

Who's accountable when AI blurs HR and IT?

Source: hr-executive | **Author:** Jill Barth | **Published:** August 24, 2026 | **PMS Relevance:** PMS RELATED |
Type: Opinion/Commentary | **Geography:** Global

Source URL: <https://hrexecutive.com/whos-accountable-when-ai-blurs-hr-and-it/>

Executive Summary

This article addresses the emerging accountability gap between HR and IT functions as AI becomes increasingly embedded in workforce decisions. The central argument, drawn from commentary by Marc Rodriguez of Green Leaf Business Solutions and Mark Whittle, VP Analyst at Gartner's HR practice, is that neither the CHRO nor the CIO can unilaterally own AI governance in the workplace — shared accountability is necessary. Key evidence includes a Gartner prediction that 30% of organizations will form blended HR-IT teams by 2029, and observations that agentic AI is creating decision-making territory that falls between traditional HR and IT mandates. The article identifies five domains — AI ethics and governance, skills-based talent management, total cost of work analysis, human-agent work redesign, and human-AI performance management — where joint ownership is described as essential. The implied conclusion is that organizations operating with siloed HR and IT functions risk 'one-sided transformation,' where workforce consequences from AI deployments emerge without coordinated oversight or accountability.

Key Insights

1. Gartner predicts 30% of organizations will form blended HR-IT teams by 2029 to accelerate AI enablement, signaling a structural shift in how workforce technology is governed.
2. Agentic AI is creating a functional 'no man's land' where responsibilities such as human-AI performance management and skills-based talent management no longer fit neatly within either HR or IT.
3. Role confusion poses an organizational risk: CHROs may inherit workforce consequences from AI deployments they did not shape, while CIOs may inadvertently become owners of workforce challenges they are not equipped to manage.

Practical Takeaways

- Organizations are increasingly experimenting with shared governance models and joint accountability structures between HR and IT, rather than full functional mergers, as a pragmatic response to AI-driven complexity.
- Five specific domains — AI ethics and governance, skills-based talent management, total cost of work analysis, human-agent job redesign, and human-AI performance management — are identified as areas requiring intentional co-ownership between CHROs and CIOs.

Critical Analysis

Strengths: The article draws on a named Gartner analyst and a specific statistical forecast, lending some institutional credibility to its central claim. It correctly identifies a real and underexplored governance gap as AI expands into HR decision-making. **Limitations:** The article is predominantly opinion and commentary with no primary research, empirical data, or peer-reviewed evidence cited beyond a single Gartner prediction. The five domains requiring joint ownership are asserted without supporting data on organizational outcomes. The inclusion of a conference promotion at the end introduces a potential conflict of interest, as it directs readers toward a specific speaker and event. The framing consistently uses advisory language ('should,' 'must') despite the article's research base being thin. The claim that 'regulators are unlikely to accept the software did it' is presented as fact without citation of any specific regulatory framework or legal precedent.

Organizational Practice

Some organizations have experimented with placing HR and IT under common leadership, while others have merged the functions outright. The more prevalent emerging model described involves separate HR and IT functions operating with shared governance, joint accountability structures, and common metrics around workforce impact.

Strategic Implications

The convergence of HR and IT accountability around AI governance points toward a structural evolution in the CHRO role — expanding beyond traditional people management into enterprise technology strategy and AI risk ownership. Organizations that maintain siloed HR-IT structures may face compounding governance gaps as agentic AI proliferates, potentially delaying the transition from AI experimentation to enterprise-scale deployment.

Validation Status: passed
