# Jobs in the Intelligence Age

How AI is changing work and creating new roles —and what we can do to prepare

September 2025

OpenAI

## Why Now

AI is already changing work. If done right, it can expand opportunity. We have a moment—almost literally, given how quickly AI is advancing and being adopted—to approach AI differently from previous revolutionary technologies that were left to take hold unevenly, that changed work for the better for some, but for many others not at all (and thus often for the worse).

We're launching OpenAI Certifications and the OpenAI Jobs Platform so we can support workers and employers in figuring out together how to get AI right—using simple rules of the road and practical skill-building.

**Evidence on the ground.** The shift is already happening on the shop floor, in the back office, and in state capitals, where AI is helping people do more and do it faster. Walmart, America's largest private employer, reports using multiple large language models to create or improve ~850 million product data attributes—work that the company leadership said would have required "nearly 100× the current headcount to complete in the same time" without generative AI, yielding clearer images and faster picking for associates [LINK].

In North Carolina and Pennsylvania, state employees are turning to ChatGPT to work more efficiently and better serve their citizens, cutting hours off routine tasks while reporting wide satisfaction as they use the technology.

**Demand signals for AI skills.** Employers are actively paying and hiring for AI fluency. A large-sample AWS–Access Partnership survey [LINK] found 73% of employers prioritize hiring AI-skilled workers. PwC's 2025 Global AI Jobs Barometer [LINK] finds roles that list AI skills carry an average 56% wage premium, nearly double a year earlier, and AI-skill job ads rose 7.5% year-over-year even as total postings fell 11.3%. CIOs are backing this with budget: IDC [LINK] projects $337 billion in 2025 spend on technology supporting AI strategies, with total AI spending more than doubling to ~$632 billion by 2028 [LINK].

In our own recent survey of American small business owners, three in four—including three in four owners employing fewer than 10 people—see employee AI competency as key to the future of their business. This sentiment is particularly strong among younger business owners, with Gen Z and Millennial entrepreneurs leading both current AI adoption and enthusiasm for expansion.

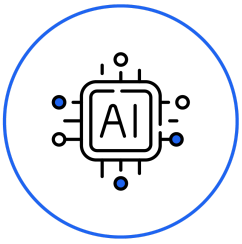
Taken together, this is a decisive, broad-based signal of demand.

**We've done this before.** US labor markets grow by adding new kinds of work after technological breakthroughs. A long-running study (1940–2018) [LINK] finds the majority of Americans now work in occupations that did not exist in 1940—a reminder that technology reliably seeds new tasks, firms, and careers even as it reshapes old ones.

**Infrastructure is destiny.** AI's physical economy is a jobs engine all by itself. Our September 2024 analysis [LINK] showed that a single 5 GW AI data-center campus implies 30 million square feet, roughly 14,000 construction jobs, about $100 billion in investment, and ~$40 billion in annual revenue (2028 dollars). At steady state: ~80 employees per 100 MW—around 4,000 direct operations roles—plus large induced employment across local supply chains.

**Who we're building for:** frontline retail and service teams; skilled trades and field operations; manufacturing and supply chain roles; state and local government workers; management consultants and enterprise transformation partners; back-office knowledge workers and software engineers; and Main Street small businesses.

This initiative meets people in the tools they use today and helps lift them into higher-leverage work with newly acquired AI skills. While we can't predict "X jobs by Y date," we can and will deliver a gold-standard learning experience with AI that keeps pace with the speed of our innovation.




## AI as a Right at Work

Every technological revolution has given rise to new freedoms and new considerations that have compelled us to renegotiate our social contract. The Intelligence Age will do the same: AI is already creating new ways for people to think, learn, build, create and produce. Access to AI is central and from there, other freedoms and considerations will flow.

That's why we believe everyone has a "Right to AI," and recently proposed a framework to guide policy and regulatory decisions and ensure that every American has the freedom to use AI to unlock their potential and shape their own future.

Here's how "AI as a Right" could work, at work. This framework is designed to raise job quality, lower risk, and make adoption practical for small firms and public agencies—not just large enterprises.

**Access to AI.** *Everyone should be able to use capable AI assistants at work.* Much as broad internet access modernized the workplace in the 1990s and 2000s, making a capable AI assistant available to every employee has the potential to be transformative—supporting people's judgment and increasing the quality and speed of their work. Widespread access to AI demands real infrastructure, including data centers, chips, and resilient energy supplies needed to deliver AI to everyone. Employers should support initiatives to build infrastructure in their communities, and ensure employees can use a capable AI assistant as part of their day-to-day tools. Whether working on the frontlines of manufacturing or supporting analysis in a back office, all workers should have the opportunity to benefit from AI's productivity gains.

**Safe and Trustworthy AI Systems.** *Everyone should trust that the AI assistants they deploy in the workplace are intended to empower—not replace—them.* AI assistants can make expertise more accessible and raise the floor on what workers can accomplish, allowing them to take on more complex tasks and to complete mundane tasks more efficiently. But deploying AI responsibly requires designing AI-enabled workflows to be people-centric, and building AI systems that workers can feel confident won't deceive, manipulate, or cause harm. People-centric workflows should allow oversight of AI systems, keep humans in control of critical decisions, and improve safety and performance by allowing workers to focus on the most complex and critical tasks and to delegate simpler activities to their AI assistants. History shows that standards that engender trust and safety unlock growth: electrical codes and aviation checklists made entire industries safer and more productive. AI can follow a similar path by embracing practical norms.

**Continuous Improvement.** *Users should benefit as systems get better.* When models, prompts, or integrations improve, users should see those gains without disruption or surprise. In practice,

organizations rely on opt-in evaluation data, explicit feedback loops, transparent change logs and reliability metrics, and rollback plans so teams can learn without fear and recover quickly if an update underperforms.

**Choice and Portability.** *No one should be locked in.* Healthy markets require real options and low switching costs. It should be the rule, and not the exception, to have ease of switching and accessible standards that ensure AI tools interoperate smoothly, while offering users the ability to port their data and preferences to other services. Vendors should lay out clear switching processes and avoid lock-in tactics that make it hard to leave. Portability keeps vendors responsive and protects teams from dead ends.

**AI Skills and Support.** *Workers deserve to have the skills to direct AI effectively.* Access to AI only matters if people can use it well. In practice, organizations should budget paid training time, offer micro-credentials tied to real workflows, and provide a simple ladder from basic fluency to more sophisticated operations. This people-centric approach ensures that workers can delegate confidently and review responsibly while remaining accountable for outcomes. In addition, communities should foster public-private partnerships among employers, community colleges, universities, and government agencies to build a strong pipeline of AI-skilled workers through continuous curriculum development, training, and job-matching. Equally important is the role of organized labor. Strong collaboration with unions ensures that employees are driving the implementation to complement, and not replace, workers. Co-designing training programs with unions can help to reflect the realities of the workplace, and optimize for worker and workplace safety.

**AI That Serves the Public.** *Public services should get faster, clearer, and more equitable—and less bureaucratic.* Government agencies can model what good looks like, and spread AI's benefits broadly. In practice, agencies should create AI for Main Street programs that connect training providers with employers, provide AI upskilling, and use AI to optimize worker placement and promotion. They should use AI to streamline government itself: map and consolidate duplicative or conflicting regulations, pre-populate applications from existing records (a "once-only" principle), automate low-risk eligibility and compliance checks, and retire steps and paperwork that add cost without value. The aim is to eliminate red tape, shrink bloat, and reduce the cost of government while improving outcomes and turnaround time for the public. In addition, agencies should digitize publicly funded data (e.g., from research grants) so that everyone can train their models on publicly-funded knowledge; deploy AI responsibly in education, benefits administration, and workforce development; and modernize IT infrastructure and acquisition policies and regulations to enable widespread adoption in government agencies to increase value to the taxpayer.

## Designing to Disrupt for Workers—Not at Their Expense

AI tools should be complements to human work, not just task automation. Economist Erik Brynjolfsson warns of the "Turing Trap"—excess incentives to replace human labor versus augmenting it. Augmenting workers tends to create more value, more new tasks, and more bargaining power for people; this approach should shape how we train people, build products with AI, and evaluate it.

When AI makes a task cheaper or faster—like writing a claim packet, reviewing a grant, answering a help-desk question, or drafting a feature spec—companies usually choose to do more of that work. If customers want the faster, clearer results, and if the support systems (data, computers, money) can grow, then total work can actually go up. That is, AI can make each person more productive and lead to new jobs, but only if we use AI to help people, not replace them.

**Design Principle.** Build *people-centered AI practices* by default. This includes AI deployed with and for people, that keeps them in control and allows them to personalize their experience, and AI-enabled workflows that keep humans in the loop, using AI not just to increase efficiency but also to elevate the value provided by human workers. We believe this can unlock new skills, innovation, and opportunities that were previously unavailable.

**In Jobs and Training.** Deploy training that is people and community-centric. Employers should budget paid training time for their workers to innovate, iterate, and deploy AI work-flows. They should also teach workers their expectations for "what should stay human" as AI is deployed in the workplace and should empower employees to help develop organizational norms for how they deploy, oversee, control, and maintain the safety of AI systems. Cultivate pipelines of AI talent through regional sector partnerships—with employers, community colleges, apprenticeship sponsors, universities, workforce boards, and public agencies—that refresh curricula, expand training, and connect learners to jobs.

**In Product Development.** Ship people-centered defaults and evaluate on usefulness to workers and small teams. Co-design workflows with local employers, community-college programs, and registered apprenticeships so assistants reflect real tasks, keep humans in charge of pivotal decisions, and create portable artifacts that feed curriculum and on-the-job learning, aligning with public-interest policy while empowering firms to set priorities for their own workforces.

**In Government.** Encode the Rights (Access; Trustworthy Systems; Continuous Improvement; Choice & Portability; Skills & Support; Public Benefit) into government agency's approach to AI practices, including public data digitization; responsible deployment in education, benefits administration, and workforce development; and IT infrastructure modernization.

**In Evaluations.** Report throughput, quality, and user satisfaction—not hours "saved" alone. Expect staged learning effects (J-curve), publish change logs, and keep rollback plans.


## From Principles to Partnerships

In the pages above, we laid out the case and the standards—access, trustworthy systems, portability, skills, and AI that serves the public—as well as a design philosophy that complements people rather than replacing them. Here, we move from principles to practice: partner voices, the two rails of our platform, and evidence that this approach can deliver gains while preserving people-centric practices. Here's where our partners stand:

*Walmart President & CEO Doug McMillon:* "Prioritizing people doesn't mean that we can't be great with technology. We can do both—and there's power in the 'and.' We believe the combination of a purpose-driven, people-centric culture with world-class technology is the winning formula." [LINK]

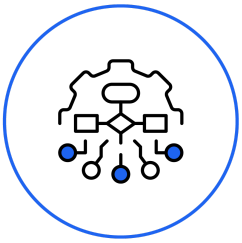
*John Deere Chair & CEO John C. May:* "Technology is core to Deere's DNA, but we don't create tech for tech's sake. Our goal is to make our customers more profitable, more productive, and help them do the jobs they do in a more sustainable way." [LINK]

*Accenture CEO & Chair Julie Sweet:* "AI is only a technology. The value comes from reinvention of how we work, our workforces and the tools we use... We are making sure that we are leading the way with our own reinvention." [LINK]

*BCG CEO Christoph Schweitzer*: "The CEOs that succeed won't just optimize with AI. They'll use it to imagine entirely new business models and to rethink how value is created." [LINK]

**How the platform helps.** We're building two rails that work together. The OpenAI Jobs Platform connects employers with AI-fluent talent—including a dedicated track for local businesses and local governments. OpenAI Certifications helps people become fluent in AI and prove it with practical, proof-of-work credentials. We're committed to certifying 10 million Americans by 2030.

**Evidence that it can work.** Across sectors, AI assistants can take on routine drafting, formatting, and data conversion; people shift toward judgment, coordination, and trust work. According to one study published by the National Bureau of Economic Research in 2023 ("Generative AI at Work") [LINK], a field rollout covering **5,179** support agents showed a generative-AI copilot increasing issues resolved per hour by **~14%** on average and **~34%** for novices—an expertise lift for exactly the workers who need it most.



## Sector Snapshot: Software Engineering (2025)

"A lot more people will be able to create software, and art. But the world wants a lot more of both, and experts will probably still be much better than novices, as long as they embrace the new tools." — *Sam Altman, OpenAI CEO*

Advances in AI have raised questions about the future of work, especially in software engineering. But we follow the data, and at least so far, the data tells a different story.

That story is of AI not replacing developers but helping them do more, faster. Across the software development lifecycle, AI is unlocking significant productivity gains. At the same time, what we're seeing at OpenAI is that the world wants much more software.

From streamlining the debugging process with AI-powered forensics, to accelerating architectural planning through intelligent code comprehension, to automating repetitive tasks through code generation—developers are leveraging these tools to reach new levels of efficiency. The result? A productivity dividend that spans junior engineers to seasoned architects, benefiting organizations both large and small.

These gains aren't theoretical. Studies from the past two years show measurable improvements: a 30% reduction in debugging time [LINK], 55% faster task completion [LINK], and an 84% increase in successful builds [LINK]. Scaled across the industry, these gains could translate into a meaningful increase in global GDP as new products launch faster, new companies are born, and demand is met with better software solutions. Strategic AI adoption isn't just good for developers—it's good for business and the economy.

The impact varies across roles and organizations. Junior developers are seeing a sharp reduction in time spent on repetitive tasks thanks to AI-assisted code completion, giving them more room to tackle higher-value problems. Senior engineers are using AI to perform root cause analysis and debug complex systems, increasing their effectiveness on large-scale projects. Even non-technical users are prototyping and deploying personalized software with AI code generation tools to meet needs in their niche. That is, AI democratizes how we create tools and software products.[1]

Organizational size also shapes the outcome. Startups and SMEs are accelerating innovation thanks to lower development costs and faster time to market. Larger organizations are optimizing and extending legacy systems, and capturing efficiencies at scale.

[1] *"We are aware of the Stanford Digital Economy Lab study Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence (Brynjolfsson, Chandar, and Chen, Aug. 26, 2025). Using ADP payroll microdata through July 2025, the authors report a relative decline in employment for early-career workers (ages 22–25) in the most AI-exposed occupations—on the order of ~13% in their preferred specification—since late 2022. We view this as important early evidence and are reviewing its methodology and implications; we will revisit as additional data accumulate."* *SOURCE: Stanford Digital Economy Lab*

*People decide and act.*
*AI assists and drafts.*

## Blueprints for Emerging Roles

*These examples show how current jobs could evolve with AI; they're illustrative, not predictive. As AI continues to advance, new roles may also emerge, and existing ones may change in other ways. In the roles outlined below, AI assistants propose options in draft-only form, while people make the decisions, execute and own the results.*

### Retail (brick-and-mortar, e-commerce)

**Merchandiser → Category Planning Lead**
Pre-AI role: Merchandisers select assortments, negotiate with vendors, set promotions, and build category line reviews using sales/returns and inventory reports in existing software.
Emerging role: Uses ChatGPT to turn supplier decks into one-page briefs; transform pasted sales/search/returns exports into draft bundles, gap analyses, and "what-if" notes that describe trade-offs. ChatGPT shortens analysis and drafting loops.
Scale: ~478k Buyers & Purchasing Agents (13-1020); senior roles ~77.5k Purchasing Managers (11-3061).

**Catalog Manager → Product Content Manager**
Pre-AI role: Catalog Managers clean product data in the product information management (PIM) systems, normalize attributes, de-duplicate near-identical listings, spot conflicts, and enforce titles/bullets to the style guide.
Emerging role: Uses ChatGPT to extract normalized attributes from messy pages/CSVs; suggest synonyms/related terms; detect conflicts (e.g., "one-size" vs. "XL"); identify duplicates; rewrite titles/bullets to the style guide; and flag uncertain fields for human review, with every attribute traceable to a source cell/URL.
Scale: ~846k Market Research Analysts & Marketing Specialists (13-1161).

**Customer Support Agent → Customer Care Specialist (Digital)**
Pre-AI role: Customer Support Agents resolve tickets in the helpdesk within policy and draft handoffs and explanations.
Emerging role: Uses ChatGPT to triage intent; draft grounded replies from pasted knowledge-base excerpts; translate answers; summarize long case histories for handoff; outline compliant return steps;

and draft warranty explanations with inline policy quotes, while the Specialist confirms eligibility and actions in helpdesk/OMS/shipping tools.
Scale: ~2.86M Customer Service Representatives (43-4051).

**Loss-Prevention Analyst → Returns & Policy Analyst**
Pre-AI role: Loss-Prevention Analysts pull point-of-sale/returns reports, enforce policies through existing controls, and summarize exception patterns.
Emerging role: Uses ChatGPT to convert policy text into enforceable checklists; generate synthetic red-team test cases and "what-could-go-wrong" prompts for sandbox simulation (no production tests); draft courteous approval/refusal templates; and turn weekly anomalies into hypotheses to probe in business intelligence tools.
Scale: ~384k Compliance Officers (13-1041).

## Main-Street Small Businesses

**Bookkeeper → Financial Records Coordinator**
*Pre-AI role:* Bookkeepers reconcile accounts in QuickBooks/Xero, categorize transactions, map vendors, request documents, and prepare monthly P&L snapshots.
*Emerging role:* Uses ChatGPT to propose categorization rules from pasted transactions, draft vendor-mapping conventions and polite document requests, and convert P&L deltas into a one-page "what changed and why" with options for discussion with the owner/CPA; postings remain in accounting tools.
Scale: ~1.50M Bookkeeping, Accounting & Auditing Clerks (43-3031).

**General Manager / Owner-Operator → General Manager / Owner-Operator 2.0**
*Pre-AI role:* General Managers/Owner-Operators schedule and message teams, place orders in current apps, maintain SOPs, and write post-incident reports.
*Emerging role:* Uses ChatGPT to produce staffing-plan options from constraints (availability, labor budget) with labor-law flags; draft vendor emails and quote-comparison rubrics; turn SOPs into daily checklists; generate blameless post-mortems with preventive actions; and draft job posts, onboarding checklists, and training blurbs; publishing and approvals stay with the Owner-Operator.
Scale: ~3.51M General & Operations Managers (11-1021).

**Marketing Coordinator → Customer Engagement Coordinator**
Pre-AI role: Marketing Coordinators build campaigns in email/social/ad platforms, monitor weekly metrics, and respond to reviews.
Emerging role: Uses ChatGPT to generate on-brand copy variants and subject lines; propose offers by segment; summarize ads; turn exported metrics into insight memos and a next-week test plan; and draft empathetic, policy-safe review responses guided by a shared brand prompt (voice, do-not-say list, compliance notes), with required disclaimers tagged for legal review.
Scale: ~846k Market Research Analysts & Marketing Specialists (13-1161).

**Front Desk / Reception → Client Intake Specialist**
Pre-AI role: Front Desk/Reception staff answer phones, schedule in the calendar system, and record visit notes.
Emerging role: Uses ChatGPT to write intake/triage scripts with follow-ups; generate confirmation/reminder templates and clear reschedule/cancellation language; and convert transcripts/notes into clean visit summaries with keyword-based flags (e.g., harassment, medical emergencies) that prompt the escalation script.
Scale: ~1.00M Receptionists & Information Clerks (43-4171).

## State & Local Government

**311 Agent → 311 Civic Services Coordinator**
Pre-AI role: 311 Agents field requests in CRM/knowledge-base systems and route tickets.
Emerging role: Uses ChatGPT to rewrite articles in plain language; translate content; draft intake scripts that capture required fields; summarize transcripts with routing recommendations; and compare response consistency across neighborhoods/languages from de-identified logs, crafting disclaimers and handoff rules; ticketing/SLA tracking remain in the 311 system.
Scale: ~2.86M Customer Service Representatives (43-4051) overall (311 teams are the public-sector tranche).

**Benefits Caseworker → Benefit Services Case Specialist**
Pre-AI role: Benefits Caseworkers screen applicants in the benefits system and assemble facts from documents in line with statute and reading-level guidance.
Emerging role: Uses ChatGPT to draft pre-screen questions with citations to pasted rule text; build fact tables from document snippets while listing missing information; and draft clear approval/denial/RFI letters quoting supplied statutes/sections with reading-level checks; the assistant makes no eligibility determinations, and appeals follow existing procedures with counsel review.
Scale: ~150k Eligibility Interviewers, Government Programs (43-4061).

**Permit Technician → Permit Navigator**
Pre-AI role: Permit Technicians review applications in the permitting system and reconcile code excerpts.
Emerging role: Uses ChatGPT to produce point-by-point correction lists with citations from code excerpts and project notes; reconcile contradictory guidance; and draft respectful deficiency letters with next steps and deadlines; issuance/statuses remain in the permitting tool.
Scale: ~158k Court, Municipal, & License Clerks (43-4031).

**Records Manager / FOIA Officer → Open Records Specialist**
Pre-AI role: Records Managers/FOIA Officers collect and review records in the FOIA platform and apply redactions.
Emerging role: Uses ChatGPT to cluster topics from document lists; generate dated timelines from message excerpts; propose likely responsive sets with rationales; draft public summaries; and suggest redactions mapped to standard exemptions, with the officer applying final redactions in the FOIA tool and maintaining a QA log of false positives/negatives and fixes.
Scale: ~242.5k Administrative Services Managers (11-3012) (includes records & information managers); broader admin+facilities managers base ~373.9k.

**Procurement / Contract Analyst → Sourcing & Contracts Analyst**
Pre-AI role: Procurement and Contract Analysts run sourcing cycles and manage contracts in CLM/procurement tools.
Emerging role: Uses ChatGPT to accelerate scope sections, weighted scorecards, vendor Q&As, clause suggestions (privacy, audit, change control), risk matrices from proposals, and acceptance-test scenarios with go/no-go checklists; approvals, signatures, and vendor tracking stay in the existing stack.
Scale: Core buyers/agents ~478k (13-1020 "Buyers & Purchasing Agents"), senior managers ~77.5k (11-3061), plus support ~61.6k Procurement Clerks (43-3061).

## Large Box-Store Retail: Horizontal, Back-Office Roles

**Store Operations Manager → Store Operations & Team Enablement Manager**
Pre-AI role: Store Operations Managers run shift execution and schedules and file incident reports in the store-ops suite.
Emerging role: Uses ChatGPT to convert SOPs into shift-ready checklists; draft daily huddles; summarize prior-day exceptions into coaching notes; write staff communications on policy changes; and turn staffing constraints into draft schedules for review; timekeeping, approvals, and audits remain in current systems.
Scale: ~1.09M First-Line Supervisors of Retail Sales Workers (41-1011) (common base/title for in-store ops leads).

**Inventory Replenishment / Demand Planner → Replenishment & Demand Planner**
Pre-AI role: Inventory Replenishment and Demand Planners forecast demand in existing tools and allocate inventory.
Emerging role: Uses ChatGPT to translate demand signals and vendor updates into plain-English risk calls (e.g., goods at risk of stockout in the next two weeks); draft purchase-order rationale blurbs; outline scenario talking points for vendor calls; and produce store-friendly allocation memos and override rationales; execution remains in the retail management system/ERP.
Scale: ~228k Logisticians (13-1081) (includes supply-chain analysts/demand planning).

**Supply Chain / Logistics Coordinator → Logistics Operations Specialist**
Pre-AI role: Supply Chain and Logistics Coordinators manage shipments in transportation management system/warehouse management system (TMS/WMS) portals and track exceptions.
Emerging role: Uses ChatGPT to draft carrier emails, exception notifications, and playbooks for common delays; convert tracking feeds into dashboard notes (e.g., top lanes with dwell spikes and likely causes); and write crisp situation reports and customer-safe delay explanations; bookings and reroutes occur in TMS.
Scale: ~394k Production, Planning & Expediting Clerks (43-5061).

**Pricing & Promotions Analyst → Pricing & Promotions Optimization Analyst**
Pre-AI role: Pricing & Promotions Analysts set prices and promotions in the pricing engine/BI stack and monitor KPIs.
Emerging role: Uses ChatGPT to suggest test cells from pasted elasticity snapshots; draft promo rationales and risk notes; turn weekly KPI deltas into "what changed and why" memos with next actions; and rewrite store-signage copy within compliance constraints; publishing to price systems is unchanged.
Scale: ~846k Market Research Analysts & Marketing Specialists (13-1161) (common umbrella for pricing/CRM/SEO analysts).

**Learning & Development Specialist → Learning Experience Designer**
Pre-AI role: Learning & Development Specialists author modules, quizzes, and job aids in the learning management system (LMS).
Emerging role: Uses ChatGPT to turn SOPs and incidents into micro-lesson outlines, quizzes, and job aids; rewrite modules at different reading levels; suggest practice scenarios; and convert post-training surveys into insight summaries with improvement plans; publishing and completions stay in the LMS.
Scale: ~403k Training & Development Specialists (13-1151).

**FP&A Analyst → Strategic Finance Analyst**
Pre-AI role: FP&A Analysts build FP&A models and reporting in existing software, manage budgets and risk registers, and prepare materials for reviews and boards.
Emerging role: Uses ChatGPT to convert variance tables into executive narratives; draft bridge analyses; propose questions for business reviews; and turn budget assumptions into risk registers and scenario talking points; board decks and schedules remain in existing tools.
Scale (closest proxies): ~838k Management Analysts (13-1111) and ~1.44M Accountants & Auditors (13-2011) comprise the broader pipeline that FP&A roles are drawn from.

**IT Service Desk Agent → IT Service Desk Specialist**
Pre-AI role: IT Service Desk Agents triage, troubleshoot, communicate status, and close tickets in the ITSM tool, documenting incidents and fixes.
Emerging role: Uses ChatGPT to summarize tickets; propose troubleshooting steps from knowledge articles; draft user-friendly explanations; and create post-incident summaries with clear next steps; changes, escalations, and closures remain in ITSM.
Scale: ~690k Computer User Support Specialists (15-1232).

**Facilities / Real Estate Manager → Facilities & Real Estate Portfolio Manager**
Pre-AI role: Facilities and Real Estate Managers use facilities management/lease systems to manage work orders, vendors, leases, public notices, and capex memos.
Emerging role: Uses ChatGPT to turn work-order histories into vendor scorecards; draft preventive-maintenance plans; and write concise capex approval memos with risk/ROI narratives; it speeds lease abstracts, community notices, and opening/closure checklists; execution remains in current platforms.
Scale: ~131k Facilities Managers (11-3013) and ~284k Property/Real Estate/Community Association Managers (11-9141).

**Safety & Compliance Manager → Safety & Compliance Programs Manager**
Pre-AI role: Safety & Compliance Managers conduct audits and training and write incident summaries in current tools.
Emerging role: Uses ChatGPT to convert regulations into checklists; draft toolbox talks; write incident summaries with corrective and preventive actions; prepare audit-prep briefs; and produce plain-language policy explanations; attestations and records remain in compliance systems.
Scale (policy/compliance core): ~384k Compliance Officers (13-1041).

**E-Commerce SEO / Content Manager → E-commerce Content & SEO Strategist**
Pre-AI role: E-commerce SEO/Content Managers plan and publish product/content pages in the CMS and analytics tools while enforcing the style guide.
Emerging role: Uses ChatGPT to draft on-brand descriptions, FAQs, and internal-link suggestions from keyword lists; propose meta titles/descriptions and compare variants; and produce content briefs and style-guide checks for publishing via the existing CMS workflow.
Scale: ~846k Market Research Analysts & Marketing Specialists (13-1161).

**Visual Merchandising Lead → Visual Merchandising & Experience Lead**
Pre-AI role: Visual Merchandising Leads plan displays and experiences in planogram/design tools and create step-by-step setup guides.
Emerging role: Uses ChatGPT to translate seasonal directives into store-level checklists; write fixture/signage copy alternatives; create step-by-step setup guides; and turn post-walk notes into punch-lists and coaching tips; layout updates still happen in the planogram tool.
Scale: ~176k Merchandise Displayers & Window Trimmers (27-1026).

***Method notes**: The job counts above are proxies based on the closest standard occupational codes (SOCs) and representing the national US employment base; they're not forecasts. The source is BLS OEWS May 2023 [LINK] and relevant OOH pages.*

## Call to Action: Let the People Prompt

**Employers:**

- **Turn on access.** Make assistants broadly available; let frontline teams surface urgent use cases. Many of AI's most powerful use cases will be surfaced by operational teams building from the bottom up, with great insights into how to use AI in their work.
- **Commit to training.** Commit time to building expertise and confidence, share insights across teams and functions, not just up and down hierarchies; collect artifacts that prove value.
- **Measure & share.** Time to value, quality, satisfaction, case studies.

**Community colleges and workforce partners:**

- **Build with and for US community colleges**. Expand partnerships with AI companies across the value chain (semiconductor design and manufacturing; data-center operations; sector-specific deployments; on-the-job AI systems) to teach AI-relevant skills and offer AI-focused certificates.
- **Embed AI into existing workforce pipelines and curricula** (e.g., nursing, logistics, skilled trades) so students apply AI directly in their fields, not as a standalone subject.
- **Co-design role-based modules with employers**. Align them to for-credit pathways and modern apprenticeships, and stand up coaching at scale.

**Policymakers:**

- **Workforce training.** Mobilize AI-oriented public-private partnerships by strengthening intermediary-led pipelines that provide rapid, equitable access to AI-enabled roles and AI infrastructure jobs, and connect companies with the bedrock of communities: small businesses, community colleges, and career-pathway programs. The intermediaries (neutral, trusted organizations such as labor and community partners) design company-agnostic training that meets workers where they are with individualized pathways to opportunity; they also track completion, placement, and retention.
- **AI training and literacy for the workforce of the future.** Invest in AI tools and training that empowers workers as a skills multiplier that strengthens rather than replaces the work that people already do. Work with community organizations and Labor to co-design how AI is embedded into existing pipelines and community college curricula so learners can apply it directly in healthcare, manufacturing, logistics, and the skilled trades. Stand up an "AI starter kit

for main street," require AI-literacy modules in career-pathway programs and use workforce centers and intermediaries to convene whole industries to share what works.

- **AI safety and literacy for the next generation.** Ensure that teens and young adults preparing to enter the workforce can participate safely by using trusted intermediaries to deliver transparent, data-driven, well-integrated AI-literacy modules across community colleges, apprenticeships, and workforce centers. Share learnings across regions to foster trustworthy practice while empowering youth to use AI.
- **Accelerate infrastructure** with clear planning and fast permitting. Tie the buildout of chips, energy, and datacenters to intermediary-led talent pipelines so infrastructure investment converts directly into good local jobs—electricians, technicians, and operators—through community-anchored apprenticeships and certificates. Modernize training centers and community colleges with AI-ready labs and workforce centers using braided funding to provide enterprise-grade tools and, for advanced trainees, access to inference compute for hands-on practice.

**Bottom line:** If we let the people prompt—and pair ambition with practical standards—we can widen opportunity, raise service quality, and build durable jobs across the country.