Methodology

The survey was fielded electronically to a random sample of HR professionals from the active SHRM membership from February 1, 2022 to February 17, 2022.

In total, 1,688 members participated in the survey. Academics, students, consultants, and retired HR professionals were excluded. Respondents represented organizations of all sizes in a wide variety of industries across the United States.
Nearly 1 in 4 organizations use automation and/or AI to support HR-related activities.

The largest organizations are more to be utilizing automation and/or AI to support HR-related activities.

- Extra-large organizations (5,000+ employees): 42%
- Large organizations (500-4,999 employees): 26%
- Medium organizations (100-499 employees): 24%
- Small organizations (2-99 employees): 16%
In which areas does HR currently utilize automation and/or AI?
*Question was select all that apply.

- **79%** Recruitment and hiring
- **41%** Learning and development
- **38%** Performance management
- **18%** Productivity monitoring
- **8%** Succession planning
- **4%** Promotion decisions

Top areas where organizations will start using or expand their use of automation or AI in the next 5 years

1 in 4 organizations plan to start using or to increase their use of automation or AI in **recruitment and hiring** over the next five years.

1 in 5 organizations plan to start using or to increase their use of automation or AI in **performance management** over the next five years.
of HR professionals say their organization’s automation or AI tools automatically filter out unqualified applicants.

38% of HR professionals say their organization’s automation or AI tools provide a percentage match or ranking for each applicant.

How organizations use automation or AI to support recruiting and hiring activities

*Question was select all that apply.

- To communicate with applicants during the interview process: 69%
- To review or screen applicant resumes: 64%
- To automate candidate searches: 52%
- To customize or target job postings to specific groups: 42%
- To pre-select applicants for interviews: 25%
- To administer and score applicant skills assessments: 22%
- To generate job descriptions: 17%
- To administer automated interviews and analyze responses: 6%
Over 2 in 3 HR professionals say the quantity of applications they must manually review is somewhat (44%) or much better (24%) due to their use of automation or AI.

Over 2 in 3 HR professionals say the time it takes to fill open positions is somewhat (53%) or much better (16%) due to their use of automation or AI.

Nearly 3 in 5 HR professionals say the quality of their organization’s hires is somewhat (50%) or much (9%) better due to their use of automation or AI.
92% of organizations that use automation or AI to support HR-related activities source some or all of these tools directly from a vendor.

Which of the following best describes how your organization has sourced the automation and/or AI tools used to support HR-related activities?

- 68% Our tool(s) are purchased from a vendor
- 8% Our tool(s) were created and/or developed in-house
- 24% Some of our tools were purchased from a vendor and some were developed in-house

Only 2 in 5 organizations that purchase automation or AI tools from vendors say their vendor(s) are very transparent about the steps taken to ensure the tools prevent or protect against discrimination or bias.
54% of organizations that utilize automation or AI to support HR-related activities say they’ve faced at least one challenge when using these tools.

- **24%** Have not had the resources (time, money, labor) to properly audit or correct AI algorithms.
- **19%** Have experienced automation or AI accidentally overlooking or excluding qualified applicants or employees.
- **11%** Have experienced a lack of transparency around how automation or AI makes decisions.
- **3%** Have experienced issues with automation or AI repeating or exacerbating patterns of bias since it can learn from past data.

*Question was select all that apply.*
Top 5 reasons organizations don’t utilize automation or AI to support HR-related activities

*Question was select all that apply.

- **44%**
  Lack of resources (time, money, labor) to properly audit or correct AI algorithms

- **36%**
  A lack of knowledge about what tools would best fit their needs

- **35%**
  Automation or AI lacks the “human touch”

- **34%**
  Can’t afford to implement automation or AI

- **25%**
  Concerns that automation or AI may accidently overlook or exclude qualified applicants or employees
46% of HR professionals whose organizations use automation or AI to support HR-related activities would like to see more information or resources on how to identify potential bias when using these tools.

What kinds of additional information or resources would organizations find useful about issues of bias and/or discrimination when utilizing automation or AI?

*Question was select all that apply.*

- Resources on how to identify potential bias when utilizing automation or AI tools: 46%
- Resources on how to correct the issue if bias is identified: 41%
- Advice on how frequently to audit automation or AI tools for potential bias: 37%
- Advice on what questions to ask vendors when considering the purchase of automation or AI tools: 34%
- My organization doesn’t need more information or resources on this topic: 30%