



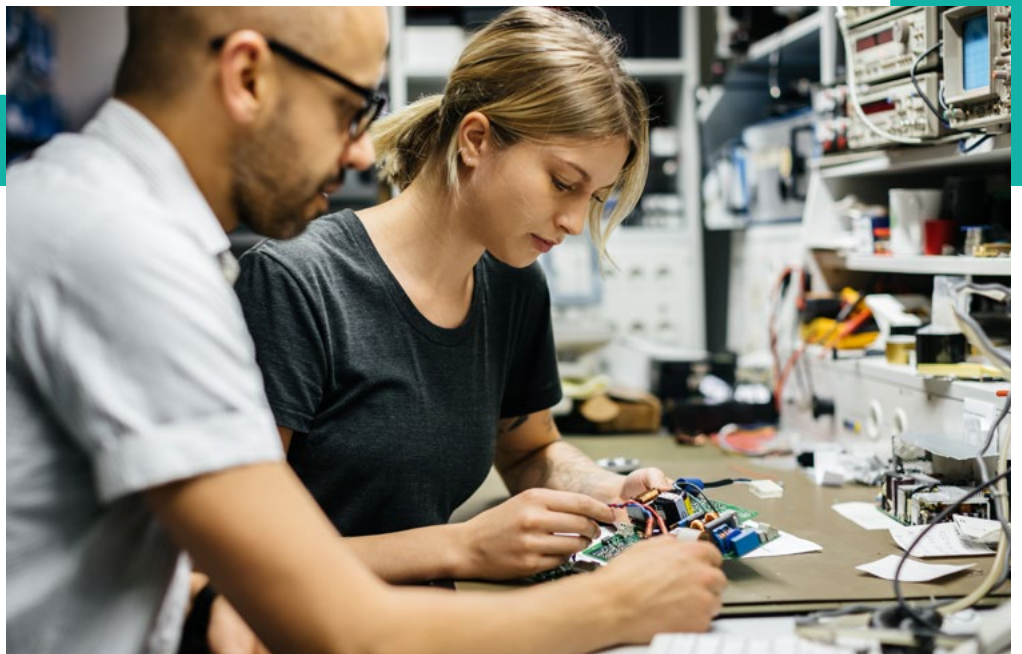
Pearson Skills Map United States

Crossroads and Opportunity

EXPLORE 

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Introduction

Pearson's Skills Map U.S. forecasts America's 2028 job market, revealing how technology and demographics will impact employment – including **the rise of 1.9 million new jobs.**

The American workforce is at a crossroads driven by automation, AI, and an aging population. This transition isn't just a series of changes; it's a fundamental shift in how people work, the skills they'll need, and the jobs they'll compete for. While disruptive, this evolution creates a wave of exciting new opportunities, including jobs and career paths that were once unimaginable.

Pearson applies machine learning models to billions of data points to identify future workforce requirements. The Pearson Skills Map U.S. offers a comprehensive analysis of how the economy and technology will reshape employment across industries and provides a roadmap to prepare for the future of work in America.

Key findings reveal that the American workforce is projected to add 1.9 million new jobs through 2028. This figure takes into account jobs expected from economic growth (+11.25 million), jobs related to technology implementation and maintenance (+1.87 million), and roles impacted by technology automation and augmentation (-11.2 million).

Advances in technology are reinventing work and expanding the definition of “tech jobs” to include roles across all industries. **As technology becomes central to the operations of all organizations, all jobs will become tech jobs in one way or another.**

“Impacted by technology” does not necessarily mean “replaced by technology.” Instead, roles will change due to the demand for tech skills and efficiencies gained through technology. For example, Pearson predicts the sectors and roles supporting technology implementation and maintenance across industries will see largest growth through 2028. Conversely, the retail sector, while still one of the largest employers in 2028, will see the greatest decline as roles adapt with e-commerce and the need for professionals skilled in logistics and warehouse operations.

Equally significant are the demographic changes shaping the workforce through 2028 and beyond. According to the U.S. Bureau of Labor Statistics, labor force participation is expected to decline from 62.2% in 2022 to 60.4% by 2032, largely due to the retirement of the baby-boom generation. The departure of these knowledgeable workers is creating a skills gap, while their aging is driving a growing demand for healthcare professionals. The soaring need for healthcare workers figures prominently in the Skills Map of the U.S. and necessitates urgent action to fill positions across the country.

Even as automation and AI transform skills and roles, many skills—particularly those requiring physical dexterity and human interaction—cannot be replicated by technology. Pearson's analysis of 85 million U.S. job ads reveals that employers across sectors highly value human-centric skills like communication, teamwork, and organization.

The Pearson Skills Map U.S. offers insights to help employers, educators, policymakers, and workers prepare for the future of work. This journey is about adjusting to a new normal and embracing the possibilities that come with it. It's about building a future where people and the places they work can innovate and succeed; where our economy and society continue to move forward and grow.

How does technology impact jobs?

1. Direct job creation:

These are the jobs added to implement and maintain technology

2. Direct job impact:

Where tech will automate and augment existing roles, changing job compositions and required skills

3. Indirect economic boost:

Technology will further improve productivity gains and bring benefits to the existing economic growth

The Expanding Definition of Tech Jobs

Tech jobs are no longer limited to engineers or IT professionals—technology has become entrenched in virtually every industry, department, and role. For example, human resources professionals are increasingly leveraging AI-powered data to analyze and map the skills their businesses need today and in the future. User-friendly AI tools can make such actionable intelligence more accessible to employees across the entire organization.

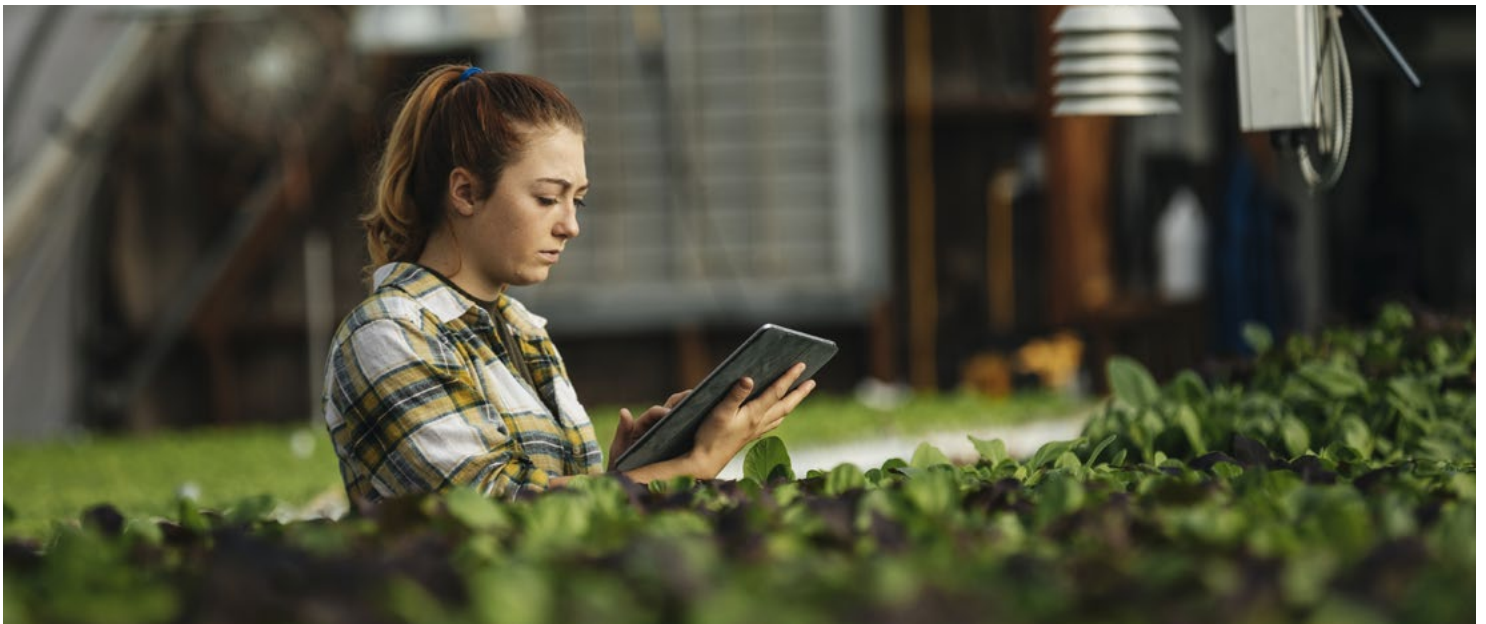
This environment offers distinct advantages for younger generations who have grown up with technology and possess inherent digital fluency and adaptability. These younger members of the workforce are well-positioned to excel as skilled professionals and to drive meaningful change. With fresh perspectives, they can rethink how we use technology in our daily work and advocate for tech-driven strategies that align with broader societal values, including sustainability and ethical considerations.

Tech Expertise Across All Industries

Tech expertise will become integral to roles across all sectors. Consider nurses using data analytics to revolutionize patient care and educators personalizing learning with AI tools. This isn't a futuristic vision — it's unfolding now, reshaping traditional job roles and creating new ones. In addition, over two million new jobs will arise through 2028 in the professional, technical, and scientific, as well as information sectors, emphasizing the demand for tech talent.

Actions that can help organizations and individuals adapt to technology's impact include:

1. Employers must identify future skill needs and invest in upskilling their workforce. This includes examining tasks that can be automated or augmented by technology to improve employee productivity and free up time for learning.
2. Educators can develop curriculum and training programs that blend technical skills with human skills, preparing students for a world where they are intertwined.
3. Policymakers can promote policies that encourage continuous learning and skill development to help address job shifts across all sectors—especially roles impacted by tech automation and augmentation.
4. Workers who embrace lifelong learning and gain new technical proficiencies will remain competitive, particularly in industries facing automation and significant transformation.



Emerging Opportunities and Job Growth

1 Our research shows that today's major sectors, including healthcare, education, and manufacturing, will remain top employers in 2028, though all sectors will evolve with advances in technology.

2 Sectors seeing the largest increases in job numbers from both economic and technological impacts include healthcare and sectors that help implement and maintain technology.

3 Industries enabling technology integration across sectors are booming and will add over 2 million new jobs by 2028.

4 In manufacturing and construction, high-tech processes, robotics, and green building technologies are creating pathways to lucrative, tech-driven roles. Programs like the CHIPS Act will likely increase employment for semiconductor processing technicians.

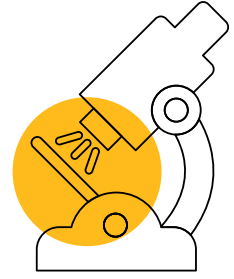
5 The education services sector (that will help prepare the workforce for a technology-driven economy) is expected to grow with 517,000 new jobs through 2028.

6 The top rising roles with an anticipated growth of 319,970 new jobs (a 15.4% increase due to tech and economic impacts) include:

1. Systems software engineers
2. Computer and information systems managers
3. Computer programmers

Healthcare's Path Through Transformation: A Case Study

The healthcare sector is widely recognized as the largest employer, with significant job growth expected through 2028. Driven by an aging population and increasing chronic conditions,* Pearson predicts 782,810 new healthcare jobs nationwide through 2028. These new jobs are in addition to the whopping 20 million plus workforce of 2023.



The increasing demand for personal care aides, home health aides, nursing assistants, and registered nurses underscores the necessity for healthcare workers adept in soft and technical skills, because these roles require a blend of compassionate patient interaction and now, the use of advanced technologies. According to Pearson's Skills Map U.S., these roles alone are expected to see a 5% uptick by 2028. Healthcare exemplifies how the confluence of technology and human-centric skills can shape the future of work, with quality care hinged on this crucial balance.

The Role of AI in Healthcare

Earlier research by Pearson highlights Generative AI's potential for substantial time savings, reclaiming nearly 78 million work hours per week across the U.S. workforce. For healthcare workers, the efficiencies achieved through AI may free up more time for direct patient care.

AI could reduce time spent on various tasks, including:

- Maintaining health or medical records (3.6 million hours)
- Maintaining current knowledge in area of expertise (3.1 million hours)
- Developing educational programs, plans, or procedures (2.9 million hours)

Essential Human and Tech Skills

While AI and automation streamline operations, healthcare roles require a blend of technical expertise and essential human skills including cultural intelligence and collaboration. The addition of AI and automation tools will allow professionals to focus more on critical hands-on tasks and patient care, including providing emotional support and ensuring patient well-being. This shift not only enhances efficiency but also enriches the quality of care. Prominent across the Skills Map's Popular and Trending Skills are those that can support healthcare: communication, maintaining cleanliness, friendliness, acute care, heavy lifting, and computer literacy.

AI and technology have the power to transform clinician capabilities, improve diagnostics, and help deliver personalized treatments. To fully realize this potential, effective assessment and qualification will be essential for ensuring competency and fostering trust between practitioners and patients.

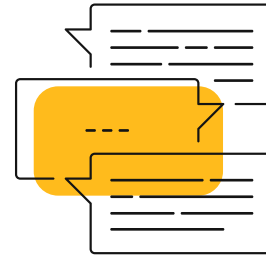
Art Valentine, President,
Pearson Assessment & Qualifications

* U.S. Bureau of Labor Statistics

Implications for Lifelong Learning

Nearly 70% of students start thinking about their careers before 11th grade.

Lorin Thomas-Tavel, managing director, Pearson virtual schools



Workforce Skills and Professional Education

For both employers and employees, the Skills Map U.S. underscores the importance of strategic workforce planning and adaptability. With 1.87 million new jobs projected through 2028 to support technology implementation and maintenance alone, the demand for tech skills is undeniable, particularly with advances in AI. But it's equally important to recognize that the most sought-after skills remain human-centric. Achieving the right balance requires a thoughtful approach to strategic skilling; made better with personalized learning and real-world applications.

While tech is top-of-mind, leading organizations keep people at the heart of their success and foster a culture of continuous learning. Transformative companies carefully assess skills gaps, plan for future workforce needs, and offer personalized in-house training and support for higher education and credentials, including the GED. Previous Pearson research showed that 73% of Americans say they prefer to learn via their employer. Empowering employees with learning that connects directly to organizational strategy keeps a workforce competitive, enhancing business performance, employee mobility, and loyalty.

Employees, on the other hand, can commit to lifelong learning to stay relevant in a rapidly evolving job market. About 81% of U.S. workers believe in continuous learning to stay up to date, and 76% agree that lifelong education is essential. Fulfilling learning goals now includes skill- and job-specific certifications, badges, the GED, and other credentials. It also means taking full advantage of the learning opportunities provided by employers. These flexible options allow employees to build skill sets over time while keeping pace with innovation.

Of particular interest among individuals and organizations—and referenced in the Skills Map—is the demand for Generative AI proficiency. According to Vishaal Gupta, President of Pearson's Workforce Skills division, "AI is rapidly transforming the way we work, and in this shifting landscape, one thing is clear: the future belongs to those who are prepared."

Higher Education

The higher education landscape is changing to help students pursue their career goals earlier, and to provide them with opportunities to enter and succeed in the workforce. By partnering with high schools and employers, higher education institutions are increasingly offering students the learning opportunities they want and value.

Change in higher education is being accelerated by the introduction of technology, personalized digital learning experiences, and AI. Increasingly, educators and students are applying Generative AI to assist in quality teaching and learning. The higher education experience for millions of students and teachers is evolving to combine the power of technology with the community environment and human skills that are developed in the classroom.

"This Skills Map report validates the need for higher education to continue evolving to meet today's workforce needs and societal challenges. With 1.9 million new jobs being estimated through 2028, schools, educators, and content creators have an opportunity to prepare people with the knowledge, skills, and credentials to land fulfilling work in critical career fields," stated Tom ap Simon, President of Pearson Higher Education and Virtual Learning.



Implications for Lifelong Learning

K-12 Education

As K-12 educators guide students in exploring their career options, it's important to provide a dynamic early education experience that equips students with the technical, interpersonal, and lifelong learning skills desired by employers. For this generation of students seeking meaningful and sustainable careers, it's essential to integrate real-world work experience with academics. Additionally, ensuring that both curriculum and extracurricular activities relate to career exploration and foster skill development is a winning combination.

A modern K-12 education includes Career Technical Education (CTE) curriculum and expanded partnerships that give students the experiences they need to be prepared for careers in expanding fields, including nursing, allied health, manufacturing, engineering, construction, semiconductor, and clean energy. Prioritizing students' engagement with "Ships"—internships, mentorships, apprenticeships—as well as in curricular and extra-curricular activities that are designed to improve durable skills, aligns their readiness for what the research also tells us: employers are looking for their workers to have expertise in technical and human skills.

"Nearly 70% of students start thinking about their careers before 11th grade. They are also considering the skills they need that employers desire. Colleges and employers are shifting toward skills-based learning and recruiting. These factors make it imperative to prepare students for successful early careers by providing direction in identifying opportunities and accessing the skills and connections that will give them a good start," said Lorin Thomas-Tavel, Managing Director, Pearson Virtual Schools.

Language Learning

English proficiency is increasingly crucial for success in the modern workplace, as evidenced by the prominence of written and verbal communication skills among the top trending skills in this report. Pearson research further highlights this, revealing that poor communication costs organizations an estimated \$62.4 million annually in lost productivity.* Despite this significant financial impact, only 33% of employees have access to language training, even though 72% believe that better English skills would enhance their job performance.

Gio Giovannelli, President of Pearson's English Language Learning division, underscores the importance of language skills: "Language skills are not just a workplace asset but a key factor in employees' professional fulfillment. For organizations aiming to remain competitive, comprehensive language training should be seen as a strategic investment in their long-term success."

With the U.S. workforce projected to grow by 1.9 million jobs through 2028, and nearly 68 million people in America speaking a language other than English at home,** strong language skills will be essential for navigating and thriving in the modern workplace. Embracing language learning is not merely about addressing current needs but also about preparing for future opportunities in an increasingly globalized economy.

* Source: gse-research-global-report-en.pdf (pearson.com)

** Source: GSE Research Florida FINAL (flippingbook.com)

Conclusion

Between now and 2028, technology will continue to develop with breathtaking speed, influencing all aspects of life and work. Pearson's Skills Map U.S. not only provides insights to help prepare individuals and organizations for the future, but also supports a growing body of research highlighting the critical factors reshaping employment. Automation, AI, and an aging population will significantly alter this landscape and skills demand.

The next several years will be challenging for many. However, equipped with information and guidance, transitions may be less daunting and more promising. This report shines a spotlight on opportunity. Areas of growth and decline have been revealed, skills data presented, and actionable strategies offered for navigating the evolving job market.

By focusing on positive change and adaptation—while mindfully considering the impact on individuals—this report aims to empower readers with a realistic view of what's to come. Our findings are clear: As technology becomes an integral part of every sector, fostering tech proficiency, investing in upskilling, and prioritizing human-centric skills have become essential.



Methodology

Leveraging Pearson's advanced predictive analytics capabilities, the Skills Map U.S provides a multidimensional view of the 2028 employment landscape. It features two comprehensive analyses:

1. U.S. Labor Market Analysis

Our dataset was collated from U.S. census information and other economic/industry projections, then mapped to our proprietary occupation ontology of 5,600 roles and 76,600 tasks, providing industry trends. Once mapped, Pearson's technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics & projections from the U.S. government. Sectors noted in the report are defined according to the North American Industry Classification System, which groups establishments into industries based on similarities in production processes.

2. U.S. Job Ad Analysis

A review of 85 million job postings, providing insights into current and emerging skills trends. Skills are extracted from an analysis of U.S. job ads up to March 2024.

The report covers national trends and provides a spotlight on five states—California, Florida, Michigan, New York, and Texas—with subsequent reports planned to include additional states.

United States

United States

Crossroads and opportunity

By 2028, the American workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 1.9m more jobs will be available across the country.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

America in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. Additionally, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care.

Automation does not necessarily mean fewer jobs—it means different jobs. In the U.S., the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, closely followed by Health Care and Social Assistance.

Conversely, the Retail Trade industry is projected to offer nearly 1.3 million fewer jobs by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government.

Impact in the United States by 2028

Change in headcount

Economic Growth +11.25m (8.4%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -11.24m (8.4%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +1.87m (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +1.88m

United States

Job impact

In the United States, Systems Software Developers top the list of additional jobs needed and reflect the ongoing demand for technology expertise. While the Retail sector will continue to represent one of the largest sectors, the country will need 389k fewer Retail Salespersons. Shifts in the roles needed drive overall sector shifts in 2028. Rising Job Roles are those with the greatest projected increase in demand to 2028, while Declining Job Roles will see the greatest decrease.

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Systems Software Developers	973,100	1,131,331	+158,230	+16.3%
Personal Care Aides	1,854,514	1,958,282	+103,770	+5.6%
Janitors and Cleaners	1,932,148	2,033,357	+101,210	+5.2%
Computer and Information Systems Managers	674,709	764,022	+89,310	+13.2%
Operations Managers	3,417,887	3,503,019	+85,130	+2.5%
Home Health Aides	1,534,814	1,609,239	+74,420	+4.8%
Nursing Assistants	1,305,223	1,378,257	+73,030	+5.6%
Computer Programmers	434,150	506,581	+72,430	+16.7%
Landscaping and Groundskeeping Workers	881,602	949,129	+67,530	+7.7%
Registered Nurses	2,251,697	2,317,402	+65,700	+2.9%

Declining Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Retail Salespersons	3,682,591	3,293,273	-389,320	-10.6%
Cashiers	3,309,642	2,937,646	-372,000	-11.2%
Secretaries and Administrative Assistants	3,334,448	3,164,111	-170,340	-5.1%
Office Clerks, General	2,552,952	2,395,630	-157,320	-6.2%
Stockroom, Warehouse, or Storage Yard Stock Clerks	1,266,265	1,118,268	-148,000	-11.7%
Stock Clerks, Sales Floor	1,088,865	948,241	-140,620	-12.9%
Customer Service Representatives	2,024,947	1,909,903	-115,040	-5.7%
Bookkeeping, Accounting, and Auditing Clerks	1,500,514	1,394,967	-105,550	-7.0%
Cooks, Fast Food	3,837,560	3,745,915	-91,650	-2.4%
Retail Sales Managers	1,299,134	1,229,232	-69,900	-5.4%

United States

Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

This data is drawn from a review of 85 million American job postings. Popular Skills represents the percent of job ads including these skills today, and Trending Skills represents skills with significant increases in popularity in the past 12 months.

Popular Skills

1	Communication Skills
2	Customer Service
3	Heavy Lifting
4	Verbal Communication Skills
5	Teamwork
6	Written Communication Skills
7	Leadership
8	Maintaining Cleanliness
9	Computer Literacy
10	Organizational Skills

Trending Skills

1	Customer Service
2	Maintaining Cleanliness
3	Cleaning
4	Heavy Lifting
5	Friendliness
6	Acute Care
7	Inventory Control
8	Loading And Unloading
9	Cash Handling
10	Nursing Practices

United States Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

United States Sector Status 2028

United States impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers.

Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	133,383,495	+11,247,510	-11,243,520	+1,873,910	+1,877,920	+1.4%	135,261,415
Health Care and Social Assistance	20,283,770	+2,017,220	-1,481,290	+246,880	+782,810	+3.9%	21,066,580
Retail Trade	14,381,881	+43,330	-1,606,350	+267,730	-1,295,300	-9.0%	13,086,581
Educational Services	12,315,872	+1,282,840	-918,080	+153,010	+517,790	+4.2%	12,833,662
Accommodation and Food Services	11,469,004	+778,590	-952,700	+158,780	-15,330	-0.1%	11,453,674
Professional, Scientific, and Technical Services	9,185,529	+2,328,990	-912,620	+152,100	+1,568,470	+17.1%	10,753,999
Manufacturing	10,951,696	+675,910	-1,216,460	+202,740	-337,810	-3.1%	10,613,886
Executive, Legislative, and Other General Government Support	9,404,150	+294,920	-636,660	+106,110	-235,630	-2.5%	9,168,520
Administrative and Support and Waste Management and Remediation Services	8,294,289	+1,045,870	-642,740	+107,120	+510,250	+6.2%	8,804,539
Construction	7,023,016	+58,260	-401,920	+66,990	-276,670	-3.9%	6,746,346
Transportation and Warehousing	6,092,051	+546,460	-457,650	+76,270	+165,080	+2.7%	6,257,131
Finance and Insurance	5,793,737	+248,120	-589,170	+98,190	-242,850	-4.2%	5,550,887
Wholesale Trade	5,168,869	+85,520	-459,220	+76,540	-297,160	-5.7%	4,871,709
Other Services (except Public Administration)	3,513,972	+24,140	-218,300	+36,380	-157,770	-4.5%	3,356,202
Information	2,296,493	+703,720	-218,270	+36,380	+521,830	+22.7%	2,818,323
Management of Companies and Enterprises	2,319,975	+615,370	-164,310	+27,380	+478,450	+20.6%	2,798,425
Real Estate and Rental and Leasing	1,966,763	+210,080	-164,430	+27,410	+73,060	+3.7%	2,039,823
Arts, Entertainment, and Recreation	1,680,957	+274,610	-124,750	+20,790	+170,660	+10.2%	1,851,617
Utilities	459,747	+4,990	-29,910	+4,980	-19,930	-4.3%	439,817
Mining, Quarrying, and Oil and Gas Extraction	403,076	+1,570	-24,340	+4,060	-18,720	-4.6%	384,356
Agriculture, Forestry, Fishing and Hunting	378,648	+7,000	-24,350	+4,060	-13,300	-3.5%	365,348

California

California

Crossroads and opportunity

By 2028, the California workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 348k more jobs will be available in the state.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

California in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. Additionally, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care.

Automation does not necessarily mean fewer jobs—it means different jobs. In California, the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, followed by the Information sector and Health Care and Social Assistance.

Conversely, the Retail Trade industry is projected to decline by 9% by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government.

Impact in California by 2028

Change in headcount

Economic Growth +1.45m (9.1%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -1.32m (8.3%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +221k (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +348k

California

Job impact

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Systems Software Developers	170,968	197,900	26,930	15.8%
Personal Care Aides	392,022	414,240	22,220	5.7%
Computer and Information Systems Managers	158,135	180,130	22,000	13.9%
Home Health Aides	330,500	346,630	16,130	4.9%
Operations Managers	369,950	384,140	14,190	3.8%
Computer Programmers	76,886	89,490	12,600	16.4%
Janitors and Cleaners	209,084	220,220	11,140	5.3%
Security Guards	172,817	183,080	10,260	5.9%
Programme Managers	101,443	110,630	9,190	9.1%
Laborers and Freight, Stock, and Material Movers, Hand	323,312	331,920	8,610	2.7%

Declining Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Cashiers	404,645	359,710	-44,940	-11.1%
Retail Salespersons	343,260	306,480	-36,780	-10.7%
Office Clerks, General	272,658	253,840	-18,820	-6.9%
Stockroom, Warehouse, or Storage Yard Stock Clerks	138,974	122,450	-16,530	-11.9%
Stock Clerks, Sales Floor	119,511	103,830	-15,680	-13.1%
Secretaries and Administrative Assistants	337,288	321,630	-15,660	-4.6%
Bookkeeping, Accounting, and Auditing Clerks	171,665	159,840	-11,830	-6.9%
Cooks, Fast Food	482,262	470,980	-11,290	-2.3%
Customer Service Representatives	148,082	139,240	-8,840	-6.0%
Retail Sales Managers	119,874	112,990	-6,880	-5.7%

California

Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

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5	Collaboration
6	Computer Literacy
7	Problem Solving
8	Organizational Skills
9	Teamwork
10	Interpersonal Skills

Trending Skills

1	Compassion
2	Food Preparation
3	Assisted Living
4	Personal Care
5	Progress Monitoring
6	Housekeeping
7	Cash Register
8	Supervision
9	Commitment
10	Calmness

California Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

California Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

California impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers. Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	16,014,862	+1,450,380	-1,323,060	+220,510	+347,870	+2.2%	16,362,750
Health Care and Social Assistance	2,502,818	+249,260	-174,420	+29,070	+103,900	+4.2%	2,606,720
Professional, Scientific, and Technical Services	1,288,311	+327,190	-123,220	+20,540	+224,510	+17.4%	1,512,820
Educational Services	1,371,236	+142,690	-105,420	+17,570	+54,840	+4.0%	1,426,080
Retail Trade	1,500,552	+4,520	-167,850	+27,980	-135,360	-9.0%	1,365,190
Accommodation and Food Services	1,330,899	+90,390	-109,730	+18,290	-1,050	-0.1%	1,329,850
Manufacturing	1,218,266	+75,280	-130,190	+21,700	-33,210	-2.7%	1,185,060
Administrative and Support and Waste Management and Remediation Services	1,052,738	+133,010	-76,700	+12,780	+69,090	+6.6%	1,121,830
Executive, Legislative, and Other General Government Support	1,081,713	+33,890	-75,630	+12,600	-29,130	-2.7%	1,052,580
Construction	853,337	+7,080	-49,840	+8,310	-34,460	-4.0%	818,880
Transportation and Warehousing	758,362	+68,050	-56,440	+9,410	+21,010	+2.8%	779,380
Information	492,640	+151,140	-45,580	+7,600	+113,160	+23.0%	605,800
Wholesale Trade	612,768	+10,130	-54,990	+9,160	-35,690	-5.8%	577,080
Finance and Insurance	525,094	+22,510	-52,330	+8,720	-21,100	-4.0%	504,000
Other Services (except Public Administration)	410,614	+2,820	-25,610	+4,270	-18,520	-4.5%	392,090
Management of Companies and Enterprises	244,820	+64,990	-16,820	+2,800	+50,970	+20.8%	295,790
Real Estate and Rental and Leasing	268,734	+28,630	-24,150	+4,020	+8,500	+3.2%	277,240
Arts, Entertainment, and Recreation	208,185	+34,020	-15,300	+2,550	+21,270	+10.2%	229,460
Agriculture, Forestry, Fishing and Hunting	227,535	+4,200	-14,540	+2,420	-7,910	-3.5%	219,620
Utilities	52,954	+580	-3,480	+580	-2,320	-4.4%	50,630
Mining, Quarrying, and Oil and Gas Extraction	13,286	+50	-820	+140	-630	-4.8%	12,650

Florida

Florida

Crossroads and opportunity

By 2028, the Florida workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 101k more jobs will be available in the state.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

Florida in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. Additionally, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care.

Automation does not necessarily mean fewer jobs—it means different jobs. In Florida, the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, followed by Health Care and Social Assistance. Conversely, the Retail Trade industry is projected to decline by 9% by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government.

Impact in Florida by 2028

Change in headcount

Economic Growth +690.2k (8.3%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -706.6k (8.5%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +117.8k (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +101.4k

Florida

Job impact

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Systems Software Developers	44,654	52,330	7,680	17.2%
Landscaping and Groundskeeping Workers	82,919	89,910	6,990	8.4%
Janitors and Cleaners	113,553	119,900	6,340	5.6%
Operations Managers	198,503	203,560	5,060	2.5%
Security Guards	85,912	90,820	4,910	5.7%
Nursing Assistants	82,866	87,550	4,680	5.7%
Maintenance and Repair Workers, General	99,576	103,690	4,110	4.1%
Sales Agents, Financial Services	54,123	58,230	4,110	7.6%
Registered Nurses	138,318	142,360	4,040	2.9%
Computer and Information Systems Managers	26,475	30,450	3,980	15.0%

Declining Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Retail Salespersons	291,744	261,580	-30,160	-10.3%
Cashiers	202,545	180,690	-21,860	-10.8%
Office Clerks, General	181,884	170,500	-11,390	-6.3%
Secretaries and Administrative Assistants	220,584	209,560	-11,030	-5.0%
Stockroom, Warehouse, or Storage Yard Stock Clerks	94,659	83,770	-10,890	-11.5%
Stock Clerks, Sales Floor	81,384	71,020	-10,360	-12.7%
Customer Service Representatives	184,479	174,920	-9,560	-5.2%
Bookkeeping, Accounting, and Auditing Clerks	92,311	86,800	-5,520	-6.0%
Cooks, Fast Food	212,587	207,620	-4,970	-2.3%
Retail Sales Managers	95,342	90,760	-4,580	-4.8%

Florida Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

This data is drawn from a review of 85 million American job postings. Popular Skills represents the percent of job ads including these skills today, and Trending Skills represents skills with significant increases in popularity in the past 12 months.

Popular Skills		Trending Skills	
1	Communication Skills	1	Patient Education
2	Customer Service	2	Patient Assessment
3	Verbal Communication Skills	3	Treatment Planning
4	Computer Literacy	4	Safety Standards
5	Written Communication Skills	5	Cash Register
6	Heavy Lifting	6	Mental Health
7	Organizational Skills	7	Palletizing
8	Patient Care	8	Packing
9	Interpersonal Skills	9	Telephone Skills
10	Teamwork	10	Health Promotion

Florida Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

Florida Sector Status 2028

Florida impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers.

Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	8,307,845	+690,200	-706,640	+117,780	+101,350	+1.2%	8,409,190
Health Care and Social Assistance	1,177,949	+116,890	-91,920	+15,320	+40,290	+3.4%	1,218,240
Retail Trade	1,035,531	+3,120	-115,770	+19,290	-93,350	-9.0%	942,180
Accommodation and Food Services	865,703	+58,770	-71,300	+11,880	-650	-0.1%	865,050
Professional, Scientific, and Technical Services	605,158	+153,010	-64,070	+10,680	+99,620	+16.5%	704,770
Administrative and Support and Waste Management and Remediation Services	647,658	+81,530	-52,320	+8,720	+37,930	+5.9%	685,590
Educational Services	606,344	+63,170	-44,910	+7,480	+25,740	+4.2%	632,090
Construction	551,960	+4,580	-32,400	+5,400	-22,420	-4.1%	529,540
Executive, Legislative, and Other General Government Support	524,927	+16,470	-34,620	+5,770	-12,370	-2.4%	512,550
Finance and Insurance	398,336	+17,070	-40,130	+6,690	-16,370	-4.1%	381,970
Transportation and Warehousing	357,514	+32,040	-27,820	+4,640	+8,850	+2.5%	366,370
Manufacturing	345,145	+21,330	-37,160	+6,190	-9,640	-2.8%	335,510
Wholesale Trade	329,920	+5,460	-29,580	+4,930	-19,200	-5.8%	310,720
Other Services (except Public Administration)	230,328	+1,580	-13,960	+2,330	-10,050	-4.4%	220,280
Arts, Entertainment, and Recreation	181,438	+29,650	-13,410	+2,240	+18,470	+10.2%	199,910
Real Estate and Rental and Leasing	181,828	+19,430	-15,020	+2,500	+6,920	+3.8%	188,740
Information	115,744	+35,440	-11,210	+1,870	+26,090	+22.5%	141,840
Management of Companies and Enterprises	113,878	+30,160	-8,510	+1,420	+23,080	+20.3%	136,950
Utilities	21,179	+230	-1,370	+230	-910	-4.3%	20,270
Agriculture, Forestry, Fishing and Hunting	14,644	+270	-1,000	+170	-560	-3.8%	14,080
Mining, Quarrying, and Oil and Gas Extraction	2,661	+10	-160	+30	-120	-4.6%	2,540

Michigan

Michigan

Crossroads and opportunity

By 2028, the Michigan workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 48.4k more jobs will be available in the state.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

Michigan in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. Additionally, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care.

Automation does not necessarily mean fewer jobs—it means different jobs. In Michigan, the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, followed by Health Care and Social Assistance. Top rising roles include Systems Software Engineers and Mechanical Engineers.

Conversely, the Retail Trade industry is projected to decline by 9% by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government. statistics and projections from the U.S. government.

Impact in Michigan by 2028

Change in headcount

Economic Growth +325.2k (8.4%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -332.2k (8.6%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +55.4k (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +48.4k

Michigan

Job impact

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Systems Software Developers	28,174	32,790	4,620	16.4%
Mechanical Engineers	30,780	34,720	3,940	12.8%
Janitors and Cleaners	58,046	61,080	3,030	5.2%
Personal Care Aides	42,563	44,900	2,340	5.5%
Registered Nurses	75,478	77,780	2,310	3.1%
Nursing Assistants	41,189	43,440	2,250	5.5%
Computer and Information Systems Managers	14,693	16,930	2,240	15.3%
Operations Managers	92,503	94,680	2,180	2.4%
Computer Systems Engineers/Architects	10,069	12,100	2,030	20.2%
Computer Programmers	11,994	14,020	2,030	16.9%

Declining Job Roles

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Retail Salespersons	106,866	95,420	-11,440	-10.7%
Cashiers	91,666	81,210	-10,460	-11.4%
Office Clerks, General	99,658	93,400	-6,250	-6.3%
Stockroom, Warehouse, or Storage Yard Stock Clerks	41,896	36,980	-4,910	-11.7%
Stock Clerks, Sales Floor	36,023	31,350	-4,680	-13.0%
Team Assemblers	93,105	88,760	-4,350	-4.7%
Secretaries and Administrative Assistants	68,595	64,460	-4,130	-6.0%
Customer Service Representatives	57,381	53,780	-3,600	-6.3%
Bookkeeping, Accounting, and Auditing Clerks	34,988	32,170	-2,810	-8.0%
Cooks, Fast Food	116,698	114,070	-2,630	-2.3%

Michigan Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

This data is drawn from a review of 85 million American job postings. Popular Skills represents the percent of job ads including these skills today, and Trending Skills represents skills with significant increases in popularity in the past 12 months.

Popular Skills

1	Communication Skills
2	Customer Service
3	Heavy Lifting
4	Computer Literacy
5	Interpersonal Skills
6	Verbal Communication Skills
7	Teamwork
8	Problem Solving
9	Written Communication Skills
10	Patient Care

Trending Skills

1	Housekeeping
2	Cash Register
3	Cash Handling
4	Treatment Planning
5	Friendliness
6	Cleaning
7	Attention to Detail
8	Telephone Support
9	Discharge Planning
10	Trustworthy

Michigan Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

Michigan Sector Status 2028

Michigan impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers.

Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	3,874,766	+325,180	-332,250	+55,390	+48,390	+1.2%	3,923,130
Health Care and Social Assistance	591,928	+58,850	-43,680	+7,280	+22,460	+3.8%	614,380
Manufacturing	544,618	+33,640	-59,410	+9,900	-15,860	-2.9%	528,750
Retail Trade	422,790	+1,270	-47,690	+7,950	-38,470	-9.1%	384,320
Professional, Scientific, and Technical Services	283,598	+72,130	-26,140	+4,360	+50,340	+17.8%	333,940
Educational Services	318,972	+33,210	-24,230	+4,040	+13,020	+4.1%	331,990
Accommodation and Food Services	303,492	+20,600	-25,290	+4,220	-470	-0.2%	303,020
Administrative and Support and Waste Management and Remediation Services	245,160	+30,960	-18,270	+3,050	+15,730	+6.4%	260,890
Executive, Legislative, and Other General Government Support	215,461	+6,760	-14,620	+2,440	-5,420	-2.5%	210,040
Construction	167,373	+1,390	-9,470	+1,580	-6,500	-3.9%	160,870
Transportation and Warehousing	152,853	+13,710	-11,620	+1,940	+4,030	+2.6%	156,880
Finance and Insurance	154,914	+6,620	-16,200	+2,700	-6,880	-4.4%	148,030
Wholesale Trade	149,061	+2,470	-12,870	+2,140	-8,250	-5.5%	140,810
Other Services (except Public Administration)	100,000	+690	-5,990	+1,000	-4,300	-4.3%	95,700
Management of Companies and Enterprises	74,146	+19,720	-4,760	+790	+15,750	+21.2%	89,900
Real Estate and Rental and Leasing	46,455	+4,960	-3,920	+650	+1,700	+3.7%	48,150
Information	38,220	+11,720	-3,600	+600	+8,710	+22.8%	46,930
Arts, Entertainment, and Recreation	38,249	+6,250	-2,840	+470	+3,880	+10.1%	42,130
Utilities	20,484	+220	-1,220	+200	-800	-3.9%	19,690
Mining, Quarrying, and Oil and Gas Extraction	3,549	+10	-210	+40	-160	-4.6%	3,390
Agriculture, Forestry, Fishing and Hunting	3,443	+60	-220	+40	-120	-3.5%	3,320

New York

New York

Crossroads and opportunity

By 2028, the New York workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 198.3k more jobs will be available in the state.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

New York in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. In New York, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care. Top rising roles include Personal Care Aides and Home Health Aides, while the majority of Trending Skills are Healthcare-related.

Automation does not necessarily mean fewer jobs—it means different jobs. In New York, the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, followed by Health Care and Social Assistance, which continues to be the largest employer in New York in 2028 with a projected 1.67m jobs.

Conversely, the Retail Trade industry is projected to decline by 9% by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government.

Impact in New York by 2028

Change in headcount

Economic Growth +769.5k (9.2%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -685.5k (8.2%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +114.3k (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +198.3k

New York

Job impact

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Personal Care Aides	257,688	272,010	14,320	5.6%
Home Health Aides	220,515	231,030	10,520	4.8%
Systems Software Developers	56,970	65,630	8,660	15.2%
Janitors and Cleaners	160,278	168,260	7,980	5.0%
Security Guards	112,478	119,260	6,780	6.0%
Maintenance and Repair Workers, General	125,285	131,160	5,870	4.7%
Operations Managers	211,638	216,920	5,280	2.5%
Nursing Assistants	85,282	90,060	4,780	5.6%
Sales Agents, Financial Services	40,087	44,730	4,640	11.6%
Lawyers	43,517	48,060	4,540	10.4%

Declining Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Retail Salespersons	219,525	196,280	-23,250	-10.6%
Cashiers	177,317	156,690	-20,630	-11.6%
Secretaries and Administrative Assistants	245,879	234,480	-11,400	-4.6%
Stockroom, Warehouse, or Storage Yard Stock Clerks	62,982	54,940	-8,050	-12.8%
Stock Clerks, Sales Floor	54,157	46,600	-7,560	-14.0%
Office Clerks, General	132,986	126,060	-6,920	-5.2%
Bookkeeping, Accounting, and Auditing Clerks	86,472	80,310	-6,170	-7.1%
Customer Service Representatives	102,661	96,920	-5,750	-5.6%
Cooks, Fast Food	170,919	165,840	-5,080	-3.0%
Medical Secretaries	44,181	41,100	-3,080	-7.0%

New York Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

This data is drawn from a review of 85 million American job postings. Popular Skills represents the percent of job ads including these skills today, and Trending Skills represents skills with significant increases in popularity in the past 12 months.

Popular Skills

1	Communication Skills
2	Patient Care
3	Medication Administration
4	Customer Service
5	Verbal Communication Skills
6	Written Communication Skills
7	Supervision
8	Collaboration
9	Computer Literacy
10	Problem Solving

Trending Skills

1	Data Collection
2	Patient Education
3	Patient Discharges
4	Care Planning
5	Discharge Planning
6	Shift Scheduling
7	Clinical Leadership
8	Life Support
9	Critical Care
10	Telemetry

New York Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

New York Sector Status 2028

New York impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers.

Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	8,381,618	+769,430	-685,470	+114,220	+198,260	+2.4%	8,579,880
Health Care and Social Assistance	1,608,063	+160,120	-112,390	+18,730	+66,460	+4.1%	1,674,520
Educational Services	940,799	+98,010	-69,670	+11,610	+39,950	+4.2%	980,750
Professional, Scientific, and Technical Services	640,430	+162,200	-65,580	+10,930	+107,550	+16.8%	747,980
Retail Trade	788,215	+2,370	-88,130	+14,690	-71,070	-9.0%	717,140
Executive, Legislative, and Other General Government Support	647,806	+20,330	-42,790	+7,130	-15,330	-2.4%	632,480
Accommodation and Food Services	545,942	+37,090	-44,280	+7,380	+190	+0.0%	546,130
Administrative and Support and Waste Management and Remediation Services	439,870	+55,490	-33,550	+5,590	+27,530	+6.3%	467,400
Finance and Insurance	476,582	+20,460	-46,130	+7,690	-17,980	-3.8%	458,610
Manufacturing	370,830	+22,890	-41,000	+6,830	-11,280	-3.0%	359,550
Construction	355,898	+2,950	-20,490	+3,410	-14,120	-4.0%	341,780
Information	255,300	+78,250	-24,280	+4,050	+58,020	+22.7%	313,320
Transportation and Warehousing	303,756	+27,270	-21,870	+3,640	+9,050	+3.0%	312,810
Wholesale Trade	276,976	+4,580	-25,130	+4,190	-16,360	-5.9%	260,620
Other Services (except Public Administration)	267,484	+1,840	-16,700	+2,780	-12,080	-4.5%	255,400
Real Estate and Rental and Leasing	175,300	+18,790	-13,240	+2,210	+7,750	+4.4%	183,050
Management of Companies and Enterprises	148,383	+39,400	-10,050	+1,670	+31,030	+20.9%	179,410
Arts, Entertainment, and Recreation	104,491	+17,060	-7,780	+1,300	+10,580	+10.1%	115,070
Utilities	29,751	+320	-2,070	+340	-1,400	-4.7%	28,350
Mining, Quarrying, and Oil and Gas Extraction	3,517	+10	-200	+30	-160	-4.5%	3,360
Agriculture, Forestry, Fishing and Hunting	2,225	+40	-140	+20	-70	-3.3%	2,150

Texas

Texas

Crossroads and opportunity

By 2028, the Texas workforce will have undergone shifts driven by “Three A’s”—AI, automation, and an aging population. Pearson’s localized insights reveal how the landscape will evolve – and predicts that 144k more jobs will be available in the state.

Pearson predictive analytics

Pearson’s workforce skills division applies machine learning models to billions of data points in order to surface insights on how dynamic forces such as new work models, economic disruption, and artificial intelligence (AI) are reshaping the world of work.

Texas in transition

The largest U.S. sectors today will continue to employ the greatest number of Americans in 2028; however, significant shifts will occur as job roles evolve and sectors expand or decline due to technological advancements and economic influences. In Texas, the aging population is simultaneously creating workforce gaps and driving demand for jobs to support their care. Rising roles include Personal Care Aides and Home Health Aides, while the majority of Trending Skills are Healthcare-related.

Automation does not necessarily mean fewer jobs—it means different jobs. In Texas, the Professional, Scientific, and Technical Services sector is expected to expand its workforce by the greatest number of employees, followed by Health Care and Social Assistance, which continues to be the largest employer in Texas in 2028 with a projected 1.63m jobs. Conversely, the Retail Trade industry is projected to decline by 9% by 2028. Employers and policymakers can address these shifts by implementing initiatives aimed at transitioning individuals from at-risk roles to growing sectors in need of new talent.

Our unique methodology

For this analysis, a U.S. labor market dataset was collated from the United States census and other labor market data, then mapped to Pearson’s proprietary occupation ontology of 5,600 roles and 76,600 tasks. Once mapped, Pearson’s technological transformation models were used to produce in-depth projections of the future of the work. Macroeconomic factors have been modelled by economists specializing in workforce dynamics, informed by industry-level statistics and projections from the U.S. government.

Impact in Texas by 2028

Change in headcount

Economic Growth +973.8k (8.2%)

Quantifies job demand as the economy grows or declines over time. It considers industry growth, industry supply-chains, and employment elasticity.

Technology Impact -995.8k (8.4%)

A measure of jobs impacted by automation and augmentation, reducing their demand. It utilizes Pearson’s adoption and work attribution models, informed by a task-level view of the workforce.

Jobs Added +166.0k (1.4%)

The additional jobs needed to support technology implementation and maintenance.

Overall change +144.0k

Texas

Job impact

Rising Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Systems Software Developers	77,669	89,550	11,880	15.3%
Personal Care Aides	165,407	174,650	9,240	5.6%
Janitors and Cleaners	163,569	172,380	8,810	5.4%
Computer and Information Systems Managers	59,074	67,010	7,940	13.4%
Operations Managers	369,699	377,160	7,460	2.0%
Project Management Specialists	55,425	62,290	6,870	12.4%
Home Health Aides	140,721	147,500	6,780	4.8%
Computer Systems Engineers/Architects	36,327	42,450	6,120	16.8%
Computer Programmers	38,079	44,130	6,050	15.9%
Sales Agents, Financial Services	63,350	68,600	5,250	8.3%

Declining Job Roles

Headcount in 2028, sorted by change in headcount

Role	2023 Headcount	2028 Headcount	Net Change	% Net Change
Retail Salespersons	320,423	286,760	-33,660	-10.5%
Cashiers	302,910	270,360	-32,550	-10.7%
Secretaries and Administrative Assistants	309,809	292,760	-17,050	-5.5%
Stockroom, Warehouse, or Storage Yard Stock Clerks	122,414	108,530	-13,890	-11.3%
Customer Service Representatives	212,978	199,190	-13,790	-6.5%
Stock Clerks, Sales Floor	105,255	92,020	-13,240	-12.6%
Office Clerks, General	234,330	221,260	-13,070	-5.6%
Bookkeeping, Accounting, and Auditing Clerks	132,669	122,830	-9,830	-7.4%
Cooks, Fast Food	381,563	373,330	-8,230	-2.2%
Retail Sales Managers	133,353	126,570	-6,780	-5.1%

Texas

Skills Outlook

While automation and AI transform many jobs, uniquely human skills and the jobs that rely on them remain highly valued and resilient. The demand for skills rooted in human qualities such as empathy, compassion, and physical dexterity is thriving alongside those influenced by technology.

This data is drawn from a review of 85 million American job postings. Popular Skills represents the percent of job ads including these skills today, and Trending Skills represents skills with significant increases in popularity in the past 12 months.

Popular Skills

1	Communication Skills
2	Customer Service
3	Verbal Communication Skills
4	Written Communication Skills
5	Computer Literacy
6	Problem Solving
7	Nursing Practices
8	Patient Care
9	Leadership
10	Collaboration

Trending Skills

1	Nursing Practices
2	Nursing Care
3	Health Promotion
4	Patient Assessment
5	Medication Administration
6	Case Management
7	Teaching
8	Patient Monitoring
9	Care Coordination
10	Compassion

Texas

Sector Status 2028

Full data table showing sector shifts by 2028 including economic impact, technology impact, jobs added, and overall size of sector.

Texas Sector Status 2028

Texas impact breakdown by 2028; sorted by sector size with expanding sectors highlighted. Amid shifts, major sectors today will remain top employers in 2028 and need skilled workers.

Totals may not sum due to rounding.

Sector	2023 Headcount	Economic Impact	Tech Impact	Jobs Added	Net Change	% Net Change	2028 Headcount
Grand Total	11,804,496	+973,620	-995,800	+165,970	+143,970	+1.2%	11,948,460
Health Care and Social Assistance	1,576,430	+156,710	-116,580	+19,430	+59,560	+3.8%	1,635,990
Educational Services	1,213,513	+126,400	-90,720	+15,120	+50,800	+4.2%	1,264,310
Retail Trade	1,270,307	+3,830	-141,350	+23,560	-113,960	-9.0%	1,156,340
Accommodation and Food Services	1,103,233	+74,860	-92,800	+15,470	-2,480	-0.2%	1,100,760
Professional, Scientific, and Technical Services	823,629	+208,860	-81,330	+13,550	+141,090	+17.1%	964,720
Administrative and Support and Waste Management and Remediation Services	783,536	+98,620	-63,780	+10,630	+45,470	+5.8%	829,000
Manufacturing	807,574	+49,910	-86,570	+14,430	-22,230	-2.8%	785,340
Construction	704,940	+5,850	-40,620	+6,770	-28,000	-4.0%	676,940
Executive, Legislative, and Other General Government Support	687,745	+21,550	-47,760	+7,960	-18,250	-2.7%	669,500
Transportation and Warehousing	583,665	+52,350	-43,930	+7,320	+15,740	+2.7%	599,400
Finance and Insurance	544,433	+23,290	-56,700	+9,450	-23,970	-4.4%	520,460
Wholesale Trade	543,280	+8,980	-49,820	+8,300	-32,530	-6.0%	510,750
Other Services (except Public Administration)	284,074	+1,950	-17,210	+2,870	-12,390	-4.4%	271,690
Information	175,867	+53,870	-16,800	+2,800	+39,870	+22.7%	215,740
Real Estate and Rental and Leasing	200,790	+21,490	-15,890	+2,650	+8,240	+4.1%	209,030
Management of Companies and Enterprises	169,716	+45,050	-11,640	+1,940	+35,350	+20.8%	205,070
Mining, Quarrying, and Oil and Gas Extraction	155,625	+600	-9,760	+1,630	-7,530	-4.8%	148,090
Arts, Entertainment, and Recreation	115,765	+18,910	-8,580	+1,430	+11,760	+10.2%	127,520
Utilities	49,993	+540	-3,270	+550	-2,190	-4.4%	47,810
Agriculture, Forestry, Fishing and Hunting	10,381	+190	-690	+110	-380	-3.7%	10,000

