

SAMPLE ENGAGEMENT

AI in HR. A Blueprint for Scaling Companies.

Which repeatable HR processes AI can automate.

And what it looks like for Performance + Succession Planning.

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Sample engagement, modeled on a tech company in the transportation-software business | April 2026

Give me a clear picture of where AI earns its keep in HR — and what it actually looks like.

01

Which HR processes are repeatable?

We map the full HR landscape and score every process on automation potential, business value, and risk. Not every process should be automated.

02

Where does AI earn its keep first?

The blueprint sequences by ROI — TA velocity, employee service, attrition detection — and only then moves to judgment-adjacent work.

03

What does it look like in practice?

We take performance management + succession planning end-to-end. Model HC report data. A VP role. A skills-based successor slate.

The model anchor: ~300-person workforce today, scaling to ~800 by IPO. Every process built now must pass IPO-audit in 2029 — not be retrofitted.

Three bands. The further up the value chain AI moves, the more human judgment stays in the loop.

AUTOMATE

Automation score: 5 / 5

Repeatable, rules-based, high volume. Humans don't add value here — they add latency.

- TA sourcing + scheduling
- Employee service / policy Q&A
- Onboarding / offboarding workflows
- Comp-band drift detection
- Pulse-survey orchestration
- Flight-risk signal aggregation

AUGMENT

Automation score: 3-4 / 5

AI drafts; humans decide. Judgment-adjacent work where AI compounds human effort but doesn't replace it.

- Performance review drafting + bias scans
- Calibration pre-reads
- Successor slating + talent review
- Workforce plan scenario modeling
- Manager coaching on tough conversations
- Personalized IDPs

HUMAN

Automation score: 1-2 / 5

Judgment-heavy, high-stakes, or regulated. AI assists intake; humans own the decision.

- Complex ER / investigations
- Termination decisions
- Executive comp architecture
- Culture strategy at inflection points
- DEI policy decisions
- First senior hire into a function

Every repeatable HR process, mapped.

Auto. score = automation potential, 1 to 5 (1 = human-only, 5 = fully automatable). Horizon = realistic time to deploy. Companion workbook: AICAP HR Automation Matrix.

HR Process	What AI automates	Auto. 1-5	Horizon
Talent Acquisition	JD + sourcing + screening + scheduling	5	0-6m
Employee Service	Tier-1 HR Q&A across 10 countries	5	0-6m
Onboarding / Offboarding	Workflows, access, check-ins, exit capture	5	0-6m
Attrition / Flight-Risk	Continuous signal aggregation	5	3-9m
Employee Listening	Pulse, theme mining, temperature reads	5	3-9m
Compensation	Live benchmarking, band drift, offer letters	4	3-9m
Performance Management	Goals, check-ins, review drafts, calibration	4	3-12m
Succession & Talent	Skills-based slating, bench strength	4	6-18m
Workforce Planning	Demand modeling, attrition forecast	4	3-12m
Learning & Development	Personalized paths, skill-gap routing	4	6-12m
DEI & Pay Equity	Continuous equity scans, funnel parity	4	6-12m
Manager Enablement	Just-in-time coaching + drafts	4	3-12m
Complex ER	Case intake only; no decisions	2	12m+

THE WORKED EXAMPLE

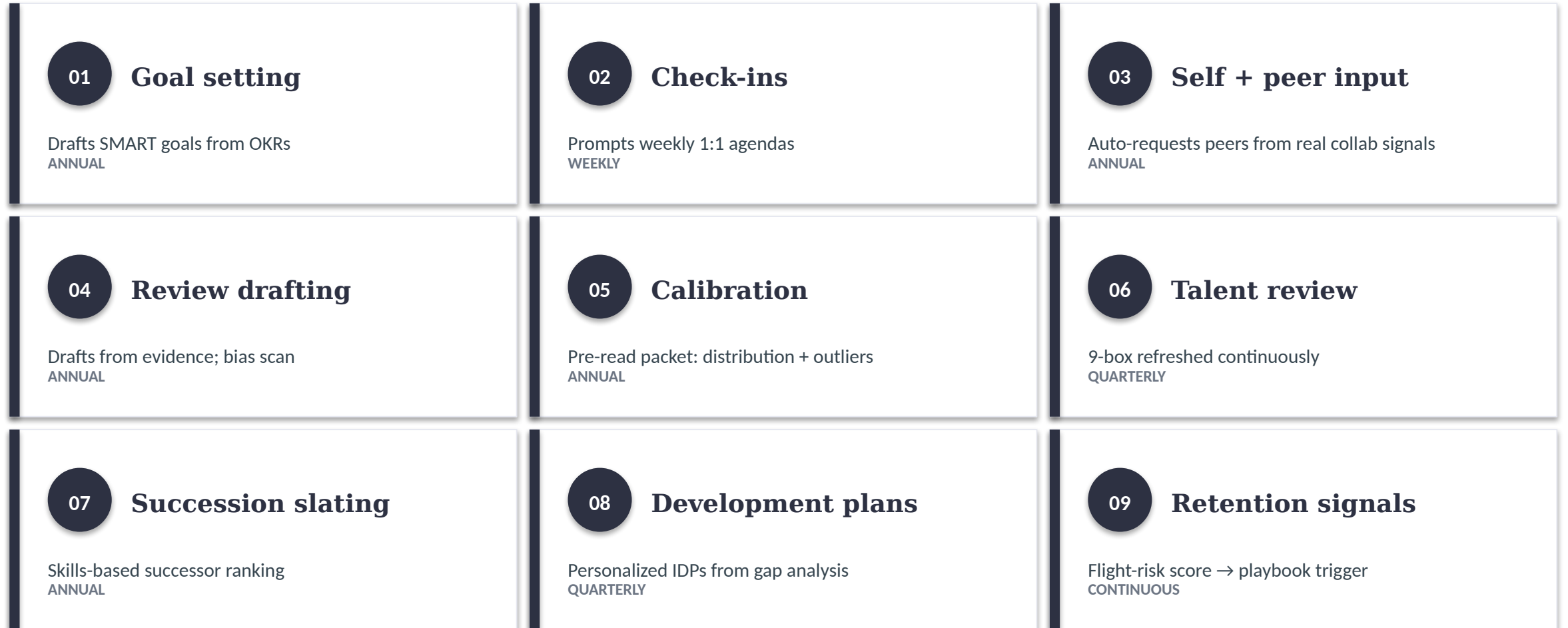
Performance Management

+ Succession Planning, on model HC report data.

End-to-end annual cycle. How AI handles the repeatable layer. How skills inference makes succession data-driven. One concrete scenario: the VP, Operations role.

Continuous rhythm, not an annual ritual.

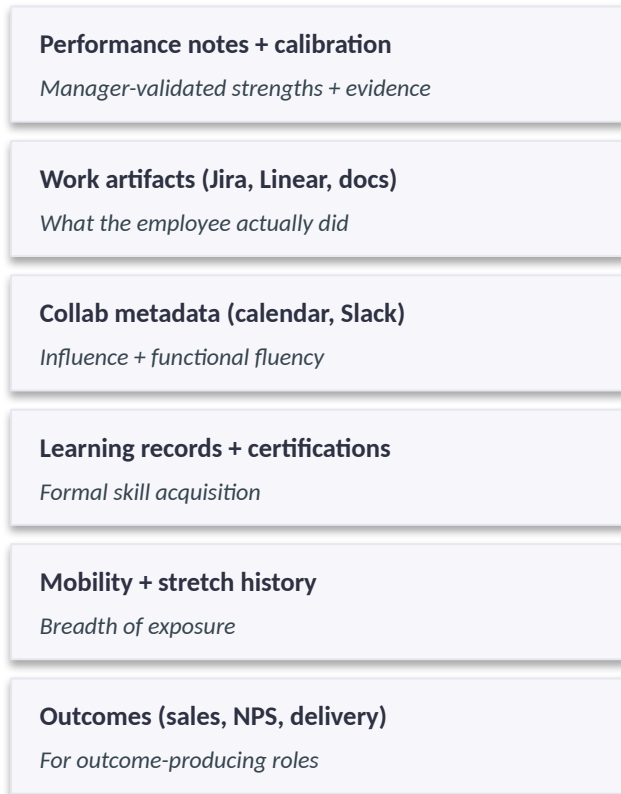
AI handles the scaffolding at every stage. Managers spend their time on the conversation, not the paperwork.



How AI builds a skills graph — the engine under succession.

Without this layer, succession stays opinion-driven. With it, it becomes data-driven.

SIGNALS (INPUT)

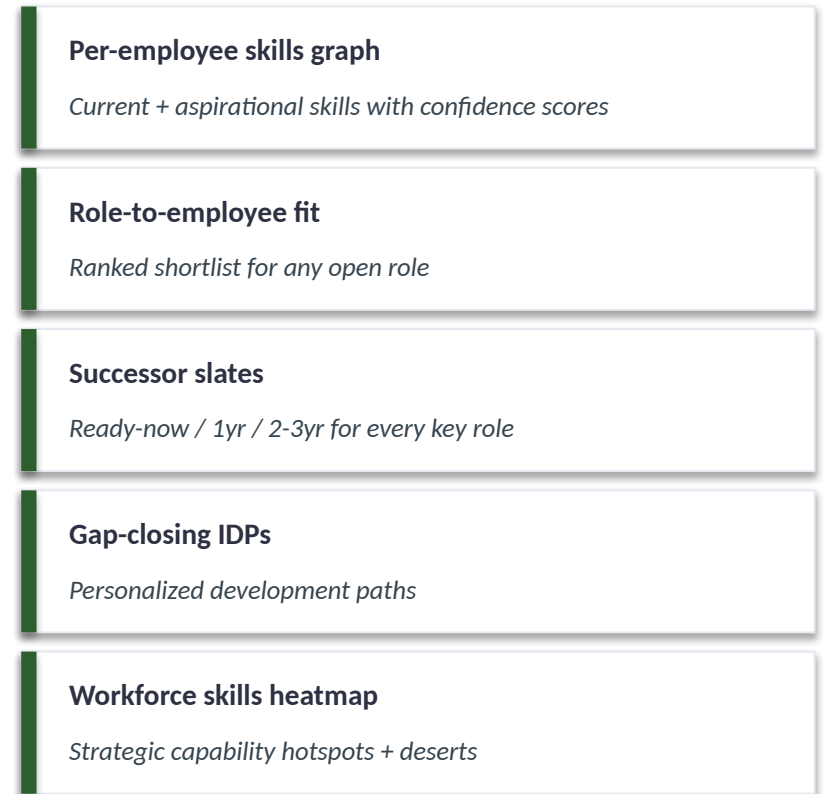


THE ENGINE

AI builds a skills graph per employee

- › Extract skill mentions + proficiency signals
- › Normalize to the client's skills ontology
- › Weight by source confidence + recency
- › Validate via employee + manager review
- › Refresh quarterly from new artifacts

OUTPUTS



SKILLS-DATA REQUIRED Most clients have job family, level, ratings — but no skills per employee yet. Options: Lightcast / SFIA / homegrown / AI-inferred. See workbook.

ONE CONCRETE SCENARIO

VP, Operations — successor slate.

Hypothetical: the VP of Operations seat opens. Here is what AI produces in 10 minutes — built from the model HC report data.

Rank	Candidate	Current role	Level	FY25 rating	Readiness	AI rationale (illustrative)
1	Candidate A	Director, Transit Ops	M3	5 Outstanding	Ready now	Strongest multi-geo delivery signal; ran incident command 2x in FY25. Gap: board-level comms.
2	Candidate B	Sr Ops Mgr, Tier-1 agency	M2	4 Exceeds	Ready 1 yr	Deep regional domain; high peer endorsement. Medium flight-risk — retention intervention before slating.
3	Candidate C	Principal Ops Strategist	IC5	4 Exceeds	Ready 1–2 yrs	Deepest strategy+ops blend. Not yet on mgmt track — bridge via interim manager role in FY26.
4	Candidate D	Director, CS (adjacent)	M3	4 Exceeds	Ready 2 yrs	Cross-fn stretch: CS → Ops lateral. Strong stakeholder + P&L. Gap: transit domain depth.
5	Candidate E	Mgr, Transit Ops, APAC	M1	5 Outstanding	Ready 2–3 yrs	Emerging star; APAC exposure; fastest rating trajectory. Watchlist for future VP.

WHAT AI DID AUTOMATICALLY

Filtered to Ops family + M/IC5 levels • ranked by readiness + perf trajectory + flight-risk • drafted rationale from notes + signals • flagged Candidate B retention risk.

WHAT HUMANS STILL DECIDE

Who gets the role • external benchmark y/n • development moves • timing + communication • culture fit judgment.

From annual ritual to continuous rhythm.

Side-by-side: the experience today vs. the experience after this blueprint.

TODAY

Performance is an annual event

- ~6-8 weeks** of HR + manager time consumed per cycle
- ~40%** of 1:1 conversations happen; the rest get skipped
- Thin slates** for VP+ roles; succession is relationship-driven
- Attrition** noticed after resignation — retention is reactive
- Calibration** drift toward 3; outliers under-discussed
- Manager quality** highly variable; training is generic + episodic

AFTER — AI-NATIVE

Performance becomes continuous

- ~60%** reduction in manager + HR cycle time
- 100%** of 1:1s have an AI-drafted agenda + synthesis
- 3-5 deep** successors for every VP+ role, refreshed quarterly
- Retention** proactive — flight-risk signals trigger playbooks
- Calibration** pre-read packets force outlier discussion
- Manager** just-in-time coaching inside every tough moment

Sequenced by ROI. Governance-first so IPO diligence has no retrofit cost.



What can go wrong — and how AICAP HR designs against it.

Risk	Mitigation	Cadence
Bias in AI-drafted reviews or slates	AICAP HR designs the model-scan logic and disparate-impact tests; engineering layer implements. All AI drafts marked as drafts; humans final.	Ongoing
Role-based access + employee privacy	AICAP HR specifies the access matrix (HR / manager / employee / exec / board) and the technical pattern. Engineering layer builds. AICAP HR audits.	Month 1
Regulatory exposure (live in 2026)	NYC LL144, Colorado SB24-205, EU AI Act (Aug 2, 2026), Canadian AIDA. AICAP HR designs compliance into the architecture; build team or vendor stack implements.	Continuous
Adoption failure (83% of pilots)	HR leads from week 1. Manager pilots before scale. Visible wins inside 60 days. Adoption engineered into the engagement plan, not bolted on.	Built-in
Shadow AI already in use	70% of employees use GenAI unsanctioned. AICAP HR runs Day-30 shadow AI inventory; sanctioned auditable layer (built by client team or vendor) replaces unmonitored use.	Month 1
Over-reliance, manager judgment atrophies	AI surfaces + drafts; managers still own delivery + decision. Quarterly audit of AI-assisted vs. human-led outcomes.	Ongoing
Skills data quality + ontology drift	AICAP HR designs the ontology refresh cadence + employee correction loop; confidence scores visible to consumers of the data.	Quarterly
Tool sprawl + HR team burnout	Vendor-agnostic, integration-first: every new agent plugs into the HRIS; no standalone point tools without clear ROI.	Ongoing

The blueprint in one line.

AI handles every repeatable HR workflow. *Managers spend their time on the conversations that matter.* And the company arrives at IPO with a People function that was **built** for scale, not retrofitted.