A Survey on the Use of Generative AI in a Specific Department of an IT Company

Tsubasa Hasegawa
Nakano Laboratory
Faculty of Information Sciences and Arts, Toyo University

Introduction

As the use of generative AI continues to expand, changes are also being observed in the skills required of employees in IT companies. This survey was conducted as part of the activities of the GPAI student team, with the aim of examining the actual use of generative AI in an IT company and clarifying the status of governance frameworks, educational systems, and performance evaluation systems established to ensure its appropriate use. Due to the circumstances of the interview, this survey does not represent initiatives across the entire company; rather, it presents a case study of a specific department that participated in the interview.

Overview of the Survey

This survey was conducted with a specific department of a large IT company that operates large-scale information systems businesses both domestically and internationally. The company is a major enterprise with annual sales exceeding 3 trillion yen (as of the fiscal year ending March 2024).

The interviewed department is a Project Management Office (PMO) that supports the smooth execution of large-scale system development projects. It is responsible for many mission-critical systems that support social infrastructure, such as government systems. Within these projects, the department oversees quality management, progress management, and risk management throughout the entire development process to ensure stable system operation.

The interview was conducted online on January 6, 2026, based on responses to pre-survey questionnaires.

Findings

In the department examined in this survey, generative AI was introduced primarily to improve operational efficiency and enhance the quality of deliverables. At the organizational level, the use of generative AI is positioned as one of the key measures for achieving productivity-related KPIs and is promoted for daily use in common tasks such as document summarization, meeting minutes preparation, and email drafting.

Full-scale promotion of generative AI began in April 2025 for generative AI used in the internal environment and in June 2025 for generative AI used in customer-provided environments. However, these dates do not indicate the introduction of the technical infrastructure itself; rather, they mark the point at which the organization strongly encouraged AI use and actively promoted adoption among all employees. In fact, some departments had already begun proactively utilizing generative AI several years earlier.

The introduction of generative AI led to both reduced working time and improved output quality. For generative AI used in the internal environment, working time was reduced by approximately 15–20%, while the quality of deliverables improved significantly. In particular, in the preparation of meeting minutes, which had previously focused mainly on summarizing decisions and issues, generative AI enabled the automatic

generation of ToDo lists and streamlined the workflow, allowing meeting minutes to be completed immediately after meetings. The immediate organization of discussion records also helped reduce misunderstandings and inconsistencies in recognition. Furthermore, tasks such as preparing meeting minutes, which were often assigned to junior employees, can now be handled individually by each employee, allowing junior staff to allocate more time to specialized and higher-level tasks.

Similarly, the use of generative AI in customer-provided environments has resulted in significant reductions in working time and a substantial increase in the amount of work that each individual can handle. In some cases, tasks that previously required multiple employees can now be managed by a single person with AI support. As a result, productivity has clearly improved, and the range of outcomes achievable at the individual level has expanded.

At the same time, challenges have emerged, as differences in the degree of AI utilization have led to gaps in productivity and output quality among employees. To address this issue, the organization is promoting a culture of “using AI first” and implementing initiatives to raise the overall level of AI utilization. Specifically, systems have been established for employees to create and register AI use cases, share them as organizational knowledge, and propose new ways of using AI. Such proposals are also linked to performance evaluation. Through the presentation of use cases and internal award programs, the effective integration of generative AI into daily work is gradually becoming one of the important evaluation criteria within the organization.

From a risk management perspective, the handling of personal and confidential information is governed by existing information security policies and regulations, which apply not only to generative AI use but to all information management practices. Governance is also maintained through external AI ethics committees and internal specialized departments, and organization-wide mandatory training is conducted to promote awareness and compliance. In addition, it is recognized that AI outputs may contain errors or inappropriate content; therefore, results are reviewed by humans before use. When errors are identified, outputs are typically regenerated through prompt revision or additional instructions.

With regard to education, employees primarily learn independently through internal knowledge platforms, video materials, and examples from past projects. Systems have also been established to allow employees to search for AI use cases via chatbot tools and to register and share their own use cases, thereby promoting knowledge accumulation and internal dissemination.

Furthermore, as part of the evaluation system, a mechanism has been introduced for employees to periodically self-assess and register their AI skills. This allows the organization to identify differences in skill levels and provide support aimed at reaching a certain standard. Although e-learning opportunities are offered when new technologies emerge, training on AI utilization methods is not mandatory and relies largely on individual initiative.

Conclusion

This survey organized the current state of generative AI utilization within the target department and found that generative AI has brought measurable improvements in operational efficiency and the quality of

deliverables. In particular, it is being used on a daily basis for common tasks such as document preparation and information organization.

The introduction of generative AI has led not only to reductions in working time but also to increases in the amount of work that each individual can handle, as well as to the upgrading of responsibilities assigned to junior employees. These changes indicate shifts in working styles and task allocation. At the same time, differences in the level of AI utilization and skills among employees were observed, suggesting the importance of education and knowledge sharing to raise the overall level of AI adoption within the organization.

(Note) The thumbnail image for this article was created using generative AI (ChatGPT 5.2).