

AI in HR Survey 2026

Survey Questionnaire

This document lists the questions included in the AI in HR Survey so you can review them in advance and gather any information you may need. Please submit your responses through the online survey; answers cannot be accepted through this document.

Thank you for participating in WorldatWork's AI in HR study. This research looks at how organizations are using AI across HR, which uses are paying off, and how the risks are being managed. Your responses are confidential and will be reported only in aggregate.

Throughout, "AI" means any artificial intelligence tool or technology used for work, including generative AI assistants (e.g., ChatGPT, Microsoft Copilot, Claude, Gemini), AI features embedded in HR systems (e.g., Workday, SAP SuccessFactors, Oracle HCM), predictive analytics and machine learning models (e.g., attrition-risk scoring, workforce forecasting), chatbots and virtual assistants (e.g., HR help desk or benefits navigation bots), and agentic AI (e.g., AI agents that complete multi-step tasks such as scheduling interviews end to end).

Please answer based on the organization where you currently work (or, if you are a consultant, for the client organization you know best; you will be asked to keep that one organization in mind throughout).

The survey takes about 15 minutes. Not every question is asked of every participant, so you may see fewer questions than appear here. Notes below each section indicate who receives those questions.

The survey opens with a short set of demographic questions about you and your organization.

Your Role

1. Which best describes your primary functional area?

- ☐ Total Rewards (compensation and benefits)
- ☐ Compensation
- ☐ Benefits
- ☐ HR generalist / HR business partner
- ☐ Talent acquisition / recruiting
- ☐ Talent management / L&D / organizational development
- ☐ People analytics / HR technology / HRIS
- ☐ HR executive (CHRO, VP/Head of HR)
- ☐ Payroll / HR operations / shared services
- ☐ Other HR function (please specify)
- ☐ I do not work in HR, Rewards, or a related function

2. How familiar are you with how your organization uses, or is evaluating, AI tools and technologies within HR?

- ☐ Very familiar: I am directly involved in decisions or implementation
- ☐ Somewhat familiar: I have general knowledge of what is in place or planned
- ☐ Not familiar at all

AI Adoption

3. Which statement best describes your organization's current use of AI tools and technologies?

- AI is currently in use within our HR function
- AI is not yet in use in HR, but we plan to launch within the next 12 months
- AI is in use elsewhere in our organization, but not in HR, and there are no plans for HR this year
- AI is not in use anywhere in our organization, and there are no plans to adopt it
- Unsure

4. For each HR area below, which best describes your organization's use of AI today?

Asked of organizations using AI in HR today or planning to launch within 12 months.

	Fully deployed	In pilot / limited use	Discontinued	Evaluating	No use and no plans	Unsure
Talent acquisition / recruiting (e.g., resume screening, candidate matching, interview scheduling)	○	○	○	○	○	○
Talent management (e.g., succession analytics, internal mobility matching, flight-risk identification)	○	○	○	○	○	○
Learning and development (e.g., personalized learning recommendations, content generation)	○	○	○	○	○	○
Performance management (e.g., drafting review comments, goal-setting support)	○	○	○	○	○	○
Workforce planning and people analytics (e.g., attrition prediction, headcount forecasting)	○	○	○	○	○	○
Employee experience / HR service delivery (e.g., chatbots, case management)	○	○	○	○	○	○
Compensation (e.g., market pricing, pay planning)	○	○	○	○	○	○
Benefits (e.g., personalization, navigation, administration)	○	○	○	○	○	○
Recognition and well-being programs (e.g., recognition suggestions, well-being insights)	○	○	○	○	○	○
Payroll and HR operations (e.g., payroll anomaly detection, workflow automation)	○	○	○	○	○	○

Employees, through self-service tools (e.g., benefits navigation, HR chatbots)	☐	☐	☐	☐	☐	☐
Recruiters (e.g., scheduling, screening, candidate-facing chatbots)	☐	☐	☐	☐	☐	☐
Senior leadership / executives using HR insights generated by AI	☐	☐	☐	☐	☐	☐

Maturity and Integration

This section is asked of organizations currently using AI within HR.

8. Which best describes how decisions to adopt AI within HR are made?

- ☐ Each HR function decides on and adopts AI tools on its own, with no coordination
- ☐ HR functions share what they are doing informally, but each decides independently
- ☐ HR has a coordinated plan governing where AI is adopted across its functions
- ☐ AI adoption in HR follows an enterprise-wide plan set outside HR
- ☐ Unsure

9. Do the AI tools used in your HR function draw on integrated data across compensation, performance, talent, and workforce planning systems?

- ☐ Yes, broadly integrated data
- ☐ Partially, some systems are connected
- ☐ No, each tool uses its own data
- ☐ Unsure

10. Which of the following cross-functional, AI-enabled decisions happen in your organization today? *Select all that apply.*

- ☐ Pay decisions informed by AI analysis combining market, performance, and internal equity data
- ☐ Retention-risk predictions that trigger compensation or career actions
- ☐ Skills data used by AI to inform both hiring and pay decisions (e.g., skills-based pay)
- ☐ Workforce / headcount planning connected to HR budget modeling
- ☐ Offer-package recommendations optimized using candidate, market, and internal pay data
- ☐ Performance insights feeding AI-assisted merit or incentive recommendations
- ☐ None of the above
- ☐ Unsure

Return on Investment and Value

This section is asked of organizations currently using AI within HR.

11. Does your organization formally measure the success or return on investment (ROI) of its AI investments in HR?

- ☐ Yes, with defined metrics, a documented pre-implementation baseline, and regular review

- 12. Which metrics does your organization use to evaluate AI in HR?**

Only the areas you marked as fully deployed or in pilot will be shown.

	Significant positive return	Modest positive return	Roughly break-even	Negative return so far	Too early to tell	Unsure
Talent acquisition / recruiting	○	○	○	○	○	○
Talent management	○	○	○	○	○	○
Learning and development	○	○	○	○	○	○
Performance management	○	○	○	○	○	○
Workforce planning and people analytics	○	○	○	○	○	○
Employee experience / HR service delivery	○	○	○	○	○	○
Compensation (e.g., market pricing, pay planning)	○	○	○	○	○	○
Benefits (e.g., personalization, navigation, administration)	○	○	○	○	○	○
Recognition and well-being programs	○	○	○	○	○	○
Payroll and HR operations	○	○	○	○	○	○
HR compliance and policy management	○	○	○	○	○	○

14. Approximately what level of cost savings has your organization realized from AI in HR over the past 12 months, as a share of your annual HR operating budget?

- ☐ Under 3%
- ☐ 3 to 10%
- ☐ 10 to 20%
- ☐ 20% or more
- ☐ No measurable cost savings
- ☐ Costs have increased (e.g., tooling, implementation, training)
- ☐ Unsure

15. What is that savings figure based on?

Asked of organizations reporting a percentage of cost savings.

- ☐ A documented before-and-after comparison against a measured baseline
- ☐ An internal estimate, without a formal baseline
- ☐ A vendor-supplied estimate or business case
- ☐ Unsure

16. Approximately how much does your organization spend annually on AI tools and technologies for HR and Rewards (e.g., licensing, implementation, training)?

- ☐ Less than \$10,000
- ☐ \$10,000 to \$49,999
- ☐ \$50,000 to \$99,999
- ☐ \$100,000 to \$499,999
- ☐ \$500,000 to \$999,999
- ☐ \$1 million or more
- ☐ We do not have a separate budget for AI tools
- ☐ Unsure

AI in Rewards

This section is asked of respondents in Total Rewards, compensation, or benefits roles.

17. For each Rewards activity below, which best describes your organization's use of AI?

	Fully deployed	Piloting or evaluating	Discontinued	No use	Unsure
Market pricing and salary benchmarking	☐	☐	☐	☐	☐
Salary structure design and maintenance	☐	☐	☐	☐	☐
Job architecture, leveling, and job description management	☐	☐	☐	☐	☐
Pay equity analysis and remediation modeling	☐	☐	☐	☐	☐
Merit increase / compensation planning recommendations	☐	☐	☐	☐	☐

Incentive and bonus plan design or modeling	☐	☐	☐	☐	☐
Sales compensation management	☐	☐	☐	☐	☐
Executive compensation analysis	☐	☐	☐	☐	☐
Benefits personalization, navigation, or decision support for employees	☐	☐	☐	☐	☐
Benefits plan design and cost modeling	☐	☐	☐	☐	☐
Rewards statements and pay communications	☐	☐	☐	☐	☐
Pay transparency compliance (e.g., generating pay ranges for job postings, validating disclosure requirements)	☐	☐	☐	☐	☐

18. What impact has AI had on your Rewards function in each of the following areas?

Asked of those using or piloting AI in at least one Rewards activity.

	Significantly improved	Somewhat improved	No impact	Somewhat worsened	Significantly worsened	Not applicable
Speed of compensation processes (e.g., survey participation, comp review cycles)	☐	☐	☐	☐	☐	☐
Accuracy and consistency of pay decisions	☐	☐	☐	☐	☐	☐
Ability to detect and address pay equity issues	☐	☐	☐	☐	☐	☐
Quality of pay communications to employees and managers	☐	☐	☐	☐	☐	☐
Capacity for strategic (vs. administrative) work	☐	☐	☐	☐	☐	☐
Confidence of managers in making pay decisions	☐	☐	☐	☐	☐	☐

19. When AI generates pay-related recommendations (e.g., merit increases, offer amounts, range placement), how are they typically handled?

- ☐ We do not allow AI to generate pay recommendations
- ☐ Recommendations are advisory only; humans make all final decisions
- ☐ Recommendations are usually accepted with light human review
- ☐ Some pay decisions are executed by AI, with human review required only for exceptions
- ☐ Unsure

20. What are the biggest barriers to adopting (or expanding) AI within Rewards specifically? *Select up to three.*

- ☐ Sensitivity / confidentiality of pay data
- ☐ Risk of bias or inequitable outcomes in pay decisions
- ☐ Legal and regulatory exposure (e.g., pay equity, transparency laws)
- ☐ Data quality or fragmented compensation data

- ☐ Limitations of current vendor tools
- ☐ Lack of AI skills within the Rewards team
- ☐ Budget limitations
- ☐ Employee or manager trust concerns
- ☐ No significant barriers
- ☐ Other (please specify)

Risk and Trust

21. For each employment decision below, which best describes the role AI plays at your organization today?

Asked of organizations currently using AI in HR.

You will choose one of the following for each decision listed below:

- ☐ AI is not used for this decision
- ☐ AI provides background information a person reviews
- ☐ AI produces a recommendation a person must approve
- ☐ AI produces a recommendation that is usually accepted without close review
- ☐ AI executes the decision, with review only for exceptions
- ☐ Unsure

Decisions rated:

- Screening or shortlisting candidates
- Evaluating or scoring interviews
- Final hiring selection
- Setting offer amounts
- Merit or incentive allocation
- Performance ratings or calibration
- Promotion or advancement decisions
- Disciplinary action
- Selection for layoff or role elimination

22. How concerned is your organization about the following risks of using AI in HR?

	Very concerned	Somewhat concerned	Not very concerned	Not at all concerned	Unsure
Bias or discrimination in AI-influenced employment decisions	☐	☐	☐	☐	☐
Employee data privacy and confidentiality	☐	☐	☐	☐	☐
Legal and regulatory compliance exposure	☐	☐	☐	☐	☐
Accuracy of AI outputs (errors, "hallucinations")	☐	☐	☐	☐	☐
Erosion of employee trust in HR	☐	☐	☐	☐	☐
Security of AI tools and vendors	☐	☐	☐	☐	☐
Over-reliance on AI / deskilling of the HR team	☐	☐	☐	☐	☐

Lack of transparency or explainability of AI decisions	☐	☐	☐	☐	☐
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23. In the past 24 months, has your organization experienced any of the following related to AI in HR? *Select all that apply.*

Asked of organizations currently using AI in HR.

- ☐ Detected biased or unfair output from an AI tool used in HR decisions
- ☐ A data privacy or security incident involving an HR AI tool
- ☐ A legal claim, regulatory inquiry, or formal compliance issue related to AI in HR
- ☐ Inaccurate AI output that affected an HR decision before being caught
- ☐ Significant employee or candidate complaints about AI use
- ☐ Discontinued a tool or use case due to risk concerns
- ☐ None of the above
- ☐ Prefer not to say
- ☐ Unsure

Governance and Risk Mitigation

This section is asked of organizations using AI in HR today or planning to launch within 12 months.

24. Which best describes your organization's governance of AI use in HR?

- ☐ Formal governance specific to AI in HR / employment decisions (policy, oversight, defined accountability)
- ☐ A general enterprise AI policy that covers HR uses
- ☐ Informal guidelines only
- ☐ No governance or policies for AI use
- ☐ Unsure

25. Which of the following AI governance practices are in place in your organization?

Select all that apply.

- ☐ Bias / adverse-impact audits of AI tools used in employment decisions
- ☐ Formal vendor due diligence covering AI risk (security, model practices, data use)
- ☐ Documentation of where and how AI is used in HR (use-case inventory)
- ☐ A cross-functional AI governance committee or review board
- ☐ Defined human-oversight requirements for AI-influenced decisions
- ☐ Defined quality-control or review processes for AI-generated outputs (e.g., checklists, output review)
- ☐ An incident-response process for AI failures or harms
- ☐ AI acceptable-use training for HR staff
- ☐ AI literacy training for managers and employees
- ☐ Legal review of AI tools before deployment
- ☐ Active monitoring of AI regulations (e.g., EU AI Act, U.S. state and local laws)
- ☐ Monitoring or controls on AI tools used outside official procurement
- ☐ None of the above
- ☐ Unsure

26. Who has primary accountability for governing AI use in HR?

Asked of organizations with formal AI governance or an enterprise AI policy.

- HR leadership
- IT or data / analytics function
- Legal, risk, or compliance
- A dedicated AI governance office or committee
- Shared; no single owner
- No one has been assigned accountability
- Unsure

27. How often does your organization audit or test AI tools used in employment decisions for bias or adverse impact?

Asked of organizations with formal AI governance or an enterprise AI policy.

- Before deployment and on a recurring schedule
- Before deployment only
- Occasionally / ad hoc
- Never
- Not applicable, AI is not used in employment decisions
- Unsure

28. How confident are you that your organization's use of AI is in compliance with current legislation?

Asked of organizations with formal AI governance or an enterprise AI policy.

- Very confident
- Somewhat confident
- Not very confident
- Not at all confident
- Unsure

29. What are the biggest barriers to adopting or expanding AI in HR in your organization? *Select up to three.*

- ☐ Data privacy and security concerns
- ☐ Outdated HR systems / weak integrations
- ☐ Vendor or tool limitations
- ☐ Budget constraints
- ☐ Unclear ROI / difficulty building the business case
- ☐ Regulatory or legal uncertainty
- ☐ Lack of leadership support
- ☐ Employee or manager resistance
- ☐ Concerns about bias or fairness
- ☐ Data quality issues
- ☐ No significant barriers
- ☐ Other (please describe)

Outlook

30. How likely is it that, within the next 24 months, your organization will use AI to support integrated workforce decisions that connect pay, performance, talent, and workforce planning?

- Already doing this today
- Very likely
- Somewhat likely
- Not very likely
- Not at all likely
- Unsure

31. Over the next two years, what effect do you expect AI to have on the size of your HR team?

- Grow: AI will expand what HR takes on
- Stay the same: roles will change, but headcount will hold
- Shrink somewhat
- Shrink significantly
- Unsure

Thank you for your participation. Please submit your responses through the online survey.