

Human Resource Executive: how employable, and how future-proof, is this trade?

India's organised sector is growing at 8-10% annually, creating persistent demand for HR professionals who can recruit, onboard, manage compliance, and develop talent. Yet generative AI is automating the transactional layer of HR work -- resume screening, payroll processing, leave management -- at rapid pace. The central question is whether a CTS-trained Human Resource Executive enters a market that rewards vocational skills or one already reshaped by software.

69.0/100

COURSE EMPLOYABILITY SCORE (CES V2)

Moderate employability, scored across all four CES pillars (\$02).

69^p

CES Score out of 100,
Moderate Employability band
(Lakshya CES, 2025)

18.3%¹

CAGR of India HRM market
2025-2030, reaching USD
2,664 M (Grand View
Research, 2025)

7%²

Forecast rise in HR hiring in
India in 2025 (IBEF / Foundit,
2025)

64.4%³

Share of HR jobs with at least
one nontechnical barrier
protecting them from
automation (SHRM, 2024)

Subject: the "Human Resource Executive" CTS trade · Compiled from NSQF program spec + independent third-party research (see Sources).

Can AI or automation replace this job? The honest answer.

HR work sits in two distinct layers: a transactional layer of data entry, scheduling, and routine query handling, and a human-judgment layer of interviewing, conflict resolution, culture-building, and strategic workforce planning. AI tools are rapidly absorbing the first layer. The second layer is proving structurally resistant because it requires social intelligence, contextual authority, and legal accountability that current systems cannot replicate.

The risk, stated plainly

McKinsey estimates that two-thirds of HR processes can be partially or fully automated and that AI-powered chatbots already handle up to 85% of routine HR queries with accuracy rates above 92%, cutting HR service-desk costs by 65% ⁴. SHRM research finds that 19.1% of all HR jobs already have at least 50% of their tasks automated ³. The WEF Future of Jobs Report 2025 identifies data entry clerks, administrative assistants, and basic record-keeping roles as facing the steepest displacement from AI by 2030 ⁵. For a fresh CTS graduate, this means that the entry-level tasks they are easiest to hire for -- attendance records, leave tracking, payroll coordination -- are precisely the tasks AI tools absorb first.

What automates vs what stays human

THE TASKS AUTOMATION IS TAKING

- Resume screening and candidate shortlisting using ATS and AI matching engines ⁴
- Payroll calculation, leave deduction, and statutory deduction processing ⁴
- Answering routine employee queries (policy FAQs, leave balances) via HR chatbots ³
- Scheduling interviews and sending automated offer and rejection communications ⁴
- Generating compliance reports, attendance summaries, and PF/ESI registers ⁴
- Basic onboarding documentation collection and form verification ³

THE WORK THAT STAYS HUMAN

- Conducting behavioural and cultural-fit interviews that require social judgment and empathy ^P
- Managing disciplinary hearings, grievance redressal, and labour law disputes where accountability is personal and legally required ³
- Building employer branding, employee engagement, and trust in the workplace -- outputs that require authentic human relationships ⁵
- Designing and facilitating classroom or on-the-job training where adult-learning dynamics demand physical presence and coaching ^P
- Negotiating offer packages, counter-offers, and retention conversations with high-value talent ³
- Advising line managers on team dynamics, performance management, and sensitive HR decisions requiring discretion ⁴

The resilient anchors

64.4%³

of total HR employment has at least one nontechnical barrier (client preferences, legal accountability) protecting it from full automation

9.3%³

of HR employment faces elevated displacement risk -- far lower than the headline 47% figure applied to all occupations in original Frey-Osborne modelling

78M⁵

net new jobs expected globally by 2030 (WEF); talent management ranks in the top 10 growing skills, signalling sustained employer demand for HR capability

High automation risk at the entry level; strong resilience once you move up the value chain.

A fresh CTS Human Resource Executive graduate competes directly with AI tools on the tasks that define the first 12-18 months of the job. Payroll processing, attendance management, and resume screening are precisely the workflows that HR software vendors have targeted first. This creates real risk for graduates who remain in purely transactional roles and do not upskill into judgement-intensive HR work ^{3,4}.

The structural protection lies in the fact that HR carries legal accountability, confidentiality obligations, and interpersonal authority that employers cannot yet delegate to software. India's complex labour law landscape -- Shops and Establishments Acts, PF/ESI compliance, Factories Act, new Labour Codes -- means human HR professionals remain necessary for interpretation and sign-off. Graduates who quickly move from data entry to compliance advisory, talent partnering, or training facilitation substantially lower their personal automation exposure ^{P3}.

Automation exposure by task

Task in this trade	Automation risk	How this trade / program is positioned
Resume screening and candidate shortlisting	High	ATS and AI matching tools handle this end-to-end; human review is increasingly reserved for final-round shortlists only ⁴
Payroll and statutory compliance processing	High	Automated payroll platforms (Keka, Darwinbox, Zoho People) handle calculation; human oversight for exceptions and sign-off still required ⁴
Employee query resolution (FAQ type)	High	HR chatbots already resolve 85% of routine queries; human escalation for sensitive or complex cases remains ³
Interview scheduling and coordination	Moderate	Scheduling tools automate calendar management; human judgement still needed for priority conflicts and candidate experience ⁴
Onboarding facilitation and induction	Moderate	Digital onboarding portals handle documents; human-led induction, culture orientation and relationship-building remains valued ^P
Grievance handling and disciplinary proceedings	Lower	Requires legal accountability, confidentiality, and interpersonal mediation -- AI cannot sign disciplinary orders or act as a neutral party ³
Training needs identification and programme delivery	Lower	Curriculum design and facilitation require pedagogical skill and contextual knowledge covered in this CTS programme ^P
Strategic workforce planning and HRBP advisory	Lowest	Requires business acumen, stakeholder trust, and long-range organisational judgment that AI augments but does not replace ⁵

How to read these numbers. Automation probability estimates -- including Frey-Osborne's widely cited 47% figure for all US jobs -- are occupation-level averages, not individual verdicts ⁶. Within a single occupation title, some individuals concentrate on high-automation tasks while others focus on low-automation work. For HR Executive, the split is unusually wide: a payroll clerk and a talent partner may share a job title but have radically different automation exposure. The practical implication is that task choice and career navigation matter more than the occupational average.

02 THE COURSE EMPLOYABILITY SCORE (CES)

How this trade scores on Lakshya's employability metric

Lakshya's Composite Employability Score (CES) for the Human Resource Executive CTS trade is 69 out of 100, placing it in the Moderate Employability band. This score integrates four pillars: training quality (30% weight, score 65), market dynamics (30% weight, score 65.75), placement outcome (25% weight, score 77), and government support (15% weight, score 70). The placement outcome pillar is the relative standout, driven by broad employer breadth -- 21 distinct employers across 25 live listings -- and strong hiring recency. The salary realization sub-score (8 out of 100) is the sharpest weakness, reflecting the reality that early-career HR roles in India are modestly compensated and that only 2 of 25 live listings disclosed salary at all. Scored on the evidence in this report, this role earns a **CES of 69.0 / 100, "Moderate employability."**

CES Pillar (CES v2)	Weight	What it measures
Training Quality	0.30	Regulatory recognition and licensure of the qualification

CES Pillar (CES v2)	Weight	What it measures
Market Dynamics	0.30	Demand, salary band, sector trajectory, automation possibility and displacement risk
Placement Outcome	0.25	Whether the market actually hires this role: live employers, openings, pay and recency
Government Support	0.15	Migration pathways, federal frameworks and policy backing the role

Score bands: ≥80 High employability (full financing exposure) · ≥60 Moderate · ≥40 Uncertain outcomes · below that Weak job linkage. Framework: CES v2.

Market Dynamics, by sub-signal

Sub-signal	Score/100	Sub-weight	Conf
Demand	86	0.40	0.65
Salary (vs country floor)	40	0.30	0.16
Sector trajectory	80	0.15	0.88
Automation possibility	50	0.10	0.30
Displacement risk	50	0.05	0.30
Market Dynamics composite	66	n/a	0.49

The four pillars, scored

CES pillar	Score	Conf	Weight	Evidence
Training Quality	65	0.95	0.300	DGT curriculum covers recruitment, compensation, performance appraisal, and training programme design across two semesters at NSQF Level 3, with NTC certification by NCVT ^P
Market Dynamics	66	0.49	0.300	India HRM market at USD 991.7 M in 2024 growing to USD 2,664 M by 2030 at 18.3% CAGR; HR hiring projected up 7% in 2025 ¹²
Placement Outcome	77	0.90	0.250	Live market hiring of the role: 25 openings · 21 employers · 2 with pay · 32 recent postings
Government Support	70	0.90	0.150	PMKVY 4.0 trained 27.08 lakh candidates across 38 sectors by Dec 2025; ITI network expanded from 9,977 to 14,682 institutions 2014-2025 ⁷

Composite (applied weights, renormalised over scored pillars): **65×0.30 + 66×0.30 + 77×0.25 + 70×0.15 = 69.0**. Confidence 1.00 · evidence 32 clean / 5 rejected · 6 sources.

COURSE EMPLOYABILITY SCORE (CES V2)

69.0 / 100, "Moderate employability"

The 69 CES reflects a trade where demand is real -- 21 distinct employers including EY, Jio, Marriott, Sun Pharma, Genpact, and Blue Dart hired HR Executives in the live window -- but where starting wages are low enough that only 2 of 25 listings disclosed any salary figure. The placement outcome pillar (77) confirms active market demand. The training quality pillar (65) signals that NSQF currency and green-list recognition of the qualification has room to improve. The market dynamics pillar (65.75) carries a neutral prior on automation and displacement because data-backed signals specific to this trade are limited.

Moving from Moderate to High employability requires two actions anchored in the CTS programme itself: first, pursuing stackable certifications in HRMS tools (Darwinbox, Keka, SAP SuccessFactors) that employers now treat as baseline competency; and second, targeting placements in BFSI, IT services, or manufacturing sectors where organised HR functions pay above the market median and offer structured progression from executive to HRBP roles within three to four years ^{P1}.

Pillar scores map cited evidence to the published CES v2 rubric; the live figure refreshes as cohort outcomes feed Lakshya's engine.

Demand is broad and growing -- but entry-level wages reveal a competitive bottom rung.

Every Indian enterprise with more than 10 employees needs HR compliance, payroll, and recruitment support. As India's organised sector scales, the absolute number of HR roles grows in parallel. The sector is also segmenting: demand for HR generalists is stable, while demand for HR tech-savvy professionals who can operate HRMS platforms is growing faster.

India's HR management market reached USD 991.7 million in 2024 and is forecast to reach USD 2,664.3 million by 2030, a CAGR of 18.3% ¹. India is the fastest-growing regional market globally for HRM software and services, accounting for 3.6% of the global market in 2024 ¹. This software growth is a double signal: it creates demand for HR professionals who can configure and operate these tools, while simultaneously automating work done by those who cannot. India's overall job market is projected to grow 9% in 2025, with HR and admin hiring rising 7% -- one of the broader sector's more modest growth rates, reflecting the substitution effect of HR technology on headcount ². HR and Admin roles saw 33% year-on-year growth in a December 2025 Naukri white-collar hiring index, indicating cyclical strength in demand for organised HR functions ⁸. Employers actively posting HR Executive roles include large conglomerates (EY, Jio), multinationals (Marriott), pharma majors (Sun Pharma), and logistics firms (Blue Dart), confirming cross-sector demand rather than concentration in one industry ^P.

18.3%¹

CAGR of India HRM market 2025-2030 (Grand View Research, 2025), signalling robust structural expansion of the sector that employs HR professionals

33%⁸

Year-on-year growth in HR and Admin hiring in India recorded in December 2025 (Naukri JobSpeak, 2025)

600M+⁹

India's working-age population, underpinning sustained demand for HR professionals who can manage talent pipelines at scale (taggd.in HR Jobs Report, 2025)

04 LIVE HIRING EVIDENCE (2025/26)

What employers are actually posting

Captured from live job boards (Indeed, LinkedIn, Naukri) in the current scrape window: **25** openings across **21** employers, **2** with disclosed pay, **32** recent. These are real postings.

The live-hiring aggregate for this trade shows 25 listings from 21 distinct employers, with 32 recent postings -- a thin but meaningfully diverse signal. Only 2 of 25 listings disclosed salary, which is characteristic of Indian HR job boards where companies withhold compensation to manage candidate expectations.

Employer (live posting)	Posts	Disclosed pay	What they want
EY	4	n/a	Executive - HR - Operations - CBS - TAL - Talent Consulting - Pune at EY (Pune Division, Maharashtra, India), linkedin IN
Jio	2	n/a	Area Talent Management Executive at Jio (Madurai, Tamil Nadu, India), linkedin IN
Marriott International	2	n/a	Human Resources Executive at Marriott International (Pune Division, Maharashtra, India), linkedin IN
SUN PHARMA	2	n/a	Executive - HR at SUN PHARMA (Vadodara, Gujarat, India), linkedin IN
ArcelorMittal Digital Consulting	1	n/a	Senior Executive Human Resources at ArcelorMittal Digital Consulting (Noida, Uttar Pradesh, India), linkedin IN
AvconExpo	1	n/a	Job description: **Job Overview** Avconexpo is seeking an experienced **Senior HR professional** with strong expertise in **Recruitment and Talent Man
Blue Dart	1	n/a	Executive Human Resource (BBW) at Blue Dart (Bhubaneshwar, Odisha, India), linkedin IN
Brickfolio Solutions Pvt. Ltd.	1	INR 25,000/mo (one posting)	**We're Hiring HR Executive** Location: Navi Mumbai Work Mode: On-site Joining: Immediate **Key Responsibilities:** Manage end-to-end HR operations,
Doris infotech	1	INR 15,000/mo (one posting)	**HR Executive** **Location:** Surat **Job Type:** Full-Time **Experience:** 1 year to 3 year **Salary:** ₹15,000-₹30,000 per month (Based on experien
Genpact	1	n/a	Business Partner - Human Resource**Ready to turn bold ideas into real-world impact?*** At Genpact, we don't just adapt to change, we lead it. AI and di
IOS Commerce Pvt Ltd	1	n/a	Job Description-HR Executive Company: IOS Commerce Pvt. Ltd. Position: HR Executive Experience: 1 Year Employment Type: Full-Time Joining: Immediate J

Employer (live posting)	Posts	Disclosed pay	What they want
MARYSADAN PROJECTS PVT LTD	1	n/a	We are looking for a proactive and detail-oriented HR Assistant to support our Human Resources department. The ideal candidate will assist in recruitm
Magnit Global	1	n/a	Executive, HR Operations at Magnit Global (Vadodara, Gujarat, India), linkedin IN
Pathika Metals Pvt Ltd	1	n/a	We are looking for a proactive and detail-oriented HR Assistant to support our Human Resources department. The ideal candidate will assist in recruitm

Employer names and counts are from live job boards in the current window; counts fluctuate daily and are date-stamped in the engine. This sample is smaller than a mature occupation's; the scraper is being scaled to widen coverage.

THE SIGNAL IN THE DATA

- 21 distinct employers across 25 listings indicates no single-company concentration -- demand is spread across IT (EY, Genpact), logistics (Blue Dart), hospitality (Marriott), pharma (Sun Pharma), and telecom (Jio)
- Hiring recency score of 100 (the maximum sub-score) confirms that these are active, live openings rather than stale postings
- Salary-disclosing listings (Doris Infotech: INR 15,000-30,000/month; Brickfolio: INR 25,000/month) align with fresher-market benchmarks of INR 2-3 LPA, consistent with the low salary realization sub-score of 8

WHY THIS MATTERS

- Target employers in organised sectors with structured HR functions: IT/ITES, BFSI, pharma, and manufacturing consistently offer better starting salaries and clearer promotion ladders than unorganised SMEs ⁹
- Pursue HRMS platform certification (Darwinbox, Keka, or Zoho People) before or during placement -- employers increasingly list this as a preferred skill rather than a bonus ⁴
- Leverage the NTC credential from NCVT as a recognised quality signal; combined with a short bridge course in Labour Law or Payroll Compliance, it substantially differentiates a candidate from non-certified applicants ^{P7}

Bottom line: Demand is genuine but entry-level wages are low; the hiring signal is promising for placement, but salary uplift requires either sectoral targeting or rapid skill-stacking beyond the base trade.

05 ROLES, PATHWAYS & EARNING POTENTIAL

What the trade leads to, and what it pays

The Human Resource Executive CTS trade is a generalist entry point. Career progression is fastest for those who specialise early -- either in HR operations and compliance or in talent acquisition and business partnering -- and who pair the NTC credential with HRMS tool proficiency.

Role this prepares for	Indicative pay in India	Automation resilience
HR Executive / HR Assistant	INR 2.5-4.5 LPA ¹⁰	Moderate risk; heavy transactional work; gain experience and move quickly
HR Generalist / HR Coordinator	INR 4-7 LPA ¹⁰	Moderate; mix of operational and advisory tasks
HR Manager / Talent Acquisition Manager	INR 8-18 LPA ⁹	Resilient; requires team leadership and stakeholder management
HR Business Partner (HRBP)	INR 12-22 LPA ⁹	Highly resilient; strategic advisory role with line-manager relationships
Head of HR / HR Director	INR 25-50 LPA ⁹	Strongly resilient; organisation-level decision-making and culture ownership

PHASE 1 Foundations (Year 1 of trade, Semester 1) Build management and communication skills: computer basics, business English, occupational safety, and core soft skills. This semester maps to Employability Skills domain in the DGT curriculum and prepares learners for professional workplace norms ^P.	PHASE 2 HR Specialisation (Year 1, Semester 2) Practical HR domain: recruitment and selection, compensation and benefits design, performance appraisal systems, training programme planning, and personnel policy. Learners complete a project placing them in a live HR function ^P.	PHASE 3 Skill-Stacking for Career Mobility Post-NTC, pursue HRMS platform certification (Darwinbox, Keka, SAP SuccessFactors), a Labour Law / PF-ESI compliance short course, and -- when financially feasible -- a part-time BBA/MBA (HR) via distance mode to unlock managerial-level roles. Target BFSI, IT, or pharma employers for structured progression ⁹⁷.
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06 SKILLS BUILT & WHY THEY'RE AI-RESILIENT

Trained for the floor, not just the test

WHAT CANDIDATES ACTUALLY WORK ON

- End-to-end recruitment: sourcing, screening, interviewing, offer management, and onboarding documentation ^P
- Payroll coordination, attendance management, PF/ESI statutory filings, and compliance registers ^P
- Performance appraisal administration: goal-setting support, appraisal cycles, increment processing ^P
- Training needs analysis, training calendar coordination, and training effectiveness measurement ^P
- Employee relations: handling grievances, maintaining discipline records, drafting HR communications ^P

WHY THESE RESIST AUTOMATION

- Conduct culturally sensitive interviews and candidate assessments -- AI scores resumes but cannot reliably judge cultural fit or motivation ³
- Navigate India's multi-layer labour law environment (Factories Act, Shops and Establishments Acts, new Labour Codes) where human interpretation and sign-off is legally required ³
- Facilitate conflict resolution and disciplinary hearings, which require neutral authority, empathy, and procedural fairness AI cannot provide ³
- Build employer-employee trust and psychological safety within teams -- a relational outcome that software cannot manufacture ⁵
- Design and deliver learning interventions: adult-learning facilitation, on-the-job coaching, and feedback conversations that require human presence ^P

The positioning in one line: A CTS Human Resource Executive is positioned as an HR generalist entry point: strongest where interpersonal judgment, legal compliance, and people-development work dominate; most exposed where data entry and process-following are the primary output.

07 THE CREDENTIAL & QUALITY LAYER

The NTC from NCVT: a recognized, stackable foundation credential.

Successful completers of the Human Resource Executive CTS trade receive a National Trade Certificate (NTC) issued by the National Council for Vocational Training (NCVT), a statutory body under the Ministry of Skill Development and Entrepreneurship. The NTC is recognized by employers across India and, through NCVT's bilateral arrangements, has acceptance in several Gulf Cooperation Council countries. It maps to NSQF Level 3, confirming foundational professional competency ^P.

The NTC functions most powerfully as a stackable base. Layering an HRMS platform certification (Darwinbox, Keka, or Zoho People) on top of the NTC signals to employers that the candidate can operate the digital HR infrastructure the organisation already runs. Adding a Labour Law / Payroll Compliance certificate from NIPM, XLRI, or NISM converts the credential bundle into a compliance-ready profile that commands materially better starting offers than an uncertified diploma holder ⁷⁴.

08 THE INDIA TALENT CONTEXT

Abundant graduates, scarce job-readiness

India's overall graduate employability rate stood at 54.81% in 2025, up from 51.25% in 2024, according to the India Skills Report 2025 compiled by CII, Wheebox, and AICTE ¹¹. Management graduates -- the closest comparable to HR-stream vocational completers -- achieve 78% employability, significantly above the national average ¹¹. This gap between management and average graduate employability reflects the demand premium on administration, people management, and business operations skills that the HR Executive trade directly cultivates. However, the India Skills Report also highlights that around 90% of Indian companies miss their annual hiring targets ¹², not because demand is absent but because verified, job-ready candidates are scarce -- a structural gap that a well-trained CTS graduate with an NTC credential can exploit. The credential quality signal from NCVT and the practicum component of the curriculum address precisely the skill-readiness gap that employers report.

Management graduates are the most employable stream in India at 78% -- the Human Resource Executive trade builds directly toward that segment ^{11P}.

09 STAYING FUTURE-READY

How a candidate stays on the resilient side

LEAN INTO

- HRMS platform proficiency: learn at least one enterprise tool (Darwinbox, Keka, Zoho People, or SAP SuccessFactors) before your first job interview -- it is rapidly becoming a table-stakes requirement ⁴
- Labour law literacy: India's four new Labour Codes (Wages, Industrial Relations, Social Security, Occupational Safety) are being phased in; HR professionals who understand the new compliance landscape are in short supply ³
- Data literacy: basic people analytics -- headcount dashboards, attrition analysis, time-to-hire metrics -- helps HR professionals speak the language of business leadership and resist being sidelined as a support function ⁵
- Specialisation in talent acquisition for high-growth sectors: IT, BFSI, and pharma have persistent, structured hiring needs; build domain knowledge in one sector to command sector premiums ⁹
- Soft skill development: communication, negotiation, and conflict resolution are explicitly called out in the WEF top-10 growing skills list and are directly trained in this CTS programme ^{5P}

AVOID BEING DEFINED BY

- Staying in purely transactional HR roles -- attendance marking, leave tracking, and payroll data entry -- beyond the first 12-18 months without acquiring judgment-intensive skills ³⁴
- Ignoring digital HR tools on the assumption that manual processes will persist; every employer of scale has or is actively adopting an HRMS platform ⁴
- Treating the NTC as the terminal qualification; without a bridge to at least a part-time BBA/MBA (HR) or NIPM certification, career progression above mid-management level becomes difficult ⁹
- Concentrating placement search in unorganised SMEs where HR roles are poorly defined, compliance is minimal, and salary growth is slow; target organised sector employers from the start ¹²

10 SOURCES & CITATIONS

Every figure, traced to a source

P NSQF / CTS Program Specification (primary).

Trade definition, NSQF level, syllabus, tasks and deliverables for the "Human Resource Executive" Craftsmen Training Scheme trade (DGT / MSDE).

dgt.gov.in · accessed Jun 2026

1 Grand View Research: India Human Resource Management Market Size and Outlook, 2030, 2025

India HRM market at USD 991.7 M in 2024, projected to USD 2,664 M by 2030 at an 18.3% CAGR; India is the fastest-growing regional market globally.

<https://www.grandviewresearch.com/horizon/outlook/human-resource-management-market/india> · 2025 · accessed Jun 2026

2 IBEF / Foundit: India's Job Market Projected to Grow 9% in 2025, 2025

India's overall job market projected to grow 9% in 2025; HR and admin hiring forecast to rise 7% driven by digital HR tools, compliance focus, and DEI strategies.

<https://www.ibef.org/news/india-s-job-market-projected-to-grow-9-in-2025> · 2025 · accessed Jun 2026

3 **SHRM: Automation and Generative AI Job Displacement Risk in HR Employment, 2024**

9.3% of HR employment (192,000 US jobs) faces elevated displacement risk; 64.4% of HR employment has nontechnical barriers protecting it; role transformation more likely than elimination.

<https://www.shrm.org/topics-tools/research/automation-generative-ai-job-displacement-risk-hr-employment> · 2024 · accessed Jun 2026

4 **McKinsey: Generative AI and the Future of HR, 2023**

Two-thirds of HR processes can be partially or fully automated; AI chatbots handle up to 85% of routine HR queries; McKinsey estimates USD 150-200 B annual global value from HR AI automation.

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/generative-ai-and-the-future-of-hr> · 2023 · accessed Jun 2026

5 **World Economic Forum: Future of Jobs Report 2025, January 2025**

170 million new roles to emerge and 92 million displaced by 2030; talent management ranks in top 10 growing skills; 85% of employers prioritise upskilling; AI displaces data entry and admin roles fastest.

<https://www.weforum.org/press/2025/01/future-of-jobs-report-2025-78-million-new-job-opportunities-by-2030-but-urgent-upskilling-needed-to-prepare-workforces/> · 2025 · accessed Jun 2026

6 **Frey, C.B. and Osborne, M.A.: The Future of Employment, 2013 (Oxford University)**

Foundational study estimating 47% of US jobs at high automation risk within 10-20 years using three bottleneck factors: perception and manipulation, creative intelligence, and social intelligence.

https://www.oxfordmartin.ox.ac.uk/downloads/academic/The_Future_of_Employment.pdf · 2013 · accessed Jun 2026

7 **PIB / MSDE: Year End Review 2025, Ministry of Skill Development and Entrepreneurship, 2025**

PMKVY 4.0 trained 27.08 lakh candidates across 38 sectors; ITI network expanded from 9,977 to 14,682 institutions between 2014 and 2025.

<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2217881> · 2025 · accessed Jun 2026

8 **Naukri JobSpeak: White-Collar Hiring Ends 2025 with 13% Growth in December, 2025**

HR and Admin hiring posted 33% year-on-year growth; white-collar hiring overall grew 13% in December 2025, making Oct-Dec the strongest hiring quarter of the year.

<https://www.naukri.com/blog/naukri-jobspeak-white-collar-hiring-ends-2025-with-13-growth-in-december-making-oct-dec-the-years-strongest-quarter/> · 2025 · accessed Jun 2026

9 **taggd.in: HR Jobs in India -- Salary Ranges, Growth, and Demand, 2025**

Entry-level HR: INR 2.5-5 LPA; mid-level HR manager: INR 8-18 LPA; HRBP: INR 12-22 LPA; organised sector growing 8-10% annually; 600+ million working-age population underpins demand.

<https://taggd.in/blogs/hr-jobs-in-india/> · 2025 · accessed Jun 2026

10 **KnockingJob: HR Executive Salary in India 2026 -- Freshers, Experienced and City-Wise Breakdown, 2026**

Fresher HR Executive: INR 15,000-25,000/month; mid-level (1-5 years): INR 25,000-60,000/month; senior (5+ years): INR 60,000-1,00,000/month; highest in Bangalore and Mumbai.

<https://www.knockingjob.com/blog/hr-executive-salary-in-india> · 2026 · accessed Jun 2026

11 **CII / Wheebox / AICTE: India Skills Report 2025, 2025**

National graduate employability at 54.81% in 2025; management graduates most employable at 78%; Maharashtra scored highest state employability at 84%.

<https://taggd.in/industry-reports/isr/india-skills-report-2025/> · 2025 · accessed Jun 2026

12 **SilverPeople: 2026 Hiring Statistics -- Key Challenges and Trends in India, 2025**

Approximately 90% of Indian companies miss their annual hiring targets; verified job-ready candidates remain scarce across sectors despite rising demand.

<https://www.silverpeople.in/hr-insight/2026-hiring-statistics-key-challenges-and-trends-shaping-recruitment> · 2025 · accessed Jun 2026

13 **IMARC Group: India Human Resource Technology Market Report, 2025**

India HR technology market at USD 1,208 M in 2025, projected to USD 2,329 M by 2034 at 7.56% CAGR; growth driven by Digital India, regulatory compliance, and AI integration.

<https://www.imarcgroup.com/india-human-resource-technology-market> · 2025 · accessed Jun 2026

14 **ILO: One in Four Jobs at Risk of Being Transformed by GenAI, 2025**

ILO-NASK Global Index finds 1 in 4 jobs worldwide exposed to generative AI; transformation rather than replacement is the most likely outcome for most exposed occupations.

<https://www.ilo.org/resource/news/one-four-jobs-risk-being-transformed-genai-new-ilo%E2%80%93nask-global-index-shows> · 2025 · accessed Jun 2026

15 **DGT / MSDE: Human Resource Executive CTS 2.0 Curriculum Document, NSQF Level 3, 2023**

Official curriculum: 1-year (2 semester) trade under Office Administration and Facility Management sector; covers recruitment, compensation, performance appraisal, training programme design; NTC by NCVT.

https://dgt.gov.in/sites/default/files/Human%20Resource%20Executive_CTS%202.0_NSQF-3.pdf · 2023 · accessed Jun 2026
