AI Wants Our Jobs:
Workforce Planning and The Future of AI

Be ready with your phone to take a short poll: QR Code on next slide

SIOP 2025 - Denver

Kamin, A. (Chair), McCusker, M.E. (Panelist), Gallman, J. (Panelist), & Athanasakopoulos, G. (Panelist). (2025). AI wants our jobs: Workforce planning and the future of AI [Alternative Session Type]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

Let's take a poll:
AI Wants Our Jobs



Quiz Results

https://docs.google.com/forms/d/1Fpg8yA6X2C3uzMsc1NcXW22gGgqUFZQgiZSlE2jHChY/edit#responses

Purpose of Session

Share approaches I/O psychologists can use to help organizations **effectively**[1] **adapt to AI-driven changes** in the workplace

[1] Ensure positive outcomes for organizations, including employees

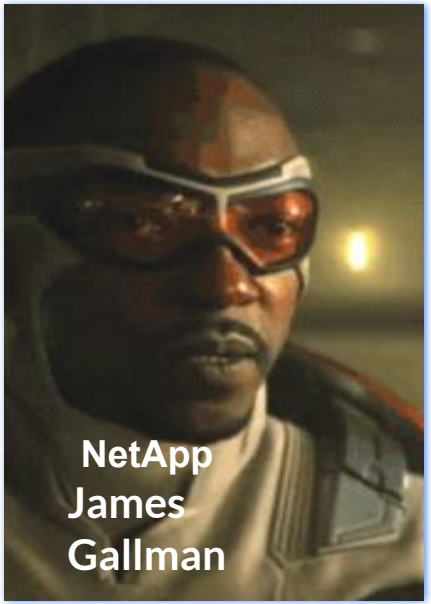
AI Lingo Bingo

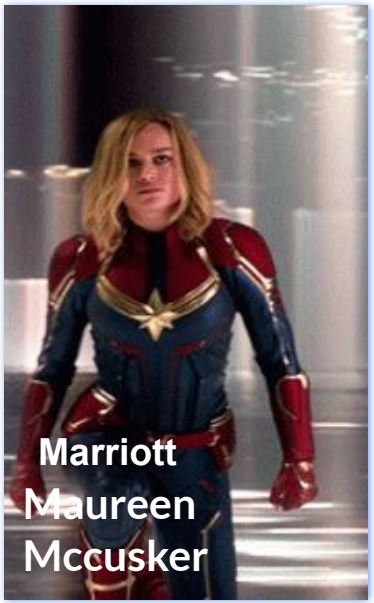
What You'll Probably Hear Today...



Panelists


Accenture
George
Athanasakopoulos


NetApp
James
Gallman


Marriott
Maureen
Mccusker


Oracle
Allen
Kamin

Agenda

~~Introduction & Poll~~

Case Studies

- Making it real
- AI helping AI
- The Future of AI for HR

Conversation with audience - key takeaways and your questions

Final Thoughts - panel speed round

Work and Job Redesign in the Era of GenAI –

Accenture Case Study

Accenture developed a repeatable data-driven approach to identify the impact of automation, AI and gen AI on work and the impact to talent.

01

Reinvent Work

- ✓ Understand As Is and/or To Be
- ✓ Tech opportunities (AI / gen AI)
- ✓ Prioritization
- ✓ Process Redesign



02

Understand Workforce Shifts

- ✓ Job Redesign
- ✓ Skills Analysis
- ✓ Org Redesign
- ✓ Talent Mobility



03

Create Talent Strategy

- ✓ Buy, Build, Borrow Decisions
- ✓ Execution Planning



04

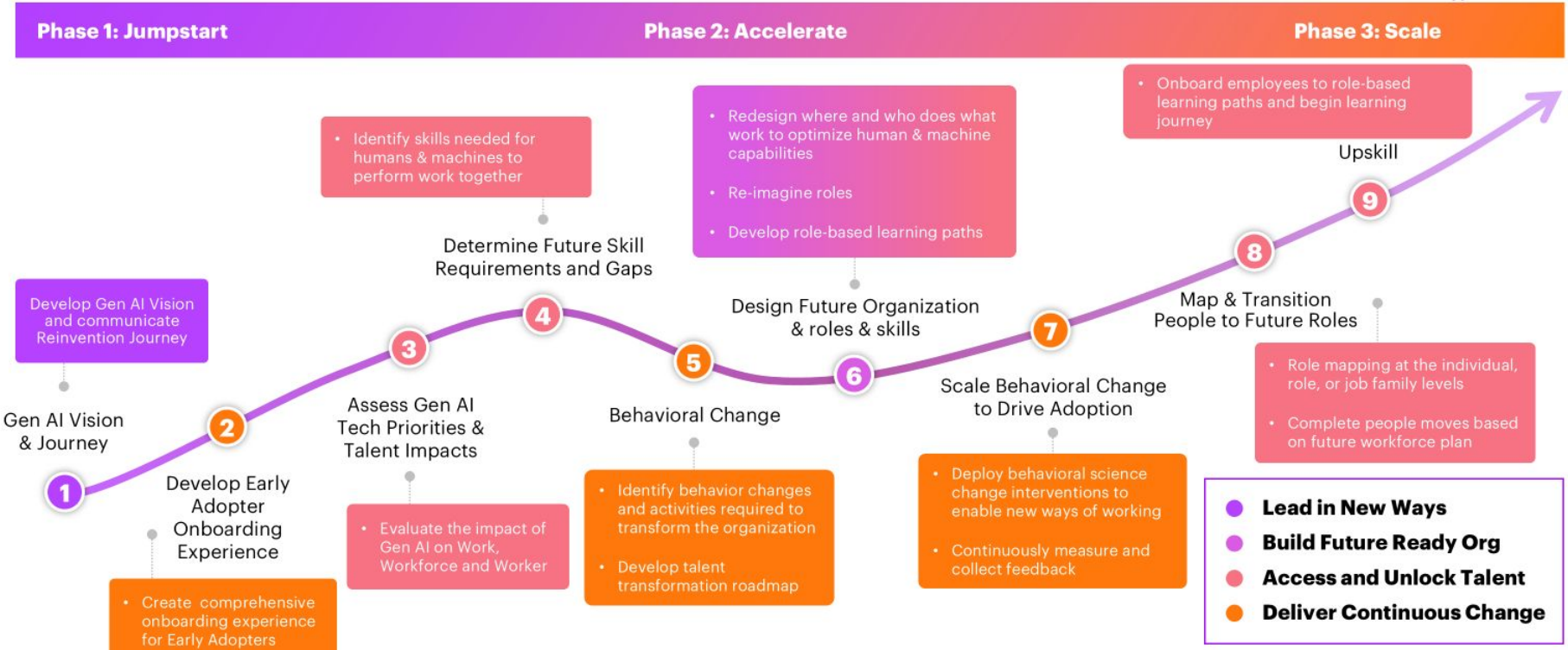
Prepare Workers

- ✓ Change
- ✓ Skilling
- ✓ Support



The journey to value is integrated

The path to scale requires us to bring different capabilities at different times, working closely together



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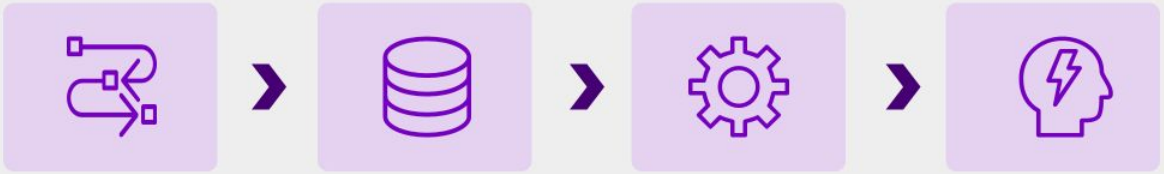
How it works

The Work, Workforce, Worker Gen AI Assessment considers tasks as the core unit of work and uses a task-based approach to understand the impact of Gen AI

Creating data-driven insights to understand Gen AI's talent impact



Evaluate

organizational strategy and select high-priority business functions to evaluate

Identify

task level process and job data for selected area(s) and facilitate data exchange

Analyze

data using patented algorithms and insights from industry leading experts

Generate

insights on how Gen AI will impact the organizations Work, Workforce and Workers

Illustrative Insights for a Marketing Function

73%

of assessed tasks have the potential to be automated or augmented by Gen AI and AI

26%

Estimated capacity could be unlocked for the top 5 roles evaluated

10

Future skills identified for each priority role

What's next after the assessment?

Create a business case for Gen AI talent priorities → **Create or update talent strategy** → **Design Gen AI enabled jobs** → **Activate Gen AI learning** → **Orchestrate workforce shifts**

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Lessons Learned

Theme	Benchmarks / Best Practices
Assess each Agent to understand future skill requirements	Create an "**Agent Skills Taxonomy**" to document key skills people will require to work alongside agents
Individual role **workflows need reimagined**	Map out **new "Ways of Working"** to help people envision the "art of the possible" for the new tech. This helps ensure adoption of core Gen AI capabilities and minimize potential underutilization
Response validation is a critical, nuanced skill requirement	Custom **response validation training is required** to train end users on mechanisms to evaluate GenAI agent output (e.g. Bias detection, correctness, source validation etc.)
As Gen AI Agents (And the organization) mature, **skill requirements shift**	Continuously **monitor emerging technical capabilities** of Agents, and how people are using the Gen AI tech, to inform future skill requirements and update learning content
Workforce optimization resulting from a custom Gen AI solution **is iterative** in nature	Gen AI **productivity increases may be uncertain** - Developing methods to measure changes in productivity is important to understanding when workforce optimization shifts can be completed without incurring undue risk to the organization or people

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The big question ….

How could we “quickly” determine how our company’s jobs could be impacted by Automation and AI?

Methodology: How we assessed role sensitivity

Jobs were assessed for AI automation and augmentation potential.

1

Collate Job Catalogue

All of the company's jobs are referenced as a starting point to evaluate the potential impact of automation and AI across the enterprise.

2

Compile Job Responsibilities

Using SkillsGraph, Aon compiled responsibilities from all NetApp's descriptions and job descriptions from peer organizations with highly similar jobs (for cases where NetApp job descriptions were not available).

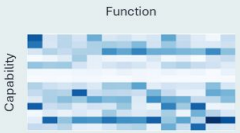
3

Assess Human-AI Alignment

All responsibilities were scored for the potential of AI to enhance productivity using the Human-AI Activity framework provided by the National Institute of Standards and Technology (NIST)..

4

Map Sensitivity to Automation and AI



Heatmaps were created at various levels of analysis to reflect automation and AI's potential to enhance productivity.

Additional detail was provided for select, highly impacted jobs.

Workforce Planning & the Future of AI for HR

SIOP 2025

Maureen E. McCusker, PhD

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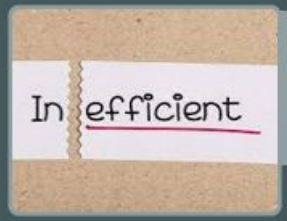
"We're a family-owned, traditional company, and change is hard..."



"We need to become more efficient!"



"What work do we do, how automated is it, and how efficient are we at doing it?"

Marriott International

AI for HR Talent: How We Got Here

HR: "Lots of our manual work takes place within our technology systems and platforms. Let's start there."



"Leaders, transform the way your teams work: Identify & reduce manual tasks; automate."



"Wow, we need to automate our work. Transform your teams in preparation."

Automation: LOW
Efficiency: MED
*1-5 scale

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GenAI for HR Talent: Continuous Monitoring & Improvement

Marriott is establishing a new model to improve and maintain the right workforce mix in HR

Collect & Monitor

Enable continuous monitoring across target HR platforms, pooled in one location

Understand & Analyze

Uncover key manual volume drivers across HR tasks executed by HR Associate population

Solution & Test

Design mix of Associate, Automation, AI and GenAI delivery, leveraging Enterprise tools and systems where possible

Scale & Iterate

Where manual tasks are consistent across functions, develop bots to further mixed GenAI augmentation across HR

MARRIOTT CONFIDENTIAL AND PROPRIETARY INFORMATION

The shape of talent research & management is changing

WORKFORCE PLANNING & JOB ANALYSIS

From: Static jobs
To: Fluid, AI-shaped bundles of tasks

Traditional I/O World:

- What roles & talent do we need to achieve business goals?
- What tasks & KSAOs define each job?

AI-augmented world:

- What tasks can AI automate or augment?
- How do we define roles as fluid bundles of tasks, not static job?
- What human skills grow in value with automation of routine tasks?

TALENT ACQUISITION

From: Hiring for fixed roles
To: Hiring for adaptability + AI collabs

Traditional I/O World:

- What competencies should we recruit for?
- How do we assess candidate fit?
- Are our selection tools valid and fair?

AI-augmented world:

- Are we recruiting for AI fluency and adaptability?
- Do our assessments measure the ability to work alongside machines (& with minimal bias)?

TALENT ASSESSMENT & SELECTION

From: Fit for today's job
To: Readiness for tech-enabled work

Traditional I/O World:

- How do we predict job performance?
- Which tools and methods are most predictive?
- Are we ensuring legal defensibility and fairness?

AI-augmented world:

- How do we design more personalized, adaptive assessments?
- How do we measure & hire for tech collaboration skills + individual competence?
- What's the role of ethical AI in hiring decisions?

LEARNING, DEVELOPMENT & ENGAGEMENT

From: Standard training
To: Dynamic, AI-powered meta-skill focus

Traditional I/O World:

- What are the training needs across roles?
- Are employees retaining & transferring knowledge?
- What drives engagement and reduces turnover?

AI-augmented world:

- How do we upskill for human + AI teaming?
- Are we training human meta-skills (e.g., curiosity)?
- How do we deliver personalized, just-in-time learning at scale?
- How does AI affect trust, identity, and purpose at work?

PERFORMANCE MANAGEMENT

From: solo perf. measure
To: Outcomes of human-AI collaboration

Traditional I/O World:

- Are employees meeting performance standards?
- How to measure quality productivity, & goals?
- How effective is our feedback system?

AI-augmented world:

- How do we evaluate AI-assisted performance?
- How do we measure outcomes when humans and machines co-produce results?
- How do we coach better collaboration with tech?

SUCCESSION PLANNING (AT SCALE)

From: Fixed career ladders
To: Flexible, progression paths

Traditional I/O World:

- Who are our high potentials?
- What are the paths for growth and leadership?
- How do we retain critical talent?

AI-augmented world:

- How do we help talent evolve alongside tech shifts?
- Which roles will evolve or emerge due to as a result?
- Are our career paths fluid and skill-based, not title-based?

Conversation with audience

Chance to engage with panelists and contribute to the collective wisdom

Guidance for audience:

- Share a question or observation based on the conversation
- Direct your question to a specific panelist
- If you don’t direct your question, we will assign you a panelist. Feel free to choose this option!

Panel Parting Thoughts - Speed round

George	James	Maureen	Allen

Panel Parting Thoughts - Speed round

George

“We’ll figure out AI later” is corporate- speak for “We’ll panic when it’s too late.”

(generated with the help of AI)

James

Maureen

Allen

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How do we develop our “smell test” skills when all the stinky work is gone?

Maureen

Allen

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AI doesn’t replace talent; it reshapes it - think clay on a potter’s wheel.

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Allen

Job analysis is the foundation, but there’s a whole lot more to consider.