

Impact of generative artificial intelligence on the Washington state workforce

Required by Executive Order No. 24-01 section 9

Acknowledgments

This report was written by the Washington Office of Financial Management State Human Resources Division, in collaboration with representatives from Washington Technology Solutions, Washington Workforce Training and Education Coordinating Board and labor organizations representing state government employees. Individual workgroup members who contributed to this report are listed in the “[Executive Order No. 24-01 section 9 workgroup](#)” section of this report.

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Executive summary

Preface

What is generative artificial intelligence (GenAI)?

According to Washington state’s Executive Order No. 24-01, generative artificial intelligence (GenAI) is “a technology that can create content, including text, images, audio, or video, when prompted by a user. [GenAI] systems learn patterns and relationships from large amounts of data, which enables systems to generate new content that may be similar, but not identical, to the underlying training data” (Inslee, 2024, pg. 2).

Purpose of this report

On January 30, 2024, Governor Inslee issued Executive Order No. 24-01, which acknowledged that “the Washington state workforce is vital to Washington’s continued prosperity and the state seeks to harness the potential of [GenAI] in an ethical and equitable way for the benefit of the state government workforce” (Inslee, pg. 1). This report is mandated by section 9, which directed the Office of Financial Management State Human Resources Division (OFM SHR), in collaboration with Washington Technology Solutions (WaTech), Washington Workforce Training and Education Coordinating Board (WTB), and labor organizations representing state government employees, to “assess the impact of [GenAI] on the state workforce, develop strategies to mitigate any negative impacts, and support programs that help employees develop the skills and knowledge they need to successfully use [GenAI] and report their findings to the Governor” (Inslee, 2024, pg. 4).

Methodology

This report discusses broad workforce trends resulting from the advancement and potential effects of the use of GenAI applications, as well as considerations for the Washington State Governor’s Office and state employers about how to navigate this technological shift in the way we work.

In Washington state, the implementation of GenAI is still in its infancy, so we do not currently have enterprise-level data to conduct an in-depth analysis of the potential effects of GenAI. As noted by policy researchers at the UC Berkeley Labor Center, “technology-induced changes in occupational employment may take longer to appear in employment data” (Hinkley, 2023, pg. 50). According to a 2023 working paper published by the International Monetary Fund,

“Given the large degree of uncertainty regarding future innovations and their application to specific productive processes, precise predictions are challenging and require significant caveats. Nevertheless, it is important for ... policymakers to consider the consequences of AI’s interactions with each occupation” (Pizzinelli et al., 2023, pg. 2).

In the context of the uncertainty of GenAI’s ultimate effects on the Washington state workforce, combined with the rapidly evolving technological landscape, this report draws from workgroup discussions with representatives from OFM SHR, WaTech, WTB, and labor organizations representing state employees. Workgroup discussions included conversation about the GenAI use cases discussed in WaTech’s (2024) “State of Washington Generative Artificial Intelligence Report.” In addition, a survey of available research about the anticipated workforce effects of GenAI was conducted by workgroup members, and members were asked to provide additional research sources. For more details about how the workgroup collaborated on this report, see the “[Executive Order No. 24-01 section 9 workgroup](#)” section.

What is our workgroup’s vision?

We envision a resilient, future-ready state workforce that thrives in the era of GenAI. In this workforce, employees will have equitable access to the resources that they need to leverage GenAI’s potential to enhance productivity, creativity, and innovation. We are focused on implementing GenAI responsibly to augment human potential, upskilling our workforce when possible, and helping state employees prepare to navigate this change.

Key takeaways

Overview of the potential impacts of GenAI on the Washington state workforce

- While there are promising benefits and potential challenges to the state workforce, the widespread move nationally and across sectors toward use of this technology means that the question is not whether GenAI should be adopted, but instead what actions Washington state should take to ensure the successful adoption of this technology while mitigating negative effects. Labor representatives emphasized that proactive collaboration, transparency, and equitable access will be essential to this process.
- GenAI has the potential to increase efficiency and augment human tasks. It can also improve accessibility, offering assistive technologies for individuals with disabilities.

According to some experts, it creates opportunities for neurodivergent individuals by allowing them to leverage their unique skills and adapt quickly to GenAI use.

- Labor representatives conveyed concerns about GenAI's impact on job security, especially regarding job automation, job displacement, skill erosion, reduction in opportunities for career growth, increased workloads, and work intensification that could lead to burnout. Questions of potential bias in hiring and risks of data leaks were raised, with labor representatives calling for ethical guardrails and human oversight in GenAI deployment. Labor representatives also expressed worries about roles in education, engineering, customer service, and law enforcement, where GenAI's role in automation may reshape job responsibilities.
- Research indicates that socioeconomic disparities may also arise, as GenAI affects industries and employees differently, with higher exposure for those in cognitive and white-collar roles. In the IT sector, there is both excitement and caution, with a need for skilled talent to implement and manage GenAI. There are also concerns about accuracy, particularly in relation to its role in increasing employee workloads.
- As state employers consider incorporating GenAI, strategies for ensuring accuracy and equity, while simultaneously supporting workforce adaptability and mitigating workforce effects will be critical. Employee involvement in the process will lead to a more successful integration of GenAI.

Proposed strategies to mitigate potential negative impacts of GenAI

- A comprehensive change management strategy is essential, including managing resistance to change. This can be achieved through clear communication, collaboration, and input from the workforce. Emphasizing transparency in GenAI use cases fosters trust, as understanding its purpose and benefits helps secure employee buy-in and helps employees incorporate these technological solutions into their work.
- Workforce planning should address skill gaps by developing targeted upskilling and recruitment strategies to ensure a GenAI-ready workforce. Employers should focus on ongoing training opportunities to familiarize employees with potential GenAI uses so that they can help identify ways in which it could benefit their work. Employers should also take advantage of the availability of high-quality and accessible trainings to assist them in adapting to this technological advancement. Due to the high demand in this field, recruiting and retaining GenAI talent will likely require competitive pay, but also a flexible and supportive work environment.

- Maintaining open lines of communication and gaining buy-in from employees through seeking continuous feedback can help align technological advancements with workforce needs. It can also aid in reducing anxieties about automation and data privacy. Addressing these areas proactively can help employers navigate GenAI's integration smoothly, ensuring that employees, employers, and Washingtonians benefit from these technological solutions.
- If there is a demand for such tools, OFM SHR, in partnership with WaTech and the HR community, will work together to develop template language to help employers update position descriptions by incorporating GenAI capabilities while maintaining human oversight and input. OFM SHR will also continue to revise job classes as needed, following standard procedures.
- Strategies suggested by labor representatives were to assess GenAI impacts with represented employees before widespread adoption and to require that employees displaced by GenAI receive reclassification or redeployment with no loss of pay or job security. Workgroup consensus was not reached on these strategies.
- While there is workgroup consensus on the importance of collaborating with labor on behalf of represented employees, disagreement exists regarding the extent to which this collaboration should influence the state's decision to adopt new technologies that enhance efficiency and reduce costs. These are the differing perspectives:
 - **Labor representatives' perspective:**
Labor representatives argued that the unprecedented scale and rapid pace of GenAI's development necessitate a more equitable and collaborative approach. They advocated for represented employees to have a voting seat at any table where GenAI decisions are being made — from identifying data standards to structuring training programs. Given that GenAI is most closely tied to employees' tasks and carries the greatest risk of negatively affecting them, they contended that worker involvement is essential to ensuring fair and effective integration. This approach, they believe, is crucial for creating equitable solutions and addressing workforce needs.
 - **OFM SHR's perspective:**
OFM SHR is committed to a collaborative approach to this issue by advocating for training opportunities within available resources, soliciting employee and labor feedback through the negotiating process, and sharing information with labor. The employer will disclose the GenAI technologies it decides to use, their

reasons for doing so and any anticipated effects on employees so that labor organizations may determine whether they wish to file a demand to bargain over the impact of the use of GenAI technology in the workplace, including training. OFM SHR shared its position that management retains the right to control its use of technology based on agency operational and business needs. OFM SHR emphasized its belief that co-determining the employer's use of technology with labor is likely to lead to costly delays and inadequate solutions for service delivery. OFM SHR shared that employers must balance employee needs with broader public service requirements.

Recommended approaches to GenAI skill development programs

The workgroup recommends employers implement the following programs — within available resources and in alignment with employer policies and processes — to support their employees in developing the skills they need to effectively use GenAI technologies:

- **Skill development programs** focused on responsible and effective GenAI usage, incorporating hands-on, multimodal training.
- **Adequate time for training during work hours** to access skills development programs, with additional support for less tech-savvy employees.
- **Employer-specific GenAI initiatives** that further enhance adoption and skill-building, like awareness campaigns, access to online courses, peer-led workshops, mentorship programs, and cross-departmental collaboration.

Introduction

Current lack of availability of GenAI use cases in the public sector

Washington state GenAI use cases

Currently, there is a significant lack of available GenAI use cases in the public sector, which complicated the workgroup's efforts to assess its potential effects on the state workforce. To clarify, an AI use case is "the specific scenario in which AI is designed, developed, procured, or used to advance the execution of agencies' missions and their delivery of programs and services, enhance decision-making, or provide the public with a particular benefit" (Executive Office of the President, 2024, pg. 2).

At the time of writing this report, there was not a use case inventory for GenAI applications for Washington state employers. A report on Washington state-specific GenAI use cases is in development based on a survey that was administered by Washington Technology Solutions (WaTech), in partnership with researchers at UC Berkeley's Center for Information Technology Research in the Interest of Society Policy Lab. The survey aimed to gather input from individuals in state and local government to inform the state's evolving AI policies, and 131 valid responses were submitted. Labor representatives were invited to respond to the survey. The final report is set to be published in early 2025 (WaTech & UC Berkeley, 2025).

Federal GenAI use cases

Although the federal government is further along than Washington state in developing its AI use case inventory, the federal use case inventory is out of date, having last been updated on September 1, 2023 (National Artificial Intelligence Initiative Office, n.d.). While initiatives are underway to develop a more comprehensive use case inventory of GenAI applications at the federal level, the absence of established use cases presents challenges in measuring and understanding their potential implications for government employers and their workforces.

Executive Order No. 24-01 section 9 workgroup

Who contributed to this report?

Throughout this report, whenever “the workgroup” or “workgroup members” are mentioned, this refers to all the Executive Order No. 24-01 section 9 workgroup members listed below. Whenever “labor representatives” are mentioned in this report, this refers to the labor organization representatives representing state employees who served on the workgroup, identified in the table below by their role.

Name	Title	Employer	Workgroup role
Kelly Woodward	Deputy Chief HR Officer	Office of Financial Management – State HR (OFM SHR)	Sponsor
Kaity Cazares	Planning and Strategy Specialist	OFM SHR	Lead
Caroline Kirk	Planning and Strategy Advisor	OFM SHR	Advisor
Janetta Sheehan	Senior Labor Negotiator	OFM SHR	Member
Tanya Aho	Labor Relations Manager	OFM SHR	Member
Shelby Sheldon	Classification and Compensation Specialist	OFM SHR	Member
Chelsea Lee	Senior Classification and Compensation Specialist	OFM SHR	Member
Mia Navarro	Deputy Chief Cultural Officer	OFM SHR	Member
Denise Flatt	HR Enterprise Systems Specialist	OFM SHR	Member
Nick Stowe	Chief Technology Officer	Washington Technology Solutions	Member
Dave Wallace	Research Director	Workforce Training & Education Coordinating Board (WTB)	Member
Joe Wilcox	Career Pathways Manager	WTB	Member
Anonymous	Union Member	American Federation of Teachers Washington	Labor representative
Sarah Lorenzini	Union Representative	Professional and Technical Employees Local 17	Labor representative

Name	Title	Employer	Workgroup role
Efrain Velasco	Member Program Director	Service Employees International Union Healthcare Local 1199 Northwest	Labor representative
Tracy Stanley	Council Secretary	Washington Federation of State Employees	Labor representative
Joey Hicklin	Digital Organizer and IT Administrator	Washington Public Employees Association	Labor representative
Tricia Schroeder	President	Service Employees International Union Local 925	Labor representative
Eamon McCleery	Senior Staff Attorney	International Brotherhood of Teamsters Local 117	Labor representative
Teresa Taylor	Executive Director	Washington Council of Police and Sheriffs	Labor representative
Jesse Scott-Kandoll	Union Representative	Western States Regional Council of Carpenters	Labor representative
Justin Blair	Union Member	Marine Engineers' Beneficial Association	Labor representative
Valarie Peaphon	Director of Contract Negotiations	Office and Professional Employees International Union Local 8	Labor representative

How did we collaborate?

The workgroup was led by OFM SHR. Planning commenced in April 2024 with workgroup members from OFM SHR, WaTech, and WTB. On April 18, 2024, OFM SHR invited labor organizations representing state employees in general government and higher education, law enforcement, and ferries to identify participants for the workgroup by May 20, 2024. The workgroup met from June 26, 2024, through November 26, 2024. Due to many workgroup members being involved in 2025–2027 collective bargaining negotiations, the majority of the workgroup’s meetings were scheduled for November 2024.

The workgroup’s project lead developed a charter, report outline, and draft report, which were informed by the workgroup’s discussions and a survey of existing research on the anticipated workforce effects of GenAI. Members were invited to contribute to this report by sharing research publications, articles, training, and other resources related to GenAI's effects on the state workforce. Feedback was collected through notes from workgroup meetings and a survey distributed to workgroup members, with survey questions found in Appendix A. Additionally, members had the chance to discuss and provide input on the draft report during November workgroup meetings to ensure their perspectives were presented in the final version.

In line with the workgroup’s commitment to participative leadership and collaborative decision-making, we sought consensus wherever possible. Where the workgroup was unable to reach consensus, the report reflects the differing viewpoints on which people are viewing GenAI and highlights the complexity of the issue, as well as the need for continued collaboration and open conversation when it comes to future implementation in a way that meets the vision outlined by the workgroup.

Impact of GenAI on the state workforce

Potential positive effects

Workgroup discussions primarily focused on identifying areas where GenAI could have negative effects on the state workforce and on developing strategies to mitigate harm. Labor representatives highlighted the potential benefits of GenAI, if these align with proactive protections for worker security, transparency, and equitable access to resources. Workgroup discussions touched on a few additional potential positive effects, identified below. The potential benefits of GenAI are explored in greater detail in WaTech’s (2024) “State of Washington Generative Artificial Intelligence Report.”

Increase efficiency and augment human potential

One of the most widely touted benefits of GenAI is its potential to significantly increase efficiency by automating complex tasks. As one study notes, “Automation, particularly through GenAI, could increase U.S. labor productivity by 0.5 to 0.9 percentage points annually through 2030, contributing to significant productivity gains. Combining GenAI with other automation technologies could drive annual productivity growth to three to four percent by 2030” (National Association of State Chief Information Officers, 2024, pg. 1). Labor representatives communicated that they believe these gains should be accompanied by proactive policies that protect job security and promote fair workload management to ensure that efficiency enhancements benefit the entire workforce equitably.

The majority of Washington state and local government employees surveyed by WaTech & UC Berkeley reported the belief that GenAI will increase efficiency. In fact, 64.5% of respondents reported that they believe GenAI is significantly likely to improve efficiency and effectiveness of the state workforce, and 76.6% reported that they believe it is likely to augment tasks that people carry out (WaTech & UC Berkeley, 2025). Segmenting this data by job role, researchers found that executives reported the highest rates of belief in the **efficiency gains of leveraging GenAI** (77.8%), followed by managers (64.4%), then employees (57.1%) (WaTech & UC Berkeley, 2025). Managers accounted for the highest rates of belief in the **potential of GenAI to augment work tasks** (86.7%), followed by executives (81.5%), then employees (62.9%) (WaTech & UC Berkeley, 2025). These findings highlight a broad consensus across different roles in the government workforce that GenAI will play a crucial role in enhancing both efficiency and the capacity to augment human tasks. Labor representatives reported interest in requiring proactive safeguards to protect job roles and ensure workload equity across all levels of the workforce. Figure 1 presents a visualization of this data. A discussion of

this data is also continued in the “Concerns about job displacement and job quality reduction” section.

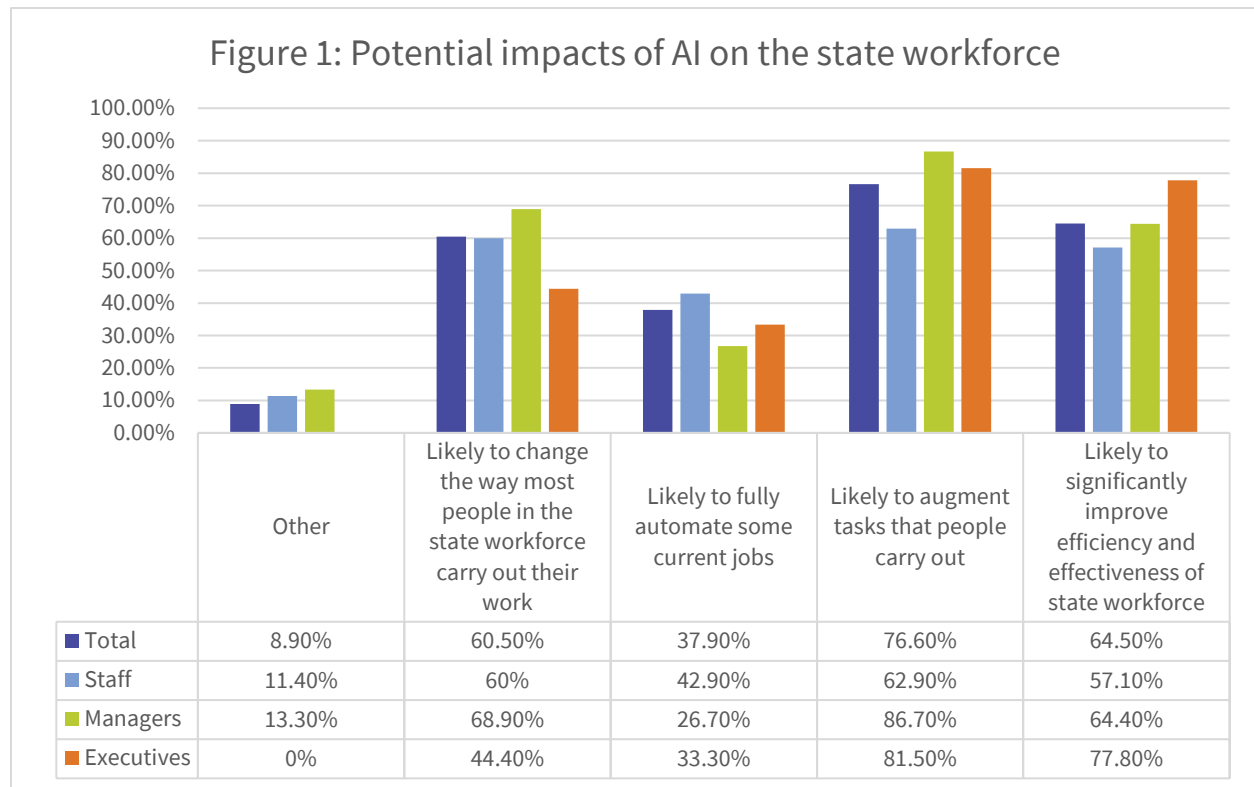


Figure 1: Survey results of potential impacts of AI on the state workforce, WaTech & UC Berkeley, 2025.

Improve accessibility

GenAI has the capability to improve accessibility for the state workforce by fostering more inclusive environments through tools that enhance communication and streamline processes. It can also offer personalized assistive technologies, such as speech-to-text for those with hearing impairments, adaptive interfaces for individuals with mobility challenges, and real-time language translation, supporting a wide range of diverse needs and abilities. Labor representatives relayed that equitable implementation of these tools across all departments will help ensure that all employees who could benefit from accessibility features have access to them. According to Kristina Launey, a labor and employment lawyer specializing in strategic employment and disability access solutions, although AI is not flawless, numerous users with disabilities have found it to be very beneficial, as it can enhance productivity and alleviate anxiety for those who face difficulties in completing tasks quickly (Smith, A., 2024).

At least one expert has found that GenAI can create new opportunities for neurodivergent individuals in the workforce, as their unique cognitive strengths afford them greater flexibility in task execution and problem-solving. Harnessing the strengths of neurodivergent individuals, such as those with ADHD and autism, could help employers create a more future-ready workforce. Skills like “creativity, lateral (or nonlinear) thinking, reverse engineering to solve problems, complex visual-spatial skills, systems thinking, intuitive insights, hyperfocus, and multisensory pattern recognition — distinct areas in which neurodivergent candidates might excel — all stand to become increasingly important as artificial intelligence embeds itself into our daily lives” (Dunne, M., 2023). To support continuous improvement, a feedback mechanism could be established to allow employees to share experiences and suggestions for enhancing GenAI accessibility tools, ensuring these tools meet the evolving needs of diverse employees. Currently, it is estimated that 30% to 40% of neurodivergent adults are unemployed, with unemployment rates for college-educated individuals on the autism spectrum potentially reaching 85% (Dunne, M., 2023). Leveraging the unique abilities of neurodivergent individuals presents a crucial opportunity to address these high unemployment rates and foster a more diverse, inclusive, and innovative state workforce.

Potential negative effects

Labor representatives, particularly those representing state employees in law enforcement, education, and other sectors, indicated significant concerns about the potential negative effects of GenAI on the state workforce. These concerns encompass a range of issues, including job displacement, work intensification, and the erosion of essential skills, as well as the risk of bias in hiring and employment decisions. Additionally, there are growing fears about data privacy, the integrity of AI-driven systems, and the inequitable access to GenAI tools, especially for smaller agencies. Labor representatives stressed the need for proactive policies, transparent practices, and ongoing human oversight to ensure that the adoption of GenAI enhances productivity without compromising employee security, fairness, or well-being.

Concerns about job displacement and job quality reduction

Labor representatives, particularly those representing state employees in law enforcement, transportation engineering, customer service, and education, noted significant concerns about the potential for GenAI to replace or fundamentally alter job roles. GenAI’s capacity to assist with tasks by generating content raised labor representatives’ concerns of workforce reductions or reorganizations. There is additional concern about how GenAI could lead to a reduction in hours for tasks that used to take longer. Joey Hicklin, Digital Organizer and IT

Administrator for Washington Public Employees Association, shared that “So far, about 90% of the members I speak with have concerns on how AI may negatively impact their working conditions” (Survey response to Appendix A).

This theme was also identified by researchers at UC Berkeley’s Center for Information Technology Research in the Interest of Society Policy Lab in their analysis of the survey results of Washington state and local government employees. Their findings showed that 46.5% of respondents identified the biggest apprehensions associated with using AI in their organization as being labor rights concerns related to job automation (WaTech & UC Berkeley, 2025). Segmenting this data by job role, researchers found that labor concerns are highest among employees (55.6%), followed by managers (41.7%), then executives (32.1%) (WaTech & UC Berkeley, 2025). Figure 2 presents a visualization of this data.

Along these same lines, researchers found that 37.9% of survey respondents believe AI is likely to fully automate some current jobs, and 60.5% believe it is likely to change the way most people in the state workforce carry out their work (WaTech & UC Berkeley, 2025). Segmenting this data by job role, researchers found that the belief that AI would fully automate some current jobs was the highest among employees (42.9%), followed by executives (33.3%), then managers (26.7%) (WaTech & UC Berkeley, 2025). This analysis underscores that frontline employees not only express the greatest concern over job automation but are also the most likely to believe that AI will significantly alter or fully automate some of their current roles. Figure 1 presents a visualization of this data.

Figure 2: Potential risks associated with AI use

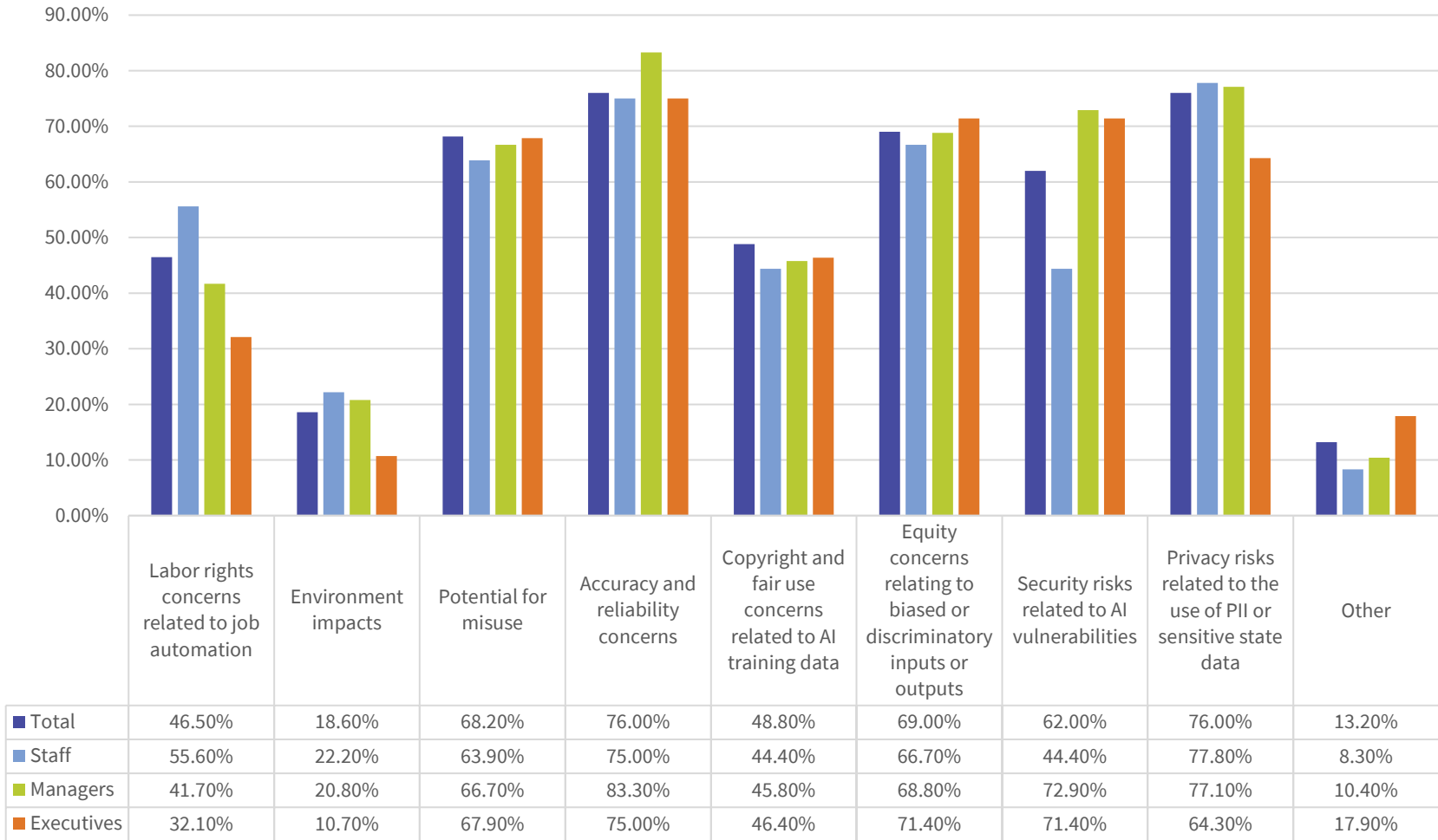


Figure 2: Survey results of potential risks associated with AI use, WaTech & UC Berkeley, 2025.

Sarah Lorenzini, Union Representative for Professional and Technical Employees Local 17, raised concerns regarding the erosion of skills. She shared that as employees rely more on GenAI to move quickly through the ranks to management, in large part due to noncompetitive wages offered by the state, they would be unable to maintain essential skills, such as engineering design. She shared that as the erosion continues, more of that work will — by necessity — go to consultants at a much higher cost to the taxpayers.

Tracy Stanley, Council Secretary for the Washington Federation of State Employees, raised concerns of potential negative impacts to virtually every job classification in Washington state’s workforce. Tracy stated that employers must acknowledge the complex relationship between GenAI and human work, while recognizing the vast array of potential benefits and risks of GenAI automation.

To address these concerns, labor representatives underscored that proactive policies are essential to protect job security, including measures to regularly reassess job classifications and pay scales as GenAI reshapes job functions. They further expressed that all roles affected by GenAI should undergo regular evaluation to validate fair classification and compensation. In response to these concerns, OFM SHR maintains that management commits to continue to use the systems that are already in place to address job reclassifications due to changes in how work is performed and will continue to use the statute that provides for classification plan maintenance. Furthermore, OFM SHR reminded workgroup members that adjustments to salary schedules are done through the biennial collective bargaining process.

Concerns about work intensification, and burnout

Labor representatives relayed misgivings that GenAI might result in increased expectations for speed and efficiency, creating a higher workload for employees. They expressed concern that GenAI could lead to heightened productivity expectations without proper consideration for the time needed to learn, monitor, and review outputs for accuracy. Labor representatives signified that proactive workload management policies are essential to prevent GenAI from leading to unrealistic productivity demands or increased burnout among employees. Additionally, there was concern that higher productivity standards would not be met, leading to increased pressure or job loss. As Joey Hicklin with Washington Public Employees Association shared:

Generally, understaffed departments use these tools more heavily and with less caution as they attempt to complete more work with fewer laborers. A reduction in the workforce leads to more reliance on these tools and even less caution when using them. The presumption of work being expedited leads supervisors to lessen the time staff are given

to review the output and verify accuracy. There is concern that it will lead to increased work since the public may be given many different wrong answers that staff need to correct (Survey response to Appendix A).

These apprehensions are shared by Annette Bernhardt, director of the Technology and Work Program at the UC Berkeley Labor Center, who has raised concerns about potential negative workforce effects, such as “mental health stress from increased workloads, job deskilling, blurring of boundaries between home and work, inadequate training supports,” and situations where employees “scramble and [are] blamed when new technology misfires” (Bernhardt, 2024, pg. 2). Furthermore, a recent McKinsey survey highlights that while GenAI users report high engagement (72% of heavy users), they also experience high levels of burnout (55% as compared to 32% of the global sample), indicating that GenAI is not inherently reducing job stress (De Smet, et al., 2024). This suggests that while GenAI can enhance productivity, it also may introduce significant challenges, such as increased stress and burnout, underscoring the need for careful management and support to mitigate these negative effects on the workforce.

Tracy Stanley, Council Secretary for the Washington Federation of State Employees, further shared that acknowledging that GenAI can automate mundane tasks, freeing up human employees to focus on more strategic initiatives, there is concern about GenAI-induced burnout. This burnout can stem from the constant pressure to be “always on” due to the digital overload, and the loss of mental breaks provided by performing routine tasks now handled by GenAI. Tracy urged, “Employers must recognize the importance of monitoring employee well-being and adapting workplace culture to integrate GenAI safely and effectively. Employers must understand the potential impact of increased psychological stress to ensure GenAI benefits workers rather than causes them harm.”

A labor representative from American Federation of Teachers Washington expressed concerns that, “GenAI advances could challenge faculty or staff’s ability to stay current with GenAI-related teaching methods and curriculum developments.” Labor representatives stated that state employers should commit to preserving manageable workloads and ensuring that productivity expectations remain realistic and avoid contributing to burnout.

Risk of bias in employment decisions

Labor representatives indicated concerns about problems with potential bias in GenAI decision-making, especially in areas like hiring, promotions, and employee evaluations. They stressed GenAI could unintentionally embed biases that negatively affect underrepresented groups. During workgroup discussions, one labor representative shared, “We need to make sure AI is being used equitably and is not reinforcing biases in hiring or evaluations.” Labor

representatives stressed the importance of establishing ethical guardrails for GenAI use, particularly in HR tasks. They emphasized the need for ongoing human oversight and transparency in GenAI deployment, ensuring that employees are provided clear and accessible information on how GenAI algorithms influence employment decisions, ensuring that processes and outputs are reviewed and validated to maintain ethical and accurate employment decision-making. The state of Washington has a robust commitment to mitigating bias in the hiring process through legislation, training, rulemaking, and system integrity. That commitment will provide the bedrock for building systems to mitigate bias in any GenAI systems affecting employment decisions in the future.

There is a growing debate among experts over whether GenAI reduces or increases bias in the hiring process. Some experts argue that, when implemented responsibly, GenAI can help eliminate bias by focusing on candidates' skills rather than factors like gender, race, or educational background. However, experts also warn that GenAI could perpetuate existing biases if not properly monitored, highlighting the need for transparency, regulation, and human oversight in GenAI deployment (Edinger, 2024).

In favor of leveraging responsible GenAI in hiring, the District of Columbia launched Career Ready DC, a GenAI-powered platform developed with Eightfold AI and the DC Department of Employment Services (DOES). This platform streamlines job searches by matching residents with employment opportunities based on their skills and experience while reducing bias. Unveiled on December 1, 2023, by Mayor Muriel Bowser, the platform offers personalized features like custom resumes, job suggestions, and skill-building recommendations. Initially available to DC Networks users, DOES specialists provide support, helping residents navigate the system and explore job options. As DOES Director Dr. Unique Morris-Hughes stated, the platform builds a “pathway for residents to thrive” and fosters a workforce reflecting the diversity of the nation's capital (Government Technology, 2023).

However, there is also research which supports the labor representatives' concerns that using GenAI to automatically screen job candidates could introduce more discrimination into the hiring process by analyzing sensitive data (for example, age, gender, and race) against proxy attributes like zip code and type of job previously held (Whittaker et al., 2019). Using a GenAI video capture tool to conduct virtual interviews to automatically assess candidates and provide recommendations on who moves forward with a second interview can negatively impact marginalized and disabled communities due to the homogeneity of the data it is commonly trained on. This can lead to biased decision-making based on how “normal” a candidate comes across (Whittaker et al., 2019).

Federal and state anti-discrimination laws have long protected employees, but the rise of GenAI technologies in the workplace has raised new challenges regarding their application and how to identify violations. A key policy model that targets discrimination in hiring and employment technologies is the “Civil Rights Standards for 21st Century Employment Selection Procedures” (2022), parts of which have been integrated into the federal Senate Bill No. 2419, called the No Robot Bosses Act, which has not yet passed (Bernhardt & Pathak, 2024). Along these same lines, New York City began enforcement of Local Law 144 of 2021 in July 2023, which prohibits employers from using an automated employment decision tool unless the tool has undergone a bias audit within the past year, the results of the audit are made publicly accessible, and specific notifications are given to employees or job applicants (New York City Department of Consumer and Worker Protection, n.d.).

In the absence of more robust federal regulations, the U.S. Department of Labor has published an “[AI and Inclusive Hiring Framework](#)” designed to promote equitable hiring practices when using GenAI in recruitment processes. The framework, developed by the Partnership on Employment and Accessible Technology (2024), provides best practices to help employers ensure that GenAI hiring tools benefit all job seekers, including people with disabilities. The U.S. Equal Employment Opportunity Commission (2024) has also released guidance for employers on current uses of GenAI in hiring, as well as tips for how employees with disabilities can navigate employment processes that use software, algorithms, and AI, while ensuring their rights under the Americans with Disabilities Act are protected, including the right to reasonable accommodations.

To protect employee rights, labor representatives recommended that agencies implementing GenAI in employment decisions should adopt the following privacy and ethical safeguards, including:

- **Worker consent:** Require informed worker consent for any sensitive data used in GenAI-related tasks, with transparent disclosure on the specific purpose of data use, ensuring compliance with state privacy laws.
- **Collective bargaining rights:** Please reference the section titled “[Commitment to collaboration and acknowledgement of different perspectives.](#)”
- **Regular audits:** Mandate regular audits to verify adherence to privacy protections, with enforceable consequences for violations. Transparency in data use and audit results fosters trust and accountability.
- **Limitations on GenAI-driven analysis in HR decisions:** GenAI outputs should not serve as the sole basis for personnel decisions, including hiring, promotion, and

disciplinary actions. A “human-in-the-loop” approach is critical to allow for necessary human oversight, preventing potential biases from impacting employment outcomes.

State employers contemplating the integration of GenAI into their employment decisions should prioritize the implementation of robust debiasing techniques to promote fairness and mitigate the risk of discrimination. GenAI, while offering significant potential to enhance hiring processes, is not immune to the biases inherent in its training data, which can lead to systemic gender and racial disparities, as discussed previously in this section. To address this, employers must start by curating diverse datasets that reflect a wide range of demographics and perspectives, ensuring that underrepresented groups are adequately included. Furthermore, employing advanced debiasing methodologies — such as “fairness-aware model training and post-processing adjustments” — can help minimize bias at various stages of the GenAI development lifecycle (Chakraborty, 2024). Incorporating human oversight, or a “human-in-the-loop” approach, is also crucial, as it allows for critical evaluation and feedback that algorithms alone might miss. Additionally, promoting algorithmic transparency will enhance understanding of AI decision-making processes among those involved in the hiring process. This transparency also fosters accountability and trust among employees and applicants. Using these strategies, state employers can enhance the effectiveness of their GenAI systems and ensure that their hiring practices are equitable and align with ethical standards, ultimately benefiting both the employer and the public they serve.

Concerns about data leaks of confidential employee data

Labor representatives voiced concerns about GenAI increasing the risk of data leaks, particularly involving confidential employee information. The International Association of Privacy Professionals (2024) describes data leaks as the “accidental exposure of sensitive, personal, confidential or proprietary data [which] can be a result of poor security defenses, human error, storage misconfigurations, or a lack of robust policies about internal and external data sharing practices. Unlike a data breach, a data leak is unintentional and not done in bad faith.” Current protections in place are WaTech’s (2023) “Interim guidelines for purposeful and responsible use of generative artificial intelligence,” and the Washington state Office of Privacy and Data Protection’s (2023) “Washington State Agency Privacy Principles.”

Labor representatives recommended that to align with these goals, the following measures should be adopted:

1. **Transparency in GenAI and data system use:** Employers should ensure full transparency about administrative GenAI, data systems, and all practices surrounding the handling, storage, and security of employee and job applicant data.
2. **Worker consent for data usage:** GenAI systems must not be trained on data collected from employees or job applicants without explicit, informed consent, including clear disclosure of the specific purposes for which the data will be used. Employees should have the right to be informed about and review any data collected on them for GenAI use. They should also receive copies of all GenAI outputs created about them, upon request, to maintain data transparency and personal security.
3. **Encryption and data security:** All personal data processed for GenAI applications should be encrypted and handled according to rigorous data security standards to prevent unauthorized access and mitigate potential harms from data exposure.
4. **Regular audits and compliance monitoring:** Agencies should implement regular audits to monitor GenAI data handling practices, ensuring adherence to privacy standards. Enforceable consequences for noncompliance should be established to maintain accountability.

Concerns about data integrity

Labor representatives shared their reservations over data accuracy and governance and highlighted the risks of relying on biased or inaccurate data when utilizing GenAI technologies. Joey Hicklin with Washington Public Employees Association expressed his concerns as follows:

Employees are feeding large datasets into AI tools to query trends, with varying results. The data the tools used to form their responses is extremely varied since the state has little standardization in how its workers document and file data. Members are concerned about how AI will ingest data since most departments have a wide variety of convoluted formats that are difficult for even the staff to grapple [with] (Survey response to Appendix A).

To address this concern, labor representatives recommended that represented employees should be included as partners in developing data standardization and transformation programs, which could be sped up, possibly using GenAI to help clean and manage vast amounts of data, while still maintaining business owners' accountability for its accuracy. As one state's chief information officer put it, "You need good control of your data, and state agencies [struggle with this]. AI can really put a focus on that. If we can get that right, I think

we'll have opportunities to make people's lives easier" (National Association of State Chief Information Officers, 2024, pg. 3). This sentiment is also reflected in WaTech's "State of Washington Generative Artificial Intelligence Report," which argues, "Successful adoption of [GenAI] technology relies on having mature, accurate, and available data sets. Many agencies depend on aging legacy systems that must be modernized to be able to leverage their data more effectively" (WaTech, 2024a, pg. 14).

Potential concerns of inequities for smaller agencies and institutions

Labor representatives also mentioned concerns about system modernization issues and inequitable adoption and access to GenAI tools, particularly for smaller agencies and institutions. They also expressed concerns about inequities among individual departments, programs, and teams. Joey Hicklin with Washington Public Employees Association shared that his union's "members are also concerned about other departments who primarily operate with paper copies only" (Survey response to Appendix A). These barriers to equitable adoption are also brought up in WaTech's "State of Washington Generative Artificial Intelligence Report," which points out that "there is a risk of inequitable usage of tools as smaller agencies may not have the budget to adopt [GenAI] tools in the same way medium and large agencies can" (WaTech, 2024a, pg. 11). To address this, labor representatives recommended that represented employees should participate in identifying gaps in resources and technology needed to support smaller agencies in their GenAI adoption. They also recommended that dedicated resources and support should be allocated to these agencies to ensure equitable access to GenAI benefits. The implementation of the One Washington Enterprise Resource Planning program presents a potential opportunity to standardize technologies, which could help agencies and institutions to be more consistent in certain GenAI applications.

Anticipated effects on tasks, sectors, and demographics

As GenAI continues to reshape the workforce, the critical role of human skills in an AI-enhanced future becomes increasingly apparent. While GenAI offers significant potential to augment various tasks and improve efficiency, certain human abilities — such as empathy, emotional intelligence, adaptability, and complex decision-making — remain irreplaceable, particularly in high-stakes fields like health care, public safety, and law enforcement. Despite fears of widespread job displacement, studies suggest that GenAI is more likely to transform tasks rather than eliminate jobs entirely, with some professions experiencing increased collaboration between GenAI and human workers. However, the rise of automation brings concerns about gender and socioeconomic disparities, with vulnerable populations, such as

women and low-wage employees, at heightened risk of displacement. Labor representatives conveyed the need for proactive policies that ensure fair transitions, retraining opportunities, and the preservation of human-centered skills in an increasingly GenAI-driven world. This section explores the complex intersection of GenAI-driven transformation, job displacement, and the evolving role of labor in shaping a future where both technology and human expertise coexist.

Essential human skills in an AI-enhanced future

Many researchers have noted that as GenAI continues to advance, there are specific areas where human skills remain critical, despite GenAI's ability to enhance tasks. In communications, particularly face-to-face interactions and public speaking, humans excel in nuance, empathy, and adaptability — skills GenAI cannot yet fully replicate. For instance, a physician explaining a diagnosis relies on emotional intelligence that is unique to humans, as do public safety employees and first responders such as 911 dispatchers. However, GenAI can help reduce biases in these interactions. In high-responsibility fields like health care, GenAI can assist with predictive analytics and monitoring, but robust human oversight and ethical safeguards remain essential for decision-making.

Labor representatives recommended that represented employees should play an active role in shaping policies that preserve and prioritize human-centered skills, ensuring GenAI enhances but does not replace the human element in decision-making processes. OFM SHR has observed that while there is a variation in approach at the employer's level to the extent to which employees are involved in shaping policies, management retains the right to all policy decisions. Additionally, roles requiring adaptability, such as firefighting, law enforcement, or construction, depend on sensory skills that GenAI cannot currently easily replace. As a working paper published by the International Monetary Fund notes, “The critical importance of human oversight may become even more apparent to society as AI automates decision-making processes over time,” especially in high-stakes environments where both instinct and AI-generated data are necessary (Pizzinelli, et al., 2023, pg. 11).

Task transformation over job loss

Several studies have attempted to measure which industries will be most affected by a form of GenAI called large language models (LLMs). LLMs are “pretrained on massive text datasets for the general purpose of analyzing and learning patterns and relationships among characters, words and phrases to perform text-based tasks” (International Association of Privacy Professionals, 2024). Examples are Chat Generative Pretrained Transformer by OpenAI (also known as ChatGPT), as well as Copilot by GitHub. One study found that in the

United States, LLMs could impact up to 40.3% of working hours across various industries, as language tasks make up 62% of total work time, with 65% of these tasks having significant potential for automation or augmentation through LLMs (Accenture, 2024, pg. 11). Researchers used the U.S. Department of Labor and the U.S. Bureau of Labor Statistics' Occupational Information Network to manually analyze 332 tasks, identifying 200 that were language related. These tasks were associated with industries based on their prevalence in each occupation and the employment levels for those occupations in various industries in the U.S. as of 2021 (Accenture, 2024, pg. 11). Tasks with greater potential for automation could be performed by LLMs with minimal human intervention, while tasks with higher potential for augmentation would require more collaboration between LLMs and human workers. According to this study, researchers found that 30% of the public sector workforce performed tasks with a higher potential for automation, 9% had higher potential for augmentation, 35% had a lower potential for augmentation or automation, and 26% were nonlanguage tasks (Accenture, 2024, pg. 11). Figure 3 presents a visualization of this data.

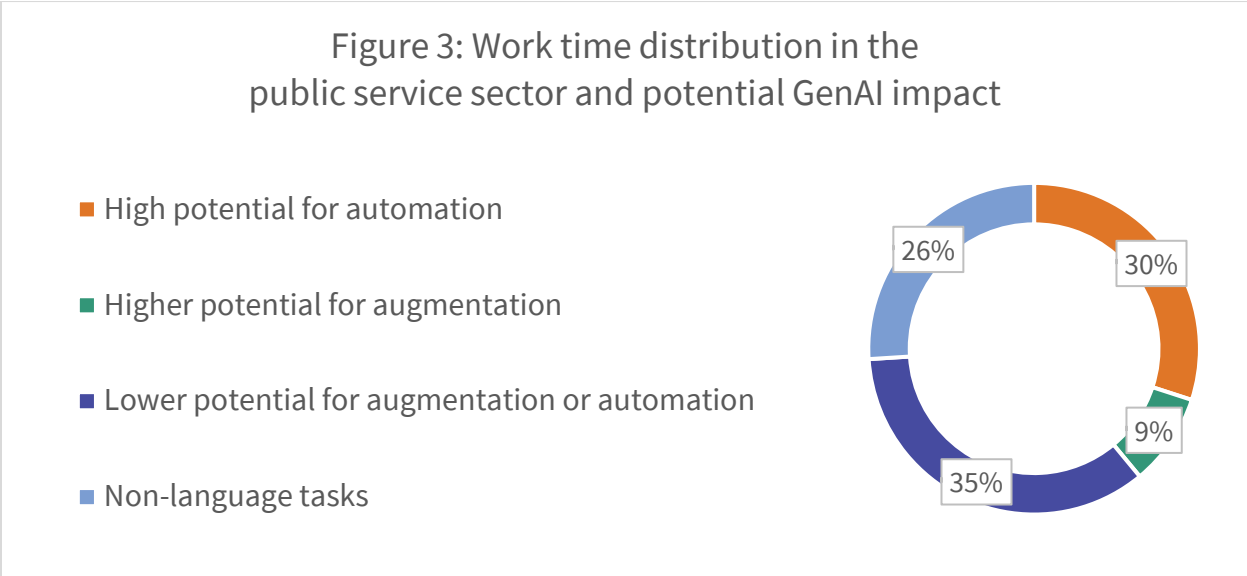


Figure 3: Accenture, 2024, pg. 11.

Other researchers have drawn similar conclusions, stating that “more commonly, specific tasks, rather than entire jobs, are performed or transformed by technologies,” and that “over time, changes in how tasks are performed will create a shift in occupational patterns” (Hinkley, 2023). According to a 2023 study conducted by the McKinsey Global Institute, without GenAI, “automation could take over tasks accounting for 21.5% of the hours worked in the U.S. economy by 2030. With it, that share has now jumped to 29.5%” (Ellingrud, et al., pg. 5). However, the study found that instead of causing widespread job loss, GenAI is expected to augment how professionals in fields like STEM, law, and creative industries work.

The most significant effect of automation is anticipated in areas like office support, customer service, and food service (Ellingrud, et al., 2023, pg. iv).

One widely used study is the AI Occupational Exposure index (Felten, et al., 2021). This index measures how closely 10 different AI applications align with 52 human skills, then weights this overlap based on the importance and complexity of each skill for a particular job. The result is a score that indicates the relative likelihood of AI integration in a specific role but does not indicate whether the integration would supplement or supplant how employees do their work. Using this measure, researchers found that “like previous iterations of computer-based technologies, AI is likely to disproportionately affect cognitive tasks and occupations. We expect occupations that require a greater amount of problem solving, logical reasoning, and perception to be more exposed to AI than occupations that largely require physical abilities” (Felten, et al., 2021, pg. 2206). Researchers also found that “exposure to AI seems to be highest in white-collar occupations and industries” (Felten, et al., 2021, pg. 2202). The research also found that “on average, urban counties are more highly exposed to AI than rural counties,” due to the prevalence of white-collar occupations in urban settings (Felten, et al., 2021, pg. 2210). Refer to Appendix B for more details.

Gender and job displacement

One working paper published by the International Labour Organization (2023) found that automation is expected to affect female employees at a much higher rate in high-income countries, such as the U.S., where “potential exposure to automation disproportionately affects the share of women’s employment by more than two-fold compared to men” (Gmyrek et al., pg. 39). Researchers are concerned that job losses in female-dominated fields could potentially reverse the progress made in women’s participation in the workforce over recent decades. Moreover, the effects on displaced employees will be exacerbated by intersectionality, intensifying the challenges faced by those who already experience one or more forms of systemic oppression. Labor representatives advocated for algorithmic justice, and the importance of the Accountability Framework being developed by the Office of Equity as provisioned by section 7 of Executive Order No. 24-01.

As we move toward greater adoption of GenAI in hiring processes, some experts have identified a concerning pattern that suggests a disproportionate displacement of female employees, especially in nonfemale dominated fields like the IT sector. Due to its reliance on historical hiring data, which often reflects a male-dominated landscape, GenAI systems have been reported to favor candidates who resemble past successful hires. As highlighted in an article on Amazon's recruitment challenges, the company’s GenAI system “taught itself that male candidates were preferable,” and this bias is indicative of a broader trend that could

harm women seeking opportunities in tech (Dastin, 2018). Labor representatives stressed the importance of implementing mandatory anti-bias safeguards in GenAI hiring processes to ensure fair and equitable outcomes. As organizations increasingly turn to automation to streamline recruitment, there is a critical need to address these biases, as experts warn, “the technology is just not ready yet” to make fair and equitable hiring decisions (Dastin, 2018). Without intervention, the automation wave could exacerbate existing inequalities, sidelining qualified female candidates in favor of a biased interpretation of merit.

Socioeconomic status and mobility

There is growing concern among both researchers and labor representatives that GenAI may displace entry-level employees, particularly in roles traditionally occupied disproportionately by vulnerable populations and by those new to the workforce, such as administrative and office assistant positions. As automation increasingly takes over routine tasks like data entry, scheduling, and customer service, opportunities for these positions could diminish, making it more challenging for individuals to gain essential experience and skills. This displacement risks exacerbating existing inequalities in the job market, as young or inexperienced employees may struggle to find pathways into their chosen careers.

According to a recent study from the International Monetary Fund, researchers have found that GenAI also has the potential to affect employees across the wage spectrum and will have disproportionate effects on low-wage employees, as well as those without a college education, and older employees. In this study, researchers conclude that “unlike previous waves of automation, which affected mostly middle-skilled employees, AI’s displacement risks span the entire income spectrum, including high-income earners and skilled professionals” (Cazzaniga et al., 2024, p. 22).

Low-wage employees also face significant challenges, as AI systems automate tasks typically requiring minimal skills, leading to job displacement and economic insecurity. Those in lower-wage positions often lack access to the education and training necessary to adapt to a rapidly changing job landscape, and the pressure to upskill can be overwhelming for individuals, especially those already facing financial constraints. Without proactive measures — such as structured reskilling programs to support workforce transitions — these employees may find it increasingly difficult to secure stable employment, limiting their advancement opportunities and contributing to ongoing economic disadvantages. The study further found that whereas college-educated employees are better prepared to transition into new roles, older employees may struggle with “reemployment, adapting to technology, mobility, and training for new job skills” (Cazzaniga et al., 2024, p. 2). These findings highlight the need for

strategies to support displaced employees, providing access to education, training, and resources to help them adapt to the changing job landscape.

Considerations for the IT sector

According to a survey of 49 state chief information officers (CIOs), their belief is that the state employees that they interact with view GenAI as a tool to enhance their work rather than replace them. One CIO noted that, “Most of the folks I’m coming across are technologists or familiar with tech, and staff overwhelmingly seem excited about it. I think it’s because they have massive workloads, and they see it as a way to alleviate some of that. There’s more excitement than concern” (National Association of Chief Information Officers [NASCIO], 2024, pg. 2). CIOs in most states expect GenAI to positively affect their workforces by reducing repetitive tasks and managing increased demand. While 57% of survey respondents believe GenAI will not affect workforce numbers in IT, over a quarter expect to hire more employees to implement and manage the technology (NASCIO, 2024, pg. 2). It is important to note here that the CIOs surveyed are more likely to have close contact with technology employees who may be more tech savvy and ready to adapt to the changes brought on by GenAI. However, CIOs are also plugged into agencies through governance, communities of practice, and other forums that allow them to get a broad business and IT perspective on the effect of GenAI.

Over half of the CIOs who responded to the survey identified a lack of skilled employees as the primary obstacle to realizing the full potential of GenAI. Additionally, their inability to compete with private-sector salaries left them concerned about attracting and retaining the necessary talent to build in-house GenAI capabilities (NASCIO, 2024, pg. 2). In addition, an area where GenAI is advancing significantly is in code generation. As a result of this, in combination with employers gravitating increasingly toward software as a service technologies — buying instead of building technology systems — some job classes like developers may need to be provided with structured retraining and reskilling opportunities as their jobs become less viable.

Considerations for the law enforcement sector

GenAI’s anticipated impacts to law enforcement are more complex than just reshaping their work. The use of GenAI in this sector has the potential to compound existing issues such as biased policing and recruitment and retention issues, rather than contribute to the solution. Labor representatives expressed specific concerns about GenAI’s workforce impacts on law enforcement. As Teresa Taylor, Executive Director of the Washington Council of Police and Sheriffs, shared,

Tools (technology) provided by employers for one reason (body worn camera, for example) are now capable of assisting in report writing (new function of current technology) regarding events during a shift. While the ability to partner with AI to create initial draft reports may be very helpful, it is a concern that management will push for faster output, thus reducing or eliminating the necessary time to review, edit, and complete a defensible report. It won't be an issue.... until it is (Survey response to Appendix A).

Labor representatives pointed out that this example shows how a previously bargained technology can become entirely different after an agreement has been reached. This is a concern for labor representatives, who further stated that trust is always a key component of the worker/management relationship and rollout of GenAI is fraught with many challenges of trust.

Peace officers must be able to attest to their every interaction. Some GenAI use cases are allowing GenAI to generate reports regarding contact with the public entirely based on body worn camera recordings. There are some positive opportunities here, such as a quick report regarding a low-level contact, which can be easily reviewed and edited by the officer. On the other hand, there are substantial risks, as in more complex interactions that include multiple people, arrest, or force. In such circumstances, GenAI technology is not only limited by the scope of the camera and its recording, but also by its lack of ability to observe what is not recorded. This could be because the audio was not heard, or the source of the recorded content is not known. The GenAI-generated report may, in the alternative, capture content unrelated to the specific incident, to include the dispatch traffic coming from the officer's radio, or unrelated information picked up from bystanders. The camera and its recording are also unable to record nuances like body language or other factors observed by the officer but not by the technology. Officers must swear that their report is true and an honest representation of events. The use of GenAI tools for report writing must come with the understanding and expectation that the officer will have the time necessary to fully proof and edit any GenAI crafted report before signing it. Additionally, each supervisor required to read reports should be given ample time to probe and test the veracity of these reports.

Labor representatives had particular concerns about the consequences of law enforcement professionals not having adequate resources to review and confirm the accuracy of AI generated reports. As Eamon McCleery, Senior Staff Attorney for Teamsters Local 117, shared,

No AI product will ever be a replacement for adequate staffing and job training. When implementing GenAI to create public records, it is critical that employees have adequate

resources in the form of time, training, and staffing, to review any AI generated document for accuracy.

Labor representatives also disclosed concerns about GenAI being secretly used for evaluation purposes. Sometimes called an “early warning system,” GenAI tools can be used to review unlimited hours of body-worn camera footage and read an unlimited number of written reports. That information can be summarized, and GenAI can be trained to draw conclusions about an officer’s performance. While this may be appealing to employers and could provide important learning opportunities for officers, labor representatives recommended that any deployment of this sort of GenAI tool should be done carefully, stand up to rigorous bias testing, and as Teresa Taylor said, “be done under the full sunlight of the union.”

This is not just hypothetical. In 2023, the city of Seattle Police Department began a similar program outside the knowledge of the Seattle Police Officer’s Guild (Rantz, 2023). To the city’s credit, they immediately scrapped the project when the union filed a complaint and have not initiated it since. Labor representatives expressed that there are several takeaways from the city’s early adoption of such technology, including the importance of worker buy-in, intentional training, and impenetrable privacy protections for captured data, among others. They shared this example because it illustrates how important worker buy-in is for the successful deployment of GenAI, and the risks employers face if they violate the trust of the workforce.

Labor representatives also articulated concern that we are only just beginning to understand the factors preceding post-traumatic stress injury (PTSI) for peace officers. They shared,

Anecdotally, the city of Marysville experienced a wave of PTSI claims in 2022. One factor that may have led to that spike was a pent-up demand after decades of need combined with an agency driven to "go hard all day" and protect the public. Officers were encouraged to look for and stamp out crime. Then, the city experienced both a school shooting and a mall shooting with officers, already tapped, going into both traumatic events without a break or time to debrief. In the future, as staffing continues to be very short in most agencies, and officers working significant [amounts of] mandatory overtime, the use of GenAI to speed up the time it takes for an officer to clear a call (meaning report writing as one type of GenAI) may not be in the best interest of community or the important human resource: the officer.

Labor representatives also advocated that the state should be cautious about looking to GenAI as a solution to the hiring crisis in law enforcement today. They shared that in law enforcement, it is already difficult to find women interested in the profession. According to the 2023 Crime in Washington Annual Report published by the Washington Association of

Sheriffs and Police Chiefs, only 7.5% of Washington’s peace officers are female (Todd, et al, pg. 544). Since the “traditional” applicant and “traditional” worker is male, use of GenAI in application screening is fraught with potential bias. Additionally, the profession continues to be overwhelmingly Caucasian and male, making GenAI susceptible to not only the gender bias issue but race as well. Labor representatives shared that any use of GenAI in hiring must be well-calibrated against bias and heavily weighted for human involvement in the screening processes.

Considerations for the education sector

GenAI’s anticipated impacts to universities and colleges are complex and involve employees with different statuses, including faculty, exempt, and classified employees. Campuses are staffed by employees represented by different labor organizations, as well as nonrepresented administrative positions, resulting in a complex bargaining landscape. For that reason, we are raising a few key concerns, with the understanding that more in-depth conversations will have to occur on individual campuses.

The industry use of GenAI platforms may outpace the education sector. Labor representatives stated that guidance may be needed to help campuses design new GenAI use programs and classes to avoid falling behind, which could result in students going elsewhere. They further shared that faculty would need specialized training relevant to their disciplines and programs to help train students who will be future members of the state workforce. Labor representatives believe that increased funding will be needed for state institutions to support their role in helping train future employees of the state workforce.

Challenges may arise with the implementation of GenAI platforms in learning management systems (LMS) used to present online and hybrid instruction. Instructors will need to be trained in GenAI use in their campus LMS. Training contingent, part-time faculty will be especially challenging, as they are often hired close to the start of instruction and may teach at multiple campuses with different approaches to GenAI implementation. Labor representatives shared that campus-wide assessments will be needed to identify programs most impacted by industry GenAI deployment to determine where GenAI use classes will be most in demand. Many faculty rely on department and program course outlines listing required topics of instruction and student course learning outcomes for planning their classes. Labor representatives mentioned that guidance will be needed for faculty to revise existing course outlines and design new courses to incorporate GenAI. Similarly, since many classes at the community college level are assessed for transferability to four-year institutions for those students who move on to pursue degrees, guidance will be needed to align similar courses offered at different institutions to ensure transferability. This may be

especially important for statewide “common course numbered” classes (State Board for Community and Technical Colleges, n.d.).

Student expectations will be a driver of GenAI implementation, as they will expect instructors to teach them about GenAI use, provide them with clear GenAI use policies, and allow them to use GenAI to complete assignments, due to industry employment and/or past education experiences. Some students may be opposed to GenAI use due to concerns about industry employment and/or past education experiences, possible environmental impacts of GenAI, and issues related to bias.

Considering that hiring practices will be affected by GenAI implementation, guidance will be needed for campus leadership and administrators responsible for the hiring of part-time contingent and full-time faculty. Guidance will be needed for the creation of job descriptions for new positions that include potential requirements related to GenAI skills and instruction. Inequities may arise if candidates with GenAI experience are favored over candidates who have not had the time or opportunity to pursue personal and professional development training.

Labor representatives stressed the importance of campus employee and student data being protected. Campus academic integrity policies may need to be updated. To address some of these concerns, this section provides recommendations from labor representatives:

- **Protection of employee and student data according to state & federal law:** Unique to higher education employers are some of the state and federal laws that apply to the protection of employee and student data and transparency in handling this data. Washington state law addresses sharing confidential information with unauthorized third parties. Compliance with RCW 42.52.050 will guide GenAI applications for higher education.
- **Student work and the Family Educational Rights and Privacy Act (FERPA):** Student work is a student record protected by FERPA, including work input into GenAI detectors and platforms (Office of the Registrar, n.d.). Student records may only be shared outside the college when students have provided explicit written authorization. Student records may only be shared in the college when there is an educational need to know. When plagiarism detection tools are used as part of academic misconduct processes, it may be necessary to provide documentation that data safety conditions were met. Data safety conditions are local hosting, detection tools under contract, and students’ explicit written authorization for use of said detection tools.

- **Campus academic integrity policies:** Campus academic integrity policies at state institutions may need to be updated by relevant faculty governance bodies to acknowledge GenAI.

Additional concerns raised by labor representatives

Labor representatives were asked to identify their members' concerns regarding the implementation of GenAI in state government, specifically as it relates to workforce impacts for specific job classifications or job families. Labor representatives expressed their inability to accurately determine which job classification and workforce impacts that might be affected by GenAI. This challenge stemmed from the lack of a comprehensive inventory of GenAI use cases, as previously mentioned in this report. Labor representatives emphasized the importance of co-determination in developing this inventory to ensure it accurately reflects all relevant workforce impacts and enables them to effectively advocate for members. Without this resource, labor representatives relayed that they were unable to effectively advocate for the thousands of members they represent on these issues, as they were unable to fully grasp the potential impacts GenAI might have on their members' positions.

Nevertheless, they expressed their concerns about the following roles, based on a combination of personal experience and anecdotal evidence from their members:

- “Faculty, classified staff,”
- “All IT classifications, program specialists, program supports, fiscal analysts, instructional designers, security personnel, financial aid specialists, classroom support technicians,”
- “Licensing Service Representatives at the Department of Licensing,” and
- “Office support and creative content creation” (Anonymous survey responses to Appendix A).

Labor representatives also shared concerns about the following roles during the revision process of compiling this report:

- Transportation Engineering, specifically in design,
- Communication Officers (911 dispatchers) and other dispatch center employees,
- Law enforcement officers who review traffic camera footage, and

- Public safety employees and any employees who are similarly expected to generate reports and other written products from data that can be accessed by GenAI technologies.

Labor representatives also conveyed unease about GenAI's workforce impacts on education. One workgroup member shared,

25% to 40% of my students [use] AI. That is only the percentage I have detected ... The quality and content of writing I see in my classes is totally different now than it was two years ago. If instructors are teaching analog writing and students are gravitating towards AI writing, what does this mean from a labor perspective? (Anonymous survey response to Appendix A).

Sarah Lorenzini, Union Representative for Professional and Technical Employees Local 17, whose constituency includes state transportation engineers and planners and 911 dispatchers, expressed concern about the erosion of engineering skills as well as public safety. The biggest concerns are the areas of project design, where much of the work already involves reliance on technology in conjunction with skilled engineering judgment, and transportation planning, which involves data collection, analysis, and reporting. In addition, public safety needs to be considered when looking at the use of GenAI in dispatch centers where much nuance and independent judgment is involved, and a human “touch” is a necessity.

During workgroup discussions, labor representatives also mentioned concerns that customer service roles, all of which require some level of emotional intelligence, may be displaced by chatbots. Similarly, they raised concerns that translation work may be displaced by GenAI language translation software. Mitigation strategies are discussed in more depth in the next section. However, for these two specific instances, labor representatives recommended that such impacted roles shift to verify AI-generated content and translations, and that bilingual pay should still be provided to applicable employees in such roles.

Strategies to mitigate potential negative effects and realize positive effects of GenAI

Develop an effective change management plan

Anticipate and address resistance to change

State employers should prioritize creating a comprehensive change management plan that anticipates and addresses resistance to GenAI implementation. This approach can help to facilitate a smoother transition and accelerate the realization of benefits while minimizing potential drawbacks. Labor representatives expressed their desire to be included in the development and execution of these plans to ensure that the workforce's concerns are meaningfully addressed. OFM SHR maintains that the time for labor organizations to be involved is through the impacts bargaining process.

The necessity of anticipating and addressing resistance to change is further supported by the draft findings from the WaTech & UC Berkeley AI Survey, which reveals a significant divide in perceptions regarding AI's effect on the state workforce, further highlighting the need for a tailored, people-centered implementation approach. The survey results indicate that 60.5% of respondents believe AI will change how most state employees perform their jobs (2025). When analyzed by job role, 44.4% of executives foresee significant changes compared to 68.9% of managers and 60% of employees (WaTech & UC Berkeley, 2025). Figure 1 presents a visualization of this data.

Change management is one of the biggest areas of opportunity for improvement for state employers, according to the annual Washington state Employee Engagement Survey, which further underscores the importance of this recommendation. Conducted in October 2023, the survey gathered feedback from 50,758 executive branch employees, representing a 68% participation rate (OFM, 2024a). The survey identified change management as a major area for improvement, with responses showing 25% negative, 27% neutral, and 48% positive feedback to change management related questions. While 56% of respondents felt involved in decisions affecting their work, only 48% felt that senior leadership communicated effectively about significant changes (OFM, 2024b). Figure 4 presents a visualization of this

data.

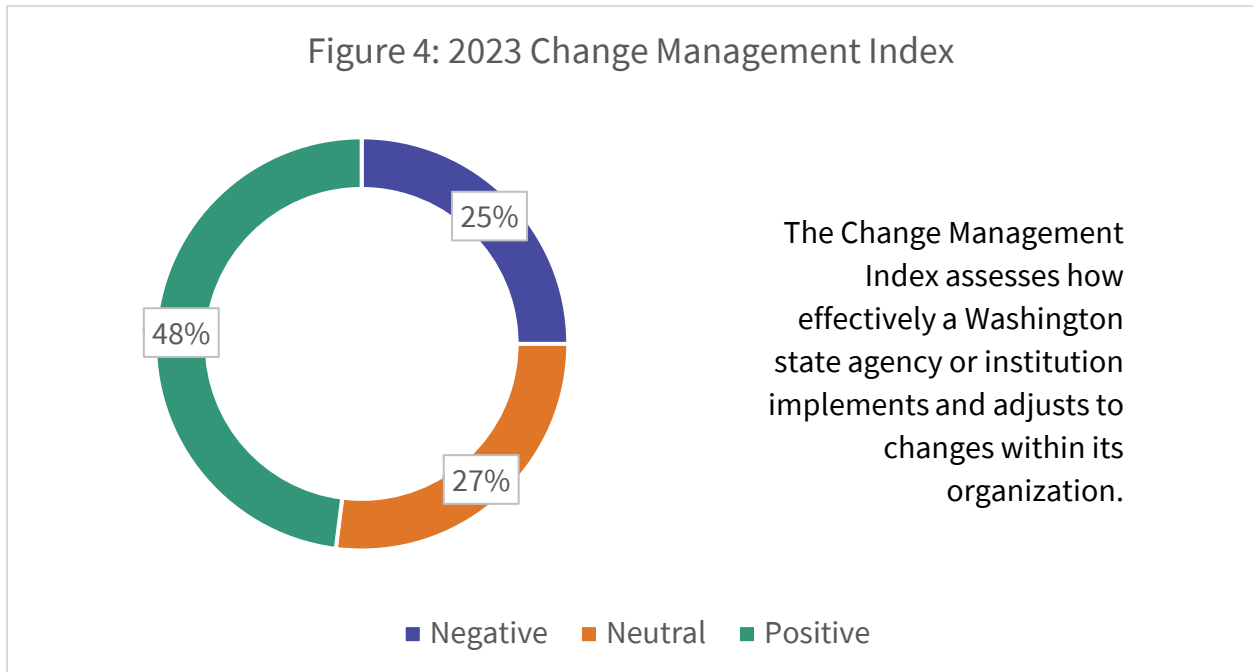


Figure 4: Office of Financial Management, Statewide Employee Engagement Survey, 2024b

As GenAI transforms industries, change-practitioners and leaders must focus on a people-centered approach to support its successful adoption by the workforce. Prosci’s chief innovation officer, Tim Creasey, highlighted how the ADKAR methodology can help manage the disruptive effects of GenAI, empowering front-line employees to confidently and effectively use this technology to enhance productivity and redefine the way work is done (Creasey, 2024). ADKAR is a change management model that outlines five key stages for successfully implementing change: (1) raising awareness of the need for change, (2) fostering a desire to support it, (3) providing the necessary knowledge and training, (4) building the ability to execute it, and (5) reinforcing the change to sustain it over time. This model emphasizes that change succeeds when individuals progress through these stages, addressing both personal and organizational aspects of the process.

In the presentation, Creasey recommends that leaders encourage their employees to examine their work by sorting their tasks into three categories:

- Human exclusive tasks,
- Tasks that could benefit from GenAI collaboration, and
- Tasks with automation potential (Creasey, pg. 31).

By leveraging the ADKAR methodology and fostering a collaborative mindset, leaders can effectively guide their teams through the transformative changes brought about by GenAI, ensuring that employees are empowered and prepared for the future of work. Labor representatives emphasized that change management plans must be composed of fair workload management, clear retraining programs, and proactive support for employees adapting to GenAI-driven roles. Labor representatives said that any such change management plan should include representatives from the labor organizations representing the agency's workforce. The workgroup agrees that changes will require bargaining, like any other change that implicates a mandatory subject of bargaining.

Increase transparency for GenAI use cases

Effective change management relies on transparency, and there is a critical need for clear communication about GenAI adoption. As noted previously in this report, there is not yet a GenAI use case inventory for Washington state. When the workgroup was initially formed, our hope was that there would be a comprehensive GenAI use case inventory for Washington state employers, which we could use to assess workforce impacts for this report. WaTech is leading an AI Community of Practice, whose AI Use Cases Subcommittee is collecting an inventory of potential GenAI use cases, including some that are in prototype or production. WaTech's Office of Performance and Accountability manages the IT portfolio for the state, including an application and infrastructure inventory. This program is currently collecting data on GenAI use in the state, in accordance with their annual portfolio update cycle. However, neither of these will be finalized before this report is submitted.

The workgroup highlighted the need for greater transparency in how GenAI is used across state government. Labor representatives advocated for being active participants in reviewing and shaping transparency initiatives related to GenAI use cases, ensuring clear and timely communication with employees. Transparency in GenAI use cases is essential for effective change management as it builds trust, reduces resistance, and fosters clear communication. When employees understand the rationale, goals, and impacts of GenAI, it eases concerns about job displacement and promotes buy-in. Clear information helps employers address concerns early, such as biases or privacy issues, while supporting accountability in GenAI decision-making. Transparency also enables the selection of targeted training and upskilling programs, ensuring employees are prepared for new technologies and processes.

Labor representatives reported that by involving labor in these transparency initiatives, employers can promote accountability and strengthen trust with the workforce, supporting a smoother, collaborative adaptation to GenAI-driven changes. OFM SHR agrees that

employers should be sharing information early on with their employees and labor representatives and maintains that the state will meet their bargaining obligations.

Develop a GenAI workforce planning strategy

Identify skill gaps

Talent planning for the state workforce involves evaluating current skills and forecasting future needs, particularly in GenAI and data science. By conducting a skills assessment to identify gaps, state employers can develop targeted training programs and recruitment strategies to ensure the workforce is equipped to meet evolving demands (National Association of State Chief Information Officers [NASCIO], 2024, pg. 15).

Recruit and onboard talent with GenAI expertise

Talent attraction and onboarding in the state workforce will require a focus on recruiting professionals with expertise in GenAI, machine learning, and data science. To address budgetary and labor market challenges, competency-based hiring can expand the applicant pool, especially as many tech workers are near retirement. While salaries may not be as competitive as those for private sector jobs, emphasizing the state's leadership role in GenAI implementation and its positive impact on communities can be a powerful incentive for attracting talent (NASCIO, 2024, pg. 15).

Partnering with academic institutions to establish internship or training programs could provide students with hands-on experience in GenAI projects in state government. Such programs can help bridge the gap between academic learning and practical application while also attracting young talent to public sector careers.

Create an upskilling/retraining plan for current employees

There is widespread agreement that resources need to be devoted to upskilling the workforce to prepare them for GenAI's integration into their work. Labor representatives emphasized that as GenAI takes over certain repetitive tasks, the roles and responsibilities of employees will likely expand. They suggested that reskilling programs should account for this expansion, and position descriptions should be updated to reflect the added responsibilities. Labor representatives also recommended offering career counseling and job placement services to displaced employees, particularly for employees from underrepresented demographics in the Washington state workforce.

Academics and state employers alike underscore the importance of such an upskilling plan for the public sector workforce. As Annette Bernhardt, director of the Technology and Work Program at the UC Berkeley Labor Center, urged the California state Senate, “We must invest in public sector employees to ensure they have the skills and expertise to select, administer, manage, and work alongside public sector AI” (2025, pg. 3). Similarly, Scott West, chief information officer for the Washington State Department of Ecology affirmed, “The only way my team is going to survive is if we give them the opportunity to upskill.”

An example of such a resource that exists for upskilling at the federal level is the U.S. Department of Defense’s Skillbridge program, which provides resources for skills transition for veterans. Another example at the Washington state level is the Legislature-directed creation of the Cloud Transition Task Force. This task force was created to review the effects of migrating the state’s information technology toward cloud services on state employees, and to consider how to best meet the retraining needs to ensure that employees are retained and supported through the transition. A report submitted to the Legislature in 2021 summarized the research and policy considerations addressed by the Task Force. One of the recommendations identified in the report is a Cloud Retraining Program to provide a coordinated approach to skills development and retraining to ensure IT employees can prepare appropriately for the state’s transition to cloud computing, along with defining core IT competencies to help guide employees in career and skills development to be used to define clear retraining pathways. The Information Technology Professional Structure Governance Committee worked to develop personas for existing job family definitions specifically related to cloud computing and is currently in the process of mapping and identifying available training for each job family for retraining and upskilling current employees. By looking to the future, leveraging human analytics in platforms such as Workday, state employers can create data-driven upskilling and retraining programs that prepare employees for evolving roles and foster adaptability in the workforce.

Incentivize employee retention and prioritize workplace flexibility

According to the National Association of State Chief Information Officers (NASCIO), “GenAI talent will continue to be in high demand across industries,” and attracting and retaining these employees will require more than just “competitive pay” (2024, pg. 3). State governments can leverage positive effects on the community resulting from GenAI’s transformation of public service delivery as a key factor in attracting and retaining talent (NASCIO, 2024, p. 3). Along these same lines, a recent McKinsey survey found that 51% of GenAI creators and heavy users plan to leave their jobs in three to six months. The survey found that contrary to widespread belief, their decision is not driven primarily by compensation. Instead, these employees prioritize workplace flexibility such as the ability to

work remotely, a sense of belonging, supportive colleagues, and meaningful work. When companies offer flexibility and a supportive environment, these employees are more likely to stay. Without these, they tend to leave, despite potential financial incentives (De Smet, et al., 2024).

Seek feedback from state employers, employees, and labor

Labor representatives highlighted that GenAI projects are more likely to succeed when there is early and meaningful collaboration and worker input. Labor representatives conveyed that represented employees bring a deep understanding of workforce needs and the practical implications of GenAI tools on daily tasks and responsibilities. This early involvement ensures workforce concerns and insights directly inform decisions about GenAI applications. One labor representative shared that “workers would like to have input into technology adoption in the workplace, how it affects them, and how to shape their tasks and duties to benefit from and use technology” (Anonymous survey response to Appendix A).

Employees can play a crucial role in identifying opportunities for technology to enhance government services, especially in times of growing demand and limited resources. As noted by policy researchers at the UC Berkeley Labor Center, “workers ... are vital partners in identifying opportunities for technology to help government better serve more people in an era of growing needs and shrinking resources” (Hinkley, 2023, pg. 61). A key first step in the implementation of emerging technologies is identifying “inefficiencies and pain points for both public sector employees and the public itself,” which is critical for the “effective evaluation, development, and implementation of emerging technologies” (Nonnecke et al., 2020, pg. 4).

Research suggests that such partnerships can help leaders “prioritize implementation of technologies in ways that address the needs of employees,” such as in cases where “workers were overburdened,” so that “governments can promote solutions that assist employees and the public, while garnering support from unions” (Nonnecke et al., pg. 44). This approach emphasizes worker engagement in the process, which strengthens the acceptance and success of technological advancements.

Annette Bernhardt, director of the Technology and Work Program at the UC Berkeley Labor Center, advocates for public sector employees to “participate fully in technological design and implementation because they possess the knowledge and experience to support responsible, effective use of GenAI in delivering public services” (2024, pgs. 2–3). This design paradigm is coined the “human in the loop” approach, which “incorporates human oversight, intervention, interaction or control over the operation and decision-making processes of an

AI system” (International Association of Privacy Professionals, 2024). Bernhardt has further argued that “dehumanization and automation are not the only path. With workers at the table, AI ... can be put in the service of creating a vibrant and productive economy built on living wage jobs, safe workplaces, and race and gender equity” (Bernhardt et al., 2021, pg. 3).

One best practice that the workgroup discussed is that individual employers could survey their workforce to gather input on pain points and opportunities for innovation and automation of tasks, so that software solutions could be identified to address employee needs. Another option would be that when employers are considering implementing GenAI tools, they can identify which employees’ work processes will be directly impacted and survey those employees to identify and proactively address concerns. Labor representatives communicated that ongoing feedback mechanisms should be established, ensuring that employee concerns about GenAI can be raised and addressed continually. The workgroup agreed that employees can think of impacts that managers may not always think of and can then work on improving the process together.

Commitment to collaboration and acknowledgment of different perspectives

This section outlines areas where labor representatives and OFM SHR identified differing perspectives on the impact of GenAI implementation on the workforce, focusing on collaborative solutions while acknowledging that labor may employ collective action if worker rights are not honored.

Labor representatives' views and recommendations	OFM SHR's views and recommendations
<p>1. Management rights in collective bargaining:</p> <p><i>Addressing legislative barriers is within scope</i></p> <p>The executive order tasked the workgroup with developing strategies to mitigate the negative impacts of GenAI and recommending policies to achieve that goal. Labor representatives assert that proposing changes to RCWs governing management rights is fully within this mandate. GenAI presents transformative challenges as it can perform the work itself, which goes far beyond a tool that supplements a worker. This reality necessitates unprecedented measures to ensure fair and equitable outcomes, including enabling labor organizations to have a meaningful role in shaping its implementation.</p> <p><i>Management rights approach skimming through GenAI</i></p>	<p>1. Management rights in collective bargaining:</p> <p><i>Eroding management rights is out of scope</i></p> <p>OFM SHR holds that the purpose of the executive order was for OFM SHR to collaborate with organizations that represent state government employees to “assess the impact of [GenAI] on the state workforce, develop strategies to mitigate any negative impacts, and support programs that help workers develop the skills and knowledge they need to successfully use [GenAI]” (Inslee, 2024, pg. 4). The purpose was not to pursue legislation to erode the rights of management or the entrepreneurial control of state employers about technology or the advancement of GenAI. Rather, we were to work together to ensure the systems we have in place will continue to foster and support both the employer and their</p>

Labor strongly opposes the view that GenAI-related decisions should remain solely under management rights. Unlike prior technologies like computers, the internet, or timekeeping systems — which enhanced workflows without fundamentally altering them — GenAI can change the very nature of work. It can automate complex tasks to such a high degree that it approaches being seen as a form of skimming, where bargaining unit work is being given to an entity outside of the bargaining unit. Excluding represented staff from these decisions undermines the ability to anticipate and address real-world challenges posed by GenAI.

Decision bargaining needed over impact bargaining

Post-implementation impact bargaining mechanisms are inadequate for addressing the rapid and profound changes brought by GenAI. Labor insists that decision bargaining is necessary, allowing for represented staff involvement before implementation. Early and proactive collaboration ensures that GenAI aligns with workforce needs and mitigates disruptions effectively. Waiting until after decisions are made risks creating avoidable challenges that timely input could prevent.

GenAI fundamentally differs from past technology

GenAI is not just another technological advancement; it has the potential to perform complex tasks that fundamentally

employees as GenAI gets introduced into the workforce.

Bargaining unit work

Past technological advances have led to changes in the way that work is done. Similarly, with GenAI, as the work changes, we have processes in place that we currently use as technology is introduced. If we determined that work was going to be displaced, we already have practices and protections in place that would address that.

OFM SHR contends that when employers are revising or establishing policies, if there is an impact to a mandatory subject of bargaining, there is an obligation for the employer to provide notice and engage in impact bargaining, during which time, labor organizations and employees have an opportunity to provide input into such policies which is a practice currently in place that will not change as GenAI develops. In addition, typically when policies are revised at the agency or institutional level, employers gather feedback from their employees to involve them in the process.

Impact bargaining is effective

OFM SHR recognizes labors concerns. Under the current bargaining process among state employers subject to chapters 41.80, 41.56, and 47.64 RCW, we have a long and productive relationship of fully engaging in bargaining before major changes are implemented. The overhaul of the IT system

reshape workflows and redefine human labor. Unlike a timekeeping system that reliably conveys predictable data or a computer that follows explicit user commands, GenAI generalizes from limited context, forming perspectives and presenting them convincingly as truth. This capacity blurs the line between fact and fiction, creating outputs that may seem credible but could be biased, inaccurate, or misleading.

For example, GenAI could be used to restructure a worker's daily tasks, create templates or prompts for customer-facing roles, update public data while misrepresenting facts about scheduling. It could even be used to develop complex AI agents capable of replacing entire sections of the workforce. These capabilities go beyond enhancing productivity; they introduce risks of misaligned priorities, diminished accountability, and the devaluation of human-created work.

Moreover, GenAI's increasing ability to produce work nearly indistinguishable from human effort presents unique challenges. If the outputs are prioritized for cost-saving purposes over accuracy or ethical considerations, it risks undermining trust and reliability in decision-making processes. This revolutionary shift necessitates a new approach to collaboration and governance, ensuring that GenAI tools are implemented with robust oversight, ethical safeguards, and alignment with workforce needs.

within OFM SHR's Classification and Compensation section, as well as the system changes for higher education that resulted in ctLink are perfect examples of collaborative and successful bargaining of critical changes to the systems employees rely on and contribute to. There is no intent for the state to change that interactive process when it comes to GenAI, whether it be at the enterprise or state/institution level. The state must meet its obligations to engage in good faith bargaining on the effects of system changes in the same way that it always has. Labor can rely on those obligations and has dispute venues available to them if they feel the state is not meeting its bargaining obligations. Washington residents can rely on state agencies and institutions to use their funds appropriately to responsibly purchase systems that continue to enhance, improve, and keep the work moving forward as technology continues to change and evolve, as it always has.

OFM SHR agrees and recommends that employers be forthcoming and transparent with labor organizations to the best of their ability. From the perspective of OFM SHR, while this is a similar technological shift in the way we conduct work, like the introduction of computers, the internet, or even new timekeeping systems, the employer recognizes that early information sharing and collaboration with labor organizations will be necessary to successfully introduce GenAI to the workforce, and we are committed to that

Past collaborations highlight need for change

Labor disputes OFM SHR’s characterization of past collaborative efforts, such as ctcLink and the IT reclassification process, as successful examples. The ctcLink platform was widely seen as a failure among represented employees, and the IT reclassification effort required years of appeals to correct the initial attempt at wide reclassification and it remains unstable on many campuses. These examples highlight the risks of inadequate collaboration and reinforce the need for systemic changes to ensure that GenAI implementation genuinely addresses workforce concerns.

Early, meaningful engagement builds trust

Labor agrees that early collaboration and transparency are critical. However, transparency must go beyond information sharing to include meaningful engagement with represented employees during planning and implementation. This approach ensures that GenAI policies are informed by practical experiences and fosters trust and confidence in the new systems.

Balancing needs requires labor input

Balancing workforce needs with operational requirements cannot be achieved without prioritizing early and meaningful input from represented employees. Workers possess unique insights into how GenAI will impact their roles, responsibilities, and workflows. Excluding labor organizations from these

approach. However, employers retain the right to make decisions on the GenAI technology that will be implemented, in order to ensure timely and cost-effective implementation.

<p>discussions risks creating inefficiencies, inequities, and resistance to new technologies. A framework for real-time negotiation is a necessary adjustment to address the challenges posed by GenAI responsibly and collaboratively.</p>	
<p>2. Third-party vendors:</p> <p>Labor emphasizes the critical need for early notice when third-party tools implement AI solutions outside of the employer’s direct control. Early notification allows for the identification of potential impacts alongside represented employees, ensuring that workforce concerns are addressed proactively. Additionally, labor advocates for the development of a standardized response method that includes common impact mitigation techniques, recognizing that as AI patterns become more predictable, consistent strategies will enhance fairness and efficiency across agencies.</p>	<p>2. Third-party vendors:</p> <p>OFM SHR holds that GenAI may require an enterprise-wide approach and will prioritize sharing information and providing bargaining opportunities consistent with historical applications of technology changes. However, state employers may have varying needs that will require tailored discussions to address operational environments.</p>
<p>3. Worker consent:</p> <p>Union representatives voiced concerns regarding worker autonomy with GenAI, specifically asking if employees could choose to opt out of GenAI-based tools. Labor ultimately asserted that management has a right to determine work processes, however management also has an obligation to provide comprehensive training for completing work processes.</p>	<p>3. Worker consent:</p> <p>OFM SHR holds that management has a right to determine work processes and tools for its employees. Opting out of work is not recommended and could result in negative implications for employees. However, the employer is committed to training, policy development, and engagement with labor and employees to make GenAI successful.</p>
<p>4. Classification changes, compensation decisions, and retraining:</p>	<p>4. Classification changes, compensation decisions, and retraining:</p>

<p>Labor acknowledges the mechanisms outlined by OFM SHR but contends that the introduction of GenAI fundamentally differs from the addition of prior job duties, as it has the potential to rewrite the most basic aspects of nearly every workflow it is applied to. This revolutionary potential renders the traditional method of reclassifying positions — relying on agencies or institutions to bring forward recommendations — too reactionary and insufficient to address the profound impacts of GenAI. Waiting until successor bargaining or post-implementation impact bargaining leaves employees vulnerable to misaligned duties and unrecognized responsibilities during a period of significant transformation.</p> <p>Labor asserts that a proactive approach to classification changes is critical. Employers must work with labor organizations from the outset to anticipate the broad and foundational changes GenAI will introduce to roles and responsibilities. This early collaboration ensures that class specifications are updated in real-time to reflect the evolving nature of work and prevents delays that could undermine employee trust and operational efficiency.</p> <p>Similarly, compensation adjustments for new duties associated with GenAI should not be deferred to traditional classification reviews. As GenAI tools reshape workflows, employees tasked with leveraging these technologies will require specialized skills and assume higher levels of responsibility.</p>	<p>OFM SHR maintains that employers will provide notice to labor organizations if any new policies or revised policies affect mandatory subject of bargaining.</p> <p>OFM SHR clarified that classification is not a subject of bargaining, and there is a mechanism in place where agencies/institutions and labor can bring forward recommendations for classification changes. OFM SHR provides the draft class specifications to our labor partners for informational purposes during successor bargaining, as OFM SHR does consider any labor feedback/input on class revisions. During successor bargaining, labor can also propose classification changes as part of the bargaining process.</p> <p>OFM SHR expressed that compensation is bargained during successor bargaining; this includes any increases to a classification that might have gone through a revision and may include higher level duties due to the nature of the GenAI tools being used.</p> <p>OFM SHR communicated that without knowing the full effects on which GenAI technology an employer decides to use, there is no way to agree in this report on what impacts might look like. Any potential impacts would be something that would be bargained when employers decide which technology they want to use and provide notice to the impacted labor organization(s).</p> <p>OFM SHR is not necessarily opposed to the notion of higher-level duties receiving</p>
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<p>These shifts must be recognized and compensated equitably as part of a structured, forward-thinking strategy that reflects the transformative nature of GenAI.</p> <p>Finally, while OFM SHR asserts that training for GenAI can follow standard processes, Labor emphasizes that such an approach is inadequate given the scale and complexity of the retraining required. GenAI adoption demands a comprehensive, proactive plan to reskill employees, developed collaboratively with labor to ensure that workers are not only prepared for their evolving roles but also supported through this paradigm shift. A reactive framework risks creating inefficiencies and inequities, while proactive engagement fosters trust and ensures successful implementation.</p>	<p>additional compensation. This is contemplated as part of the classification review process and reflected in our CBAs. If an employee wants to have their job classification reviewed, or a supervisor wants to seek a reallocation, there are contractual obligations to review job classifications if they do not feel that the outcome of a decision is inaccurate.</p> <p>OFM SHR maintains that the time for labor organizations to be involved is through the impacts bargaining process. How employers develop and implement training will be no different for GenAI than the usual process of identifying and providing training.</p> <p>In addition, to mitigate the potential harm of GenAI in the workplace, OFM SHR in partnership with WaTech and the HR community could consider creating template language as a model to assist state employers with updating position descriptions to integrate GenAI capabilities while ensuring human oversight. OFM SHR will continue to update job class specifications as necessary, according to normal processes.</p>
<p>5. GenAI versus human decision-making:</p> <p>Labor acknowledges the importance of a “human-in-the-loop” approach to provide critical evaluation and feedback when utilizing GenAI tools. However, Labor emphasizes that GenAI must not replace human decision-making in areas that significantly impact workers, such as hiring, performance evaluations, disciplinary</p>	<p>5. GenAI versus human decision-making:</p> <p>OFM SHR maintains that incorporating human oversight, or a “human-in-the-loop” approach, is also crucial, as GenAI allows for critical evaluation and feedback that algorithms alone might miss. Not knowing the full impact on what GenAI technologies employers might use, we disagree and</p>

<p>actions, or workload distribution. The use of GenAI in these types of decisions runs the risk of perpetuating prior biases embedded in the historical context of our culture.</p> <p>Labor further contends that limiting GenAI to functions like sorting and organizing is not about restricting its potential but ensuring its use aligns with fair and ethical practices. Unchecked reliance on GenAI risks undermining worker trust and creating systemic challenges that could outweigh its benefits. Early collaboration with represented employees in evaluating GenAI applications is essential to identify appropriate use cases, integrate human oversight effectively, and establish safeguards that uphold worker rights and promote equitable outcomes. Labor discusses this topic further in the sections titled “Essential human skills in an AI-enhanced future,” “Gender and job displacement,” and “Considerations for the law enforcement sector.”</p>	<p>cannot commit that GenAI can only be used as a sorting and organizing tool.</p>
<p>6. Protections against bias in GenAI-driven decisions:</p> <p>Labor supports the commitment to implementing anti-bias practices in GenAI but emphasizes that without labor involvement, these frameworks risk being incomplete or ineffective. For example, Washington law enforcement currently has less than 8% female officers, a disparity that is gradually being corrected. Without proper bias mitigation, GenAI could perpetuate or even exacerbate such patterns by</p>	<p>6. Protections against bias in GenAI-driven decisions:</p> <p>OFM SHR asserts that employers should commit to proactively implementing anti-bias practices related to GenAI implementation. There is work in progress to develop frameworks to safeguard concerns about inequities, both in the implementation of GenAI, as well as in the recruitment process, broadly.</p> <p>OFM SHR conveyed that in general, labor is not involved in the employer hiring</p>

replicating existing biases in recruitment data, undermining ongoing efforts toward diversity and equity.

Similarly, performance reviews using GenAI pose significant risks if the technology evaluates communication styles or categorizes efficacy through a lens that fails to account for local workplace cultures, broader societal norms, or the varied perspectives of neurotypical and neurodivergent employees. Such misalignments could unfairly disadvantage employees and erode trust in the evaluation process.

Labor asserts that co-developing anti-bias frameworks with labor organizations ensure safeguards are comprehensive and reflect the lived experiences of the workforce. Without proactive collaboration and oversight, GenAI may unintentionally perpetuate inequities, highlighting the need for transparency and accountability in its application.

Labor representatives recommend that administration management platforms must be composed of provisions addressing the ethical use of GenAI, ensuring that GenAI tools used for data management, generating job descriptions, assessing applications, and other administrative processes are free from bias and are used in a way that aligns with workplace goals and values. All evaluations should include sector-specific labor representation alongside experts to ensure fair and transparent processes. Any platform

processes. State employers will use the fair and unbiased process developed over decades to select and hire qualified candidates complying with all state and federal laws. State employers do not intend to use GenAI in a way that will negatively affect this practice.

OFM SHR has extensive collective bargaining language, rules, practices, and expectations in place as it relates to performance reviews and how they are conducted, which requires a human element to it. We are not anticipating any changes to this process through GenAI.

<p>believed to be acting in conflict with these goals and values will be suspended from use until further evaluation. Evaluation must be executed by experts as well as representatives from every stakeholder group in the affected community.</p>	
<p>7. AI Subject Matter Experts (SME) licensure/certification</p> <p>To ensure that GenAI tools effectively address workforce needs and build trust, Washington should establish a formal AI SME certification/licensure program as a state-run requirement for employees in key roles involving GenAI. AI SMEs serve as vital labor representatives who bring their expertise to the deployment, oversight, and adaptation of AI solutions in their departments. As existing subject matter experts for their respective areas, these SMEs are uniquely positioned to ensure that GenAI tools are implemented to directly address worker concerns, support effective use, and adapt to evolving workplace needs.</p> <p>Any department or agency that seeks to implement an AI solution should designate at least one certified AI SME to facilitate the project’s success and foster workforce support. The selected AI SME should have no less than 30% of their existing Position Description overlap with the intended focus of the AI tool, ensuring their expertise aligns with the tool’s area of application and that they can provide meaningful guidance on its deployment.</p>	<p>7. AI Subject Matter Experts (SME)</p> <p>OFM SHR asserts that SMEs may be recommended as GenAI technologies are implemented. This approach is supported by 68.5% of survey respondents in the WaTech & UC Berkeley survey (2025), who said they believed it would be helpful if their organization had a “Responsible AI Champion” who could help provide guidance to others (WaTech & UC Berkeley, 2025).</p> <p>OFM SHR’s perspective is that it depends on what GenAI technology is being implemented at the employer level to determine how an expert may be used. Some technologies may not require that licensure/certification be a requirement. Furthermore, requiring this type of licensure/certification could create inequities among marginalized employees.</p> <p>Employers should retain the right to determine how employees are allocated. There are existing provisions in place under the collective bargaining agreements that allow employees and their labor representatives to request reviews of positions if they believe they are not properly allocated.</p>

The AI SME certification/licensure process should be designed to support ongoing professional growth, requiring continuing education that helps SMEs maintain their expertise in the rapidly changing field of GenAI. Certified AI SMEs will play a critical role in advocating for and shaping AI solutions that align with labor interests, supporting both technical implementation and worker engagement. With their established rapport among co-workers, certified AI SMEs are also accessible resources, further encouraging employees to approach them for support when learning or troubleshooting new AI solutions. This trusted peer relationship helps build confidence in GenAI tools and strengthens the overall adaptability and acceptance of AI in the workforce.

Certified AI SMEs should receive additional compensation to reflect the increased responsibilities and specialized knowledge required for these roles. This compensation will be calculated as a sliding-scale bonus, ranging from 5% to 30% of an employee's base salary, based on the percentage of daily tasks associated specifically with AI SME responsibilities. This bonus structure recognizes the expertise, adaptability, and vital support AI SMEs provide in bridging the gap between AI technology and workforce needs.

Labor representatives should participate in determining when new GenAI responsibilities warrant reclassification or adjustments, ensuring fair compensation for

OFM SHR is not necessarily opposed to the notion of higher-level duties receiving additional compensation; however, compensation is bargained at the state level with OFM and is outside the scope of the workgroup.

OFM SHR could help with position description templates; however, OFM SHR does not provide the level of oversight labor is seeking in agencies as employers have the flexibility to determine how employees are allocated. If there are disagreements with how an employee is allocated, there are provisions currently in place where employees could request position reviews.

expanded roles. For employees who assume AI-related tasks without formal certification, duties should be compensated in line with their classification, with reclassification considered if the addition of GenAI tasks significantly changes the scope of their role.

This compensation and classification framework should be established as a minimum policy standard, allowing bargaining units to expand or tailor the compensation structure as necessary via the collective bargaining process to meet the unique demands of each bargaining unit.

GenAI skill development programs

Develop high-level training on responsible GenAI

Training topics recommended by labor representatives

Section 4 of Executive Order No. 24-01 requires the Washington State Department of Enterprise Services to collaborate with WaTech and Office of Equity to develop a training plan for state government workers (Inslee, 2024, pg. 3). The executive order specifies that the training plan must cover potential benefits to state operations and services, risks of unfair outcomes, privacy and cybersecurity concerns, and other harms like automation bias.

To fulfill our requirement under section 9 to “support programs that help workers develop the skills and knowledge they need to successfully use GenAI” and to further support the efforts of the section 4 workgroup, section 9 workgroup members discussed additional components that would be beneficial to include in this high-level training (Inslee, 2024, pg. 4). These recommendations were provided to the section 4 workgroup for consideration, in addition to being included in this report. One workgroup member stressed their conviction that the “most important factor needs to be flexibility in training programs that can adapt to rapidly changing workplaces and the technology being adopted” (Anonymous survey response to Appendix A).

Labor representatives recommended that important topics in this training are as follows:

- **How to mitigate bias:** Training must ensure that workers understand how to identify, avoid, and address biases that can emerge in GenAI-generated content, especially when used in high-stakes areas like hiring, performance evaluations, and public service delivery.
- **Data privacy:** As GenAI applications may involve personal or sensitive data, workers should receive training on data privacy principles, emphasizing transparency in line with Washington state privacy laws.
- **How to recognize, vet, and appropriately cite AI-generated content:** Training should guide employees on how to discern AI-generated content, verify its accuracy, and cite it responsibly, especially in public-facing roles where accountability is critical.
- **AI-ethics and risk-training:** Ethics training should be composed of case studies on potential risks of automation bias, privacy infringements, and other ethical considerations. This will empower workers to make informed decisions and proactively address concerns.
- **Support for struggling workers:** Reference the section titled “[Offer additional support to struggling workers](#)” below for more details.

Provide dynamic and/or hands-on training

Koma Gandy, vice president of leadership and business at Skillsoft, highlighted the importance of multimodal and accessible training that combines videos, educational resources, and a “sandbox” environment for hands-on GenAI practice (Teale, 2024). She emphasized that practical training keeps employees more engaged than traditional methods. As Gandy put it, “It’s important that it’s not just a bunch of PowerPoint slides with a bunch of words on them. It’s, ‘Oh, I actually know what prompt engineering is because I tried it out... and I can figure out how to use this in my job role’” (Teale, 2024).

To address labor's priorities of transparency, privacy, and equity in GenAI training, labor representatives recommended the following additional components:

- **Privacy in sandbox environments:** Ensure that data used in training environments respects employee privacy, especially when handling sensitive or personal information.
- **Equitable access to training:** Multimodal training should be made widely accessible, with adaptive options to support employees across various skill levels and learning preferences, ensuring that everyone can fully engage with GenAI learning resources.

Adequate time to allow employees to access this training during work time is also crucial in ensuring accessibility.

Offer additional support to struggling workers

Training less tech-savvy employees on GenAI can be challenging and might concern employers due to the potential need for additional resources. However, creative solutions exist, such as “reverse mentoring” programs, where more tech-confident employees aid their colleagues in gaining GenAI proficiency, as suggested by Bill Eggers, the Executive Director of Deloitte’s Center for Government Insights (Teale, 2024). Labor representatives stated that reverse mentoring setups should be composed of clear privacy protections to ensure employees feel safe sharing their learning needs, and no “tech-savvy” employee should be forced to take part in reverse mentoring.

Furthermore, Scott West, chief information officer for the Washington State Department of Ecology, highlighted the value of labor-management collaboration, and underscored the importance of supporting employees who were struggling with GenAI adoption, as he shared that his agency worked with the union to ensure that training or support was provided for those struggling with GenAI. This collaborative approach underscores that both labor and management recognize the importance of a nonpunitive environment, where adaptation support is prioritized over performance pressures. On a related note, Joey Hicklin, digital organizer and IT administrator for Washington Public Employees Association, proposed that in addition to employer-level supports, “statewide remedial programs [could] also assist any employees who struggle with the general training offerings, ensuring they have the resources to adapt without jeopardizing their job security” (Survey response to Appendix A).

Examples of federal and state GenAI training programs

Federal GenAI training

The Artificial Intelligence Training Series for federal employees, developed by Stanford's Human-Centered AI in collaboration with the AI Community of Practice (AICoP) and the Office of the Federal Chief Information Officer, aims to equip participants with critical knowledge on GenAI developments and their societal impact (AICoP, 2023). The program draws on multidisciplinary expertise to cover essential GenAI concepts, risks, and governance strategies, aligning with the AI Training Act's requirements (U.S. Congress, 2021–2022).

Key offerings are:

- “Navigating the AI Landscape: Fundamentals of Science and Technology,”

- “Understanding Foundation Models: Opportunities and Challenges,”
- “Mitigating Risk: Implementing Safe & Robust AI,”
- “Modernizing a Mammoth: Use-Cases of Public Sector AI,”
- “Addressing Bias and Data Privacy Concerns in the Age of Algorithms,” and
- “The Future of AI Innovation: A North Star for Robotic Learning and Embodied AI” (AICoP, 2023).

State-level partnerships with InnovateUS

Many states are offering training programs in collaboration with InnovateUS, a coalition led by public sector innovation and learning leaders from states including Maryland, New Jersey, California, Colorado, Maine, and Pennsylvania. InnovateUS provides “no-cost, at-your-own-pace, and live learning on data, digital innovation, and GenAI skills for public service professionals” (InnovateUS, n.d.). These programs aim to equip public service employees with the expertise needed to implement more effective, equitable, and engaging policies and services through responsible GenAI practices.

Maryland – Maryland’s GenAI training program aims to help government employees understand its risks and opportunities, while ensuring ethical use. The training was shaped by input from over 100 stakeholders and is designed to meet the needs of the state’s public servants. Katie Savage, secretary of Maryland’s Department of Information Technology, shared that “By prioritizing best-in-class education, the state’s workforce will be able to identify risks and opportunities more quickly and implement this technology effectively and responsibly” (Government Technology, 2024a).

New Jersey – New Jersey’s GenAI training program is similarly geared toward equipping state employees and contractors with the skills needed to use GenAI responsibly. The training provides an overview of GenAI, outlines the best practices, and offers strategies to mitigate bias. The training is designed to help state employees use GenAI securely, in alignment with state policies. Employees will gain practical experience through hands-on applications of GenAI to improve government communication and public services, making information more accessible. Several departments in New Jersey have already seen improvements from GenAI use, such as the Department of Labor and Workforce Development, which reported a 35% faster response time through AI-enhanced communication, and the Division of Taxation, which improved call resolution rates by 50% (Government Technology, 2024b).

California – California has launched a series of GenAI training courses for public employees, developed by the California Department of Human Resources in collaboration with InnovateUS. The courses target the general workforce, business leaders, and technical experts, with an emphasis on privacy, security, and mitigating GenAI biases. Technical training offered are courses such as “AI Project Management” and “Learning to Build a GenAI App” (California Department of Technology, 2024). The training is available through the CalLearns platform and is continuously updated based on feedback. The GenAI training seeks to help employees identify and address issues like inaccuracies and fabricated text while maintaining privacy protections and complying with state laws. It also prepares employees for the potential challenges of GenAI in the workplace by teaching them essential skills for the evolving GenAI-driven economy (Government Technology, 2024c).

Establish GenAI awareness, skill development, and mentorship programs

In addition to the high-level, enterprise-wide GenAI training mentioned in the previous section, employers could consider providing continuous training and development opportunities to enhance and update their employees’ GenAI expertise. Below are a few approaches the workgroup discussed to offer state employers to consider, with a focus on worker engagement and knowledge sharing.

Foster GenAI awareness and discussion among employees

Launch awareness campaigns to educate employees about the potential benefits, ethical considerations, and challenges of GenAI. These campaigns can be composed of informational sessions, newsletters, and intranet resources that highlight successful GenAI projects and best practices.

Establish a GenAI discussion forum for structured and regular conversations, lectures, and information sharing. These forums can help employees connect GenAI concepts to real-life applications that could support their work and provide a safe space to discuss potential risks and concerns openly. These forums can also provide a space to discuss how employees may already use GenAI in their daily lives, such as through web searching, use of social media, and other consumer tools.

Provide employees with access and time resources to existing online GenAI training

Platforms like Coursera, edX, and Udacity offer a wide range of GenAI courses that can be leveraged for continuous learning. Courses should cover fundamental concepts as well as specialized areas such as AI ethics and bias mitigation, natural language processing, and computer vision, ensuring a well-rounded skill set that considers the ethical implications of GenAI use.

Build teams with diverse skillsets

Organizing teams with a mix of skills, including data scientists, GenAI engineers, domain experts, project managers, and IT support. Each team should have clearly defined roles and responsibilities, with an emphasis on transparency and accountability to foster effective collaboration. Labor representatives shared that they want to be included where relevant to ensure that worker insights are incorporated into decision-making.

Encourage peer mentorship and collaboration

Organize hands-on workshops. Topics could include practical applications of GenAI tailored to common use cases applicable to the employer's workforce and could be led by employees who are already leveraging GenAI to aid them in their work processes, enabling them to share practical insights with colleagues.

Encourage cross-departmental and cross-agency collaboration on GenAI projects to leverage diverse expertise and perspectives. Collaborative initiatives can address complex challenges that span multiple areas of state operations. One example of cross-agency collaboration is WaTech's AI Community of Practice, which has been a productive avenue for knowledge sharing and promoting general awareness of GenAI practices.

Address training support challenges

Labor representatives stressed the importance of providing financial and logistical support for training programs. As one workgroup member noted, "Many agencies and institutions are understaffed and carving out time for trainings in many cases is low priority" (Survey response to Appendix A). Joey Hicklin with Washington Public Employees Association stated, "Supervisors often do not provide leave for employees to attend training. They are told to 'find time' and are then given large workloads" (Survey response to Appendix A).

To address this, employers may consider allocating protected time during work hours for training, possibly adding this time to position descriptions to ensure training access is

prioritized. Providing multiple avenues for employees to access this training, such as virtual and in-person options, can accommodate diverse learning needs and schedules.

Employers may also consider aligning these training dates with periods of lower workloads and incentivizing supervisors to actively support their employees' participation and performance in training programs.

Conclusion

The introduction of GenAI into Washington state's workforce presents both profound opportunities and significant challenges. While this technology holds potential to enhance productivity, accessibility, and innovation, its integration must be approached with deliberate strategies to mitigate negative impacts.

Labor representatives and management have engaged in robust dialogue to ensure that the needs of employees are prioritized while maintaining operational efficiency and public service delivery. This report underscores the need to not only create careful governance over GenAI, but also a shared commitment to creating a resilient, future-ready workforce that thrives alongside these advancements. By leveraging the insights and recommendations outlined in this report, Washington state can lead the way in implementing GenAI responsibly and equitably, setting a standard for innovation that centers on the well-being of its workforce and the communities it serves.

Appendix A:

Survey to inform impact assessment of GenAI on the Washington state workforce

Purpose

The purpose of this survey was to inform this report and was distributed to workgroup members from September 23, 2024, and October 4, 2024.

Questions

1. GenAI is already impacting my work. (Options – No, Maybe, Yes)
2. GenAI is already impacting the work of the bargaining units I represent. (Options – No, Maybe, Yes)
3. How is GenAI impacting your work or the work of the bargaining units you represent?
4. Which of the following GenAI use cases do you see as impacting the bargaining units you represent? (Options – Writing Assistance, Content Summarization, Coding Assistance, AI Chatbot, Language Translation, Content Generation, Image Detection, Video Generation). **Note – GenAI use cases were provided from WaTech’s Section 2 Report, which also included the benefits and examples of practical applications.*
5. What are your concerns with the selected use cases?
6. If you are willing to share, what concerns are you hearing from your members regarding the implementation of GenAI at their agencies, specifically as it relates to workforce impacts?
7. If you are willing to share, please identify any specific job classifications or job families you are hearing concerns about from your members regarding the implementation of GenAI at their agencies.
8. What strategies do you believe could effectively mitigate negative impacts on the state workforce?
9. What barriers, if any, do you foresee for employees accessing training for GenAI?
10. What strategies do you believe could effectively address these training barriers?
11. To help us work together more efficiently, how do you prefer we spend our remaining workgroup meetings?
12. Please submit your name here if you are open to having your survey responses directly quoted in our report.

Appendix B:

Occupations with the highest and lowest AI occupational exposure (AIOE)

*Note: Occupations are ranked by their constructed AIOE measure at the six-digit Standard Occupational Classification (SOC) level. See [study] for a detailed description of the construction of the AIOE measure. Occupation titles are taken from the O*NET database. Highest-scoring occupations are ranked in descending order based on the AIOE measure. Lowest-scoring occupations are ranked in ascending order based on the AIOE measure (Felten, et al., 2021, pg. 2204).*

Rank	Highest scoring	Lowest scoring
1	Genetic counselors	Dancers
2	Financial examiners	Fitness trainers and aerobics instructors
3	Actuaries	Helpers – painters, paperhangers, plasterers, and stucco masons
4	Purchasing agents, except wholesale, retail, and farm products	Reinforcing iron and rebar workers
5	Budget analysts	Pressers, textile, garment, and related materials
6	Judges, magistrate judges, and magistrates	Helpers – brickmasons, blockmasons, stonemasons, and tile and marble setters
7	Procurement clerks	Dining room and cafeteria attendants and bartender helpers
8	Accountants and auditors	Fence erectors
9	Mathematicians	Helpers – roofers
10	Judicial law clerks	Slaughterers and meat packers
11	Education administrators, postsecondary	Landscaping and groundskeeping workers
12	Clinical, counseling, and school psychologists	Athletes and sports competitors
13	Financial managers	Fallers
14	Compensation, benefits, and job analysis specialists	Structural iron and steel workers

Rank	Highest scoring	Lowest scoring
15	Credit authorizers, checkers, and clerks	Cement masons and concrete finishers
16	History teachers, postsecondary	Terrazzo workers and finishers
17	Geographers	Rock splitters, quarry
18	Epidemiologists	Plasterers and stucco masons
19	Management analysts	Brickmasons and blockmasons
20	Arbitrators, mediators, and conciliators	Roofers

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