Building a strong foundation

Insights and strategies for federal AI adoption

EY
Building a better working world

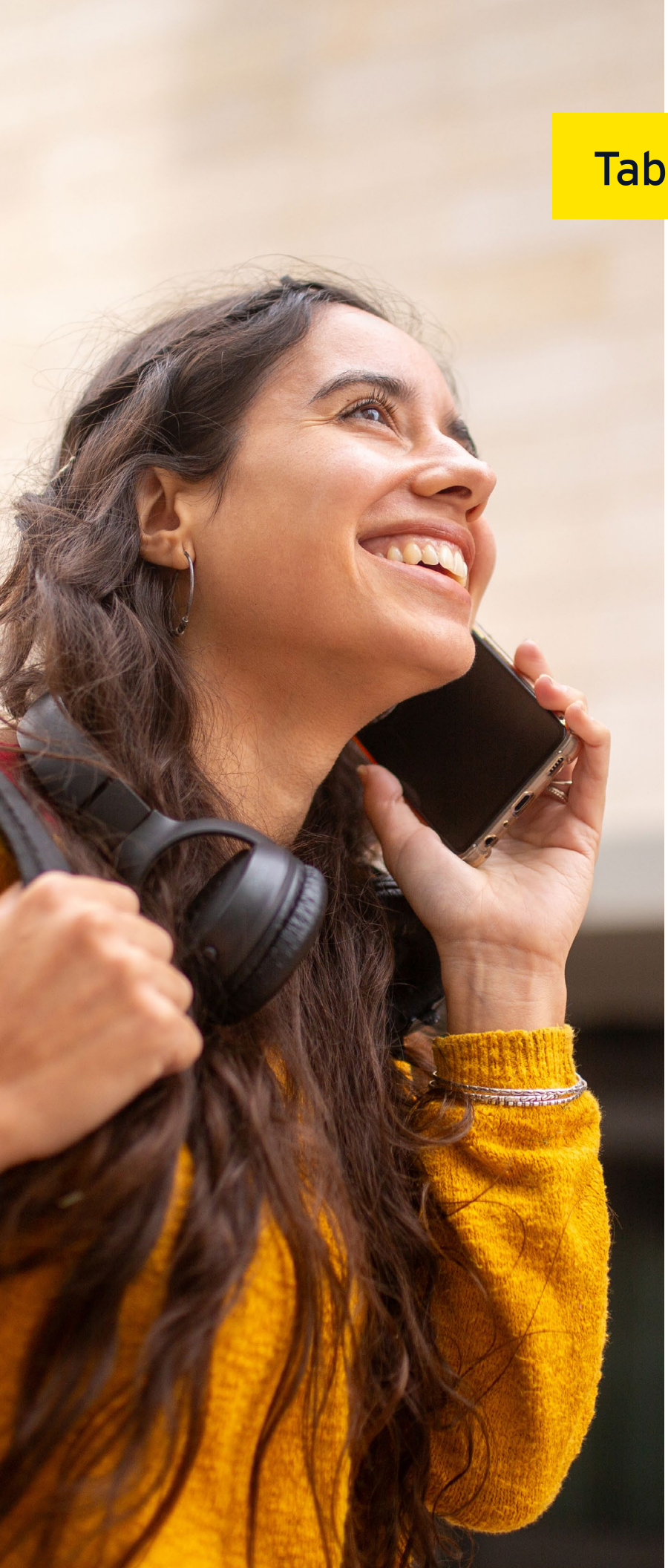


Table of contents

Foreword	**1**
AI in the federal government	**2**
Step zero: AI assessment	4
Step one: Discover the data	5
Step two: Data governance	6
Step three: Manage the model	8
Step four: Empower the employee	8
Strategies for success	9
Conclusion	**10**
Report findings and survey questions	**11**
Data discovery	12
Data governance	16
Model selection and sustainment	20
Tactical execution	22
Key takeaways	**29**
Contacts	**30**
Respondent classifications	**31**

Foreword

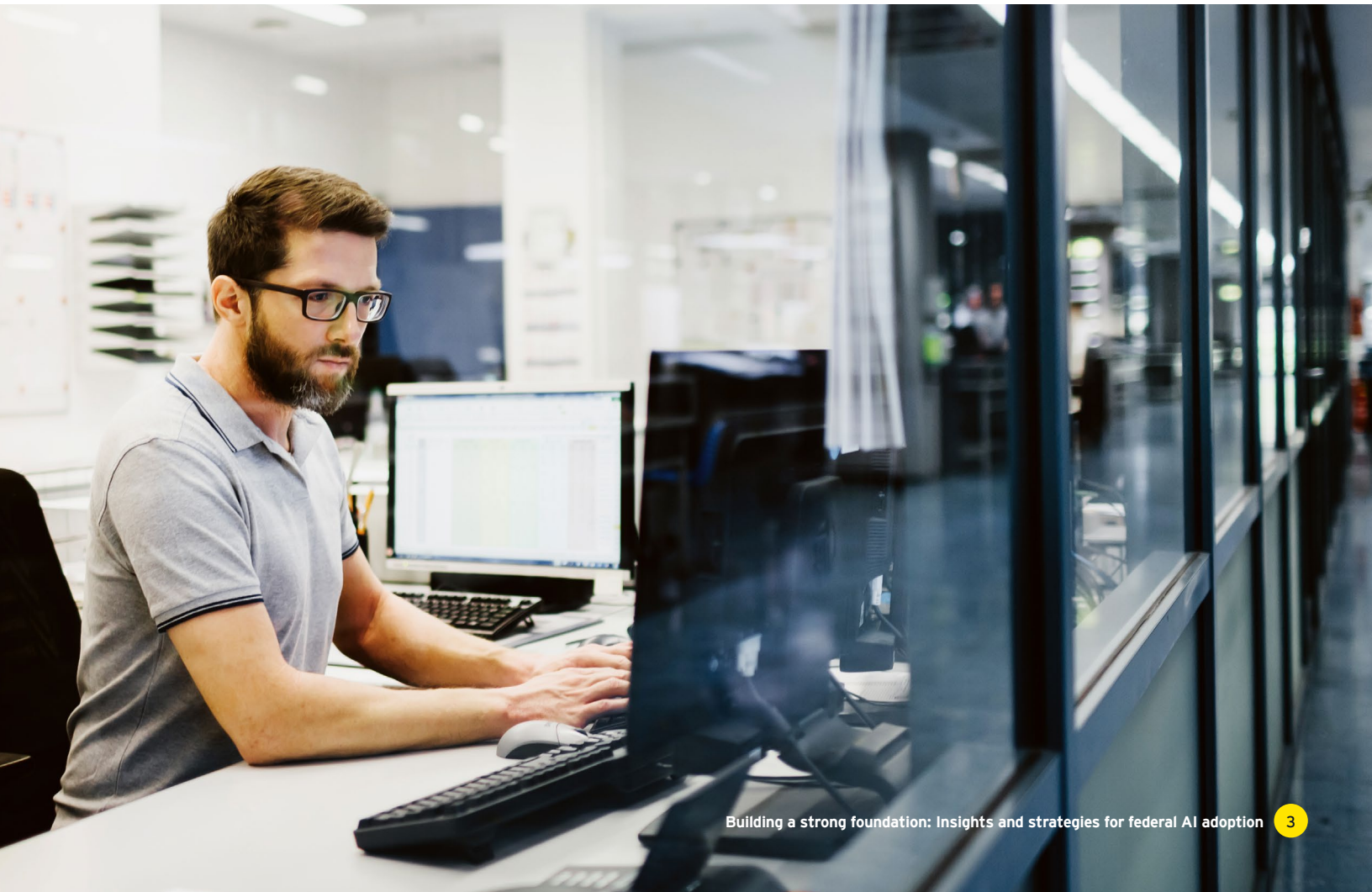
Data-driven decision-making has long been a mission enabler for the federal government, but the proliferation of new artificial intelligence and machine learning (AI/ML) tools presents both opportunities and challenges for agencies.

Mandates from the top, including the Executive Order on responsible AI, are asking agencies to integrate these tools as quickly as possible. However, ensuring robust data governance and building holistic guidelines for responsible AI can be a daunting task for agencies that may not have the budget or bandwidth to dedicate personnel to address these specific challenges. These and other competing priorities can be overwhelming.

Where do agencies need to start in order to demystify AI? Ernst and Young LLP collaborated with public-sector market research firm Market Connections to:

- Understand where agencies are sourcing and implementing data
- Identify challenges and bottlenecks decision-makers face
- Identify a manageable path forward to AI integration and implementation

The following report presents the findings and explores what those findings mean going forward.



AI in the federal government

There has been a significant increase in both the number of federal agencies adopting AI tools and expectations of what these tools can help agencies accomplish. This is largely due to increasing federal pressure to find ways of adopting AI quickly. The Executive Order on the Safe, Secure, and Trustworthy Development of AI sets out guidelines and expectations for agencies to evaluate extant or possible use cases and make investments accordingly. Yet, at the same time, agencies face pressure from regulatory bodies to maintain the security and privacy of their data. This can lead to both carrot and stick approaches – mission-focused agencies that are incentivized to adopt quickly, and civilian agencies that face strict penalties if an imperfect adoption leads to a breach of privacy or security.

AI is both a risk and a reward. But finding ways to integrate and implement tools doesn't have to be overwhelming. Insights from federal experts and case studies can show us where we are now. With intentional planning and a clear understanding of how to holistically integrate governance into their goals from the beginning, agencies can decide where they want to go – and how they want to get there.

Federal guidance on AI

- National Artificial Intelligence Initiative Act of 2020
- AI in Government Act of 2020
- EO 13859, Maintaining American Leadership in AI
- EO 13960, Promoting Use of Trustworthy AI in Federal Government
- OMB Guidance for the Regulation of AI
- AI Bill of Rights
- EO on the Safe, Secure, and Trustworthy Development of AI
- AI Guide for Government
- Agency-level guidance

Step zero: AI assessment

"AI" as a term is a huge umbrella that includes a wide variety of systems and models that are trained and operate in very different ways that range from robotic automation to robotic surgery. How are federal leaders conceptualizing AI right now?

According to these experts, AI is primarily being used or conceptualized as a data analysis tool, particularly in the civilian space (76% of federal civilian (FedCiv) agency respondents report this usage, compared with 60% of defense respondents). This use case is the most popular, distantly followed by document analysis and process execution (44%), predictive analytics (41%) and chatbots or virtual assistants (39%). Least common, perhaps due to their agency-specific use cases, are natural disaster prediction (17%) and economic forecasting (16%). The AI Use Case Inventory, a self-reported collation of AI use cases within non-defense or intelligence agencies, gives specific examples that range from cybersecurity threat hunting to chatbots to aquatic weed detection.

To achieve these use cases, 51% of respondents use supervised language models, followed closely by natural language processing (NLP), hybrid and reinforcement learning models. Others are investing in less-monitored models such as semi- and unsupervised learning models (33% and 21%, respectively). These complex deep learning models may become more prevalent as abilities increase – 54% of respondents report being most interested in developing complex models, in comparison to the 46% who think that "simple" AI like large language models (LLMs) or generative AI would be of most use to their organization.

However, AI is reliant on much more than models and algorithms. The beating heart of an artificial intelligence system is its data.

Step one: Discover the data

Data sources

AI models can only operate with mass datasets to learn from, and, conversely, many AI and ML tools are used specifically to query or analyze large datasets. So where are agencies getting their data?

While over half of the respondents say their agencies are using their internal data marketplace to perform data analysis tasks, nearly two-thirds are looking externally (66% source from public datasets and 64% from third parties). Training AI models is also a mixed bag. Respondents report most commonly relying on their internal agency data repositories (58%) and partnerships with external actors in the private sector, academia or nonprofits (52%). Respondents were less likely to rely on public datasets for AI training than data analysis tasks (48%).

Newly created data, in the forms of sensors or internet of things (IoT) devices, feedback loops or web scraping, were the least commonly used sources. This may be due to the time and expense required to collect new data or the appropriateness given agency missions. Defense respondents, for example, are almost twice as likely to report using sensor data to train their AI models as their civilian counterparts (34% to 18%, respectively).

Access to large and complete datasets is key for AI models to accurately train and predict outcomes, and a growing number of voices within the federal government are calling for improved data sharing[1] between agencies. About 45% of respondents report sourcing their data from other agencies, less than public datasets (48%) and external partnerships (52%).

This is a lot of data to consider. Agencies are pulling from a wide range of sources, internal and external, both to train their model and to conduct analysis on the data itself. "New" data created, from sensors and feedback loops, is less commonly used for training tools now, but that may change as adoption increases or agencies find different applications for AI within their mission. (The deluge of data that pours in from sensors or IoT devices has been described as a data firehose.)

Half of respondents note that it takes a few days or less to access data after a source has been identified. However, a quarter report that it can take a few weeks, and 14% say it can be anywhere from 1-3 months – 10% say it can even be anywhere from four months to over a year. AI is likely to change how this data is collated and analyzed, and even the speed at which it can be acquired, but models that are trained on incomplete or out-of-date information may not be as useful to help make decisions in real time.

Data quality

Agencies face budget constraints, legacy systems and regulatory barriers. But they also report feeling challenged by concerns inherent in the data itself, including security (57% extremely/very concerned), data quality (54%), privacy (54%) and ethics (48%). Combined with respondents' top concern – a lack of personnel dedicated to data governance – these responses indicate a sense that agencies might feel a little overwhelmed with the possibilities and challenges presented by this data-rich landscape.

A deep pool of data is important for agency decision-making – the more information available, the more complete or accurate an AI analysis or prediction might be. However, data quality among these different sources can vary, posing questions about trustworthiness and usefulness. Much of the terabytes of data that government accumulates is self-reported; others are duplicated on multiple systems. Only about half of respondents say they are confident in their organization's ability to sustain data quality. For agencies that want to get their data "AI-ready," ensuring data quality is a crucial first step.

[1]Data Access, Sharing Vital to AI Success, Federal Officials Say," MeriTalk website (meritalk.com/articles/data-access-sharing-vital-to-ai-success-federal-officials-say/), April 6, 2023

Agency spotlight

Federal Aviation Administration (FAA)

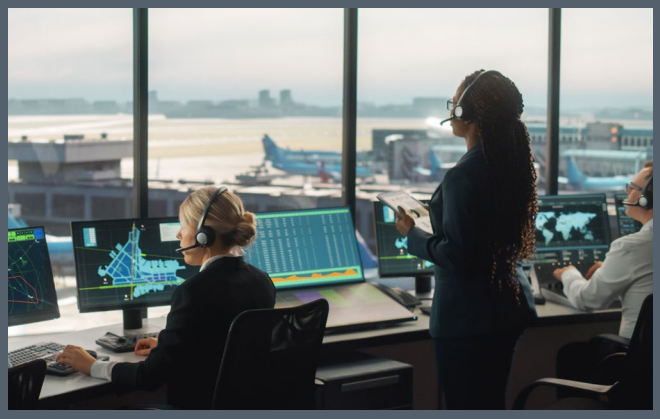
The FAA has long been an agency that prioritizes data-driven decision-making. The agency collects a vast amount of data (there are over 45,000 flights a day, not to mention information from drones and other national airspace sources) and must share that data both internally and externally.

All that data and all those user needs mean that the agency has been eager to adopt emerging technology – and build in strong foundations to leverage their data for both insights and data governance communities.

The FAA has been particularly invested in chatbots and robotic process automations that can help community engagement and support their employees to use these tools for themselves. "I think as long as you're engaging with your workforce about what their needs are, you can acquire the tools that serve a purpose," Dill says[2].

What is the next iteration of AI development for the agency? The 2024 budget request highlights a focus on using AI/ML systems in safety-critical aircraft systems for efficient and safe flight management. The agency has also indicated interest in tools that will identify vulnerabilities and anomalies within their internal data sharing systems, and predictive analytics. As the agency looks to integrate AI more deeply, it must also be sure that its governance structures are up to the task.

> "We put a lot of emphasis on establishing data governance communities. These are cross-organizational groups that are composed of not only data stewards, but also data users. With our data governance center, we've been able to automate a lot of the access to data assets. Those efficiencies that are gained can provide that service through our data governance center.
>
> **Marseta Dill,** *Acting Chief Data Officer*



[2]Awash in data, FAA seeks better insights, impacts, more innovation," Federal News Network website (federalnewsnetwork.com/federal-insights/2023/10/awash-in-data-faa-seeks-better-insights-impacts-more-innovation/), October 31, 2023.

Step two: Data governance

So, now the agency has identified where it needs to source its data to train and run its AI models. But without robust, holistic, integrated data governance, what happens when all those many pipes of data begin operating at full throttle?

Appoint a leader: chief data officer

Most agencies have already taken steps toward naming a chief data officer (CDO) to guide their data strategies. Two-thirds of respondents have already appointed a CDO, while another 14% are in the process of hiring one. Only 6% reported that they have no plans to do so.

Where CDOs have been appointed, they appear to have largely been empowered to do their jobs well, with 85% of respondents with CDOs reporting they have the authority and support necessary to do their jobs. Respondents were less likely to agree that their CDO had the internal resources and sufficient budget (65% and 60%, respectively), confirming an overall trend in challenges facing agency resources.

Identify the gaps in the governance

More than two-thirds of respondents agreed that their CDO had sufficient data governance frameworks to accomplish their mission. While still a significant percentage, almost a third disagree, indicating there may be gaps, areas for improvement or differing perspectives on the effectiveness of their organization's data governance frameworks. This disagreement could stem from varying interpretations of what constitutes effective data governance or from practical challenges in implementing and enforcing such frameworks. Additionally, differing priorities, understanding of requirements, or levels of commitment to data governance across departments or stakeholders within the organization may contribute to this discrepancy. Yet, without a clear understanding of what is needed and who is responsible for data governance, agencies may face challenges in building and implementing a robust system.

When asked who is responsible for data governance, federal respondents report a mixed environment: 48% say responsibility lies with the CDO. Others report that another full-time team is primarily responsible for data governance (34%), or even a single, non-CDO full-time employee (33%). However, 42% report that data governance is driven by a committee of staff members who are primarily responsible for other tasks, and 17% report that a part-time staff member is primarily responsible for data governance. Entrusting (or burdening) employees with data governance who have other duties may mean that this crucial step is left on the back burner. For now, only 37% report that their agency uses an established data governance framework as a method for governing their AI model.

Establishing a governance strategy at the beginning may seem like a burdensome addition as agencies try to move at speed. But establishing a holistic governance strategy at the beginning gives organizational AI strategies a strong framework to use, ensuring that security and compliance are included from the start. On the other hand, governance that is bolted on later can become an unwieldy burden for agencies struggling to double back to achieve compliance. Like a plant up a trellis, AI strategies are most likely to grow strong and blossom with the right support.

Department of Defense's (DoD's) CDAO

For the DoD, standing up AI governance is not just a mandate – it is a mission imperative. The department stood up the Chief Digital and Artificial Intelligence Office (CDAO) in February 2022 with the goal of building a strong foundation for data, analytic and AI-enabled capabilities to be implemented at scale. The CDAO serves as the department's governance head for all things analytic and AI, including developing solutions and selectively scaling proven solutions. This governance structure provides the enterprise-level infrastructure and services that manage data, evaluate use cases and provide a cadre of experts that serves as a "digital response force."

The needs, abilities and responsibilities of the CDAO are different from other federal agencies, and their model is not always replicable. Within the context of its department mission, the office provides a governance structure that implements AI tools to both encourage innovation, meet its mission and support its employees.

Step three: Manage the model

For AI systems to be useful to agencies, they also must be trustworthy. There are a few angles to trust. The system itself must be both responsible and explainable. While these terms are often conflated, "responsible" AI refers to the planning and execution of the system itself to make sure it's operating as it should. The results need to be "explainable," in that it should be clear how the model came to its decision.

Over half of respondents are primarily using data verification and validation to manage their AI models, along with data security measures (49%), continuous measuring (46%) and continuous validation testing (42%). Forty-two percent are using regulatory compliance as a safeguard. These varied management strategies are crucial to maintaining trust in AI systems. But still, only 44% report that they are confident their agency can audit AI tools properly.

Transparent communication

Trust also extends to how employees and the public view AI's role in agency missions, and this can be more of a challenge. Nearly half of respondents are confident that their agency is being transparent about AI models and their sources. Only 40% are confident their agency can clearly communicate the impact of AI tools with nontechnical teams – perhaps part of the reason that resistance to change is a problem for 60% of respondents – and 49% report that concerns over AI usage within the organization pose an obstacle to data discovery and access.

It's imperative for an AI model to be responsible and explainable but also understandable – not only its algorithms and how it makes its analyses or decisions, but also why it's a necessary component to the success of the mission.

Step four: Empower the employee

Despite pushes by the federal government to hire more AI specialists, the reality is that most agencies face challenges in hiring technical personnel. After all, nearly 60% of agency respondents see a lack of personnel dedicated to data governance as their number one challenge. Current employees often cannot take on the extra responsibility of data governance on top of their other duties.

The appointment of CDOs and the establishment of dedicated AI offices within agencies will help. But agencies need to take steps to ensure that their AI investments are being used to support and transform the critical work that their employees are already doing.

Skills for success

According to respondents, the top three skills they believe employees need to succeed with AI development and implementation are data analysis (63%), problem solving (60%) and critical thinking (59%) – skills that are not necessarily reliant on deep technical knowledge. Others consider knowledge about machine learning and cloud computing to be important (57% and 42%, respectively), and over half say that understanding the technical aspects of AI makes them more confident in implementing AI tools. This suggests there is room for a variety of skill sets in AI implementation, not only technical expertise.

Upskill or onboard?

Training personnel on new tools can be a great way to upskill the current workforce and address budgetary constraints. Over half of agency respondents are confident that their agency can identify skill gaps within the current workforce, and another 51% of respondents say that their agency could train current personnel to utilize new tools.

Strategies for success

Widespread AI adoption is coming. Nearly three-quarters of respondents think it will take place within the next three years. The pace at which agencies can adopt these tools will likely vary depending on a variety of factors that range from procurement speeds to regulations to cost.

Still, those agencies that get themselves and their data AI-ready now are more likely to be able to rapidly and holistically integrate AI into their toolkits when the moment arises. This is where Ernst & Young LLP (EY) can support you and your workforce. Building a strong and resilient data governance foundation isn't done in a day. But with the right considerations and partnerships, agencies across the government can prepare themselves securely and compliantly for the possibilities that await.

1. One step at a time

There is a lot of noise and a lot of tools surrounding AI, but trying to do too much without the right data will result in more problems. The most critical first step is to realize that it takes time and intentionality to build a strong foundation. Working with a resource like EY who is focused on the overall success of your organization, not simply the immediate project, can help strengthen the organization as a whole. While many respondents claimed they foresee the extensive use of AI in the future, they expressed uncertainty about their agency's current capabilities in managing and leveraging the right data for AI applications. EY can help agencies with their data strategy, designing a data management and data governance plan to build a foundation of consistent, trusted and reliable data.

2. Intentional investment

What problem are you trying to solve? The shiniest new algorithm might not be the best solution. Choosing the right solution for the right problem strengthens decision-making, enhances efficiency and saves cost, all while accelerating the mission. EY can help you decide what's most important to you, work with you to decide where you want to invest, and help you evaluate and acquire the right tool. We can also help with data platform assessments, strategy, architecture and design, and governance – creating the foundation to enable data-driven strategies.

3. Consider a hybrid approach

EY knows that the perfect AI plan doesn't have to be done all at once. Building out hybrid capabilities is a great way to organically grow AI into your organization while taking advantage of the tools and talent already at your disposal. Creating flexibility within your approach means you can plan for both the now and the future. Guided by our responsible AI framework, we help our clients define and execute their AI transformation journey, from AI strategy and roadmaps to prototypes that we co-create, build, deploy and maintain at scale.

4. Bring your people with you

While there is certainly a need for some technical expertise, AI should be supporting the institutional knowledge of the workforce, not supplanting it. EY knows that your people are your most valuable asset. Supporting the growth of your organization means supporting the people within it, and EY can help you find the best way to use AI to help them excel. We are committed to driving data and AI literacy across all levels of the workforce to meet tomorrow's challenges.

Conclusion

Agencies have an imperative to embrace and strategically adopt AI technologies, even though navigating the landscape of data quality and governance and choosing the right investment can be daunting. But it doesn't have to be. EY understands both the risk and opportunities that government agencies are facing – and we also understand how to build up the organization to meet the future fearlessly. The insights and recommendations presented in this piece serve as a guide, advocating for transparency, ethical considerations and a holistic approach that aligns with the core values of accountability and public trust. As we stand at the intersection of technology and governance, the path forward is clear – an intentional and well-informed embrace of AI holds the key to a more agile, responsive and technologically advanced future for federal agencies and the constituents they serve.

Who we surveyed

Market Connections and EY collaborated to design an online survey of 200 federal government IT decision-makers and influencers who make decisions or recommendations regarding AI policies, and/or in the management of AI policies once they have been implemented, fielded in October 2023.

About EY

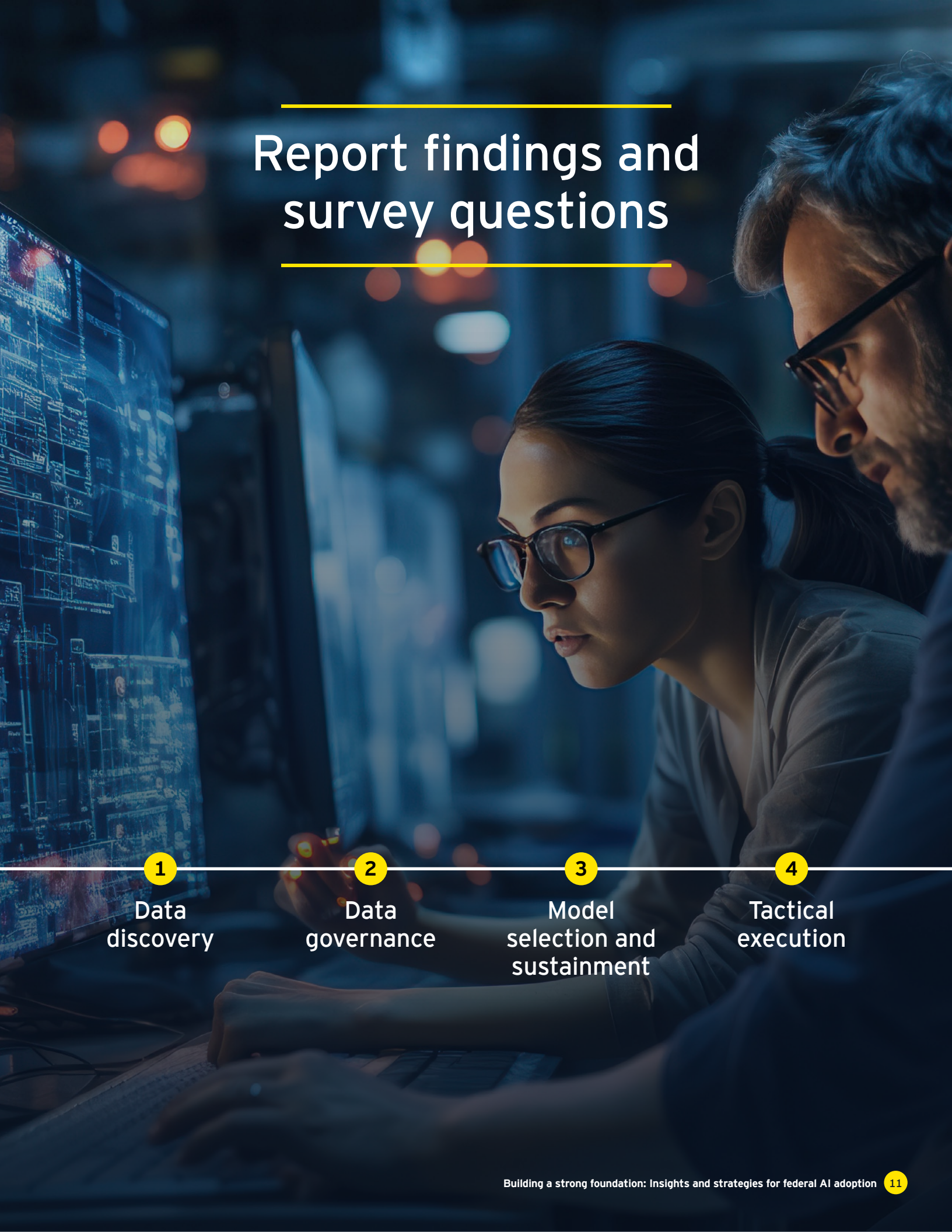
Everything we do is anchored in our purpose of building a better working world and core values – integrity, respect and ethics – and brought to life by EY people who are professional, collaborative and inclusive. We are driven to build a better working world by creating long-term value for our clients, people, communities and societies.

While AI transforms aspects of what we do or changes how we do it, these values remain at our core. The intangibles that govern our actions become more important than ever in an AI-enabled transformation. It depends on a responsible, people-centered approach to its design, deployment and governance. EY is committed to be a leading voice for a more equitable and responsible use of AI, enabling sustainable growth and empowering people and society for a better working world. Learn more at ey.ai. To learn more about our government and public-sector technology consulting services, please visit ey.com/us/govtech.

About Market Connections

A portfolio platform of GovExec, Market Connections delivers actionable intelligence and insights that enable improved business performance and positioning for leading businesses, trade associations and the public sector. The custom market research firm is a sought-after authority on preferences, perceptions and trends among the public sector and the contractors who serve it, offering deep domain expertise in information technology and telecommunications, health care and education. For more information, visit www.marketconnectionsinc.com.

Report findings and survey questions



1. Data discovery
2. Data governance
3. Model selection and sustainment
4. Tactical execution

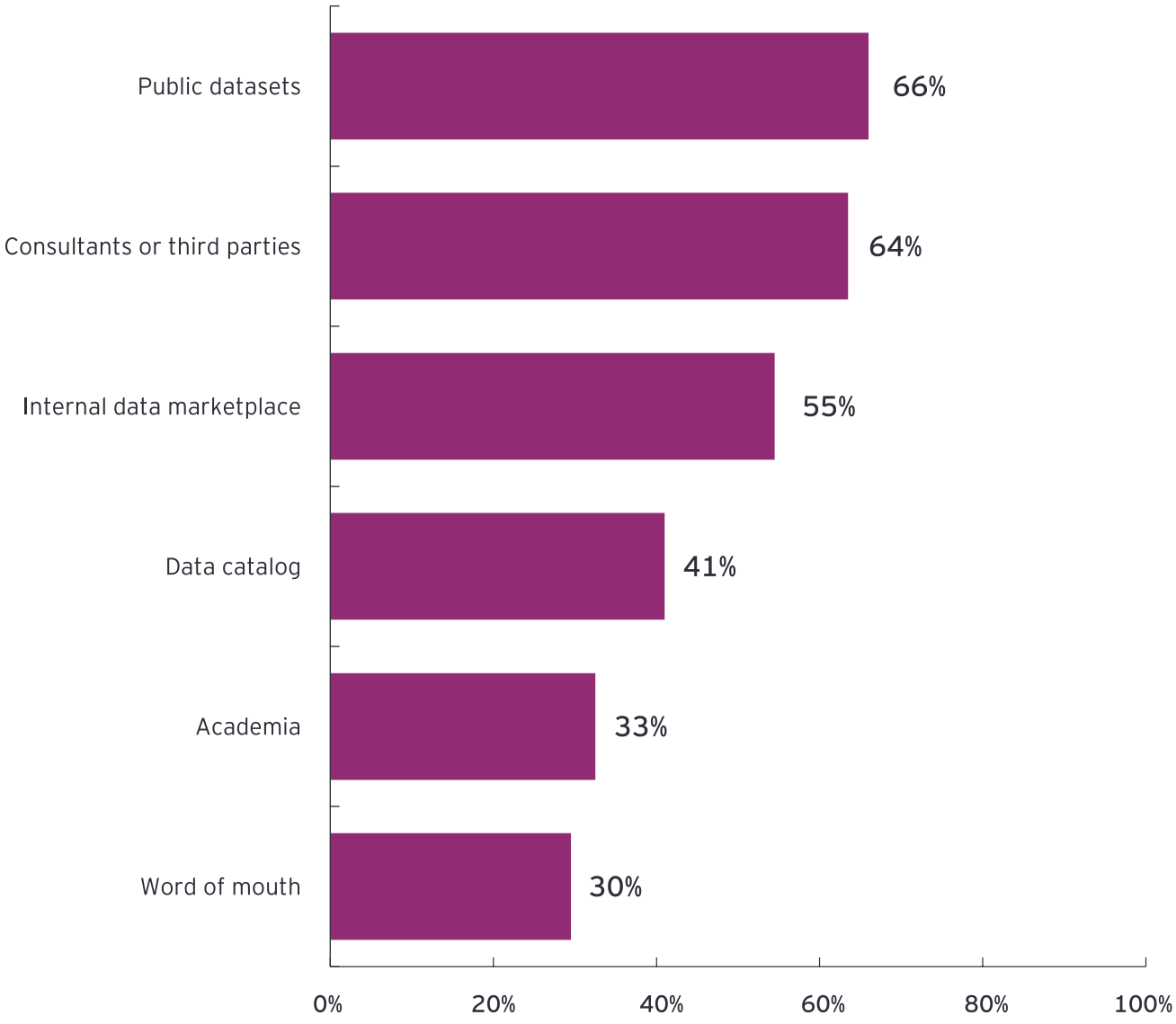
Data source discovery

Roughly two-thirds are turning towards public datasets or consultants and third parties for data to perform their data analysis tasks. Over half are utilizing internal data marketplaces for data source discovery.

SURVEY QUESTION

How do you currently find data sources to perform your data analysis tasks?*

* Multiple responses allowed



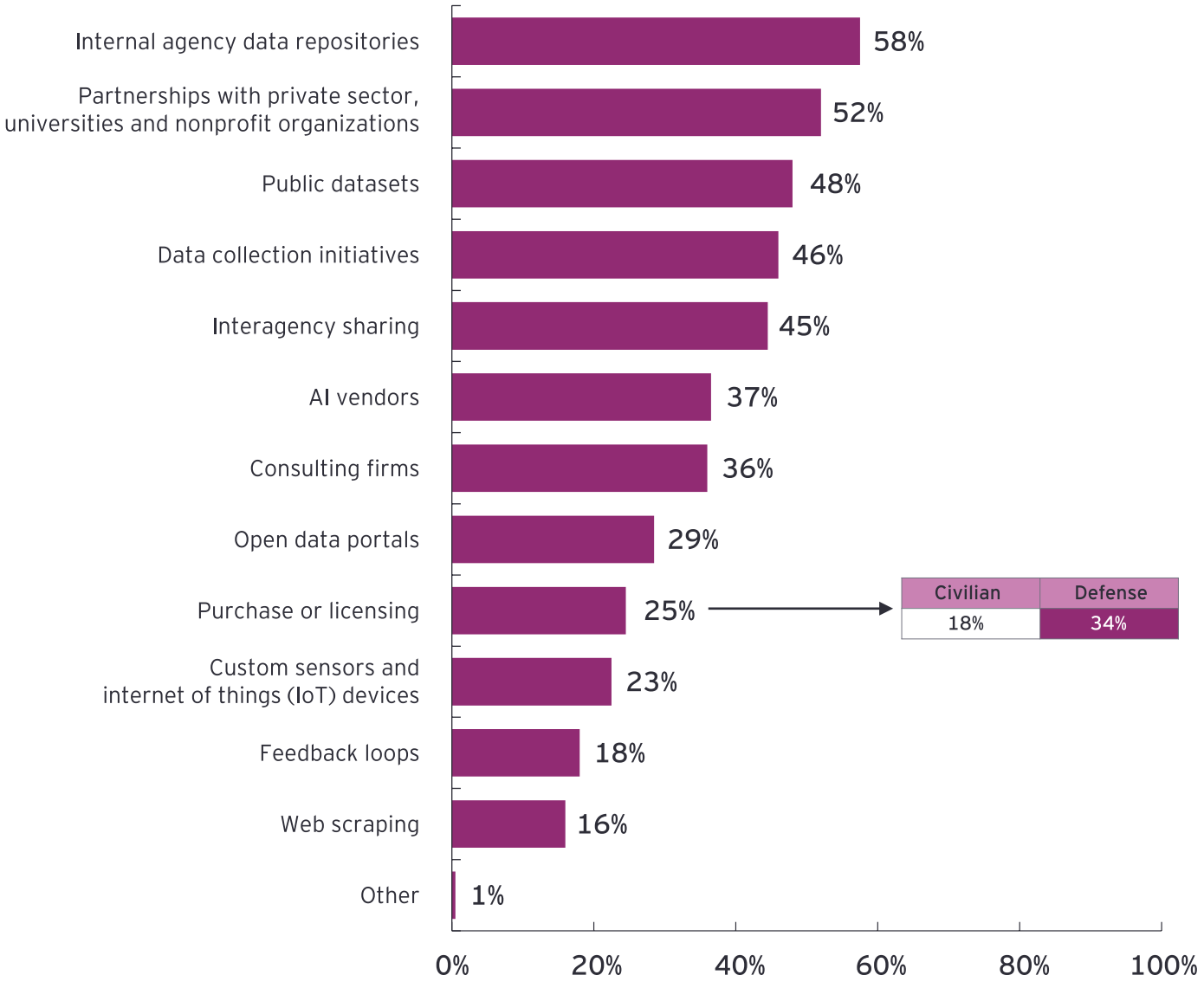
Data sources used to train AI models

The majority of respondents are turning to internal agency data repositories or civil society partnerships for sources to train and sustain their AI, including public datasets, data collection initiatives and interagency data.

SURVEY QUESTION

What data sources is your organization using to train and sustain artificial intelligence models?*

** Multiple responses allowed*

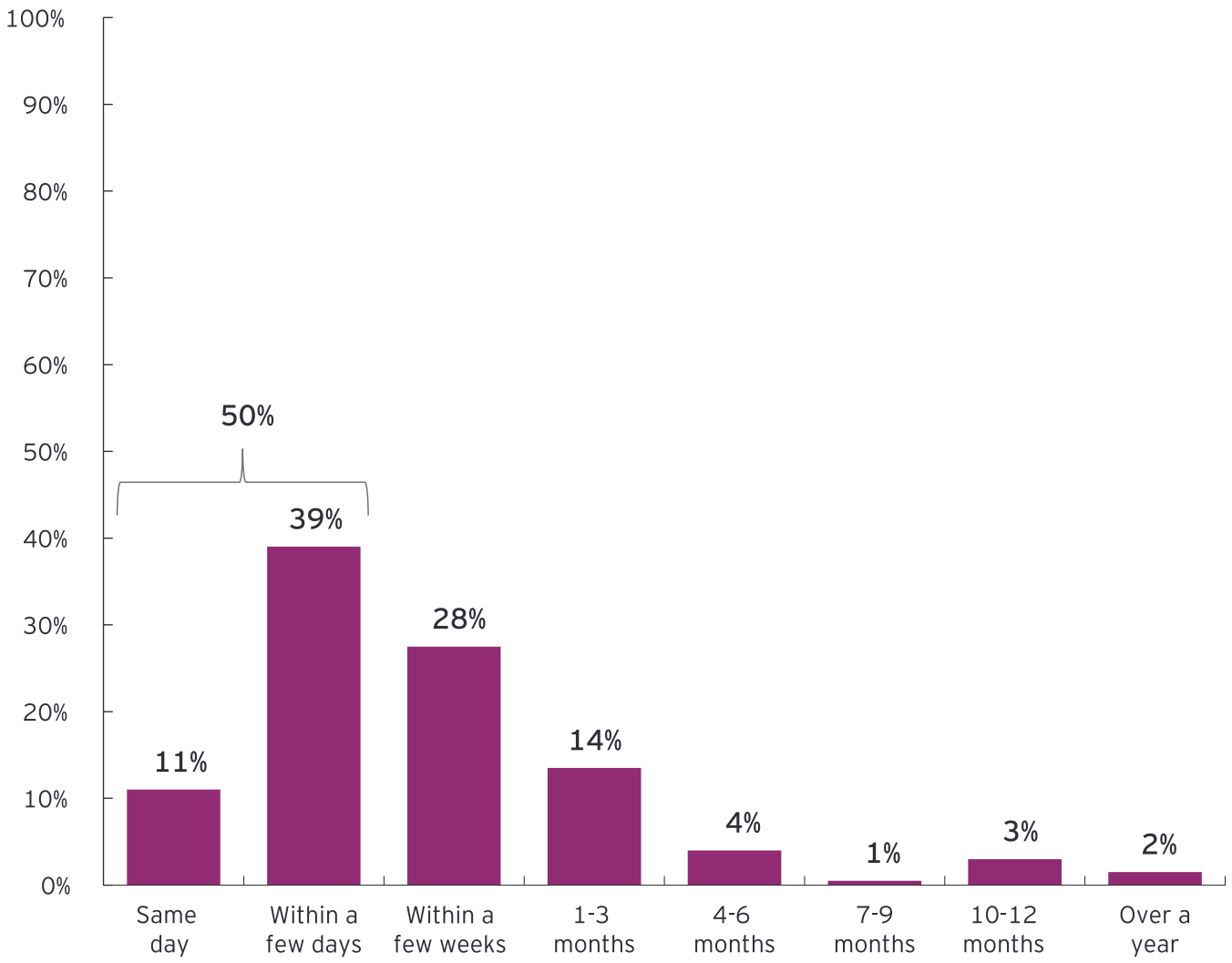


Time to data access

On average, about half say it takes a few days or less to receive or access data once a source has been identified. However, nearly a quarter can take over a month or longer to gain access.

SURVEY QUESTION

On average, how long does it take to receive or access data once a source has been identified?

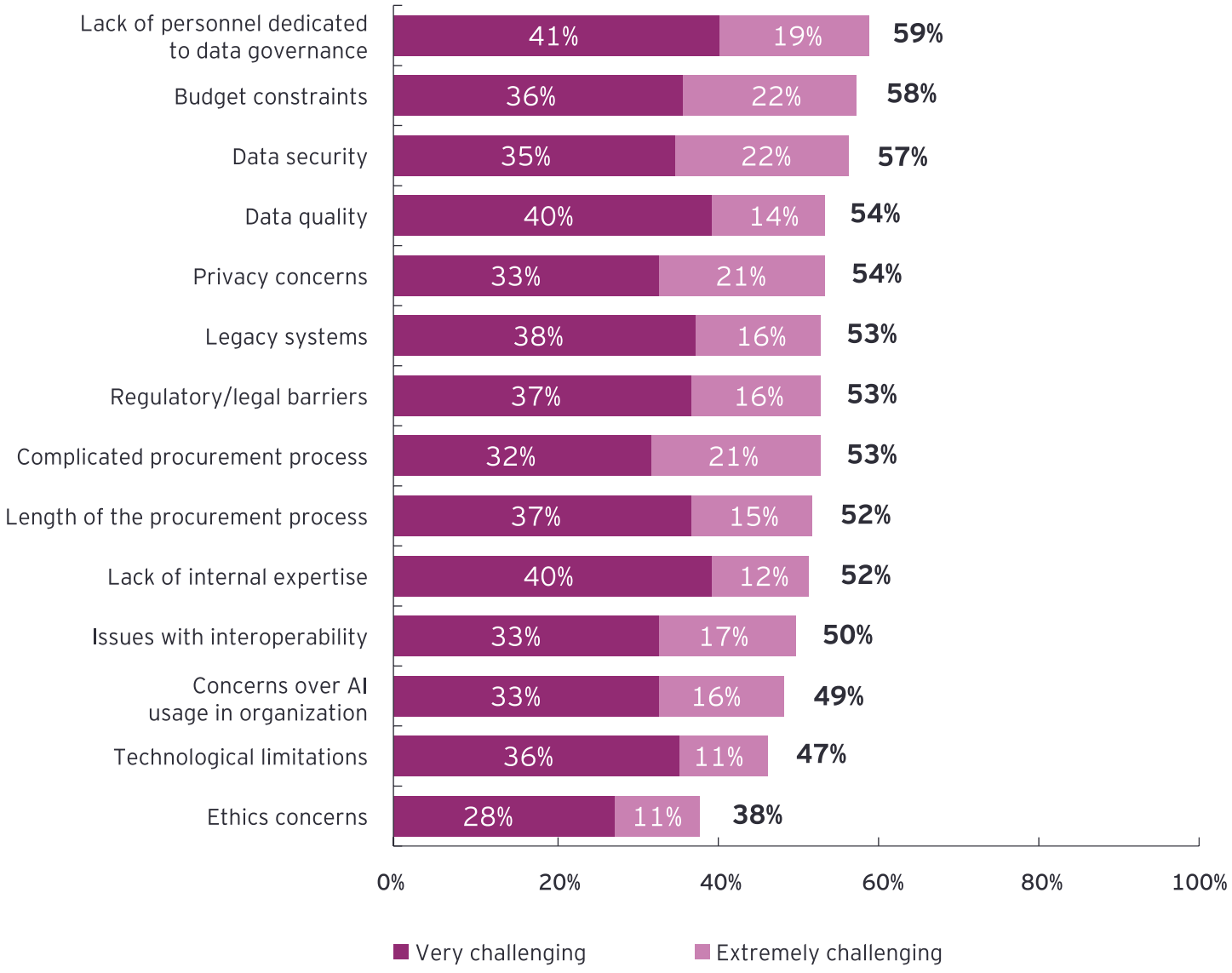


Challenges to discovering and accessing new data

The largest barriers to data discovery and access are a lack of personnel dedicated to data governance, budget constraints and data security

SURVEY QUESTION

How challenging are the following obstacles to discover, acquire and access new data sources?

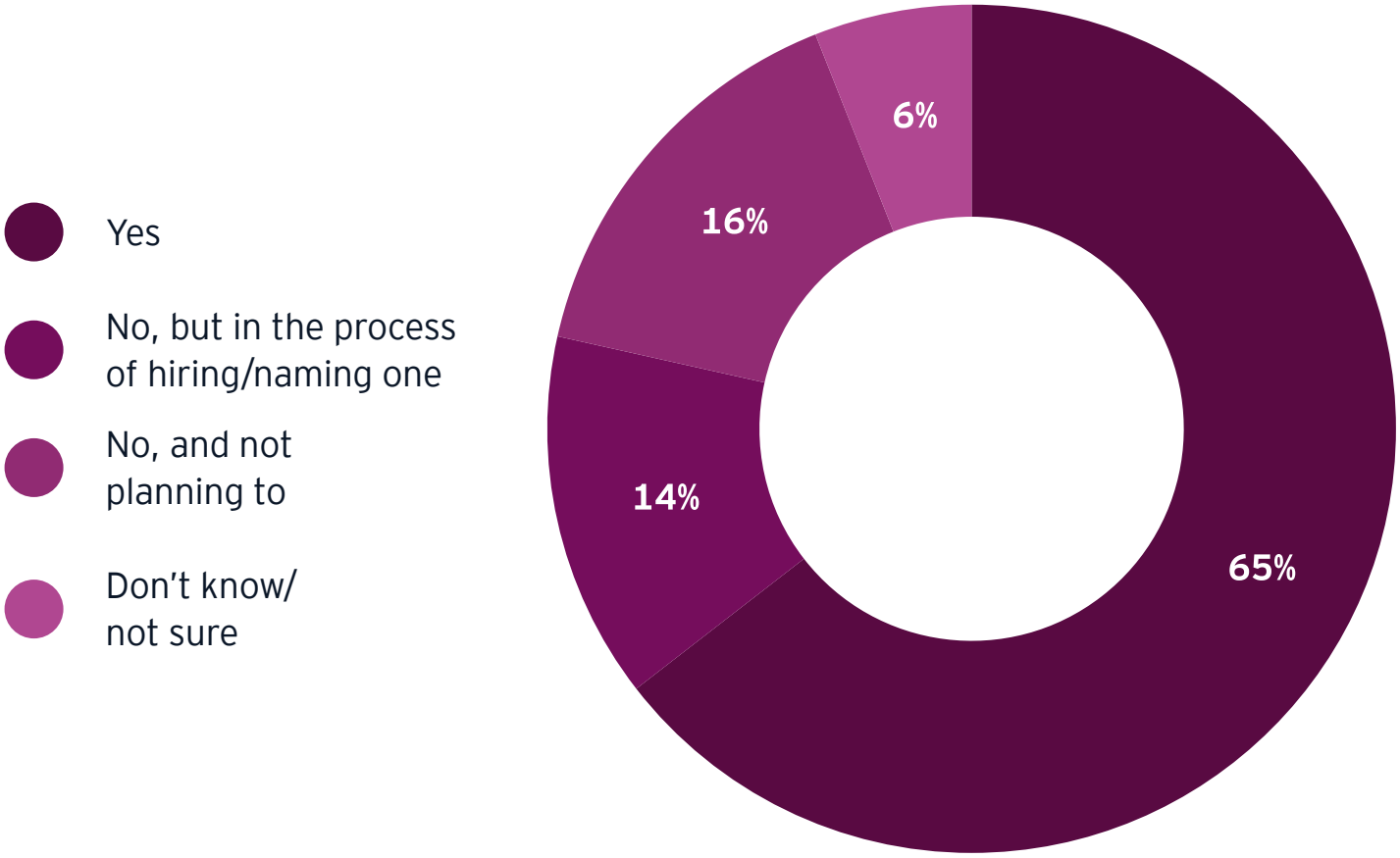


Prevalence of CDOs

Roughly two-thirds are in organizations that currently employ a CDO, while a further 14% are in the process of bringing a CDO into the workplace.

SURVEY QUESTION

Does your organization have a chief data officer?

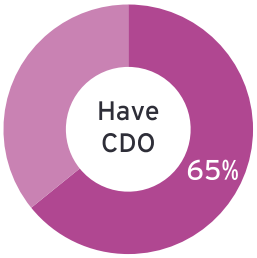


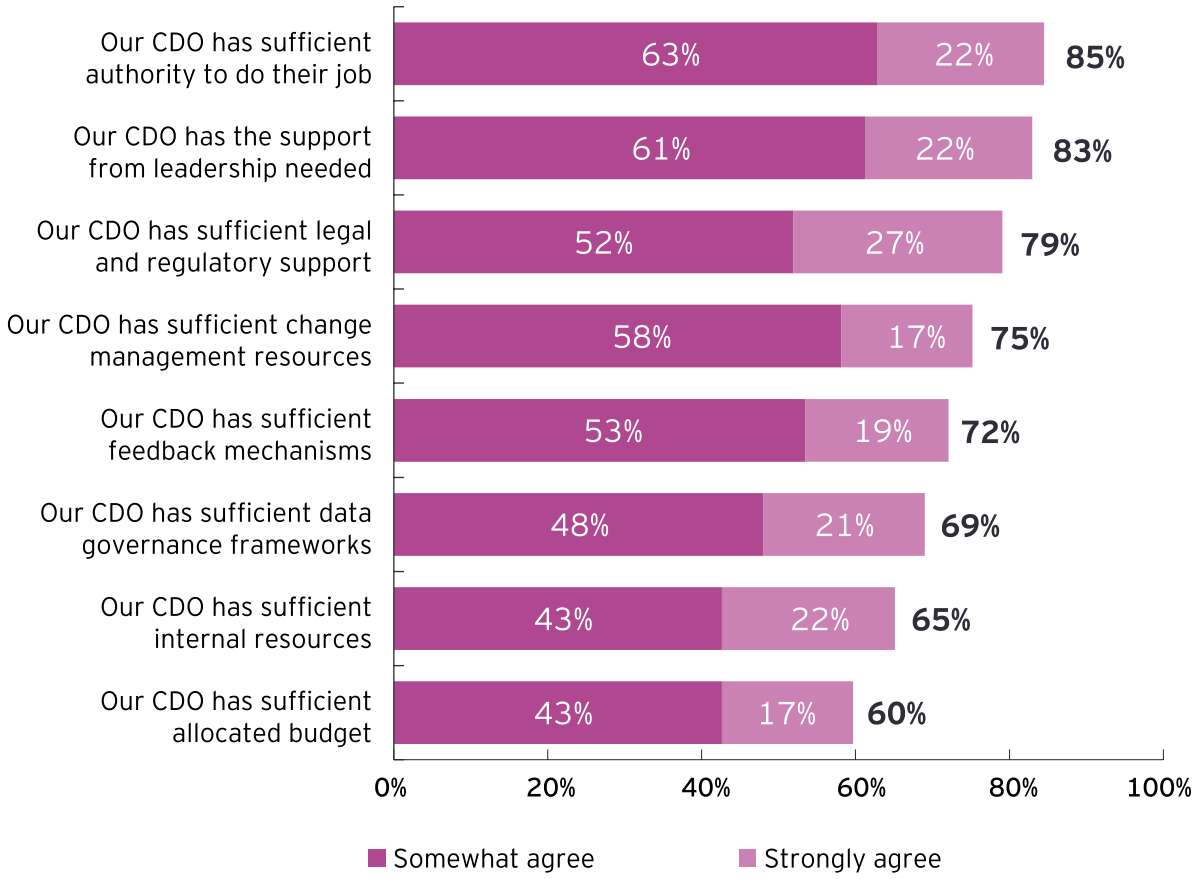
CDO sentiments

Among respondents with a CDO, over 8 in 10 agree that their CDO is empowered with sufficient authority and support from their leadership teams.

SURVEY QUESTION

Please indicate the extent to which you agree or disagree with each of the following statements.





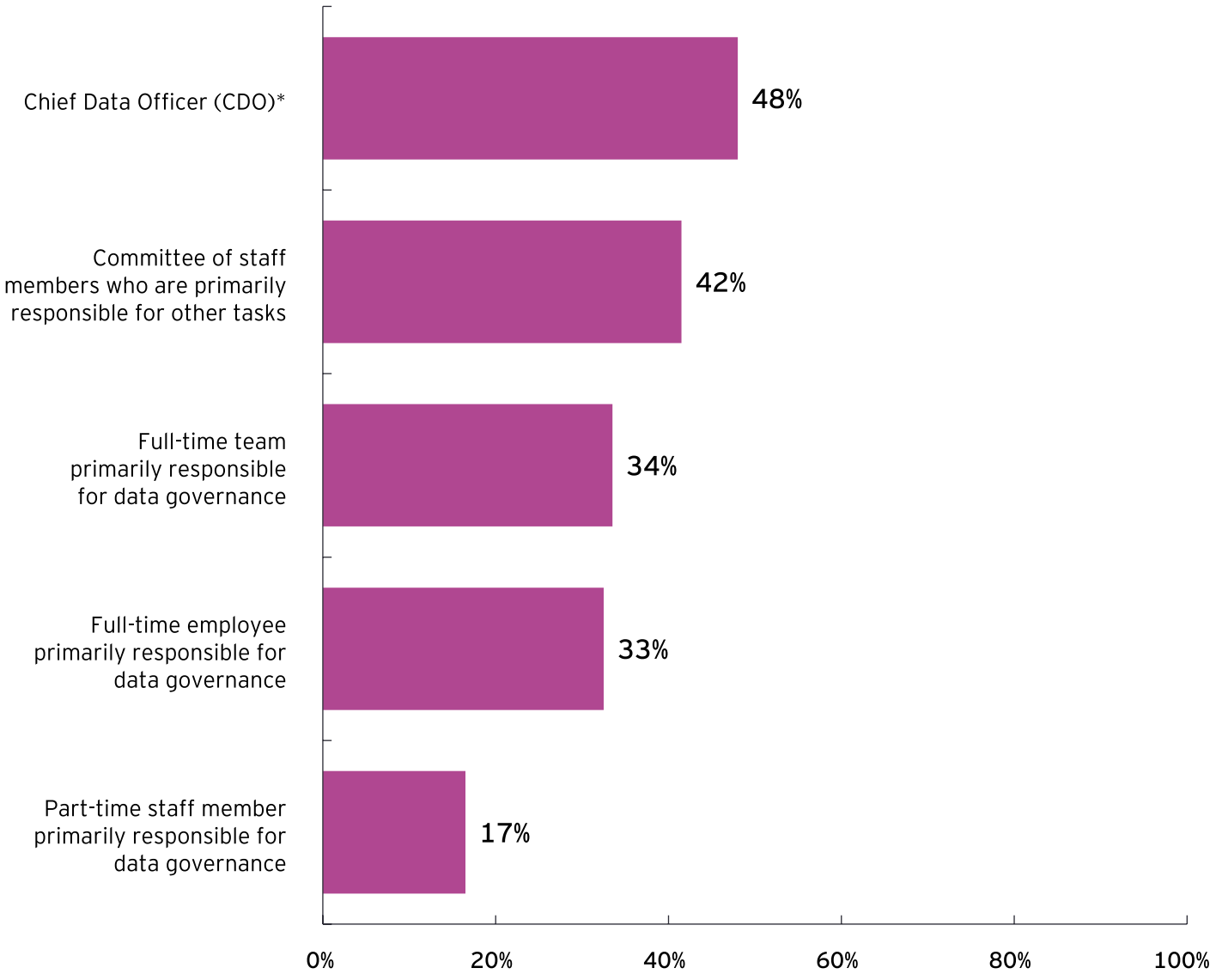
Data governance

Respondents report a mixed environment of those responsible for data governance. Nearly half report that the CDO is responsible while another 4 in 10 report that this falls to a committee of employees primarily focused on other tasks.

SURVEY QUESTION

Who is responsible for data governance at your organization?*

** Multiple responses allowed*



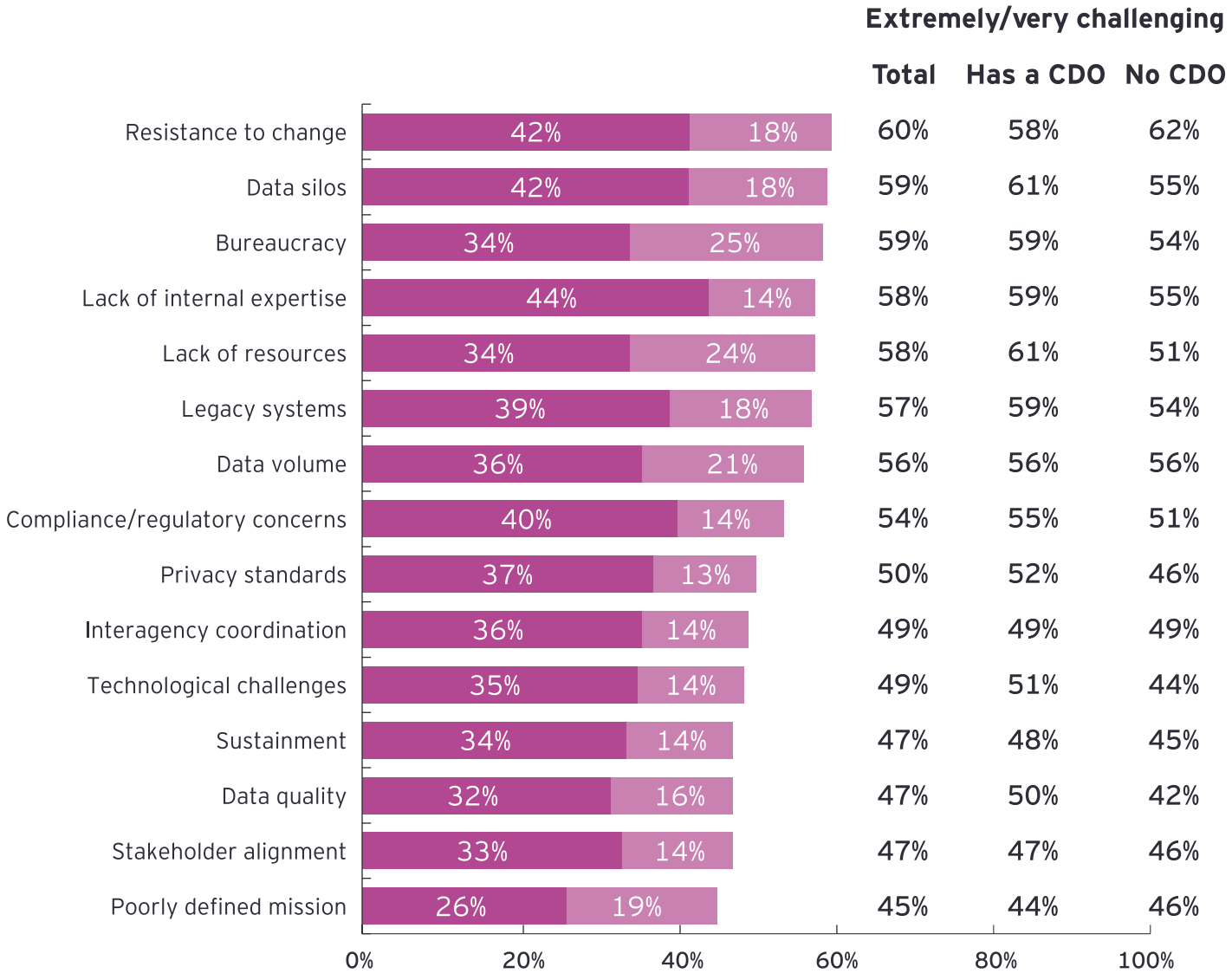
*Note: Only shown if have CDO

Data governance challenges

When it comes to data governance, 6 in 10 respondents are challenged by resistance to change and data silos, while a quarter are very challenged by bureaucracy at their organization.

SURVEY QUESTION

How challenging are each of the following to implementing data governance at your organization?



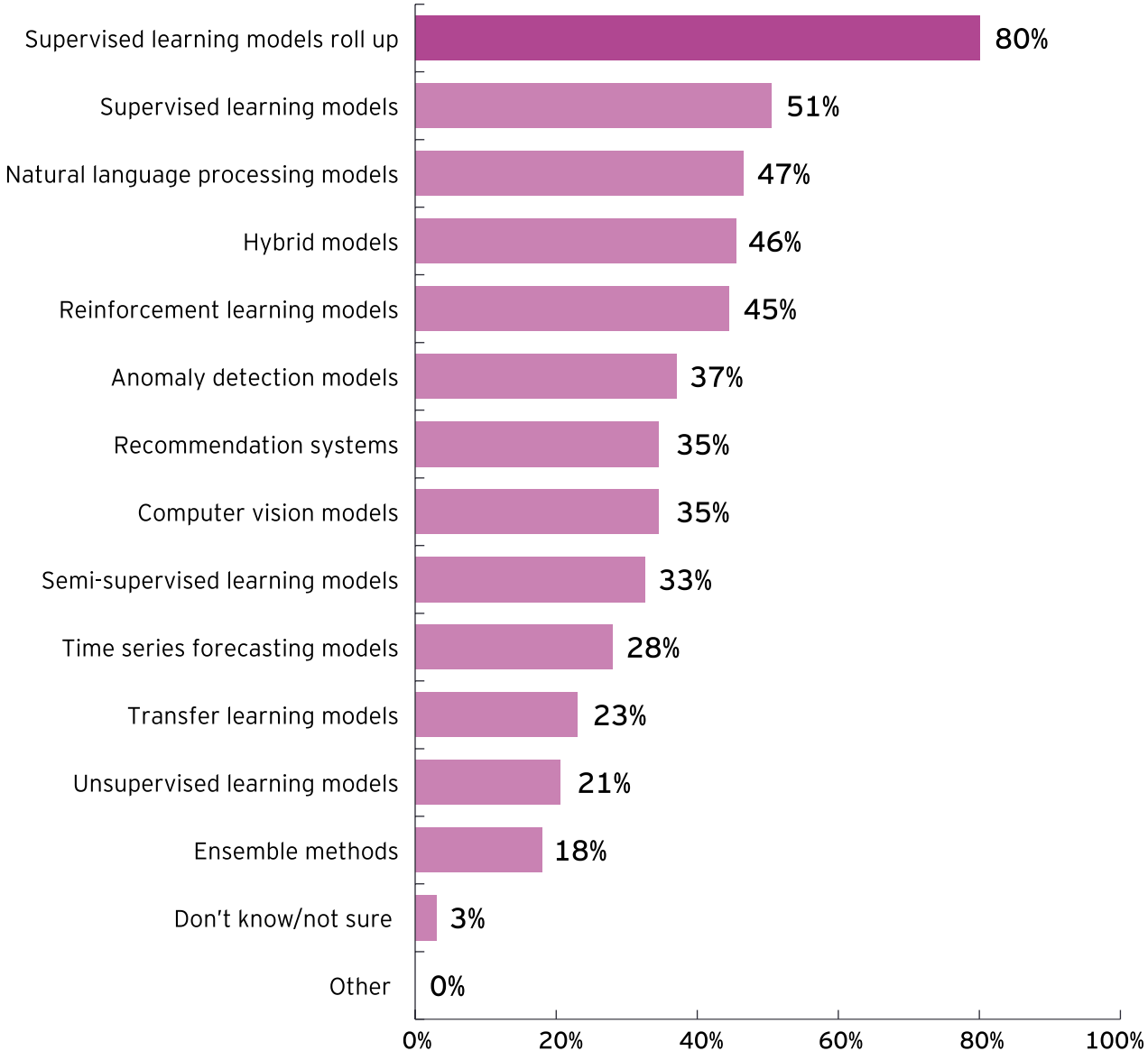
AI methods

Though many methods are in use to create and train AI tools, 8 in 10 are utilizing a subset of supervised learning models, while over half are calling out supervised learning models broadly. Over 4 in 10 report using natural language processing, hybrid and reinforcement learning models.

SURVEY QUESTION

What methods is your organization using to create or implement AI?*

** Multiple responses allowed*



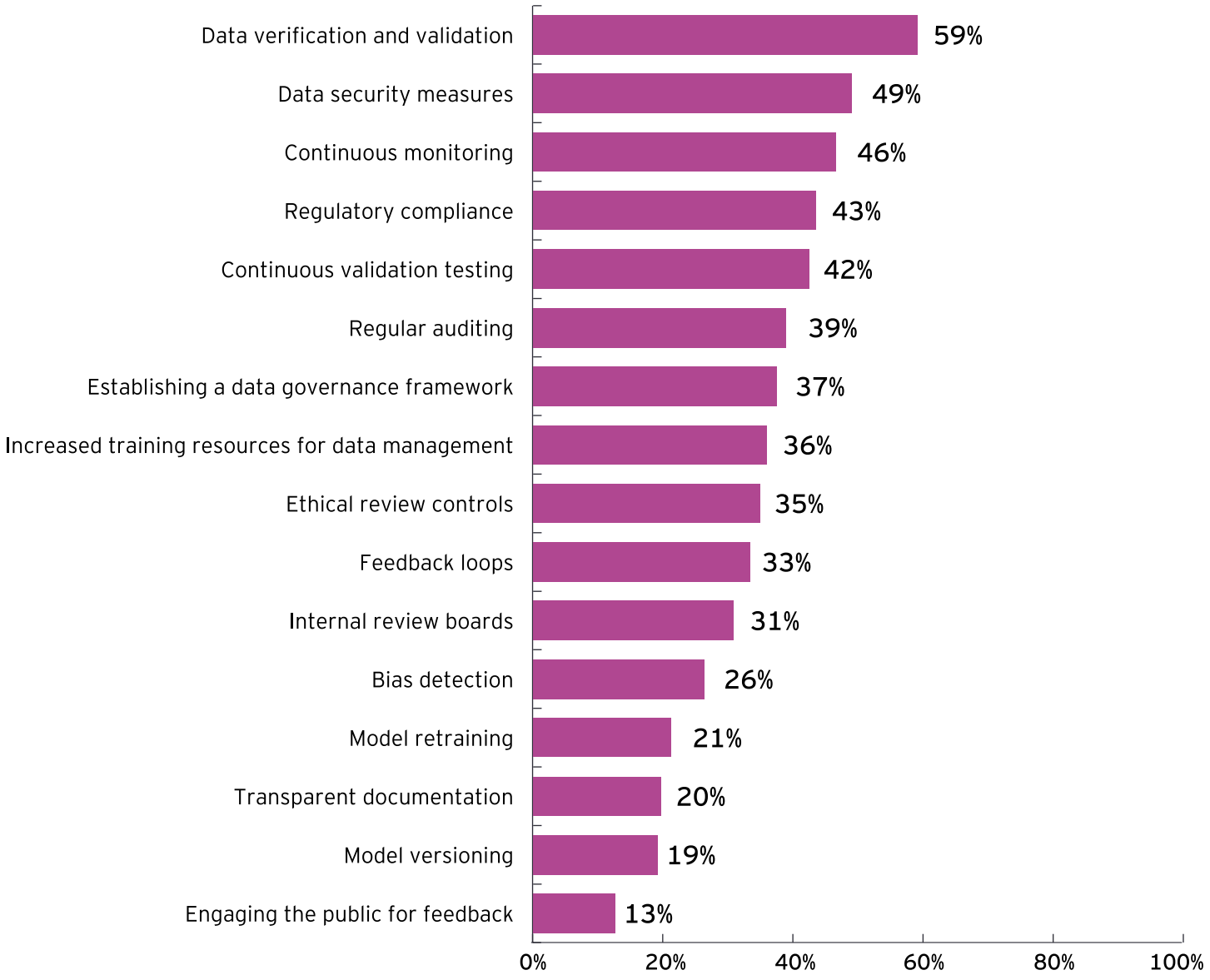
Managing AI models

Respondents are most often using data verification and validation to manage and govern their AI models, with a variety of other strategies including data security measures and continuous monitoring.

SURVEY QUESTION

What is your organization utilizing to help manage and govern its AI models?*

** Multiple responses allowed*



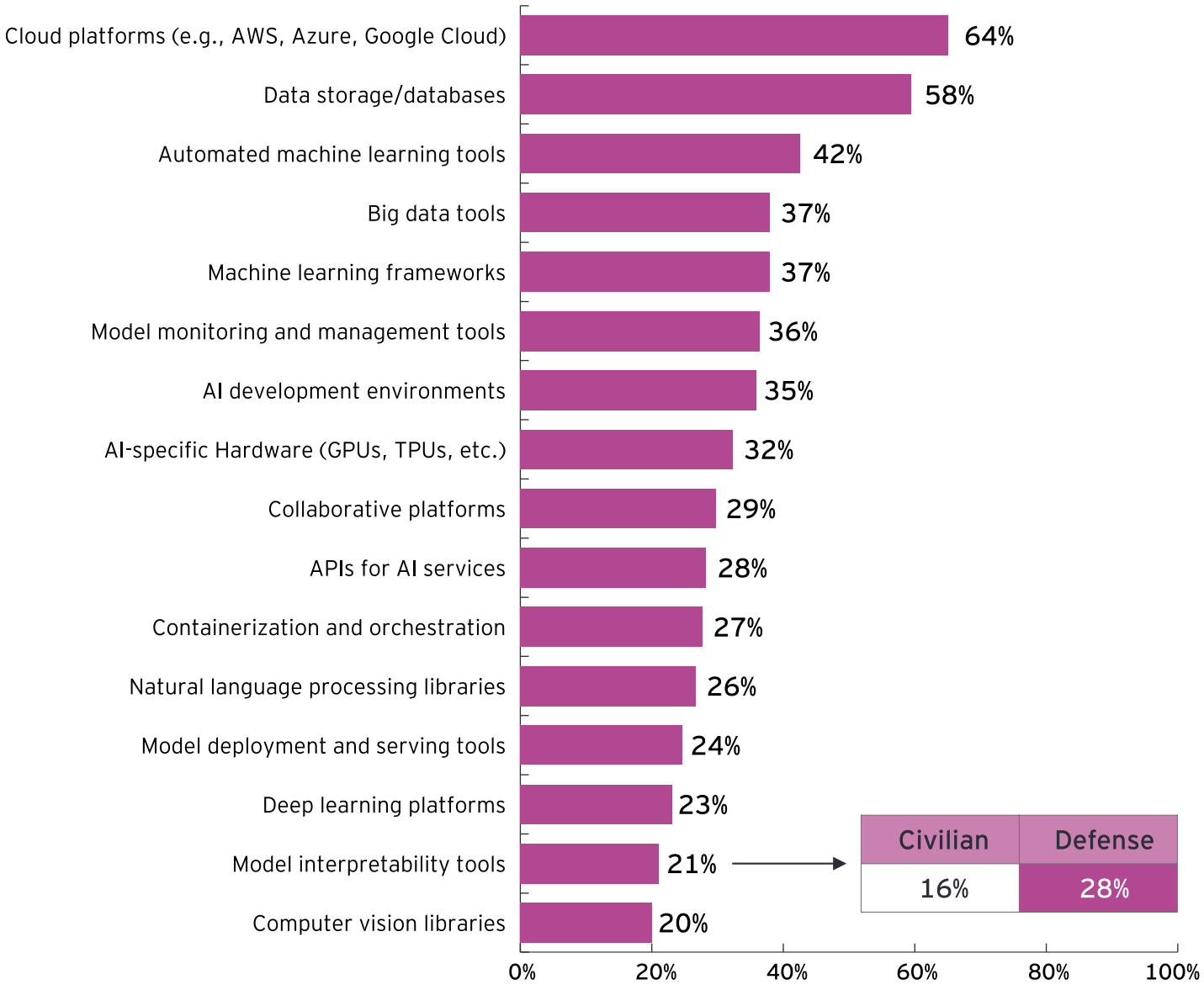
Technologies used

Over half are using their cloud platform and/or their data storage/databases to engage with AI tools.

SURVEY QUESTION

What type of technologies is your organization using to engage with AI tools?*

** Multiple responses allowed*



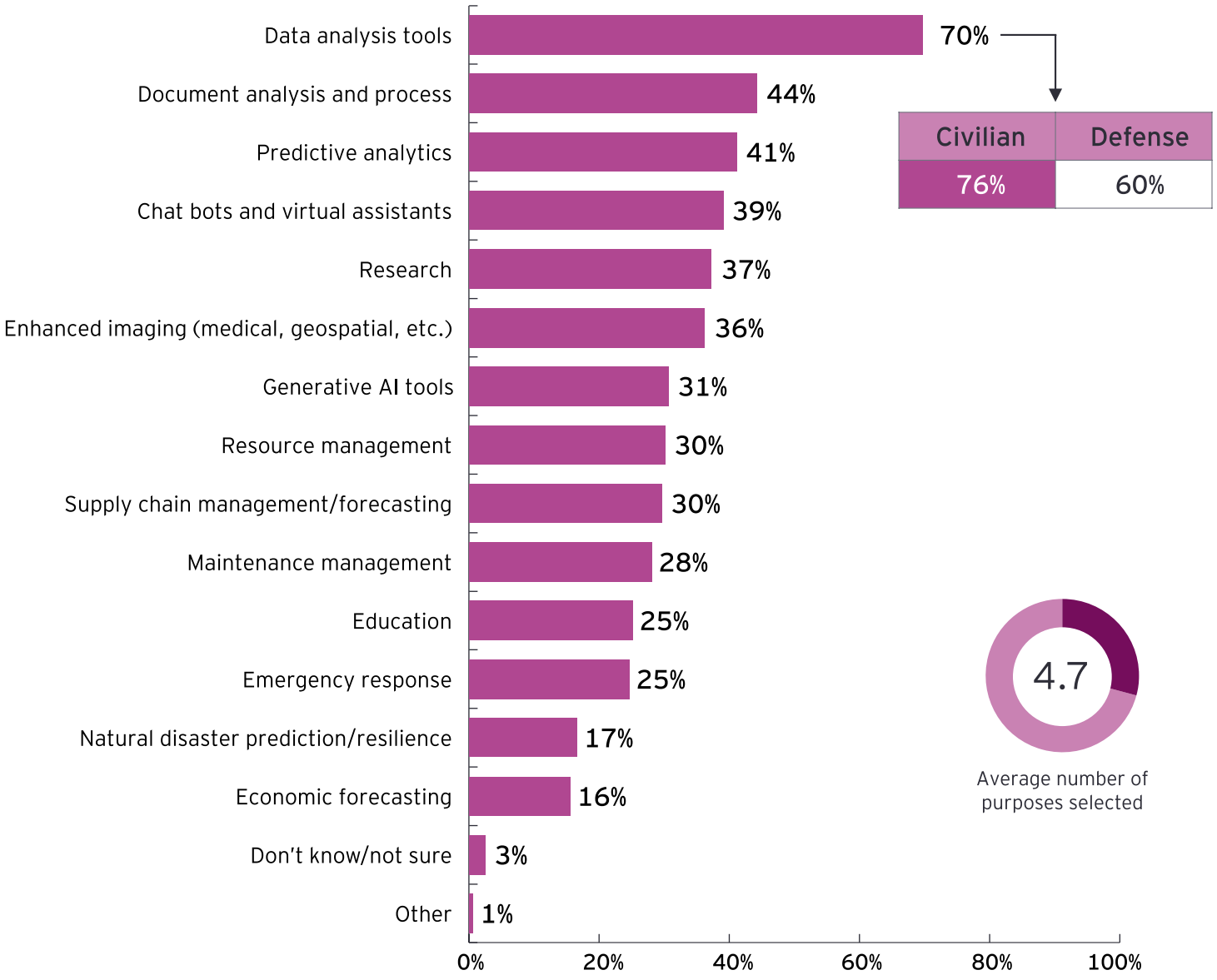
Purposes for AI utilization

Seven in 10 are exploring, developing or using AI for data analysis, followed distantly by document analysis, predictive analytics and chat bots and virtual assistant tools mentioned by 4 in 10.

SURVEY QUESTION

Is your organization currently exploring, developing or using AI for any of the following purposes?*

** Multiple responses allowed*



AI type of most interest

Respondents are split on the types of AI of most interest, with just over half most interested in complex AI.

SURVEY QUESTION

Which best describes the kind of AI of most interest to your organization?

(Generative AI, large language models, virtual assistants, etc.)

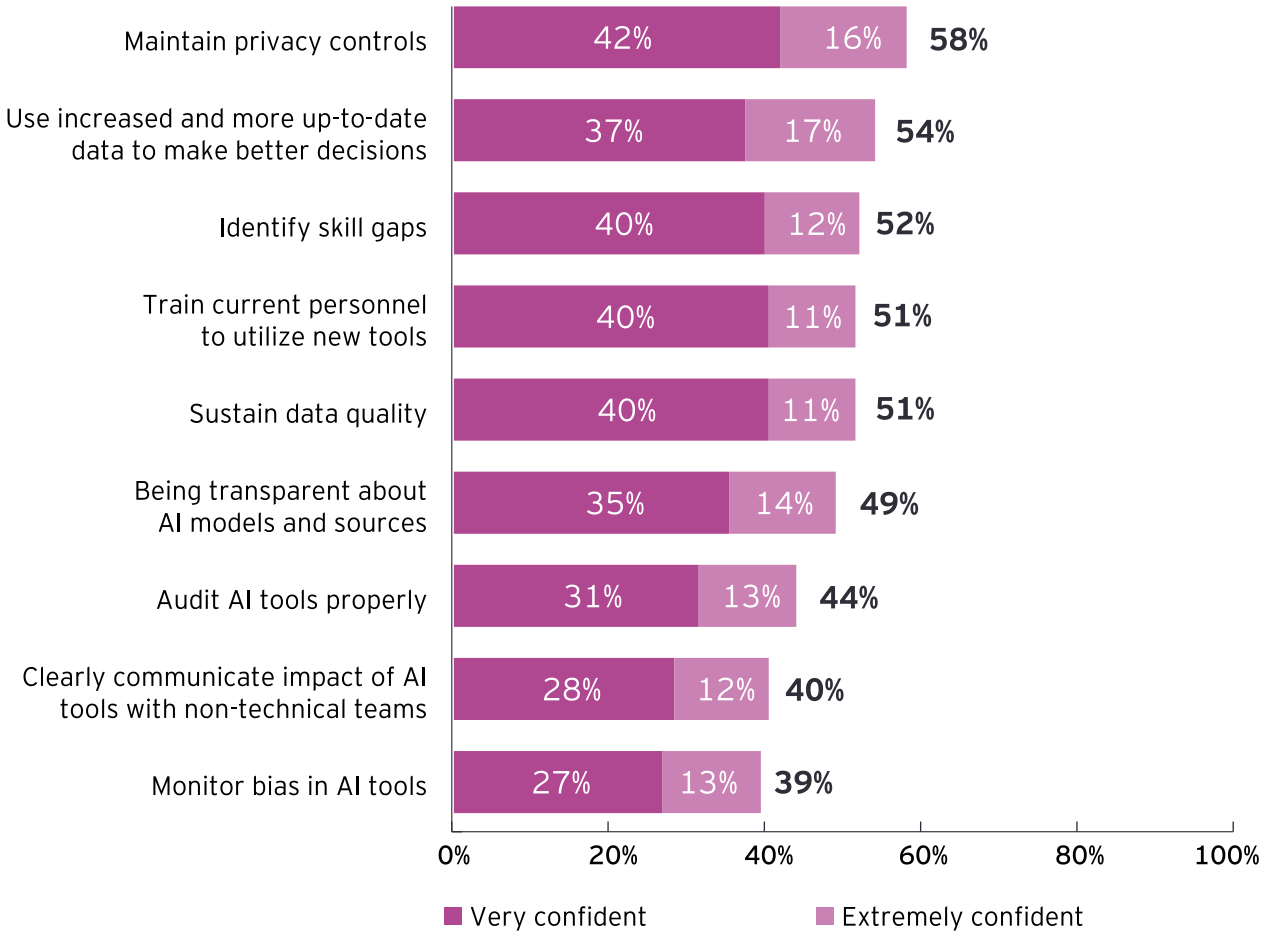
(deep learning models, machine learning models, etc.)

Confidence in organization's abilities

Respondents are most confident in their organization's ability to maintain privacy controls and least confident in the ability to monitor bias in AI tools.

SURVEY QUESTION

How confident are you in your organization's ability to ...?



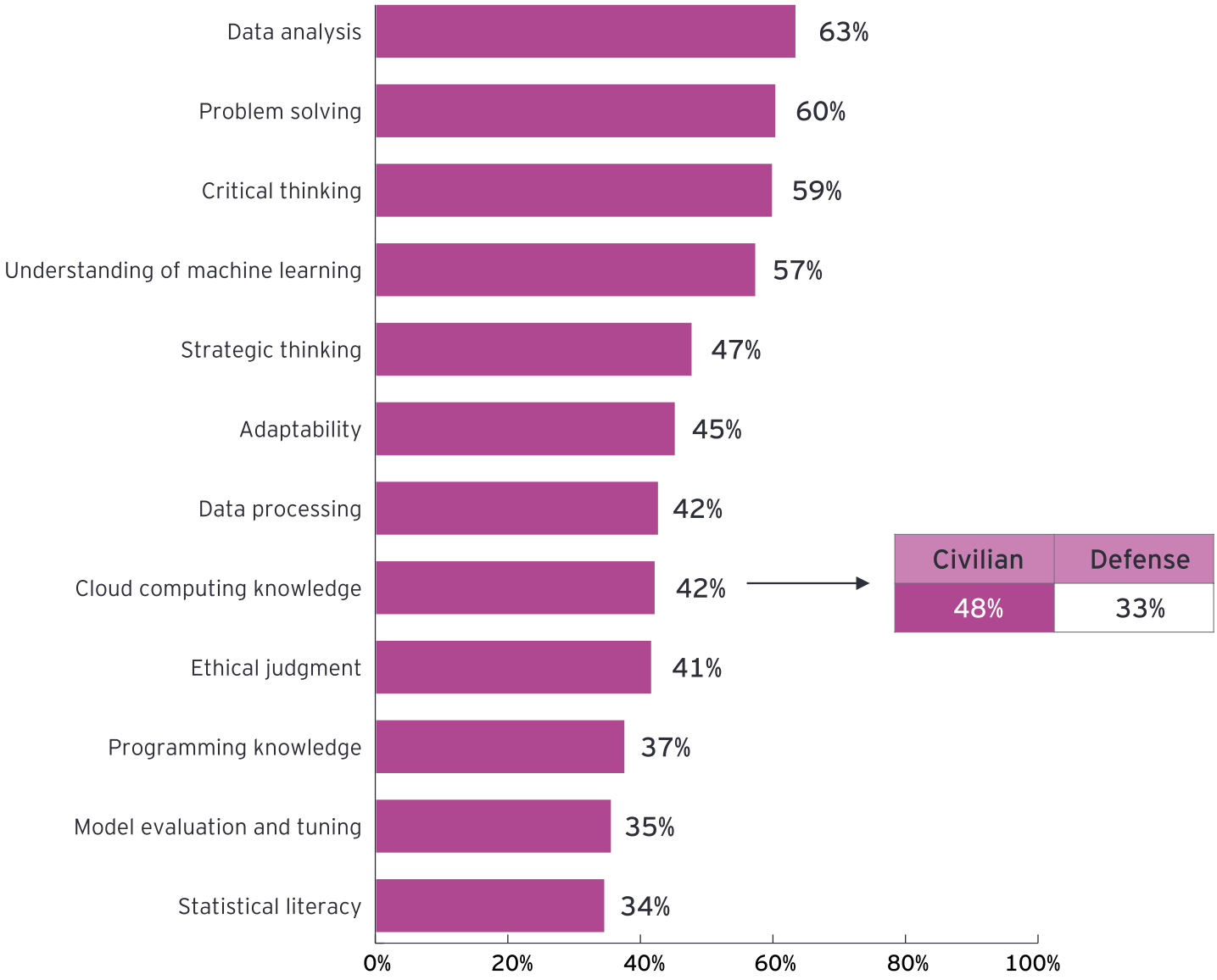
Skills for AI success

Data analysis, problem solving and critical thinking are the most needed skills in order to succeed with AI development and implementation.

SURVEY QUESTION

What skills are most needed for employees to succeed with AI development and implementation?*

** Multiple responses allowed*

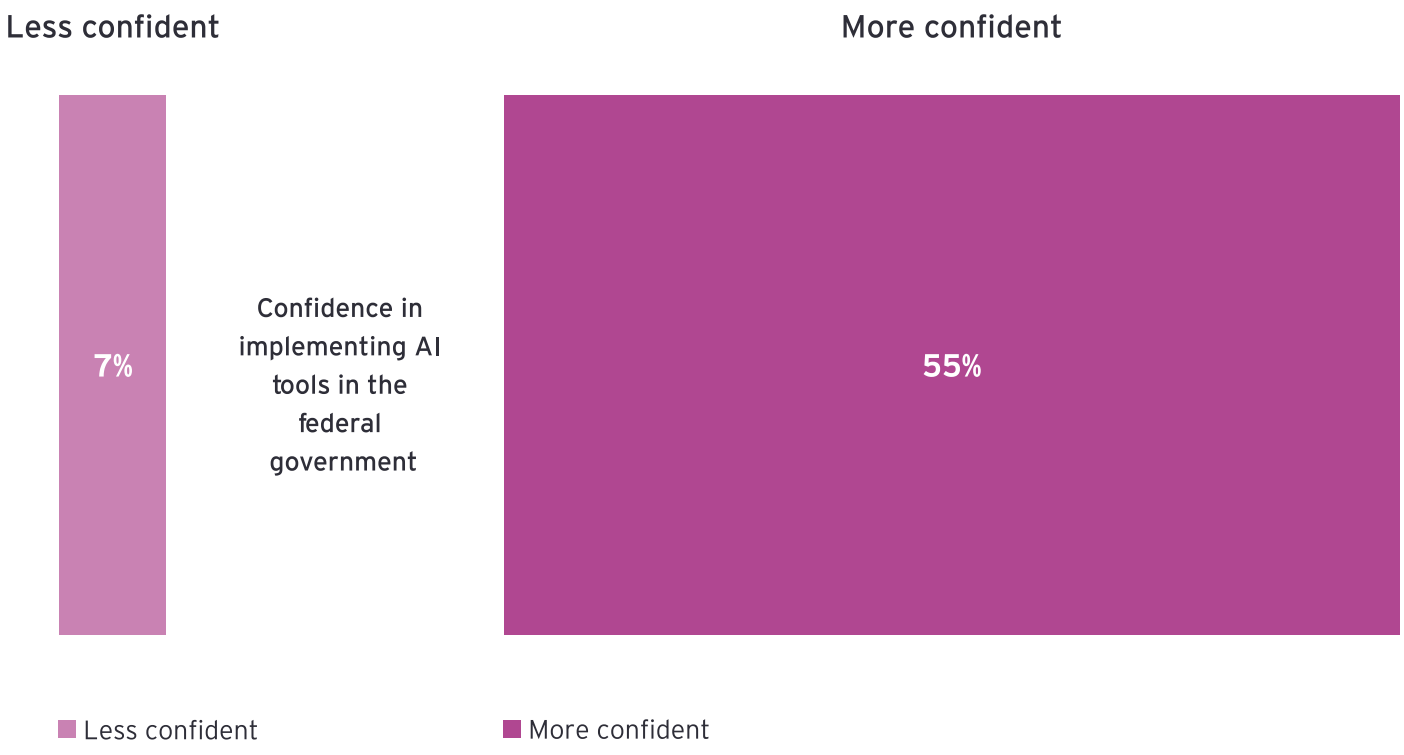


Confidence and understanding technical aspects

Over half of respondents say understanding the technical aspects of AI makes them more confident in implementing AI tools in the federal government.

SURVEY QUESTION

What impact does understanding the technical aspects of AI have on your confidence in implementing AI tools in the federal government?

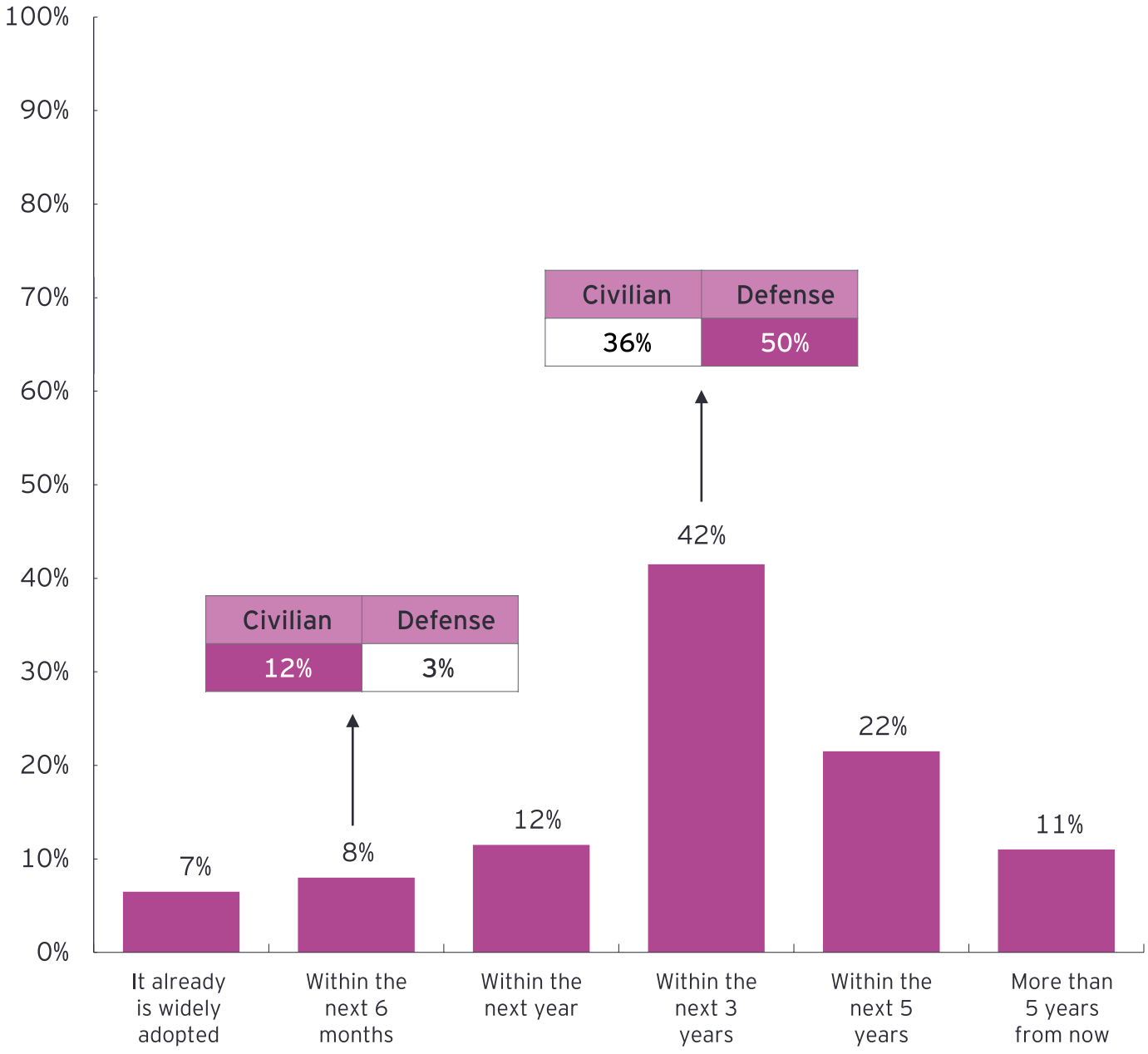


Timeline for widespread AI adoption

Nearly three-quarters of respondents believe widespread AI adoption will take place three or more years from now. Only 27% believe the federal government will become a quick adopter of AI technologies in the next year.

SURVEY QUESTION

In your opinion, how long will it take for AI to become widely adopted within the federal government?



Key takeaways

Key takeaway 1: Agencies are looking at various places for data to perform data analysis.

Roughly two thirds are turning towards public datasets (66%) or consultants and third parties (64%) for data to perform their data analysis tasks. Over half (55%) are utilizing internal data marketplaces for data source discovery. Data catalogs (41%), academia (33%) and word-of-mouth (30%) are less frequently used.

Key takeaway 2: Internal data repositories are the main source used to train AI.

Though a variety of sources are widely used, most respondents are turning to internal agency data repositories (58%) or partnerships with private sector, universities, and non-profit organizations (52%) for sources to train and sustain their AI.

Key takeaway 3: Many methods are being used to create and train AI tools.

Over half are utilizing supervised learning models (51%), while nearly half report using natural language processing (47%), hybrid (46%) or reinforcement learning models (45%).

Key takeaway 4: Governance, budget and security are paramount.

The largest barriers to data discovery and access are a lack of personnel dedicated to data governance (59%), budget constraints (58%) and data security (57%).

Key takeaway 5: Most have a CDO, but fewer agree they have sufficient budget or resources.

While most have a Chief Data Officer (65%), only 6 in ten agree their CDO has sufficient allocated budget (60%), and roughly two-thirds agree their CDO has sufficient internal resources (65%).

Key takeaway 6: AI is being explored, developed or used for a wide swath of purposes.

Respondents noted their organization is currently exploring, developing or using AI for roughly 5 use cases. The most prevalent purposes are data analysis tools (70%), document analysis and process (44%) and predictive analytics (41%).

Contacts

Ernst & Young LLP team

Ryan Doherty
Principal, Technology Consulting
ryan.doherty@ey.com

Amy Jones
Senior Manager, Technology Consulting
amy.jones1@ey.com

Joe Baptiste
Senior Manager, Technology Consulting
joe.baptiste@ey.com

Andy Ho
Senior Manager, Technology Consulting
andy.ho@ey.com

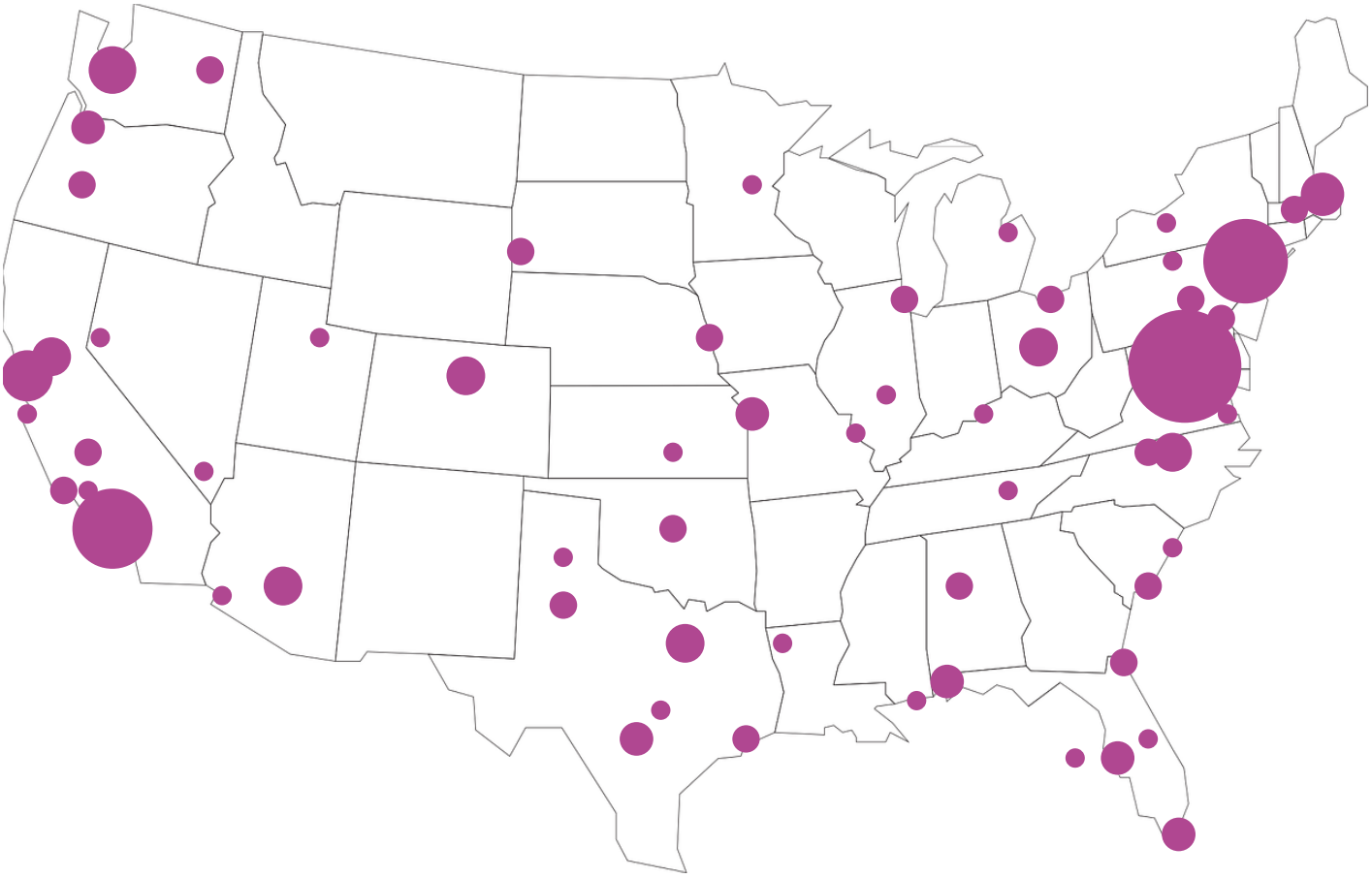
Respondent classifications

Locations represented

The sample is comprised of government respondents across the country, with the heaviest representation in the Washington, DC; New York; and Los Angeles metropolitan areas.

SURVEY QUESTION

What is the ZIP code where you work? (Open-ended)



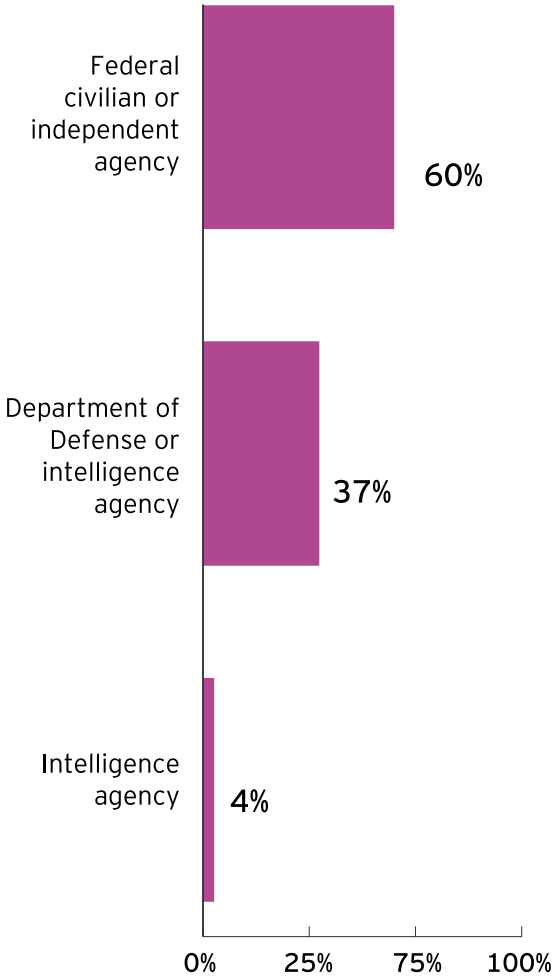
Organization types and agencies represented

Respondents were screened for employment at a federal government agency. Six in 10 respondents work at civilian agencies while 4 in 10 are employed by the Department of Defense or intelligence agencies.

SURVEY QUESTION

What type of organization do you work for?

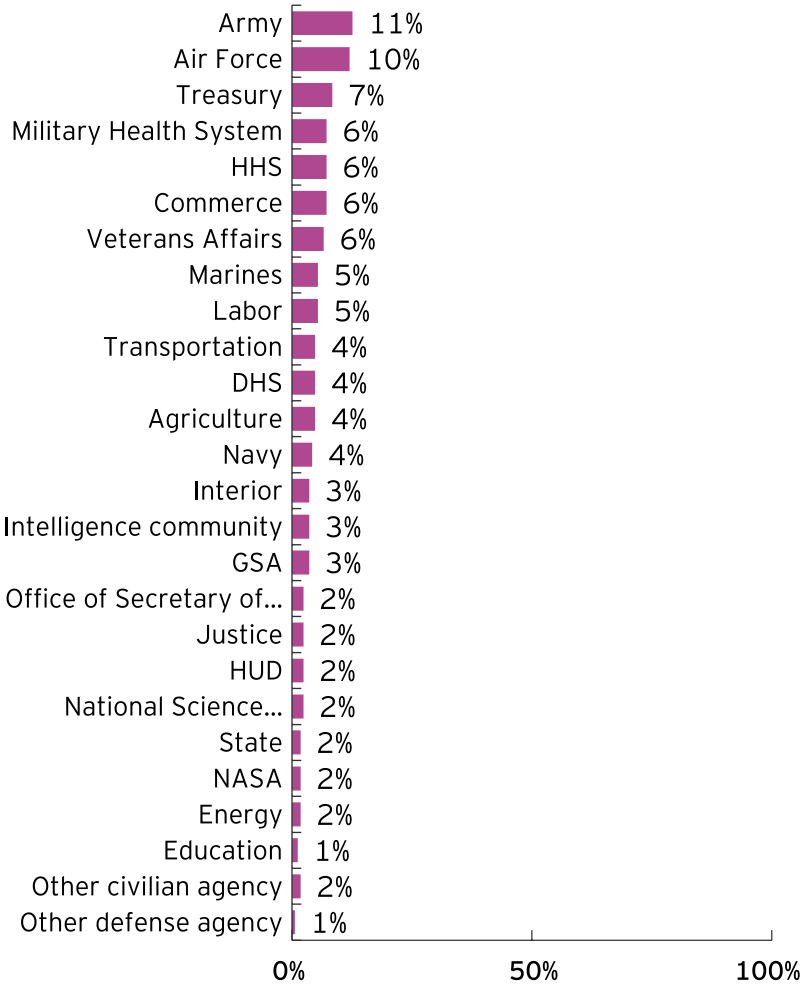
Organization type



SURVEY QUESTION

Please verify the federal government agency or military branch you work for.

Agencies represented

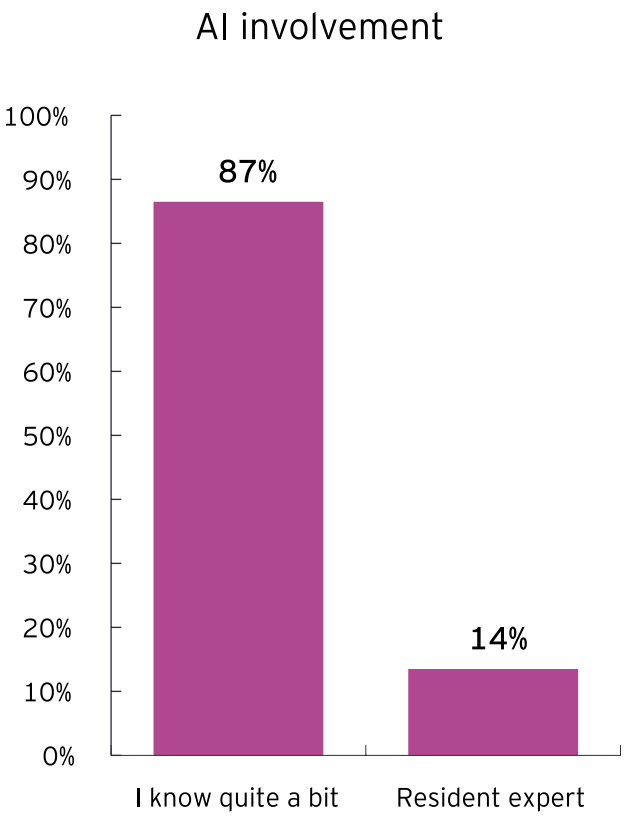


AI involvement and pay grade/level

Respondents were required to have familiarity with artificial intelligence. Six in 10 rank at a GS equivalent of 13 or higher.

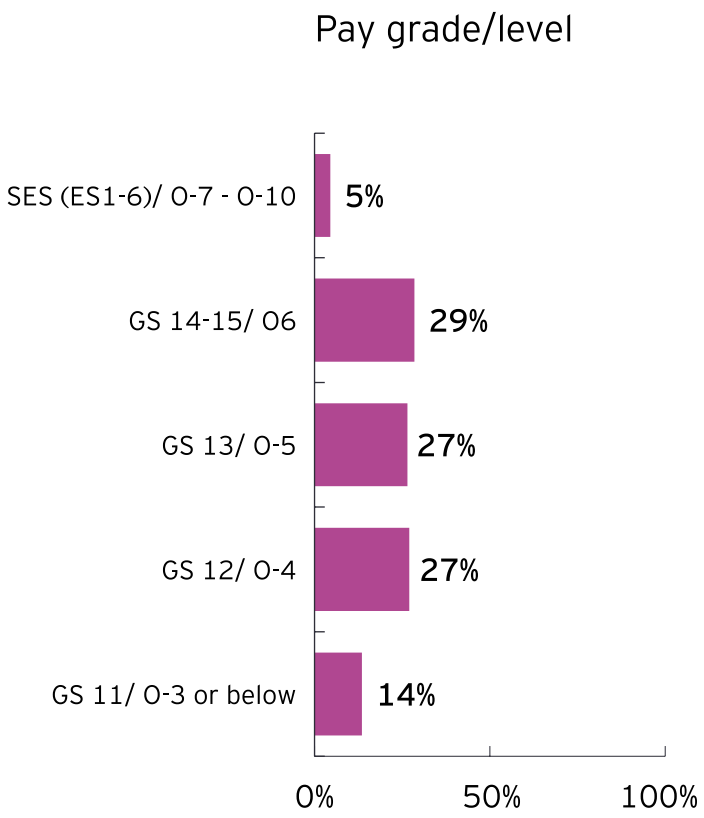
SURVEY QUESTION

How would you describe your level of involvement with AI?



SURVEY QUESTION

Please indicate your equivalent federal civilian or military pay grade/level.



Note: Charts may not add up to 100% due to rounding

Decision-making involvement

Survey respondents were required to be involved in their organization's artificial intelligence policy decision-making, and nearly 9 in 10 are involved in the management of employees or providers delivering AI solutions to their organizations.

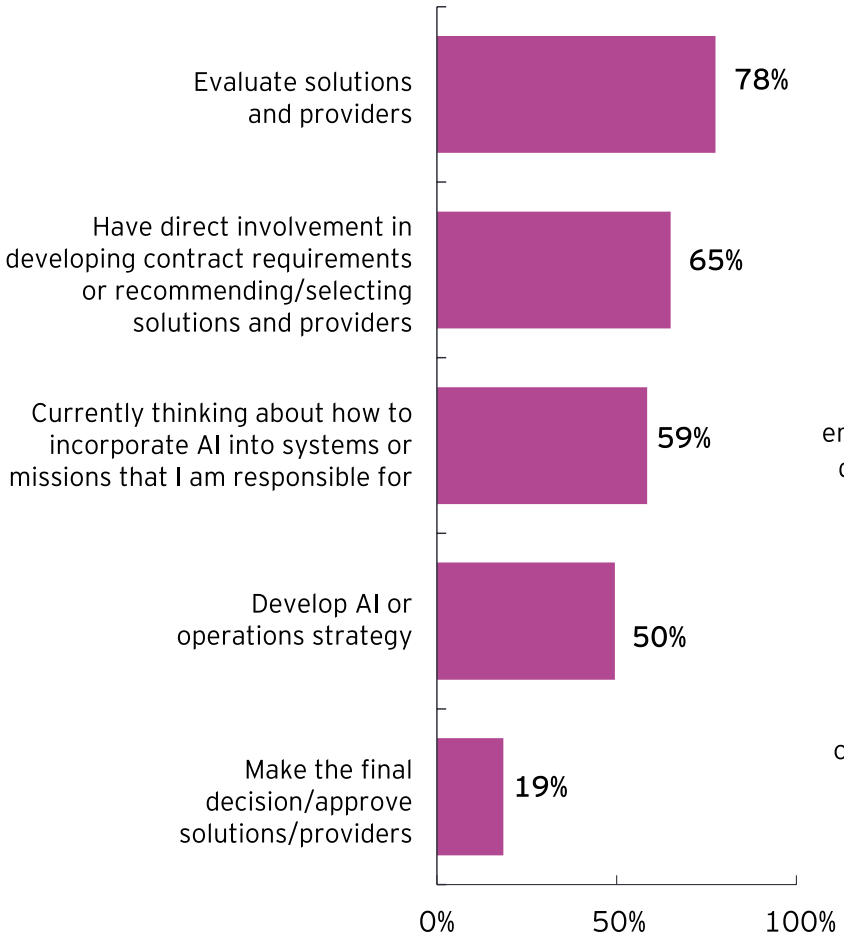
SURVEY QUESTION

In which of the follow ways are you involved in your organization's decisions or recommendations regarding artificial in AI policies?

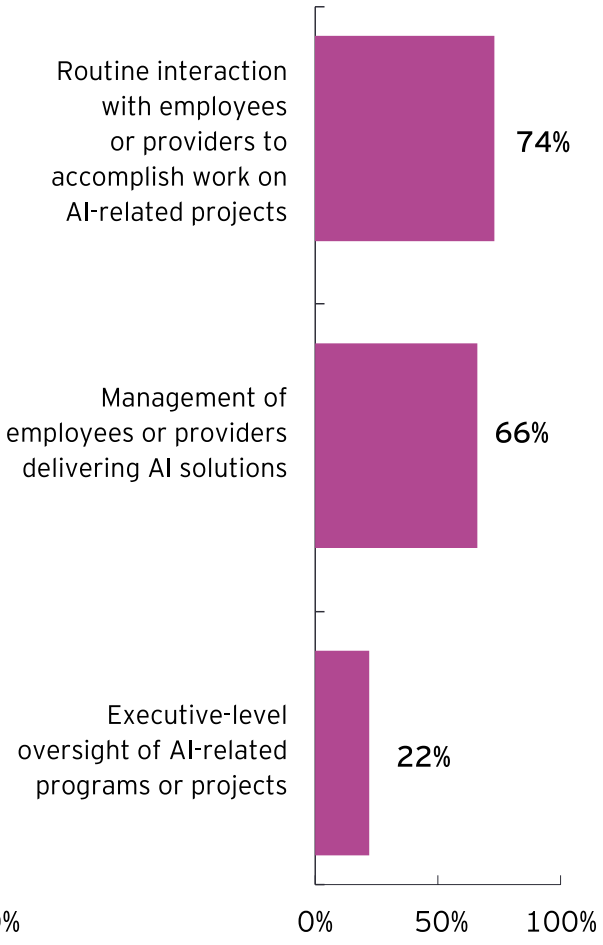
SURVEY QUESTION

In which of the following ways are you or have you been involved in your organization's management of AI policies once they have been implemented?

Decision-making involvement



Management of AI policies



EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.
Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2024 Ernst & Young LLP.
All Rights Reserved.

US SCORE no. 22505-241US
2312-4393921
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal or other professional advice. Please refer to your advisors for specific advice.

ey.com