The CHRO is driving digital transformation to create an amazing employee experience and win the war for talent.

57% say HR is now a driver of digital transformation

75% are digitizing or automating at least a third of their HR tasks
Top findings

CHROs expect success to be defined by the employee experience.

Which of the following capabilities best define the CHRO role at your company?

- The ability to create a digital, consumerized employee experience
- The ability to manage traditional HR and talent management tasks and decisions

CHROs will use platform models to drive change.

What best describes your HR function’s use of technology?

- A single HR application that simplifies one or more processes
- An HR platform that systematizes the automation of many HR processes

Most CHROs are in the early stages of digital transformation.

Based on nine evaluation criteria, which level do HR organizations fall into?

- Level 1 (least advanced)
- Level 2 (moderately advanced)
- Level 3 (advanced)

CHROs want to digitize all HR responsibilities.

Which HR tasks are you digitizing or automating?

<table>
<thead>
<tr>
<th>Task</th>
<th>Today</th>
<th>In 3 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>57%</td>
<td>32%</td>
</tr>
<tr>
<td>Review</td>
<td>50%</td>
<td>30%</td>
</tr>
<tr>
<td>Recruitment</td>
<td>42%</td>
<td>24%</td>
</tr>
<tr>
<td>Benefits management</td>
<td>34%</td>
<td>46%</td>
</tr>
<tr>
<td>Retention</td>
<td>32%</td>
<td>25%</td>
</tr>
<tr>
<td>On boarding</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>Career planning</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>Continuing education</td>
<td>15%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Level 3s are winning the war for talent.

To what extent have you built a workforce to meet future business objectives?

- To a “transformative” or “meaningful” extent
- To a “modestly transformative” extent
- To a “modestly meaningful” extent

CHROs are most likely to digitize tasks that are less than 30% of the company’s tasks.

- Less than 30% of tasks: Today 62%, In 3 Years 7%
- 31%–60% of tasks: Today 36%, In 3 Years 75%
- Greater than 61% of tasks: Today 1%, In 3 Years 18%

Most CHROs are in the early stages of digital transformation, with over 74% currently at Level 1 (least advanced).

The pace of digitization will accelerate.

What percentage of HR tasks will you automate?

- Less than 30% of tasks: Today 62%, In 3 Years 7%
- 31%–60% of tasks: Today 36%, In 3 Years 75%
- Greater than 61% of tasks: Today 1%, In 3 Years 18%
Download The Global CHRO Point of View

Read the full report detailing the CHRO's journey to greater impact and a stronger employee experience.

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