

BlissPoint Analytics
Whitepaper · November 2026

AI AND THE WORKFORCE FOR CHROS

AI Workforce Readiness: A CHRO's Guide

Exposure versus adoption, skills planning for 2030, and governance for the AI tools already in your hiring process.

By Anthony L. Hammock, M.Sc., BlissPoint Analytics

blisspointanalytics.com/resources/whitepapers/ai-workforce-readiness-chro

EXECUTIVE SUMMARY

Exposure is not adoption, and neither is job loss

Most of the AI-and-jobs numbers that reach a board measure exposure: how much of an occupation's work AI could, in theory, assist or do. What changes a workforce is adoption: what your organization actually deploys, in which tasks, with what governance. CHROs who keep the two apart plan better, and avoid both panic and complacency.

1 in 4
workers worldwide are in an occupation with some generative AI exposure (ILO, 2025)[5]

3.3%
are in the highest exposure group; transformation, not elimination, is the most likely impact[5]

39%
of workers' core skills are expected to change by 2030, employers told the WEF[6]

What this guide covers

- **Exposure versus adoption**, and how BLS now builds AI into its employment projections and publishes exposure categories.
- **Skills planning** for 2030 with the free 2030 skills calculator, on your own roles.
- **AI hiring tool governance**: the laws in New York City, Illinois and Colorado, and an inventory you can keep.

> The first question is not "which jobs will AI take?" It is "which tasks in our roles are we changing, and how will our people learn to do the new ones?"
>
> Anthony L. Hammock, M.Sc.

EXPOSURE

1 What the exposure research says

The ILO's refined global index, published in May 2025, finds about one in four workers worldwide in an occupation with some generative AI exposure, and 3.3% in the highest exposure group. Exposure is 34% of employment in high-income countries against 11% in low-income countries, and higher for women (4.7% in the top group) than for men (2.4%). Clerical work remains the most exposed, and the authors judge transformation of jobs the most likely impact.[5]

Share of employment in an occupation with generative AI exposure (ILO, 2025)



Source: Gmyrek et al., Generative AI and jobs: a refined global index of occupational exposure, ILO Working Paper 140, May 2025. Read directly on ilo.org.

BLS publishes AI exposure categories for the 831 detailed occupations in its projections: low, moderate, high and very high, relative to one another. They combine theoretical exposure (whether AI could assist with or complete some of the work) with observed exposure (real-world AI use mapped to occupational tasks). BLS is explicit that a category "is not a forecast of employment growth or decline", and that a low rating does not mean an occupation is safe from future change.[3]

> **Read exposure as a map of tasks.** An exposed occupation is one where some tasks can be assisted or done by AI. Whether that cuts jobs, changes them or creates new ones depends on demand, cost, regulation and the choices employers make.

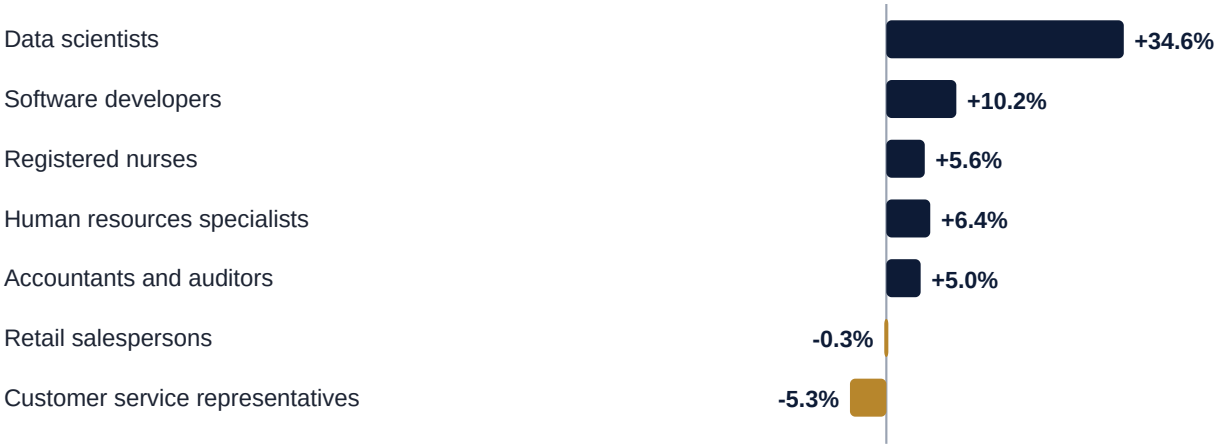
ADOPTION

2 How BLS builds AI into its projections

BLS treats AI like other technologies and adjusts an occupation's projection only where its research gives clear expectations about the employment impact.[1] In the 2023–33 cycle, it projected declines for occupations whose core tasks generative AI replicates most easily, such as customer service representatives (−5.0%), medical transcriptionists (−4.7%), claims adjusters (−4.4%) and credit analysts (−3.9%), while software developers (+17.9%) and personal financial advisors (+17.1%) were projected to grow much faster than the 4.0% average.[1]

In the 2024–34 projections, BLS expects AI and IT adoption to support growth in data scientists (+33.5%), information security analysts (+28.5%) and software developers (+15.8%), and to contribute to declines in customer service representatives (−5.5%), procurement clerks (−8.7%) and legal secretaries (−5.8%).[2]

Projected employment change, 2025–35 (all occupations +3.5%)



Source: BLS Employment Projections 2025–35, as bundled with the BlissPoint Analytics Occupation Atlas.[4]

Exposure, adoption, outcome. Exposure says what could change. Adoption is what organizations actually deploy. Outcomes for jobs depend on both, plus demand. A CHRO controls the middle one.

READINESS

3 A four-part readiness assessment

Area	Questions to answer	Evidence to gather
Task exposure	Which of our roles have the most tasks in information processing, writing and routine analysis? Which are hands-on, caring or in-person?	BLS exposure categories and O*NET tasks for your largest roles
Actual adoption	Which AI tools are in use today, by whom, for which tasks? Which are approved, piloted or unofficial?	A tool inventory, IT logs, a short manager survey
Skills	Which skills do our roles depend on now, and which do employers expect to grow by 2030?	The 2030 skills calculator on your role mix
Governance	Where does AI touch decisions about people? What notices, audits and human review apply where we hire?	An AI hiring tool register mapped to the laws

Plan on roles, not on headlines

Start from your own role mix. A company of customer service representatives and one of registered nurses face very different exposure, and BLS projects them on very different paths. The Occupation Atlas shows each occupation's tasks, skills, pay and outlook, with BLS data, free.

> **Redesign before you reduce.** Where tasks become faster, decide what the time buys: more customers served, better quality, new work. Reskilling the people who know the work is usually cheaper than replacing them, and it keeps the knowledge you need to use AI well.

For career-level views, see the free whitepapers 50 Jobs That Will Survive the AI Takeover and Top 5 Job Categories After AI, which rank growing occupations by how exposed their work looks to generative AI.

SKILLS

4 Skills planning for 2030

Employers surveyed for the World Economic Forum's Future of Jobs Report 2025 expect 39% of workers' existing core skills to be transformed or become outdated by 2030.[6] The report names the core skills employers expect to matter most, with analytical thinking first and AI and big data among the fastest growing.

The free 2030 skills calculator turns that list into a profile for your own team. Enter up to ten job titles and a headcount for each; it matches each title to an O*NET occupation and scores the team, 0 to 100, on the report's core skills, weighted by headcount, against the average occupation. Nothing is stored; the result is a link you can share.



Your team's 2030 skills snapshot

133 people in 4 roles. Scores run from 0 to 100 and are weighted by headcount. The average occupation is every O*NET occupation counted once, which is the balanced profile the gaps are measured against.

Largest gaps

Motivation and self-awareness: 61, against 66 for the average occupation (-5).

Resource management and operations: 24, against 28 for the average occupation (-4).

Strongest: Service orientation and customer service (+14), Technological literacy (+11), AI and big data (+8).

Team scores out of 100, highest first, against the average occupation

Skill	Score	Average	Difference
Service orientation and customer service	68	54	+14
Analytical thinking	63	61	+2
Motivation and self-awareness (proxy)	61	66	−5
Curiosity and lifelong learning	60	56	+4
Resilience, flexibility and agility (proxy)	60	55	+5
Empathy and active listening	58	56	+2
Creative thinking	54	51	+3
Technological literacy	51	40	+11
AI and big data	50	42	+8
Leadership and social influence	49	49	0
Systems thinking	49	47	+2
Talent management	42	42	0
Resource management and operations	24	28	−4

The tick on each bar marks the average occupation. Proxy skills are read from the nearest O*NET ratings; see the method.

> **These are occupation-level planning signals: how much the roles depend on each skill, from O*NET ratings. They are not a measure of the people in those roles. A gap is a prompt to look at hiring, development or role design, not a finding about anyone.**

The free 2030 skills calculator for a sample team of 133 people in four roles: scores against the average occupation. Live page: blisspointanalytics.com/future-skills-2030/calculator

Reading the result

In the sample team above (40 software developers, 60 customer service representatives, 25 registered nurses and 8 HR specialists), the largest gaps against the average occupation are motivation and self-awareness, and resource management and operations; the strongest skills are service orientation, technological literacy, and AI and big data. These are occupation-level signals from O*NET ratings, not a measure of the people in the roles.

- **Gaps** are prompts to look at hiring, development and role design.
- **Strengths** show where your people can teach others, and which roles can move first.
- **Organization Viewer** builds the same profile from your live roles by department, and skills gap tracking records 1–5 proficiency against role requirements.

> A skills plan is a list of decisions: who learns what, by when, in which roles, paid for by whom.
>
> Anthony L. Hammock, M.Sc.

A 90-day start

Days	Action
1–30	Run the calculator on your ten largest roles. Inventory the AI tools in use. Pick two roles to pilot.
31–60	With managers in the pilot roles, map which tasks change and what the time saved is for. Agree training and guidance on approved tools.
61–90	Train, measure quality and workload, and decide whether to extend. Report to the executive team on adoption, not exposure.

GOVERNANCE

5 AI in hiring: the laws to know

AI hiring tools carry legal duties in a growing number of places. Below are the U.S. laws most HR teams meet first, from the data behind the BlissPoint Analytics AI hiring tool inventory, each checked against its official source on November 4, 2026.[7, 8, 9, 10]

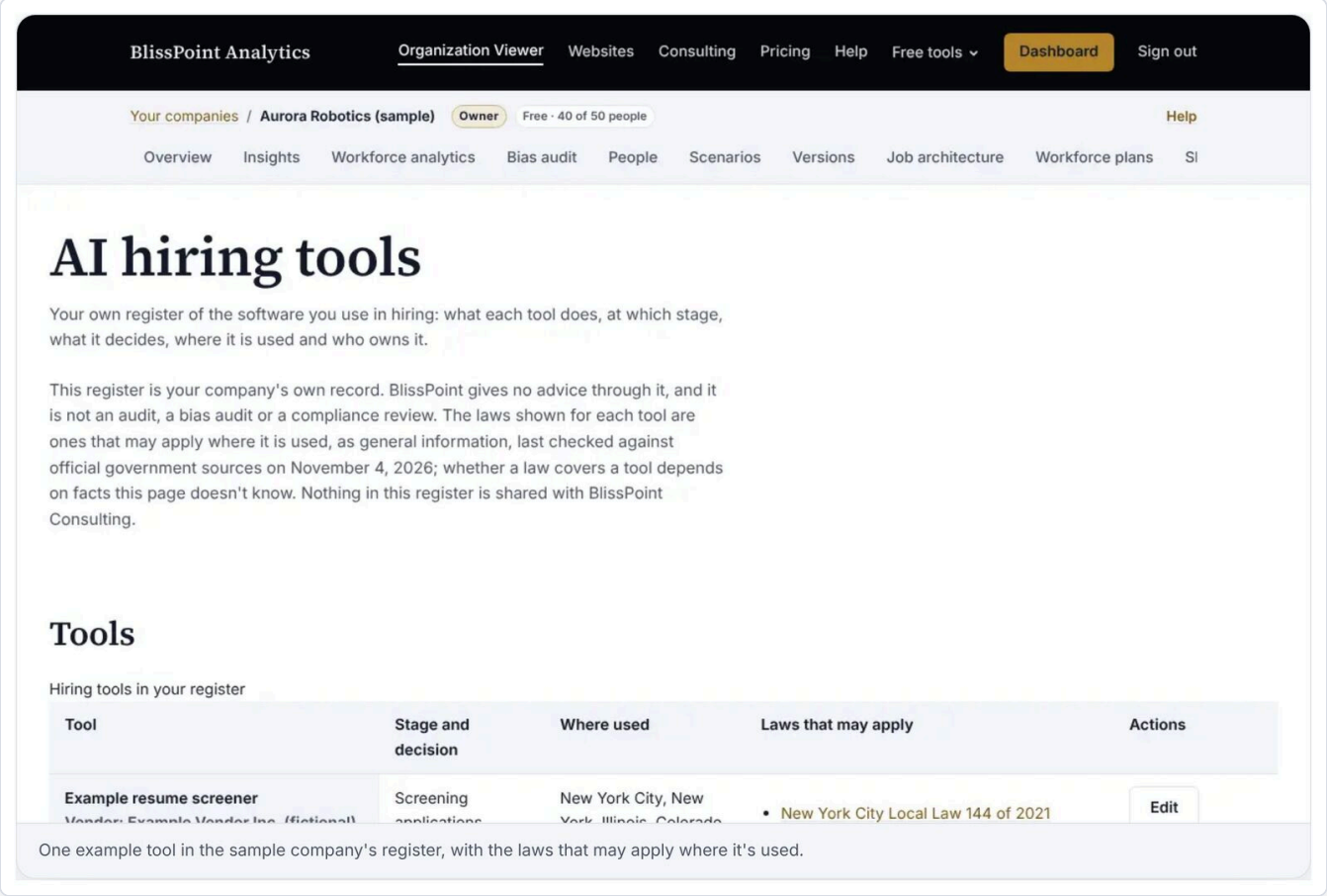
Law	In effect	What it asks of employers
New York City Local Law 144 of 2021[7]	Jul 5, 2023	Automated employment decision tools used to screen candidates or employees for hiring or promotion need a bias audit within the past year, a public summary of it, and notices to candidates.
Illinois Artificial Intelligence Video Interview Act[8]	Jan 1, 2020	Applicants are told AI may analyze their recorded video interview and how it works, and consent; videos are deleted on request; employers relying only on AI to pick in-person interviewees report demographic data.
Illinois Human Rights Act AI amendment (HB 3773)[9]	Jan 1, 2026	Using AI that has the effect of discriminating on a protected basis, or zip codes as a proxy, is a civil rights violation, and so is failing to give notice that AI is used.
Colorado SB 26-189 (replacing SB 24-205)[10]	Jan 1, 2027	Deployers of automated decision-making technology in consequential decisions, employment included, give notice, explain adverse outcomes, and let people correct data and ask for human review. Rules and a court case were pending when checked.

The inventory's law data also includes California's Civil Rights Council regulations on automated-decision systems (from October 1, 2025), Maryland's rule on facial recognition in interviews, and the EU AI Act's high-risk employment uses. See the full list on the AI hiring tool inventory page.

> **Not legal advice.** Whether a law covers a tool depends on how the tool is used and where. The inventory lists which laws may be relevant; it does not decide coverage and is not an audit. Confirm with counsel.

Keep a register

Governance starts with knowing what you use. The AI hiring tool inventory in Organization Viewer is a register of the AI tools in your hiring process: the stage (sourcing, screening, assessment, interviews, selection, onboarding), what the tool decides (gives information a person uses, scores or ranks candidates, or makes or rejects candidates automatically), and where it is used, with the laws that may be relevant there.



One example tool in the sample company's register, with the laws that may apply where it's used.

One tool in the sample company's AI hiring register, with the laws that may be relevant where it is used. Live page: blisspointanalytics.com/org-viewer/ai-hiring-tool-inventory

Five governance questions for every tool

1. Does it inform a person, rank candidates, or decide on its own?
2. Where are the candidates it touches, and which laws may apply there?
3. When was it last audited for adverse impact, and is the summary published where required?
4. What are candidates told, and can they ask for a human review or an alternative?
5. Who owns it, and when is it reviewed next?

WHAT TO DO NEXT

→ Put the evidence to work

Start with your own roles and your own tools. Both take an afternoon to map, and both change the conversation with your executive team.

2030 skills calculator

Your team's profile on the WEF 2025 core skills, from O*NET. Free, no sign-in.

AI hiring tool inventory

A register of the AI tools in your hiring, with the laws that may apply.

Occupation Atlas

Tasks, skills, pay and outlook for every occupation, with BLS data.

Skills gap tracking

Proficiency against role requirements, by role and company-wide.

50 Jobs That Will Survive AI

Free whitepaper: growing occupations least exposed to generative AI.

Top 5 Job Categories After AI

Free whitepaper: the job families with the most low-exposure, growing roles.

Hiring from the military? The hiring veterans guide shows how to read military experience as evidence of trainable skills. Related free papers: 12 Early Warning Signs of a Retention Problem and Pay Transparency Compliance Guide 2026.

Free to start. Organization Viewer is free for companies of up to 50 people, with every feature; the live demo runs on a fictional sample company. What is BlissPoint Analytics? explains who it is for and what is included. For hands-on help, see workforce analytics consulting.

About BlissPoint Analytics

BlissPoint Analytics builds workforce analytics tools grounded in industrial and organizational psychology: Organization Viewer for org charts, costs and workforce planning, the free Occupation Atlas, and free calculators for HR leaders. It was founded by Anthony L. Hammock, M.Sc., a 20+ year Industrial and Organizational Psychology consultant, software developer, and Brandeis University graduate studies professor of Talent Insights and Workforce Metrics.

What is BlissPoint Analytics? · Pricing (free up to 50 people) · Occupation Atlas · Consulting

SOURCES

References

1. Machovec, C., Rieley, M. J., & Rolen, E. (2025, February). Incorporating AI impacts in BLS employment projections: occupational case studies. Monthly Labor Review, U.S. Bureau of Labor Statistics. https://www.bls.gov/opub/mlr/2025/article/incorporating-ai-impacts-in-bls-employment-projections.htm
2. U.S. Bureau of Labor Statistics (2026, July 16). Artificial intelligence, information technology, and employment, 2024–34. The Economics Daily. https://www.bls.gov/opub/ted/2026/artificial-intelligence-information-technology-and-employment-2024-34.htm
3. U.S. Bureau of Labor Statistics. Artificial Intelligence (AI) exposure categories (last modified August 27, 2026). https://www.bls.gov/emp/publications/ai-exposure-categories.htm
4. U.S. Bureau of Labor Statistics. Employment Projections 2025–35 and OEWS May 2024 (bundled with the BlissPoint Analytics Occupation Atlas). https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm
5. Gmyrek, P., Berg, J., Kamiński, K., Konopczyński, F., Ładna, A., Nafradi, B., Rosłaniec, K., & Troszyński, M. (2025, May 20). Generative AI and jobs: A refined global index of occupational exposure. ILO Working Paper 140. https://www.ilo.org/publications/generative-ai-and-jobs-refined-global-index-occupational-exposure
6. World Economic Forum (2025, January). The Future of Jobs Report 2025. https://www.weforum.org/publications/the-future-of-jobs-report-2025/
7. NYC Department of Consumer and Worker Protection. Automated Employment Decision Tools (Local Law 144 of 2021). https://www.nyc.gov/site/dca/about/automated-employment-decision-tools.page
8. Illinois General Assembly. Artificial Intelligence Video Interview Act, 820 ILCS 42. https://www.ilga.gov/Legislation/ILCS/Articles?ActID=4015&ChapterID=68&Print=True
9. Illinois General Assembly. Public Act 103-0804 (HB 3773), amending the Illinois Human Rights Act. https://ilga.gov/Legislation/publicacts/view/103-0804
10. Colorado General Assembly. SB26-189, automated decision-making technology (repealing and reenacting SB 24-205). https://leg.colorado.gov/bills/sb26-189

References 6 were checked through search results quoting the publisher, because those sites were not reachable when this paper was built; the others were read on the publisher's own page. References 7, 8, 9, 10 are summarized from the BlissPoint Analytics AI hiring law data, each entry checked against its official source on November 4, 2026. Projections for individual occupations come from BLS data bundled with the Occupation Atlas.

Photo and screenshot credits

Cover photo by Vitaly Gariev on Unsplash (https://unsplash.com/photos/diverse-group-of-people-in-a-modern-office-meeting-YyJNda7nsPo), Unsplash License. Screenshots are of public pages on www.blisspointanalytics.com, captured November 5, 2026; the company and people in them are fictional sample data.