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| **The AI Shift:**  **Workforce Impact and Opportunity in Connecticut** |
| April, 2025 |

# Overview

## Project background and description

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|  | This project is an effort by the Social Impact Partnership for Connecticut and its Volunteer Partners to assist the state of Connecticut and its workforce better prepare for the rapid, unprecedented, and disruptive impact of AI technologies in the workplace.  The effort is predicated on leveraging the resources and network of SIP and the volunteer time of professionals with experience in the space, and the dedication and passion for championing their fellow Nutmeggers as leaders in the coming AI transformation. |

## Phase I Objectives

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|  | * (1) industry workflow-oriented rubric for the evaluation of the impact of AI on specific occupations, * (2) first-cut at critical issues posed by AI, e.g., educational system misalignment, and * (3) recommended approach / work plan for a “comprehensive” assessment of AI on CT's workforce. * Assess a high probability, high impact workflow prevalent in CT and use it as a demonstration of potential AI impact across CT’s broader workforce. * Use assessment findings to recommend concrete investments CT State can make to minimize the risks, maximize the opportunities, and investigate further; i.e. “Phase II.” |

## Initial Hypotheses

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|  | 1. *While CT has faced a chronic employment gap for many years between job openings and candidates with the skills to fill them,* ***AI is adding another layer of complexity*** *to workforce preparedness in the state.* 2. *Near-term AI impact is* ***likely to be on CT knowledge workers*** *– who generally and historically command higher compensation - more so than manual and service workers* 3. *The productivity and efficiency impacts of AI are likely to contract entry level opportunities for knowledge workers in the State and cause displacement for some current knowledge worker roles, while creating new opportunities for AI literate workers* 4. *At this early stage, the best point of observation to assess the workforce impact of AI is from the vantage point of a specific* ***WORKFLOW*** *within a priority industry such as Insurance* 5. *Assessing a specific workflow should allow for the creation of rubric that can be used for assessment of other workflows and industries, and evolved for use in a repeating periodic assessment if that is desirable.* 6. *For expediency, the initial assessment can be conducted through secondary research only with extensive use LLM sources and the team’s own extensive expertise. Primary research can be conducted in a subsequent effort to confirm findings if desired.* 7. *The recommendations for mitigating and inoculating against risks, as well preparing for new opportunities, can be expressed as concrete actions for government, education and private sectors individually and collectively for benefit of the State’s knowledge worker.* 8. *The initial recommendations can be vetted within SIP’s Volunteer Partner network and CT State’s Office for Workforce Strategy before presentation to the Governor’s office. A subsequent effort can deepen the recommendations and make them actionable in collaboration with government, education and private sector leadership in the State.* |

## Approach and Deliverables

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|  | **Step 1 Mobilization and Discovery [April 28 – May 2]**   * Develop detailed plan * Confirm resource allocation and availability * Collect initial sources of secondary research * Deliverables: Detailed plan, team structure, project kick off   **Step 2 – Preliminary Research and Analysis [May 5 – May 16]**   * Develop workflow impact evaluation rubric * Identify high-impact workflows to be assessed in Insurance industry * Conduct secondary research to confirm and adjust hypotheses * Deliverables: Impact evaluation rubric and refined hypotheses |
|  | **Step 3 – Final Assessment and Validation [May 19 – June 20]**   * Fully assess a single workflow in the Insurance industry * Validate findings with SIP team and select Volunteer Partners   Deliverables: Summary of findings and revised impact assessment report |
|  | **Step 4 – Opportunity Analysis and Recommendations [July 14 – August 15]**   * Ideation for impact mitigation and opportunities * Final recommendations * Blue-print for Phase II broader study (if desired) * Deliverables: Prioritized portfolio of opportunities and final recommendations |
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## Specific exclusions from scope

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|  | The study is not intended to be comprehensive of all industries and jobs owing to time and resource constraints, but will use a “triage” approach to develop a “Pareto” view of impacts and mitigation opportunities. |

## High-level timeline/schedule

A screenshot of a graph

AI-generated content may be incorrect.

## Risks

* Resource availability
* Interview availability

**Project Volunteers**

* **Sanjiv Nathwani** - Sanjiv Nathwani is a seasoned executive and transformation leader in AI, data, and financial services. Most recently, he served as CEO of a Fintech, driving AI-as-a-Service innovations that redefined operations in institutional banking. His career spans senior roles at Deloitte, Goldman Sachs and Freddie Mac, where he led large-scale digital and operational transformations. Sanjiv holds an EMBA from Kellogg and studied Computer Science and English at University of Pennsylvania.
* **Joseph Smialowski -** Joe is a veteran executive and thought leader whose career spans senior technology and operations roles in financial services, retail, and consulting. He co-founded the Innovation and Workforce Discontinuity Initiative, where he leads research on how technology is reshaping employment in the U.S. Joe previously held C-level and executive roles at Citi, Freddie Mac, FleetBoston, Sears, and PwC. He holds a B.A. in Philosophy from Merrimack College and studied at the Rochester Institute of Technology.
* **Brett Adams -** Brett Adams is a fintech executive with over 20 years of global experience leading product, data, and AI strategy across startups and enterprises. He has launched and scaled innovative solutions in payments, credit, and automation at companies including Mastercard, Openpay, and Accenture. Most recently, Brett served as Head of Product at CTFSI, spearheading its transition to an AI-as-a-Service platform for institutional banking. He holds degrees from Stanford, the London School of Economics, and Northwestern’s Kellogg School of Management.
* **Accenture -**  have expressed interest. Specific involvement TBD
* **SIP** - specific resource commitments TBD