

Supporting Generative AI adoption by workers: the role of employers

AI Research Working Group (AIRWG) Terms of Reference

23 July 2025

Background

Future Skills Organisation (FSO) is an independent, industry-led organisation established by the Australian Government to provide industry with a stronger, more strategic voice in ensuring Australia's vocational education and training (VET) sector delivers better outcomes for learners and employees across the Finance, Technology and Business (FTB) sectors.

As a Jobs and Skills Council (JSC), FSO performs the following key functions within the national training system.

- **Workforce Planning:** The strategic centrepiece which identifies current and future workforce challenges, including skills gaps and shortages, in the finance, technology and business sectors.
- **Training Product Development:** Using thorough workforce analysis and a focus on ensuring high educational standards to develop products that can be readily delivered by Registered Training Organisations (RTOs).
- **Implementation, Promotion and Monitoring:** Work with industry, government and training providers to align training packages for learners, their delivery and outcomes, to industry needs. We map and promote career pathways in industry and ensure the right training is available to get people into in-demand jobs.
- **Industry Stewardship:** Listening to stakeholders through comprehensive consultation to facilitate faster entry into the job market for learners, equipped with the right skills at the right time.

About the project

This project is the fourth in a series of research pieces undertaken by Future Skills Organisation (FSO) to understand the impact of Generative Artificial Intelligence (GenAI) on workplaces and what is needed to support its adoption.

The project has two main purposes:

1. Through behavioural insights analysis, to understand the factors driving GenAI adoption among different worker cohorts, including priority groups like First Nations people and women within Finance, Technology, and Business occupations.
2. To develop innovative resources to help employers identify GenAI opportunities and facilitate its adoption among their workers. These resources will focus on change management tools to assist employers in developing the necessary skills

and confidence for effective GenAI adoption among their workforce and business process improvements.

This project complements FSO's work on uplifting digital capability skills, including generalist AI skills. While both projects aim to support AI skill development in the workplace, this project will focus on creating change management support resources rather than training products. In contrast, the uplifting digital capability skills project is specifically focused on developing generalist digital capability units of competency.

Purpose and Objectives of the AI Research Working Group

The purpose of the AI Research Working Group (AIRWG) is to provide strategic guidance, oversight and expertise to the AI research project. The AIRWG will help FSO understand the challenges and opportunities faced by the workforce in adopting GenAI, with a focus on different worker cohorts, particularly in small and medium enterprises, including priority groups like First Nations people and women in Finance, Technology, and Business occupations.

The AI Research Working Group has the following objectives:

- Provide a forum for input and expertise from key stakeholders into workplace AI adoption.
- Support connection and collaboration between stakeholders, including employers, industry representatives, AI specialists, and workforce development professionals.
- Ensure the undertaking of the project is effective, aligned with industry needs, and leads to continuous improvement in workplace AI adoption outcomes.

Responsibilities of Members

The key responsibilities of Members will be to participate in a type of Delphi panel¹ to:

- Review and validate the findings from the behavioural insights analysis focused on factors affecting adoption of GenAI by different cohorts of workers.
- Provide expertise and input on proposed employer resources in support of AI adoption that are to be developed, including design, prioritisation of initiatives, and stakeholder inclusion.

Additional responsibilities will be to:

- Facilitate engagement with, and input from, their networks and/or any stakeholder groups that they represent, as required.
- Support the promotion and communication of relevant FSO work on AI adoption.

Membership

Membership of the AI Research Working Group will include representation from:

¹ A Delphi panel is a method of gathering expert opinions through a series of structured questions to achieve a consensus on a specific topic. Several rounds of feedback are sought with a summary of responses shared between rounds. The membership of the panel represents those who have the required knowledge and relevant experience to contribute to the outcomes of the project.

- Small, medium, and large employers.
- Peak bodies, including unions, industry organisations, vocational education and training providers.
- Individuals based on expertise and sector knowledge.

Participants are invited to join the AI Research Working Group either as individuals, based on their expertise and experience, or as representatives of their organisations, based on nomination from their organisation

Meetings

- The AI Research Working Group will convene virtually twice during the life of the project. These forums will take the form of workshops and will be no more than 2 hours in duration. Agendas and relevant documents will be circulated at least one week prior to each workshop.
- The AI Research Working Group may be requested to convene or perform functions out-of-session such as reviewing documents.
- Members who cannot attend may nominate a proxy, but are required to inform the FSO Project Manager at michelle@futureskillsorganisation.com.au

Conflict of Interest

Members must identify, disclose, and appropriately manage conflicts of interest that may arise during any engagement, project, or undertaking within our organisation. By addressing conflicts of interest proactively, we strive to maintain the trust of all stakeholders and uphold the organisation's commitment to ethical conduct and sound governance.

AI Research Working Group members will be required to complete FSO's Conflict of Interest Declaration (in accordance with the [JSC Code of Conduct](#)) for recording on the FSO Conflicts of Interests Register [Conflict of Interest Declaration \(office.com\)](#).

Code of Conduct

As per the JSC Grant Agreement, AI Research Working Group members are required to adhere to the [JSC Code of Conduct](#).

Values

FSO core values are curious, ambitious, accountable and better together. Combined with base level professional principles of respect, inclusion and collaboration, the AI Research Working Group will reflect these values in how it conducts its business and works together as a team.

Intellectual Property

Title in and ownership of all Foreground IP (i.e. IP that is created as part of FSO's work) will belong to the Commonwealth. Members of the AI Research Working Group will not be able to make any IP claim on any project or decision they take part in.

Declaration

To be completed once appointment is confirmed.

I have read and understood the documents noted below (please indicate your acknowledgment):

[Jobs and Skills Council Code of Conduct](#)

[FSO Conflict of Interest Policy](#)

[Jobs and Skills Council Integrity Framework](#)

Acceptance of Terms of Reference

Signature

Print Name

Date: