



Global Human Resources A Rapidly Changing Landscape

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Looking Back...

One year ago...

One decade ago...

One century ago...

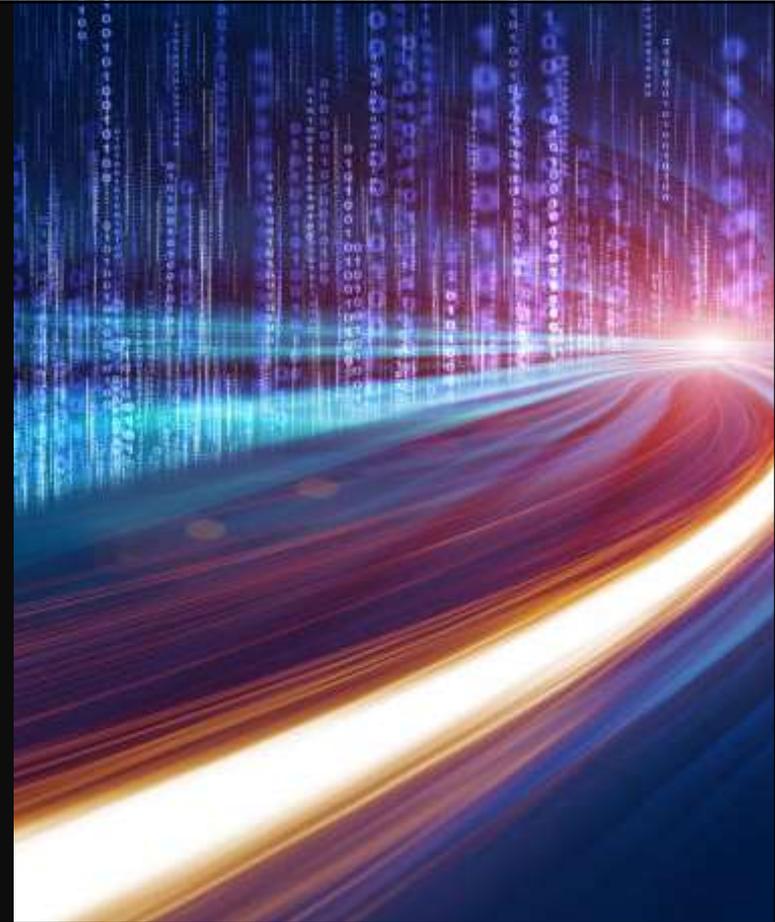
and I have filled him with the Spirit of God, with wisdom,
with understanding, with knowledge and with all kinds of
skills —Exodus 31:3

Looking Forward....

AGI will arrive within five to ten years.

- Broad Cognitive Capabilities
- Autonomous (Zero-Shot) Learning
- Transfer Skills Across All Disciplines
- Abstract Reasoning and Strategy

In short, AGI will be more knowledgeable than the sum total of all humankind that has ever lived. And it will be available to everyone.



Hot Topics in HR 2025

- Increasingly Remote Workforces
 - Global Employment Options
 - The rise (and fall) of DEI
 - Global talent acquisition
 - Blending human and digital workforces
 - Continuous upskilling
 - Lightning round
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Migration to Remote Workforces

Remote-Capable Jobs	2019	2025
Fully On-Site	60%	20%
Hybrid	32%	52%
Fully Remote	8%	28%

The percent of workers in the U.S. that had ever worked remotely in 2019 was 42%. In 2025 that number increased only to 49%.

Key takeaway – For the half of the U.S. population that is capable of working remotely, 80% do so fully, or as a hybrid. For employers, including religious orgs, this is now an expectation, not a benefit.

Migration to Remote Workforces

- Advantages
 - Expanded remote hiring pool = higher talent candidates.
 - Top candidates often view remote-friendly as table-stakes.
 - Remote work drives employee retention and satisfaction.
 - Remote teams frequently outperform on-site peers in engagement and productivity.
- Disadvantages
 - Culture – Remote management requires hard work.
 - Performance among mid and low performers.

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Global Employment Options

- Employment
 - Contractor
 - Seconded Employee
 - Volunteer (where permitted)
 - Professional Employment Agency (outsourcing HR functions)
 - Global Employment Agency (employer of record)
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The rise of DEI



Definition -

Diversity means having people from different backgrounds (gender, race, age, ability, etc.) on your team.

Equity means recognizing that people start from different places and may need different supports.

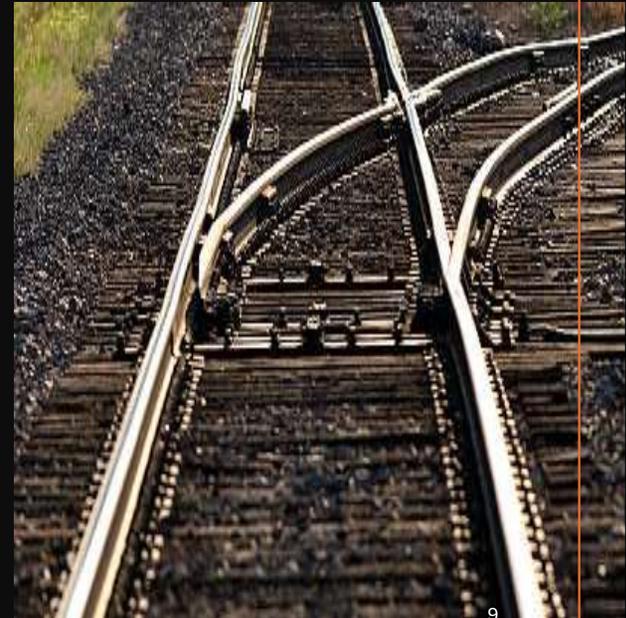
Inclusion means creating an environment where everyone feels they belong, can speak up, and their perspectives are valued.

DEI emerged in the U.S. from the Civil Rights Act of 1964, specifically Title VII

The fall of DEI in the U.S.

A tale of two tracks

- DEI in the U.S. is under legal attack by the Executive Branch.
- DEI globally is moving from voluntary to mandatory, with exceptions, like the Muslim world.
- Multi-nationals moving to localized, contextual DEI strategies.
- Expect increasing use of AI to enable bias-detection and previously impossible analytics in both hiring and employee learning/training/retention efforts.
- DEI has been embedded in the U.S. for over two generations – it is unlikely to go away in four years.



Global Talent Acquisition – an opportunity to leverage AI

- AI-managed recruiting
- Predictive sourcing/forecasting hiring needs
- Interview optimization and candidate intelligence
- Skills matching and employee development
- TA, IT and Legal will work closely on regulations and compliance
- Workforce Planning and Employee Life Cycle will become largely AI-managed
- Key Takeaway: AI is going to have a massive impact on HR. Virtually all companies will have the ability to move from reactive to proactive hiring and growth strategies.



Blending Human and Digital Workforces

What you can expect in the next five years.

1. AI will make recommendations (and decisions where permitted) around employees hiring, promotion, termination.
 2. Most research/admin functions will be eliminated.
 3. Employees will have both humans and AI as team members.
 4. Headcounts will shrink and AI “Agents” with specialized knowledge will take their place at a fraction of the cost.
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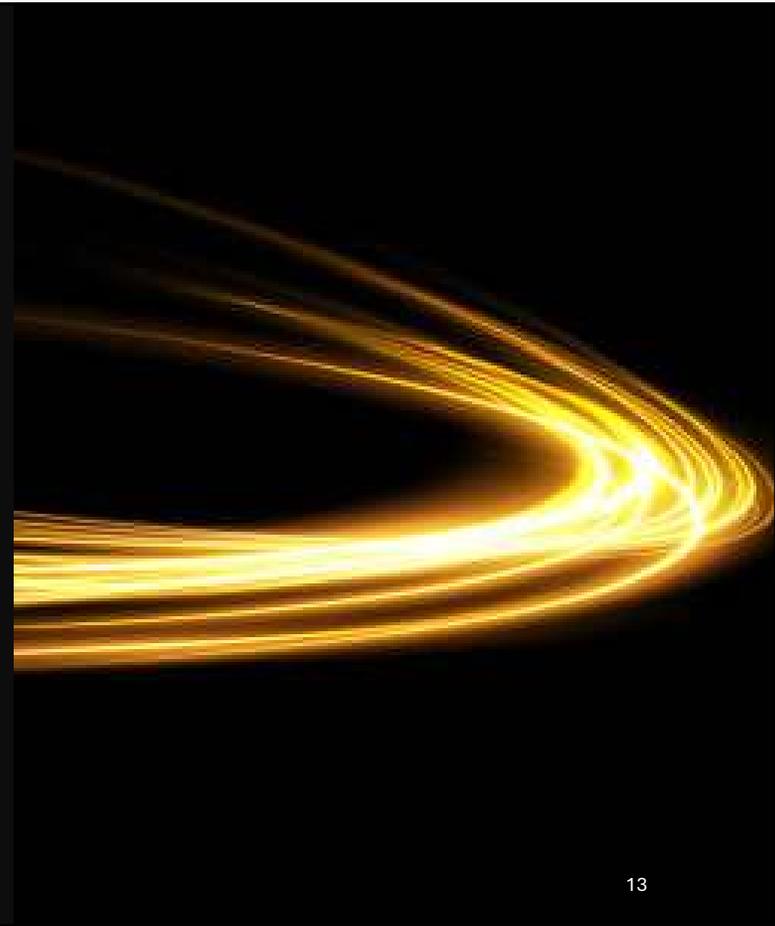
Continuous Upskilling – Learning to become a perpetual and expected part of work.

- Retraining used to focus on learning new tasks. Upskilling is a focus on continuous learning as a fundamental part of every job.
 - Learning should be closely aligned to the overall strategy being pursued.
 - Employers should be intentional about discovering how AI might be leveraged to help employees continually add new skills.
 - Key takeaway: Doing a single job for years, or decades, is no longer realistic.
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Lightning Round

- Draft EO prohibiting 501(c)(3)s from foreign expenditures
 - U.S. Immigration Changes, Visas, etc.
 - Supreme Court Religious Cases 2025
 - Host Country Trends
 - Global Mobility
 - Global Compensation
 - IRS/DOL Oversight of Religious Orgs
 - Government Monitoring
 - Leapfrogging Technology Curves
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Proverbs 3:5-6 (NIV)

Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight.

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Global Human Resources

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