



Navigating the Generative Age: Reinventing Work, Reshaping the Workforce, and Empowering Workers

June 26, 2024



Adan Hernandez

Workforce Development and Labor Lead
for North America

Accenture Strategy



Will Boyd

Talent & Organization for Public Service
Accenture Consulting



How might we prepare the workforce in the age of generative AI?

How might we prepare the workforce in the age of generative AI?

1

How will work be reinvented

2

How will this reshape the workforce

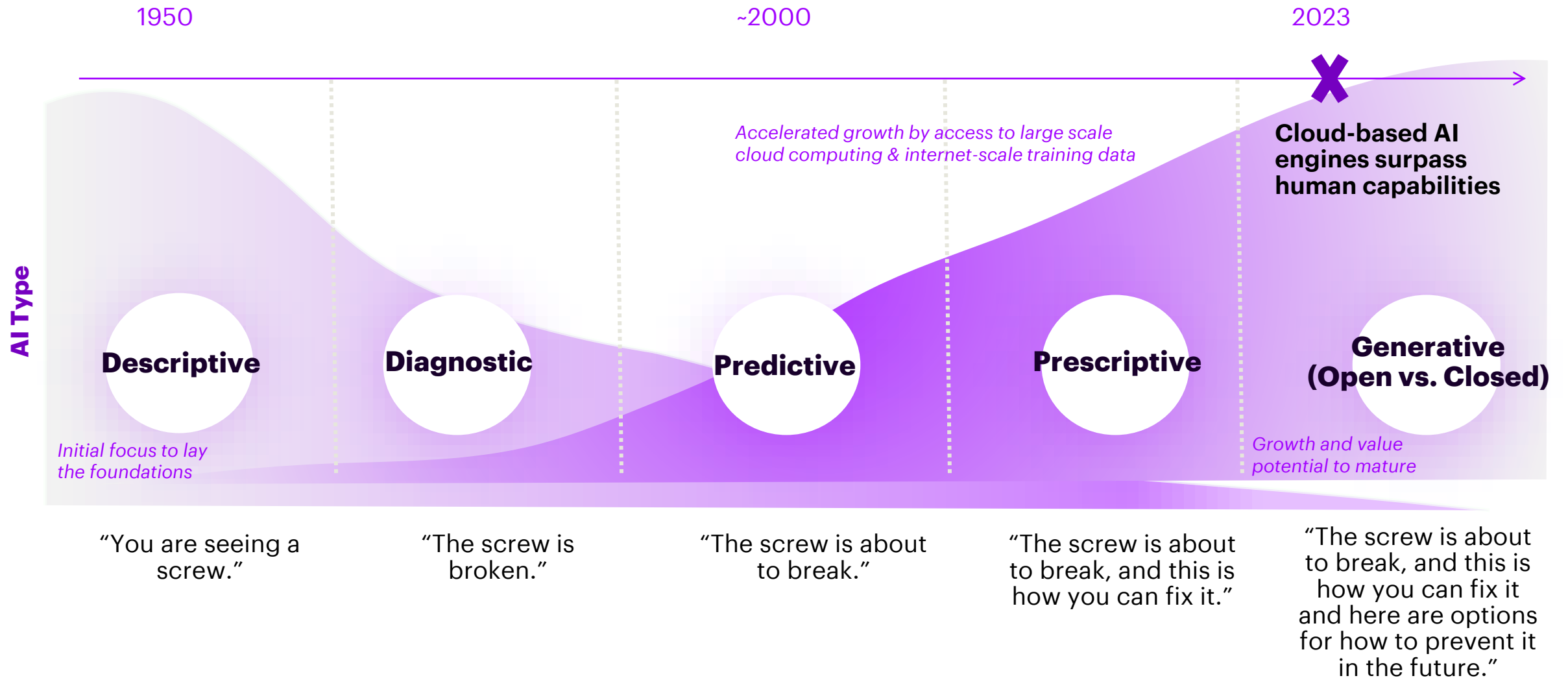
3

What can we do to prepare our people



1 How will work be reinvented

Welcome to the age of generative AI



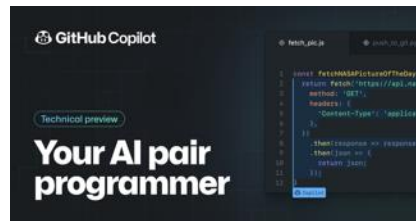
Generative AI is pushing creative expression forward by giving people tools to create content

Code

For developers who enabled it, 40% of their code is written by CoPilot, GitHub's AI assistant. This will make the creative use of code more accessible to non-developers

Text

The most advanced domain, which has already passed Medical, Law, and Business exams. As models improve, we will see higher-quality outputs and longer-form content



Video

The Crow, an AI movie, won the 2022 Cannes festival in the category of short films

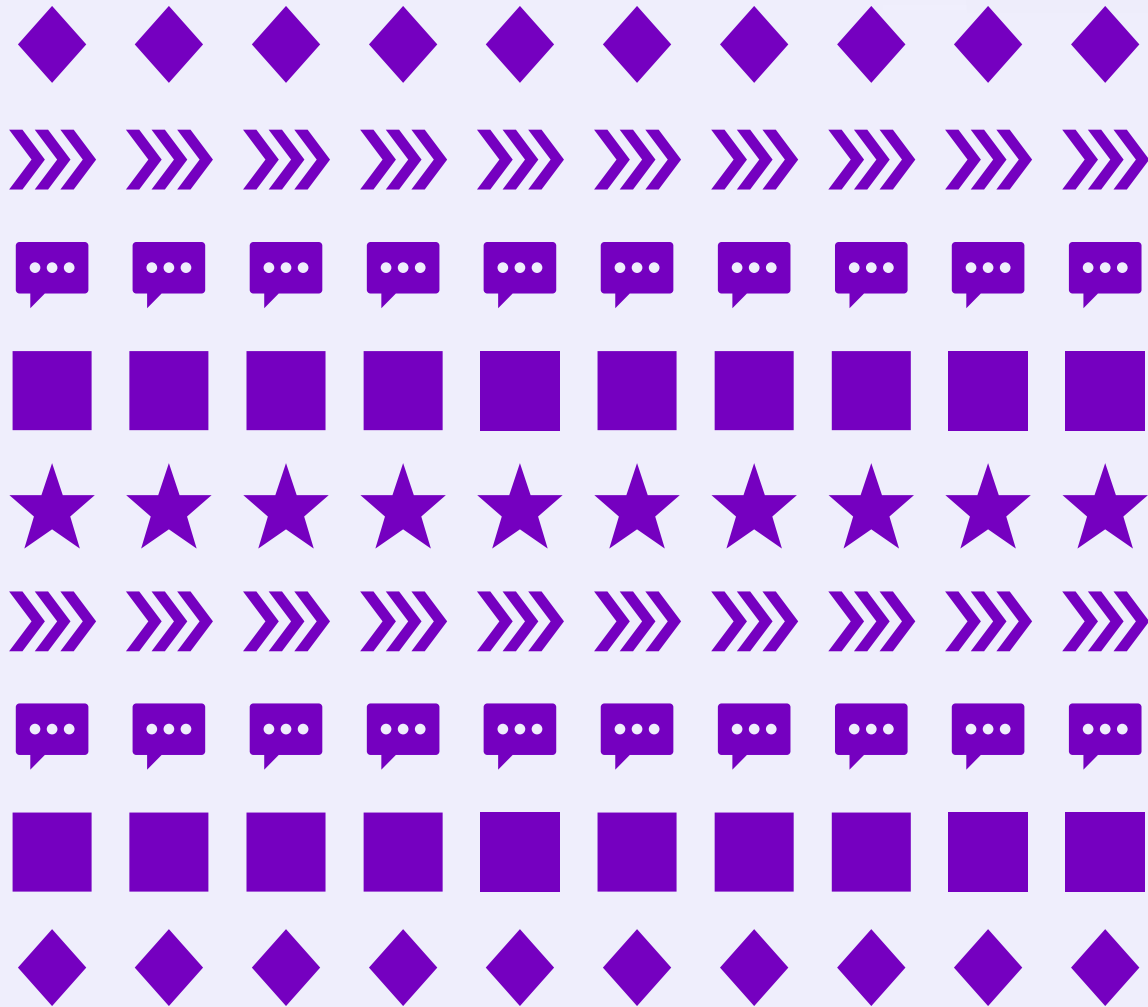
Images

This is one of the most famous applications as the images AI can create are incredible and even won the top prize in a painting competition

Speech synthesis and translation

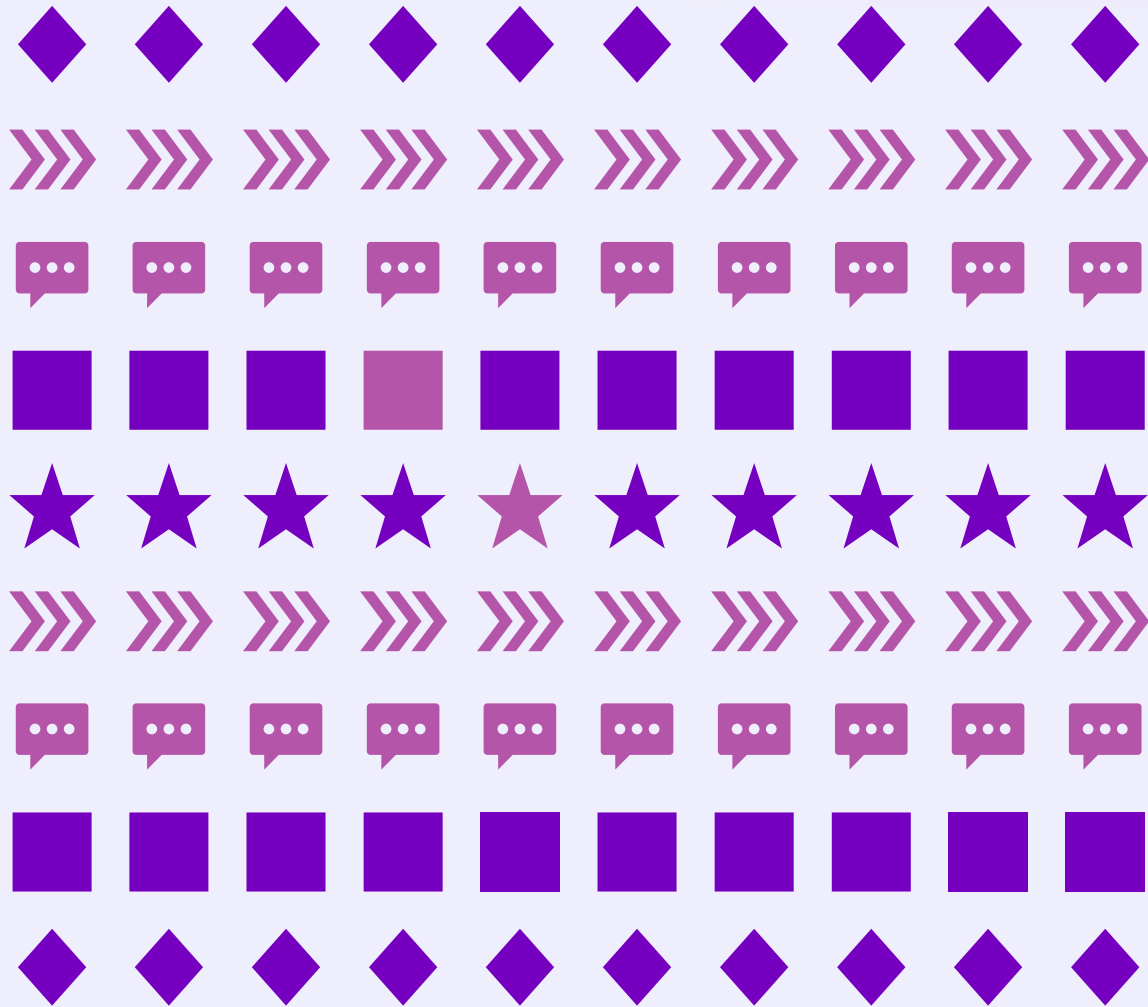
Whisper understands speech better than humans, even with background noise, and can translate between virtually any language





AI and generative AI change the ways we perform tasks

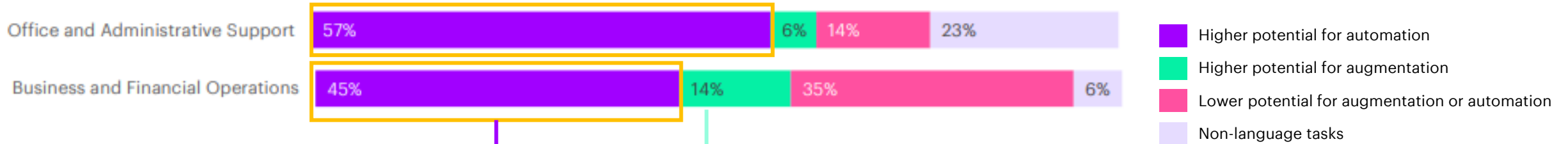




42%
of all working hours in
public service are in
scope for augmentation
or automation through
generative AI

Near-term applications of Generative AI to public service tasks will maximize the experience of both citizens and employees

Addressable Tasks for Public Sector Job Categories



Where to apply
GenAI Automation
Using generative AI to fully replace a task that is conducted by humans today.

Leverage Generative AI to automate low-risk, tasks that meet the following criteria:

- 1 Limited judgement or interpretation required
- 2 Internal non-patient facing tasks

A near-term candidate task is automated document analysis & summarization.

Where to explore
GenAI Augmentation
Using generative AI as an assistive tool for humans to improve the quality or speed of manual tasks.

Empower the workforce with Generative AI augmentation and embed human oversight when:

- 1 Facilitating citizen support
- 2 Generating communications, program, & training materials

A near-term candidate task is drafting responses to citizen outreach.



Responsible Framework Augmentations for Generative AI



Principles & Governance



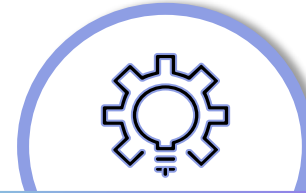
- Uplift Responsible AI Principles, Policy, and Standards
- Establish clear roles and responsibilities and ensure end-to-end framework for oversight and compliance.
- Implement mechanisms for accountability and transparency



Risks, Policy, & Control



- Adapt current risk assessment, controls, & reporting/escalation paths
- Align with Legal to agree on terms of usage
- Consider organization-wide parameters on submitting confidential, proprietary, or personal data / information.



Technology Enablers



- Ensure transparency for end users of the applications.
- Apply bias and data quality checks to fine tune data and mitigate hallucinations.
- Set up a monitoring system to review AI outputs & corresponding inputs.



Culture & Training

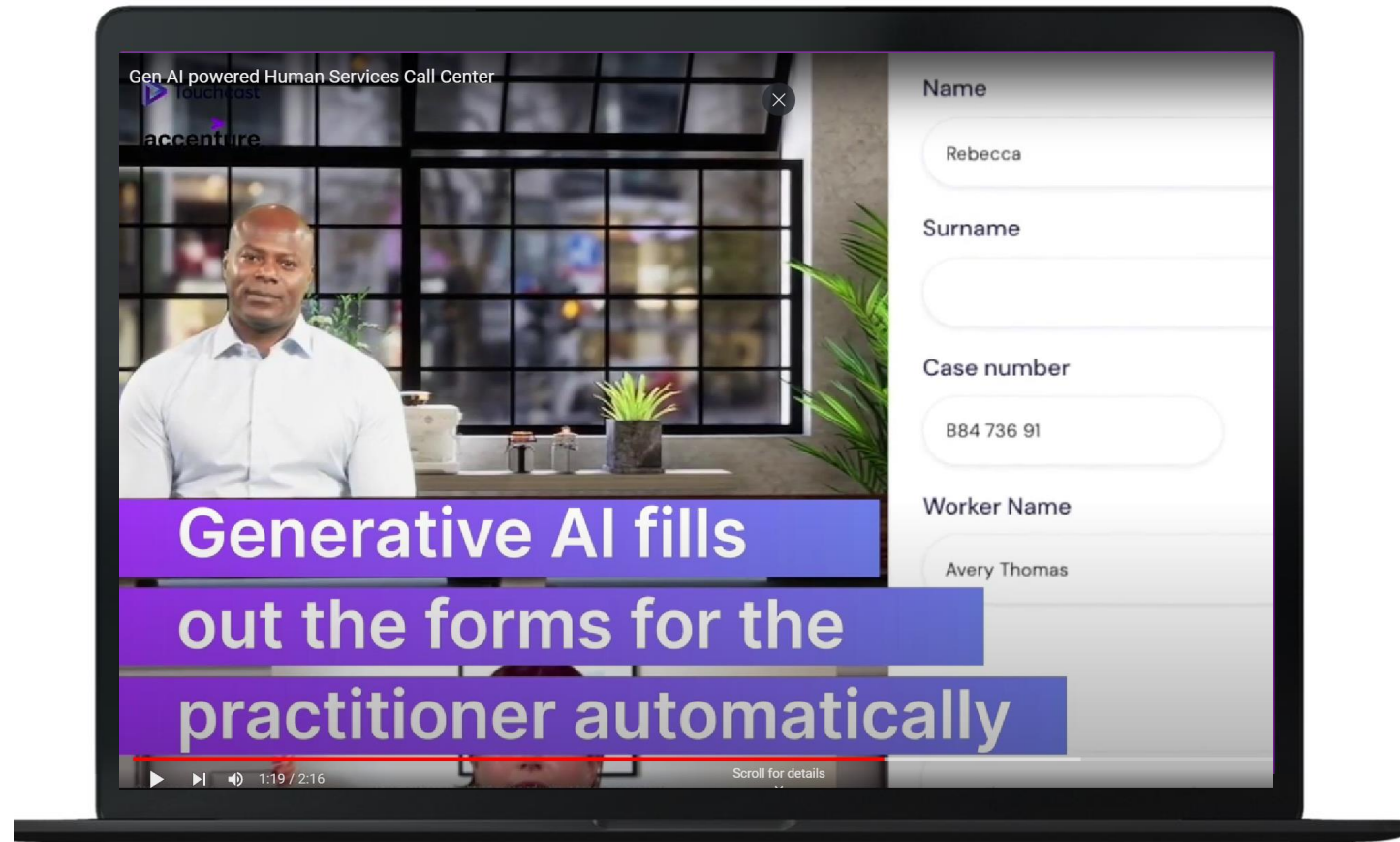


- Provide firmwide guidance and training on appropriate usage and risks of generative AI
- Avoid overstating its capabilities
- Produce technical guidance and standards for risk mitigation

Generative AI doesn't just change how today's work is done and who does it, it's a paradigm shift in the nature of work itself.



Illustrative Example: Contact Center Impacts



[Gen AI powered Human Services Call Center - YouTube](#)





**How might we
combine people
and computers
to achieve what
has never been
possible before?**



2

How will this reshape the workforce



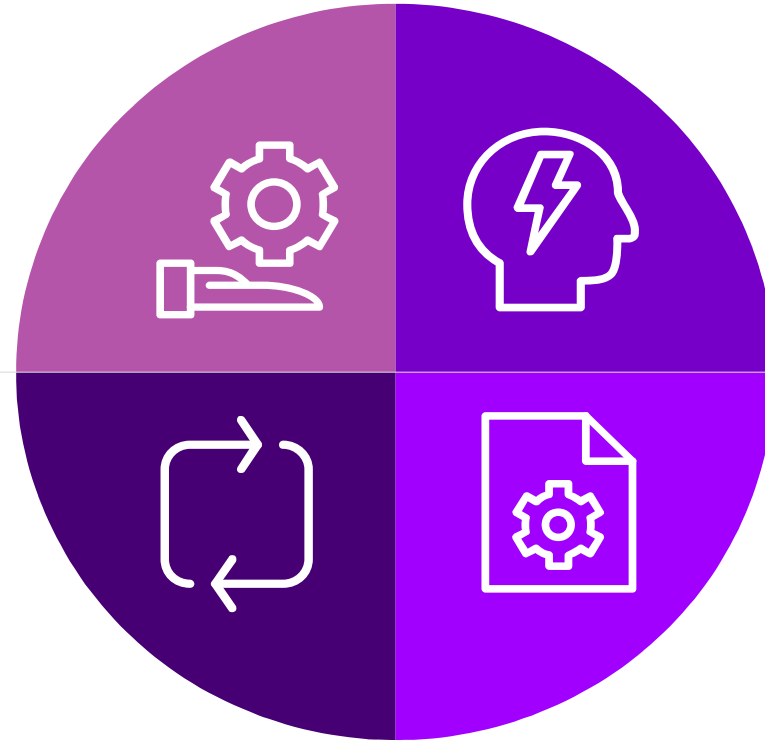
**AI WON'T
REPLACE YOU.
BUT
SOMEBODY
USING IT WILL.**

SANTIAGO VALDERRAMA

Task Automation Impact to Jobs and Skills

Core

- ✓ **Jobs** where primary and essential tasks that require human judgment, emotional intelligence, complex decision-making, or a high degree of personal interaction and adaptability
- ✓ Minimal or no impact on **skills**



Augmented by AI

- ✓ **Jobs** where AI technology enhances human performance by providing insights, data analysis, or decision-making support
- ✓ Partially automatable **skills** due to AI-powered capabilities and more time freed for humans to supervise and learn core skills

Automation

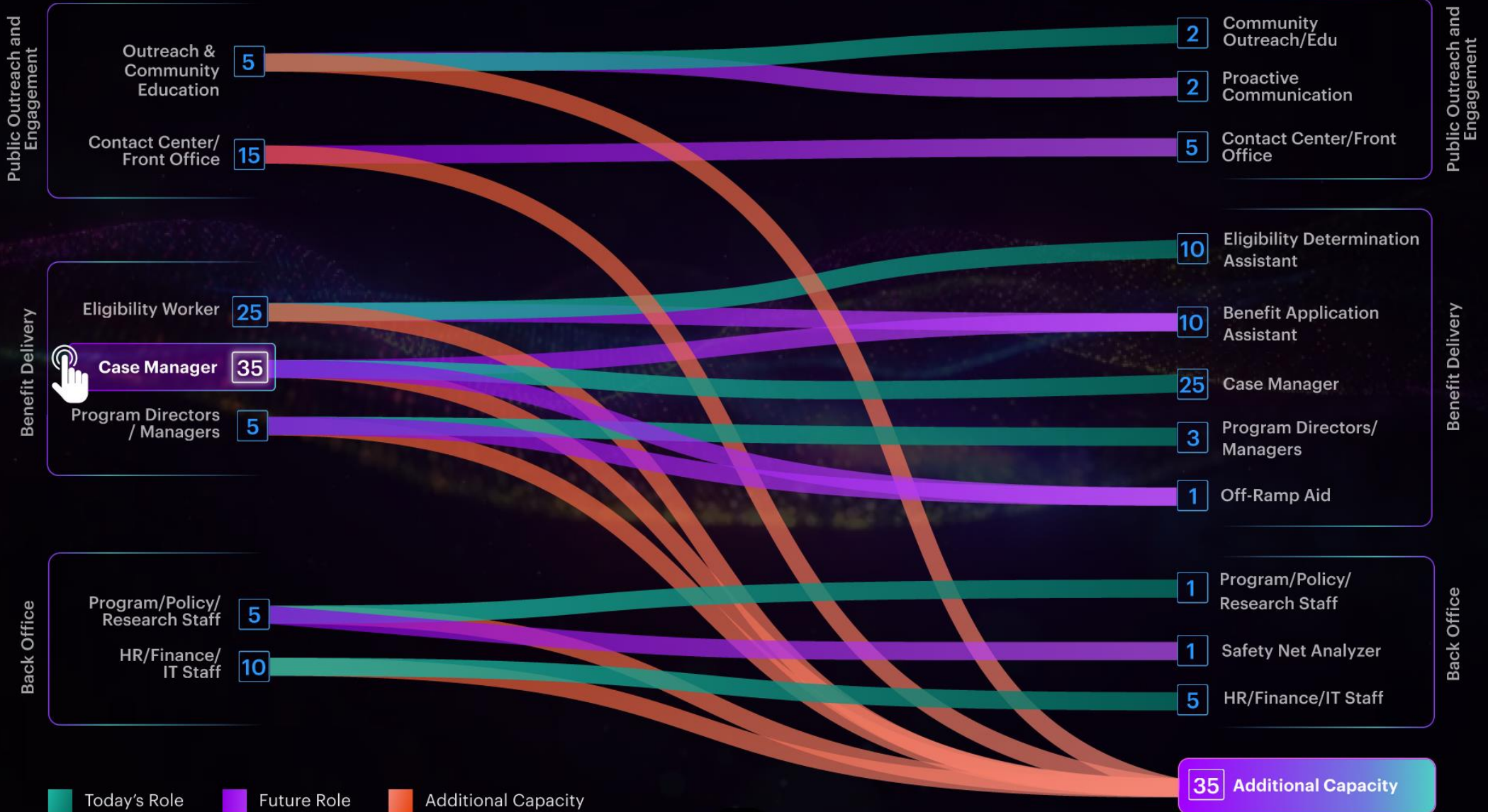
- ✓ **Jobs** in which significant portions of routine tasks are performed entirely by any software/tools/ systems, reducing the need for human intervention
- ✓ Fully replaceable **skills**, can run without human intervention

Augmented by Gen AI

- ✓ **Jobs** where Generative AI assists in generating creative content(Text/Audio/Image), collaborating with human creativity to expand possibilities and productivity
- ✓ Partially enhanced by creative generative capabilities, freeing up time for higher cognitive **skills**

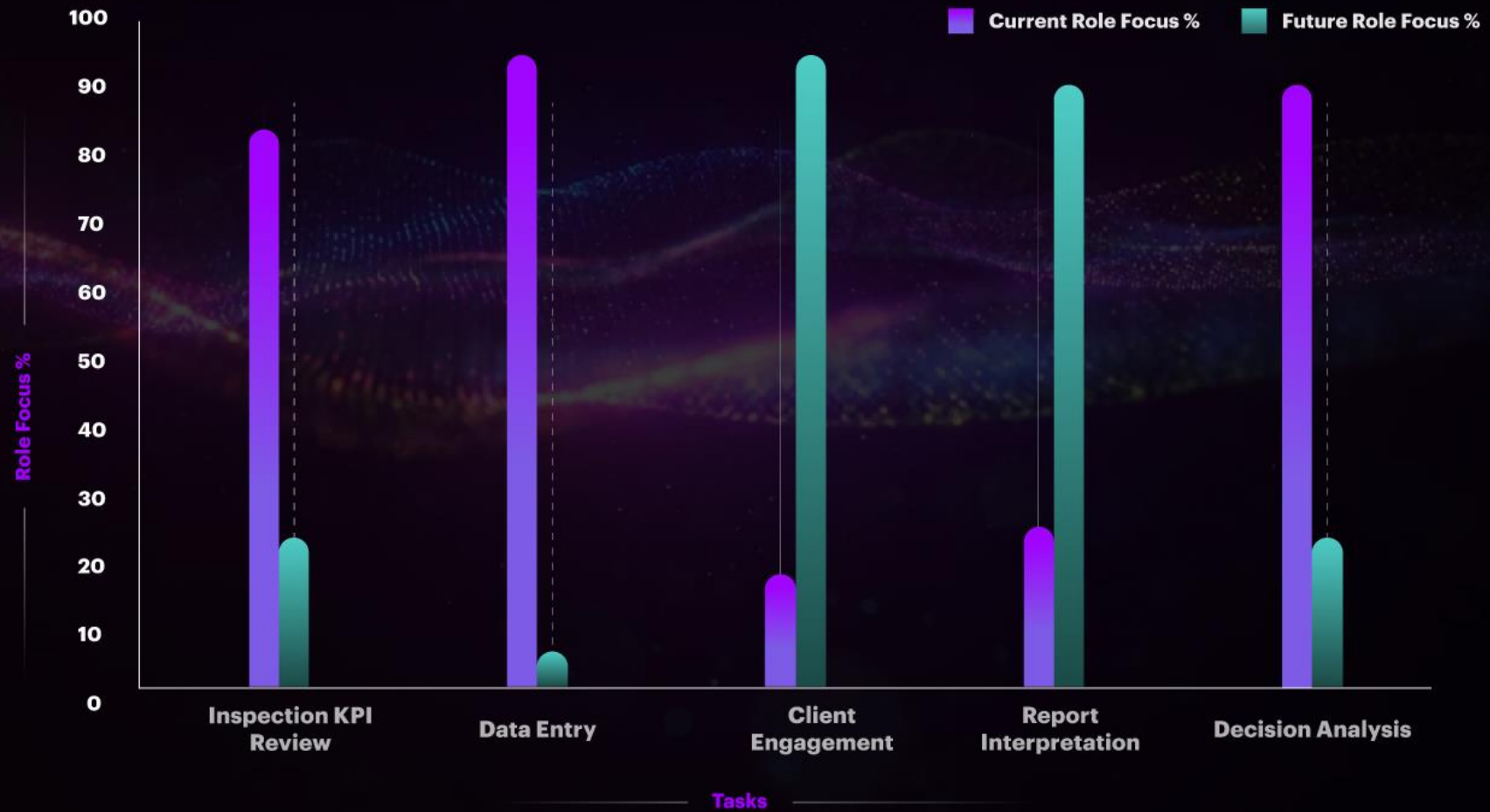
Today's Work & Roles : 100

Future Work & Roles : 65



■ Today's Role
 ■ Future Role
 ■ Additional Capacity

For Case Inspector



For Case Inspector

Current Skills

- Communication Skills
- Documentation Skills
- Problem Solving Skills
- Data Entry Skills
- Interpersonal Skills
- Data Analysis Skills
- Crisis Intervention Skills
- Empathy & Fair Judgement Skills



Future Essential Skills

- Document Review Skills
- Report Prep Skills
- Data Entry Skills
- Data Analysis
- Interpersonal Skills
- Problem Solving Skills
- Crisis Intervention Skills
- Empathy & Fair Judgement Skills
- Data Literacy
- Ethical Considerations & Bias Awareness Skills
- Critical Thinking and Decision Making Skills

More future relevant Less future relevant New



How might we become a skills-driven organization?

Skills Vision

Vision, strategy and roadmap

Skills Infrastructure

Dynamic skill taxonomy and ontology

Skills-Driven Talent Practices

How work is done and how employees interact with skills

Talent Intelligence

Data-driven talent decisions

Skills Culture

People empowered to achieve success



3

What can we do to prepare our people

94% of workers want to learn new gen AI skills, but only 5% of organizations are providing training at scale

The disconnect:

Workers and leaders see generative AI's impact across skills and knowledge differently

97%

of public service workers are confident they can gain the **skills** needed.

20%

of government leaders are concerned a lack of worker **skills** are going to hold their organizations back from fully utilizing gen AI.

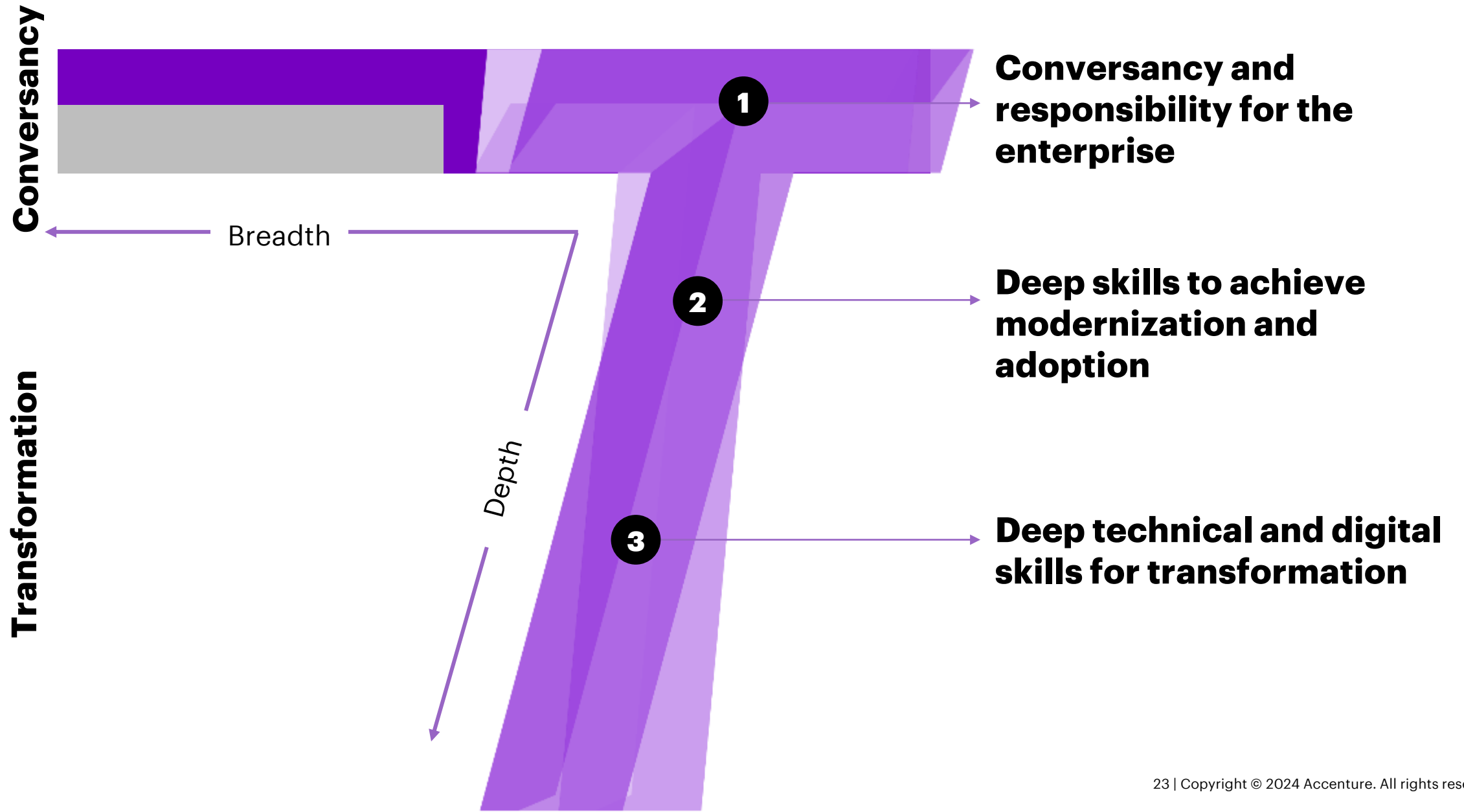
89%

of workers say they already understand the tools.

41%

of government leaders are concerned workers won't adopt the technology because they don't understand it.

The T Model of Learning



Upskill on key generative AI topics



Cabinet Member

- Build understanding of how Gen AI can enable strategic imperatives
- Gen AI literacy, including responsible AI



Agency Leader

- Activate Leadership to lead AI Transformation
- Gen AI literacy, including responsible AI



Business Users (Generalist)

- Increase awareness and adoption for Gen AI capabilities
- Utilize Gen AI to enhance business optimization and streamline efficiency



Technical Roles

- Build the team of Gen AI Practitioners and Prompt Engineers
- Enabling Gen AI for enhancing productivity and efficiency

How might we upskill not only on generative AI but also on the organizational design disciplines needed to navigate changing work, jobs, and skills?






Reinvent work

**Lead and learn
in new ways**

Reshape the workforce

Prepare workers

A woman with long dark hair, wearing a white sleeveless dress, is shown in profile from the waist up. She is pointing her right index finger towards a bright, glowing digital display or screen. The background is a blurred city street at night, with various colored lights (red, blue, yellow) creating a bokeh effect. The overall lighting is a mix of cool blues and warm pinks/purples.

**You will prepare the
workforce for the age
of generative AI to
achieve what has never
been possible before.**