

# **Managing Change in Regulatory Work: How AI Is Shifting the Way that We Work**

June 6, 2026

**Richard Todd**

Chief Data Officer, City of Boulder

# 1) Welcome and introduction



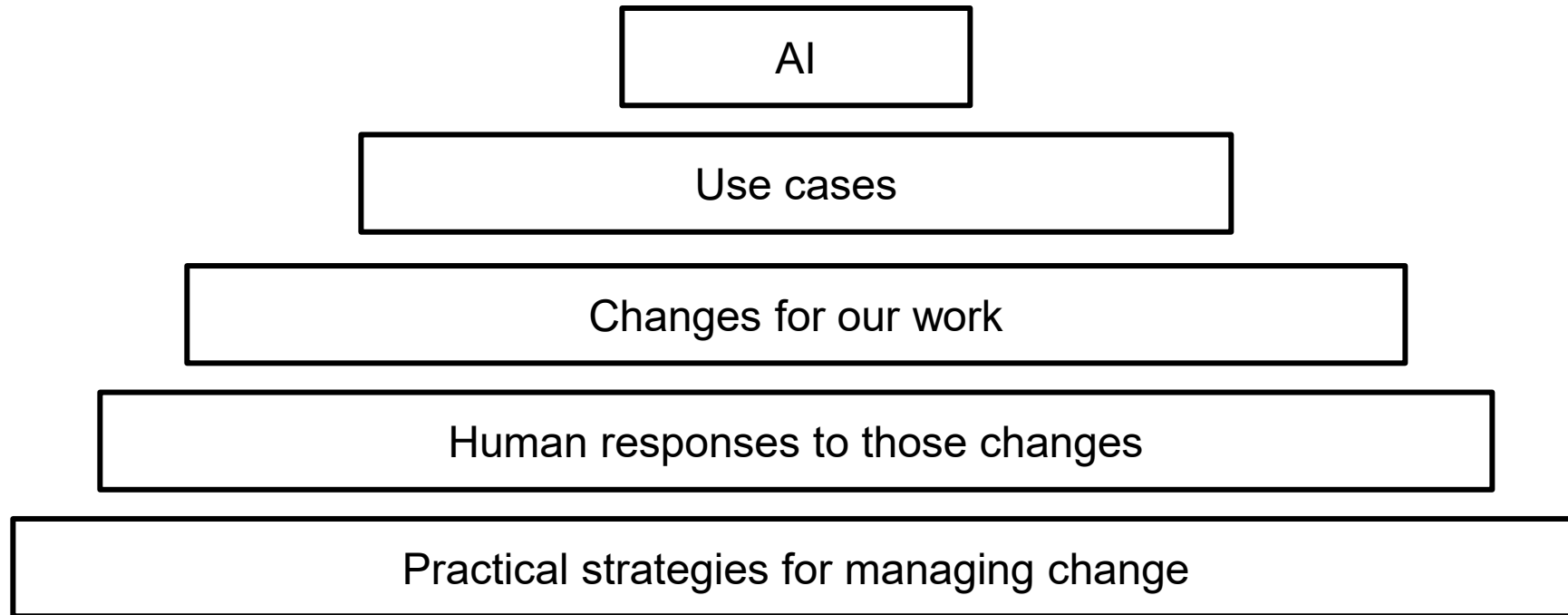
# Motivation

**AI is potentially a different kind of change, not because of the technology itself, but because of how quickly it is reshaping daily work, decision making, and communication.**

**We want you all to be ready!**



# Where we are going





Welcome  
to the  
**COUNTRY  
BAKE OFF!**

**Cake  
Bread  
Tarts  
Biscuits  
& More!**

# Agenda

Welcome and introduction	10 minutes
What is AI, and what are the major use cases?	15 minutes
How is it affecting – and will it affect – our work?	25 minutes
<b>Break</b>	<b>15 minutes</b>
The critical human side of change	20 minutes
Practical strategies for managing change	20 minutes
Close	10 mins



# What this session is not

A technical primer on AI.

Relevant only if your organization is an early adopter.

A teach-in on any specific change management framework.

Dependent on any specific change management framework.



# Proposed norms for today

**To maximize our time together, I ask that we all adhere to the following norms.**

No questions are stupid! We have come here to learn and to share.

- We will have space in each section for questions for that material
- Time at the end (or afterwards!) for general questions

Interactivity!



# Logistics

WIFI code: ABBOTT

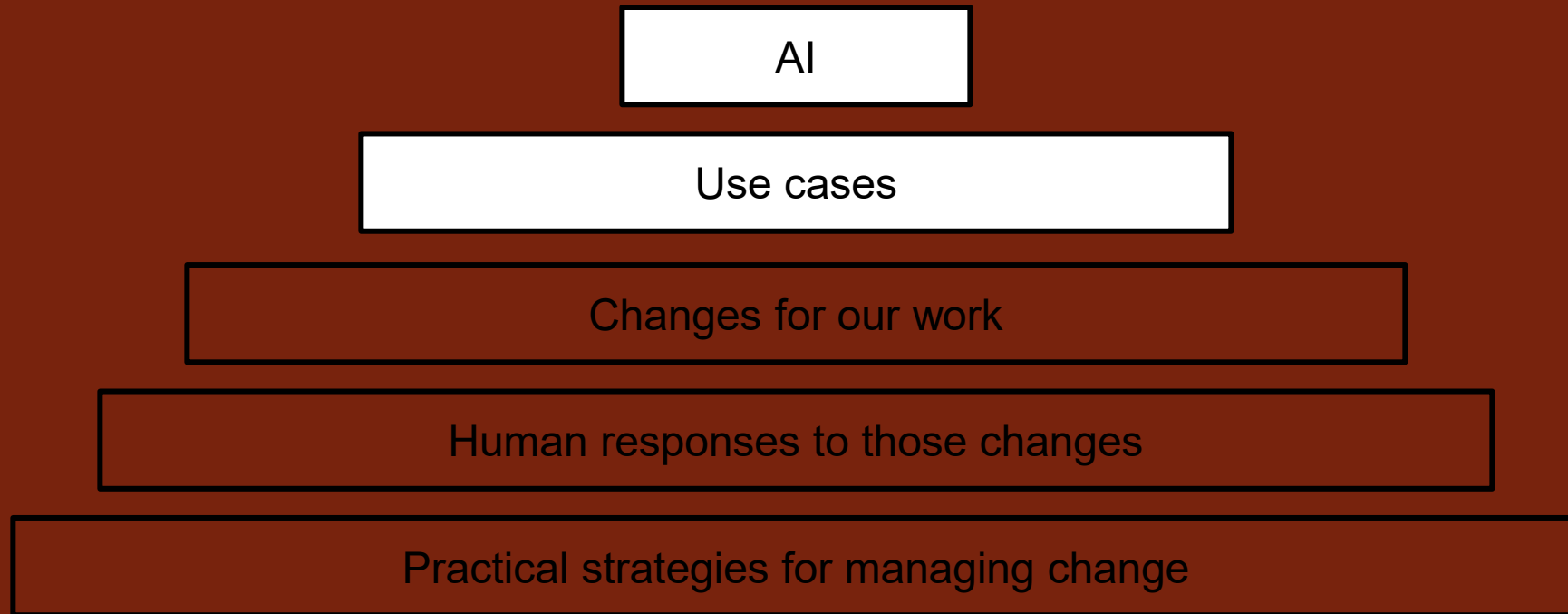
Slides are available on the app.

Break at around half-way point.



**Questions?**

## 2) AI and core use cases



**Level set: how familiar  
are you with AI?**

# What is AI?

**“Artificial intelligence” is a broad and ambiguous term.**

Two general approaches to defining it:

- Technological: as a collection of related technologies (regardless of how used)
- Functional: as the completion of a set of tasks that were traditionally human intelligence (regardless of how performed)

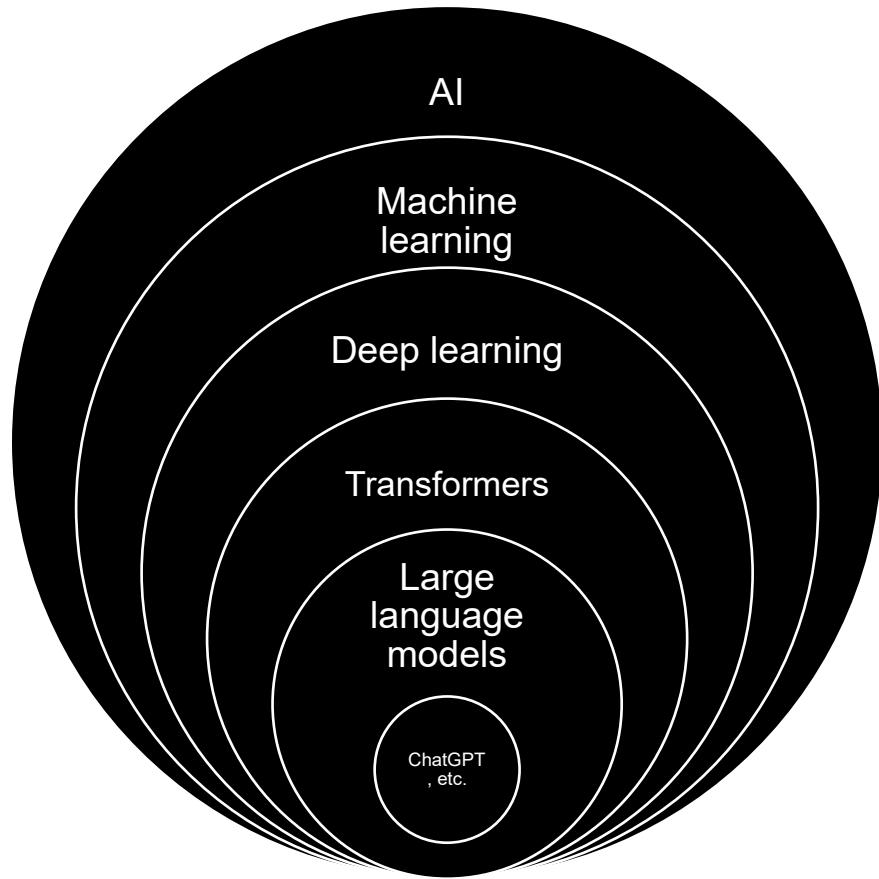
Both have merits, but both have drawbacks:

- Too focused on the arcane details of technology
- Liable to be misused (or oversold)

We will say ~technology that enables three types of use cases to be delivered in a sophisticated way.



# Lots of terms, three core applications



➔ **Prediction**

➔ **Generation**

➔ **Automation**

# Prediction

**Predicting missing, or future values.**

- Forecasting
- Anomaly detection
- Completing missing data
- Ordering work with a predictive risk score



# Prediction: FDA predict system

## Predictive Risk- based Evaluation for Dynamic Import Compliance Targeting

~15 million food shipments arrive annually at over 300 U.S. ports of entry from up to 125,000 foreign facilities in more than 200 countries.

- FDA physically inspects less than 1% of food imports each year

When a shipment entry is filed with U.S. Customs & Border Protection, system evaluates hundreds of data points across facility-level factors, product-level risk factors, shipment-level factors.

- Alert sent to FDA personnel, who decide on course of action

Evolution continues; 2026 FDA Human Foods Program priorities include expansion of AI techniques to food import safety.

Sources: <https://www.fda.gov/industry/fda-import-process/entry-screening-systems-and-tools>, <https://www.orionexregulatory.com/articles/art-fda-predict-system>, <https://www.fda.gov/about-fda/human-foods-program/human-foods-program-2026-priority-deliverables>



# Generation

**Generating new text (images, videos...) from prompts.**

- Generating first drafts
- Interrogating unstructured data
- Intelligent search engine
- Specialized ~chatbots customized with key data for specific tasks...



I've got a column of dates in Excel in mm/dd/yy and dd/mm/yyyy format how to clean with an excel formula

Thought for a couple of seconds >

Use a helper column and convert everything into a real Excel date. The safest formula depends on whether Excel is reading the cells as **text** or as **dates** already.

### Best general formula

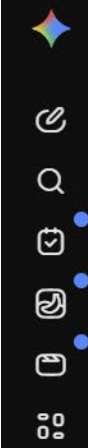
Assume the mixed dates are in **A2**:

```

</> excel
=IF(ISNUMBER(A2),A2,
IF(LEN(A2)-LEN(SUBSTITUTE(A2,"/",""))=2,
LET(
p,TEXTSPLIT(A2,"/"),
a,--INDEX(p,1),
b,--INDEX(p,2),
c,--INDEX(p,3),
y,IF(c<100,2000+c,c),
TF(a>12,DATE(v.b.a)

```

+ Ask anything Thinking



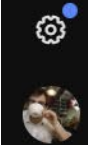
# Food Safety Compliance Checker

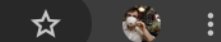
Find out if a scenario is food safety violation or not

Recent

**F** Food Safety Compliance Analysis

This Gem is shared. Instructions may change. ✕





## 2. Specific Regulations Violated

- Violation 13 – Citation 3-302.11(A)(1)(a) Packaged and Unpackaged Food - Separation, Packaging, and Segregation (P)

## 3. Explanation

Storing raw chicken directly above lettuce in a walk-in cooler constitutes a severe cross-contamination hazard.

According to **Section 3-302.11(A)(1)(a)** of the *Colorado Retail Food Establishment Regulations 2024*, food must be protected from cross-contamination by:

"...separating raw animal foods during storage, preparation, holding, and display from... raw ready-to-eat food including other raw animal food... or other raw ready-to-eat food such as fruits and vegetables."

Raw poultry has a high risk of containing pathogens like *Salmonella* and *Campylobacter*. Storing it above a ready-to-eat item like lettuce allows juices or condensation to drip down, creating an unapproved biological hazard on food that will not undergo further cooking.

+ Ask Gemini

Flash ▾



# Automation

**Performing tasks with minimal human intervention.**

- Automatic note taking and meeting summarization
- Answering correspondence
- Sorting, converting files





# ARTIFICIAL INTELLIGENCE: IRS Actions Needed to Address Skills Gaps, Information Quality, and Strategic Management

GAO-26-107522. Published: Mar 24, 2026. Publicly Released: Mar 24, 2026.

## Highlights

What GAO Found

Why GAO Did This Study

What GAO Recommends

Letter

Background

Skills Gaps Could Substantially Affect IRS's Ability to Continue Expanding Its Wide-Ranging AI Use

IRS's AI Inventory Did Not Always Contain Quality Information and Omitted Use Cases

IRS's Management of AI Could Benefit from a More Strategic Approach

Conclusions

Recommendations for Executive Action

Report to Congressional Requesters

March 2026

GAO-26-107522

**United States Government Accountability Office**

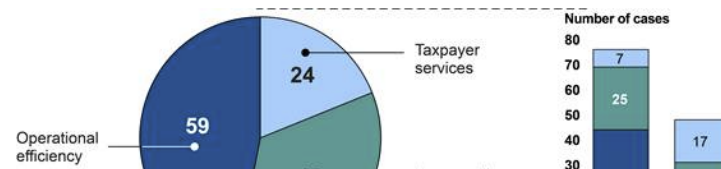
## Highlights

A report to congressional requesters.

For more information, contact: James R. McTigue at [McTigueJ@gao.gov](mailto:McTigueJ@gao.gov).

### What GAO Found

IRS had 126 active artificial intelligence (AI) use cases—applications of AI for a particular business need—in its inventory as of June 2025. These 126 use cases included 65 that were either too sensitive for public reporting or were research and development efforts exempt from public reporting. Although IRS has been using AI for several years, its inventory has grown rapidly since reporting 10 use cases in August 2022. IRS categorized most use cases in the June 2025 inventory as either improving (1) operational efficiency or (2) tax compliance and fraud detection. IRS listed 61 percent (77 of 126) of use cases as in development in June 2025 (see figure).



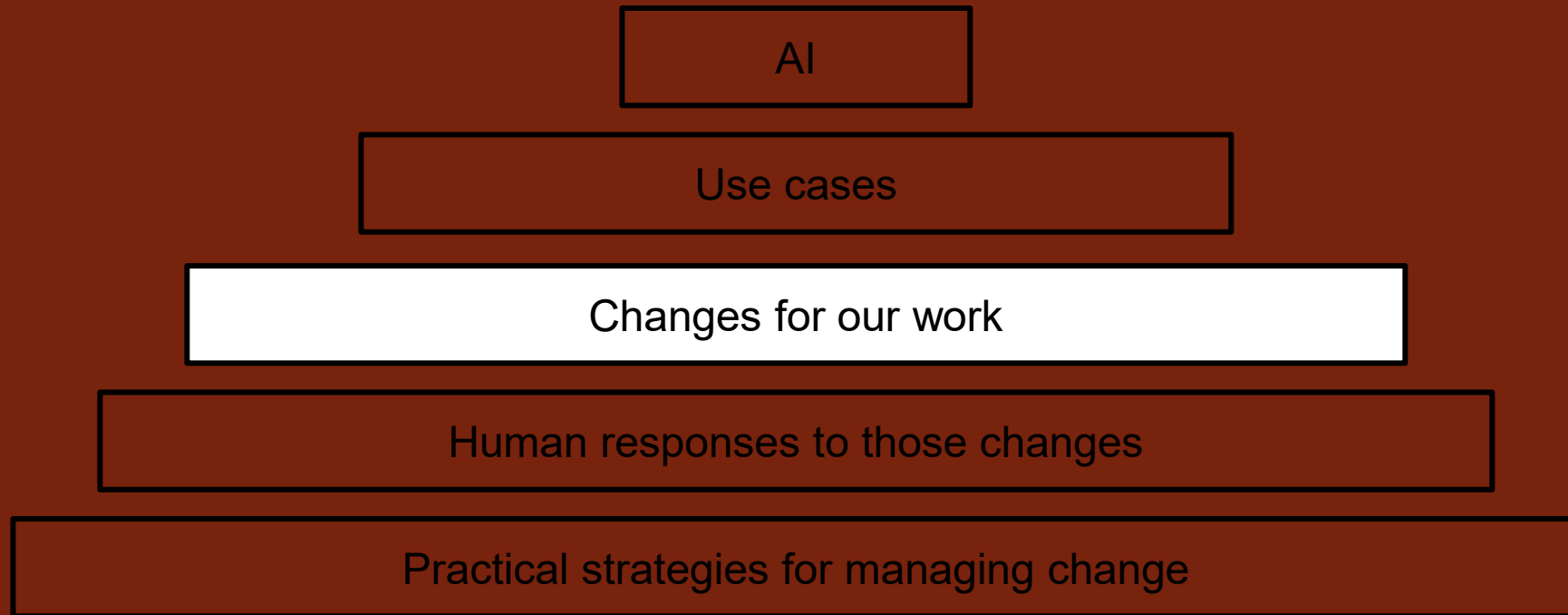
[Back to Top](#)

**Questions?**

## **Exercise**

**Take a couple of minutes to write down one recurring task in your work. Is the possible AI use prediction, generation, automation, or a combination?**

# 3) Changes for our work



# Organizational posture towards AI

**There will be a lot of variation in the room.**

Fantastic innovations are within reach; more will come.

Every organization (and maybe individual...) has to choose its position on the adoption curve.

- I'm not here to advocate for a specific position for you!
- AI will increasingly appear in the systems, documents, communications, workflows, and expectations surrounding regulatory work

The shifts that we are about to discuss are contingent on that decision, and a lot of hard implementation work!



# A) Changing how priorities are set

## Shifting regulatory attention

- Inspection scheduling moves from FIFO, geography, or fixed frequency toward algorithmic risk-scoring based on facility history, hazard signals, and pattern recognition across compliance data
- Anomaly detection in compliance data flags facilities or products for attention before any human inspector or complaint would have surfaced them
- Enforcement targeting increasingly uses predictive models to direct limited resources; pattern-matching across recall data, public adverse event reports and supply chain signals



# B) Changing how we spend our time

## Professional hours getting reshaped

- Less time writing reports and more time in facilities, or more inspections per quarter, or more time reviewing AI-drafted outputs you didn't write.
- Less time triaging submissions and more time on the complex cases that prediction couldn't sort confidently.
- Less time on routine correspondence and more time on the conversations AI can't handle; the difficult ones, the political ones, the ones that need professional judgment.

This is being developed in policing with automatic report writers.

Source: <https://investor.axon.com/2024-04-23-Axon-reimagines-report-writing-with-Draft-One,-a-first-of-its-kind-AI-powered-force-multiplier-for-public-safety>



# C) Changing how skills are valued

## Changing relative values of skills.

- The skill of triaging by gut feel matters less; the skill of interrogating an algorithmic recommendation matters more
- The skill of drafting a clean inspection report matters less; the skill of editing AI-drafted output for accuracy and tone matters more
- The skill of efficiently processing routine tasks matters less; the skill of identifying what can and cannot safely be automated matters more

The World Economic Forum's 2025 Future of Jobs report estimated that 39% of workers' core skills are expected to change by 2030; analytical thinking, AI literacy, and resilience top the list of what's rising in value.

Source: <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>



# D) Changing our governance needs

**New governance needs will become acute.**

Prediction: who validates the risk-scoring algorithm? Is it auditable? What happens when it's wrong in a way that affects an enforcement decision?

Generation: if AI drafted the finding and you approved it, what does that approval mean evidentially? In an appeal? In a deposition?

Automation: if an automated system flagged a violation that turns out to be incorrect, where does accountability land?

Across federal agencies, AI use cases grew 70% 2024-25, but the newly required inventory fields on governance, risk management, impact assessments and appeal processes they "largely left...blank".

Source: <https://www.gao.gov/products/gao-25-107653>, <https://bipartisanpolicy.org/article/tracking-ai-in-federal-health-agencies-key-trends-from-hhss-fy2025-inventory>



# E) Changing expectations

**Amid the excitement, expectations are changing.**

- Internal: productivity expectations rise to match perceived AI-enabled capacity, often before staff are actually equipped to deliver
- External: the public and regulated industries start expecting faster response times, easier interfaces, more transparent reasoning and more consistent outcomes
- Self: you start measuring your own work against what AI-augmented colleagues are producing; sometimes without knowing they're using AI

March 2025 Pew Research survey found that only 44% of Americans have "a lot" or "some" trust in the U.S. to regulate AI well.

Source: <https://www.pewresearch.org/short-reads/2026/03/12/key-findings-about-how-americans-view-artificial-intelligence/>



# A common pattern

## Maybe it got harder?

Across all of the use cases that we have discussed – prediction, generation, automation – the human role does not disappear.

It does, however, move; from the routine, to the edge case and from doing work to managing the system.



**Questions?**

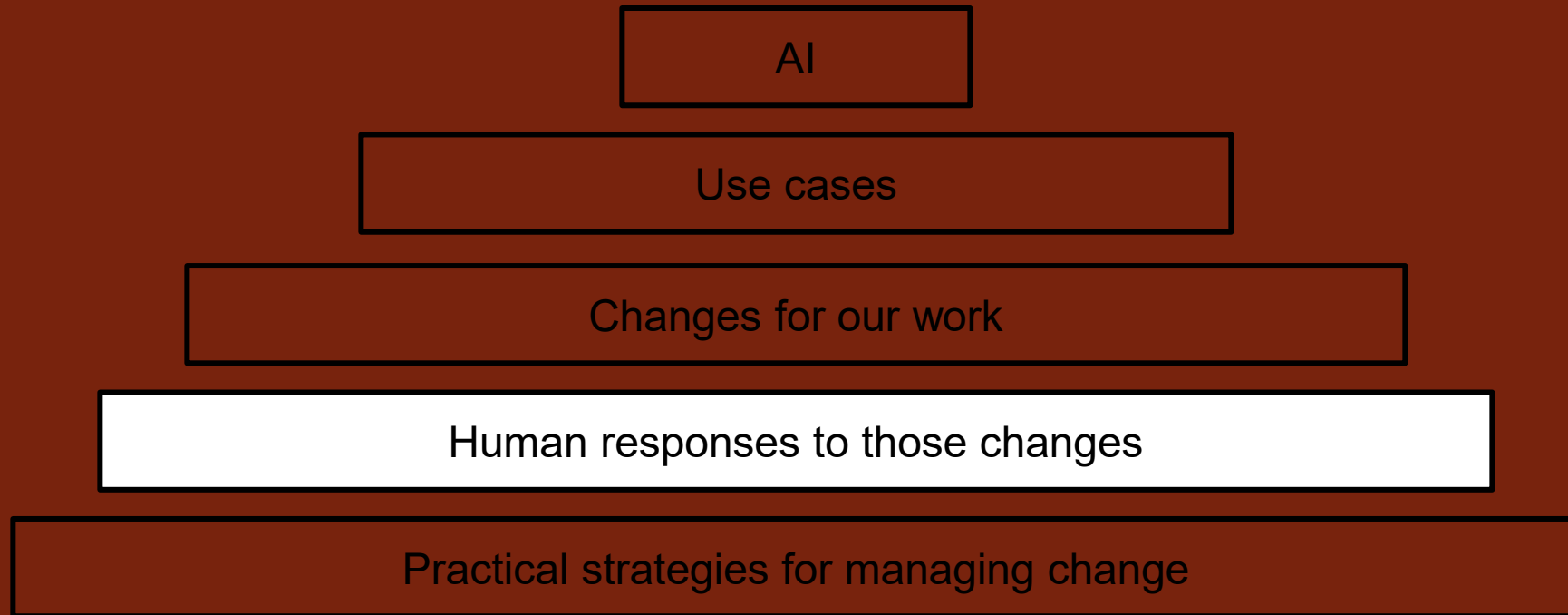
## **Exercise**

**At your tables, spend five minutes discussing what changes you have seen from AI (if any).**

**We will call for volunteers to share out!**

**Break! Please be back in 15 minutes**

# 4) Human responses to those changes



# Where we left off

Five dimensions of potential change to real work:

- Priority
- Time
- Skills
- Governance
- Expectations.

That much change, all at once, produces something in people.



# ICYMI: change is human before it is technical

**In this way, AI is a familiar story.**

AI adoption will succeed or fail based on how people understand, trust, resist, adapt to, and supervise the change.



# What's special about AI change?

The breadth (and depth) of potential change.

Speed.

Uncertainty.

The noise.



**Prompt: AI in my work makes me feel \_\_\_\_\_**

**Prompt: AI in my work makes me feel \_\_\_\_\_**

 **Mentimeter**

RT

Replace this slide



Open Menti to edit



menti.com  
2473 0889

Waiting for participants

# Four reactions that show up consistently

Linked to the changes that we discussed.

**Uncertainty about value** (changing skills)

- "What do I bring that AI doesn't?"

**Skill anxiety** (changing skills and time distribution)

- "Am I being made obsolete by something I don't fully understand?"

**Accountability anxiety** (changing governance)

- "Will I be blamed for something I didn't fully control?"

**Role ambiguity** (changing priority and expectations)

- "What is my job actually for now?"



# Reactions as data

## What's there; what's missing?

We can treat reactions as signals

- May include fear or rumor, but it often points to a real need
- Our job is to identify the signal, improve the communication and build the safeguard.
- Crack these open with a change management framework; AFDO is running trainings soon!

As ever, be mindful of what's missing

- Selection bias
- Other internal stakeholders
- External stakeholders



# William Bridges' Transition Model

## Which stage resonates for you?

### Letting go

- Something about your work is changing

### The neutral zone

- The old way isn't right anymore, but the new way isn't clear yet.

### New orientation

- A new sense of what your work is and what you bring to it.

Source: <https://wmbridges.com/about/what-is-transition/>

## Exercise:

**Take five minutes.**

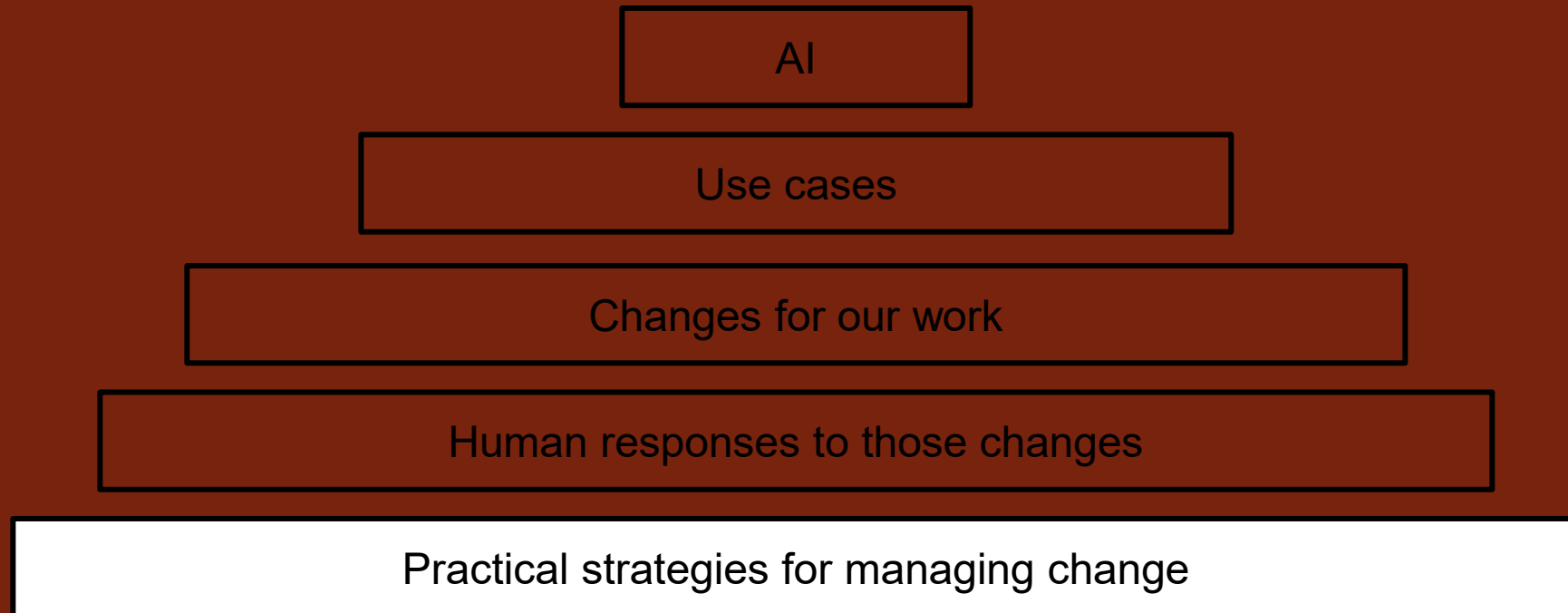
**Turn to someone near you.**

**Share: where are you *internally* with this right now? What's putting you there?**



**Questions?**

# 5) Practical strategies for managing change



**Show of hands: your organizational role**

# Strategies across an organization

Broad, deep change needs a response at all levels.

Individual

What do I do with my own transition?

Supervisor

How do I create conditions for my team?

Leader

How do I shape the system this is playing out inside?

Most of us work in more than one of these modes.



# Individual responses

Get specific about your reaction.

Vague	Specific
"I'm worried about AI"	"I'm worried my report-writing skill will become invisible"
"This feels threatening"	"I don't know how I'll be evaluated if AI does half my drafting"
"I don't trust it"	"I don't trust algorithmic risk scores when they shape enforcement decisions"
"I'm resistant to all of this"	"I haven't seen anyone show me how this protects fairness — that's what's making me resist"



# Individual (cont'd)

## **Build AI literacy deliberately, not passively.**

Three habits that can build real AI fluency faster than a course:

- Use it for something you already know how to do. Then you can judge what it gets right and wrong.
- Compare outputs to your own work. If AI drafted a finding from your notes, where did it land? What did it miss? What did it overstate? Experiment with different prompts.
- Talk about it with colleagues. AI literacy is uneven across teams; ask the person at the next desk what they've tried.

Free starting points: ChatGPT, Claude, Gemini

Structured options: AFDO webinars, Anthropic Academy



# Supervisor

## Make uncertainty navigable.

This change will be rapid and challenging; policy and governance may not keep up.

- Acknowledge the challenge and the uncertainty around it.

**Concrete move:** name one thing about AI you don't know in front of your team this week. Then name one thing your team is going to figure out together.



# Supervisor (cont'd)

## Support colleagues by setting expectations

Three questions your team needs to be asking, out loud, together:

- Where is AI use appropriate in our work, and where isn't it?
- How do we document when AI was involved in a finding, analysis, or decision?
- What does meaningful human review of AI output actually look like for us?

**Concrete move:** put one of these three questions on your next team meeting agenda. Don't try to solve it; just open the conversation.



# Supervisor (cont'd)

## Protect deliberation as a safeguard of consistency.

Robust AI use can make a team more consistent. Unthinking AI use can undermine consistency. On a team, this can look like:

- When someone presents AI-assisted work, ask out loud: "What did you change from what AI gave you, and why?" Make that question normal, not adversarial.
- When two team members handle similar cases differently because one used AI heavily and one didn't, surface it; that's the moment to align on practice.
- Build in a beat where the team actually debates the judgment call, rather than ratifying the AI output. That beat won't protect itself.

**Concrete move:** at your next case review, ask one person to walk through where AI helped and where they overrode it.



# Leader

## Strategy before tools, not after

The technology will keep moving. Your strategic frame for *why and how* it gets used has to come from somewhere: either deliberate leadership choices, or default drift.

“How can AI practically further our mission?” is the leadership question.

- "Which tool should we buy?" is downstream of it



# Leader (cont'd)

**Govern visibly, even among uncertainty.**

Leadership clarity is critical

- **Sanctioned use:** where AI is permitted, where it isn't, what review applies
- **Documentation and disclosure:** what gets recorded when AI shaped a decision
- **Accountability flow:** who owns AI-shaped outcomes, and how that's evidenced

Silence on AI use, or large gaps in policy, aren't neutral; rather, implicitly “staff improvise and accountability lands wherever it lands”

- Unless that's what you want, choose differently



# Leader (cont'd)

**Invest in capacity, not just tools.**

Three potential investments of resources:

- **Training that is role-specific;** inspectors, program staff, and office-based professionals need different things
- **Space for staff to learn out loud** without it counting against performance
- **Forums for cross-team norm-building** before practice fragments across the agency



# All of us

## **Identify opportunities to further the mission.**

The strategies are different at every organizational level, but our anchor is not.

We know that in regulatory work, consistency, fairness and public trust are the mission. Every strategy can serve that triad:

Consistency enhanced by AI, rather than undermined

Fairness so algorithmic shortcuts don't quietly embed bias at the scale of an entire program.

Public trust the only currency this work actually runs on. Harder to rebuild than any technology is to deploy.

Adaptive doesn't mean accepting everything. Stay open to what AI genuinely improves. Stay protective of what genuinely matters



**Questions?**

## **Exercise**

**At your tables, each person pick the lens that fits best: individual, supervisor, leader.**

**Take two minutes on your own to identify one concrete move you could make in the next two weeks. Then share around the table.**

**We'll ask a couple of tables to share out!**

# One commitment

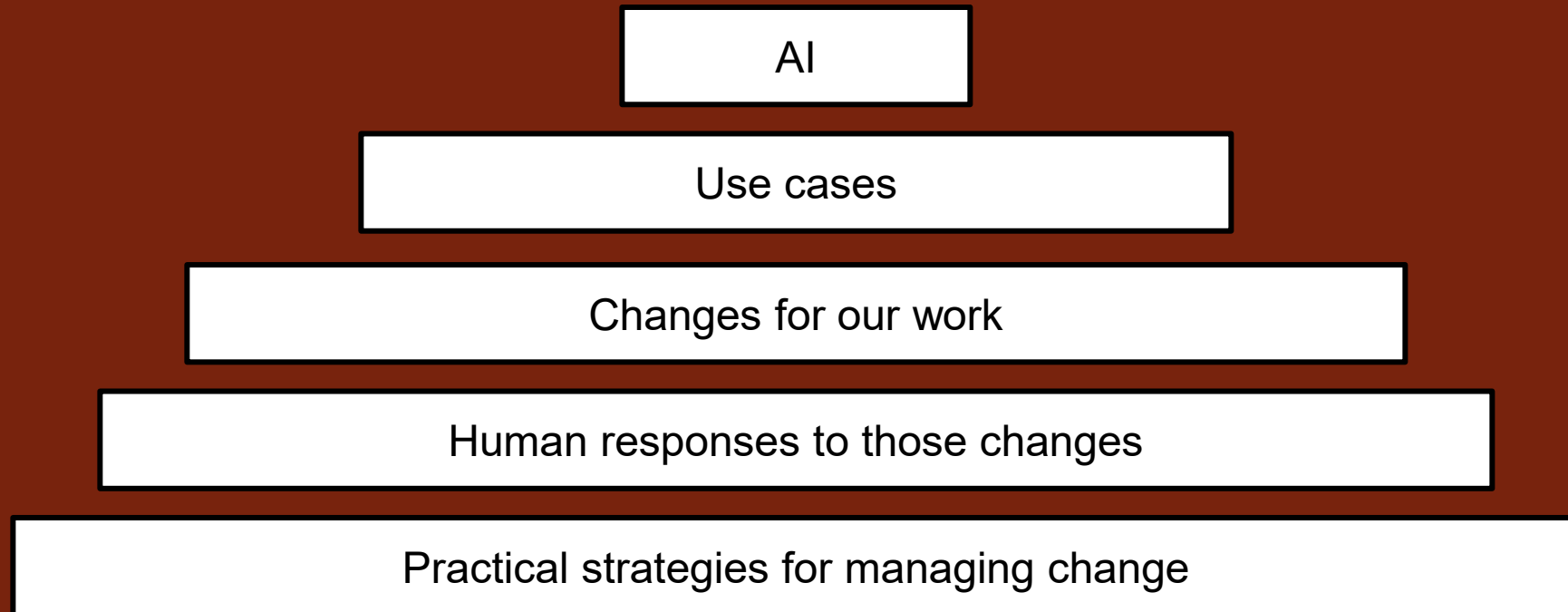
Pick one AI-related commitment!

- One thing that I'll do differently in the next two weeks
- One thing that I'll try or learn
- One thing that I'll pay closer attention to
- One conversation that I'll start that I've been putting off

Turn to someone next to you. Tell them your one move: not to discuss it, just to say it out loud to another person in the room. They'll do the same. Thirty seconds each.



## 6) Close and next steps



# We covered a lot!

We talked about the different definitions of AI and framed our discussion with three core use cases: prediction, generation, automation.

We identified major potential changes in our work – prioritization, time, skills, governance, expectation – and that while every organization has a choice to make on adoption, external expectations are shifting.

- With such shifts we noted that judgement doesn't disappear, it moves to the edge cases and to managing the system.

We noted that the speed, depth, breadth of change made AI different; as well as the uncertainty and noise around the technology.

We identified the opportunity to use reactions as data in identifying opportunities to manage change.

We talked about specific strategies as individuals, supervisors and leaders that could help us manage this change.



**Questions?**

**Thank you.**

**Richard Todd**

Chief Data Officer, City of Boulder