



2026 HR Leadership Conference

Session 3: Smart HR: Leveraging AI to Elevate the Workforce Experience & Business Outcomes

Marcus Quigley
EFCG Partner
Technology & Innovation

Tuesday, May 5, 2026

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Network: JWMarriott_Conference

Password: EFCGHR2026



Experience

Partner

Technology and Innovation
EFCG

Chief Executive Officer
EcoLucid

Founder and Chief Executive Officer, Board Member
OptiRTC, Inc.

Principal, Board Member (2011-2012)
Geosyntec Consultants

Woodward Clyde / URS / AECOM

Education

M.S., Civil Engineering
Oregon State University

B.S., Engineering & Environmental Science
University of Notre Dame

EFCG Technology Practice

Technology Advisory

Tech Investment Benchmarking and Strategy
Market Analysis and Technical Due Diligence
Innovative Business Model Partner
Knowledge Management and IP
Technology Organization Design
AI Workforce Resilience

Advanced Analytics

Custom Analytics Advisory
Innovation Network Analysis
Forecasting and Predictive Analytics
Market and Competition Monitoring

Quantitative Integration Analysis (QIA) –
Monitor Integration Velocity for Post M&A and
Org Redesigns

State of the Industry: Generative AI in AEC

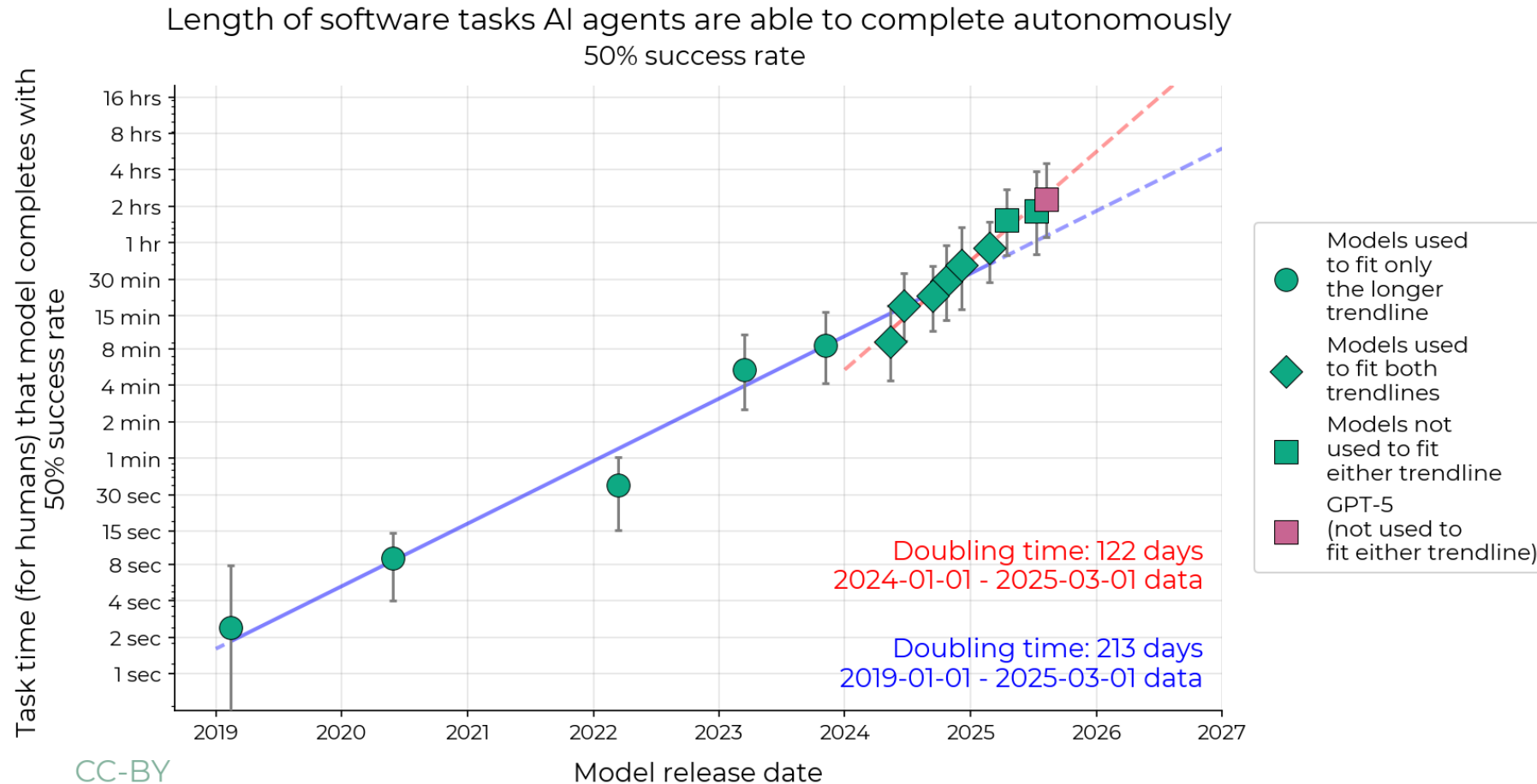
How quickly is AI moving, and what are others doing?



EFCG

Generative AI is Progressing Quickly

How Rapid is the Pace of Change? – Update Q4 2025



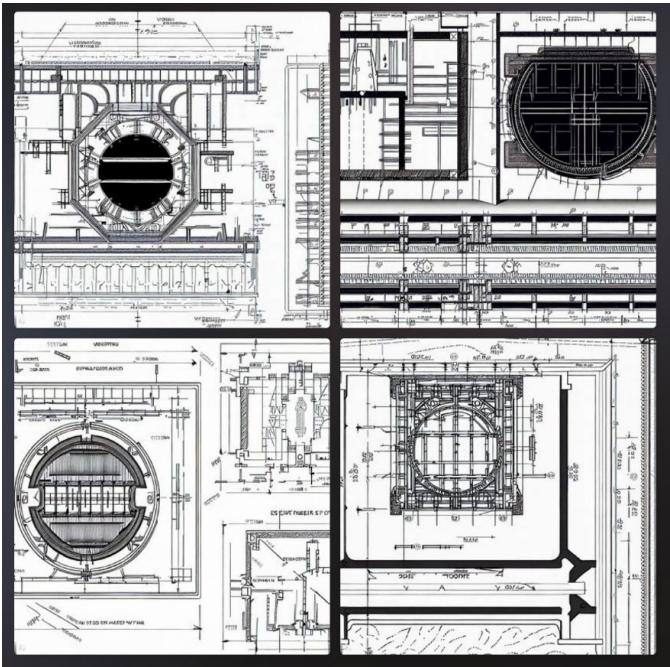
Why this matters:

Don't overcapitalize investments. Avoid lock in. Be ready to pivot.

Keep workforce up to date, prepared for change, and flexible.

Leverage COTS that are keeping up. Use other people's capital.

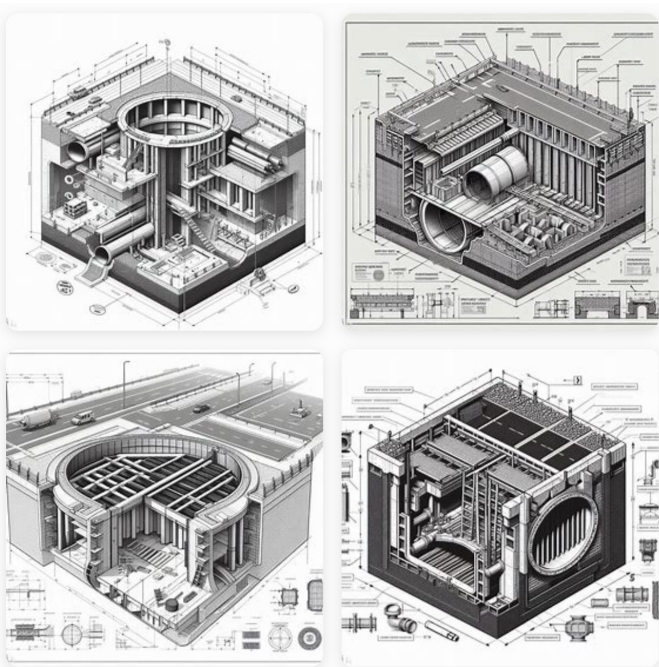
[Details about METR's evaluation of OpenAI GPT-5 | METR's Autonomy Evaluation Resources](#)



MSIC Prompt (DALLE 1):

Create a detailed black and white CAD drawing for a cross-sectional view of a stormwater manhole in a highway setting, including accurate dimensions, materials, and components, such as manhole cover, frame, precast concrete sections, ladder rungs, channel, and pipe connections. Ensure to follow standard CAD conventions and incorporate relevant construction and engineering symbols.

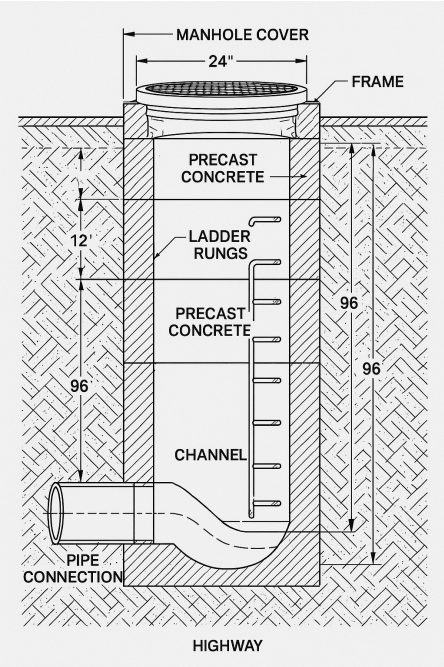
July 2023



Bing Chat Enterprise Prompt (DALLE 2):

Create a detailed black and white CAD drawing for a cross-sectional view of a stormwater manhole in a highway setting, including accurate dimensions, materials, and components, such as manhole cover, frame, precast concrete sections, ladder rungs, channel, and pipe connections. Ensure to follow standard CAD conventions and incorporate relevant construction and engineering symbols.

October 2023



ChatGPT 4o Multimodal (DALLE 3):

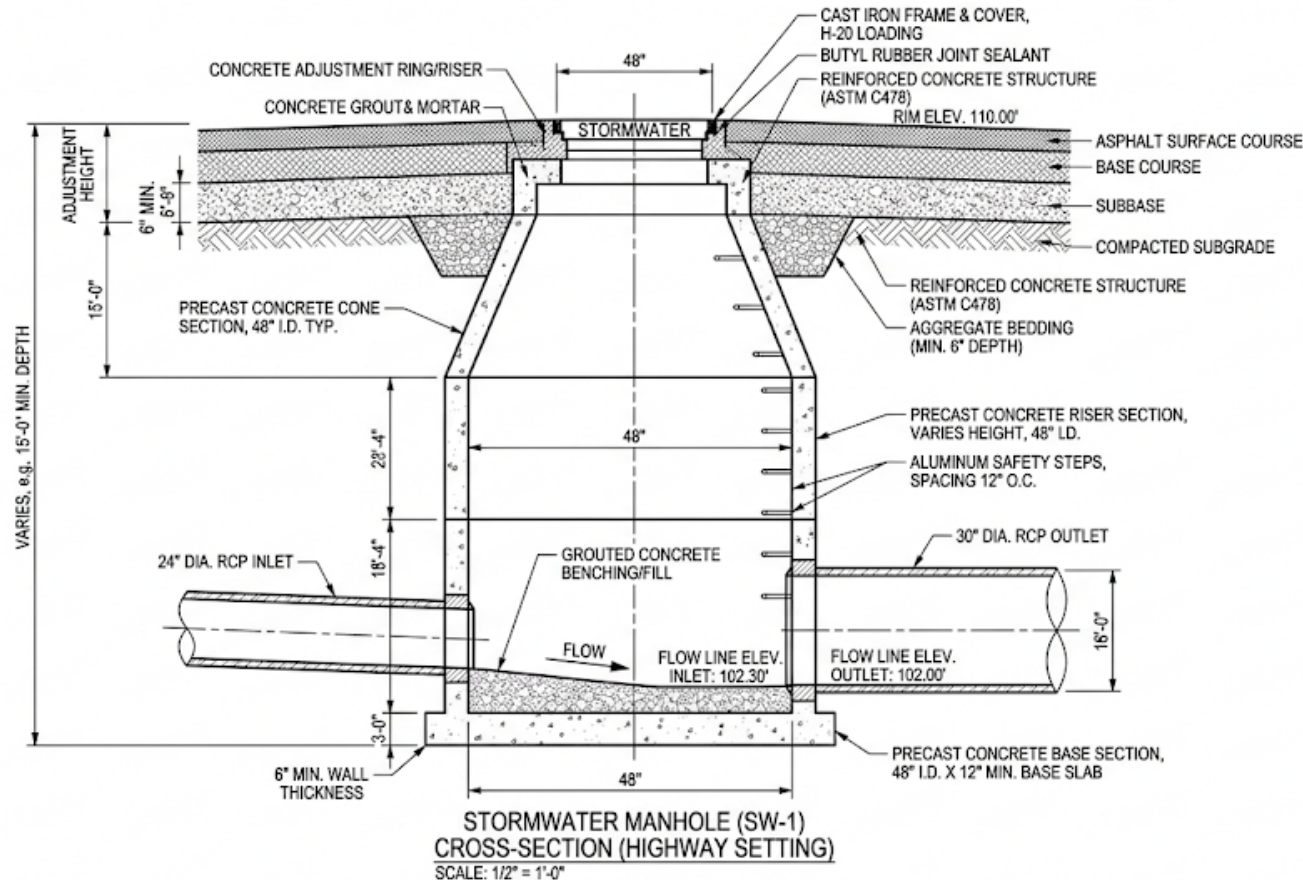
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March 25, 2025



December 17, 2025

How quickly are these tools changing?

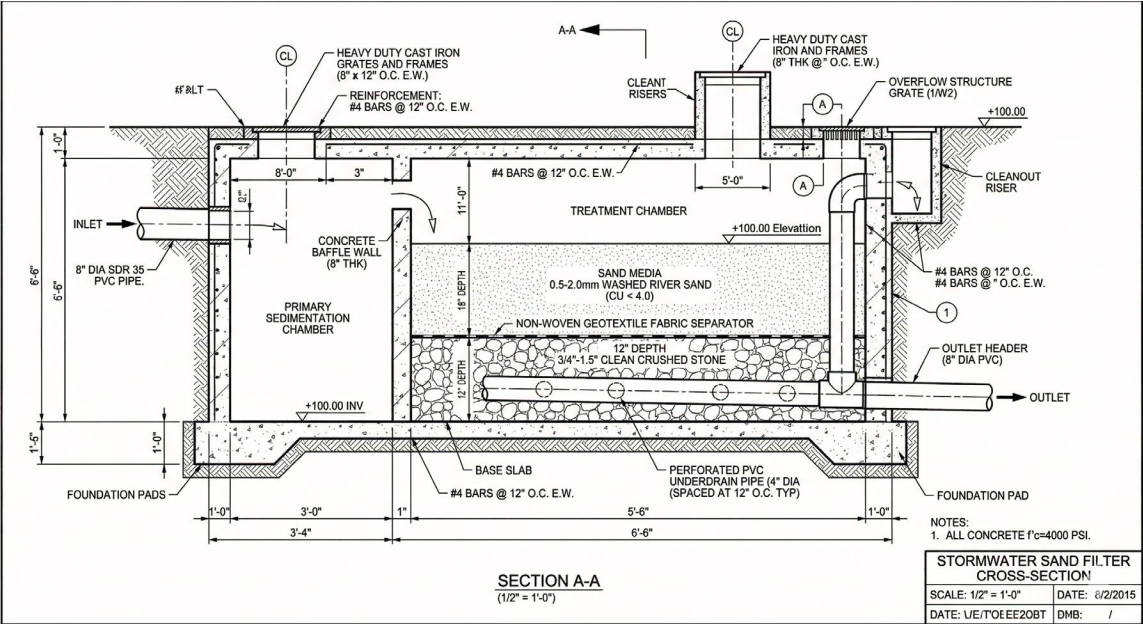
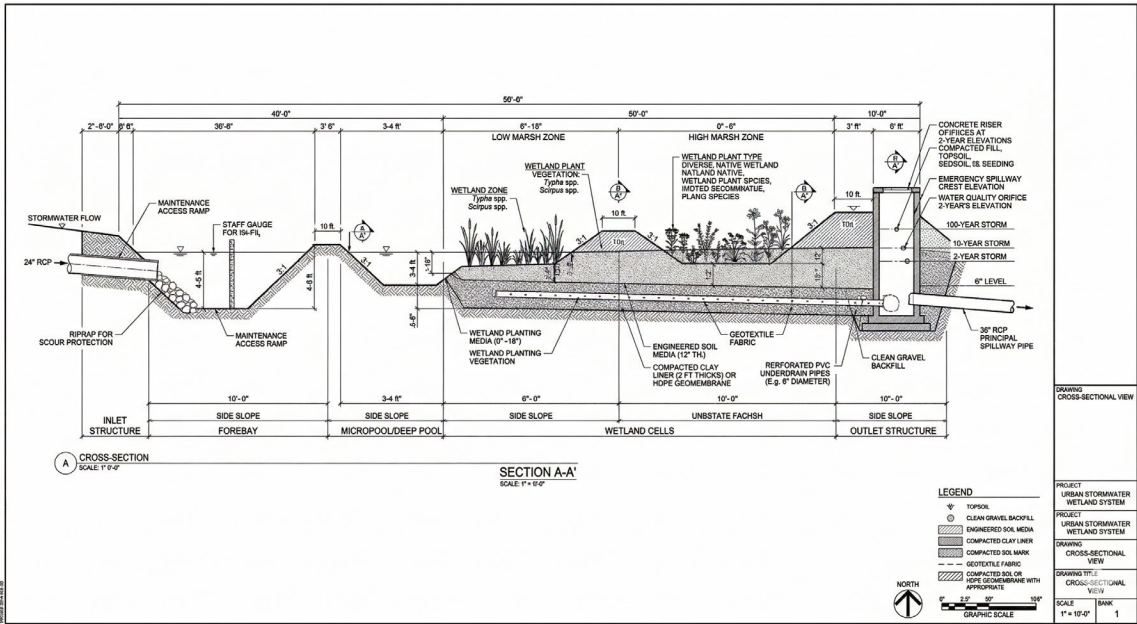


Gemini Pro

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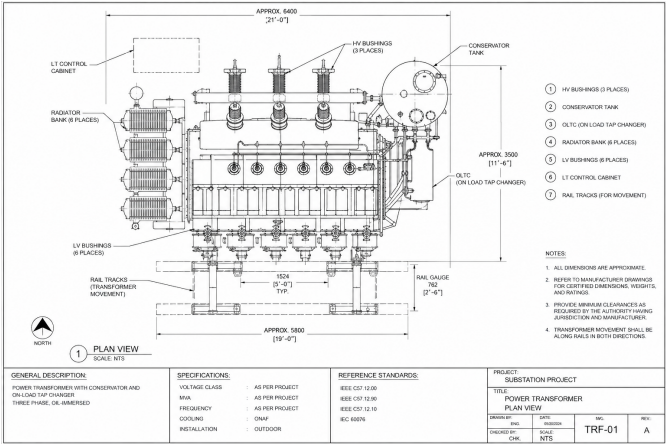
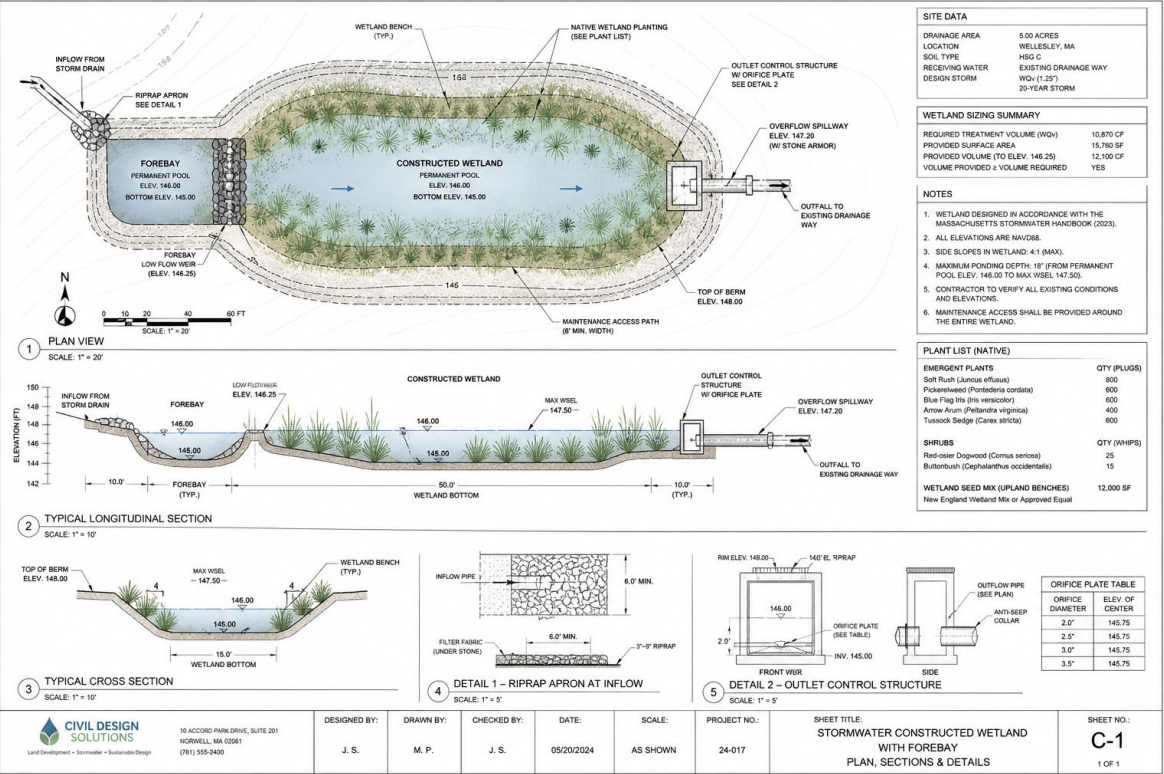
April 1, 2026

How quickly are these tools changing?



Gemini Pro
April 14, 2026

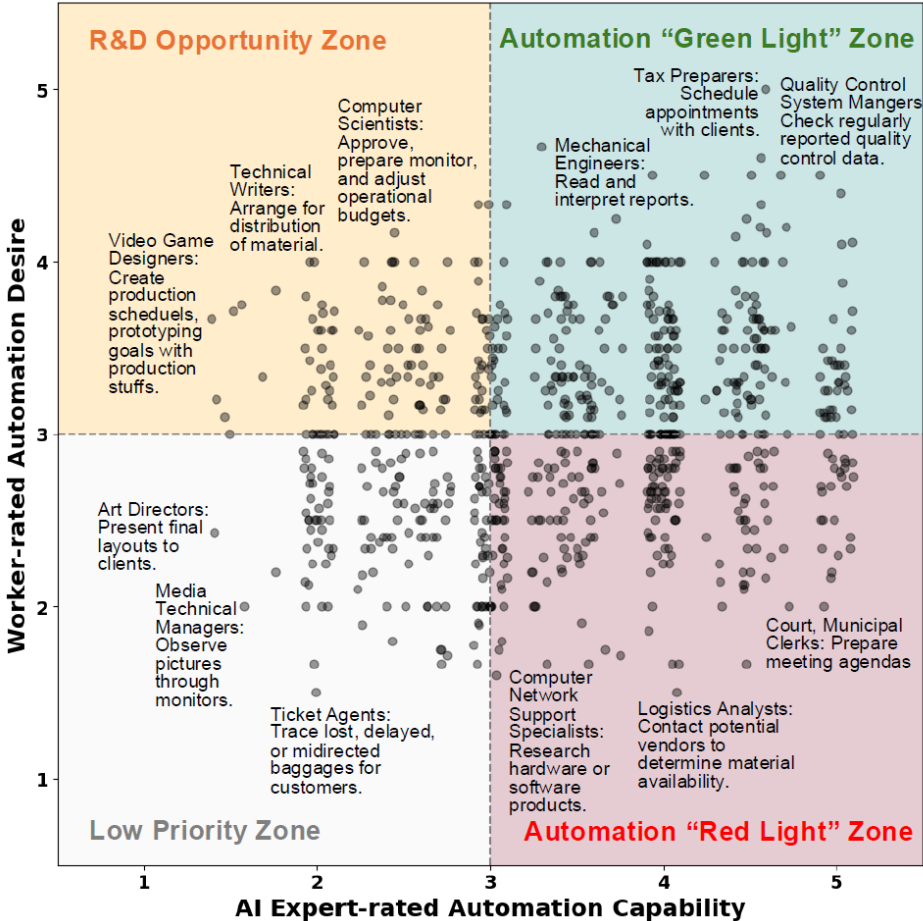
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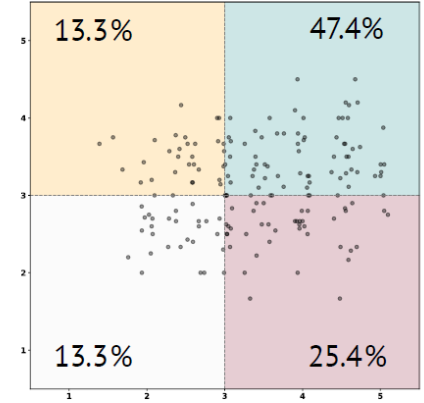
ChatGPT Image Gen 2.0
May 1, 2026

Where is there Opportunity for Automation?

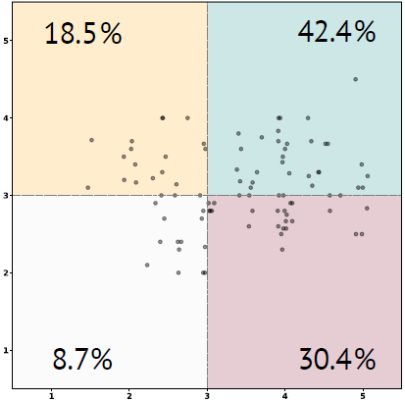
a Automation Desire-Capability Landscape



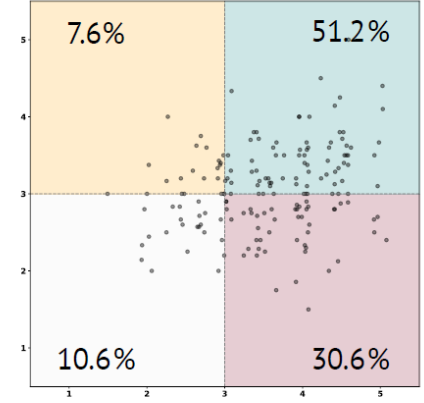
Computer and Mathematical



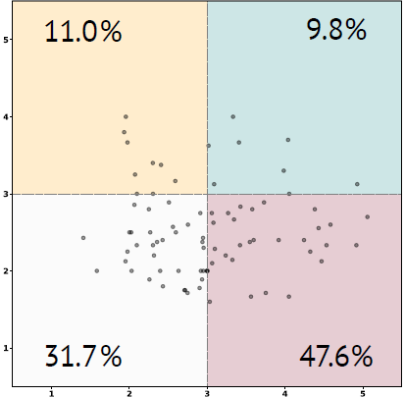
Management



Business and Financial Operations



Arts, Designs, and Media



Future of Work with AI Agents:
Auditing Automation and Augmentation Potential across the U.S. Workforce

Yijia Shao*, Humishka Zope*, Yucheng Jiang, Jiaxin Pei, David Nguyen,
Erik Brynjolfsson, Diyi Yang
Stanford University
(shaoyj, diyiyl)@cs.stanford.edu

Abstract

The rapid rise of compound AI systems (a.k.a., AI Agents) is reshaping the labor market, raising concerns about job displacement, diminished human agency, and overreliance on automation. Yet, we lack a systematic understanding of the evolving landscape. In this paper, we address this gap by introducing a novel auditing framework to assess which occupational tasks workers want AI agents to automate or augment, and how those desires align with the current technological capabilities. Our framework features an audio-enhanced mini-interview to capture nuanced worker desires and introduces the Human Agency Scale (HAS) as a shared language to quantify the preferred level of human involvement. Using this framework, we construct the WORKBank database, building on the U.S. Department of Labor's CPNET database, to capture preferences from 1,500 domain workers and capability assessments from AI experts across over 844 tasks spanning 184 occupations. Ideally, considering the desire and technological capability divides tasks in WORKBank into four zones: Automation "Green Light" Zone, Automation "Red Light" Zone, R&D Opportunity Zone, Low Priority Zone. This highlights critical mismatches and opportunities for AI agent development. Moving beyond a simple automate-or-not dichotomy, our results reveal diverse HAS profiles across occupations, reflecting heterogeneous expectations for human involvement. Moreover, our study offers early signals of how AI agent integration may reshape the core human competencies, shifting from information-focused skills to interpersonal ones. These findings underscore the importance of aligning AI agent development with human desires and preparing workers for evolving workplace dynamics.

1 Introduction

Rapid advances in foundation models, such as large language models (LLMs), have catalyzed growing interest in AI agents: goal-directed systems equipped with tool access and multi-step execution capabilities. Unlike standalone models, these agents can perform complex workflows and are increasingly positioned to take on roles across a broad range of professional domains (Jiang et al., 2024; Shao et al., 2024a; Wang et al., 2024b; Yang et al., 2024; Yao et al., 2024). Their integration into occupational settings is already beginning to shape the labor market (Demirci et al., 2025; Hoffmann et al., 2024). For example, research indicates that around 80% of U.S. workers may see LLMs affect at least 10% of their tasks, with 19% potentially seeing over half impacted (Eloundou et al., 2023). Usage data from Anthropic indicates that in early 2025, at least some workers in 36% of occupations already were using AI for at least 25% of their tasks (Handa et al., 2025).

While AI adoption in the workplace has shown promise in boosting productivity, it also raises concerns about job displacement, reduced human agency, and overreliance on automation (Hazra et al., 2024).

*Equal Contribution

arXiv:2506.06576v2 [cs.CY] 11 Jun 2025

There is a lot you can do with these tools, the harder decision is what should you do!

Source: Future of Work with AI Agents: Auditing Automation and Augmentation Potential across the U.S. Workforce (Stanford University)

Where Are We Headed?



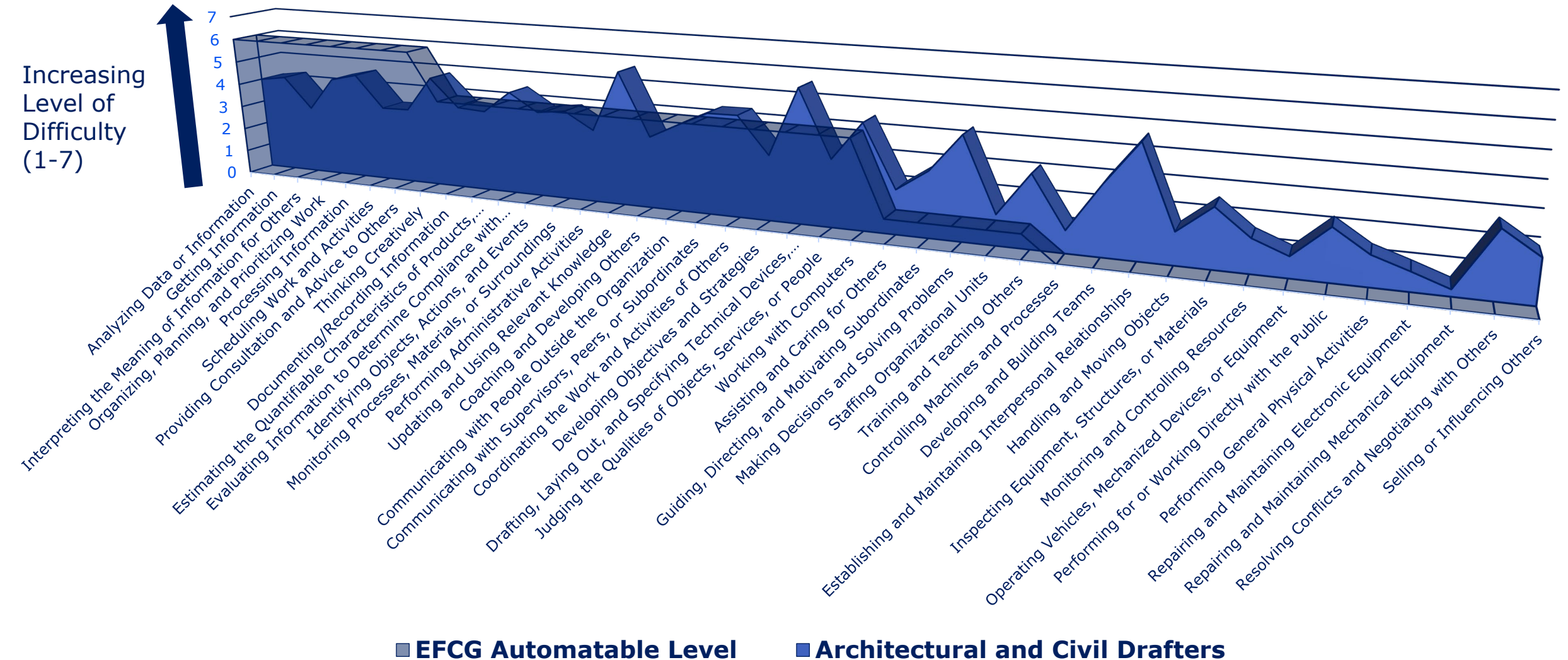
EFCG

How is AI likely to impact day to day work?

Example for Architectural and Civil Drafters



For Architectural and Civil Drafters, AI is expected to augment core tasks rather than fully displace them, but the role shifts toward coordination, decision support, and client-facing collaboration.

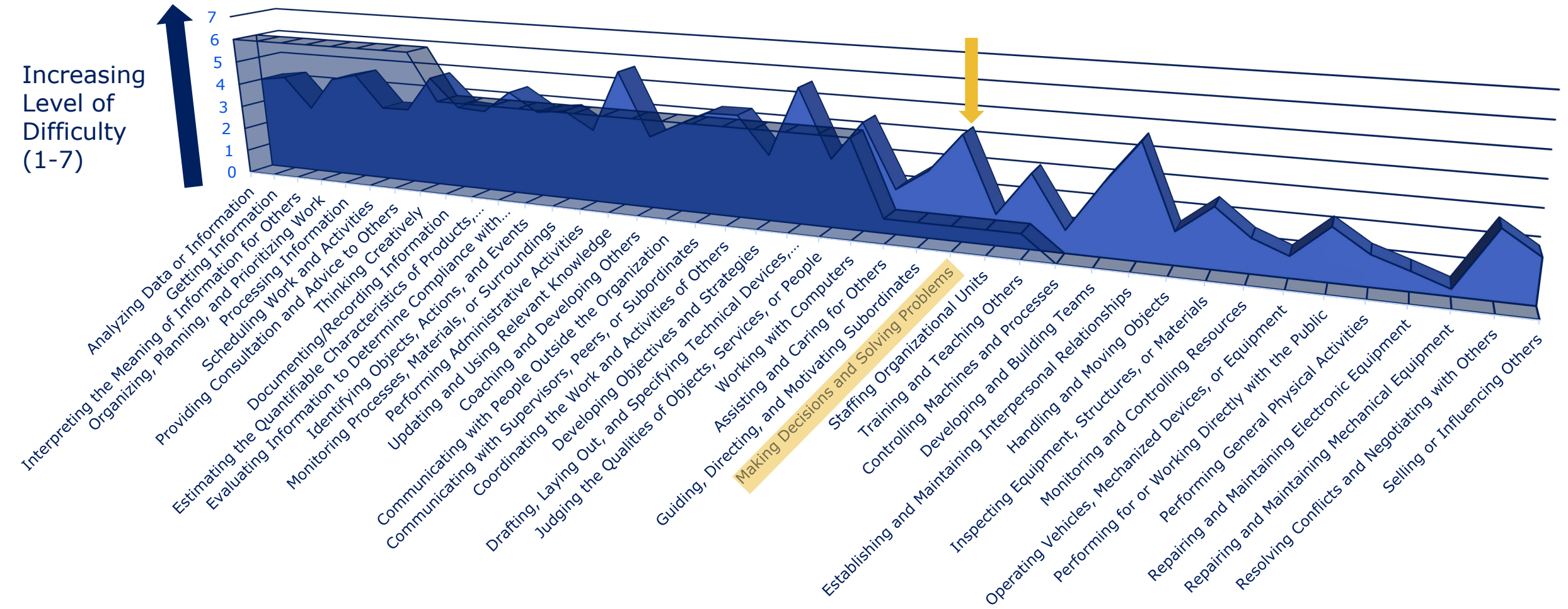


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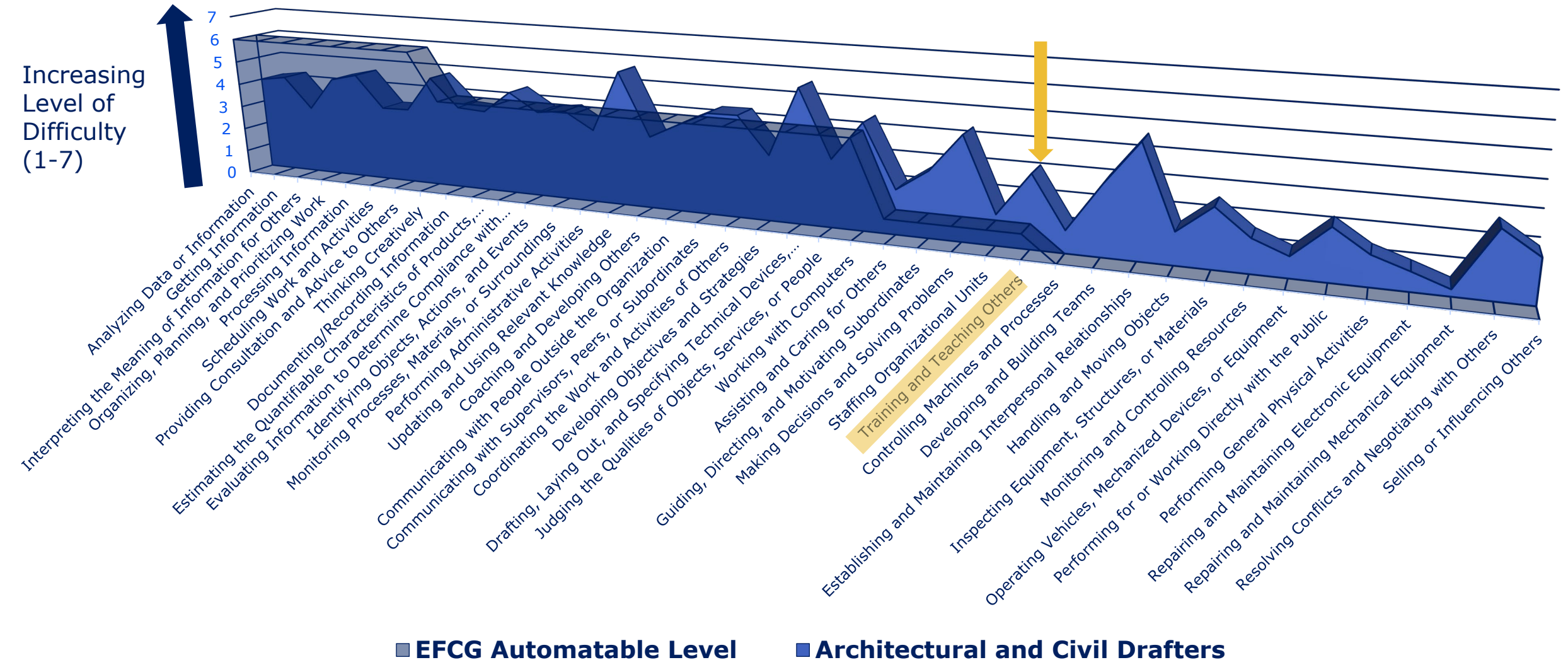


■ EFCG Automatable Level

■ Architectural and Civil Drafters

How does this compare to the work Architectural and Civil Drafters do?

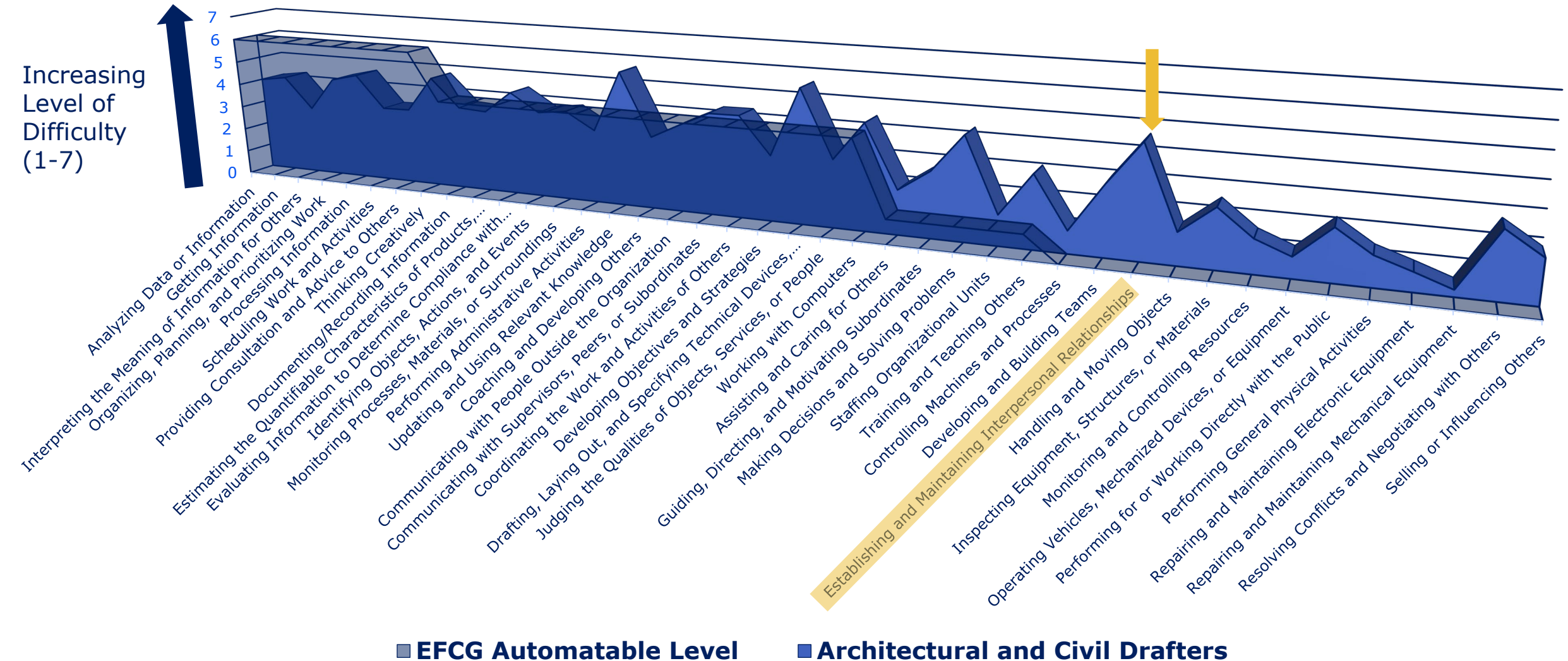
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How is AI likely to impact day to day work?

Example for Architectural and Civil Drafters

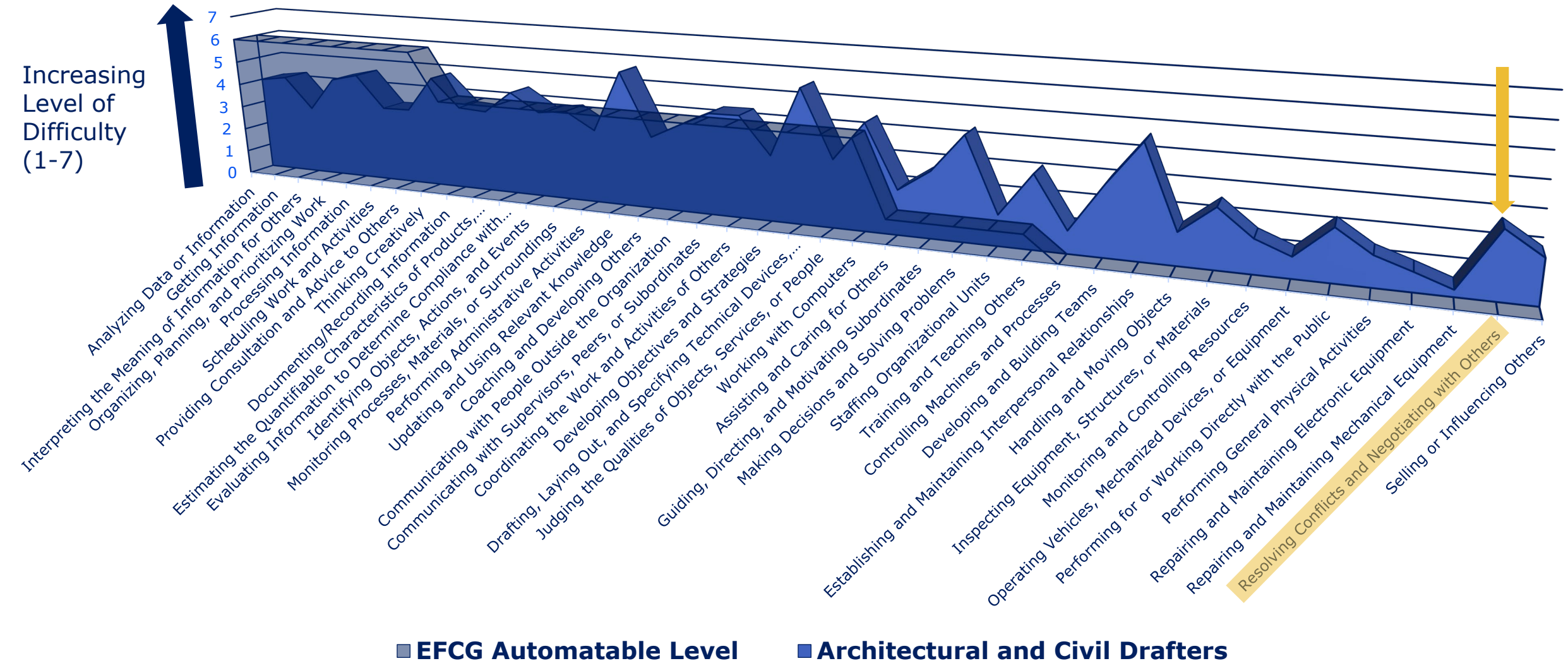
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Example for Architectural and Civil Drafters

For Architectural and Civil Drafters, AI is expected to augment core tasks rather than fully displace them, but the role shifts toward coordination, decision support, and client-facing collaboration.



So What Might the Future Look Like?

Workforce Example for BIM / CAD Designer

Laura – *Early Career
BIM / CAD Designer*



Practical Example #1 Updating a BIM Model

- **2025:** The designer reviews an RFI/submittal, or markups, manually identifies impacted elements and views, and updates the model and parameters in Revit. They run QA/clash checks, publish the revision, and document the changes for the project team.
- **2030:** An AI copilot ingests the RFI/submittal response and markups; highlights affected objects or views and proposes model and parameter updates with an automated QA/clash report. The designer approves exceptions, and the system generates a change summary and notifies stakeholders.

Practical Example #2 Creating a Coordinated Sheet Set

- **2025:** The designer assembles views, details, schedules, and notes into sheets using standards and templates, then manually checks coordination across disciplines (tags, dimensions, references, and sheet index). They resolve conflicts via email or meetings, re-export, and issue the updated sheet set.
- **2030:** AI drafts the sheet set from the model and standards, auto-formats annotations, and flags coordination issues (broken references, inconsistent tagging, missing details, spec conflicts) with recommended fixes. The designer reviews and signs off while AI handles packaging, versioning, exports, and an audit trail for the issue.

2026 – Current Workflow

Top 10 Work Activities

Updating and Using Relevant Knowledge

Drafting, Laying Out, and Specifying
Technical Devices, Parts, and Equipment

Thinking Creatively

Processing Information

Establishing and Maintaining
Interpersonal Relationships

Evaluating Information to Determine
Compliance with Standards

Working with Computers

Organizing, Planning, and Prioritizing
Work

Coordinating the Work and Activities of
Others

Making Decisions and Solving Problems

2030 – AI-Augmented Workflow

Top 10 Work Activities

Establishing and Maintaining
Interpersonal Relationships

Making Decisions and Solving Problems

Developing and Building Teams

Resolving Conflicts and Negotiating with
Others

Inspecting Equipment, Structures, or
Materials

Performing for or Working Directly with
the Public

Training and Teaching Others

Selling or Influencing Others

Guiding, Directing, and Motivating
Subordinates

Updating and Using Relevant Knowledge

Today's Panelist: Karen P. Cosentino



Karen P. Cosentino

Experience

SVP, Chief People Officer
Barge Design Solutions, 2023-Present

VP, HR & Learning Organizational Development
Wellpath, 2019-2022

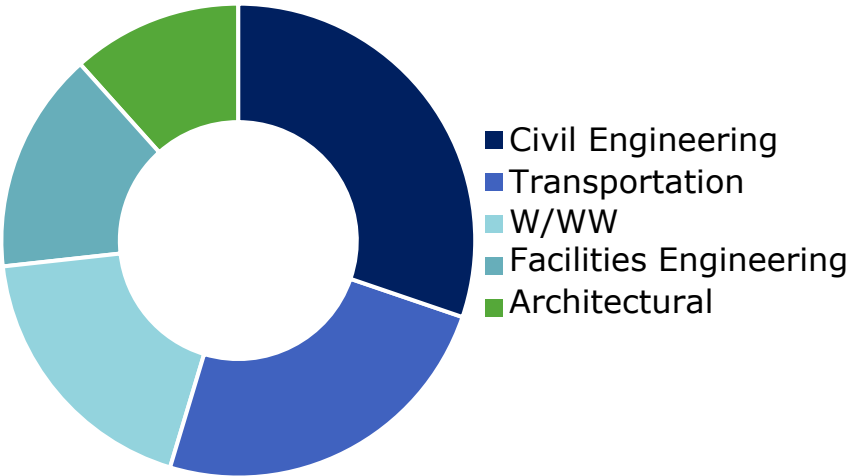
Education

University of Memphis, B.A.



Ownership Type	Gross Revenues	Total Employees
Employee-Owned	\$200M	653

End Markets % Revenues





Brenda Greig

Experience

Chief Human Resources Officer
Ardurra, 2023–Present

President
Greig Company, 2021-2023

Vice President
Interim CHRO
Director
Black & Veatch, 2006-2021

Education

Avila University, B.S.B.A., Finance

Ownership Type	Gross Revenues	Total Employees
PE-Backed	\$610M	2,600
End Markets % Revenues		

Today's Panelist: Jan Sipsma



Jan Sipsma

Experience

Chief People and Strategy Officer
GHD, 2017-Present

CEO
Kaya Consulting, 1999-2017

Education

Harvard, Advanced Management Program

University of the North West, South Africa,
Master Commerce, Industrial Psychology

University of Johannesburg, South Africa,
BCom and BCom, Industrial Psychology

Ownership Type	Gross Revenues	Total Employees
Employee-Owned	\$301B AUD / \$2.2B USD	12,000+
End Markets % Revenues		

Today's Panelists



**Karen P.
Cosentino**

SVP, Chief People Officer
Barge Design Solutions

Ownership Type:
Employee-Owned

Gross Revenues:
\$200M

Total Employees:
653

Primary End Market(s):
Civil Engineering, Transportation,
W/WW, Facilities Eng., Architectural



**Brenda
Greig**

Chief Human Resources Officer
Ardurra

Ownership Type:
PE-Backed

Gross Revenues:
\$610M

Total Employees:
2,600

Primary End Market(s):
W/WW, Transportation, General
Building



**Jan
Sipsma**

Chief People & Strategy Officer
GHD

Ownership Type:
Employee-Owned

Gross Revenues:
\$2.2B / 301B AUD

Total Employees:
12,000+

Primary End Market(s):
Environment, Water, Transportation,
Property & Buildings, Energy/Resources



Ask Us Questions

Marcus Quigley

mquigley@efcg.com

<https://calendly.com/mquigely>

Share Your Feedback

We value your input! Please take a moment at the end of the day to share your thoughts on this session.

Today's Conference Agenda: Tuesday, May 5th



	9:30 am – 10:45 am	Session 1: 2026 EFCG AEC Industry Overview
	10:45 am – 11:15 am	Morning Coffee Social
	11:15 am – 12:00 pm	Session 2: Culture Starts at the Top: HR's Partnership with CEOs & Executive Teams
	12:00 am – 12:45 pm	Lunch
	1:00 pm – 1:45 pm	Session 3: Smart HR: Leveraging AI to Elevate the Workforce Experience & Business Outcomes
Next Event	2:00 pm – 2:45 pm	Session 4: Breakout Sessions 4A: Myth or Fact: AI will Significantly Impact Headcount 4B: Inside the Boardroom: Assessing Board Structure, Engagement, & Effectiveness 4C: Navigating Pay Transparency Laws & the Impact on Compensation Strategy
	3:00 pm – 3:45 pm	Session 5: Blueprint to Leadership: Developing People Leaders from Technical Talent
	4:00 pm – 5:00 pm	Session 6: HR Leaders Lessons Learned
	5:30 pm – 7:30 pm	Evening Networking Reception & Dinner



EFCG

May 4 - 6, 2026

Chicago, IL

Session 4: Breakout Sessions

2:00 pm – 2:45 pm

4A: Myth or Fact: AI will Significantly Impact Headcount
Burnham Ballroom

4B: Inside the Boardroom: Assessing Board Structure, Engagement, & Effectiveness
Oriental Room

4C: Navigating Pay Transparency Laws & the Impact on Compensation Strategy
Biograph Room



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