DOCUMENT 50 · PEOPLE AND ORGANISATION

People and organisation

Effect of AI on work, capabilities, released capacity, labour relations and decisions about people

Fernando García Varela Version 0.6 (working draft) 19-11-2026 Draft for review

3	5	15	6
effects on work: replaces, augments, reorganises	possible destinations for released capacity	indicators with a formula	profiles in the literacy plan

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THE ESSENTIALS **Conditional: depends on a trigger**

Trigger: the use case changes people's work, releases capacity or is involved in decisions about people. Limits that are never relaxed: maximum autonomy A1 in selection and appraisal, and A0 in discipline and dismissal; information to the workforce and its representatives when the law requires it.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document develops **sphere 03 · People** of the impact map and principle 10 of the framework (*people at the centre of change*). It sets out how an organisation applying SEVEN-G must:

- Assess, use case by use case, whether AI **replaces, augments or reorganises** work.
- Define the **roles and capabilities** that AI requires, from the board to the teams.
- Plan **AI literacy** and capabilities by profile.
- Decide, record and track the destination of **released capacity**.
- Comply with the **information and consultation** rights of workers' representatives and be transparent with employees about the algorithms that affect them.
- Control the use of AI in **decisions about people** (recruitment, appraisal, promotion, discipline, dismissal).
- Protect **wellbeing, autonomy** and the quality of human oversight.
- Communicate internally in a consistent manner and measure all of the above with **indicators with a formula**.

Scope. It applies to all AI use cases and to corporate uses of general-purpose AI that affect employees' work, their working conditions or decisions about candidates and employees. Change management and adoption are developed in document 23; the rules for acceptable use of AI by employees, in document 31. This document does not repeat them: it sets out what is specific to people and to the organisation.

Limits. The labour law references are limited to Spain and the European Union, with the consultation date indicated. **Other jurisdictions have different rules** and must be incorporated into the context statement (phase 0). This document does not constitute legal advice.

02

Sphere 03 · People

2.1 Reference question

> **Does AI replace, augment or reorganise people's work?**

The answer is not technical. It defines the culture, the employee value proposition, the ability to attract and retain talent and the relationship with workers' representatives. That is why SEVEN-G

requires the company to adopt at **C2** an **explicit position** on the effect it seeks on work (document 13) and requires each use case to respect it or justify the exception.

2.2 The three roles of the employee in relation to AI

Role	What it means	What it requires of the company
Recipient	AI changes their tools, processes and productivity expectations without them having chosen it.	Training, support, time to learn and channels to flag problems (document 23).
Subject	AI may restructure, reassign or eliminate tasks or jobs, or intervene in decisions about their employment.	Effect assessment, information and consultation, controls on decisions about people and fair treatment in the transition (sections 3, 7 and 8).
Promoter	They know their process better than anyone and can propose uses of AI that no outsider would see.	Proposal channel connected to the use case register (T01), recognition and clear rules of use (document 31).

The same employee may occupy all three roles at once. People plans must address all three and not only the first.

2.3 Ambition levels in sphere 03

The examples are **illustrative** and do not imply a recommendation.

Level	What changes for people	Illustrative examples
Optimise	Tasks are eliminated or accelerated; the job and the organisation do not change.	Automating reports, data capture and triage; speeding up onboarding with knowledge assistants; training adapted to each employee's level.
Augment	People do what they could not do before; the role changes.	Specialised assistants by function; employees who propose and deploy uses of AI in their area under control; continuous reskilling linked to the new role.
Transform	The structure, the roles or who decides what change.	Redesign of teams and hierarchical levels; disappearance of functions and creation of new ones; people who move from executing to overseeing systems that act (autonomy A2 or A3).

2.4 What is assessed in sphere 03

Seven dimensions are assessed, each with its evidence and indicators (section 11): **position** approved at C2; **effect per use case** (P20, PER-01); **capabilities** (PER-02, PER-03); **released capacity** (PER-04 to

PER-06); **labour relations** (PER-08); **decisions about people** (P11, P17, PER-09 to PER-12); and **wellbeing** (PER-15).

The indicators in section 11 feed the **D5 People and adoption** dimension of the maturity model (document 11) and signals **3 · Materialisation** and **5 · Operating model** of the transformation index (document 12).

03

Effect of AI on work

3.1 Three effects

Effect	Definition in SEVEN-G	Typical signal
Replaces	The system performs tasks that a person used to perform, and the person stops performing them.	Hours released on specific tasks; lower staffing need for the same volume.
Augments	The person continues to do the work, but with greater quality, reach or speed thanks to the system.	Improved performance per person; new tasks that were previously impossible.
Reorganises	Roles, the process sequence, the team structure or the allocation of decisions between people and systems change.	New job descriptions; changes in reporting lines; new human oversight points.

A use case usually combines effects. **The effect on each task** and the **dominant effect** on each affected group are recorded.

The effect on work **is not the same as the ambition level**. An Optimise use case may replace many tasks; a Transform use case may not reduce staffing at all. The two classifications are recorded separately.

3.2 Unit of analysis

The effect is assessed at three levels, from the specific to the aggregate:

1. **Task.** Which tasks in the process change, how much time they take today (baseline, phase 2) and what the system will do.
2. **Job or role.** What proportion of the job's time is affected and how its responsibilities, autonomy and supervision change.
3. **Group and organisation.** How many people, in which areas, sites and job categories, and with what foreseeable effect on staffing, structure, required qualifications and working conditions.

3.3 How it is assessed per use case

Phase	Activity	Recorded result
1	Identify affected groups and foreseeable effect.	Opportunity record (P06, P31).
2	Measure the baseline of time per task and people; declare whether the value depends on released capacity.	P08, P09.
3	Complete **effect on work assessment** (section 3.4), with the people function and clearance from the AI Risk Owner.	P20 / T20; RT-ORG risks in P12; P11.
4	Redesign roles and human oversight; capability and communication plan; planned destination of released capacity.	P17, P20.
5	Measure the actual effect in the pilot; train users and overseers; inform workers' representatives where appropriate.	P22; information record.
6	Track adoption, released capacity, wellbeing and incidents; review at R6.	P28; released capacity record.
7	Compare the actual effect with the declared effect; anticipate the effect of scaling or of returning to the previous process if the system is retired.	P30.

The AI Product Owner carries out the assessment; the AI Sponsor is accountable for it.

3.4 Effect assessment questions

1. Which tasks does a person stop performing and which appear, including oversight of the system?
2. How many people and which jobs are affected, and in what proportion of their time?
3. Do pace, working hours, objectives, monitoring, autonomy or location change? (sections 7 and 9)
4. Does the system intervene in decisions about candidates or employees? (section 8)
5. What new capabilities are required and who has them today? (section 5)
6. What capacity is released, when and with what planned destination? (section 6)
7. What knowledge is lost or becomes concentrated? (document 51, section 10)
8. Is the ability to return to the manual process retained? (document 52, section 10)
9. Is it consistent with the C2 position? If not, the exception is escalated to the AI Committee.

3.5 Intensity rule

The effect on work does not in itself create an Enterprise criterion, but **intensity must be reviewed** (T04) when the assessment detects decisions about people, significant changes in working conditions

or staffing reductions. In those cases the use case **should** be treated as Enterprise even if it does not meet any other criterion, and if it remains Lite the justification is recorded.

04

New roles and capabilities

4.1 From the board to the teams

Level	Role with respect to people
Board or board committee	Approves the position on the effect on work; oversees transformations that change the organisation; monitors labour and reputational risks.
Senior management	Translates the position into staffing, qualification and labour relations plans; decides relevant destinations of released capacity.
AI Committee	Together with the people function, reviews the aggregate effect across the portfolio and exceptions to the C2 position.
AI Office	Maintains the effect assessment method and consolidates indicators and the released capacity record.
People function	Jointly responsible for the effect assessment, the capability plan and the relationship with workers' representatives.
Middle managers	Redesign day-to-day work, lead mixed person–system teams and carry out reassignment.
Use case teams	Build and operate with sound judgement about the effect on people.
Users and human overseers	Use the system and validate, correct or interrupt its outputs with authority to disagree.
Workers' representatives	Receive understandable information and take part in consultation where appropriate (section 7).

The capabilities each level needs are specified in the profiles in section 5.

4.2 New or expanded roles

The SEVEN-G roles (document 01 §8) do not change. The following functions **may** be assigned to existing people or created as new roles, depending on size and intensity:

Function	What it does	Mandatory
Designated human overseer (user area)	Validates, corrects or interrupts outputs of an A1–A3 system with competence, training and authority.	Yes, in high-risk systems and in A2–A3.
Area AI champion	Questions, proposals and detection of unauthorised uses; liaison with the AI Office.	Recommended.
Content or knowledge owner	Quality, validity and permissions of generative AI sources (document 51).	Yes, with generative AI over internal sources.
Effect on work analyst	Effect assessment and released capacity record.	Recommended in Enterprise.
Labour relations lead for AI	Information to workers' representatives and consultations.	Recommended if there is legal workers' representation.

Authority rule. A human overseer without real authority to disagree with the system, or who is appraised on how quickly they accept its proposals, is **not** human oversight. The design of the overseer's objectives and incentives forms part of P17.

4.3 Attracting, developing and retaining technical talent

> **The author's proposal, not a framework rule.** This section brings together reflections, practices and checked examples on technical AI talent. It creates no *gate* criteria or evidence. The sources are at the end of the section.

The problem. AI systems are built and operated by a few people who are hard to find: data and model engineering, platform engineering, security, model evaluation and agent design. Many companies hire them with effort and lose them within two years. Paying more helps, but it is not enough. Three causes recur:

1. **There is no technical career.** To be promoted, the person has to stop doing technical work and start managing teams.
2. **The work does not reach production.** The person moves from one pilot to the next and nobody uses them. Their work has no visible effect.
3. **The work is invisible.** Outside their team nobody knows what they do, inside or outside the company.

What a technical profile values. In the Stack Overflow Developer Survey 2025, the three most cited factors for job satisfaction are, in this order: autonomy and trust to manage one's own work, competitive pay, and solving real-world problems.

What they value	What it means for your company	Where it rests in SEVEN-G
Autonomy and trust	Give outcome objectives and let the team decide how to reach them. Control at the gates, not at each task.	Phases and gates (document 01); separation of functions (document 30)
Competitive pay	Compare pay with the technical market, not only with your sector's internal pay scale.	Position on people in the AI thesis (document 13)
Real problems	Assign people to use cases with a sponsor, a value hypothesis and a decision date. Stop early what will not get there.	Portfolio funnel (document 14); feasibility gate (G3)

Six levers. None works alone. Together the six give the person a career, projects and recognition.

#	Lever	What to do	Checked example or support
1	**A technical career parallel to management**	Define technical levels with their expectations, up to a level equivalent to director. A person can grow in pay and influence without managing people. Publish the levels inside the company.	The Dropbox Engineering Career Framework is public: it has technical levels from IC1 to IC7 (the last one, "Senior Principal") and management levels from M3 to M7, with the expectations for each level.
2	**Projects that reach production**	Give technical profiles use cases that can reach real use. Measure how many do. Rotate people between use cases so that nobody spends years on pilots.	The SEVEN-G funnel shows what reaches production and why the rest is stopped (document 14).
3	**Visible work: publishing open source code**	Publish the generic tools the company builds. The person signs their work, the community reviews it and the market sees what is done inside. It is also a way to attract candidates.	Inditex's organisation on GitHub publishes tools under an open licence, among them servers that connect AI models to other applications. Santander's organisation on GitHub publishes AI tools, among them a synthetic fraud data generator for evaluating models and guardrail utilities.
4	**Continuous learning and communities of practice**	Reserve working time for learning. Create communities by speciality, each with an accountable person. Pay for certifications and conference attendance in exchange for sharing what was learned.	AI literacy is an obligation for every company that uses AI (EU AI Act , Article 4). The capability plan by profile is in section 5.
5	**Internal mobility and new roles**	Offer the new roles to the company's own people first: human supervisor, knowledge owner, agent owner. Someone who knows the business and learns AI is harder to replace than someone who only knows AI.	Roles in section 4.2; destinations of released capacity (section 6); roles of an AI-first company (document 54, section 9).

#	Lever	What to do	Checked example or support
6	**Recognition linked to results**	Recognise what reaches production and what is shared, not the number of pilots. Give the most senior technical profiles a voice in architecture decisions and at the gates.	The AI Technical Owner takes part in the gates (document 01, section 8).

Publishing code with control. Publishing is not giving the business away. Follow these rules:

1. Publish generic tools. Do not publish business logic, models trained on your own data, or data.
2. Review each publication before it goes out: secrets and credentials, personal data, dependency licences and intellectual property (documents 35 and 53).
3. Choose a well-known open licence and put a licence notice in each repository.
4. Appoint a maintainer for each repository. An abandoned repository looks worse than not publishing.
5. Count the time spent publishing and maintaining as work.
6. Share inside the company first, between teams. What several teams use is the best candidate for publication.

Signs that technical talent is being lost:

- the most experienced people leave within two years;
- the only possible promotion is to leave technical work;
- most technical work stays in pilots;
- learning happens outside working hours;
- nobody outside the team can say what the company has built.

Indicative indicators. They are not part of the indicator catalogue (document 41); each company decides whether to adopt them.

Indicator	How it is calculated	What it tells you
Voluntary turnover of technical AI profiles	Voluntary departures in 12 months ÷ average headcount of those profiles	Whether the company retains.
Technical profiles with a level on the technical career	People with an assigned level ÷ total technical profiles	Whether the technical career really exists.
Technical work that reaches production	Use cases in production ÷ use cases that passed the feasibility gate (G3)	Whether the projects are real.

Indicator	How it is calculated	What it tells you
Time to fill technical vacancies	Days between opening and joining	Whether the company attracts.
New-role vacancies filled with the company's own people	Vacancies filled internally ÷ new-role vacancies	Whether there is internal mobility.

Questions for management:

1. Can a technical person reach a director's pay level without managing people?
2. What share of our technical profiles' work reached production last year?
3. What have we published or shared that a candidate can see before the interview?
4. How many working hours a year does each technical profile spend learning?
5. Why did the last three technical people we lost leave?

> **Why it matters.** Without stable technical talent, the company depends on suppliers to build and also to understand what it buys. Each departure takes away business knowledge that is not written down. A career, real projects and visible work cost less than replacing whoever leaves.

Sources checked on their original site on 13-11-2026 (reference register):

Source	Type	What is taken
Stack Overflow Developer Survey 2025	Annual developer survey	The three most cited job-satisfaction factors. Its figures are not repeated.
Dropbox Engineering Career Framework	Public document from a technology company	Technical and management levels in parallel, with expectations per level.
Inditex's organisation on GitHub	Public repositories of a retail company	Publication of tools under an open licence.
Santander's organisation on GitHub	Public repositories of a bank	Publication of AI tools under an open licence.
EU AI Act, Article 4	European Union law	AI literacy obligation.

Source	Type	What is taken
OECD, "Employment Outlook 2023: Artificial Intelligence and the Labour Market" (official PDF)	Report by an international organisation, with a 2022 survey of over 2,000 employers and 5,300 workers in manufacturing and finance in seven countries	Two in five employers say that the lack of AI skills is a barrier to using AI. AI increases the importance of specialised skills and, even more, of human skills. Outcomes are better where workers have been trained to work with AI.
World Economic Forum, "Future of Jobs Report 2025" (weforum.org, January 2025)	Report by an international organisation, with a survey of 1,043 employers in 55 economies and 22 sectors, all with 500 employees or more. It records what employers expect for 2025-2030, not measured results	63% of employers say that skill gaps are the biggest barrier to transforming their business. They expect 39% of the core skills of a job to change. Out of every 100 workers, 59 will need training before 2030: 29 will receive it in their job, 19 will receive it to change jobs within the company and 11 will not receive it. 85% of employers plan to train their workforce. Facing AI, 77% plan to reskill their workforce and 41% plan to reduce it where AI automates tasks. "AI and big data" is the fastest-growing skill. Training and better progression and promotion help to attract talent.
Eurostat, "ICT specialists - statistics on hard-to-fill vacancies in enterprises" (ec.europa.eu/eurostat, data extracted in June 2025)	Official European Union statistics, from the 2024 survey of enterprises with 10 or more persons	In 2023, 57.5% of EU enterprises that recruited or tried to recruit ICT specialists had difficulties in filling the vacancies. The most cited difficulty was the lack of applications. The figure covers ICT specialists in general, not only AI.

The World Economic Forum report was read in full on 19-11-2026 from the PDF that the author downloaded from its official site (analysis chapters, method and sector profiles). Only figures written in the text of the report are taken, not those read from its charts. The report does not cover companies with fewer than 500 employees.

05

Capability plan and literacy by profile

5.1 Starting obligation

The EU AI Act requires providers and deployers to take measures to support the development of **AI literacy** among their staff and other persons operating or using AI systems on their behalf (Art. 4, applicable since 2 February 2025; under the wording of Regulation (EU) 2026/1744 no specific level is required, but the policy and the training plan remain evidence). For high-risk systems, deployers must assign human oversight to natural persons who have the **necessary competence, training and**

authority (Art. 26(2)). The amendments introduced by Regulation (EU) 2026/1744 (Digital Omnibus on AI, in force since 27 July 2026) and the application timeline are detailed in document 34 (§3.1 and §3.2).

SEVEN-G treats literacy as a **C2 requirement** (policy, document 31) and as **evidence per use case** (capability plan in P20).

5.2 Profiles and content

Profile	Minimum content	Evidence
PER-PA · Board and senior management	Types of AI and their limits; spheres and ambition; risks and regulation; board dashboard; effect on work.	Recorded session; annual review.
PER-PB · Middle managers	The above applied to the area; effect assessment; human oversight; transition and communication.	Training and participation in an effect assessment.
PER-PC · All employees	What AI is and is not; acceptable use (document 31); data that must not be entered; verifying outputs; reporting problems.	Training before access; periodic renewal.
PER-PD · Users and overseers of a system	Purpose and limits; interpretation of outputs; automation bias; how to disagree or interrupt; incidents.	System training and practical test before overseeing.
PER-PE · Teams that build and operate	SEVEN-G lifecycle; documents 35, 51 and 52; bias and robustness testing.	Accredited application in a use case.
PER-PF · Control and people functions	Risks; regulatory classification; decisions about people; audit; information to workers' representatives.	Supervised participation in *gates*.

5.3 Capability plan per use case

The plan forms part of P20 and **must** include, for each affected group: group and number of people; required capabilities (technical, oversight, process, customer relationship); measured current gap; action (training, supported practice, rotation, reskilling); hours reserved within working time; timing (users and overseers before the pilot, others before production); owner; and sufficiency criterion with its evidence.

Rule. A designated human overseer **must not** oversee an A1–A3 system in production without having completed and recorded the specific PER-PD profile training.

5.4 Retention of critical capabilities

When a system replaces tasks that require expert judgement, the company **should** retain the capabilities needed to oversee the system, detect its errors and operate without it in the event of

rollback. The plan identifies those capabilities and how they are maintained (periodic practice, manual review cases, rotation).

Entry-level work is also a critical capability. If AI does the tasks with which junior people used to learn the trade (analysing, drafting, reviewing), the company gains productivity today and loses judgement tomorrow: nobody will have learned to detect the system's errors. The plan **should** say how a newcomer learns: deliberate practice, review with an expert and decisions of growing consequence. The idea comes from McKinsey, "AI is changing work. Now it has to change the organization" (mckinsey.com, 5 October 2026).

06

Reassignment of released capacity

6.1 Principle

Measurement rule 3 (document 00 §6) establishes that released capacity **is not counted as savings** until it is materialised as a lower actual cost or explicitly reassigned. SEVEN-G turns that rule into a process: **all released capacity has an explicit decision on its destination, a record and tracking**. Without a decision, released capacity is shown as such and not as value.

6.2 Possible destinations

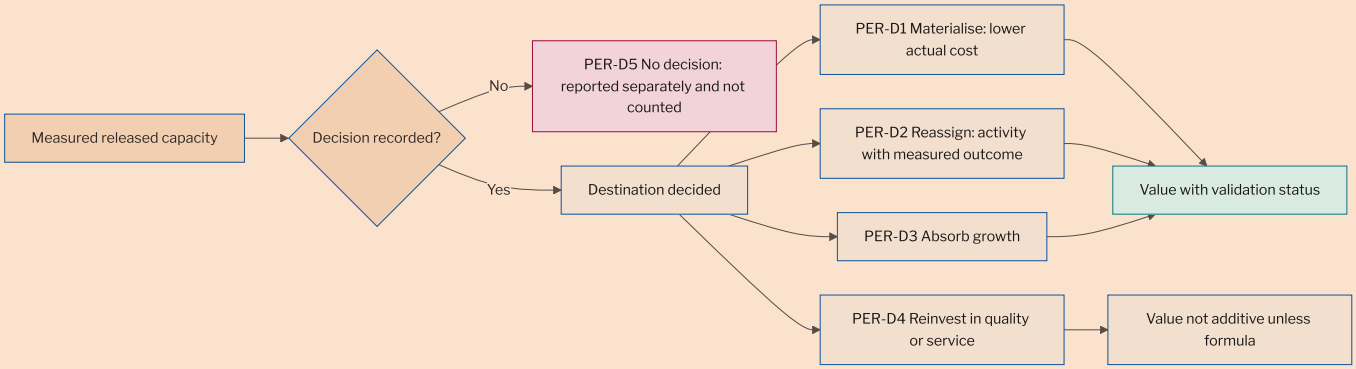
Destination	What it means	How it counts in measurement
PER-D1 · Materialise	Reduction in actual cost: less overtime, less external or temporary hiring, vacancies not filled, resizing.	Efficiency, validated when the lower cost appears in management accounts.
PER-D2 · Reassign to a defined activity	The hours move to a specific activity with an owner and an outcome metric.	Value measured in the outcome of the destination activity, attributed to a single use case (rule 5).
PER-D3 · Absorb growth	The same team handles more volume without increasing staffing.	Avoided cost only if the growth is measured and the staffing need was documented beforehand.
PER-D4 · Reinvest in quality, service or compliance	More time per customer, more review, more control.	Not additive unless translated into money with a formula (rule 7).
PER-D5 · No decision	The destination has not been decided.	**Not counted.** Reported separately, with an ageing alert.

Destinations may be combined, with declared percentages of the hours released.

Other publications call this the "productivity dividend". McKinsey ("AI is changing work. Now it has to change the organization", 2026) describes four outlets for the capacity that AI releases in a job: do the same with fewer people, do more of the same, move to higher-value work, or recombine tasks and redesign the job. The first three correspond to PER-D1, PER-D3 and PER-D2. The fourth is a role redesign: in SEVEN-G it is recorded as PER-D2 and also counts in the redesigned roles indicator (PER-13). The conclusion is the same as rule 3: individual improvement does not become value if nobody decides where it goes.

Destination of released capacity

Without an explicit decision, released capacity does not become value



Source: SEVEN-G

6.3 Who decides and when

Moment	Decision	Decides
Phase 2	It is declared whether the value hypothesis depends on released capacity and with what planned destination.	AI Sponsor
Phase 4	Planned destination by group, with percentages, timeframe and owner.	AI Sponsor with the people function and management control
Go-live (G5)	In Optimise, plan to materialise the released capacity (01 §7.6); in Augment, reassignment plan.	*Gate* body
Continuity review (R6)	Tracking: measured released hours against materialised and reassigned hours; decision on PER-D5 by age.	AI Sponsor; AI Committee in Enterprise
Scale or retire (G7)	Optimise: materialised savings, not just released capacity. Augment: reassigned capacity and sustained performance.	*Gate* body

When the destination involves **staffing reductions, changes in duties or in working conditions**, the decision rests with senior management together with the people function and **must** respect the applicable statutory and collectively agreed procedures. In Spain, the procedures that may come into play include, among others, substantial modification of working conditions (Article 41 of the Estatuto de los Trabajadores (Workers' Statute)) or collective dismissal (Article 51), in addition to the information and consultation rights in section 7. That assessment requires employment law expertise.

6.4 Released capacity record

The record is kept in T20 and feeds T12 (value tracking).

Field	Guidance
Use case (IA-AAAA-NNN) and period	Month or quarter.
Group or area	Area, job category, site; no individual data.
Measured released hours and full-time equivalent	Time per task × volume against the baseline.
Measurement status	Validated · declared · estimated (rule 2).
Destination (PER-D1–PER-D5) and percentage; decision-maker and date	Nobody decides on their own work.
Destination activity and owner (PER-D2)	A specific activity, not generic "higher-value tasks".
Effective date; materialised or reassigned hours	Actual for the period.
Economic effect	Amount with formula and status (rule 1).
Information to or consultation with workers' representatives	Date and reference, if applicable (section 7).
Observations on people	Reskilling, mobility, wellbeing.

6.5 Tracking rules

1. **Measured** released hours are always reported, even if they have no destination.
2. Capacity in **PER-D5 for more than 90 days** (indicative time limit, set at C2) triggers an alert in T01 and is reviewed at R6.
3. A **PER-D2 reassignment without a verifiable destination activity** is reclassified as PER-D5.
4. Reassignment cannot be presented as materialisation or counted twice (in the originating use case and in the destination activity).
5. Reports to the board show released, materialised, reassigned and undecided hours separately.

07

Labour relations, information and consultation, algorithmic transparency

7.1 Reference framework in Spain and the European Union

Consultation carried out in September 2026. Validity must be verified before applying it, and document 34 must be consulted.

Reference	Content relevant to this document
Estatuto de los Trabajadores (Workers' Statute), Article 64.4.d) (introduced by Real Decreto-ley 9/2021 (Royal Decree-Law 9/2021) and Ley 12/2021 (Law 12/2021))	The works council has the right to be informed by the company of *"the parameters, rules and instructions on which the algorithms or artificial intelligence systems are based that affect decision-making that may have an impact on working conditions, access to and retention of employment, including profiling"*. Trade union delegates may have equivalent rights under the terms of the Ley Orgánica de Libertad Sindical (Organic Law on Freedom of Association).
Estatuto de los Trabajadores, Article 64 (remainder) and applicable collective agreement	General information and consultation rights on changes in the organisation of work, which may be triggered by AI use cases even if they are not decision-making algorithms. The collective agreement may extend obligations.
EU AI Act, Art. 26(7)	Before putting into service or using a high-risk AI system in the workplace, deployers who are employers must inform workers' representatives and the affected workers.
EU AI Act, Annex III, point 4	High-risk systems in employment and workers management (section 8).
EU AI Act, Art. 5(1)(f)	Prohibition of emotion recognition systems in the workplace, except for medical or safety reasons.
GDPR, Arts. 13, 14, 15, 22 and 88	Information to data subjects, right of access, automated individual decision-making and processing in the employment context.
Ley Orgánica 3/2018 (Organic Law 3/2018 on Personal Data Protection and Guarantee of Digital Rights, LOPDGDD), Arts. 87 to 91	Digital rights in the workplace: use of digital devices, digital disconnection, video surveillance, geolocation and collective bargaining on these rights.
Directive (EU) 2024/2831 on improving working conditions in platform work	Rules on algorithmic management (information, human monitoring and human review) for platform work. Transposition deadline: 2 December 2026. Verify the status of transposition.

Other jurisdictions differ. Outside the European Union, obligations may differ in content and in addressee; for example, some local regulations require independent bias audits of automated

employment decision tools before they are used. Each company **must** identify the applicable regulations in each country where it has employees or candidates and incorporate them into the context statement (P02).

This document does not constitute legal advice.

7.2 Information and consultation process in SEVEN-G

Step	Moment	What is done	Evidence
1 · Identification	Phase 3	The effect assessment determines whether the system affects working conditions, access to or retention of employment, profiling, or whether it is high-risk in the workplace.	Effect assessment (P20).
2 · Legal analysis	Phase 3	Labour relations and legal counsel determine the obligations of information and, where applicable, consultation, their content and their timing.	Legal note linked in P11.
3 · Preparation	Phase 4	The system information sheet for workers' representatives is prepared (section 7.3).	Information sheet (P46).
4 · Information or consultation	Before the pilot with real people and, in any case, before use in production	The sheet is delivered and questions are answered; the consultation is documented where applicable.	Record of delivery, minutes.
5 · Update	At each relevant change (document 52, section 6)	If parameters, rules, purpose or groups change, the information is updated.	New version of the sheet.

***Gate* rule.** For systems that require prior information, G5 **cannot** be resolved as *Proceed* without evidence that the information has been provided. This condition does not allow *Proceed with conditions*, because it is legal compliance (01 §7.3).

7.3 Information sheet for workers' representatives and employees

It must be understandable to non-specialists (measurement rule 10) and does not require disclosure of source code.

1. **Identification:** system, purpose, area, owner and supplier.
2. **Decisions affected:** which decisions it supports or makes, about whom and with what autonomy (A0–A3).
3. **Data:** categories, origin and period; exclusion or justification of special categories.
4. **Parameters and rules:** main variables and their relative importance in understandable terms; rules and thresholds; instructions given to the system.

5. **Human intervention:** who reviews, with what authority and how to disagree.
6. **Controls:** bias testing and summary result; monitoring; review.
7. **Rights:** how to request information, an explanation or human review; complaints channel.
8. **Changes:** version, date and changes.

7.4 Algorithmic transparency towards employees

In addition to the information provided to workers' representatives, the company **should** keep accessible to all employees an **internal register of AI systems that affect them**, derived from the inventory (T02), with a summarised version of the sheet in section 7.3. Employees affected by AI-supported decisions must be able to know that the system is used, for what purpose, and how to request human review.

08

Use of AI in decisions about people

8.1 Why it is treated separately

The EU AI Act classifies as **high-risk** (Annex III, point 4) systems intended to be used for:

- The **recruitment or selection** of natural persons, in particular to place targeted job advertisements, to analyse and filter job applications, and to evaluate candidates.
- Making **decisions affecting the terms** of work-related relationships, the **promotion or termination** of work-related contractual relationships, **allocating tasks** based on individual behaviour or personal traits, or **monitoring and evaluating the performance and behaviour** of persons.

The obligations for these systems apply from 2 December 2027, following the postponement introduced by Regulation (EU) 2026/1744 (timeline in document 34 §3.1). The specific classification of each system and its exceptions require legal expertise (documents 32 and 34).

Regardless of the regulatory classification, in SEVEN-G **any use case that significantly influences decisions about candidates or employees meets the "decisions about people" Enterprise criterion** (01 §9.2).

8.2 Maximum autonomy by type of decision

Decision	Maximum autonomy permitted	Additional minimum controls
Dissemination of job offers and attraction	A2	Bias testing of the reach of advertisements; periodic review of targeting criteria.
Screening and assessment of candidates	A1	Human review of rejections; adverse impact testing by group; understandable explanation; prohibition on inferring non-relevant traits.
Allocation of shifts, tasks or routes	A2	Working time and rest limits built in; complaints channel; prior information (section 7).
Performance and behaviour appraisal	A1	The final appraisal is human; the person appraised knows which indicators are used; cross-check with the line manager.
Variable pay and promotion	A1	Human review with authority; bias testing; traceability of the recommendation and of the decision.
Disciplinary measures and dismissal	**A0**	The system may only provide information. The decision, its grounds and its communication are always human.
Emotion recognition in the workplace	**Not permitted**, except for the medical or safety exceptions provided for in the Regulation.	Prohibited practice: does not pass phase 3 (01 §6.5).

The company may set stricter limits at C2, never more lenient ones.

8.3 Mandatory controls

#	Control	Phase	Evidence
1	Regulatory classification with legal expertise.	3	P11
2	Data protection impact assessment, where the processing requires it.	3–4	P11
3	Fundamental rights impact assessment, where required of the deployer.	3–4	P11

#	Control	Phase	Evidence
4	Justification of the relevance of each variable and exclusion of variables that act as proxies for protected characteristics.	4	P16, P17
5	Bias testing before the pilot and periodically in production, with metric, groups, threshold and action.	5–6	P22, P25
6	Human oversight with competence, training and authority; measurement of the human override rate (PER-10).	4–6	P17, P25
7	Understandable explanation to the affected person and a route to human review.	4–6	P17
8	Information to workers' representatives and to those affected (section 7).	4–5	Information sheet
9	Retention of recommendation and decision logs (document 52, section 11).	6	P24
Sphere map and ambition levels (10)	Supplier assessment if the system is third-party, with access to the information needed to meet the above controls.	3	P14

The EU AI Act also recognises, under certain conditions, the **right to obtain an explanation** of individual decisions taken on the basis of the output of Annex III high-risk systems (Art. 86). The design of P17 **must** provide for how this is handled.

8.4 Bias testing in decisions about people

Element	Guidance
Groups	Those protected by the applicable anti-discrimination legislation, insofar as they can be lawfully analysed. The processing of special categories to detect bias has its own conditions (document 51, section 6).
Metrics	Selection rates by group, errors by group and adverse impact ratio (PER-11).
Threshold	Set per system in phase 4. A ratio below 0.8 between selection rates (known as the four-fifths rule in US practice) is frequently used as an **indication** of possible adverse impact. It is not a legal threshold in the European Union and does not in itself prove discrimination.
Action	Any result below the threshold is analysed, recorded in P12 and, if it is not explained by relevant factors, blocks G5 or triggers an incident in production.

09

Wellbeing, autonomy and oversight

9.1 Risks to people

Risk	Warning signal
Work intensification: AI raises the expected pace without reviewing objectives or workloads.	More volume per person without a change in objectives; hours outside working time.
Excessive monitoring: usage data employed to monitor people beyond the declared purpose.	Individual activity reports not provided for in the information sheet.
Loss of autonomy: the person executes what the system proposes with no room for judgement.	Human override rate close to zero.
Deskilling: loss of the expertise needed to oversee or replace the system.	Inability to operate without the system in rollback tests.
Automation bias: excessive reliance on the system's outputs; the EU AI Act expressly mentions it in relation to human oversight (Art. 14(4)(b)).	System errors accepted without review.
Oversight workload: large volumes cause fatigue and superficial reviews.	Very low or decreasing review time per case.
Job insecurity: ambiguous announcements cause anxiety and turnover.	Climate and voluntary turnover in affected groups.

9.2 Controls

1. **Occupational risk assessment.** When a use case changes the pace, content or monitoring of work, the occupational risk assessment, including psychosocial risks, **must** be reviewed with the occupational health and safety service.
2. **Purpose limitation.** System usage data are not used to appraise people individually unless that purpose has been declared, is lawful and has been communicated.
3. **Oversight design.** P17 sets a reasonable maximum volume of reviews per person, a minimum expected time per case where appropriate, quality control sampling of reviews and rotation.
4. **Room for judgement.** It is documented when the person may depart from the system's proposal without having to justify it beyond a brief note, and anyone who does so in good faith is protected.
5. **Digital disconnection.** Agents and systems that generate tasks or notifications respect the digital disconnection policy (LOPDGDD , Art. 88, in Spain).

6. **Periodic pulse.** Short survey of affected groups in phase 5, three months into production and at each Enterprise R6 (PER-15).

10

Internal communication

Communication of adoption is developed in document 23. This section sets out what is specific to the effect on people.

10.1 Principles

1. **Truth before enthusiasm:** there is no promise that "nobody will be affected" if the effect assessment says otherwise.
2. **Those affected first:** affected groups and their representatives learn of the changes before everyone else and before the outside world.
3. **Consistency with the C2 position** at all levels.
4. **Specificity:** what changes, for whom, when, what support there will be and whom to ask.
5. **Two-way:** channels for questions and proposals, with recorded responses.
6. **No individual data:** results are communicated by group.

10.2 Standard timetable

Moment	Audience	Main message
C2 approved	Whole organisation (senior management)	Position on AI and work; acceptable use.
Phases 3–4	Managers and workers' representatives, where appropriate	Effect assessment, timetable, capability plan.
Before the pilot	Affected groups	What is being tested, how to take part, how it will be measured.
Go-live (G5)	Those affected and the organisation (AI Sponsor)	What goes into production, training, channels, rights.
R6, G7 and retirement	Affected groups	Results, destination of released capacity, replacement and changes in work.

10.3 Trust: the condition for people to adopt AI

Communicating well is not enough. People change the way they work when they trust that the company will support them while their work changes. This section brings together what three sources from 2025 and 2026 say and links it to what SEVEN-G already requires. **It creates no new rules.**

What the data says:

Data point	Source	What it means for your company
70% of respondents feel ready to use AI. Only 27% of executives believe their organisation is ready for the changes AI requires.	McKinsey survey of 750 employees and executives (2026)	The brake is not that people do not want to use AI. The brake is that the organisation does not change around them.
Organisational readiness explains almost twice as much as personal readiness in the difference between those who report value and those who do not.	The same survey	Training people is necessary but not sufficient: work, roles and who decides must be redesigned.
Trust that the company will support people is the only factor associated with value in all three adoption horizons.	The same survey	Trust is not a result of the change: it is a condition for the change to work.
One in five respondents feels anxiety about AI changes in their work. Among middle managers, one in four. With low trust in the company, anxiety is 1.5 times more likely.	The same survey	Middle managers explain the change to their teams. If they do not trust, the team does not either.
In an experiment with 776 professionals, those who worked with AI reported more positive and fewer negative emotions than those who worked without it.	Field experiment by Harvard Business School and others (2025)	Using the tool on a real task reduces rejection more than a presentation does. The finding is from a single task on a single day.

Reducing anxiety is not building trust. A message such as "nobody will lose their job" calms people for a while. But management cannot know whether it will keep it. The first decision that contradicts it destroys trust. This is principle 1 of section 10.1: truth before enthusiasm. Management says what it knows, what it does not know and how decisions will be made.

Four actions, and where they rest on SEVEN-G:

Action	What to do	Where it rests
1. Give a clear plan, even if it is not complete	Say where AI will create value, how work will change, what success is and what the limits are. Share what is learned in each pilot and how the plan changes.	C2 position on AI and work (document 13); principles and timetable of sections 10.1 and 10.2.

Action	What to do	Where it rests
2. Go and see the work	Senior management visits teams, attends meetings and talks to middle managers. A dashboard and a survey do not show doubts or shortcuts.	Pulse survey (PER-15) as a signal, not as a substitute; question channel with a recorded response (section 10.1, principle 5).
3. Invest in people	Continuous training by role, within working hours and on real work. Visible pathways: rotations, development assignments, reskilling and internal mobility. Fair treatment of those who leave: those who stay are watching.	Capability plan (section 5); destination of released capacity (section 6); internal mobility (section 4.3).
4. Prepare many managers, not a few	Conversation guides, practice of difficult conversations, office hours on AI and time set aside for all of it. Trust does not spread if it depends on three executives.	Middle manager profile (PER-PB, section 5.2); adoption plan (P20).

Signs that trust is missing:

- people use AI tools on their own and do not say so;
- AI errors are not reported, or are reported late;
- middle managers cannot answer what will happen to their team;
- measured adoption (PER-07) is high, but the work is done the same way as before;
- the trust and support questions of the pulse survey (PER-15) worsen between two measurements.

Questions for management:

1. What have we told the workforce about employment that we are not sure we can keep?
2. When did a member of the management committee last see a team working with AI?
3. Does each middle manager know what to answer when their team asks what is going to change?
4. What pathway does a person whose job changes have, and where can they see it?
5. What happened to the last people whose jobs were eliminated, and what did everyone else see?

> **Why it matters.** AI is not implemented only from the top down: value appears when people try things, say what does not work and redesign their work. That only happens if they believe that management wants to learn and not to watch. A company that loses the trust of its workforce measures adoption but does not obtain change.

Sources (reference register; read on 19-11-2026):

Source	Type	Caution
McKinsey, "AI transformations run on trust" (mckinsey.com, 12 August 2026)	Consultancy article	Commercial interest. The four actions are its proposal; they are summarised here in our own words.
McKinsey, "From adoption to impact: Three horizons of AI transformation" (mckinsey.com, 8 July 2026)	Consultancy article with a survey of 750 employees and executives	Respondents give their opinion about their own organisation. It does not measure verified results.
"The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise" (nber.org, working paper 33641, April 2025)	Academic study: field experiment in a consumer goods company	Working paper, not peer reviewed. One company, one ideation task and a single day.

11

Indicators

The codes are provisional until they are consolidated in the indicator catalogue (document 41). Thresholds are **indicative and to be calibrated**. All are calculated without identifiable individual data and with a minimum group size set by the company.

Code	Indicator	Formula	Frequency	Source	Indicative reference
PER-01	Effect assessment coverage	Use cases in phase 3 or later with a recorded effect assessment ÷ use cases in phase 3 or later	Quarterly	T01, T20	100%

Code	Indicator	Formula	Frequency	Source	Indicative reference
PER-02	Literacy by profile	People in the profile with current training ÷ people in the profile	Quarterly	Training system	100% before access or taking up the role (IND-ADO-05); current renewal of PER-PC ≥ 90% (alert threshold, to be calibrated); PER-PA and PER-PD 100%
PER-03	Qualified overseers	A1–A3 systems in production whose designated overseers have recorded PER-PD training ÷ A1–A3 systems in production	Quarterly	T02, training	100%
PER-04	Released capacity materialised	Released hours materialised (PER-D1) ÷ measured released hours	Quarterly	T20	As per hypothesis
PER-05	Released capacity reassigned	Reassigned hours (PER-D2) with a verified destination activity ÷ measured released hours	Quarterly	T20	As per hypothesis
PER-06	Released capacity without a decision	Hours in PER-D5 older than the C2 time limit ÷ measured released hours	Quarterly	T20	Decreasing trend
PER-07	Effective adoption	Active users according to the usage criterion defined in P20 ÷ target users	Monthly	Usage logs	As per hypothesis (document 23)
PER-08	Prior information to workers' representatives	Systems with an effect on working conditions or employment reported before use ÷ systems with that effect	Quarterly	Information record	100%
PER-09	Human review in decisions about people	AI-assisted decisions about people with documented human review ÷ AI-assisted decisions about people	Monthly	System logs	100% in A1
PER-10	Human override rate	Recommendations modified or rejected by the overseer ÷ recommendations reviewed	Monthly	System logs	Values close to 0% (possible automatic acceptance) and high values (possible poor performance) are monitored

Code	Indicator	Formula	Frequency	Source	Indicative reference
PER-11	Adverse impact ratio	Favourable outcome rate of the group with the lowest rate ÷ rate of the group with the highest rate	At each validation and quarterly	Bias testing	Indication if < 0.8 (section 8.4)
PER-12	Challenges to assisted decisions	Review requests or complaints ÷ decisions communicated; and proportion upheld	Quarterly	Complaints channel	Trend and causes
PER-13	Redesigned roles	Affected jobs with updated description and objectives ÷ affected jobs according to the effect assessment	Half-yearly	People function	100% before G7 in Augment and Transform
PER-14	Employee proposals	Use cases registered in T01 originating from employee proposals ÷ registered use cases; and G1 pass rate	Half-yearly	T01	Trend
PER-15	Perception of affected groups	Favourable responses to the questions on usefulness, trust, support, workload and autonomy (P44) ÷ valid responses	In phase 5, at 3 months and at Enterprise R6	Pulse survey	Trend; action if it worsens

Relationship with the transformation index. PER-04 and PER-05 feed signal 3 (materialisation); PER-13 feeds signal 5 (operating model).

12

Organisational risks

The codes and names are those of the typical risk catalogue in document 33; some organisational risks appear there in other categories (ECO, REP, TEC). The three people-specific risks that had no equivalent (information and consultation, labour dispute and wellbeing) have been added to the catalogue in document 33 as RT-ORG-07, RT-ORG-08 and RT-ORG-09, related to RT-ORG-03. All are assessed with the common scale (likelihood × impact).

Code (document 33)	Risk	Early signal	Main controls
RT-ORG-01	Lack of adoption	PER-07 below hypothesis in the pilot.	P20, document 23, users involved in design.
RT-ECO-03	Unrealised value (released capacity not realised)	PER-06 increasing.	Section 6, alerts in T20, G7 criterion.
RT-ORG-02	Dependence on key people (loss of critical knowledge)	High dependence (document 51, CNC-06).	Knowledge capture; section 5.4.
RT-ORG-04	Ineffective human oversight (nominal oversight)	PER-10 close to zero; PER-03 < 100%.	P17; sections 4.2 and 9.2.
RT-ORG-07	Failure to inform and consult	PER-08 < 100%.	Section 7.2; G5 blocked.
RT-REP-01	Discriminatory outcomes (in decisions about people)	PER-11 < threshold; PER-12 increasing in a group.	Sections 8.3 and 8.4.
RT-ORG-08	Labour dispute	Collective consultations or complaints.	Sections 7 and 10; senior management decision on relevant PER-D1 destinations.
RT-ORG-09	Deterioration of wellbeing	PER-15 decreasing; sick leave or turnover in the group.	Section 9.2.
RT-ORG-05	Unauthorised use of AI (*shadow AI*)	Detections in T21.	Document 31; authorised tools; PER-PC training.
RT-TEC-08	Irreversibility (due to a lack of trained people)	Rollback test failed due to a lack of trained people.	Section 5.4; document 52, section 10.

The typical risk **RT-ORG-03 · Unmanaged effect on people** in document 33 covers the general effect on roles, workload and employment assessed in section 3.4, and **RT-ORG-06 · Roles without segregation of duties** is controlled with P03 and 01 §8.2.

13

What is checked at the decision gates

The criteria coded `G<n>.<nn>` and `R6.<nn>` are set in document 21. This document provides their content as regards people.

- **G1:** groups and foreseeable effect identified. **G2:** dependence of the value on released capacity and planned destination.
- **G3:** effect assessment complete; decisions about people classified; information and consultation analysed; RT-ORG risks; intensity reviewed.
- **G4:** roles redesigned; oversight with authority and a reasonable workload; capability and communication plan; planned destination.
- **G5:** PER-PD training; prior information where mandatory (without conditions); bias tests passed; materialisation plan (Optimise) or reassignment plan (Augment).
- **R6:** PER-04 to PER-06, PER-09, PER-10 and PER-15; update of the information to workers' representatives.
- **G7:** materialised savings (Optimise), reassigned capacity (Augment), verified change in the operating model (Transform).

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Associated tools and templates

Name	Use in this document
Adoption and capacity plan (T20)	Effect assessment, capability plan, released capacity record and tracking. Main tool of this document.
Register, inventory, intensity, value and corporate use (T01 · T02 · T04 · T12 · T21)	Alerts and proposals (PER-14); internal register of systems affecting employees; intensity review; realised and reassigned amounts; unauthorised use.
Adoption and capacity plan (P20)	Effect assessment, capability plan, planned destination of released capacity, communication.
Regulatory classification and impact assessments (P11)	Decisions about people and high risk.
Risk matrix and register (P12)	RT-ORG risks.
Governance and human oversight design (P17)	Maximum autonomy, authority and workload of the overseer, explanation and review.
Validation and pilot results (P22)	Bias testing and actual effect in the pilot.
Value realisation tracking (P28)	Released capacity materialised and reassigned.
Scaling or retirement decision (P30)	Actual versus declared effect and communication of the retirement.

Name	Use in this document
AI use and perception survey (P44)	Pulse survey of the affected groups (PER-15).
Information to workers and their representatives (P46)	System information sheet (section 7.3) and register of information and consultation.

The **information sheet for workers' representatives** (section 7.3) and the register of information and consultation are in P46.

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Related documents

Document	Relationship
00 and 01 · Overview and methodology	Sphere 03, measurement rule 3, principle 10, Enterprise criterion and G5 and G7 criteria by ambition.
10, 11 and 12 · Spheres, maturity and index	Sphere 03, dimension PER-D5 and signals 3 and 5.
13 · AI thesis and risk appetite	Position on the effect on work.
21 · *Gate* and audit criteria	Coding of section 13.
23 · Adoption and change	Change management, adoption and general communication.
31 · Corporate policy and acceptable use	Use of AI by employees and mandatory literacy.
32, 33 and 34 · Classification, risks and regulation	High-risk employment systems, RT-ORG risks and obligations in detail.
40, 41 and 43 · Measurement, indicators and benefits	Released capacity and PER indicators.
51 · Data and knowledge	Knowledge dependent on a few people; employee data.
52 · AI operations manual	Logs, changes and rollback.
54 · How a company organises itself for AI	Functions and roles in the real organisation chart, and roles anticipated once AI is embedded.

16

Version control

Version	Date	Changes
0.6	19-11-2026	New section 10.3, "Trust: the condition for people to adopt AI" (data, four actions, signs and questions, with McKinsey sources and the "The Cybernetic Teammate" experiment). Section 4.3: the World Economic Forum report was read in full and what is taken from it is expanded. Sections 5.4 and 6.2: entry-level work as a critical capability and the "productivity dividend" (D194).
0.5	13-11-2026	Section 4.3: the Eurostat statistics on hard-to-fill vacancies for ICT specialists are added (read on its official site).
0.4	13-11-2026	Section 4.3: the World Economic Forum "Future of Jobs Report 2025" becomes a checked source (key findings read on its official site with an ordinary browser) and the text says what is taken from it.
0.3	13-11-2026	Section 4.3: the OECD "Employment Outlook 2023" report becomes a checked source (read in its official PDF) and the text says what is taken from it. The World Economic Forum report is still not checked after a second attempt.
0.2	13-11-2026	New section 4.3, "Attracting, developing and retaining technical talent": causes of talent loss, what a technical profile values, six levers with checked examples (parallel technical career, projects that reach production, publishing open source code, learning, internal mobility and recognition), rules for publishing code with control, signs, indicative indicators, questions for management and sources. The author's proposal: it adds no rules or evidence.
0.1	16-09-2026	First version. Develops sphere 03 with indicators; the assessment of the effect on work per use case; roles and capabilities from the board to the teams; the literacy plan by profile; the process for deciding, recording and tracking released capacity with five destinations; information and consultation with reference to Article 64.4.d) of the Estatuto de los Trabajadores and the EU AI Act; maximum autonomy and controls in decisions about people; wellbeing and oversight; internal communication; fifteen indicators with a formula and ten typical organisational risks. Consistency adjustments with 01 (segregation of duties in Lite, R6 outcomes, agents criterion) and with 34 and 37; risks aligned with the codes in document 33; the three proposed risks are added to 33 as RT-ORG-07 to RT-ORG-09.

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