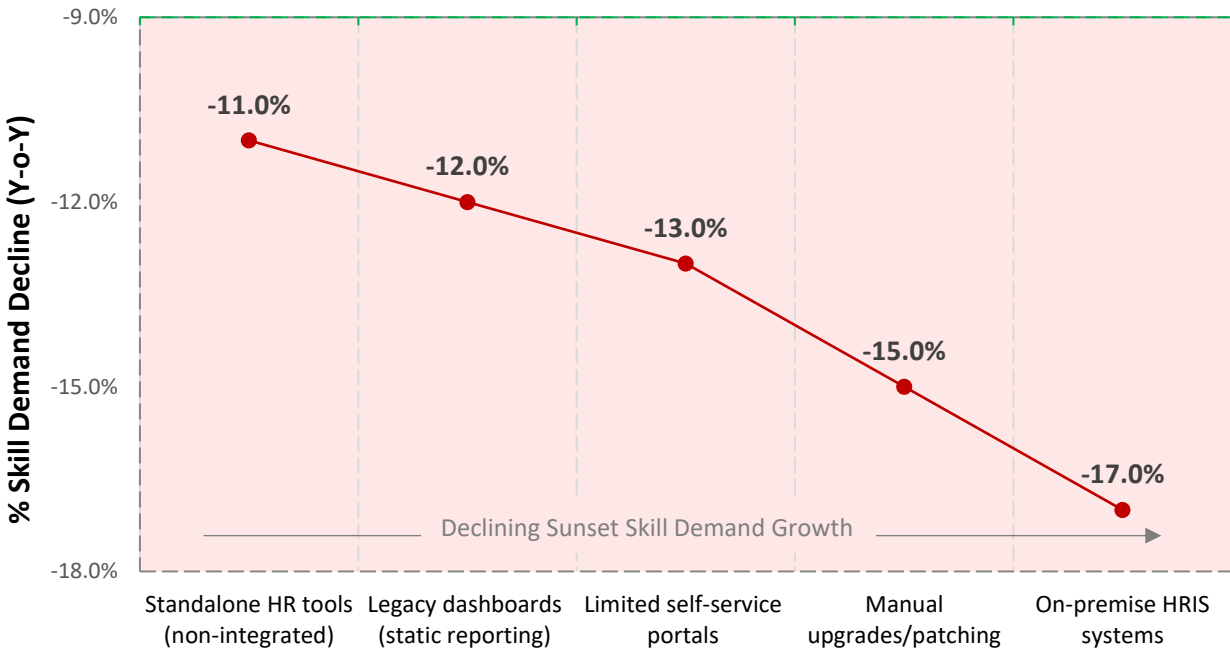
Standalone HR tools without integration

- Losing relevance as unified HR ecosystems become standard

Legacy HR dashboards (non-interactive reporting)

- Declining as interactive, AI-driven analytics dashboards gain adoption

Top Declining Skills for HR Tech



Key Insights

Modern HR platforms now provide a mobile-first, full self-service experience. **60% of employees** prefer using **mobile apps for HR-related tasks**, such as time-off requests and accessing pay stubs

AI-driven analytics dashboards provide real-time insights into key metrics like **turnover rates, engagement, and productivity**, empowering HR professionals to make proactive, **data-informed decisions**

Note: Draup specifically analyse the skill competencies in last five years and its Y-o-Y share of voice in JDs across insurance-based companies to arrive at the targeted list of declining (sunset) skillsets.
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Core Tools				
Darwinbox Platform	Taleo	Equus Assignment Pro	Zapier	Monday.com
DocuSign	Draup	Thomson Reuters ONESOURCE	Tracker I-9	Microsoft Copilot
SAP Successfactor	Workday	Qualtrics	Smarsh	BambooHR
Workday	SAP SuccessFactors	UKG Pro	Ceridian Dayforce	Paychex

AI and Digital Tools				
ServiceNow Virtual Agent	Draup	UiPath (AI Center)	Relevance AI	ADP DataCloud
Leena AI	Papaya Global	Automation Anywhere + IQ Bot	Moveworks	Visier People

Core Tools		
ServiceNow	Espressive	Qualtrics
DocuSign	Glint	Workday
MS Office (Excel / Outlook / PowerPoint)	OrgVue	ADP
SeekOut	DarwinBox	SAP SuccessFactors / Oracle HCM

AI and Digital Tools		
IBM Watson	Visier	SkyHive

Core Tools		
Empathy-driven coaching	Tableau	Power BI
Learning Platforms(Coursera, Degreed, Udemy, Udacity)	Workday	SAP Successfactor

AI and Digital Tools		
Draup	CoachHub	BetterUp
LinkedIn Talent Insights	Google Cloud AI Platform	EightFold.ai

Core Tools		
Payscale MarketPay	Darwin AI (Mercer)	Visier Compensation
Shareworks (Morgan Stanley)	Carta	Fidelity PSW
Workday	SAP SuccessFactors	Oracle HCM

AI and Digital Tools		
Draup	Leena AI	ADP DataCloud Compliance Suite
Equus AssignmentPro	Assignment Pro	Moveworks

Core Tools	
Workday	SAP SuccessFactors
Google Forms	SurveyMonkey

AI and Digital Tools	
Qualtrics	Diversio
Eightfold.AI	-

Core Tools		
Draup, Inc	Eightfold.ai	HireVue
Beamery	LinkedIn Talent Insights	SeekOut
Power BI, Tableau	AllyO	MS Office (Excel, PowerPoint)

AI and Digital Tools		
Lever	SeekOut	

Core Tools		
Draup	Zoho	LinkedIn Talent Insights
SAP Analytics Cloud	TalentNeuron	--

AI and Digital Tools		
Eightfold.ai	Digital Twin Modeling for Workforce	Beamery TalentGPT

Core Tools	
Reflektive	UiPath
15Five	ServiceNow

AI and Digital Tools		
LeenaAI	Crunchr	Visier