



Statement for the Record
Committee on Education and Workforce
Subcommittee on Health, Employment, Labor, and Pensions
"Building an AI-Ready America: Adopting AI at Work"
February 3, 2025

Workday appreciates the opportunity to submit a statement for the record regarding the Subcommittee's hearing, "Building an AI-Ready America: Adopting AI at Work." Workday is the enterprise Artificial Intelligence (AI) platform for managing people, money, and agents. Workday unifies HR and Finance on one intelligent platform with AI at the core to empower people at every level with the clarity, confidence, and insights they need to adapt quickly, make better decisions, and deliver outcomes that matter. Workday is trusted by more than 11,000 organizations around the world and across industries—from medium-sized businesses to more than 65% of the Fortune 500—to help them make informed decisions, manage high-volume processes more efficiently, surface relevant information, and reduce administrative work.

Modernizing Labor Data for an AI-Ready Workforce

Building an "AI-ready" America will require not only driving an environment encouraging innovation and AI adoption. We have identified what we call a "hidden productivity drain," as detailed in our [recent research](#): "for every 10 hours of efficiency gained, employees spend roughly four hours correcting or refining AI-generated outputs." While employees are given the tools to use AI for business, they aren't feeling enough investment in them to know when to trust, challenge, or override AI outputs. There are steps that can be taken from the governmental side to drive informed reskilling through a coordinated effort to modernize our national labor data infrastructure, drive trust among employers, workers, and candidates by implementing human-centric safeguards and governance, and maintaining clear liability standards under existing law.

To remain competitive in an AI-driven global economy and drive informed decision-making among employers, incumbent workers, candidates, and training providers, the U.S. needs to move from retrospective snapshots of the labor market to an anticipatory, skills-aware evidence base. Our recent research, [Labor Data Readiness in the Age of AI](#), underscores that current labor market information systems are not yet equipped to track the speed of AI-driven change. Too often, they rely on broad occupational categories that miss the granular shifts taking place within jobs.

AI is transforming tasks within occupations far more quickly than it is eliminating entire job categories. That means capturing granular, task-level and skills-based data is now a strategic necessity for identifying emerging skills, targeting reskilling and upskilling investments, and aligning education and training with the needs of employers and workers. While the U.S. possesses strong foundational data, core national surveys do not yet capture the task and skill level information needed to illuminate real-time AI-driven shifts in work.

To modernize our labor data systems and align them with the needs of an AI-ready economy, we emphasize the following priorities:

- **Granular Insight:** AI transforms specific tasks within jobs, yet key U.S. surveys remain anchored in broad occupational codes that do not directly observe the skills or tasks

actually performed. Updating these systems to reflect real-time, economy-wide data at the task-level and skills-based would enable a far more precise understanding of how AI is reshaping work.

- **Strategic Infrastructure Modernization:** We recommend accelerating the transition to modern, machine-readable, API-enabled data platforms that can integrate high-frequency private-sector signals with official statistics, while reducing reporting burdens on employers. This approach would better support evidence-based policymaking and enable timely, targeted workforce interventions.
- **Preserving Global Competitiveness:** Countries that fail to modernize their labor data risk missing early signals of disruption, underinvesting in emerging skills, and eroding workforce resilience in an AI-shaped global economy. Modern, skills-focused labor data is foundational to maintaining U.S. competitiveness and to helping workers thrive amid technological change.

Establishing Trust Through Human-Centric Safeguards and Governance

Trust is essential to unlocking the benefits of AI at work. To build an AI-ready America, technology must be designed and governed to elevate human potential. At Workday, we operationalize this commitment through a comprehensive [Responsible AI Governance Framework](#) that manages the full product lifecycle—from design and development through deployment and monitoring—by identifying, measuring, and managing reasonably foreseeable risks to individuals and organizations.

We believe that AI tools with "consequential impacts"—for example, tools used in recruiting, hiring, promotion, or termination—must be designed and operated with informed human oversight. A "human-in-the-loop" approach ensures that AI augments, rather than replaces, human judgment in high-stakes decisions and that accountability remains with the people.

Transparency is equally essential. We prohibit the secret use of AI for consequential employment actions and advocate for clear, accessible disclosures so individuals understand when and how AI tools are being used, and what role they play in decisions that affect them.

To foster worker and employer confidence, we have long advocated for workable AI safeguards policy include

- **Ensuring a Risk-Based Approach:** Not all AI use cases carry the same risks, which is why regulation should begin with a risk-based approach that applies more stringent rules to AI tools that present a higher risk of potential harm, like bias.
- **Deploying Workable Accountability Tools:** We support impact assessments as a practical and proven accountability tool for AI. The NIST AI Risk Management Framework represents a critical piece of the U.S. AI governance landscape and enshrines AI impact assessments in the assurance process supporting AI adoption in the enterprise and spurs innovation by ensuring vibrant market demand. In addition, an absence of technical standards and oversight infrastructure means mandatory third-party auditing requirements are currently premature for AI.
- **Clearly Delineating Roles & Responsibilities:** To be effective, regulatory responsibilities should reflect the unique and differentiated roles of AI developers and AI

deployers. AI accountability is a shared responsibility among those in the AI value chain and landscape.

- **Supporting International Harmonization:** We support harmonizing AI rules and standards to enable global companies like Workday to operate around the world backed by an aligned approach to governance.

Congress has been focused on ensuring the U.S. remains competitive in the AI landscape while similarly ensuring employers and workers have the tools they need to adjust to shifts in the future of work. As Congress considered legislative options, we would raise OMB's memo "[Advancing Governance, Innovation, and Risk Management for Agency Use of Artificial Intelligence](#)" laying out a risk-based approach to federal AI use cases as a strong foundation for codifying a path forwards on AI governance.

Liability: Leveraging Robust Existing Frameworks

Workday believes that the liability framework embedded in existing employment and civil rights laws is fundamentally sufficient to assign responsibility appropriately and encourage lawful behavior by both employers and developers. Foundational statutes such as Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA) already provide clear, enforceable guardrails that apply to the use of AI tools in employment contexts.

These existing frameworks are well-equipped to distinguish between the roles of the "developer" (the entity designing the tool) and the "deployer" (the employer or entity making the ultimate decision), ensuring that accountability resides with the party best positioned to mitigate specific risks. By continuing to rely on long-standing legal standards for disparate impact and intentional discrimination, policymakers can provide needed clarity and predictability for responsible innovation, without the chilling effect that may arise from untested, duplicative liability regimes.

To maintain a balanced, innovation-supportive legal landscape, we believe the following principles are critical:

- **Legal Sufficiency of Current Statutes:** Existing civil rights and employment laws are robust enough to govern the use of AI in employment without broad, wholesale legislative overhauls that risk stifling innovation and creating unnecessary uncertainty.
- **Clearly Defined Organizational Roles:** As noted above, a clear policy distinction between developers and deployers ensures that liability is assigned to the party with the most control over a specific outcome. This approach aligns responsibility with the ability to manage and mitigate risk.
- **Focus on Regulatory Precision:** We support interpretive rules, guidance, and technical standards that map AI concepts and practices to established legal controls rather than creating redundant or conflicting regulations. This approach enables AI innovation while reinforcing trusted protections.

Conclusion

Adopting AI at work is now a strategic necessity for U.S. economic resilience, innovation, and workforce vitality. By modernizing labor data to focus on skills, leveraging proven liability

frameworks, and embedding transparent, human-centric safeguards and governance that build trust, we can ensure AI helps build a more resilient and competitive American workforce.

Workday remains committed to partnering with the Subcommittee to achieve an AI-ready America that empowers every worker to reach their full potential. Please do not hesitate to contact John Mitchell, Senior Manager, U.S. Public Policy, at john.mitchell@workday.com if you have any questions or would like further information.