

AI SKILLS & ROLE IMPACT ASSESSMENT FRAMEWORK

Process Summary

This framework guides organisations through assessing how AI will impact roles, tasks, and skills across the workforce. It involves mapping roles by AI impact, analysing task-level changes, identifying skills gaps, assessing people’s readiness and concerns, and connecting these insights to workforce planning and actionable interventions. The process ensures organisations are proactive, people-focused, and strategically aligned as AI transforms the workplace.

Aim Statement

To provide a clear, structured approach for understanding and managing the impact of AI on roles, skills, and people, enabling organisations to make informed decisions, support employees, and future-proof their workforce.

Why Statement

As AI rapidly changes the nature of work, organisations must anticipate its effects on roles and skills to remain competitive and resilient. This framework helps leaders identify where change will occur, what support employees need, and how to adapt workforce strategies so both people and the business can thrive in an AI-enabled future.

PART 1: Role Impact Mapping

Step 1: Identify Roles by AI Impact Level

Create a simple matrix with all roles categorised:

Impact Level	Definition	Example Roles
High Impact	Role will be significantly transformed; 40%+ of tasks affected by AI	Data analysts, customer service reps, content writers, junior finance roles
Medium Impact	Role will be augmented; 20–40% of tasks affected	HR coordinators, project managers, sales reps, marketing specialists
Low Impact	Minimal change; under 20% of tasks affected	Senior leadership, strategic roles, highly relational roles
New Roles	Roles that don’t exist yet but will emerge	AI ethics officer, automation specialist, AI training coordinator

Impact Level	Definition	Example Roles

Practical Action: Map your top 10% or 20–30 roles across this matrix. If appropriate to do so, try to include managers in the mapping – and if not then leaders in the outcomes and actions. It’s an important part of transitioning with digital transformations, to build ownership, understanding and encourage curiosity and experimentation – including people in this process will garner all that.

PART 2: Task-Level Analysis

For each **High Impact** role, break down:

Current Tasks → AI Impact → Future State

Example: Customer Service Representative

Current Task	AI Impact	Time Saved	Future Focus
Answer routine FAQs	Fully automated by AI chatbot	40% of time	Handle complex escalations
Process returns/refunds	Semi-automated with AI triage	20% of time	Relationship building, retention
Log customer data	Automated	10% of time	Proactive outreach
Resolve complaints	AI-assisted with suggested responses	15% of time	Empathy-driven problem solving

What this tells you: – 85% of current tasks will be AI-impacted – Role shifts from transactional to relational – New skills needed: Complex problem solving, emotional intelligence, AI tool proficiency

PART 3: Skills Gap Analysis

For each role, identify:

Skills That Will Decline in Value

- Manual data entry
- Routine reporting
- Basic research
- Template-based writing

Skills That Will Increase in Value

- Critical thinking and judgment
- Complex problem solving
- Emotional intelligence and empathy

- AI literacy (prompt engineering, tool navigation)
- Strategic decision-making
- Creative thinking

New Skills Required

- AI tool proficiency
- Data interpretation (not just collection)
- Human-AI collaboration
- Ethical AI use and oversight

PART 4: People Impact Assessment

This is the **human** side.

For each impacted role, assess:

Assessment Area	Scale	Purpose
Anxiety Level	Low / Medium / High	How worried are people in this role about AI?
Readiness Level	Not Ready / Somewhat Ready / Ready	How prepared are they to adopt AI tools?
Opportunity Perception	Threat / Neutral / Opportunity	Do they see AI as threat or opportunity?
Support Needed	Training / Reassurance / New Tools / Role Redesign	What do they need to succeed?

How to gather this: - Pulse surveys - Focus groups by role - Manager check-ins - Skip-level conversations

PART 5: Workforce Planning Implications

Connect this to your **Strategic Workforce Plan (SWP)**:

Questions to Answer

Talent Risks - Which roles are at risk of displacement? - Where might we lose critical talent due to AI anxiety? - Which skills will be hard to find externally?

Reskilling Priorities - Which roles need immediate upskilling? - What's the cost/time to reskill vs. hire new? - Who has the capacity and willingness to reskill?

Hiring Strategy Shifts - What new roles do we need to create? - What skills should we prioritize in future hires? - Should we hire for AI literacy now?

Organisational Design - Do team structures need to change? - Where should AI specialists sit? - How do we balance human + AI capacity?

PART 6: Action Planning

Turn insights into interventions:

Role/Team	Impact Level	Key Risk	Intervention	Owner	Timeline
Customer Service	High	Job security anxiety	Reskilling program + role redesign workshop	HR + CS Manager	Q2 2025
Finance Analysts	High	Skills gap in AI tools	AI tool training + pilot project	Finance Director	Q1 2025
Marketing Team	Medium	Unclear on AI use cases	AI literacy workshop + use case mapping	Marketing Lead	Q1 2025

Quick Start: 1 Week Sprint

Don't have time for a full assessment? Start here:

Day 1-2: Pick 5 high-impact roles. List their top 10 tasks.

Day 3: For each task, ask: "Could AI do this? Partially or fully?"

Day 4: Talk to 2-3 people in each role. Ask: - How do you think AI will affect your work? - What worries you? - What excites you? - What support do you need?

Day 5: Map findings into: - Immediate actions (this month) - Short-term actions (next quarter) - Strategic actions (next 6-12 months)

Tools You Can Use

Simple Spreadsheet Template:

Role	Current Tasks	AI Impact	Skills Needed	Skills Gap	Human Impact	Intervention Needed
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Column A: Role – Column B: Current tasks – Column C: AI impact (None/Low/Medium/High) – Column D: Skills needed – Column E: Skills gap – Column F: Human Impact – Column G: Intervention needed

What Success Looks Like

After this assessment, you should be able to answer:

- ✓ Which roles will be most affected by AI in the next 12 months?
 - ✓ What skills gaps exist right now?
 - ✓ Where is the human impact and worry the highest, and what support do people need?
 - ✓ What interventions should we prioritize?
 - ✓ How does this change our hiring, reskilling, and org design plans?
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This assessment is not a one off exercise but an ongoing commitment to supporting your people and evolving your organisation.

By regularly revisiting these steps as AI capabilities advance, you ensure your workforce remains adaptable, confident, and ready to seize the opportunities of the future.

Stay curious, keep the conversation open, and let your people be partners in shaping what comes next.