



The AI-amplified future of work in public sector operations

AI adoption can offer possible cross-cutting benefits to public sector operations, which can help enhance accuracy, efficiency, and strategic workforce deployment



Today, HR leader roles exist across multiple government domains and programs

Here’s a small sampling of them:

Defense and security	Housing	Social services	Transportation	Infrastructure
Health and human services	Science and technology	Labor relations	Education	Crime and safety
Justice	Treasury			

Tasks common to most HR roles:

- Conduct job analysis, classify positions, and post job announcements
- Screen applications, conduct interviews, and select candidates
- Develop HR policies and manage labor relations
- Manage performance appraisals
- Oversee compensation and benefits programs
- Address workplace disputes and undertake disciplinary actions

How AI can help:

- Analyze workforce trends and market conditions to inform strategic planning and forecast needs of the future
- Identify the right candidates with critical skill sets and qualifications for a specific job opening
- Draft clear, comprehensive policy documents that are aligned with legal requirements
- Offer insights into team performance, identify areas for improvement, and recommend development opportunities for team members
- Create on-demand data visualizations to help address questions around compensation, benefits, and the effectiveness of various programs
- Process actions according to required business rules and policy and help maintain employee and position data

Outcomes: greater organizational efficiency, data-driven decision-making, and reduced time to hire new talent



In the future, here’s how work could evolve with the arc of change AI technology is creating

HR leaders will become experts at harmonizing technology and human capabilities, driving organizational efficiency. This strategically repositions HR professionals as architects of workforce capability, using predictive analytics and advanced AI tools to align talent resources directly with core business objectives.

	AI/gen AI capability	Examples of tasks where AI and gen AI can support HR leaders
Automate	Automate routine, repetitive administrative tasks to free up capacity	<ul style="list-style-type: none">• Enable talent matching based on skills, experience, and cultural fit• Generate tailored onboarding schedules based on the role and individual needs of new employees
Augment	Supplement available tools and resources to increase productivity	<ul style="list-style-type: none">• Provide AI-informed career path recommendations for employees, including individual training and development plans• Handle routine inquiries and provide instant responses through AI chatbots
Extend	Execute and expand activities humans are unable to perform at scale	<ul style="list-style-type: none">• Forecast future workforce needs, identify skill gaps and upskilling opportunities• Analyze business needs and workforce capabilities to suggest optimal team structures
Create	Generate new content, analyses, and ideas using gen AI	<ul style="list-style-type: none">• Simulate various scenarios to help HR leaders evaluate the potential impact of different strategies and make informed decisions• Generate initial content to support processes such as recruiting, talent acquisition, and drafting employee reviews



This evolution provides insight into what technical and human-centric skill sets HR leaders should consider building ...

AI and tech skills

- Use of AI tools
- Prompt engineering
- AI agent supervision
- Horizon scanning and tech scouting
- AI impact forecasting
- Risk management and compliance

Human-centric skills

- Critical thinking
- Decision-making and judgment
- Emotional intelligence
- Coaching and mentoring
- Relationship building
- Strategic planning

... and what role they play interacting with AI

AI Consumers

They use AI tools in daily work to boost productivity, make data-driven decisions, and streamline tasks—all without needing deep technical expertise.

AI Builders

These technical experts design, develop, and maintain robust AI solutions that meet organizational needs.

AI Pathfinders

They focus on strategic implications and opportunities, fostering an AI-enabled culture by identifying new applications instead of relying on deep technical skills.

Expert: Certain members of each group have higher levels of expertise and proficiency.

AI Ambassadors

Proficient in using AI tools, they promote AI adoption within their teams, provide guidance and training, and bridge the gap between technical groups and end users.

AI Architects

They design and manage complex AI projects, considering enterprisewide impacts and the integration of various systems.

AI Visionaries

They set the enterprise and external strategic direction for AI initiatives, leading the organization toward innovative AI adoption.



AI-AMPLIFIED HR LEADER | REFRAMING THE ROLE

With AI changing the nature of work, what might the HR leader role look like if it were reframed?

From HR leader to AI capacity builder and data steward

HR will likely play a central role in the adoption of AI technologies by strategically redefining roles and restructuring workforce requirements to fully leverage AI capabilities for business value. They could focus on identifying and securing the right talent with AI skills, ensuring the organization is future-proof and achieves enhanced agility through effective AI integration, driving business outcomes..

HR can also play the role of **data steward** for the vast amounts of organizational data being generated and tapped to inform decision-making and train AI models.

From HR leader to human-technology optimization lead

HR leaders can evolve into the role of **human-technology optimization lead**, dedicated to powering the human-AI teaming to achieve superior business outcomes.

They could manage the workforce structure to align with technological advancements, ensuring talent is deployed to take advantage of AI-driven opportunities and address operational risks.

They can focus on optimizing investments in people and technology, ensuring smooth integration to achieve organizational goals and improve operational excellence.



AI-AMPLIFIED HR LEADER | VIGNETTE

Putting all the pieces together, what might an AI-amplified HR leader look like in action?

The AI-augmented talent strategist

Anya, an HR manager at the state transportation agency, logs into her digital workspace. She's looking to staff a new infrastructure initiative using TalentBridge, an AI tool that instantly identifies the best internal candidates for new projects by analyzing skills, experience, and employee interests. Anya reviews TalentBridge's employee recommendations for the project. The AI highlights four suitable employees and proactively suggests targeted training modules to close skills gaps. With TalentBridge streamlining the selection process, Anya quickly schedules follow-ups, confident that the right talent will efficiently align with the project's needs.

Later that afternoon, Anya shifts her focus to the acquisition side of the talent equation. She's getting a demo of a new multi-agent recruitment system that could use AI to automate the end-to-end recruitment process to analyze resumes, assess candidates based on critical skills and experience, and conduct initial screening interviews via gen AI-powered avatars. She's curious to see how the tool could augment the hiring process and reduce time-to-hire at the agency.



AI-AMPLIFIED HR LEADER | REAL-WORLD EXAMPLES

Here's where some of this is starting to make an impact today

UK government's AI-driven internal recruitment

The United Kingdom's Succession Select tool uses a large language model to craft an ideal candidate profile for digital roles within the civil service, based on standardized job descriptions. It then compares this profile against pseudonymized senior civil servant data to assess suitability based on career history, skills, and grade, preserving candidate privacy until a human review stage. Finally, human talent specialists review a curated shortlist of matched candidates, facilitating efficient, targeted internal recruitment.

Source: UK government, "DSIT: Succession select," Dec. 17, 2024.

The US Army is tapping into a broader applicant pool with AI

The US Army's AI-powered tool, "Recruit 360," is transforming recruitment by analyzing broader applicant pools beyond traditional high school lists. The tool provides specific information to identify traits that signal potential military fit, allowing recruiters to engage with the right pool of candidates.

Tested in five US cities, the tool was used to help recruiters connect more meaningfully and efficiently, improving outreach in a competitive labor market.

Source: Patty Nieberg, "Army meets recruiting goal with soldiers who are older or need extra prep," Task & Purpose, Sept. 26, 2024.



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