

## DATA: Could Your HR Job Be Automated in the Next 10 Years?



| HR Role   | Rate of Complexity (1-10 where 10 is most complex) | Complexity Rating  | Rate of Repetitiveness (1-10 where 10 is most repetitive) | Repetitive rating     | Grouping                | Risk of automation |
|---|--|--------------------|---|-----------------------|-------------------------|--------------------|
| Facilitator   | 4  | Somewhat Complex   | 5   | Somewhat Repetitive   | Routine and Simple      | High               |
| Business Analyst  | 4  | Somewhat Complex   | 5   | Somewhat Repetitive   | Routine and Simple      | High               |
| Payroll Team Lead   | 4  | Somewhat Complex   | 5   | Somewhat Repetitive   | Routine and Simple      | High               |
| HR Scrum Manager  | 5  | Somewhat Complex   | 5   | Somewhat Repetitive   | Routine and Simple      | High               |
| DEIB Consultant   | 5  | Relatively Complex | 6   | Somewhat Repetitive   | Routine and Simple      | High               |
| Payroll Team Lead   | 5  | Somewhat Complex   | 6   | Somewhat Repetitive   | Routine and Simple      | High               |
| Compensation & Benefits Manager   | 7  | Relatively Complex | 6   | Somewhat Repetitive   | Routine and Simple      | High               |
| Process Engineer  | 7  | Relatively Complex | 6   | Somewhat Repetitive   | Routine and Simple      | High               |
| Compensation & Benefits Specialist  | 7  | Relatively Complex | 6   | Somewhat Repetitive   | Routine and Simple      | High               |
| HR Officer  | 2  | Not Complex        | 7   | Relatively Repetitive | Routine and Simple      | High               |
| DEIB Officer  | 2  | Not Complex        | 7   | Relatively Repetitive | Routine and Simple      | High               |
| Learning & Development/Organizational Development/Organizational Effectiveness Admin      | 2  | Not Complex        | 8   | Highly Repetitive     | Routine and Simple      | High               |
| HR System Tester  | 2  | Not Complex        | 8   | Highly Repetitive     | Routine and Simple      | High               |
| Payroll Administrator   | 3  | Somewhat Complex   | 8   | Highly Repetitive     | Routine and Simple      | High               |
| HR Administrator  | 3  | Somewhat Complex   | 8   | Highly Repetitive     | Routine and Simple      | High               |
| Talent Researcher   | 4  | Somewhat Complex   | 9   | Highly Repetitive     | Routine and Simple      | High               |
| Benefits Admin  | 4  | Somewhat Complex   | 9   | Highly Repetitive     | Routine and Simple      | High               |
| HR Helpdesk   | 1  | Not Complex        | 10  | Highly Repetitive     | Routine and Simple      | High               |
| HR Data Administrator   | 2  | Not Complex        | 10  | Highly Repetitive     | Routine and Simple      | High               |
| Industrial Organizational Psychologist  | 8  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| HR Specialist   | 8  | Relatively Complex | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Data Scientist  | 9  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Employee Relations Executive  | 9  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Head of Organizational Development/Organizational Effectiveness                           | 9  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Rewards Executive   | 9  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Global Services Executive   | 9  | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| CHRO, Senior VP of HR, Chief People Officer   | 10   | Highly Complex     | 1   | Not Repetitive        | Non-Routine and Complex | Low                |
| Head of Talent  | 8  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Chief Learning Officer  | 8  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Senior HR Business Partner  | 8  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Global HR Business Partner  | 8  | Highly Complex     | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Divisional/Regional HR Manager  | 8  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Talent Director   | 8  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Chief Diversity Officer   | 9  | Relatively Complex | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| HR Director   | 9  | Highly Complex     | 2   | Not Repetitive        | Non-Routine and Complex | Low                |
| Shared Services Manager   | 7  | Relatively Complex | 3   | Somewhat Repetitive   | Non-Routine and Complex | Low                |
| Head of People Analytics  | 7  | Relatively Complex | 3   | Somewhat Repetitive   | Non-Routine and Complex | Low                |
| DEIB Specialist   | 7  | Relatively Complex | 3   | Somewhat Repetitive   | Non-Routine and Complex | Low                |
| Head of DEIB  | 8  | Highly Complex     | 3   | Somewhat Repetitive   | Non-Routine and Complex | Low                |
| HR Systems Architect  | 8  | Highly Complex     | 4   | Somewhat Repetitive   | Non-Routine and Complex | Low                |
| HR Project Manager  | 6  | Somewhat Complex   | 3   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| HR Ops Manager  | 7  | Somewhat Complex   | 3   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Talent Manager  | 7  | Somewhat Complex   | 3   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Recruitment Consultant  | 5  | Somewhat Complex   | 4   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Talent Acquisition Specialist   | 5  | Somewhat Complex   | 4   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Benefits Manager  | 5  | Somewhat Complex   | 4   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Payroll Manager   | 5  | Somewhat Complex   | 4   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |
| Learning & Development/Organizational Development/Organizational Effectiveness Consultant | 6  | Relatively Complex | 4   | Relatively Repetitive | Routine and Complex     | Moderate           |
| HR Consultant   | 6  | Relatively Complex | 4   | Relatively Repetitive | Routine and Complex     | Moderate           |
| Learning & Development/Organizational Development/Organizational Effectiveness Specialist | 7  | Relatively Complex | 4   | Relatively Repetitive | Routine and Complex     | Moderate           |
| HR Manager  | 7  | Relatively Complex | 4   | Relatively Repetitive | Routine and Complex     | Moderate           |
| HR Business Partner   | 7  | Relatively Complex | 4   | Relatively Repetitive | Routine and Complex     | Moderate           |
| Headhunter  | 5  | Somewhat Complex   | 5   | Somewhat Repetitive   | Routine and Complex     | Moderate           |
| Employee Relations Specialist   | 7  | Relatively Complex | 5   | Somewhat Repetitive   | Routine and Complex     | Moderate           |
| HRIS Analyst  | 4  | Somewhat Complex   | 6   | Somewhat Repetitive   | Non-Routine and Simple  | Moderate           |

### Methodology

|                           | Complexity |
|---------------------------|------------|
| <b>Highly Complex</b>     | 8, 9, 10   |
| <b>Relatively Complex</b> | 5, 6, 7    |
| <b>Somewhat Complex</b>   | 3, 4       |
| <b>Not Complex</b>        | 1, 2       |

|                              | Repetitiveness |
|------------------------------|----------------|
| <b>Highly Repetitive</b>     | 8, 9, 10       |
| <b>Relatively Repetitive</b> | 5, 6, 7        |
| <b>Somewhat Repetitive</b>   | 3, 4           |
| <b>Not Repetitive</b>        | 1, 2           |

**Repetitiveness** = The higher repetitiveness, the more desirable automation

**Complexity** = The lower the complexity, the more possible automation

**Routine and Simple** = Highest risk of automation (automation desirable and possible)

**Non-Routine and Simple** = High-moderate risk of automation (automation less desirable but possible)

**Routine and Complex** = low-moderate risk of automation (automation desirable but less possible)

**Non-Routine and Complex** = the lowest risk of automation (automation neither desirable nor possible)

|                           | Highly Repetitive   | Relatively Repetitive | Somewhat Repetitive     | Not Repetitive          |
|---------------------------|---------------------|-----------------------|-------------------------|-------------------------|
| <b>Highly Complex</b>     | Routine and Complex | Routine and Complex   | Non-Routine and Complex | Non-Routine and Complex |
| <b>Relatively Complex</b> | Routine and Complex | Routine and Complex   | Non-Routine and Complex | Non-Routine and Complex |
| <b>Somewhat Complex</b>   | Routine and Simple  | Routine and Simple    | Non-Routine and Simple  | Non-Routine and Simple  |
| <b>Not Complex</b>        | Routine and Simple  | Routine and Simple    | Non-Routine and Simple  | Non-Routine and Simple  |

