

The Expertise Upheaval



How Generative AI's Impact on Learning Curves Will Reshape the Workplace

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Executive Summary

Generative AI (GenAI) is set to reshape the workforce, redefining career pathways and talent development. However, despite public anxieties about mass displacement, GenAI's biggest impacts won't be on the number of jobs so much as on the level of expertise required to do them. For any given role, **much depends on the learning curve between entry-level and experienced workers, which determines how knowledge and skills—and the productivity they unlock—accrue over time.** AI could create new fast tracks to career entry in some jobs—those that demand mastery of a substantial body of knowledge upfront but which offer fewer opportunities for performance improvement thereafter. In many other fields where expertise grows with tenure, entry-level work may be supplanted by AI with significant consequences for how firms find and develop talent, for how workers get a foothold on the career ladder, and for how organizations are configured.

The way in which GenAI remaps learning curves and disrupts how expertise is built reveals two contrasting categories of impact, accounting for the employment of almost 50 million US workers between them:

- **Growth Roles** are characterized by learning progression that intensifies significantly over time as workers take on more nuanced and judgment-heavy responsibilities. Skills in these roles are typically acquired progressively—via experience, mentorship, and taking on increasingly complex tasks. They include occupations like legal associates, marketing specialists, and project managers. In Growth Roles, GenAI automates foundational work that historically served as the training ground for future expertise. The result: a narrowing of career entry points and a breakdown in conventional talent pipelines.

GenAI's biggest impacts won't be on the number of jobs so much as on the level of expertise required to do them.

Approximately **18 million American workers—about 12% of the labor force—currently work in those occupations.**

- **Mastery Roles**, by contrast, are characterized by front-loaded learning curves, requiring mastery of a body of codified technical knowledge at the start. These jobs—such as network administrators, data warehousing specialists, and loan interviewers—require mastering complex skills development early on, but ongoing experienced-based skills development is more limited. In these fields, GenAI acts as an equalizer, compressing the time required to gain initial

proficiency and enabling more individuals to qualify for such positions. **Twenty-nine million U.S. workers—or roughly 19% of the workforce—are currently employed in Mastery Roles.**

The stakes of this divergence are particularly high given the

economic disparities between these two archetypes. Although more people are employed in Mastery Roles, which will see positive effects from AI, Growth Roles command significantly higher compensation—paying 28% more on average than Mastery Roles, a difference of \$20,000 annually—and are 51% more likely to require a college degree. This underscores how GenAI's impacts may serve to narrow career entry points for the college-educated workforce, potentially restricting access to some of the more lucrative career pathways in the knowledge economy. As traditional talent pipelines erode in these higher-paying roles, **the implications extend beyond individual careers to broader questions of economic mobility and, potentially, returns to higher education.**

These divergent patterns also have far-reaching implications for how organizations develop talent, structure teams, and plan for the future. Key changes include:

- In workplaces like those throughout the knowledge economy that depend heavily on Growth Roles, traditional pyramid-shaped workforce models—with many juniors supporting a few seniors—may give way to flatter or diamond-shaped structures, with fewer entry-level roles and more experienced specialists.
- For Growth Roles, employers will need to invest in alternative career ladders, including simulated training environments, structured mentorships, and modular upskilling programs that replicate lost opportunities for on-the-job learning.

- For Mastery Roles, organizations can expand access by recruiting from adjacent fields, reducing reliance on degree-based hiring, and using GenAI tools to identify high-potential candidates and to support them in acquiring necessary expertise.

In both cases, GenAI challenges employers, educators, and policymakers to rethink how careers begin—and how they progress. Success in this rapidly shifting environment will depend on the ability to design systems that foster learning, recognize potential, and adapt to these new contours of expertise.

Feature	Growth Roles (Access Narrows)	Mastery Roles (Access Expands)
Learning Curve Shape	Gradual → accelerating	Steep initially → plateauing
Traditional Barriers to Entry	Oriented toward cognitive skills that provide a basis for ongoing learning	Oriented toward technical skills or domain expertise needed for minimum proficiency
Wage Growth Over Time	High	Low
Entry-Level Task Automation	High	Low
Nature of Expertise Accrual	Implicit, acquired through experience	Explicit, codifiable, domain-specific
AI Effect	Eliminates traditional entry-level learning opportunities	Accelerates skill development by providing intelligent support tools
Impact on Talent Supply Chain	Disrupts traditional pipelines by increasing demand for experts while restricting opportunities for accruing expertise	Democratizes access by reducing barriers to entry and making it easier to leverage talent from a wider range of sources
Talent Strategy Needed	Build new ladders, simulate experience	Leverage adjacent skills, broaden hiring criteria
Example Occupations	Legal Associates, Project Managers, Marketing Specialists	Data Warehousing Specialists, Network Administrators, Loan Interviewers

See Appendix B for a list of the top 50 occupations for each category.

Introduction

Modern economic history has been shaped by successive waves of technological revolution, each transforming not only how work gets done, but how expertise is developed and deployed. Generative AI represents an especially dramatic shift in that pattern, sparking a heated debate: will it be a catalyst for surging productivity or a force of widespread job displacement?

On one side of this debate, optimists argue that GenAI represents a new frontier in human-machine collaboration, offering the potential to democratize access to specialized knowledge and skills. They anticipate broad-based improvements in productivity and innovation, with GenAI tools enabling workers to tackle complex tasks more efficiently and effectively. From this perspective, GenAI could serve as a great equalizer, reducing barriers to entry in fields that have traditionally required years of training and experience.

However, pessimists warn of darker implications of this technological revolution: that as GenAI automates an increasing share of knowledge work, it will displace countless workers and disrupt established career paths. The astonishing capabilities of large language models in areas such as information retrieval, content creation, and natural language interaction raise the specter of machines encroaching on domains long considered the exclusive realm of human intelligence.

Research reveals conflicting findings about AI's workforce impact. Some studies show broad-based productivity gains, while others point to benefits concentrated among workers of certain skill levels. Research by the Burning Glass Institute and the Harvard Business School Project on Managing the Future of Work reconciles these findings by revealing a paradox: GenAI will open doors for some workers while simultaneously closing them for others. The

determining factor is how expertise is acquired and deployed across different occupations.

In Growth Roles—where expertise is achieved through gradual progression and on-the-job experience through learning a sequence of increasingly complex tasks over time—GenAI's automation of entry-level work threatens to erode traditional career ladders. As machines take on an increasing share of routine and repetitive tasks, the opportunities for workers to develop foundational skills and knowledge through on-the-job learning may diminish. This shift poses profound challenges for both workers and employers, demanding new

approaches to skill development and career progression. Our analysis reveals that approximately **1 in 8 US workers (17.8 million people) are currently in occupations where there could be considerably**

less entry-level opportunity as a result of GenAI.

At the same time, in Mastery Roles, where expertise is primarily a function of acquiring specialized knowledge and technical skills at the outset, GenAI has the potential to do the opposite. By automation or augmentation of tasks, GenAI tools could lower the barriers to entry into high-demand, high-wage occupations. About **1 in 5 workers (28.6 million people) are in fields where GenAI could take on technically sophisticated tasks, reducing hard-skills requirements and expanding access** to well-paying jobs and opportunities.

Importantly, **while Mastery Roles currently employ 11 million more workers, Growth Roles are significantly better paying, with average salaries that are 28% higher**. This suggests that AI will disproportionately restrict entry points to high-value careers.

These contrasting impacts create a paradox for workforce development. Organizations have historically relied on pyramid-shaped talent models,

GenAI will open doors for some workers while simultaneously closing them for others.

with broad bases of junior employees developing into smaller numbers of experts. As GenAI automates entry-level work in many fields, these traditional talent pipelines face disruption.

This shift will require businesses to reshape their organizational structures and talent strategies in fundamental ways. As entry-level roles narrow in some fields, companies may need to move towards flatter, more diamond-shaped structures. This could facilitate faster information exchange and more agile decision-making but may also create fewer opportunities for employees to gain management experience. Companies will need to shift their focus from talent acquisition to retention, investing in the development of scarce expertise while exploring alternative ways to enable new hires to accrue experience that previously was developed through entry-level work.

As GenAI transforms the nature of work, workers, educators, and policymakers must adapt to navigate the challenges and opportunities of the AI-driven economy. Workers must focus on regular upskilling, cultivating adaptability, and advocating for their unique capacity to add value, while those in at-risk entry-level jobs must proactively explore alternative career paths. Educators must prepare students for entry-level positions that are more demanding than in the past by incorporating AI-relevant skills into curricula, fostering industry collaborations, and prioritizing social and emotional skills development.

Policymakers play a critical role in shaping the workforce development ecosystem by convening stakeholders, aligning funding with the needs of an AI-driven economy, investing in sector-based training initiatives, and promoting public-private partnerships to foster innovative approaches to

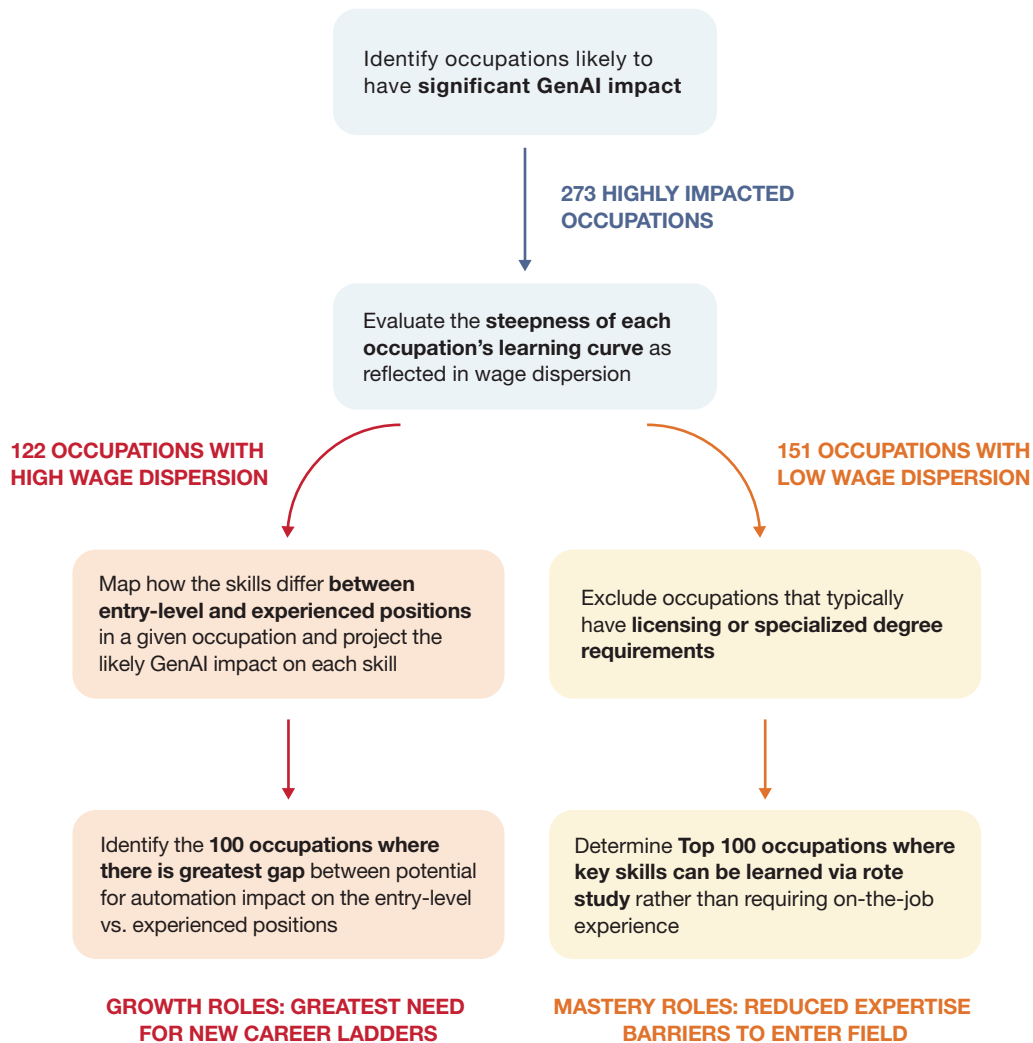
workforce development. Mechanisms for funding post-secondary credential attainment will need to be reformed and expanded. Through decisive action and collaboration, these stakeholders can harness the potential of GenAI to create a more skilled, adaptable, and equitable workforce for the future.

Our research has some key limitations and caveats. Most fundamentally, uncertainty about GenAI's future capabilities and the speed of adoption make it hard to forecast the magnitude and timing of its impact, as well as how those might interact with demographic trends or other structural forces shaping the US labor market. Our analysis of the rate of AI automation and augmentation over the next five years suggests that the timing of such changes could take place sooner—or, perhaps, over a much longer period. This report focuses on LLMs' abilities involving text and images but doesn't assess the potential impact of other AI capabilities such as robotics or specialized domain models. It also considers only the skills, wages, employment levels, and occupations of today, drawn from US labor market data. It does not account for how those might evolve over time apart from the impact of GenAI. Similarly, the analysis focuses on which types of occupations are likely to bear the brunt of AI automation, and not on the potential impact of AI on employment levels. Finally, we estimate the impact of automation from GenAI alone.

While this analysis is based on US data, the forces we describe here may play out similarly in other countries since the skills of a given job tend to be similar across geographies. However, the net workforce impacts could differ widely based on the considerable variance in the distribution of occupations across economies.

Brief Methodology

This study analyzes Lightcast’s US job postings data for the past two years—which includes over 99% of jobs posted online during that timeframe—and uses GenAI itself to assess the knowledge required in each occupation, building off existing models of large language models (LLMs) task impacts. We map each role’s learning curve based on the level of productivity increase suggested by typical compensation growth. Through a series of projection models, we estimate GenAI’s likely impacts on the skills required in each occupation and their relative importance—both overall and in entry-versus-higher-level job openings.



Learning Curves: The Key to Understanding GenAI's Impact on Career Mobility

To understand how GenAI is reshaping the workforce, it helps to begin with a concept often overlooked in labor analysis: the learning curve. This curve represents the path workers follow as they acquire expertise—starting as novices; gaining fluency through repetition and feedback; mastering tasks; and growing in judgment, creativity, and strategic thinking. The shape of this curve varies across occupations, but it deeply influences how careers are structured, how workers build their ability to add value over time, and how employers develop talent.

Much prior research has focused on AI's potential to automate tasks and replace human effort. Our research finds that, through this process of automation and augmentation, GenAI changes how workers progress along the learning curve itself. In some occupations, GenAI compresses the time needed to reach proficiency, enabling faster entry into high-skill roles. In others, it removes foundational tasks that traditionally served as steppingstones to mastery, flattening or fracturing the early stages of development.

These differences track most clearly across two broad occupational archetypes:

- **Growth Roles** involve learning that unfolds through on-the-job exposure, mentorship, and gradually increasing responsibility. Think of roles like marketing associate, junior project manager, paralegal. In those positions, the learning curve starts gradually—early tasks are often routine or observational—but intensifies as workers gain the experience necessary to take on greater responsibility. Consider the example of an advertising creative director: while junior copywriters and designers focus on technical execution—crafting taglines, designing layouts, and following brand guidelines—the progression

to creative director requires developing skills that can only be acquired by working alongside experienced colleagues. Creative directors must develop strategic vision, build client relationships, anticipate cultural trends, and inspire diverse creative teams to produce cohesive campaigns—capabilities typically learned through years of collaborative projects and mentorship from senior creatives. Our analysis of skills employers require of experts vs. those for entry-level workers indicates that GenAI replaces the foundational tasks traditionally

assigned to junior staff, placing greater relative importance to the capabilities of those with experience. As such, the automation of foundational tasks in such roles threatens to remove

critical rungs from the career ladder, leaving fewer opportunities to develop the capabilities needed to ascend to senior levels.

- **Mastery Roles**, by contrast, feature front-loaded learning curves. Those include positions like network administrator, data analyst, or computer-aided design (CAD) technician, where technical competencies must largely be acquired prior to being hired, and performance slows or plateaus once core skills are mastered. In such roles, GenAI can act as an accelerant—compressing the time to proficiency by providing real-time guidance, instant access to specialized knowledge, and troubleshooting support. For example, a data analyst who previously needed months to become proficient in SQL queries and visualization techniques can now leverage GenAI to generate and explain code, rapidly accelerating their capabilities. Our analysis shows GenAI fundamentally reshapes the initial slope of learning curves in these roles, lowering barriers to entry and making technical roles accessible to a

GenAI changes how workers progress along the learning curve itself.

broader range of candidates, notably those with less formal training.

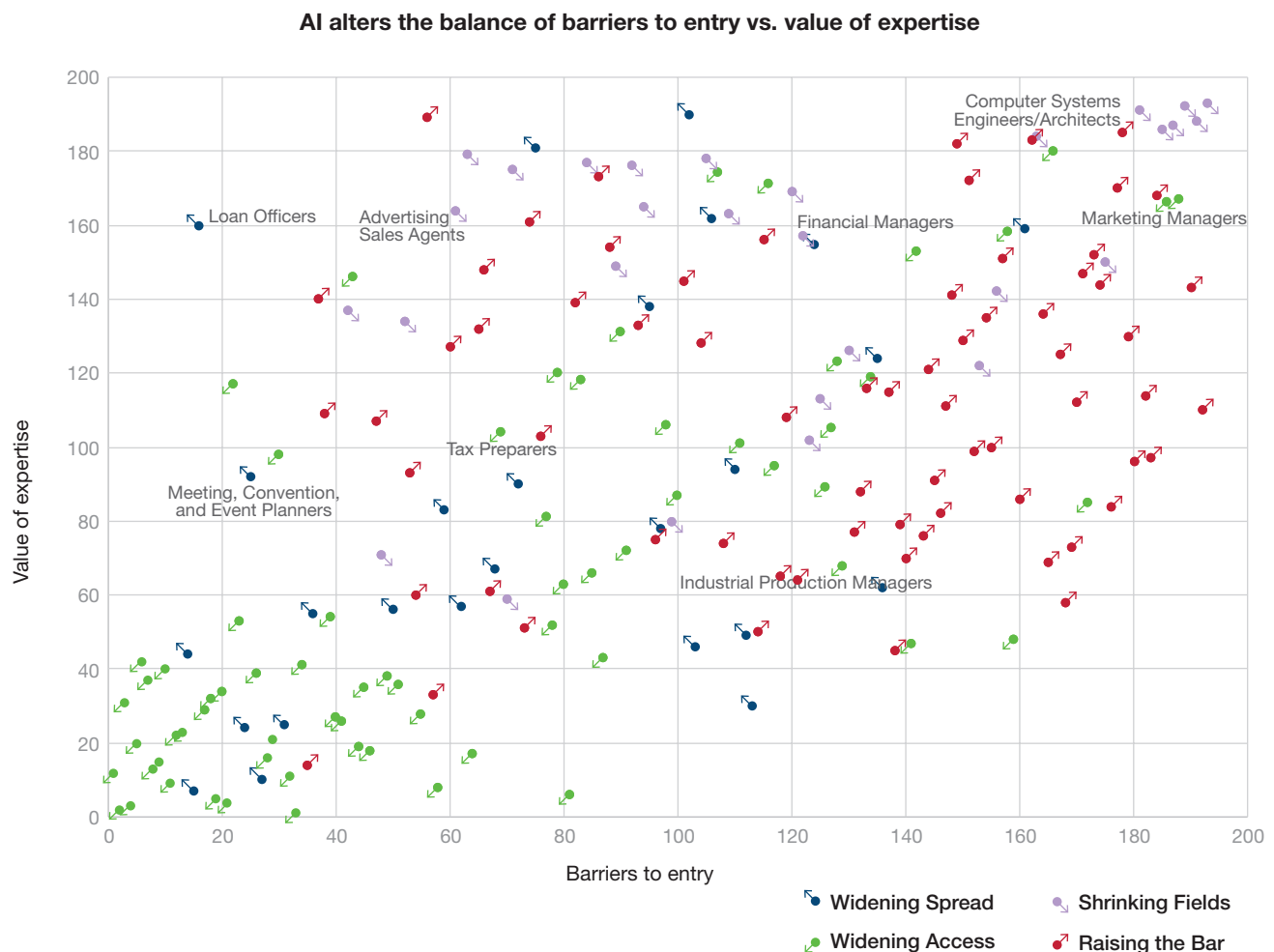
These two primary role types—Growth and Mastery—differ fundamentally in how and when learning becomes most challenging. Understanding these shifts is critical. **The way expertise develops in a role shapes not just hiring and training strategies, but also the long-term viability of internal talent pipelines.** As GenAI compresses the learning curves in some roles while steepening the slope of the curve in others, organizations must rethink how they

onboard, mentor, and nurture talent—especially in fields where traditional development paths are being eroded.

While Growth and Mastery Roles represent the two primary archetypes of how GenAI reshapes career progression, the complete picture reveals four distinct dynamics of transformation. By mapping how AI changes both the barriers to entry for each role and the value of accumulated expertise over time, we can see how GenAI creates divergent futures across the labor market.

Figure 1. How AI Reshapes Career Pathways

AI's impact varies dramatically across occupations, creating four distinct patterns of transformation based on how technology affects both entry barriers (x-axis) and the premium placed on accumulated expertise (y-axis). See Appendix B for a list of occupations in each quadrant.



Source: Burning Glass Institute

Raising the Bar roles will see traditional entry points narrow while expertise becomes increasingly valuable, growing the demand for experts while thinning the opportunities for entry-level talent to develop requisite expertise. **Widening Access** roles become more accessible to newcomers while still rewarding long-term skill development. GenAI also creates two additional dynamics: In **Shrinking Fields**, entry barriers will rise while expertise premiums diminish, suggesting overall contraction in opportunity; and in **Widening Spread** roles, entry will become easier but the gap between novice and expert performance expands dramatically. While understanding each of these four archetypes of change provides crucial context, the following analysis focuses on the two largest dynamics—examining the impact on junior roles in fields where expertise becomes concentrated, and how access expands in technical domains where AI can compress initial learning curves.

The economic implications of these dynamics are substantial. Our analysis reveals that Growth Roles command a significant wage premium over Mastery Roles—paying 28% more on average, a difference of approximately \$20,000 annually. Moreover, Growth Roles are 51% more likely to require a college degree, reflecting their position in knowledge-intensive sectors of the economy. This illuminates a critical dimension of GenAI's workforce impact: the technology's disruption of traditional entry pathways disproportionately affects college-educated workers seeking access to the most economically rewarding careers. While GenAI may democratize entry into technical Mastery Roles, it simultaneously threatens to constrict the talent pipelines that have historically fed the highest-paying positions in the knowledge economy. This dynamic suggests that GenAI's reshaping of career trajectories will have profound implications not just for individual workers, but also

GenAI may democratize entry to some jobs, while constricting the talent pipelines to the highest-paying positions.

for broader patterns of economic mobility and the returns to higher education.

Having established that framework, we now turn to the empirical question: which specific occupations fall into each category? To identify which occupations face the greatest disruption to traditional career progression, we need a systematic way to measure where expertise development is most vulnerable. We do this by analyzing the wage dispersion within roles as a proxy for how skill acquisition translates into economic value over time.

Wage Dispersion and AI-Driven Role Transformation

In a free market, economists expect differences in productivity to bear out in differences in pay. While much of the difference inevitably accrues to the employer, employees have considerable leverage. A successful sales representative knows it and will demand better wages to stay.

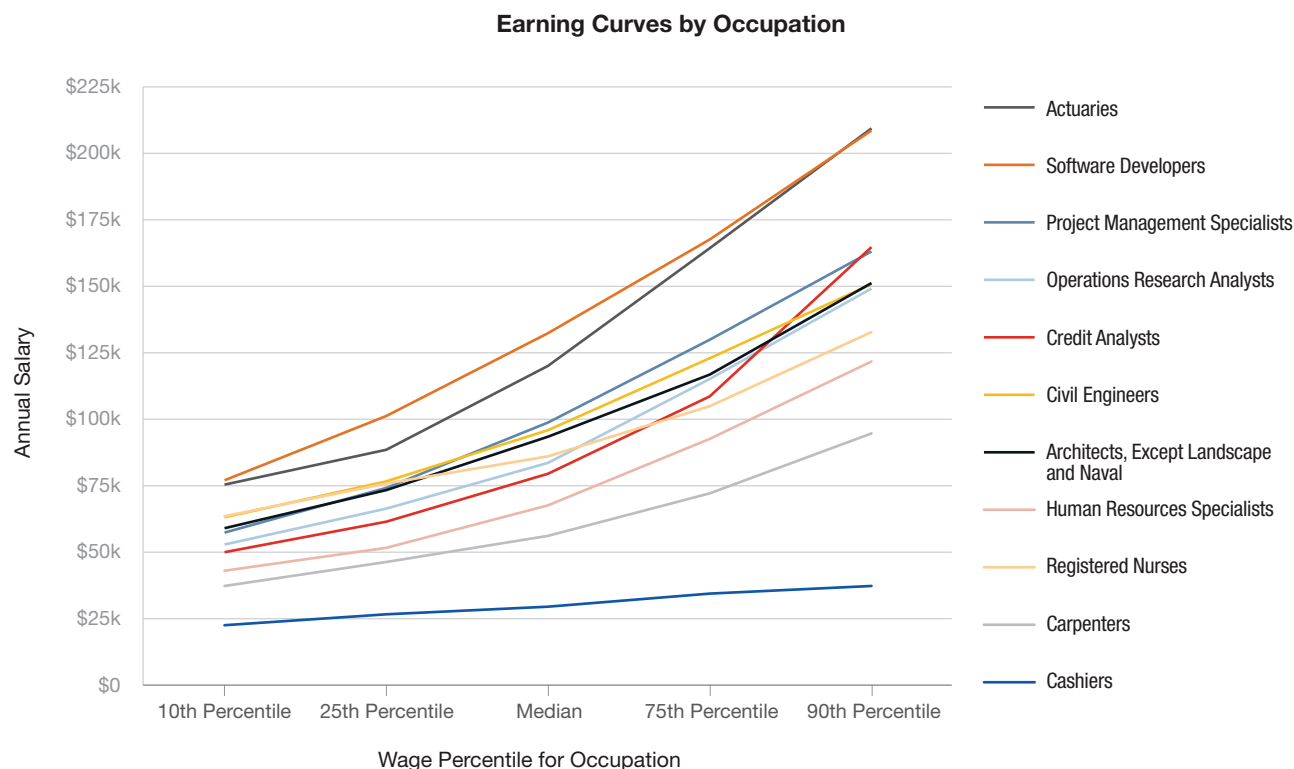
One strong signal of occupations that may experience divergent GenAI impacts across levels of experience is wage dispersion—where the most seasoned or productive workers earn significantly more than their less tenured counterparts. Large wage spreads

often indicate that experience is not only rewarded but critical to reaching full productivity, suggesting a steep value gradient along the learning curve.

By charting wage dispersion, we identified occupations in which pay rises significantly with skill accumulation—indicating that workers build economic value as they advance. For example, Credit Analysts have among the widest pay distributions of any occupation, with workers at the 90th percentile wage earning over three times more per year than those at the 10th percentile, largely due to the skills and experience they have acquired over their careers.

Figure 2. From Earning Curves to Learning Curves

This figure shows how the rise in earnings over time differs across workers in an array of occupations. Earnings curves are a proxy for productivity growth—often a reflection of the time it takes to learn a discipline.



Source: Burning Glass Institute

Among these occupations, we then excluded those not projected to see significant GenAI impacts, using measures defined by Tyna Eloundou, Sam Manning, Pamela Mishkin, and Daniel Rock in their commonly cited “GPTs are GPTs” paper.¹ For the remainder, we analyzed how the skill profile of less tenured employees differs from that of more tenured workers. We did so by applying a model we developed to translate Eloundou et al.’s projected GenAI task impacts into skill-level effects—specifically, the balance of automation and augmentation impacts. That enabled us to identify occupations where the skills involved in entry-level work are more exposed to

automation by GenAI than with more advanced roles along that career path. It also allowed us to pinpoint occupations where GenAI’s skill impacts suggest a broader risk of automation at the entry level.

By combining those two metrics—expertise premiums and GenAI’s task automation potential—we identified occupations where early-career opportunities are most at risk of narrowing as AI automates a meaningful share of foundational tasks.

¹ Eloundou, Tyna, et al. “GPTs are GPTs: Labor market impact potential of LLMs.” *Science*, vol. 384, no. 6702, 20 June 2024, pp. 1306-1308, doi:10.1126/science.adj0998.

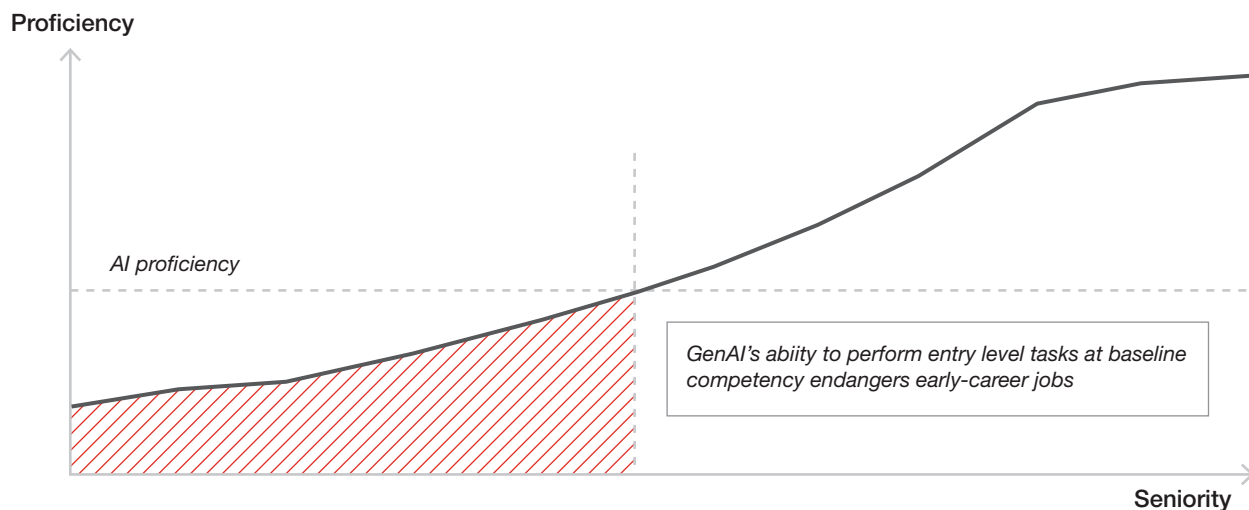
Narrowing Access: Where GenAI Will Raise Expertise Barriers

From writing to translation, code generation to data analysis, GenAI can perform a broad range of fundamental knowledge economy tasks. However, GenAI's capacity to automate isn't evenly distributed across occupational levels. The most vulnerable tasks tend to be concentrated at the entry level. That's understandable considering that hiring managers often screen candidates for Growth Roles based on cognitive capability rather than technical prowess, which is expected to accrue through experience and mentorship. That means that the tasks performed by junior staff tend to be less sophisticated and geared toward generalists—exactly where LLMs perform best.

For example, entry-level marketing workers often spend much of their time on tasks like market research, data analysis, and content creation. These tasks require skills like data analysis, copywriting, and graphic design. However, with GenAI tools automating many of these tasks, entry-level Marketing Specialists may find fewer opportunities to develop hands-on experience. Higher-level marketing roles, on the other hand, involve skills that are harder to automate, such as developing strategies, managing client relationships, and leading teams. As a result, GenAI may widen the gap between entry-level and experienced marketing professionals.

Figure 3. Where GenAI Will Narrow Opportunity at the Entry Level

Some roles involve learning curves that become more demanding as workers advance, with complexity increasing over time, indicating a significant difference between the skills used by relatively inexperienced vs. more tenured employees.



Source: Burning Glass Institute

When GenAI automates entry-level skills more extensively than in advanced roles, it fundamentally reshapes professional progression. A senior legal professional, for example, might use GenAI to generate initial contract templates and research caselaw, shifting their role away from document preparation to strategic legal interpretation and client advisory services. This shift reduces reliance on junior lawyers for routine documentation while elevating the strategic value of experienced attorneys. Our research focused on the top 100 occupations where this dynamic is most pronounced—that is, those in which the distribution of skills and expertise leaves less tenured employees more vulnerable to GenAI automation than their more experienced colleagues. (We used 100 as a cutoff for this group—as well as for the group where AI is likely to reduce entry barriers—to avoid relying on judgment-based thresholds, particularly since our analysis involves a different mix of variables for each group.)

Those jobs—including roles like Project Management Specialists and Training and Development Managers—currently employ 17.8 million people, about 12% of the US workforce. The following examples illustrate how GenAI's impact varies across different fields:

- Imagine a large construction company that currently relies on Project Management Specialists to oversee complex projects. Traditionally, entry-level Project Managers would

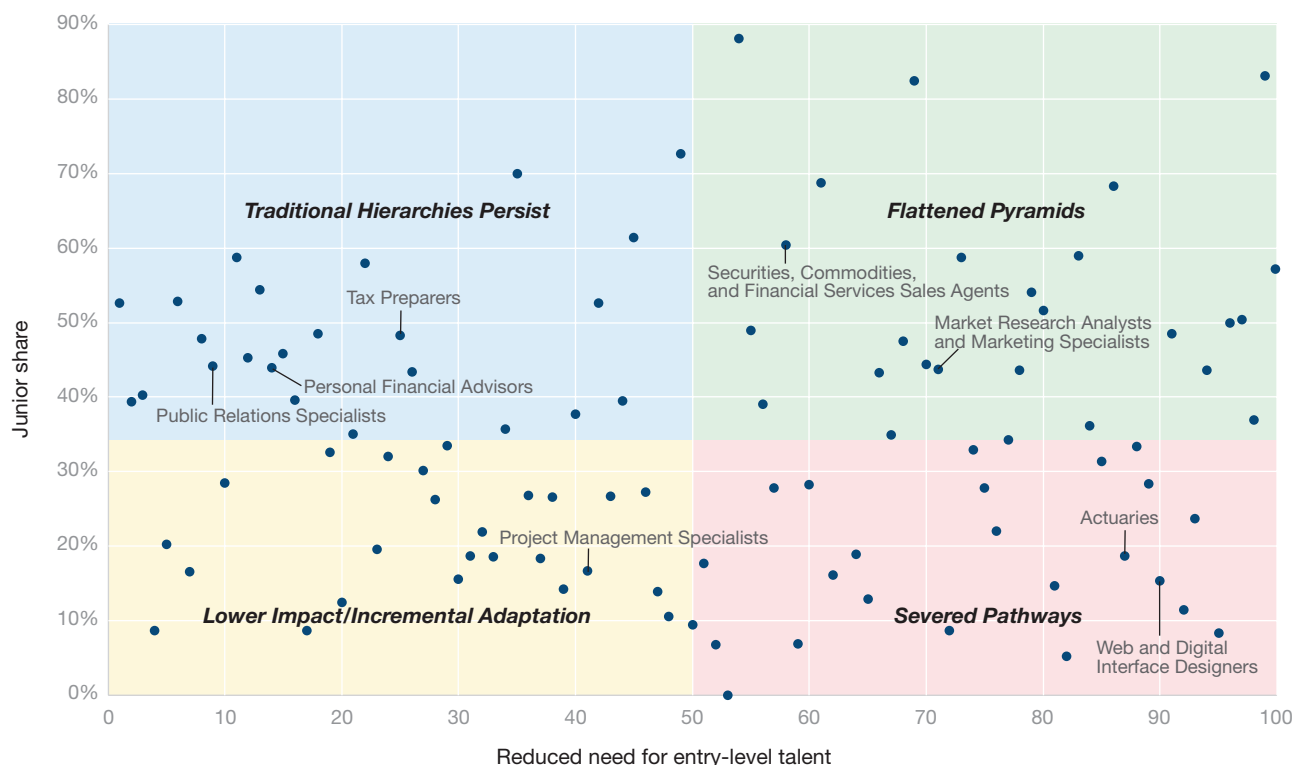
spend months or years learning the ropes by handling routine project coordination tasks like updating status reports, tracking deliverables, coordinating subcontractor schedules, and managing permit applications. However, with GenAI tools automating these routine tasks, the company may now hire experienced Project Managers who can immediately take on more strategic responsibilities. While this shift could improve efficiency, it risks leaving entry-level workers without a clear path to gain experience and advance their careers.

- For aspiring Web Designers, learning to code in languages like CSS constituted a major barrier to entry. However, with GenAI tools that can generate and optimize code, even designers with limited technical skills may now be able to create sophisticated web interfaces. While this shift could open up new opportunities for creative professionals previously shut out of the field due to lack of coding expertise, it could also reduce the need for entry-level Web Designers who typically handle routine coding tasks.

Other occupations likely to see the need for new career ladders include Training and Development Managers, Information Security Engineers, Project Management Specialists, Operations Research Analysts, Financial Risk Specialists, Actuaries, Sales Engineers, Business Continuity Planners, and Tutors.

Figure 4. Growth Roles: Where AI Threatens Traditional Career Ladders and Talent Pipelines

Even among Growth Roles, impacts are not alike. This chart plots the share of junior-level employees (y-axis) against the AI-driven reduction in need for entry-level talent (x-axis). See Appendix B for a list of occupations in each quadrant.



Source: Burning Glass Institute

The concentration of AI's impact on junior roles becomes clear when examining how the existing share of early-career positions interacts with AI's potential to automate their tasks. The chart reveals four distinct dynamics:

- **Flattened Pyramids (upper-right):** These occupations, like Market Research Analysts, combine a high junior share with a high reduction in need for entry-level talent. Here, the traditional apprenticeship model is most at risk as AI automates the foundational tasks that once served as stepping stones to expertise.
- **Severed Pathways (bottom-right):** Roles like Actuaries have a low junior share but face a high reduction in need for entry-level talent. AI's impact here is significant, threatening to

eliminate the few entry-level opportunities that exist. This severs the pathway for new talent but has a smaller impact on organizational structure due to the already-low number of junior roles.

- **Traditional Hierarchies Persist (upper-left):** Occupations like Tax Preparers have a high junior share but face only a modest AI impact on entry-level work. For now, their conventional career progression patterns remain largely intact.
- **Lower Impact/Incremental Adaptation (bottom-left):** This quadrant represents roles with both a low junior share and a low AI impact. These occupations are currently the least affected by AI-driven changes to entry-level work and will likely see only incremental adaptation.

As GenAI takes over tasks that have traditionally served to develop foundational capability, newcomers will have fewer opportunities to gain the experience that allowed their predecessors to advance to higher-level positions. This trend should raise concerns for employers, who may face challenges in developing future talent pipelines. How will they maintain their headcount of experienced staff if there are fewer early-career workers from which to draw?

Widening Access: Democratizing Domain Expertise and Technical Skills

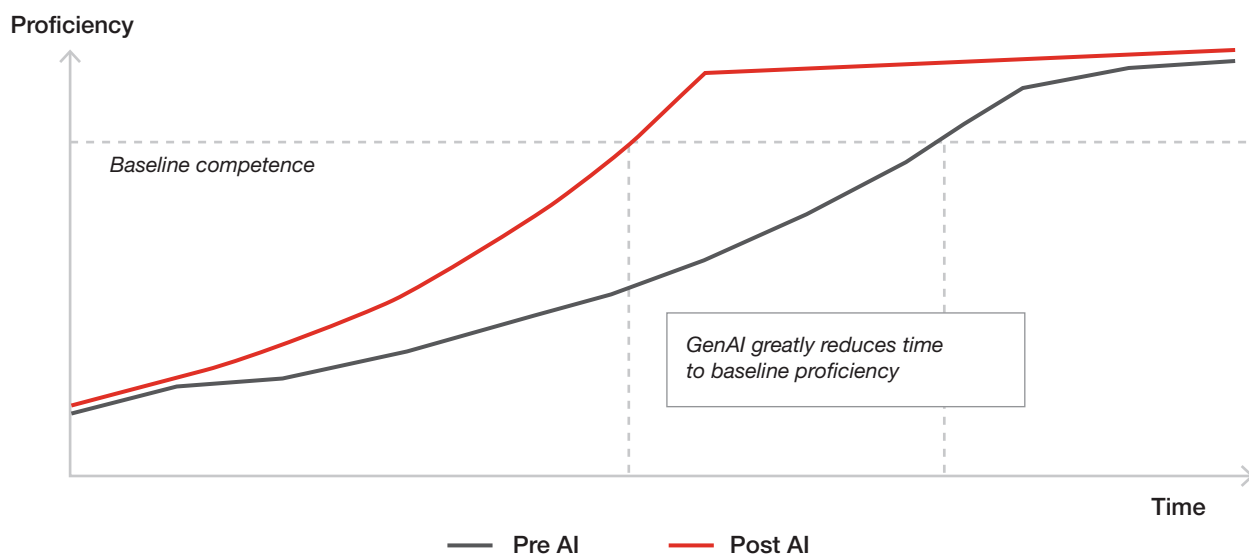
High-demand fields like tech, engineering, and management have long been protected by high barriers to entry, requiring levels of expertise that can block aspiring workers. These professional barriers disproportionately affect historically underrepresented populations, and the challenge is

magnified for individuals who also struggle with the cost of education, are limited by caretaking duties, or lack the networks and social capital to navigate an unfamiliar workplace.

At the heart of this professional barrier is a specific type of learning curve: one that is brutally steep at the start, demanding immense upfront knowledge, but then quickly flattens. Once past this initial climb, the skills used by newcomers and seasoned veterans are often remarkably similar. GenAI is uniquely suited to demolish this front-loaded barrier. By making complex domain knowledge instantly accessible and providing on-demand support for advanced skills like coding, it offers an unprecedented opportunity to compress years of training into immediate, accessible capabilities—unlocking these high-demand careers for a broader range of workers.

Figure 5: How Gen AI Could Shrink Learning Curves

Some jobs feature a learning curve that is steep at the beginning since they require a great deal of upfront mastery, and then flatten out thereafter. GenAI can compress this learning curve by making initial skill acquisition more accessible and immediate.



Source: Burning Glass Institute

The Analytical Framework: A Two-Part Logic for Identifying Mastery Roles

Our analysis rests on a two-part framework designed to first pinpoint where the greatest barriers to entry exist and second to assess whether GenAI is poised to break them down.

The first part of our framework uses wage dispersion as a proxy for the shape of an occupation's learning curve. This filter isolates occupations defined by a steep initial learning curve—where the primary challenge is acquiring foundational expertise to get in the door, not advancing once you are in.

The second part of the framework assesses if GenAI can effectively lower these entry barriers. Here, the distinction between explicit and implicit knowledge becomes the decisive factor:

- **Explicit knowledge** is procedural—it can be codified, written down, or taught. Roles requiring this type of knowledge are highly amenable to GenAI augmentation, as the technology can retrieve, synthesize, and explain complex information to accelerate learning.
- In contrast, **implicit knowledge** is intuitive and experiential, gained through practice and nuanced judgment. GenAI is currently far less capable of replicating these human-centric skills.

We define “**Mastery Roles**” as those occupations that sit at the intersection of these two criteria: they are characterized by a steep initial learning curve and they rely primarily on the explicit knowledge that GenAI can deliver. By focusing on this specific intersection, we can isolate the occupations where GenAI can have the most profound and immediate democratizing impact. This two-part logic forms the foundation of our analysis.

Applying this framework, our research focused on approximately 100 occupations where GenAI could reduce training and experience barriers and, thereby, increase access for those seeking to enter or transition into the occupation. Collectively, such occupations employ over 28.6 million Americans today. Notably, many of these occupations currently offer relatively high wages and strong prospects for upward mobility. They include:

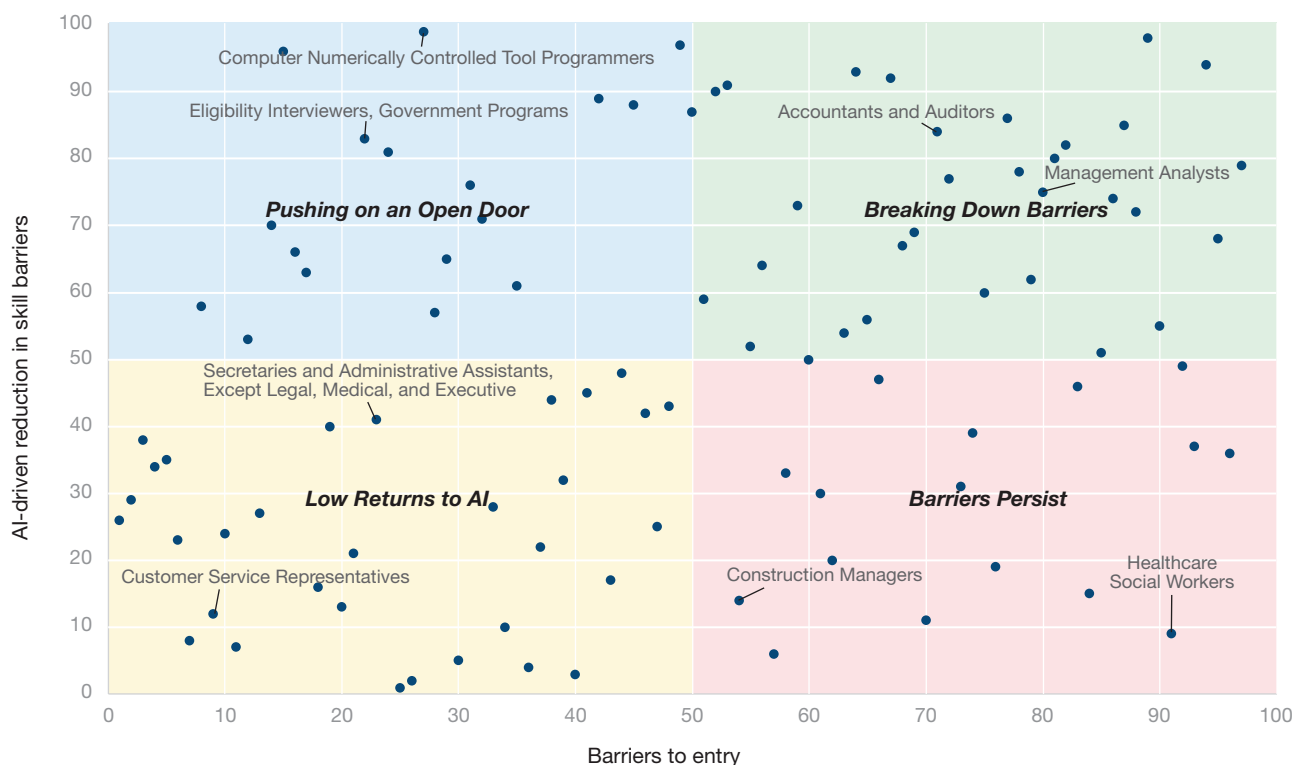
- Computer Numerically Controlled Tool Programmers
- Data Warehousing Specialists
- Electrical and Electronics Drafters
- Geographers
- Civil Engineering Technologists and Technicians
- Network and Computer Systems Administrators
- Telecommunications Engineering Specialists
- Eligibility Interviewers, Government Programs
- Database Architects
- Rehabilitation Counselors

For example, the role of Data Warehousing Specialists has traditionally demanded complex skills in data governance, metadata management, and ETL processes. GenAI promises to flatten the learning curves for such skills—both by helping inexperienced Data Warehousing Specialists develop proficiency more quickly and by providing workers with ongoing support with the coding needed to execute core tasks. With reduced expertise barriers to performing this job, new workers will have more opportunities to pursue careers in the field.

To understand where this democratization potential is greatest, we mapped current barriers to entry against AI's capacity to expand access across different occupations, revealing four distinct patterns.

Figure 6. How AI Democratizes Access Across Mastery Roles

This chart plots current barriers to entry (x-axis) and the potential for AI to improve access (y-axis) across the universe of Mastery Roles. Occupations on the upper-right represent AI's greatest democratizing potential to compress traditional learning curves and open technical careers to broader talent pools. See Appendix B for a list of occupations in each quadrant.



Source: Burning Glass Institute

The four quadrants of Figure 6 reveal the following patterns:

- **Breaking Down Barriers (upper-right):** These occupations combine high barriers to entry with high potential for AI access enablement. This quadrant represents GenAI's greatest democratizing potential, as the technology can substantially reduce traditional barriers.
- **Low Returns to AI (lower-left):** Positions like Customer Service Representatives have both low barriers to entry and modest benefits from AI. Here, AI offers only incremental changes to accessibility and skill development, as the roles are already highly accessible.
- **Pushing on an Open Door (upper-left):** Roles like Computer Numerically Controlled Tool Programmers have low barriers to entry but high potential for AI enablement. In these roles, AI primarily acts to compress learning curves and accelerate proficiency for newcomers
- **Barriers Persist (bottom-right):** Occupations like Construction Managers combine high barriers to entry with limited projected AI impact. These roles see the smallest change in accessibility, as significant traditional barriers remain in place with little assistance from AI.

The implications of this democratization extend beyond individual career paths to reshape entire talent pipelines. By providing immediate skill augmentation, GenAI can help bridge the gap between academic background and professional expertise, allowing workers to transition more rapidly into specialized roles. Consider a recent Business Administration graduate with no prior data warehousing experience. GenAI tools could now enable this worker to contribute sophisticated data insights directly upon hire, automating complex coding and data management tasks.

For employers, this means accessing talented, motivated workers without extensive training

investments, simultaneously addressing worker shortages and expanding talent access. For workers, this approach creates tangible pathways from lower-paying roles into higher-skilled, better-compensated positions. GenAI can simultaneously address worker shortages and expand talent access. By reducing expertise barriers, the technology enables employers to boost productivity while recruiting from a broader, more diverse talent pool. This approach allows workers from lower-paying roles to have improved odds of transitioning into higher-skilled, higher-paying positions.

Domain Expertise and Explicit Knowledge

GenAI can dramatically accelerate workers' domain expertise by reducing the knowledge acquisition barrier. The technology's ability to retrieve, synthesize, and explain complex information enables workers to accelerate proficiency in specialized fields.

Our analysis highlights occupations with significant technical skill requirements—from CNC Programmers to Network Administrators, Electrical Drafters, and Dietetic Technicians. While these roles will continue to require specialized training, GenAI promises to compress the time and cost of professional ramp-up.

Critically, these roles are characterized by explicit, procedural knowledge—making them particularly amenable to GenAI augmentation. In contrast, roles demanding significant implicit knowledge—such as Art Director, Sales Manager, or Investment Fund Manager—will likely integrate GenAI more cautiously. Such positions rely on nuanced skills like stylistic intuition, client relationship dynamics, and complex trend interpretation that current AI technologies cannot easily replicate.

Rewriting the Playbook: Talent Strategy for the Age of AI

The GenAI revolution will bring profound and uneven changes to how organizations manage talent. In occupations where GenAI narrows access, companies will need to reconfigure how workers gain experience and move upward. In occupations where GenAI broadens access, firms have the chance to build more inclusive pipelines—but must adapt their hiring and development models to do so effectively. Together, those shifts will demand more adaptive talent strategies and more intentional career architectures. Firms that respond adroitly will be best

positioned to harness GenAI's productivity-boosting potential, while mitigating the risk posed by talent shortages.

To support strategic workforce planning, organizations should consider conducting a role-by-role analysis—similar to the methodology used in this study—to identify where GenAI is likely to automate entry-level tasks versus augment skill acquisition. Such a diagnostic can help guide more focused investments in training, internal mobility, and hiring strategy.

Implications for Growth Roles: Redesigning Career Ladders

Reshaping Organizational Structures

The narrowing of entry-level roles in some fields will fundamentally change what organizations look like. Currently, many companies operate with a pyramid structure, with multiple entry-level workers supporting each senior role. As GenAI automates entry-level tasks, this ratio could shift dramatically. A department that once had, for example, 5 entry-level workers for every senior role might evolve to a 2-to-1 ratio or even less.

As GenAI reshapes organizational pyramids into more rectangular or diamond-like structures, new opportunities and challenges will emerge. Such structures may facilitate faster information exchange and more direct communication between organizational levels, allowing more agile decision-making and execution.

It may also allow businesses to flatten organizational structures, deploying smaller, more agile teams. As GenAI takes over many routine tasks and decision-making processes, the need for multiple layers of middle management should decrease, resulting in more direct connections between senior leadership and junior workers. Experienced workers, empowered by GenAI tools, may require less direct

supervision, further reducing the need for managerial layers. As tasks that rely on deep technical expertise come to rely on GenAI, companies will be able to rotate high-potential managerial talent through more functions to groom them for general management positions.

However, flatter or more diamond-shaped organizational structures may also create fewer opportunities for employees to gain management experience as their careers progress. The streamlining of organizational hierarchies enabled by GenAI will reduce the number of promotions, limiting workers' opportunities to gain the experience required to advance their careers. Firms will need to rethink how they design career paths in the absence of traditional advancement steps—and how they reward execution, collaboration skills, and expertise.

Shifting Focus: From Talent Acquisition to Retention

The GenAI revolution will also force organizations to reimagine their most fundamental human capital strategies. As automation reshapes entry-level roles, companies will confront a paradoxical challenge: raising the bar for new talent even as new entrants have many fewer opportunities to build requisite

experience. Traditional career paths will give way to more fluid, cross-disciplinary talent development models, requiring new levels of organizational agility.

Companies must craft sophisticated talent strategies that transcend conventional recruiting. The imperative will be to create dynamic talent pipelines that draw experienced talent from more diverse industrial ecosystems. This requires greater precision in distinguishing which capabilities must be built through on-the-job experience and which can be developed through training. By narrowing the set of requirements for which experience is necessary, firms can search for talent more broadly—across sectors and roles—while filling skill and knowledge gaps internally. Success will hinge on an organization’s ability to identify potential, accelerate learning, and create flexible career pathways capable of adapting to the growing complexity of technological transformation.

Nevertheless, increased demand for expertise could lead to heightened competition for experienced workers, making talent retention a critical priority. This shift implies a fundamental change in talent management strategy, moving away from a “churn-and-burn” model of talent acquisition toward one more focused on investing in and retaining workers with scarce expertise.

As GenAI takes on many foundational tasks, the path to promotion in Growth Roles may become less clear. With fewer traditional stepping-stone roles, employees will need to seek out alternative ways to gain the experience required for advancement. This could include participating in specialized projects, cross-functional initiatives, or targeted upskilling to develop expertise not easily automated. Firms will need to support more individualized career development strategies to keep employees engaged and progressing.

New Training Models

Today, a significant portion of learning & development (L&D) budgets is deployed toward onboarding new workers. As the workforce in some occupations becomes more concentrated around a small pool of experts, initial training may become less relevant than boosting the productivity of existing employees. That means identifying and investing in the skills that will be increasingly important to each role as GenAI becomes widely integrated into the workplace—and that keep the most experienced at the top of their game. In diamond-shaped organizations, it means restructuring learning paths to focus on facilitating lateral transfer of experienced workers from other fields and those whose careers may be disrupted by AI.

Companies must move from a “churn-and-burn” hiring model and instead invest deeply in keeping workers with scarce expertise.

Even as the market for experts in some fields may become increasingly competitive, employers will need to adopt new training models that accelerate learning. They will also want to develop the capacity to create programs internally to avoid delaying implementation

of innovative technologies while waiting for third parties to develop training programs. Customized programs based heavily on firm and industry-specific knowledge are likely to be favored. In a workplace with few opportunities for entry-level talent to learn on the job, simulations are likely to become important mechanisms for enabling workers to gain critical experience in ways that require far less direct work experience.

Building Institutional Memory in an AI-Driven Workplace

The importance of firm-specific knowledge will grow. Organizations will need to focus on identifying and cultivating skills that are unique to their context. That will include creating internal knowledge management systems—such as AI-powered learning platforms or internal wikis—to make specialized knowledge more accessible. Companies will need to decide how

much of a barrier they want firm-specific knowledge to be, balancing the gains from specialization with the need for workforce flexibility.

Finally, as GenAI increases demand for experienced talent, retention will become a central priority.

Companies will need to move away from a “churn-and-burn” hiring model and instead invest more deeply in keeping workers with scarce expertise. Identifying internal potential, accelerating learning, and providing new forms of advancement will be critical.

Implications for Mastery Roles: Expanding Access Through Skills-Based Hiring

Seizing Opportunities from Greater Access to Talent

While GenAI may close off traditional entry points to some roles, it also has the potential to open new ones in other fields, some of which have long suffered from chronic labor shortages. To capitalize on such opportunities, businesses must adopt hiring and training strategies that realize the potential of AI to broaden access.

As GenAI lowers technical barriers to entry into certain occupations, businesses have the chance to draw from a wider and more diverse pool of talent. But to do so effectively, they must rethink traditional hiring practices and explore new strategies for identifying and integrating candidates with adjacent skills and experiences.

One approach is to leverage AI-powered skill mapping and talent analytics tools to uncover hidden talent pools. By analyzing large datasets of job postings, employee profiles, and other relevant sources, such tools can help companies identify the key skills associated with high performance in a given role and match those against a broader universe of potential candidates.

For example, a company looking to fill a data analyst position might traditionally limit its search to candidates with a background in statistics or computer science. However, by using AI-driven skill adjacency analysis, the company might discover that many of the key capabilities required for success in this role—such as problem-solving, critical thinking,

and data visualization—are also commonly found among candidates with backgrounds in fields like psychology, economics, or even journalism. As AI reduces the need for prior proficiency with key technical skills, it becomes more feasible for firms to consider talent from different domains. Such an

approach may be especially valuable in fast-changing fields like cybersecurity, where skill requirements shift quickly and traditional training pipelines struggle to keep pace—making it difficult to find candidates with the most current expertise.

To operationalize such a strategy, companies should consider the following steps:

- *Invest in AI-powered talent analytics:* Adopt tools and platforms that can help map the skills and competencies associated with key roles, and identify adjacent skill sets that may be relevant. Use the insights generated to inform job descriptions, candidate screening processes, and interviewing techniques.
- *Partner with educational institutions:* Work with colleges, universities, and other training providers to identify programs and disciplines that develop core skills while partnering with such institutions and providers to build basic proficiency in skills that bridge the gap. Establish pipeline programs, internships, and other initiatives to engage students and graduates from these fields and provide them with

opportunities to move up the initial learning curve more quickly.

- *Emphasize skills-based hiring:* Shift away from traditional credential-based hiring criteria and adopt an approach more calibrated toward demonstrated capability. Use assessments, work samples, and other tools to evaluate candidates' actual abilities and potential, rather than relying solely on their educational or professional background.
- *Provide targeted reskilling opportunities:* Recognize that candidates from adjacent fields may require some additional training and support to adapt their skills to a new context. Invest in targeted reskilling programs that can help bridge any gaps and enable these hires to quickly contribute to your organization's success.

In fields where GenAI lowers barriers to entry, employees may gain access to higher-responsibility tasks more quickly, accelerating advancement for high performers. But this expanded access may also lead to stiffer competition for promotion. Organizations will need to be more deliberate in how they assess readiness for leadership and create visible growth opportunities that reward initiative, learning, and impact.

By embracing a more expansive and inclusive approach to talent acquisition, companies can not only access a wider pool of qualified candidates but also build more diverse and innovative teams. As GenAI continues to reshape the skill landscape, the ability to identify and cultivate talent from adjacent fields will become a potential source of future competitive advantage.

Navigating the AI Transformation: Broader Implications

Our research reveals a critical inflection point: technological disruption is not merely about automation, but about fundamentally restructuring how professional expertise is acquired, demonstrated, and valued. GenAI will radically reshape the traditional linear progression of skill development—from novice to expert through incremental experience. As a consequence, companies will have to reconceived career paths.

While our analysis has focused on business implications, the GenAI revolution portends profound shifts across the workforce ecosystem that demand deeper exploration, including implications for workers, educators, and policymakers that are both urgent and complex. Workers will need to develop unprecedented adaptability and exercise a high degree of agency. They will need to find new ways

to cultivate and demonstrate expertise, and to take ownership of career progressions that once happened by default. Educators must transform traditional learning models, moving from knowledge transfer to cultivating adaptive learning capabilities

that prepare students for a workplace where AI continuously reshapes skill requirements. Perhaps even more urgently, schools and colleges that already struggle to help students launch will face a higher bar, as learners will be expected to start their careers at a higher level of proficiency and to compete for

fewer entry-level spots. Policymakers face the critical challenge of shaping workforce development that can support workers in navigating a disrupted career landscape and in crafting education and training strategies that support people both in making effective career starts and in progressing their careers over time.

The GenAI revolution will also trigger a sweeping reevaluation of professional development and human potential.

Such multifaceted challenges underscore a fundamental reality: we are only beginning to comprehend the depth and breadth of GenAI's transformative potential. This research represents an initial exploration of a complex, rapidly evolving landscape. Critical questions remain: How will workers navigate these shifting professional terrains? What new training infrastructure is needed to support continuous skill adaptation? How can we ensure technological disruption becomes a force for broader economic opportunity rather than constraint?

Fundamentally, learning is the accrual of expertise. Our analysis suggests that GenAI's impact on work will be much more about how GenAI reshapes learning than about its automation of tasks, transforming both how much learning is required to enter a career and how skills and experience are accrued over time. In that sense, the GenAI revolution is not just a technological advance. It will also trigger a sweeping reevaluation of professional

development and human potential—both what barriers there will be to unlocking that potential and what returns there will be to expertise accrued over time and that remains the exclusive prerogative of people.

In many fields, workers will need to find new ways to get on the career ladder while employers will need to find new ways to develop and retain talent as conventional pipelines are disrupted. While a comprehensive framework is needed—and will be a fruitful next phase for this research—a critical first step to managing such changes is knowing where they are likely to occur role-by-role across the economy. This analysis offers such a map. Career paths mark professional progress over time. By delving into the nature of how people learn both within jobs and in order to gain entrance to them, we hope that we have provided a deeper understanding of how careers will be reshaped—and of what it will take for people to rise in the age of AI.

Appendix A: Data Sources and Methods

In this study, researchers took a multistep approach to analyzing and ultimately classifying a set of occupations where the impact of Generative AI could either 1) raise expertise barriers and restrict access to entry-level work, or 2) reduce expertise barriers and thus create more access for workers to enter the field.

For both categories, researchers first deployed the methods established in the “GPTs are GPTs: An Early Look at the Labor Market Impact Potential of Large Language Models,” by Tyna Eloundou, Sam Manning, Pamela Mishkin, and Daniel Rock to assign an AI exposure score to each occupation. It is important to note that this method only identifies exposure to AI, not to automation broadly.

The next step was to utilize a pairwise comparison to determine which occupations are more likely to be affected by automation by deploying a large language model to compare each of the 273 occupations that made it through the preliminary “GPTs are GPTs” method with each of the other 272 occupations. This resulted in more than 37,000 total comparisons. Occupations that are often seen as more exposed to automation end up with high scores close to 272 (like File Clerks, with a score of 265). Occupations that are often seen as less exposed to automation end up with low scores close to 0.

To identify occupations in which GenAI is likely to raise expertise barriers, researchers then studied intra-occupational wage dispersion taken from the Labor Department’s Occupational Employment and Wage Statistics (OEWS) data to identify jobs featuring high levels of wage dispersion. To complement this wage analysis, researchers used job postings to identify the skills associated with the entry levels of each role (<3 years of experience) and the skills associated with higher levels (≥3 years), based on skills data from the Lightcast job

postings database. Using pairwise comparisons, researchers developed a ranking of skills within each occupation according to automation exposure to AI. This then led to a measured average exposure of the skills associated with entry-level roles vs. higher-level roles; based on this analysis, the researchers concluded that significant excess exposure to automation among entry-level workers signifies occupations that are most in need of new career ladders.

To identify occupations in which GenAI is likely to reduce expertise barriers, researchers filtered out occupations that typically have licensing or specialized degree requirements, which were imposed to remove from consideration those occupations with structural barriers to access. Among these occupations, the researchers focused on occupations with a) narrow wage dispersion between the 10th and 50th percentiles of earners based on OEWS data and b) those that are defined by high explicit knowledge scores. The latter was determined by a detailed LLM-scoring exercise of knowledge types associated with occupations, which was repeated three times, with results averaged across the three runs. These occupations were concluded to be the jobs in which expertise barriers are most likely to be reduced, thus increasing accessibility for workers.

To create three complementary visualizations (Figures 1, 4 and 6) capturing AI’s workforce impact, researchers examined 192 occupations and introduced three additional metrics: the value of expertise (wage dispersion comparing median to 10th percentile wages), current barriers to entry (entry-level salary and education requirements from job postings), and junior share (proportion of entry-level workers based on experience requirements).

Appendix B. Detailed Tables

Appendix B.1 Top 50 Growth and Mastery Roles

Appendix Table B.1.1 Growth Roles, by Employment

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
General and Operations Managers	3,630,100	\$102,950	64,045	68%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,356,100	\$66,780	114,506	60%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,170,300	\$66,260	86,791	34%
Project Management Specialists	973,600	\$100,750	42,822	83%
Human Resources Specialists	933,700	\$72,910	57,253	68%
Lawyers	859,000	\$151,160	35,827	95%
Market Research Analysts and Marketing Specialists	856,342	\$76,950	41,080	81%
Insurance Sales Agents	547,600	\$60,370	12,471	20%
Securities, Commodities, and Financial Services Sales Agents	513,800	\$78,140	43,496	24%
Online Merchants	477,419	\$81,270	3,238	68%
Training and Development Specialists	420,100	\$65,850	12,932	66%
Marketing Managers	389,100	\$161,030	15,318	94%
Business Continuity Planners	381,876	\$81,270	1,107	91%
Financial and Investment Analysts	347,400	\$101,350	40,897	88%
Loan Officers	334,100	\$74,180	12,527	47%
Personal Financial Advisors	321,000	\$102,140	20,770	72%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	311,840	\$100,070	65,119	43%
Public Relations Specialists	308,000	\$69,780	8,626	78%
Cost Estimators	227,900	\$77,070	11,559	71%
Education Administrators, Postsecondary	216,400	\$103,960	16,089	71%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Writers and Authors	150,071	\$72,270	6,528	83%
Meeting, Convention, and Event Planners	149,000	\$59,440	12,305	54%
Computer Programmers	139,400	\$98,670	3,644	73%
Information Technology Project Managers	137,523	\$108,970	8,044	89%
Business Intelligence Analysts	133,058	\$112,590	20,317	88%
Art Directors	126,600	\$111,040	504	93%
Operations Research Analysts	123,300	\$91,290	7,731	85%
Web and Digital Interface Designers	117,294	\$98,090	5,852	93%
Editors	114,200	\$75,260	3,450	87%
Advertising Sales Agents	111,600	\$61,460	15,565	65%
Tax Preparers	103,800	\$50,560	16,910	67%
Compensation, Benefits, and Job Analysis Specialists	103,700	\$77,020	11,182	68%
Web Developers	94,100	\$90,930	4,155	95%
Information Security Engineers	93,738	\$108,970	4,734	90%
Business Teachers, Postsecondary	93,069	\$81,600	898	85%
Environmental Compliance Inspectors	82,571	\$78,420	2,110	88%
Database Administrators	80,500	\$104,620	9,852	84%
Public Relations Managers	78,400	\$138,520	10,749	88%
Clinical Research Coordinators	77,447	\$161,180	11,929	78%
English Language and Literature Teachers, Postsecondary	70,314	\$81,600	1,107	75%
Mathematical Science Teachers, Postsecondary	64,459	\$81,600	527	90%
Sales Engineers	59,700	\$121,520	2,314	87%
Financial Risk Specialists	57,500	\$106,000	7,283	90%
Data Scientists	54,460	\$112,590	6,984	95%
Tax Examiners and Collectors, and Revenue Agents	54,000	\$59,740	5,578	62%
Lodging Managers	53,300	\$68,130	10,217	31%

**trailing 12 months*

Appendix Table B.1.2 Mastery Roles, by Employment

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Customer Service Representatives	2,954,600	\$42,830	175,886	11%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,982,300	\$46,290	108,634	15%
Software Developers	1,692,100	\$133,080	43,130	93%
Bookkeeping, Accounting, and Auditing Clerks	1,663,800	\$49,210	65,430	24%
First-Line Supervisors of Office and Administrative Support Workers	1,570,500	\$66,140	74,759	42%
Accountants and Auditors	1,562,000	\$81,680	59,863	84%
First-Line Supervisors of Retail Sales Workers	1,407,400	\$47,320	232,503	17%
Receptionists and Information Clerks	1,054,500	\$37,230	44,700	2%
Management Analysts	1,018,300	\$101,190	18,660	88%
Shipping, Receiving, and Inventory Clerks	848,700	\$43,190	46,937	6%
Medical Secretaries and Administrative Assistants	768,900	\$44,640	36,637	1%
Computer User Support Specialists	725,300	\$60,340	49,817	45%
Financial Managers	618,076	\$161,700	31,254	77%
Computer and Information Systems Managers	613,500	\$171,200	940	92%
Construction Managers	520,900	\$106,980	20,397	62%
Executive Secretaries and Executive Administrative Assistants	516,100	\$74,260	7,907	51%
Billing and Posting Clerks	449,000	\$47,170	21,486	25%
Social and Human Service Assistants	433,000	\$45,120	5,046	18%
Computer Systems Analysts	416,720	\$103,790	14,562	78%
Counter and Rental Clerks	403,700	\$38,540	2,694	10%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%
Production, Planning, and Expediting Clerks	399,200	\$57,770	47,488	32%
Claims Adjusters, Examiners, and Investigators	345,200	\$76,790	13,557	53%
Network and Computer Systems Administrators	335,400	\$96,800	9,392	73%

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Insurance Claims and Policy Processing Clerks	271,800	\$48,450	12,832	33%
Dispatchers, Except Police, Fire, and Ambulance	215,400	\$48,880	13,651	6%
Human Resources Managers	208,900	\$140,030	8,871	88%
Loan Interviewers and Clerks	206,100	\$48,950	13,585	35%
Software Quality Assurance Analysts and Testers	205,000	\$102,610	7,322	86%
Social and Community Service Managers	199,500	\$78,240	3,580	86%
Treasurers and Controllers	196,535	\$161,700	2,838	97%
Bill and Account Collectors	196,500	\$46,040	5,881	24%
Healthcare Social Workers	193,200	\$68,090	7,479	97%
Medical Records Specialists	191,500	\$50,250	23,088	9%
Logisticians	186,765	\$80,880	29,641	47%
Information Security Analysts	180,700	\$124,910	4,303	84%
Computer Network Architects	171,612	\$130,390	10,589	80%
Interviewers, Except Eligibility and Loan	169,100	\$43,830	5,011	22%
Computer Network Support Specialists	166,700	\$73,340	8,161	23%
Court, Municipal, and License Clerks	165,100	\$47,700	5,169	10%
Data Entry Keyers	163,900	\$39,850	7,952	8%
Payroll and Timekeeping Clerks	160,300	\$55,290	11,923	34%
Eligibility Interviewers, Government Programs	160,000	\$51,500	14,529	21%
Fundraisers	125,900	\$66,490	3,714	80%
Reservation and Transportation Ticket Agents and Travel Clerks	123,800	\$41,460	1,085	8%
First-Line Supervisors of Entertainment and Recreation Workers, Except Gambling Services	123,300	\$46,900	2,669	16%
Insurance Underwriters	118,400	\$79,880	5,458	77%
Health Informatics Specialists	110,480	\$103,790	6,734	71%
Order Clerks	106,300	\$44,660	3,607	10%
Human Resources Assistants, Except Payroll and Timekeeping	104,200	\$49,440	25,681	32%
Patient Representatives	99,035	\$48,790	71,637	10%

**trailing 12 months*

Appendix B.2: Detailed Quadrant Data for Figures 1, 4 & 6

Table B.2.1. Detailed Quadrant Data for *Figure 1. How AI Reshapes Career Pathways* (p.9)

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
General and Operations Managers	3,630,100	\$102,950	64,045	68%
Software Developers	1,692,100	\$133,080	43,130	93%
Accountants and Auditors	1,562,000	\$81,680	59,863	84%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,356,100	\$66,780	114,506	60%
Management Analysts	1,018,300	\$101,190	18,660	88%
Market Research Analysts and Marketing Specialists	856,342	\$76,950	41,080	81%
Computer User Support Specialists	725,300	\$60,340	49,817	45%
Computer and Information Systems Managers	613,500	\$171,200	940	92%
Insurance Sales Agents	547,600	\$60,370	12,471	20%
Executive Secretaries and Executive Administrative Assistants	516,100	\$74,260	7,907	51%
Securities, Commodities, and Financial Services Sales Agents	513,800	\$78,140	43,496	24%
Online Merchants	477,419	\$81,270	3,238	68%
Training and Development Specialists	420,100	\$65,850	12,932	66%
Computer Systems Analysts	416,720	\$103,790	14,562	78%
Business Continuity Planners	381,876	\$81,270	1,107	91%
Financial and Investment Analysts	347,400	\$101,350	40,897	88%
Network and Computer Systems Administrators	335,400	\$96,800	9,392	73%
Software Quality Assurance Analysts and Testers	205,000	\$102,610	7,322	86%
Tutors	195,100	\$40,090	7,360	52%
Logisticians	186,765	\$80,880	29,641	47%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.1b Widening Spread

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Loan Officers	334,100	\$74,180	12,527	47%
Education Administrators, Postsecondary	216,400	\$103,960	16,089	71%
Social and Community Service Managers	199,500	\$78,240	3,580	86%
Eligibility Interviewers, Government Programs	160,000	\$51,500	14,529	21%
Meeting, Convention, and Event Planners	149,000	\$59,440	12,305	54%
Editors	114,200	\$75,260	3,450	87%
Rehabilitation Counselors	87,600	\$46,110	1,710	91%
Freight Forwarders	80,609	\$49,900	2,768	28%
Travel Agents	68,800	\$48,450	2,093	22%
Civil Engineering Technologists and Technicians	66,000	\$64,200	951	26%
Health Education Specialists	62,100	\$63,000	7,445	51%
Tax Examiners and Collectors, and Revenue Agents	54,000	\$59,740	5,578	62%
Logistics Analysts	47,124	\$80,880	7,113	72%
Search Marketing Strategists	47,058	\$76,950	1,885	94%
Environmental Restoration Planners	39,011	\$80,060	2,651	84%
Biologists	33,446	\$93,330	3,366	91%
Computer Numerically Controlled Tool Programmers	28,300	\$65,670	1,448	9%
Dietetic Technicians	25,000	\$37,040	3,446	8%
Electrical and Electronics Drafters	23,200	\$73,720	2,534	36%
Investment Fund Managers	22,489	\$161,700	757	90%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.1c Widening Access

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Customer Service Representatives	2,954,600	\$42,830	175,886	11%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,982,300	\$46,290	108,634	15%
Bookkeeping, Accounting, and Auditing Clerks	1,663,800	\$49,210	65,430	24%
First-Line Supervisors of Office and Administrative Support Workers	1,570,500	\$66,140	74,759	42%
First-Line Supervisors of Retail Sales Workers	1,407,400	\$47,320	232,503	17%
Receptionists and Information Clerks	1,054,500	\$37,230	44,700	2%
Human Resources Specialists	933,700	\$72,910	57,253	68%
Lawyers	859,000	\$151,160	35,827	95%
Shipping, Receiving, and Inventory Clerks	848,700	\$43,190	46,937	6%
Medical Secretaries and Administrative Assistants	768,900	\$44,640	36,637	1%
Construction Managers	520,900	\$106,980	20,397	62%
Billing and Posting Clerks	449,000	\$47,170	21,486	25%
Social and Human Service Assistants	433,000	\$45,120	5,046	18%
Counter and Rental Clerks	403,700	\$38,540	2,694	10%
Production, Planning, and Expediting Clerks	399,200	\$57,770	47,488	32%
Marketing Managers	389,100	\$161,030	15,318	94%
Claims Adjusters, Examiners, and Investigators	345,200	\$76,790	13,557	53%
Personal Financial Advisors	321,000	\$102,140	20,770	72%
Public Relations Specialists	308,000	\$69,780	8,626	78%
Insurance Claims and Policy Processing Clerks	271,800	\$48,450	12,832	33%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.1d Shrinking Fields

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,170,300	\$66,260	86,791	34%
Project Management Specialists	973,600	\$100,750	42,822	83%
Financial Managers	618,076	\$161,700	31,254	77%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	311,840	\$100,070	65,119	43%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Information Technology Project Managers	137,523	\$108,970	8,044	89%
Art Directors	126,600	\$111,040	504	93%
Fundraisers	125,900	\$66,490	3,714	80%
Web and Digital Interface Designers	117,294	\$98,090	5,852	93%
Advertising Sales Agents	111,600	\$61,460	15,565	65%
Information Security Engineers	93,738	\$108,970	4,734	90%
Interpreters and Translators	78,300	\$59,440	9,564	33%
Financial Risk Specialists	57,500	\$106,000	7,283	90%
Education Teachers, Postsecondary	48,924	\$81,600	338	90%
Broadcast Announcers and Radio Disc Jockeys	26,500	\$45,680	197	49%
Advertising and Promotions Managers	22,200	\$126,960	536	92%
Law Teachers, Postsecondary	20,533	\$81,600	205	92%
Court Reporters and Simultaneous Captioners	17,500	\$67,310	1,560	15%
Penetration Testers	16,843	\$108,970	1,795	87%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

B.2.2 Detailed Quadrant Data for Figure 4. Growth Roles: Where AI Threatens Traditional Career Ladders and Talent Pipelines (p.14)

Appendix Table B.2.2a Flattened Pyramids

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,356,100	\$66,780	114,506	60%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,170,300	\$66,260	86,791	34%
Market Research Analysts and Marketing Specialists	856,342	\$76,950	41,080	81%
Securities, Commodities, and Financial Services Sales Agents	513,800	\$78,140	43,496	24%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	311,840	\$100,070	65,119	43%
Tutors	195,100	\$40,090	7,360	52%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Advertising Sales Agents	111,600	\$61,460	15,565	65%
Mathematical Science Teachers, Postsecondary	64,459	\$81,600	527	90%
News Analysts, Reporters, and Journalists	49,800	\$60,280	3,259	91%
Biological Science Teachers, Postsecondary	43,106	\$81,600	451	84%
Psychology Teachers, Postsecondary	39,728	\$81,600	304	95%
Recreation and Fitness Studies Teachers, Postsecondary	22,172	\$81,600	257	87%
Chemistry Teachers, Postsecondary	17,173	\$81,600	137	91%
Anthropology and Archeology Teachers, Postsecondary	16,135	\$81,600	115	85%
Solar Sales Representatives and Assessors	13,460	\$100,070	3,370	32%
Atmospheric and Space Scientists	9,900	\$97,450	682	75%
Survey Researchers	9,700	\$63,380	2,080	83%
Industrial-Organizational Psychologists	8,600	\$109,840	604	98%
Arbitrators, Mediators, and Conciliators	8,200	\$67,710	219	56%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.2b Traditional Hierarchies Persist

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Human Resources Specialists	933,700	\$72,910	57,253	68%
Insurance Sales Agents	547,600	\$60,370	12,471	20%
Online Merchants	477,419	\$81,270	3,238	68%
Loan Officers	334,100	\$74,180	12,527	47%
Personal Financial Advisors	321,000	\$102,140	20,770	72%
Public Relations Specialists	308,000	\$69,780	8,626	78%
Education Administrators, Postsecondary	216,400	\$103,960	16,089	71%
Writers and Authors	150,071	\$72,270	6,528	83%
Meeting, Convention, and Event Planners	149,000	\$59,440	12,305	54%
Tax Preparers	103,800	\$50,560	16,910	67%
Compensation, Benefits, and Job Analysis Specialists	103,700	\$77,020	11,182	68%
Clinical Research Coordinators	77,447	\$161,180	11,929	78%
English Language and Literature Teachers, Postsecondary	70,314	\$81,600	1,107	75%
Tax Examiners and Collectors, and Revenue Agents	54,000	\$59,740	5,578	62%
Lodging Managers	53,300	\$68,130	10,217	31%
Customs Brokers	38,153	\$78,420	2,427	29%
Equal Opportunity Representatives and Officers	35,538	\$78,420	1,624	58%
Biologists	33,446	\$93,330	3,366	91%
Broadcast Announcers and Radio Disc Jockeys	26,500	\$45,680	197	49%
Court Reporters and Simultaneous Captioners	17,500	\$67,310	1,560	15%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.2c Lower Impact/Incremental Adaptation

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
General and Operations Managers	3,630,100	\$102,950	64,045	68%
Project Management Specialists	973,600	\$100,750	42,822	83%
Lawyers	859,000	\$151,160	35,827	95%
Training and Development Specialists	420,100	\$65,850	12,932	66%
Marketing Managers	389,100	\$161,030	15,318	94%
Business Continuity Planners	381,876	\$81,270	1,107	91%
Financial and Investment Analysts	347,400	\$101,350	40,897	88%
Cost Estimators	227,900	\$77,070	11,559	71%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Business Intelligence Analysts	133,058	\$112,590	20,317	88%
Editors	114,200	\$75,260	3,450	87%
Environmental Compliance Inspectors	82,571	\$78,420	2,110	88%
Public Relations Managers	78,400	\$138,520	10,749	88%
Sales Engineers	59,700	\$121,520	2,314	87%
Financial Risk Specialists	57,500	\$106,000	7,283	90%
Search Marketing Strategists	47,058	\$76,950	1,885	94%
Training and Development Managers	43,200	\$127,090	1,410	83%
Communications Teachers, Postsecondary	32,689	\$81,600	356	80%
Regulatory Affairs Managers	30,254	\$136,550	430	97%
Advertising and Promotions Managers	22,200	\$126,960	536	92%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.2d Severed Pathways

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Computer Systems Engineers/ Architects	152,359	\$108,970	8,887	91%
Computer Programmers	139,400	\$98,670	3,644	73%
Information Technology Project Managers	137,523	\$108,970	8,044	89%
Art Directors	126,600	\$111,040	504	93%
Operations Research Analysts	123,300	\$91,290	7,731	85%
Web and Digital Interface Designers	117,294	\$98,090	5,852	93%
Web Developers	94,100	\$90,930	4,155	95%
Information Security Engineers	93,738	\$108,970	4,734	90%
Business Teachers, Postsecondary	93,069	\$81,600	898	85%
Database Administrators	80,500	\$104,620	9,852	84%
Data Scientists	54,460	\$112,590	6,984	95%
Education Teachers, Postsecondary	48,924	\$81,600	338	90%
Financial Quantitative Analysts	44,448	\$80,190	791	98%
Economics Teachers, Postsecondary	31,678	\$81,600	183	91%
Actuaries	30,200	\$125,770	1,958	89%
Criminal Justice and Law Enforcement Teachers, Postsecondary	22,600	\$81,600	245	72%
Law Teachers, Postsecondary	20,533	\$81,600	205	92%
Natural Sciences Managers	17,567	\$161,180	452	92%
Economists	17,368	\$115,440	1,423	97%
Video Game Designers	11,306	\$98,090	611	77%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/ Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

B.2.3 Figure 6. *Where AI Democratizes Technical Careers Across Mastery Roles* (p.17)

Appendix Table B.2.3a Breaking Down Barriers

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Software Developers	1,692,100	\$133,080	43,130	93%
Accountants and Auditors	1,562,000	\$81,680	59,863	84%
Management Analysts	1,018,300	\$101,190	18,660	88%
Financial Managers	618,076	\$161,700	31,254	77%
Computer and Information Systems Managers	613,500	\$171,200	940	92%
Executive Secretaries and Executive Administrative Assistants	516,100	\$74,260	7,907	51%
Computer Systems Analysts	416,720	\$103,790	14,562	78%
Network and Computer Systems Administrators	335,400	\$96,800	9,392	73%
Software Quality Assurance Analysts and Testers	205,000	\$102,610	7,322	86%
Social and Community Service Managers	199,500	\$78,240	3,580	86%
Treasurers and Controllers	196,535	\$161,700	2,838	97%
Information Security Analysts	180,700	\$124,910	4,303	84%
Computer Network Architects	171,612	\$130,390	10,589	80%
Insurance Underwriters	118,400	\$79,880	5,458	77%
Health Informatics Specialists	110,480	\$103,790	6,734	71%
Industrial Production Managers	88,582	\$121,440	1,581	81%
Rehabilitation Counselors	87,600	\$46,110	1,710	91%
Health Education Specialists	62,100	\$63,000	7,445	51%
Database Architects	54,293	\$135,980	6,509	87%
Brokerage Clerks	49,700	\$62,940	2,180	67%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.3b Pushing on an Open Door

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Computer User Support Specialists	725,300	\$60,340	49,817	45%
Billing and Posting Clerks	449,000	\$47,170	21,486	25%
Interviewers, Except Eligibility and Loan	169,100	\$43,830	5,011	22%
Computer Network Support Specialists	166,700	\$73,340	8,161	23%
Data Entry Keyers	163,900	\$39,850	7,952	8%
Eligibility Interviewers, Government Programs	160,000	\$51,500	14,529	21%
Human Resources Assistants, Except Payroll and Timekeeping	104,200	\$49,440	25,681	32%
Telemarketers	85,200	\$34,410	3,634	9%
Freight Forwarders	80,609	\$49,900	2,768	28%
Travel Agents	68,800	\$48,450	2,093	22%
Civil Engineering Technologists and Technicians	66,000	\$64,200	951	26%
Medical Transcriptionists	54,500	\$37,550	4,347	21%
Word Processors and Typists	39,900	\$47,850	1,654	5%
Computer Numerically Controlled Tool Programmers	28,300	\$65,670	1,448	9%
Dietetic Technicians	25,000	\$37,040	3,446	8%
Postmasters and Mail Superintendents	13,200	\$92,730	155	19%
Data Warehousing Specialists	7,107	\$135,980	2,783	51%
Hydrologic Technicians	3,200	\$58,570	172	39%
Database Architects	54,293	\$135,980	6,509	87%
Brokerage Clerks	49,700	\$62,940	2,180	67%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.3c Barriers Persist

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Construction Managers	520,900	\$106,980	20,397	62%
Claims Adjusters, Examiners, and Investigators	345,200	\$76,790	13,557	53%
Human Resources Managers	208,900	\$140,030	8,871	88%
Healthcare Social Workers	193,200	\$68,090	7,479	97%
Fundraisers	125,900	\$66,490	3,714	80%
Interior Designers	92,200	\$63,490	2,978	77%
Probation Officers and Correctional Treatment Specialists	90,700	\$64,520	2,858	59%
Purchasing Managers	81,300	\$139,510	3,228	90%
Labor Relations Specialists	65,800	\$93,500	922	89%
Budget Analysts	50,800	\$87,930	1,726	86%
Technical Writers	50,100	\$91,670	5,067	82%
Logistics Analysts	47,124	\$80,880	7,113	72%
Environmental Restoration Planners	39,011	\$80,060	2,651	84%
Commercial and Industrial Designers	34,000	\$79,450	4,203	92%
Security Managers	29,571	\$104,690	2,388	73%
Landscape Architects	24,700	\$79,660	1,089	89%
Investment Fund Managers	22,489	\$161,700	757	90%
Hydrologic Technicians	3,200	\$58,570	172	39%
Database Architects	54,293	\$135,980	6,509	87%
Brokerage Clerks	49,700	\$62,940	2,180	67%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

Appendix Table B.2.3d Low Returns to AI

	Total Employment	Median Salary	Number of Entry-Level Postings*	Share of Postings Requiring a Bachelor's Degree
Customer Service Representatives	2,954,600	\$42,830	175,886	11%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,982,300	\$46,290	108,634	15%
Bookkeeping, Accounting, and Auditing Clerks	1,663,800	\$49,210	65,430	24%
First-Line Supervisors of Office and Administrative Support Workers	1,570,500	\$66,140	74,759	42%
First-Line Supervisors of Retail Sales Workers	1,407,400	\$47,320	232,503	17%
Receptionists and Information Clerks	1,054,500	\$37,230	44,700	2%
Shipping, Receiving, and Inventory Clerks	848,700	\$43,190	46,937	6%
Medical Secretaries and Administrative Assistants	768,900	\$44,640	36,637	1%
Social and Human Service Assistants	433,000	\$45,120	5,046	18%
Counter and Rental Clerks	403,700	\$38,540	2,694	10%
Production, Planning, and Expediting Clerks	399,200	\$57,770	47,488	32%
Insurance Claims and Policy Processing Clerks	271,800	\$48,450	12,832	33%
Dispatchers, Except Police, Fire, and Ambulance	215,400	\$48,880	13,651	6%
Loan Interviewers and Clerks	206,100	\$48,950	13,585	35%
Bill and Account Collectors	196,500	\$46,040	5,881	24%
Medical Records Specialists	191,500	\$50,250	23,088	9%
Logisticians	186,765	\$80,880	29,641	47%
Court, Municipal, and License Clerks	165,100	\$47,700	5,169	10%
Payroll and Timekeeping Clerks	160,300	\$55,290	11,923	34%
Reservation and Transportation Ticket Agents and Travel Clerks	123,800	\$41,460	1,085	8%
Tutors	195,100	\$40,090	7,360	52%
Sustainability Specialists	186,355	\$81,270	1,012	89%
Directors, Religious Activities and Education	155,900	\$54,840	491	73%
Computer Systems Engineers/Architects	152,359	\$108,970	8,887	91%

**trailing 12 months*

