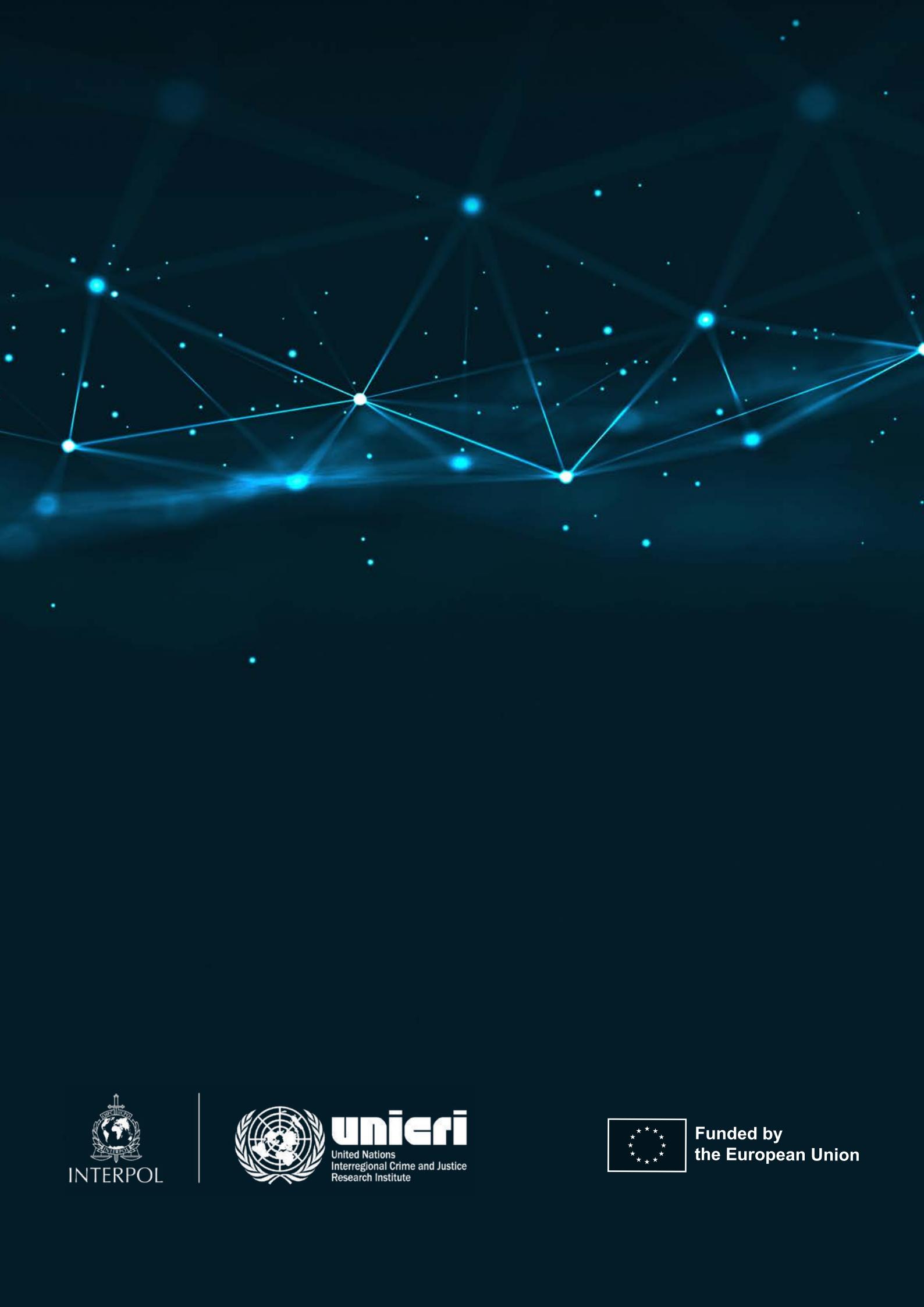RESPONSIBLE
AI INNOVATION IN
LAW ENFORCEMENT

AI Toolkit

Organizational Readiness Assessment Questionnaire

REVISED FEBRUARY 2024

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OVERVIEW

WHAT

The Organizational Readiness Assessment Questionnaire is a self-assessment questionnaire designed to support law enforcement agencies in determining how well equipped they are to adopt responsible AI in their agency based on a critical review of their culture, people, expertise, and the processes they have in place. The assessment will allow agencies to gain a better understanding of where they are in the journey toward responsible AI. The Organizational Readiness Assessment Questionnaire is closely linked to the Organizational Roadmap and the Principles for Responsible AI Innovation, and seeks to support agencies to implement the recommendations they contain.

WHEN

The Organizational Readiness Assessment Questionnaire is designed as a starting point for any agency wishing to explore responsible AI. It may also be useful for periodic internal reviews or to track progress towards full implementation of the Principles for Responsible AI Innovation.

WHO

This assessment tool is intended for use by law enforcement agency personnel engaged in the strategic side of the work the agency. This would specifically entail the chief of police and executive leadership, as well as decision-makers in senior management positions outside of the executive leadership, particularly those in technology and innovation units that are responsible for the use of AI systems. Some sub-sections of this assessment will require the designated respondent to coordinate with and collect input from other departments or units such as legal, procurement, or human resources.

Table of Contents

Levels of organizational readiness

Implementing responsible AI innovation at an institutional level in law enforcement agency requires certain processes, a conducive culture, and the right people and expertise to effectively harness its potential and minimize any possible negative impact on the people that officers are sworn to serve and protect. |▶ *Learn more about the organizational components for responsible AI innovation in the **Organizational Roadmap**.* This self-assessment questionnaire will help you to identify where your agency stands regarding responsible AI innovation readiness and provide insight into the steps required to move the process forward, as well as other useful recommendations for developing and maintaining responsible AI innovation in your agency.

For this self-assessment, five levels of responsible AI innovation readiness have been identified and will be used to communicate the results. The various levels of readiness reflect the fact that law enforcement agencies across the world are at various stages in their digital transformation journey and, by extension, their responsible AI innovation maturity journey.

A brief description of each level of organizational readiness is provided below.

LEVELS OF RESPONSIBLE AI INNOVATION READINESS	
1	**LEVEL 1:** This stage of responsible AI innovation maturity typically sees agencies with little or no experience with or awareness of AI systems, and they may or may not have some fundamental awareness of the potential ethical and human rights challenges. Generally, agencies at this level will either not be using AI systems or will be beginning to consider using AI systems, although in some cases they may already be using AI systems to support their work or improve delivery.
2	**LEVEL 2:** This stage of responsible AI innovation maturity typically sees agencies actively exploring AI systems and their responsible use. Agencies at this level will be taking steps to conceptualize specific ethical and human rights guidance on selected AI use cases in a controlled environment (for instance, sandbox) before rolling them out. This stage also includes engagement with the public and multidisciplinary experts.

3	**LEVEL 3:** This stage of responsible AI innovation maturity typically sees agencies seeking to formalize processes for responsible AI innovation. Agencies at this level are in the process of rolling out AI systems following successful public engagement and positive results from a pilot phase. Agencies will have more structured ethical and legal procedures around the daily use of AI systems to support and ensure the responsible use of these systems.
4	**LEVEL 4:** This stage of responsible AI innovation maturity typically sees agencies moving to more creative ways to use AI systems and, in turn, adjusting their responsible AI innovation practices to address new challenges around development, stakeholder management, evaluation, and monitoring. Agencies at this level will have taken a significant leap in their use of AI systems, from simple tasks to more complex tasks such as surveillance and facial recognition.
5	**LEVEL 5:** This stage of responsible AI innovation maturity typically sees a more widespread use of AI systems, with agencies incorporating them into many of their core functions, activities, duties, roles, and processes. Agencies at this level will have developed robust responsible AI innovation practices and a sustainable culture across their various units and departments.

Assessing your organizational readiness

This organizational readiness assessment is framed around three components which are considered essential for responsible AI innovation in an agency, namely organizational culture, processes for responsible AI innovation –including governance frameworks –, and people and expertise. These components will be explored over the course of the following subsections in order to determine your agency's readiness level. Each subsection contains several statements to which the respondent should assign a score from 0 to 4, reflecting the extent to which they believe the statements to be true for their agency. For scoring purposes, 0 equates to 'not true' or 'don't know' and 4 equates to 'very true'. At the end of each subsection, the respondent should tally individual scores to calculate the total number of points.

Respondents should complete all subsections of the assessment fully to ensure as complete and accurate a result as possible. Finally, it is recommended that the assessment should be completed at least twice by different representatives to avoid subjective feedback influencing the overall outcome. The more conservative of the results should be considered as the final result.

CULTURE

This section of the assessment is focused on the culture within your agency, in particular, around responsible AI innovation, and is intended to help assess how well your agency understands and facilitates responsible AI innovation practices. This section will require input from your agency's human resources and public relations team. |▶ *Learn more about fostering a responsible AI innovation culture in the **Organizational Roadmap**.*

Assign a score between 0 and 4 to reflect the extent to which you believe the statements below to be true for your agency	0 Untrue / Never true / Don't know	1 Somewhat untrue / Rarely true	2 Somewhat true / Sometimes true	3 True / Usually true	4 Very true / Always true
1. We understand that responsible AI innovation is a long journey that does not necessarily reach an end-point where everything is 'finished'.	☐	☐	☐	☐	☐

2. We understand that the use of AI systems may not always be the right approach and that our journey should start with a critical self-assessment of the need for a particular system.	☐	☐	☐	☐	☐
3. We engage with all relevant stakeholders to bring in the needed expertise and benefit from different perspectives.	☐	☐	☐	☐	☐
4. We are aware of the value of organizing consultation sessions with experts from academia, civil society groups and the public to explain our AI innovation goals and how we would use AI systems responsibly.	☐	☐	☐	☐	☐
5. We are familiar with the risks of AI systems in general, as well as the specific risks of our use case.	☐	☐	☐	☐	☐
6. We understand that our use of AI systems may have negative consequences for individuals and the wider public.	☐	☐	☐	☐	☐
7. We understand that AI systems should be developed, procured and used in accordance with national and regional laws or policies, as well as applicable international laws, in particular those relating to human rights, and that there should always be a clearly established legitimate law enforcement objective for their use.	☐	☐	☐	☐	☐
8. We incentivize the responsible use of AI systems within our agency and the adoption of responsible AI innovation initiatives.	☐	☐	☐	☐	☐

9. We are aware that there may be a need for a new institutional architecture to facilitate our responsible AI innovation journey, which may involve the onboarding of new expertise, (re-) assignment of personnel to new tasks, as well as establishing partnerships with external stakeholders, particularly with industry, academia, and civil society.	☐	☐	☐	☐	☐
10. We have developed new policies, such as a responsible AI strategy and standard operating procedures, and have established new structures, such as a responsible AI innovation oversight committee.	☐	☐	☐	☐	☐
11. We implement our responsible AI strategy across all departments and units.	☐	☐	☐	☐	☐
12. We invest financially and otherwise in facilitating and improving our responsible AI innovation initiatives.	☐	☐	☐	☐	☐
13. We invest in providing training for the end-users of our AI systems.	☐	☐	☐	☐	☐
14. We invest in the design, development, acquisition, and use of AI systems, as well as their long-term maintenance and upkeep.	☐	☐	☐	☐	☐
15. We are prepared for the fact that implementing AI systems and any associated institutional architecture may be met with pushback.	☐	☐	☐	☐	☐
16. We consider communication and transparency with the public regarding our use of AI systems to be priorities for our agency.	☐	☐	☐	☐	☐

	0	1	2	3	4
17. We consider our use of specific AI systems to be open to public scrutiny and encourage public engagement and feedback in this area.	☐	☐	☐	☐	☐
18. We are prepared to halt, recalibrate, or even decommission an AI system in the event that it is not of continued value, it is malfunctioning or causing harm, or if other circumstances that allowed for its initial use have changed.	☐	☐	☐	☐	☐
TOTAL SCORE:					

PEOPLE AND EXPERTISE

This section of the assessment focuses on the individuals that play a key role in building and managing an agency's AI system, as well as those involved in interpreting the system's results. It is intended to help assess your agency's readiness in terms of its technical and non-technical expertise and competencies. |▶ *Learn more about the necessary people and expertise in the* ***Organizational Roadmap***.

Assign a score between 0 and 4 to reflect the extent to which you believe the statements below to be true for your agency	0 Untrue / Never true / Don't know	1 Somewhat untrue / Rarely true	2 Somewhat true / Sometimes true	3 True / Usually true	4 Very true / Always true
1. The management and personnel in our agency involved in the design, development and use of AI systems have good understanding and knowledge of the Principles for Responsible AI Innovation.	☐	☐	☐	☐	☐
2. The management and personnel involved in the design, development and use of AI systems follow the Principles for Responsible AI Innovation and identify and mitigate any legal and ethical concerns and negative consequences of the use of AI systems in line with the Principles.	☐	☐	☐	☐	☐

3. We have a responsible AI innovation oversight committee that works with the technology and innovation team, legal team, data protection officer and the communications team to implement responsible AI innovation in our agency.	☐	☐	☐	☐	☐
4. All personnel interacting with or in charge of AI systems are aware of the AI systems' capabilities and limitations and do not rely blindly and solely on outputs produced by these systems.	☐	☐	☐	☐	☐
5. All personnel interacting with or in charge of AI systems receive training on the use of the system, which also incorporates a component on how to use them responsibly.	☐	☐	☐	☐	☐
6. All personnel involved in the development and use of the AI system have a clear understanding of the role of the police in the criminal justice system, the underlying principles of policing and any associated codes of ethics, and the legality of using AI systems for evidence gathering.	☐	☐	☐	☐	☐
7. All personnel involved in the development and use of the AI system have knowledge of national, regional and international laws, specifically including any requirements or limitations as they relate to the use of new technology in law enforcement.	☐	☐	☐	☐	☐
8. We have an internal technology and innovation team capable of building AI systems in-house, or we outsource this function to a technology developer/provider and provide them with domain expertise and guidance on responsible AI innovation as required.	☐	☐	☐	☐	☐

9. We have experts with the necessary technical skills to integrate the AI system into our current infrastructure and procedures, or we outsource these functions.	☐	☐	☐	☐	☐
10. The technical experts, internally or externally, who work on the development of AI systems understand and work towards our agency's responsible AI strategy or roadmap for our identified use cases.	☐	☐	☐	☐	☐
11. The technical experts, internally or externally, who work on the development of AI systems have knowledge of the technical tools or instruments, software, platforms, and guidance briefs that can support the responsible development and use of AI systems.	☐	☐	☐	☐	☐
12. The technical experts, internally or externally, who work on the development of AI systems have access to law enforcement personnel with expertise in relevant areas of policing (narcotics, homicide, cybercrimes, human trafficking, biometrics etc.) to properly inform the development and implementation of our AI systems.	☐	☐	☐	☐	☐
13. The technical experts, internally or externally, who work on the development of AI systems take into account ethical, legal and societal aspects and implement measures to prevent and mitigate adverse consequences.	☐	☐	☐	☐	☐
14. The technical experts, internally or externally, who work on the development of AI systems understand the legal challenges AI systems may pose in terms of prosecution and how to safeguard admissibility.	☐	☐	☐	☐	☐

15. We have an individual or team that measures and evaluates the performance of our AI systems against set metrics.	☐	☐	☐	☐	☐
16. We have a legal and data protection officer or team that ensures relevant data protection laws and requirements are considered during development and use and will work with relevant experts to ensure database security.	☐	☐	☐	☐	☐
17. We have a cybersecurity expert or team that monitors, detects, investigates and responds to security threats, risks, and vulnerabilities related to our AI systems and related databases.	☐	☐	☐	☐	☐
18. We have a communications and public relations officer or team that develops strategies and approaches for communicating relevant information about the (use of) AI systems to the public.	☐	☐	☐	☐	☐
19. We have a communications and public relations officer or team that has received awareness-raising training on our use of AI systems and the associated risks to ensure the accuracy of communications with the public.	☐	☐	☐	☐	☐
20. We engage with external expert groups including practitioners, academics, civil society groups, and community leaders to understand the national, regional, and sociocultural context that may affect the relationship between law enforcement and the public.	☐	☐	☐	☐	☐

	21. We promote and prioritize the creation of diverse teams in terms of gender, race, culture etc. to ensure we have a well-rounded and broad perspective when developing, using or monitoring AI systems.	☐	☐	☐	☐	☐
	TOTAL SCORE:					

PROCESSES

This section of the assessment focuses specifically on how prepared a law enforcement agency is to implement the ***Principles for Responsible AI Innovation***, become more accountable, and build a culture that supports a Responsible AI Strategy. It is intended to help assess your agency's readiness based on its responsible AI initiatives. |▶ *Learn more about developing this strategy in the **Organizational Roadmap***.

Assign a score between 0 and 4 to reflect the extent to which you believe the statements below to be true for your agency	**0** Untrue / Never true / Don't know	**1** Somewhat untrue / Rarely true	**2** Somewhat true / Sometimes true	**3** True / Usually true	**4** Very true / Always true
1. We have a clearly defined responsible AI strategy or comparable roadmap or vision for the responsible use of AI systems.	☐	☐	☐	☐	☐
2. Our responsible AI strategy, roadmap or vision for the responsible use of AI systems is publicly accessible.	☐	☐	☐	☐	☐
3. We have defined specific initiatives, processes and workflows to support the rollout and adoption of responsible AI innovation practices.	☐	☐	☐	☐	☐
4. We have established a responsible AI innovation oversight committee or comparable advisory board made up of multidisciplinary experts (for instance, academia, civil society, human rights, ethics), that is responsible for oversight and accountability of our use of AI systems.	☐	☐	☐	☐	☐

5. We monitor and stay up to date with developments in best practices and national, regional, and international frameworks on the responsible use of AI systems.	☐	☐	☐	☐	☐
6. We have undertaken an initial needs and capabilities assessment before beginning the process of developing or procuring AI systems.	☐	☐	☐	☐	☐
7. We have a process for the selection and prioritization of the AI systems to be implemented, as well specific use cases, in line with our overall responsible AI strategy.	☐	☐	☐	☐	☐
8. We conduct human rights impact assessments and data protection impact assessments, or have similar processes in place for identifying, preventing and mitigating any adverse effects on human rights associated with the use of an AI system.	☐	☐	☐	☐	☐
9. We use the Risk Assessment Questionnaire, or a comparable instrument to identify any risks to individuals, society and the environment associated with the use of the AI system.	☐	☐	☐	☐	☐
10. Before the development or procurement of a high-risk or controversial AI system, we require the relevant teams to engage with the public in coordination with the communications and public information officer or team.	☐	☐	☐	☐	☐
11. Consultation with public/private advisory groups is obligatory before an AI system can be used, and we provide the opportunity for any issues regarding potential negative effects of the AI system and its use to be raised within our agency.	☐	☐	☐	☐	☐

12. We have a process for evaluating whether we have sufficient capabilities to develop an AI system internally or whether the system should be developed externally, developed jointly with external stakeholders, or procured 'off-the-shelf'.	☐	☐	☐	☐	☐
13. We have a procurement process that considers system performance and the risk of error and bias, as well as auditing, testing and evaluating AI systems.	☐	☐	☐	☐	☐
14. As part of our procurement process, we require potential technology developers/providers to organize an independent audit of their AI systems in order to check for unfairness or bias, interference with privacy and data protection, harm to individuals, or communities or groups, etc.	☐	☐	☐	☐	☐
15. We implement audits/testing and model evaluation for our AI systems.	☐	☐	☐	☐	☐
16. We require routine monitoring and evaluation of the performance of our AI system in order to ensure the use of the AI system continues to meet the overall law enforcement objective and that it is being used in accordance with the Principles for Responsible AI Innovation. This will trigger corrective action, maintenance, recalibration or decommissioning as needed.	☐	☐	☐	☐	☐
17. We have clearly-defined metrics to appraise and monitor the continued success/performance of our AI systems in terms of operational outcomes and responsible use.	☐	☐	☐	☐	☐

18. We have processes for law enforcement personnel, independent auditors or evaluators, and the public to report or raise concerns about any issues with our AI systems or the use of these systems.	☐	☐	☐	☐	☐
				TOTAL SCORE:	

SCORECARD

Having completed the Organizational Readiness Assessment and assigned each statement a score between 0 and 4, respondents can use this score card to interpret their results. The cumulative score of the sub-sections should be calculated by the respondent and compared with the corresponding sub-sections on the score card to ascertain their responsible AI innovation readiness level, and to determine the corresponding recommendations for moving forward on their journey towards responsible AI innovation.

MY TOTAL SCORE					
Readiness Levels	**LEVEL 1**	**LEVEL 2**	**LEVEL 3**	**LEVEL 4**	**LEVEL 5**
Culture: (Max Score 72)	0 – 14	15 – 29	30 – 43	44 – 58	59 – 72
People and Expertise: (Max Score 84)	0 – 17	18 – 34	35 – 51	52 – 68	69 – 84
Processes: (Max Score 72)	0 – 14	15 – 29	30 – 43	44 – 58	59 – 72
TOTAL SCORE:					

RECOMMENDATIONS FOR ORGANIZATIONAL READINESS

Levels	DESCRIPTION	RECOMMENDATIONS
1	This stage of responsible AI innovation maturity typically sees agencies with little or no experience with or awareness of AI systems, and they may or may not have some fundamental awareness of the potential ethical and human rights challenges. Generally, agencies at this level will either not be using AI systems or will be beginning to consider using AI systems, although in some cases they may already be using AI systems in furtherance of their law enforcement objectives.	At this level, your agency is just getting started toward responsible AI innovation. To improve your agency's readiness, consider the following suggestions: • Conduct a thorough assessment of your agency's 'current capability to consider' AI usage and identify any potential ethical or human rights risks. ▶ *Learn more about this in the Gaps & Needs Analysis section of the* ***Responsible AI Innovation in Action Workbook.*** • Develop an AI strategy that aligns with your agency's values and objectives. ▶*Learn more about how to create an AI strategy from the annex of the* ***Organizational Roadmap.*** • Establish robust governance and oversight mechanisms for AI development and deployment. • Cultivate a pool of AI talent and provide opportunities for officers and employees to upskill and develop their AI knowledge and expertise. • Explore opportunities to collaborate with industry *partners, research institutions, and technology providers gain access to specialized expertise.*

- Provide training and education to law enforcement agency personnel on general AI literacy and on AI ethics and human rights.

- Encourage a culture that values ethical considerations, human rights, and accountability in AI-related endeavours and establish open channels for communication and feedback from law enforcement agency personnel.

2

This stage of responsible AI innovation maturity typically sees agencies actively exploring AI systems and their responsible use. Agencies at this level will be taking steps to conceptualize their use of AI systems, including specific ethical and human rights guidance on selected AI use cases in a controlled environment (for instance, sandbox) before rolling them out. This stage also may or may not already includes engagement with the public and multidisciplinary experts.

At this level, your agency still needs to develop more comprehensive and integrated policies and practices. To improve your readiness, consider the following suggestions:

- Develop a comprehensive AI ethics policy that covers all aspects of AI development and deployment.

- Integrate AI ethics into existing governance and oversight frameworks.

- Continue to or start to engage with the public and multidisciplinary experts to get feedback on your AI ethics policies and practices.

- Establish a process for monitoring and evaluating the impact of your agency's AI systems on ethical and human rights issues. |▶ *Learn more about this in the Use and Monitoring section of the* ***Responsible AI Innovation in Action Workbook.***

- Develop a training and education programme on responsible AI and human rights for all law enforcement personnel.

- Integrate responsible AI principles into organizational policies and performance evaluations, reinforcing the importance of ethical considerations in decision-making processes and fostering a culture of continuous improvement.

- Recognize and celebrate individuals and teams that embody responsible AI practices, fostering an environment where ethical behaviour is championed and rewarded.

3

This stage of responsible AI innovation maturity typically sees agencies seeking to formalize processes for responsible AI innovation. Agencies at this level are, for instance, in the process of rolling out AI systems following successful public engagement and positive results from a pilot phase. Agencies will have more structured ethical and legal procedures and governance structures around the daily use of AI systems to support and ensure the responsible use of these systems.

There is still room for improvement at this stage in terms of integrating ethics and human rights considerations into the design, development, and deployment of AI systems. To improve your readiness, consider the following suggestions:

- Strengthen the integration of ethics and human rights considerations into the entire AI life cycle, from design to deployment and monitoring.
  ▶ *Learn more about this from **Responsible AI Innovation in Action Workbook.***

- Enhance stakeholder engagement and communication to ensure transparency and accountability in AI decision-making processes.
  ▶ *Learn more about this by carrying out the Stakeholder Engagement Exercise in the **Responsible AI Innovation in Action Workbook.***

- Continuously evaluate and refine ethical and legal procedures to reflect evolving AI technologies and societal expectations and regulations to strengthen governance structures.

- Foster a culture of ethical responsibility within the organization to encourage continuous improvement in responsible AI practices.

- Provide leadership training and support to empower executives and managers to make and further foster a culture of responsible AI leadership within the agency.

- Develop a strategy for talent acquisition and development tailored to the specific needs of AI initiatives within the agency.

4

This stage of responsible AI innovation maturity typically sees agencies moving to more creative ways to use AI systems and, in turn, adjusting their responsible AI innovation practices to address new challenges around development, stakeholder management, evaluation, and monitoring. Agencies at this level will have taken a significant leap in their use of AI systems, from simple tasks to more complex tasks such as surveillance and facial recognition.

At this stage, it is important to focus on refining your agency's practices to address the challenges arising from their expanding AI usage. To improve your readiness, consider the following suggestions:

- Enhance AI development processes to ensure fairness, bias mitigation, and data governance is strictly followed.

- Incorporate more diverse perspectives and interdisciplinary expertise into the assessment processes to ensure a holistic understanding of risks and considerations.

- Implement rigorous evaluation and monitoring frameworks to assess AI system performance and impact to strengthen governance structures.

- Continuously adapt responsible AI practices to keep pace with evolving AI capabilities.

- Strengthen stakeholder engagement strategies to incorporate diverse perspectives and address potential concerns.

- Increase public awareness and understanding of AI use through targeted education and outreach initiatives.

- Provide accessible and engaging educational resources to empower individuals to make informed decisions and participate in discussions about the responsible deployment of AI in law enforcement.

- Promote collaboration with other law enforcement agencies, governmental bodies, and regulatory authorities to share best practices, exchange insights, and coordinate efforts in addressing ethical challenges related to AI usage.

5

This stage of responsible AI innovation maturity typically sees a more widespread and routine use of AI systems, with agencies incorporating them into many of their core functions, activities, duties, roles, and processes. Agencies at this level will have developed robust responsible AI innovation practices and a sustainable culture across their various units and departments.

If your agency is at this stage, it means it has a strong culture of responsible AI innovation. To improve your readiness, consider the following suggestions:

- Continuously monitor and evaluate all AI systems for potential ethical or human rights risks. |► L*earn more about risk gaps from the* **Risk Assessment Questionnaire.**

- Foster a mindset of continuous improvement and innovation in responsible AI practices, encouraging experimentation, learning, and adaptation to emerging trends and challenges.

- Support cross-functional teams and innovation initiatives focused on exploring novel approaches to ethical AI development and deployment, driving positive societal impact.

- Invest in cutting-edge research and development initiatives to advance the frontiers of responsible AI innovation.

- Establish platforms or forums for interagency collaboration to facilitate knowledge-sharing and collective problem-solving in the responsible use of AI systems.

- Share responsible AI innovation practices and learnings with other agencies, departments, and units and encourage cross-collaboration.

- Advocate for responsible AI innovation policies at the local, national, and international levels.

- Engage with policymakers, regulatory bodies, and industry stakeholders to raise awareness of the importance of responsible AI practices and to influence policy development.

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