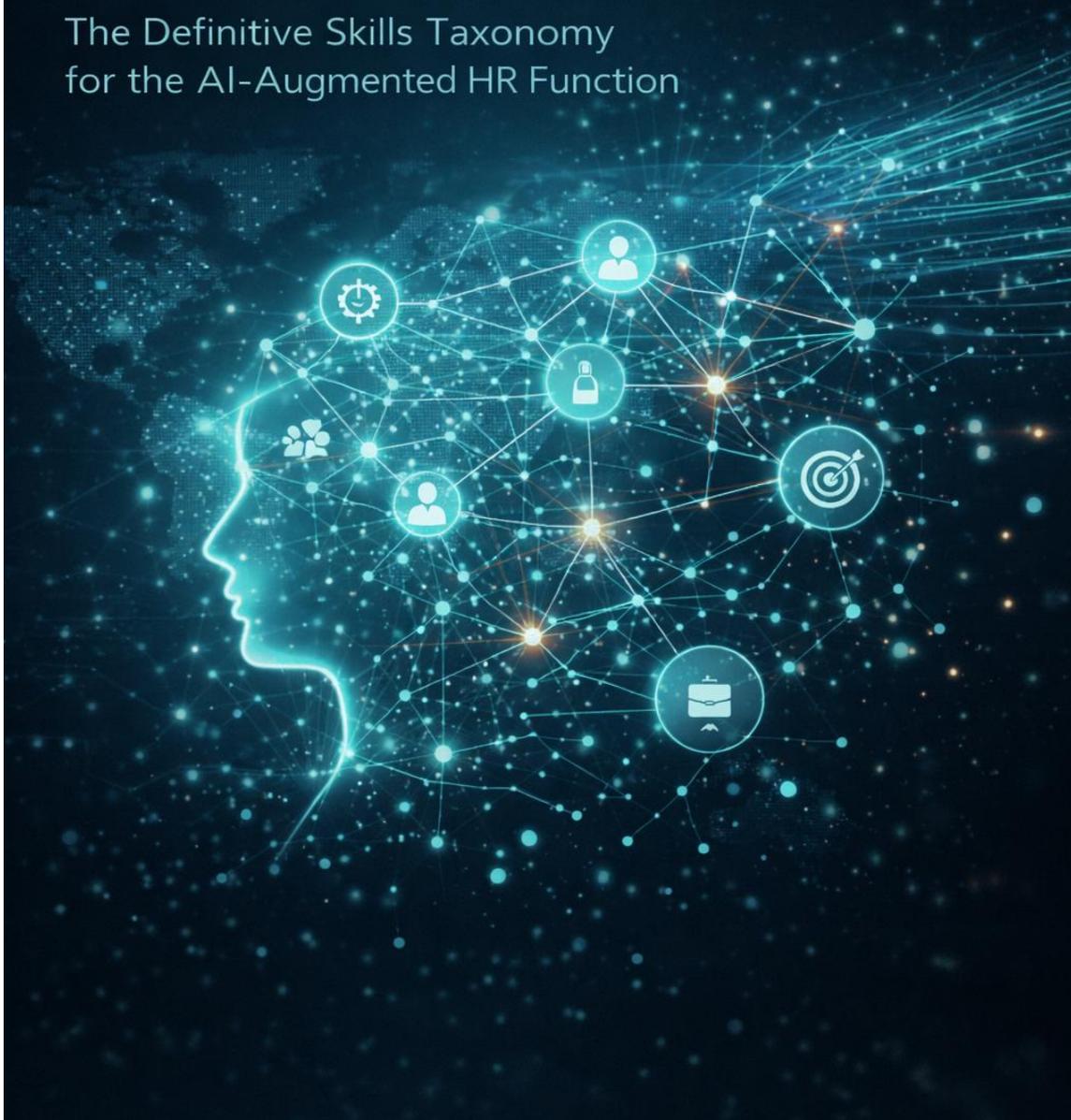**Draup**
INTELLIGENCE PLATFORM

Future HR Skills & People Organization Competencies

The Definitive Skills Taxonomy
for the AI-Augmented HR Function

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Executive Summary

The HR function stands at an inflection point. As artificial intelligence, demographic shifts, geoeconomic pressures, and the green transition converge, organizations worldwide are being compelled to rethink how they attract, develop, deploy, and retain talent.

The defining shift emerging from these forces is that HR is no longer solely responsible for managing talent processes. Increasingly, the People function is becoming the governance layer of the AI-enabled workforce. As intelligent systems shape hiring, performance management, workforce planning, and career development, HR must ensure that these systems are transparent, explainable, and aligned with both organizational strategy and regulatory expectations. In effect, HR is evolving into the function responsible for orchestrating the interaction between human capability, organizational skills architecture, and algorithmic decision systems.

The scale of disruption is unprecedented. According to the World Economic Forum's *Future of Jobs Report 2025*, job disruption will affect 22 percent of all roles by 2030, while 78 million new positions will be created **globally**. Nearly **40 percent of the skills required for existing jobs are expected to change**, and **63 percent of employers already cite skills shortages as the primary barrier to business transformation.**

At the same time, artificial intelligence is becoming embedded across the systems that shape workforce decisions—from recruitment and skills inference to workforce planning, learning pathways, and compensation benchmarking. As these technologies expand, organizations remain fully accountable for the outcomes of algorithmic decisions affecting employees and candidates.

Draup's research, based on analysis of over 800 million professional profiles and 450 million job descriptions worldwide, indicates that this transformation extends directly to the HR profession itself. Traditional administrative competencies are giving way to a new capability model centered on AI-augmented decision-making, predictive workforce intelligence, ethical governance, and human-centered leadership.

Most critically, AI verification—the ability to audit, validate, and ensure the fairness and legality of AI-driven workforce decisions—has emerged as the most urgent new skills domain across HR functions. This shift is being driven by a rapidly evolving regulatory landscape, including the EU AI Act, EEOC algorithmic fairness enforcement, NIST AI Risk Management Framework, ISO/IEC 42001, and emerging state and municipal regulations.

Industry research reinforces the scale of this challenge. Deloitte's *2026 Global Human Capital Trends* survey of more than 9,000 leaders across 89 countries finds that 85 percent of executives consider workforce adaptability critical, yet only 7 percent believe their organizations are leading in enabling continuous workforce evolution. Similarly, Gartner's *2026 CHRO Priorities* research identifies four pressing imperatives for HR leaders: harnessing AI to transform HR, addressing culture atrophy, reshaping work in the human–machine era, and mobilizing leaders to navigate accelerating change.

Together, these forces are redefining the mandate of the HR function—from managing talent processes to governing the systems that shape workforce decisions.

Against this backdrop, this paper presents Draup's Future HR Skills Taxonomy for 2026 and beyond. The framework identifies over 140 critical capabilities across six core HR domains, integrates function-specific AI verification and compliance skills, introduces an AI evolution maturity model for HR, and outlines strategic recommendations for Chief Human Resources Officers seeking to prepare their organizations for the next era of workforce transformation.

The transformation of HR ultimately converges around three strategic imperatives for enterprise CHROs: building AI-augmented HR capabilities, transitioning toward skills-based workforce architectures, and establishing governance mechanisms for AI-driven employment decisions.

Three Strategic Imperatives for CHROs

The transformation of HR is converging around three strategic imperatives that will define how the People function operates in an AI-driven enterprise.

AI-Augmented HR
Artificial intelligence is rapidly becoming embedded in the systems that support workforce decisions—from recruiting and workforce planning to learning, performance, and compensation. HR must therefore evolve from managing processes to orchestrating human–AI collaboration across the workforce lifecycle.

The Skills-Based Workforce
Organizations are shifting from job-based structures toward skills-based operating models. HR will

increasingly serve as the architect of enterprise skills systems—enabling dynamic talent deployment, internal mobility, and workforce planning aligned to evolving capabilities.

AI Governance and Verification

As AI systems influence employment decisions, organizations remain accountable for their outcomes. HR must therefore develop capabilities in AI verification, including bias testing, explainability, and regulatory compliance across workforce systems.

Together, these imperatives redefine the HR function—from managing talent processes to designing and governing the systems that shape workforce decisions.

The Macro Landscape: Forces Reshaping HR

Six interconnected drivers are reshaping the People function with unprecedented speed and scale.

1. Artificial Intelligence and Generative AI Acceleration

McKinsey Global Institute reports that 88 percent of organizations now use AI regularly in at least one business function. The shift from conversational AI to agentic AI—autonomous digital agents that observe, reason, and execute multi-step workflows—represents the defining technological inflection of 2026.

2. The Skills Gap Crisis

The World Economic Forum estimates that 59 percent of the global workforce will require training by 2030. SHRM's 2025 Talent Trends research reveals that 28 percent of organizations require

candidates to possess entirely new skills, with data analysis (36 percent), AI literacy (31 percent), and cybersecurity (21 percent) topping demand. Four in five organizations report difficulty finding qualified candidates.

3. Demographic and Workforce Shifts

The OECD Employment Outlook 2025 highlights a global demographic crunch: aging populations constrain talent supply even as demand for technology-literate workers accelerates. The ILO's Workforce 2030 report documents how the green and digital transitions are creating new occupations while rendering others obsolete.

4. The Rise of the Skills-Based Organization

Research from the Josh Bersin Company and SHRM indicates 55 percent of employers have begun moving to skills-based hiring models, with another 23 percent planning to do so within the year.

5. Culture Under Pressure and Change Overload

Deloitte's 2026 research reveals that 65 percent of organizations believe their culture must change significantly because of AI. One-third of workers experienced 15 or more major organizational changes in a single year. The concept of "changefulness"—embedding continuous learning and real-time support into the flow of work—is emerging as the successor to traditional change management.

6. The AI Regulation and Verification Imperative

A convergence of regulatory frameworks is creating an unprecedented compliance landscape. The EU AI Act classifies virtually all AI used in employment decisions as "high risk," with core requirements taking effect in August 2026 and penalties reaching 35 million euros or 7 percent of global annual turnover. The EEOC has launched its Initiative on Artificial Intelligence and Algorithmic Fairness, reinforcing that employers remain fully liable under Title VII if AI tools produce disparate impact. The Colorado AI Act (effective February 2026) mandates annual impact assessments. NYC Local Law 144 requires independent bias audits. NIST's AI Risk Management Framework and ISO/IEC 42001 are becoming de facto governance standards. For HR, developing robust AI verification capabilities is no longer optional—it is existential.

Strategic Implication for HR

Taken together, these regulatory developments signal a structural shift in the role of HR. Workforce technologies are increasingly treated by regulators as high-impact decision systems with direct implications for fairness, transparency, and legal accountability. As a result, HR leaders are becoming responsible not only for talent strategy but also for the governance of algorithmic systems that influence workforce outcomes. Building internal capabilities for AI verification—bias testing, explainability assessment, model monitoring, and regulatory compliance—is rapidly emerging as a core responsibility of the modern People function.

The Future HR Skills Taxonomy

Draup's Future HR Skills Taxonomy organizes competencies into six core functional domains. A key innovation of this edition is the integration of AI verification and compliance skills directly within each functional domain, reflecting the reality that verification is not a standalone activity but must be embedded in every HR process that touches AI.

1. Talent Acquisition & Intelligent Sourcing

Talent acquisition is undergoing the most visible AI-driven transformation within HR, and it is also the most heavily regulated. NYC Local Law 144, the EEOC's four-fifths rule, and the EU AI Act all impose specific requirements on AI-assisted hiring decisions.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Skills-Based Hiring	AI-Assisted JD Development	Agentic Talent Sourcing Systems
Employer Branding & EVP Design	Intelligent Candidate Assessment	Autonomous Interview Orchestration
Social Media Recruiting	Predictive Candidate-Role Matching	Gen AI for Personalized Journeys
Competency Mapping	Skills Sequencing & Adjacency	Real-Time Labor Market Intel
Candidate Experience Management	Recruitment Chatbots & Conv. AI	AI-Powered Diversity Sourcing
Talent Marketplace Design	Psychometric Profiling Integration	Digital Twin Candidate Modeling

Specific AI Verification & Compliance Skills	
AEDT Bias Audit Compliance	Conducting or commissioning annual independent bias audits of all automated employment decision tools (AEDTs), as required by NYC Local Law 144. Includes publishing audit summaries, notifying candidates, and offering alternative processes.
Four-Fifths Rule Application in Screening	Applying the EEOC's four-fifths (80%) rule to AI screening and ranking outputs—ensuring that selection rates for any protected group are at least 80% of the rate for the highest-selected group.
Vendor Recruitment AI Due Diligence	Evaluating third-party recruitment AI vendors for bias testing practices, model transparency, compliance certifications, and contractual liability allocation. EEOC guidance makes employers—not vendors—liable for disparate impact.
Candidate Notification & Appeal Systems	Building processes for notifying candidates when AI is used in screening/selection (required under Colorado AI Act and EU AI Act) and providing meaningful appeal mechanisms for adverse decisions.
Adverse Impact Statistical Testing	Conducting disaggregated outcome analysis of AI hiring decisions across race, gender, age, disability, and intersectional categories, with statistical significance testing.

Specific Human Skills Required	
Persuasion & Negotiation	Influencing hiring managers, closing candidates, and navigating competing stakeholder priorities throughout the recruitment lifecycle.
Empathy & Candidate Rapport Building	Creating authentic connections with candidates to assess cultural fit, understand motivations, and deliver a humanized hiring experience—especially critical as AI handles initial screening.
Cross-Cultural Communication	Engaging effectively with diverse global talent pools, adapting communication styles, and ensuring inclusive interactions across cultural, linguistic, and generational boundaries.
Storytelling & Employer Brand Advocacy	Crafting compelling narratives about organizational purpose, culture, and career opportunity that resonate authentically with target talent segments.
Intuitive Judgment in Candidate Assessment	Exercising seasoned human judgment to evaluate qualities AI cannot reliably measure—such as authenticity, leadership potential, cultural alignment, and intrinsic motivation.
Active Listening & Needs Discovery	Deeply understanding both candidate aspirations and hiring manager requirements through attentive, probing dialogue to achieve optimal talent matches.

The WEF projects technology skills demand in talent acquisition will grow by 25–29 percent by 2030. SHRM notes over half of organizations cite organizational growth as the primary driver for new skills. With NYC, Colorado, and the EU now mandating audits and impact assessments, verification skills are no longer a nice-to-have—they are table stakes for any TA function using AI.

2.   People Analytics & Workforce Intelligence

People analytics has evolved into a strategic capability. Verification skills are especially critical here because analytics outputs directly inform consequential workforce decisions.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Data Management & Data Lakes	Predictive Retention Modeling	Prescriptive Workforce Analytics
HR Dashboard Design & KPIs	Employee Sentiment Analysis (NLP)	Causal Inference for People Decisions
Survey Design & Administration	Real-Time Engagement Analytics	Organizational Network Analysis
Automated Data Governance	Workforce Scenario Modeling	AI-Driven Skills Forecasting
Statistical Analysis & Visualization	People Data Ethics & Privacy	Digital Twin Workforce Simulation

Specific AI Verification & Compliance Skills	
Model Explainability & Interpretability	Ensuring all predictive models used in workforce decisions (retention, performance, promotion likelihood) can be explained in human-understandable terms. Required under EU AI Act Article 13 for high-risk systems.
Data Quality Assurance for AI Inputs	Validating that training data and ongoing input data for people analytics models are accurate, representative, and free from historical bias that could propagate into AI outputs.
Algorithmic Impact Assessment Design	Designing and executing structured impact assessments for analytics models before deployment and annually thereafter, as required by the Colorado AI Act and recommended by NIST AI RMF.
Model Drift Detection & Alerting	Implementing automated monitoring for when predictive model performance degrades or output distributions shift in ways that could introduce or amplify bias over time.
Privacy-Preserving Analytics	Applying differential privacy, data anonymization, and federated learning techniques to ensure people analytics comply with GDPR, state privacy laws, and organizational data ethics policies.

Specific Human Skills Required	
Data Storytelling & Executive Communication	Translating complex analytical findings into compelling, actionable narratives for C-suite leaders and business stakeholders who may lack technical fluency.
Ethical Reasoning & Data Sensitivity	Navigating the ethical complexities of people data—balancing organizational insight needs with employee privacy, consent, and the responsible use of behavioral and sentiment data.
Intellectual Curiosity & Hypothesis Thinking	Formulating incisive questions, challenging assumptions behind AI-generated insights, and pursuing deeper root-cause analysis beyond surface-level correlations.

Stakeholder Influence & Advisory Skills	Building trusted advisory relationships with business leaders, coaching them on evidence-based talent decisions, and diplomatically challenging data-unsupported intuitions.
Critical Thinking & Pattern Recognition	Identifying meaningful signals in workforce data while detecting spurious patterns, biases in AI outputs, and misleading statistical artifacts.

For analytics professionals, the verification gap—the ability to validate model fairness and explain AI-driven insights—represents an urgent development priority.

3.   Employee Relations & Experience Design

Gartner's research shows organizations embedding desired culture into daily work achieve up to 34 percent improvement in employee performance. As AI permeates the employee experience, verification ensures trust.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Case Management Systems	AI-Powered Case Resolution	AI Agents for Employee Exp.
Employee-First Culture Design	Copilots for Employee Wellbeing	Hyper-Personalized EX
Employee Engagement Metrics	Automated Pulse Surveys	Real-Time Wellbeing Detection
Conflict Resolution & Mediation	Digital Employee Journey Mapping	Predictive Burnout Intervention
Workplace Policy Development	Remote & Hybrid Work Design	Autonomous Onboarding

Specific AI Verification & Compliance Skills	
AI Transparency in Employee Decisions	Ensuring employees understand when and how AI influences decisions affecting their work—from task assignment to performance flags. EU AI Act Article 26 requires employers to inform workers of high-risk AI system use.
Emotion Recognition Compliance	Ensuring compliance with the EU AI Act's prohibition on emotion recognition systems in the workplace (effective February 2025). Auditing vendor tools for hidden emotion-inference capabilities.
Human Oversight Protocol Design	Designing escalation pathways that ensure meaningful human review of AI-flagged employee issues—not rubber-stamp oversight—as required under EU AI Act Article 14.
Employee AI Rights & Appeals Management	Building processes enabling employees to challenge AI-driven decisions (performance ratings, task assignments, disciplinary flags) with access to human review. Required under Colorado AI Act.

Specific Human Skills Required	
Active Listening & Empathetic Communication	Hearing and validating employee concerns with genuine empathy—especially during sensitive situations involving performance issues, workplace conflict, or organizational change.
Conflict Resolution & Mediation	Facilitating constructive dialogue between parties in dispute, de-escalating tensions, and guiding resolution through principled negotiation and impartiality.
Psychological Safety & Trust Building	Creating environments where employees feel safe to voice concerns, report issues, and provide candid feedback without fear of retaliation—the foundation of a healthy employee experience.
Emotional Regulation & De-Escalation	Maintaining composure and modeling calm professionalism during high-emotion situations, enabling productive outcomes in grievance handling, crisis response, and difficult conversations.
Cultural Sensitivity & Inclusion Advocacy	Recognizing and respecting diverse perspectives, identifying systemic barriers to belonging, and championing inclusive workplace practices across hybrid and global environments.

Transparent, verifiable AI systems are essential for maintaining employee trust during this period of unprecedented change.

4. Learning, Development & Career Architecture

The WEF notes 50 percent of the global workforce has completed training as part of L&D initiatives, up from 41 percent in 2023. As AI personalizes learning at scale, verification ensures equitable access and outcomes.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Instructional Design & Curriculum	AI-Assisted Career Recs	Agentic Learning Systems
Upskilling & Reskilling Strategy	Gamification of Learning	Gen AI Content Curation
Learning Management Systems	Personalized Learning Micropaths	Skills Inference & Auto-Credentialing
Mentoring & Coaching Programs	AI-Powered Leadership Coaching	Continuous Skills Verification
Compliance Training	Adaptive Learning Platforms	Enterprise Knowledge Graph
User-Generated Content (UGC)	AI-Assisted Course Development	In-Flow-of-Work Learning Agents

AI Verification & Compliance Skills	
Learning Recommendation Fairness Audit	Testing whether AI-driven learning recommendations provide equitable access to high-value development opportunities across demographic groups—ensuring AI does not perpetuate career pathway biases.
Skills Inference Validation	Verifying accuracy and fairness of AI systems that infer employee skills from work outputs, project contributions, and digital behavior—

	preventing over- or under-credentialing that could affect career progression.
AI-Generated Content Quality Assurance	Auditing generative AI-produced learning content for accuracy, bias, cultural sensitivity, and alignment with organizational standards before deployment at scale.
Credential Verification & Fraud Detection	Validating auto-credentialing and micro-certification systems to ensure they meet institutional standards and are resistant to gaming or fabrication.

Specific Human Skills Required	
Coaching & Mentoring	Guiding employees through personalized development journeys, providing constructive feedback, and fostering growth mindsets—capabilities that AI-driven learning platforms cannot replicate.
Facilitation & Group Learning Dynamics	Designing and leading collaborative learning experiences, managing group dynamics, and creating peer-learning environments that accelerate knowledge transfer.
Growth Mindset Modeling	Embodying continuous learning and intellectual humility as an L&D professional, demonstrating that skill development is a lifelong journey—not a compliance exercise.
Creative Problem-Solving & Curriculum Innovation	Designing novel learning interventions that address emerging skill gaps, blending experiential, social, and digital learning modalities for maximum impact.
Motivational Communication & Learning Advocacy	Inspiring a culture of learning by articulating the personal and professional value of upskilling, overcoming learner resistance, and building organizational commitment to development.
Career Counseling & Aspirational Alignment	Helping employees connect their personal aspirations with organizational opportunities, navigating career transitions with empathy and strategic guidance.

The OECD Skills Outlook 2025 emphasizes modular credentials and prior learning recognition. As AI increasingly determines which employees receive which development opportunities, verifying that these systems operate fairly is essential for both compliance and talent equity.

5. Compensation, Benefits & Total Rewards

Compensation is among the highest-stakes domains for AI verification, given the direct financial and legal consequences of algorithmic bias in pay decisions.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Compensation Benchmarking	AI-Driven Pay Equity Analysis	Dynamic Pay Optimization Engines
Benefits Administration	Real-Time Market Benchmarking	Predictive Total Rewards Modeling
Pay Structure Design	Personalized Rewards & Benefits	AI Agents for Payroll Anomaly
Payroll Compliance	Chatbot-Powered Payroll Inquiry	Skills-Based Pay Architecture

Job Evaluation Frameworks	Gig & Contingent Pay Analysis	Algorithmic Fairness in Comp.

AI Verification & Compliance Skills

AI Pay Equity Audit & Regression Testing	Running multivariate regression analyses on AI-generated compensation recommendations to detect unexplained pay gaps across gender, race, ethnicity, and other protected categories. Essential for compliance with pay transparency laws.
Compensation Algorithm Explainability	Ensuring AI-driven pay recommendations, bonus calculations, and equity award algorithms can be explained to employees and regulators in plain language—with full documentation of input factors and weightings.
Dynamic Pricing Fairness Monitoring	Continuous monitoring of dynamic compensation engines that adjust pay in real time based on market signals—ensuring that dynamic adjustments do not systematically disadvantage protected groups.
Payroll Anomaly False Positive Management	Validating that AI-powered payroll anomaly detection systems do not disproportionately flag employees from specific demographic groups, creating unnecessary scrutiny or processing delays.

Specific Human Skills Required

Negotiation & Persuasion in Compensation Conversations	Navigating sensitive pay discussions with employees and managers, balancing equity principles with individual expectations and market realities.
Ethical Judgment in Pay Decisions	Applying moral reasoning to compensation dilemmas—such as pay compression, equity adjustments, and executive compensation—ensuring decisions reflect organizational values, not just algorithms.
Executive Communication & Business Partnering	Presenting compensation strategy and total rewards philosophy to senior leadership in business-impact terms, building the case for investment in equitable pay practices.
Empathy & Employee Financial Wellbeing Advocacy	Understanding the real-world impact of compensation decisions on employee lives, advocating for benefits and programs that support holistic financial wellness.
Analytical Rigor & Fairness Mindset	Combining quantitative discipline with a deep commitment to equity—questioning pay data anomalies, challenging market benchmarks that may embed historical bias, and ensuring pay decisions withstand scrutiny.

As organizations move to skills-based pay, the complexity of compensation algorithms increases dramatically. Verification skills become the essential safeguard against inadvertent discrimination and regulatory exposure.

6. Workforce Planning & Organizational Design

Workforce planning has graduated from periodic exercise to continuous, AI-augmented strategic function. Verification is critical because planning decisions cascade across the entire organization.

Core Skills	Sunrise Wave 1	Sunrise Wave 2
Demand Forecasting & Headcount	AI-Powered Scenario Modeling	Autonomous Workforce Rebalancing
Organizational Design Principles	Granular Skills Mapping	Digital Twin Org Modeling
Succession Planning	Location Intelligence	Human-AI Workforce Composition
Workforce Cost Modeling	AI Models Cost-Impact Analysis	Skills Supply Chain Architecture
Business Continuity Planning	Peer Benchmarking & Trends	Predictive Productivity Analytics

Specific AI Verification & Compliance Skills	
Scenario Model Validation & Stress Testing	Verifying that AI-generated workforce scenarios are based on sound assumptions and produce reliable outputs under stress conditions— including testing for demographic bias in reduction-in-force models.
Workforce Composition Bias Detection	Auditing AI recommendations for team composition, role allocation, and organizational restructuring for patterns that could constitute disparate impact on protected groups.
Succession Planning Algorithm Audit	Testing AI-driven succession and high-potential identification systems for demographic bias—ensuring leadership pipeline recommendations do not systematically exclude underrepresented groups.
Cross-Jurisdictional Compliance Mapping	Maintaining dynamic maps of which AI verification requirements apply to which employee populations based on location, role type, and regulatory jurisdiction.

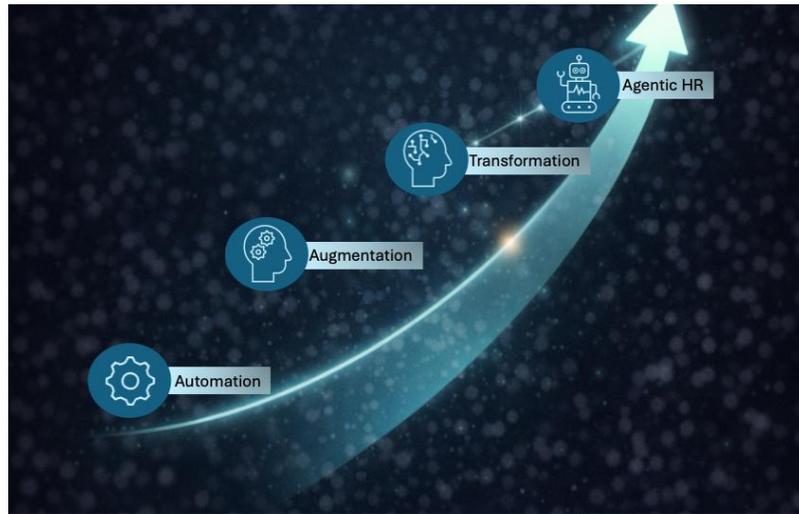| Specific Human Skills Required	
Strategic Foresight & Scenario Thinking	Envisioning multiple workforce futures, stress-testing assumptions about talent supply and demand, and preparing adaptive strategies for uncertain economic and technological landscapes.
Change Leadership & Stakeholder Alignment	Building consensus across executive teams and business units for workforce transformation initiatives, managing resistance, and sustaining momentum through complex organizational redesigns.
Systems Thinking & Organizational Empathy	Understanding how workforce decisions ripple across teams, functions, and geographies—anticipating second-order effects and ensuring restructuring plans account for human impact.
Cross-Functional Collaboration & Influence	Working effectively across finance, operations, technology, and business strategy to align workforce plans with enterprise objectives, without direct authority.

Decision-Making Under Uncertainty	Making high-stakes workforce planning choices with incomplete information, balancing data-driven insights with experienced judgment and organizational context.

The WEF identifies four potential trajectories for AI through 2030: supercharged progress, an age of displacement, the co-pilot economy, and stalled progress. Verified workforce planning ensures organizations can navigate any scenario with confidence and compliance.

The AI Evolution Framework for HR

Draup's AI maturity model maps four stages. Each stage carries increasing verification requirements as AI autonomy and decision-making scope expand.

Stage 1 Automation	Stage 2 Augmentation	Stage 3 Transformation	Stage 4 Disruption
Chatbots, Automated Onboarding, Pulse Feedback, AI-Assisted JD, Skills Gap Analysis	Workforce Analytics, Talent Intelligence, Career Recs, Sentiment Analysis, Psychometric Profiling	Predictive Analytics, Performance Modeling, Personalized Journeys, Gamification, Adaptive Learning	AI Agents for EX, Agentic Sourcing, Autonomous Rebalancing, AI Leadership Coaching
Verification: Basic system logging, input/output audits	Verification: Bias testing, model explainability, data quality assurance	Verification: Continuous fairness monitoring, impact assessments, red teaming	Verification: Real-time agent governance, adversarial testing, autonomous audit systems

Stage 1 – Automation: AI eliminates repetitive tasks. Verification requires basic system logging and input/output audits to ensure automated processes execute as designed.

Stage 2 – Augmentation: AI enhances human judgment. Verification demands bias testing of recommendations, model explainability for stakeholders, and data quality assurance for training inputs.

Stage 3 – Transformation: HR is fundamentally redesigned around AI. Verification escalates to continuous fairness monitoring, structured impact assessments, and pre-deployment red teaming of predictive systems.

Stage 4 – Disruption: Agentic AI operates autonomously. Verification reaches its most sophisticated form: real-time agent governance, adversarial testing of autonomous workflows, and AI systems that verify other AI systems.

Agentic AI: The Disruptive Frontier

Agentic AI—autonomous digital agents that observe, reason, and execute without human prompting—is the most significant shift facing HR in 2026. Deloitte's 2026 Tech Trends positions it as requiring preparation for a "silicon-based workforce."

How Agentic AI Transforms HR Functions

In talent acquisition, agentic systems autonomously create JDs, source candidates, rank against rubrics, and coordinate interviews. In employee relations, AI agents monitor engagement signals and take corrective action. In L&D, agents deliver in-flow-of-work learning without waiting for formal training cycles.

Agentic Era Skills

Skill Category	Description
AI Agent Governance & Oversight	Human-in-the-loop rules, logging, approval workflows, and guardrails for high-risk autonomous HR decisions
Workflow Orchestration Design	Architecting multi-step agent workflows across Workday, ServiceNow, Slack, and enterprise platforms
AI Output Quality Assurance	Auditing autonomous decisions to prevent low-quality output that degrades trust
Human-AI Interaction Design	Seamless handoff points between agents and humans for sensitive matters
Agent Performance Analytics	Measuring effectiveness through business outcomes: time-to-hire, compliance, engagement
Agent Verification & Red Teaming	Adversarial testing of autonomous agents before deployment—simulating edge cases, bias scenarios, and policy violations to validate safe operation

Ethical AI Frameworks for People Organizations

Draup's research, validated against the OECD, AI4People, and ISO/IEC 42001, identifies six foundational ethical frameworks for HR.

Framework	Application in HR
Fairness & Accountability	AI designed to minimize bias in hiring, promotions, and performance. Requires statistical fairness metrics and systematic auditing.
Ethical AI Decision-Making	AI4People frameworks aligning AI with fairness, justice, and transparency. Requires applied ethics and stakeholder engagement.
Debiasing Models	Tools to reduce cognitive and systemic bias. Requires technical debiasing and behavioral science.
Deliberative AI Models	Models for transparent, participatory AI-assisted decision-making in HR.
Bias Reduction Frameworks	Incentive-Compatible Fairness systems for pay equity and unbiased reviews.
AI Transparency & Explainability	Communicating how AI arrives at decisions. Critical for regulated HR processes and trust-building.

AI Verification, Compliance & Assurance for HR

While Sections 3.1–3.6 embed the most critical verification skills within each functional domain, this chapter provides the overarching framework, regulatory landscape, and enterprise-level verification infrastructure that HR organizations must build.

The Global Regulatory Landscape

Regulation	Jurisdiction	Key HR Requirement	Effective Date
EU AI Act (High-Risk)	European Union	Conformity assessments, human oversight, discrimination monitoring, logging, worker notice	August 2, 2026
EU AI Act (Prohibited)	European Union	Banned: workplace emotion recognition, biometric categorization for sensitive attributes, social scoring	February 2, 2025
EEOC Algorithmic Fairness	United States (Federal)	Title VII liability for disparate impact; four-fifths rule; documentation	Active enforcement
Colorado AI Act	Colorado, USA	Annual impact assessments; employee notice and appeal rights	February 1, 2026
NYC Local Law 144	New York City, USA	Annual independent AEDT bias audits; public disclosure; candidate notification	Active enforcement
NIST AI RMF 1.0	US (de facto standard)	Govern, Map, Measure, Manage framework; federal procurement	Published; updates expected
ISO/IEC 42001:2023	International	AI management system; Annex A.4.6 requires auditable proof of human-AI access and training	Published; adoption accelerating

AI Red Teaming & Adversarial Testing for HR

NIST and Georgetown University's CSET emphasize that red teaming must extend to any AI system making consequential people decisions. For HR, this means simulating scenarios to test whether recruitment AI discriminates, whether performance algorithms penalize demographic groups, whether compensation engines perpetuate pay inequities, and whether agentic systems violate policy.

Draup recommends cross-functional red teams combining HR domain experts, data scientists, employment lawyers, and DEI specialists, conducting pre-deployment testing, periodic adversarial audits, scenario-based stress testing with synthetic demographic data, and explainability assessments.

Continuous Monitoring Infrastructure

Capability	Description
Real-Time Fairness Dashboards	Continuous monitoring of selection, hire, and promotion rates across protected categories with automated four-fifths rule alerts.
AI Decision Logging & Lineage	Comprehensive logging of every AI-assisted employment decision: data inputs, model version, confidence, human overrides. Required under EU AI Act Article 12.
Model Drift Detection	Automated detection of performance degradation or distribution shifts that could introduce bias.
Vendor AI Compliance Tracking	Tracking vendor certifications, audits, model updates, and compliance status. Employers—not vendors—bear EEOC liability.
Employee Appeal Systems	Systems for employees/candidates to challenge AI decisions with human review. Required under Colorado AI Act.

The Four-Fifths Rule & Statistical Compliance

The EEOC's four-fifths (80 percent) rule remains the primary test for adverse impact. As AI drives selection decisions at scale, HR must develop skills in disaggregated outcome analysis by protected category, statistical significance testing for small samples, intersectional analysis across combined categories, longitudinal monitoring for cumulative adverse impact, and documentation sufficient for EEOC, state, and EU regulatory scrutiny.

Draup's analysis reveals a significant skills gap: very few organizations have HR professionals with the combined statistical, technical, and legal expertise to audit AI for compliance. Building this capability should be a top CHRO priority.

Human-Centric Skills: The Enduring Differentiator

The WEF's 2025 research makes clear that human-centric skills remain foundational. Analytical thinking is cited by seven in ten employers, followed by resilience, agility, leadership, and creative thinking. McKinsey projects social and emotional skills demand will rise 11–14 percent by 2030.

Skill	Why It Matters for Future HR
Emotional Intelligence	As AI handles transactions, human moments become higher-stakes. EQ enables navigating sensitive conversations and building psychological safety.
Critical & Analytical Thinking	Interrogating AI outputs, identifying false patterns. Gartner recommends prioritizing AI judgment over technical skill.
Strategic & Systems Thinking	Understanding how workforce decisions ripple across the organization. WEF top-ten skill through 2030.
Communication & Storytelling	Translating data-driven insights into compelling narratives for the C-suite, managers, and employees.
Resilience & Agility	Adapting amid change overload. HR must model the resilience they seek to cultivate.
Curiosity & Lifelong Learning	WEF top-ten skill for 2030. HR professionals who model learning are more effective advocates.

Beyond core skills, HR professionals need negotiation, active listening, conflict resolution across cultural divides, mentoring in hybrid settings, digital literacy, and decision-making under uncertainty.

Skills and Tasks-Based Organization: The New Operating Model

Research from the Josh Bersin Company, SHRM, and WEF converges: organizations that organize talent around skills achieve greater agility, faster mobility, and better utilization.

Capability	HR Skill Requirement
Skills Taxonomy Design & Governance	Building dynamic ontologies that evolve with market demand
Skills Inference & Validation	Using AI to infer skills from work outputs; validating through assessment
Internal Talent Marketplace	Matching employees to projects and gigs based on skill profiles
Skills-Based Workforce Planning	Forecasting skills supply and demand at enterprise level
Skills-Based Compensation	Pay structures rewarding skills acquisition and versatility

SHRM shows 55 percent of employers have begun. Draup recommends a phased approach: skills-based hiring, then internal mobility, then compensation and planning.

Strategic Recommendations for CHROs

Three Strategic Moves for CHROs

The transformation of HR is converging around three strategic priorities:

AI-Augmented HR
Embed AI across the employee lifecycle to strengthen workforce intelligence and decision-making.

Skills-Based Workforce
Shift from job-centric structures to enterprise skills architectures that enable dynamic talent deployment and internal mobility.

AI Governance & Verification
Establish capabilities to audit, monitor, and validate AI-driven workforce decisions to ensure fairness, transparency, and regulatory compliance.

Strategic Action Agenda:

Develop an HR-Specific AI Strategy. Identify processes for automation, augmentation, and transformation; build governance capability; create impact metrics.

Invest in the Dual Skill Stack. Build AI literacy and data analytics alongside emotional intelligence and ethical reasoning. Target 50-50 technical/human.

Build for Changefulness. Embed continuous learning, real-time feedback, and AI-powered support into daily work rather than managing discrete change events.

Accelerate Skills-Based Operations. Begin with hiring, extend to marketplaces, compensation, and workforce planning.

Prepare for the Agentic Workforce. Invest in governance, orchestration, and quality assurance for autonomous agents.

Build AI Verification as a Core Competency Across HR Functions. Do not treat verification as a centralized compliance activity. Embed verification capabilities across HR: talent acquisition (AEDT audits, four-fifths rule), people analytics (model explainability, drift detection), employee relations (transparency, appeal rights), L&D (recommendation fairness, content QA), compensation (pay equity regression, algorithm explainability), and workforce planning (scenario validation, composition bias). Establish cross-functional red-teaming teams. Deploy real-time fairness dashboards. Ensure ISO/IEC 42001 readiness.

Address Culture Atrophy Proactively. Embed cultural behaviors into daily workflows. Organizations that succeed see up to 34 percent performance improvement.

Close the Adaptability Gap. 85 percent of leaders consider adaptability critical, but only 7 percent lead in workforce adaptation.

Reinvent the Manager Role. Managers must evolve into coaches, connectors, and culture carriers. 64 percent of CHROs believe leaders lack the mindset to lead change.

Conclusion: The Next Evolution of the HR Function

The transformation now underway in the HR function represents more than a technological shift. It marks a fundamental redefinition of how organizations understand and manage talent.

For decades, HR systems were designed around stable job architectures and relatively predictable workforce dynamics. That model is rapidly giving way to a new paradigm defined by continuous skills evolution, AI-augmented decision-making, and increasingly complex regulatory oversight of workforce technologies.

In this environment, the role of the HR function is expanding. HR is no longer solely responsible for administering talent processes—it is becoming the organizational capability responsible for orchestrating the relationship between human talent, enterprise skills architecture, and intelligent systems that shape workforce decisions.

This shift places new demands on HR leaders. Building expertise in AI literacy, data-driven workforce intelligence, and algorithmic governance is now essential for ensuring that AI systems support—not undermine—organizational strategy, fairness, and trust.

The organizations that will lead in the next era of workforce management will be those that treat HR not as a support function, but as a strategic capability responsible for enabling adaptive, skills-based enterprises.

Draup's Future HR Skills Taxonomy provides a structured framework for this transition— identifying the capabilities HR organizations must build to operate effectively in an AI-enabled world. By combining deep HR expertise with emerging capabilities in AI governance, workforce intelligence, and human-centric leadership, the People function can evolve into one of the most critical strategic capabilities within the modern enterprise.

The question for HR leaders is no longer whether this transformation will occur.
The question is how quickly organizations can build the capabilities required to lead it.

Methodology & Sources

Research Methodology

This paper is derived from Draup's proprietary Talent intelligence platform, processing over 10 million data points weekly. Draup analyzed 800 million professional profiles and 450 million job descriptions to construct the skills taxonomy.

Additional Institutional Research Sources

- World Economic Forum – Future of Jobs Report 2025; Skills Outlook; AI scenario analyses through 2030.
- Deloitte – 2025 and 2026 Global Human Capital Trends, 9,000+ leaders across 89 countries.
- Gartner – 2026 CHRO Priorities, 426 CHROs across 23 industries.
- SHRM – 2025 Talent Trends; BASK; 2026 HR Trends.
- McKinsey Global Institute – Future of work; AI in the workplace.
- OECD – Skills Outlook 2025; Employment Outlook 2025.
- ILO – Workforce 2030: Skills for the green and digital transition.
- Josh Bersin Company – Superworker Organization; skills-based orgs; AI and corporate learning.
- NIST – AI Risk Management Framework 1.0; Generative AI Profile.
- EEOC – Initiative on AI and Algorithmic Fairness; Technical Assistance on AEDTs.
- EU AI Act – Regulation (EU) 2024/1689; high-risk AI provisions for employment.
- ISO/IEC 42001:2023 – AI Management System standard.
- Harvard Journal on Legislation – Regulating AI in the workplace.
- Georgetown CSET – AI Red-Teaming Design: Threat Models and Tools.
- Colorado AI Act – SB 21-169; requirements for high-risk AI in employment.
- NYC Local Law 144 – Automated Employment Decision Tools regulation.

Disclaimer

Data is derived from Draup's Proprietary Talent Intelligence platfom and validated against institutional sources. The taxonomy is subject to continuous refinement. This paper does not constitute legal or professional advice.