

The Human + AI Advantage: Maximizing Organizational Value Through AI and Human Intelligence

The U.S. workforce is at a pivotal inflection point. Organizations are rapidly adopting artificial intelligence (AI) and automation, but the impacts of these technologies on both current and future workforces remain uncertain, generating significant concern and debate. **This is not a challenge of technology — it is a misalignment between innovation, workforce readiness, and governance.**

AI in HR: Where It's Showing Up Most

Across HR functions, AI adoption is most pronounced in recruiting and talent acquisition. Just over one quarter of organizations (27%) now use AI to support recruitment efforts, and organizations reported that the primary benefits of AI in HR include greater efficiency (89%), lower hiring costs (36%), and improved identification of top candidates (24%).

AI at Work: Changing Roles, Skills, and Structures

In organizations where AI was adopted by the end of last year, only 7% of HR professionals reported their organization conducted layoffs due to AI. Meanwhile, 24% reported creation of new roles, 39% reported shifts in worker responsibilities, and 57% reported new upskilling or reskilling because of AI. SHRM estimated that 15.1% of U.S. employment (23.2 million jobs) is at least half automated, with the share varying substantially across industries.

BEST PRACTICES

To ensure AI strengthens the workplace while minimizing risk, policymakers and employers each have a role to play and must work collaboratively, sharing responsibility for upskilling and reskilling workers and meeting evolving workforce demands.

For Legislators

SHRM supports the development of appropriate guardrails that protect workers while promoting innovation. SHRM advocates for a uniform federal standard that provides a clear, consistent framework to prevent unlawful bias, ensure the responsible use of AI in the workplace, and foster public trust.

For Employers

Consistent with SHRM's AI + HI framework, responsible AI adoption strengthens workforce trust, supports business objectives, and preserves human accountability and judgment in workplace decisions. Workers' concerns should be addressed proactively and transparently.

POLICY LANDSCAPE

As AI adoption accelerates across the U.S. workplace, policymakers face growing pressure to align emerging regulations with existing laws. In the absence of a unified federal framework, a fragmented state-by-state approach is increasing employer risk and complexity. This underscores the need for a balanced, practical, and risk-based national policy that reflects real-world use, protects workers, supports innovation, and provides clear, consistent standards.

"AI [artificial intelligence] plus HI [human intelligence] equals ROI [return on investment]. This has never been about eliminating humans — it is and should always be about making human beings more efficient and more effective as we continuously strive to make better workplaces for a better world."

Johnny C. Taylor, Jr., SHRM-SCP
SHRM President and CEO

