



Shoshana  
Rosenberg



THE ROLE OF YOUR  
ORGANIZATION'S  
**AI OVERSIGHT  
COMMITTEE**

ALGORITHMS AND GOVERNANCE  
CAN DO MORE IN LAYERS



# AI GOVERNANCE PROGRAMS



## PROCEDURAL NECESSITY | *PRINCIPLED IMPERATIVE*

Governance refers to the structures, processes, rules, and practices that ensure an organization or system is directed and controlled in a way that achieves its goals, manages, risks, uses resources responsibly, and ensures accountability.

**AI Governance requires distinct frameworks and should not solely fold in to existing programs.**

Yes, generative AI confronts us with unprecedented governance challenges, but these tools and outputs are only one facet of the AI spectrum (*and arguably will prove the hardest for most organizations to truly govern*). **For organizations, the governance of AI demands both our immediate and strategic attention, far beyond the realm of generative AI alone.** No matter what your organization's size or industry, a dedicated, robust, and agile AI governance framework is needed to prepare for the broader spectrum of AI applications and uses (and consequences) that your teams and organization will navigate.

These other-than-generative AI tools, ranging from predictive analytics and machine learning to automation and robotics, will extend their influence across all sectors and most service offerings, compelling organizations to have in place the processes to contemplate and determine their integration, utilization, and implications with utmost care. **The need for a dedicated AI governance program is underscored by the complex ecosystem of AI technologies and the many ways in which they will be integrated into the work that we do and the ways that we deliver for clients and stakeholders.** Organizations of all sizes must adopt a forward-looking, comprehensive approach to AI governance by establishing a dedicated governance framework and fostering AI literacy.

A well thought out AI governance framework is the means by which your organization can evaluate the impact of AI tools and uses, ethical and bias considerations, and foster AI literacy, transparency, and accountability. Even where roles must overlap due to the size of your organization, such a governance framework is not merely an extension of existing privacy, risk management or security protocols; it is a distinctive program that recognizes the unique characteristics and risks of the challenges and opportunities posed by AI. **Your AI governance framework ensures a foundation that will allow your organization to deftly assess and manage future opportunities for use and integration of AI tools and AI-augmented services in a measured, compliant way- in line with your risk appetite and strategic goals.**

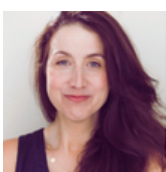
While certain aspects, such as audit trails and contractual obligations, may intersect with traditional governance domains, AI governance encompasses a broader strategic perspective. It addresses the ethical, social, and economic implications of the use of AI technologies, requiring a multidisciplinary approach to ensure alignment with organizational values and societal norms.

The establishment of a dedicated AI governance framework is also intrinsically linked to the much-needed promotion and support of AI literacy. Understanding AI, its capabilities, limitations, and potential impacts, is essential, and empowers organizations and individuals to make informed decisions, enabling a culture of innovation that is both ethical and sustainable. Enabling and embedding AI literacy at all levels of an organization ensures that the integration and application of AI technologies can be approached in a way that will maximize opportunities and minimize and mitigate risks.

**The establishment of a distinct AI governance program within your organization, regardless of size, is crucial. It equips the organization to effectively manage the unique risks and educational demands attendant AI, but also enables the implementation of continuous monitoring of the program itself.**

**All organizational programs need to adapt to changes in law and circumstances, but AI governance is unique in that it necessarily requires ongoing and continuous monitoring and evaluation of the program itself, as well as the impacts of the AI tools and uses.** This is fundamental to a governance program which must evolve alongside the trajectory of AI technology and its uses to remain effective, as the proliferation of technology, the speed of advancements, and the potential for significant and unforeseen shifts in impacts on privacy, ethics, safety and security necessitate a dynamic approach to governance, distinguishing AI governance from more static organizational programs that need only adapt to new laws.

The aim of an organizational AI governance program is to ensure that AI technologies are only used in ways that are ethical, compliant with regulations, and aligned with the broader goals of the organization and society. Establishing clear policies, promoting AI literacy, evaluating and adapting the program alongside the technologies, and fostering an environment of ethical AI use are pivotal components of effective AI governance, which reinforces the need for dedicated attention, processes, structure, and resources.



# THE CASE FOR UNIVERSAL AI OVERSIGHT COMMITTEES



As AI technologies continue to evolve and permeate various sectors and tech offerings, comprehensive AI governance frameworks will establish the pivotal role of AI oversight committees within organizations of all sizes. To my mind, there exists a high-universal necessity of AI oversight committees across all organizations, with a specialized need for AI ethics committees primarily within organizations that develop AI technologies.

**An AI oversight committee leveraging existing roles should be established in every organization that utilizes AI or procures solutions that incorporate AI, regardless of their core activities (read as: all organizations.) This necessity stems from the multifaceted and ever-shifting challenges and implications AI introduces, spanning legal, operational, ethical, and strategic domains.**

## What is the Role of an AI Oversight Committee?

AI oversight committees serve as the cornerstone of a holistic governance framework that addresses not just the ethical implications of new AI tools and uses, but also its legal, security, compliance, operational and reputational risk aspects. Positioning the AOC at the core of your framework, whatever your organizational size may be, offers a centralized overview of all AI-related activities within an organization that can help ensure informed decision making and strategic alignment.

AI can significantly influence business operations and client or customers, as well as operational efficiencies. Having a designated and trained body to oversee these multifarious impacts ensures that AI technologies are leveraged responsibly and in alignment with organizational goals and societal norms.

An AI oversight committee is crucial for identifying, assessing, and mitigating the risks attendant AI tools or business opportunities, ensuring that AI technologies are procured, integrated, and used safely and securely.

Your AI oversight committee will also play a vital role in aligning AI initiatives with broader organizational strategies. By providing consistent oversight and direction on AI related matters and initiatives, these committees are well informed and poised to ensure that AI use and integrations contribute to achieving strategic objectives, enhancing competitiveness, and driving innovation.

## How does the AOC role change based on the size of my organization and the framework in place?

The role and structure of the AI Oversight Committee will likely undergo significant adjustments depending on the size of an organization, primarily due to differences in resources, scale, industry, and the complexity of operations.

In the next few pages, I set out an overview of Logical AI Governance models that are tailored to the needs and capabilities of different sizes of organizations.

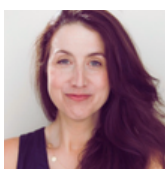
In each model, the AOC's emphasis is always on strategic alignment, ethical AI use, and compliance, and keeps this committee as the cornerstone of the AI governance framework. This group should stand as the key element in harmonizing the business's strategic vision with its practical AI uses and applications and the central mechanism for risk reviews and approvals.

## What about AI Ethics Committees?

While AI oversight committees serve a critical need across all organizations leveraging AI, ensuring comprehensive governance, risk management, and strategic alignment, the need for AI ethics committees is particularly pronounced within organizations that develop AI technologies. **AI ethics committees are essential to address the specialized requirements of organizations engaged in the development of AI technologies.**

These committees delve deep into the ethical considerations of AI development, focusing on ensuring that AI technologies are designed and implemented in ways that uphold ethical principles such as fairness, accountability, transparency, and respect for privacy.

Ethics is a fundamental component of AI governance committees in all other organizations, but for organizations at the forefront of AI technology development, embedding ethical considerations into the design and development process is paramount. An AI ethics committee ensures that ethical guidelines are established and adhered to, guiding the development of AI technologies that are not only innovative but also respectful of human rights and societal values.



ROLE OF THE AOC

LARGE ORGANIZATIONS



Multi-layered Governance

To effectively manage the complexity of operations and the diverse range of AI applications and uses, large organizations should implement multilayered governance to ensure strategic alignment, compliance, ethical integrity and risk mitigation across all levels of the organization.

Leadership Council

Sets strategic direction and priorities, including high-level AI objectives.

AI Governance Committee

The AI Oversight Committee's role is to ensure that AI and AI-supplemented technologies are integrated and used in ways that align with the organization's strategic objectives while adhering to ethical standards, privacy considerations, and legal requirements.

AI Governance Lead

This role is responsible for overseeing the AI governance framework and its implementation across the organization.

Liaison Group

This group of designated AI-savvy members from different business groups within the organization facilitates communication and feedback between the AI oversight committee and the wider organization, including frontline employees.

AI Oversight Committee Composition

By distinguishing between core and advisory members, the committee can maintain agility in decision-making while benefiting from a wide range of perspectives and expertise.

Core Members

- Heads of Key Departments- Including IT, Legal, Ethics and Compliance, Privacy, Risk Management, DEland any other departments heavily involved in or affected by AI initiatives. These members have voting rights and are integral to decision-making.
- AI Governance Lead/ AOC Chair- Responsible for day-to-day oversight of the AI governance framework, ensuring its alignment with organizational goals.

Advisory Members

- Business/Industry SMEs- Where applicable to decisions or initiatives, these SMEs should be pulled in as advisory members from the business to offer insights on industry-specific trends, needs, applications and implications of AI, helping to guide strategic decisions.
- Innovation Leads- Offers insights into strategic integration of AI into innovation programs or initiatives.
- Technology Provider Representative- Advises on the capabilities and limitations of AI tools and services, facilitating informed decision-making.
- HR or Employee Representative- Voices workforce perspectives, especially concerning AI's impact on jobs and organizational culture.

AI Oversight Committee Role

- Acts as a bridge between the strategic directives of the Leadership Council and the practical, operational aspects managed by the AI Governance Lead.
- Coordinates with the Liaison Group to ensure grassroots feedback and concerns inform governance decisions.
- Focuses on specialized governance tasks like ethical considerations, regulatory compliance, and specific AI risks, relying on the Leadership Council for broader strategic alignment.

Strategic AI Governance and Continuous Improvement

Continuous monitoring of the AI governance program itself, including approving and overseeing the implementation of policies and procedures that guide the ethical, responsible use of AI across the organization. Regular review and updating of the AI governance framework and policies to adapt to technological advancements, changing regulatory landscapes, and evolving organizational needs.

Compliance and Ethical Integrity

Ensuring AI initiatives comply with all relevant laws, regulations, and ethical standards, including data privacy laws and industry-specific regulations.

Risk Management

Identifying, assessing, and mitigating risks associated with AI, including technological, reputational, and operational risks.

Performance Monitoring

Evaluating the effectiveness of AI initiatives against defined metrics and KPIs, ensuring they contribute positively to the organization's strategic goals.

Stakeholder Engagement

Facilitating communication between different stakeholders, including leadership, employees, customers, and external partners, to ensure broad input into AI governance processes.

Education and Training

Promoting awareness and understanding of AI technologies, governance practices, and ethical considerations across the organization.

Crisis Management

Preparing for and responding to AI-related incidents or ethical dilemmas, ensuring swift action to mitigate impacts.





# ROLE OF THE AOC

## MIDSIZE ORGANIZATIONS

### Concentrated Governance

Midsized organizations require a governance model that balances the need for strategic oversight with the practicalities of fewer resources and a more centralized management structure. The Concentrated Governance model allows midsized organizations to maintain robust AI governance with a focused, efficient structure, ensuring strategic alignment, ethical integrity, and risk mitigation even in the absence of a dedicated AI Governance Lead.

#### Leadership Team

Sets strategic direction and priorities, including AI objectives tailored to the organization's scale and capabilities.

#### AI Oversight Committee

The AI Oversight Committee ensures that AI technologies are implemented in ways that align with the organization's strategic goals, adhere to ethical standards, and comply with legal requirements. *If there is no dedicated AI Governance Lead, the responsibilities typically associated with this role are absorbed by the Privacy team and/or the AOC and its chair, who may take on a more active role in overseeing daily governance activities.*

#### Liaison Function

This role involves designated individuals from various departments who facilitate communication between the AI Oversight Committee and the broader organization. These individuals help gather insights and feedback from different areas of the business, including frontline employees.

### AI Oversight Committee Composition

#### Core Members

- Chairperson (potentially the CPO, CTO, CIO, or a Business Unit Leader)- Takes on responsibilities similar to an AI Governance Lead, ensuring the alignment of AI initiatives with organizational goals.
- Heads of Key Departments- Leadership from IT, Legal, Privacy and Operations, providing essential input on the practicalities of AI integration and governance.

#### Advisory Members

- Departmental Representatives- Individuals from areas significantly impacted by AI, including HR and DEI, offering insights into operational needs and challenges.
- External AI Consultant- Offers expertise and perspectives on AI trends and best practices, filling the gap when in-house expertise is limited.
- HR or Employee Advocates- Ensures that employee concerns and the implications of AI on the workforce are considered in decision-making.

### AI Oversight Committee Role

- Bridges the strategic directives from the Leadership Team with operational realities, adjusting as necessary without a dedicated AI Governance Lead.
- Works closely with the Liaison Function to ensure that insights from across the organization inform governance decisions.
- Concentrates on risk reviews and ensuring AI projects align with ethical guidelines, regulatory requirements, and address specific AI risks, leveraging direct input from the Leadership Team for broader strategic guidance.

#### Strategic AI Governance and Continuous Improvement

Oversees the development and implementation of AI governance policies, ensuring they are practical, actionable, and aligned with the organization's strategic vision. Regularly updates governance frameworks to reflect technological, regulatory, and organizational changes.

#### Compliance and Ethical Integrity

Ensures that AI integrations and uses within the organization meet all legal, regulatory, and ethical standards.

#### Risk Management

Identifies risks and sets in place mitigation related to AI tools and uses, focusing on areas critical to midsized organizations such as data security, operational impacts, and reputational concerns.

#### Performance Monitoring

Evaluates AI initiatives to ensure they deliver against set objectives and contribute to the organization's goals, adjusting strategies as needed.

#### Stakeholder Engagement

Facilitates open lines of communication across the organization, ensuring that all voices are heard and considered in the governance process.

#### Education and Training

Prioritizes the development and delivery of training programs to build AI literacy across the organization, preparing employees for effective AI use and governance.

#### Crisis Management

Prepares for and manages AI-related incidents, ensuring rapid and effective responses to minimize negative impacts.





Shoshana Rosenberg



# ROLE OF THE AOC

## SMALL ORGANIZATIONS

### Streamlined Governance

Small organizations (including nonprofits and schools) may require a governance model that is both effective and sustainable with limited resources empowering them to responsibly and effectively integrate AI tools and uses into their operations. The Streamlined Governance approach allows for a distinct AI governance framework to be embedded within the existing organizational structure, making it feasible for organizations with fewer resources and less formalized roles.

#### Leadership Team

Sets strategic AI direction and priorities, ensuring that AI initiatives align with the core mission and operational capabilities of the organization.

#### AI Oversight Committee

Ensures AI technologies are adopted and utilized in ways that support the organization’s goals, adhere to ethical standards, and comply with legal requirements, with special considerations for the unique needs and constraints of nonprofits and schools. In the absence of an AI Governance Lead, the committee's chair or a senior member assumes the responsibilities typically associated with an AI Governance Lead, focusing on coordinating AI governance tasks across the organization.

#### Liaison Function

Individuals from various departments or teams act as liaisons, particularly important in schools and nonprofits for integrating feedback from educators, administrators, volunteers, or the community.

### AI Oversight Committee Composition

#### Core Members

- Chairperson- A senior leader who understands the strategic importance of AI and can guide its ethical and practical integration (e.g., Executive Director in a nonprofit or Principal in a school).
- IT Coordinator- Even in small organizations, someone should be present with a strong grasp of technology oversees the implementation of AI tools.
- Operational or Program Lead- Ensures AI initiatives align with operational needs and program goals, vital in settings like nonprofits and schools where program impact is critical.
- Legal and Privacy Counsel- Provides guidance on compliance, ethical considerations, and best practices, possibly on a volunteer or pro bono basis.

#### Advisory Members (as needed)

- External AI Expert
- For schools/Nonprofits- Educational technology expert or Nonprofit Sector specialist and a Community Representative

### AI Oversight Committee Role

- Ensures AI tools and strategies are seamlessly integrated into the organization's operations, enhancing efficiency and effectiveness without compromising mission or values.
- Coordinates closely with the liaison function to gather and incorporate feedback from all organizational levels, ensuring AI initiatives are responsive to the needs of educators, staff, volunteers, and the community.
- Prioritizes governance activities that are directly relevant to the organization's scale and scope, such as ensuring AI use in educational programs is pedagogically sound and supports learning outcomes in schools or enhances service delivery in nonprofits.

#### Strategic AI Governance and Continuous Improvement

Develops and implements simple, clear AI governance policies suited to the organization's size and mission, with periodic reviews to adapt to new technologies and changing needs.

#### Compliance and Ethical Integrity

Ensures AI initiatives are ethically sound and comply with relevant regulations, focusing on transparency and accountability, particularly important in sectors like education and nonprofit work.

#### Risk Management

Identifies and addresses risks specific to the organization's context, such as data privacy concerns in schools or resource allocation in nonprofits.

#### Performance Monitoring

Monitors the impact of AI on the organization's mission and objectives, ensuring technology investments yield positive outcomes.

#### Stakeholder Engagement

Engages a broad spectrum of stakeholders in discussions about AI use and governance.

#### Education and Training

Provides tailored training and awareness programs to build understanding and capacity for AI among staff and volunteers, emphasizing practical benefits and ethical considerations.

#### Crisis Management

Prepares for and addresses any AI-related challenges or ethical dilemmas, ensuring swift, mission-aligned responses.

**A.I., Privacy and DEI** have a high level of interdependence and interconnectedness and are continuously evolving.

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All three are tied directly to ethics, fundamental human rights, the future of work, and decision making and bias, which means:

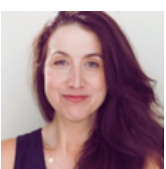
**YOU AREN'T ON THE SIDELINES  
OF THESE THINGS.**

**YOU ARE CRUCIAL TO THEM  
BEING WHAT THEY SHOULD.**

Do you want to know more?



STATEMENTS



Shoshana  
Rosenberg



# THE WAY I SEE IT



## DIVERSITY, EQUITY, AND AI ARE THE FUTURE

AI will accelerate the interconnectivity of the world and will be deeply ingrained in all kinds of decision-making processes.

DEI is essential for sustainable progress, innovation, and harmony.

Embracing DEI in the AI era is the only viable path to ensure that AI does not exacerbate or perpetuate existing biases and inequity.

## INCLUSION IS THE KEY TO DIVERSITY AND EQUITY

Diversity will not be sustainable and equity not possible unless a full spectrum of the community is represented, integrated, accepted, respected and valued.

## PRIVACY IS THE KEY TO INCLUSION

Inclusion cannot be measured, refined or fostered effectively without candid feedback and diversity data, both of which put individuals **at risk** without true privacy and anonymity, and both of which are too often collected without the preservation of privacy rights.

## DATA IS THE KEY TO AI

To ensure ethical AI, the data it is trained on must be diverse, representative, and gathered properly (with authorization and/or consent) and used responsibly.

## AI CAN BE AN UNPARALLELED KEY TO EQUITY

AI that is properly and thoughtfully designed with DEI principles can identify and help flag and rectify systemic disparities across any number of sectors and disciplines and processes, as well as helping to identifying gaps in the policies or tools that support them.



STATEMENTS

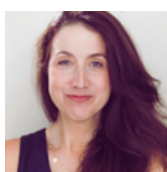
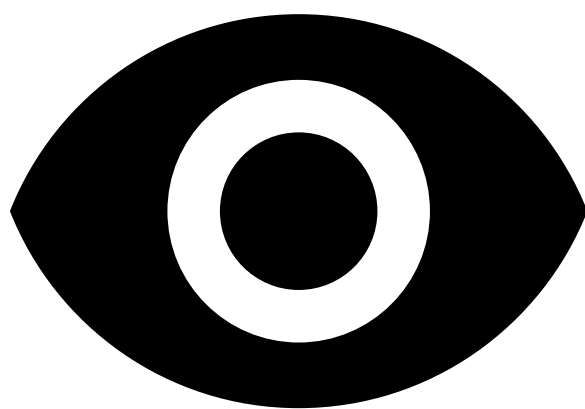


Shoshana  
Rosenberg

**TRANSPARENCY, ACCOUNTABILITY, FAIRNESS,  
AND TRUST ARE KEY TO ALL THREE**



# DEFENDING STATEMENTS PRIVACY



Shoshana  
Rosenberg