AI Literacy

An implementation guide

.AGORIA

Summary

The European AI Act introduces an obligation for companies that use AI systems or make them available to their staff to ensure an "sufficient level of AI literacy" among the individuals who need to work with these systems.

This is a broad obligation and applies to companies that use specific AI systems internally, for example in HR or in a production environment, but also to companies that offer language models to their employees, such as ChatGPT, Copilot, etc. and providers developing and deploying AI systems.

Starting August, 2025, this requirement will be fully enforced across the EU. Although currently non-compliance with this obligation, as per Article 4 of the AI Act, may not carry specific penalties, regulatory authorities will likely consider AI literacy shortcomings when investigating any AI-related incidents or violations.

In this document, we provide more information on how your company can best comply with these obligations. Next to that, one of the key factors in ensuring the success of your AI project, is the capacity of your employees to work with these tools.

AI Literacy is an essential baseline to assure that your AI projects are sustainable.

Important considerations:

This document is not a legal document which guarantees that you comply to the requirements set forth in the AI Act.

This document was made by Agoria, with support of its members to give guidance to companies who want to work on AI Literacy.

The document is structured in a way where we provide factual information, but also add comments from the side of different organisations to clarify the information.

As the legal requirements are open for interpretations, we add theory with best practices by organizations who have experience in AI literacy.

The content is kept as concise as possible, but to further clarify certain aspects, information is provided in an annex.

Content partners

BearingPoint is a leading management and technology consultancy that supports organisations in achieving sustainable transformation in an increasingly digital world. With a strong European base and global presence, we help clients develop strategies and solutions that are not only technologically advanced, but also legally and ethically sound. Our multidisciplinary teams combine deep industry knowledge with expertise in change management, governance and digital transformation.

BearingPoint believes that AI literacy is crucial to future-proof organisations. We help organisations create a shared understanding of AI, strengthen collaboration across disciplines, and build policies that enable technological innovation without losing sight of the human touch. With our pragmatic and people-centric approach, we ensure that AI is not only understood, but also applied ethically and effectively within the organisation.

ML6 is a leading AI consulting firm that helps organisations accelerate their digital transformation using advanced machine learning technologies. With a team of highly skilled AI experts and data scientists, ML6 supports companies in developing and implementing scalable AI solutions that generate real business impact.

ML6's approach is pragmatic and results-oriented: from strategic consulting and use case validation to end-to-end implementation. Through a strong combination of technical excellence and domain knowledge, ML6 succeeds in making AI innovation tangible and profitable.

B12 Consulting is a Belgian technology company specialising in artificial intelligence, data science and customised software development. B12 Consulting serves various clients from different sectors (such as healthcare, energy, mobility or finance). It offers end-to-end solutions that include AI, machine learning, natural language processing, computer vision and agile software engineering. Founded in 2012 by three PhD students in theoretical physics, the company is headquartered in Louvain-la-Neuve, with additional offices in Brussels and Leuven.

In May 2024, B12 Consulting was acquired by Yuma, a digital transformation group, increasing Yuma's capabilities in AI.

What is AI?

The AI Act defines an AI system as a machine-based system designed to operate "with varying levels of autonomy" and capable of exhibiting "adaptability" after deployment. The AI system has explicit or implicit objectives and can generate outputs such as predictions, content, recommendations, or decisions based on the input it receives, which can influence physical or virtual environments.

Main elements of the definition

The definition of AI consists of 7 key elements:

1. Machine-based system: AI systems are developed and run on machines, including both hardware and software components.
2. Autonomy: AI systems are designed to operate to some extent without human intervention.
3. Adaptability: AI systems can have self-learning capabilities, allowing their behavior to change during use.
4. Objectives of the AI system: These can be explicit or implicit and refer to the goals the system is meant to achieve.
5. Inference ability to generate outputs: AI systems must be able to generate outputs such as predictions, content, recommendations, or decisions based on the input they receive.
6. The outputs can influence physical or virtual environments: The outputs of AI systems can affect both physical objects and virtual environments.
7. Interaction with the environment: AI systems are not passive but have an active influence on the environments in which they are deployed.

The European Commission also emphasizes that AI systems do not cover “simpler traditional software systems or programming approaches” nor "systems that are based on the rules defined solely by natural persons to automatically execute operations.”

Jan Henderyckx, BearingPoint:
The definition of AI is broad and open to interpretation. While the exact definition is critical for setting up a regulatory compliance register, for AI literacy purposes, focus on equipping staff with knowledge about the AI systems actually deployed in your organization.

Louis Vanderdonckt, ML6:
The definition of AI system is notoriously broad and difficult to implement. The European Commission provides some guidance but areas of ambiguity remain. As a rule of thumb, when you are in doubt of whether you are dealing with an AI system in the sense of the AI Act, it is likely that you are.

What is AI?

Technologies that are considered AI

The AI Act recognizes various technologies that are considered AI, including:

- Machine learning: This includes approaches such as supervised learning, unsupervised learning, self-supervised learning, and reinforcement learning.
- Deep learning: A subset of machine learning that utilizes layered architectures (neural networks).
- Logic- and knowledge-based approaches: These systems learn from knowledge, including rules, facts, and relationships encoded by human experts. Also known as 'expert systems'

Technologies that are not considered AI

Some systems fall outside the definition of an AI system in the AI Act, such as:

- Systems for improving mathematical optimization: These systems enhance the efficiency of optimization algorithms.
- Basic data processing systems: Systems that perform tasks based on manual input or rules, without any form of learning, reasoning, or modelling.
- Classical heuristic methods: These systems use experience-based methods to find solutions without learning from data.
- Simple prediction systems: Systems that operate based on statistical models, such as predicting the average temperature of the past week.

Vanessa Vanwesemael, B12 Consulting:
Don't discard the application of the AI Act too quickly simply because your system does not adapt after deployment. What constitutes an "AI system" remains ambiguous and we lack clear boundaries. In its Guidelines, the Commission specified that "adaptiveness" is not a decisive factor. This means that systems originally developed using AI technologies may still fall within the scope of the AI Act, even if, after deployment, they operate with static rules or do not update or learn from new data

What is AI literacy?

AI literacy involves equipping employees with the knowledge and skills to understand, use, and manage AI technologies. It encompasses basic concepts of AI, ethical & legal understanding, AI operations, critical thinking, technical knowledge and strategic understanding.

What does the AI Act say?

The definition of AI literacy in the AI Act is as follows: “skills, knowledge, and understanding that providers, users, and involved persons, taking into account their respective rights and obligations under this regulation, enable them to deploy AI systems in an informed manner and become more aware of the opportunities and risks of AI and the potential harm it can cause”

According to article 4 of the AI Act, providers and deployers of AI systems “shall take measures to ensure, to their best extent, a sufficient level of AI literacy of their staff and other persons dealing with the operation and use of AI systems on their behalf, taking into account their technical knowledge, experience, education and training and the context the AI systems are to be used in, and considering the persons or groups of persons on whom the AI systems are to be used.”

Jan Henderyckx, BearingPoint:
Companies should view AI literacy as a transformative workforce enabler rather than merely a compliance checkbox. By empowering employees with comprehensive AI understanding, organizations cultivate innovation champions who identify opportunities, not just avoid mistakes. The true competitive advantage comes from how effectively people harness AI potential across roles and departments. A forward-thinking AI literacy program balances innovation with appropriate safeguards, creating a culture where risks are understood but don't overshadow the transformative possibilities. True value emerges from people empowered by technology, not constrained by fear of it.

Who needs to be AI literate?

The definition of AI literacy mentions the skills of providers, users, and involved persons. These are three parties defined in the AI Act.

Providers: These are the companies that develop AI systems and offer them on the market. These are often ICT companies specializing in AI development. However, it is also possible that a company developing its AI systems internally falls under this category.
Deployers: These are the companies that use certain AI systems. They often do not develop these systems themselves but have them developed by a partner or use general AI systems.
Providers' and Deployers' staff: These are employees working with AI systems or affected by AI systems.
Other persons dealing with the operation and use of AI systems on behalf of deployers and providers: This category is quite broad and includes individuals beyond the direct staff of deployers and providers. These "other persons" are those who interact with or use AI systems under the authority or for the benefit of the provider or deployer. Some examples are external consultants, temporary contractors etc.
Concerned persons: These are the employees who use AI systems provided by their employer (in this case, the user) or to whom these systems apply.

As a general analysis, we can state that the requirements for AI literacy span the entire "AI value chain". Companies developing the AI systems must educate their developers, companies using these systems must ensure that those responsible for these systems have an adequate level of knowledge, and they must train the employees who use the systems or to whom they apply.
The level of AI literacy will therefore vary depending on the "roles" played in this context.

Jelle Hoedemaekers, Agoria:
Based on the previous analysis of whether or not AI is used, a subsequent analysis can be done to identify which role the company assumes in this context. This role can differ depending on the different applications that are used or offered. A further step is to evaluate which employees or other stakeholders are involved in this in order to identify 'who' within the company should have what level of AI literacy.

Levels of AI literacy

In this section, we delve deeper into the level of AI literacy required in the context of the AI Act.

What does article 4 of the AI Act say?

“Providers and deployers of AI systems shall take measures to ensure, to their best extent, a sufficient level of AI literacy of their staff and other persons dealing with the operation and use of AI systems on their behalf, taking into account their technical knowledge, experience, education and training and the context the AI systems are to be used in, and considering the persons or groups of persons on whom the AI systems are to be used.”

It is important to note that the AI Act does not specify what constitutes a "sufficient level of AI literacy." The European Commission will provide guidelines on this, but they are not expected until early 2026.

However, it is advisable not to wait for the guidelines and to take action now. The AI literacy obligation started to apply on 2 February 2025.

It is recommended that companies develop AI literacy programs tailored to the different user groups within their organization.

First, it is necessary to assess the current level of knowledge. There may already be training programs that have been conducted in the past, ensuring that the involved employees meet the requirements.

Next, the development of training programmes related to different roles and profiles should continue.

Companies can base their programmes on several existing best practices, such as for example those listed in the Living Repository of the Commission. In any case, the actual knowledge of the users should be considered when defining the programmes to match their needs to upskill.

Jan Henderyckx, BearingPoint:
Good AI literacy isn't about everyone knowing everything—it's about each person having the right skills for their specific role and responsibilities.

Louis Vanderdonckt, ML6:
Cultivating AI literacy is a continuous journey, requiring adaptation to the ever-changing AI landscape. New AI projects, systems, developments, and potential risks will require continuous or periodic updates to training and upskilling strategies.

Levels of AI literacy

We can base this on several best practices but generally the following knowledge dimensions should be considered:

Ethical & Legal Understanding	Operational Skills	Critical Thinking	Technical Knowledge	Strategic Knowledge
AI Ethics Principles and Challenges	Using AI Tools Effectively	Evaluating AI-Generated Content	Basic AI Concepts and Terminology	Business Implications of AI
Bias and Fairness Considerations	Understanding AI Outputs	Questioning Results	How AI Systems Work	Competitive Landscape
Privacy Implications	Recognizing Limitations	Identifying Potential Issues	Data Requirements and Limitations	Risk Management
Transparency and Explainability	Providing Feedback	Understanding AI Boundaries	Model Evaluation	Organizational Transformation
Regulatory Compliance	Knowing When to Override	Recognizing Misuse	Development Processes	Investment Considerations

While this list may seem long, not everyone should have the same level of knowledge on each of these topics. How to best approach this is handled in the next segment.

A more detailed explanation of these skills can be found in the informative annex.

Louis Vanderdonckt, ML6:
AI literacy should not be solely perceived as a regulatory burden. Instead, it presents a significant opportunity by: fostering a culture of responsible AI use; facilitating clear communication about company AI strategy; increasing responsible AI engagement and the realization of its benefits; and serving as a key component of a broader AI governance framework for risk identification and mitigation through upskilling and training.

How do you set up an AI literacy program?

When your company starts using AI systems, it is essential to ensure that all employees have a basic understanding of AI. A training on AI fundamentals allows everyone to start on the same footing.

The set up of your AI literacy program will largely depend on the context, such as who the users are, their roles in the company, the AI systems they use and their existing level of knowledge of those systems. All these factors should be taken into account to determine which employees need to be trained in order to use an AI system effectively and to understand the potential risks associated to that use. Starting with a clear overview of the context will enable your company to define its specific needs and design tailored training programs.

Management plays a key role in deciding whether to implement AI systems within the company. They must be fully informed about the potential benefits AI can bring, as well as the ethical and regulatory challenges it may raise.

The HR department also plays a critical part in this strategy, particularly in staff training. HR can collaborate with management to shape and define the AI literacy program and will monitor the implementation of the program.

Finally, the IT department must understand the technical complexities of AI and provide guidance to management in selecting the right AI systems for the company, as well as overseeing the development of any custom-built systems.

> **Jan Henderyckx, BearingPoint:**
> Effective AI literacy programs start with understanding your organization's specific AI landscape and then build targeted learning paths that match each role's needs. Success comes from making learning practical, continuous, and directly connected to daily work—not from delivering generic AI knowledge to everyone.

How do you set up an AI literacy program?

As there is no one-size-fits-all literacy program, our advice is to develop an AI literacy matrix, depending on the specific usage within your company.

Below you can see what such a matrix could look like and how it can be filled out.

Role	Ethical & Legal Understanding	Operational Skills	Critical Thinking	Technical Knowledge	Strategic Knowledge
Executive leadership	X		X		X
IT Department		X		X	
HR Department	X	X	X		
Legal Department	X		X		
Projectmanagers	X	X	X	X	
Employees	X	X			

This is a template, which each company will need to fill in on its own.

However, as a source of inspiration we have developed two cases of such an AI literacy matrix.

Louis Vanderdonckt, ML6:
There is no one-size-fits all approach to AI literacy. A tiered or need-to-know-based approach may be appropriate, tailoring the level of detail to different roles. Understanding your AI literacy needs is the natural starting point of any literacy program. This encompasses steps such as: making an inventory of all your AI systems, identifying the target audience(s), assessing current levels of AI literacy, and defining the desired learning objectives and outcomes per groups/ roles.

Case 1: Implementation of an LLM (Microsoft CoPilot, ChatGPT,...)

The following matrix outlines the specific knowledge and skills required for different roles when implementing a large language system ("LLM" like Microsoft Copilot or ChatGPT within an organization. This framework helps ensure all stakeholders develop appropriate AI literacy for effective and responsible use.

In the annex, more a more detailed explanation can be found about the different skills required for each role.

Role	Ethical & Legal Understanding	Operational Skills	Critical Thinking	Technical Knowledge	Strategic Knowledge
Executive leadership	X	X	X		X
IT Department	X	X	X	X	
HR Department	X	X	X		
Legal Department	X		X		
Projectmanagers	X	X	X	X	X
Employees	X	X	X		

Vanessa Vanwesemael, B12 Consulting:
Tools like Copilot and ChatGPT are transforming the way we work. Prioritise practical training tailored to each department. When employees learn how to solve real-world challenges, write effective prompts and protect confidential data, adoption becomes intuitive.

Case 2: HR recruitment Tool with AI-based features

When implementing an HR solution with AI capabilities, organizations need to develop specific AI literacy requirements tailored to human resources processes and compliance needs. The EU AI Act specifically classifies AI-powered recruitment or selection systems that automatically screen, evaluate, or filter job applications as "high-risk".
These high-risk applications require more stringent AI literacy requirements across the organization, including advanced technical understanding of how these systems function, their potential limitations, and specific compliance documentation.

Role	Ethical & Legal Understanding	Operational Skills	Critical Thinking	Technical Knowledge	Strategic Knowledge
Executive leadership	X		X		X
IT Department	X	X	X	X	
HR Department	X	X	X		X
Legal Department	X	X	X		X
Projectmanagers	X	X	X	X	X
Employees	X	X			

Vanessa Vanwesemael, B12 Consulting:
In HR, the stakes are high because AI-based recruitment tools are classified as high-risk. Training should equip HR professionals and those involved in the recruitment process with the knowledge to understand their crucial role in the decision-making process so that they can use these tools fairly and avoid discrimination.

Key considerations : Implement an AI policy

The purpose of a policy regarding the use of AI is to establish guidelines and best practices for employees when using AI within the organization. AI tools can be used to analyze or generate content, such as text, images or music.

AI can help employees perform their jobs, but they should always consider it as a tool since AI is not flawless. It is therefore important that employees use these tools in a responsible and ethical manner.

These guidelines should apply to all employees, consultants, and third parties who have access to AI technologies or are involved in the use of AI tools on behalf of our organization.

Key focus points :

1. Artificial intelligence can be a tool to help you do your job and make decisions, but it does not replace humans and still requires human intervention.

2. Be critical of the quality of output generated by artificial intelligence and double-check that the information is accurate.

3. Never share confidential information with a publicly available AI tool.

4. If you use "free" tools, then you are probably paying with your personal data and/or the information you enter into the system, and sacrificing the security of the confidential information.

Download the Agoria template policy

Jan Henderyckx, BearingPoint:
An effective AI policy must balance innovation with responsibility. Rather than creating restrictive guidelines that hamper adoption, we advocate for clear guardrails that encourage appropriate use while mitigating risks. The most successful policies we've seen foster a culture of responsible experimentation and continuous learning.

Important considerations : Registration and follow-up of AI Literacy

As AI literacy is a requirements in the AI Act, market surveillance authorities may demand a company to provide information relating to the AI literacy actions it has taken to assure compliance to article 4 of the AI Act.

Therefore, it is essential that a detailed record is kept on:

- The process followed in setting up an AI literacy program
- They way different levels of AI literacy are set for different roles
- Actions taken by the employer to assure that the involved people have a sufficient level of AI literacy to work with the AI systems provided by the employer. In practice this means a log would need to be kept on which trainings were followed by which employees.

Also, when new AI tools are being implemented, the assessment should be repeated to evaluate whether additional actions should be taken to ensure that the needed level for AI literacy is met for these new tools.

Companies should also be aware, that there is an obligation for companies with over 20 employees to have a yearly training plan. Registration and follow-up of AI literacy actions should be integrated in this plan.

Mandatory Training Plan

Jan Henderyckx, BearingPoint:
Organizations with the most successful AI literacy programs approach measurement as a tool for improvement rather than mere documentation. Tracking progress should inform ongoing program adjustments and highlight success stories that can inspire broader adoption across the organization."

Louis Vanderdonckt, ML6:
AI Literacy is not just a check-box exercise or a one-off training. It's a continuous journey to ensure responsible AI use and compliance. A proactive approach to registration and consistent follow-up ensures your organisation stays ahead in responsible AI adoption and compliance.

Advice when starting your AI Literacy journey

BearingPoint®

AI literacy should be about creating an augmented organization that leverages AI to enhance capabilities while meeting EU AI Act requirements. Our distinctive approach is built on these principles:

- Align with strategy - Link to company roadmap
- Tailor to roles - Personalize learning paths
- Balance theory and practice - Combine knowledge with application
- Lead by example - Ensure active leadership participation
- Build a culture - Develop champions and celebrate success
- Start with excitement - Create company-wide momentum
- Build foundations - Cover benefits, risks and basic skills
- Apply practically - Focus on actual challenges
- Diversify methods - Use varied learning approaches
- Measure progress - Track capabilities and business impact

This approach transforms AI literacy from a compliance exercise into a strategic enabler for your organization.

ML6

Developing an effective AI literacy programme requires a focused, iterative approach. At ML6, we divide this into four concrete pillars:

Start by understanding your specific AI landscape. This includes taking stock of AI systems, identifying target groups, evaluating their current AI literacy levels, and defining clear learning objectives and desired outcomes for each group or role.

Based on the assessment, design the programme by selecting relevant content tailored to learning objectives and choosing the right learning methods (e.g. workshops, videos, e-learning). Decide whether to leverage existing resources or develop customised materials, prioritising real-world examples and case studies.

Allocate sufficient resources (budget, time, personnel) and establish a realistic timeline, potentially prioritising key groups. Assign clear responsibility for programme implementation, considering an AI officer for oversight.

Define success metrics, collect feedback, and continuously update the training based on insights and developments.

B12 / part of quma

Our Top 5 Recommendations for companies

- Start by creating a register of your AI systems to gain a comprehensive overview of the systems you currently use and plan to deploy.

- Ensure your leadership understands AI's strategic impacts.

- Define your user needs and design training to help them maximize their use of AI while managing risks.

- Foster continuous learning.

- Keep records of AI training for compliance audits.

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Annex

Dimensions of AI literacy : Operational Skills

This dimension focuses on the responsible and fair use of AI technologies:

AI Ethics Principles and Challenges: Understanding core AI ethics principles (beneficence, non-maleficence, autonomy, and justice) is fundamental to responsible AI use. Individuals should recognize ethical dilemmas in AI applications and balance competing considerations when deploying AI systems.

Bias and Fairness Considerations: AI systems can perpetuate or amplify existing biases through various mechanisms, from data collection to algorithm design. Individuals should detect bias in AI outputs and implement strategies to ensure fair outcomes across demographic groups.

Privacy Implications: AI systems create unique privacy challenges through data processing that can expose personal information or enable sensitive inferences. Effective privacy-by-design approaches balance data utility with protection through appropriate minimization, anonymization, and security measures.

Transparency and Explainability: Different AI systems require varying levels of transparency depending on their use context and potential impact. Communicating AI decision processes to diverse stakeholders requires adapting explanations to different technical backgrounds while ensuring appropriate transparency.

Regulatory Compliance: Understanding AI-specific regulations and applying data protection requirements to AI systems are essential skills for proper governance. This also includes recognizing intellectual property considerations for training data and model outputs while implementing compliance structures.

Annex

Dimensions of AI literacy : Operational Skills

This dimension addresses the practical aspects of working with AI systems:

Using AI Tools Effectively: Operational proficiency includes the skills to select appropriate AI systems for specific tasks, configure them for optimal performance, and formulate effective prompts. Users must develop correct judgment about when AI will help versus hinder productivity and how to integrate AI systems into existing workflows.

Understanding AI Outputs: Interpreting AI outputs requires familiarity with confidence indicators and the ability to distinguish between different types of errors. Contextualizing results within business processes connects technical outputs to practical decisions in the organizational context.

Recognizing Limitations: Identifying scenarios where AI tools struggle with ambiguity, creativity, or context-dependent reasoning helps set appropriate expectations. Understanding technical constraints and domain-specific boundaries of AI capabilities contributes to responsible deployment and appropriate human oversight.

Providing Feedback: Effective feedback on AI performance issues accelerates system improvement by bridging technical implementation and practical usage. Articulating specific problems and suggesting improvements based on domain expertise helps developers understand real-world needs.

Knowing When to Override: Human judgment remains essential in AI-augmented processes, requiring clear criteria for intervention and recognition of system failures. Balancing efficiency against quality concerns requires understanding both the technical aspects and the responsibility frameworks for appropriate human oversight.

Annex

Dimensions of AI literacy : Critical Thinking

This dimension focuses on evaluating and questioning AI outputs and processes:

Evaluating AI-Generated Content: Assessment of AI outputs involves checking factual accuracy, detecting errors, and evaluating appropriateness for intended purposes. Distinguishing between high- and low-quality outputs enables informed decisions about using, editing, or discarding AI-generated material.

Questioning Results: Verifying AI outputs should include identifying anomalies and cross-referencing with trusted sources. Challenging underlying assumptions helps expose flaws in reasoning and ensures AI serves as a decision support tool rather than replacing human judgment.

Identifying Potential Issues: Vigilance in recognizing AI system problems includes detecting hallucinations in generative AI and identifying bias in outputs. Spotting privacy vulnerabilities and ethical concerns enables intervention before problems affect critical decisions.

Understanding AI Boundaries: Recognizing the gap between AI capabilities and human intelligence helps establish appropriate boundaries for AI use. Understanding the relationship between training data and performance limits explains domain-specific variations in AI performance.

Recognizing Misuse: Identifying harmful applications of AI and attempts to circumvent safeguards help maintain appropriate human control. Recognizing inappropriate delegation of human judgment to AI, particularly for decisions requiring ethical reasoning or empathy, prevents systems from being deployed harmfully.

Annex

Dimensions of AI literacy : Technical Knowledge

This dimension covers the fundamental understanding of how AI systems work:

Basic AI Concepts and Terminology: Understanding key AI approaches and distinguishing between learning types provides essential vocabulary for engaging with AI systems. Familiarity with common techniques and application types helps identify relevant technologies for specific organizational needs.

How AI Systems Work: Basic knowledge of model architecture and the training/deployment lifecycle provides context for development processes. Understanding how models make predictions enables effective deployment without requiring deep mathematical knowledge.

Data Requirements and Limitations: The relationship between data quality and AI performance is fundamental, with common data issues directly affecting model reliability. Understanding data preparation needs and potential biases ensures systems perform consistently across different populations.

Model Evaluation: Common performance metrics enable meaningful assessment of AI systems and help prevent premature deployment of unreliable models. Understanding concepts like overfitting and model drift emphasizes the need for ongoing monitoring and connects technical performance to business value.

Development Processes: The AI development lifecycle provides context for project planning while familiarity with key roles facilitates collaboration. Understanding development's iterative nature and deployment processes ensures successful implementation with appropriate governance.

Annex

Dimensions of AI literacy : Strategic Knowledge

This dimension addresses the broader business and organizational implications of AI:

Business Implications of AI: Understanding AI's impact on business models enables identification of efficiency improvements, revenue opportunities, and customer experience enhancements. Recognizing where AI transforms workflows rather than merely accelerating them reveals paths to competitive differentiation.

Competitive Landscape: Benchmarking an organization's AI maturity against industry peers helps identify competitive threats and opportunities. Understanding AI's role in competitive advantage guides investment decisions based on strategic positioning possibilities.

Risk Management: Identifying AI-specific risks enables proactive mitigation through appropriate governance and accountability frameworks. Contingency planning acknowledges system imperfections and ensures business continuity when technical or ethical issues arise.

Organizational Transformation: Understanding how AI changes work roles helps manage workforce transitions and address cultural implications. Identifying necessary structural changes ensures organizational design supports AI success while appropriate upskilling helps employees embrace new technologies.

Investment Considerations: Understanding AI implementation costs enables realistic budgeting and appropriate ROI measurement across business value dimensions. Prioritizing investments strategically and recognizing infrastructure requirements prevents technical limitations from constraining business outcomes.

Usecase 1 : CoPilot/ChatGPT/LLM implementation

Executive Leadership

· Ethical Understanding: Advanced knowledge of potential data privacy implications, intellectual property rights risks, and compliance requirements for generative AI tools like Copilot. Understanding of how Copilot/ChatGPT might impact workforce dynamics and organizational culture.
· Strategic Knowledge: Deep understanding of how Copilot/ChatGPT can transform business processes, create competitive advantages, and integrate with business strategy. Knowledge of implementation costs, ROI measurement, and strategic prioritization across departments.

IT Department

· Operational Skills: Expert-level ability to configure Copilot/ChatGPT settings across Microsoft 365 applications, manage access controls, and integrate with existing systems. Proficiency in training users on effective prompt engineering and appropriate use cases.
· Technical Knowledge: Strong understanding of how Copilot/ChatGPT processes information, interfaces with Microsoft services, and handles data security. Knowledge of system requirements, performance monitoring, and troubleshooting common issues.

HR Department

· Ethical Understanding: Advanced knowledge of potential impacts on employee roles, skills requirements, and workplace dynamics. Understanding of how to develop appropriate usage policies that balance productivity with well-being.
· Operational Skills: Ability to use Copilot/ChatGPT effectively for HR-specific tasks such as job description creation, policy drafting, and communication planning. Skills to develop training programs for organization-wide Copilot/ChatGPT adoption.

Usecase 1 : CoPilot/ChatGPT/LLM implementation

Legal Department

· Ethical Understanding: Advanced knowledge of copyright implications, confidentiality risks, and regulatory compliance related to generative AI tools. Understanding of liability issues for AI-generated content and appropriate disclaimers.
· Critical Thinking: Strong ability to review Copilot-generated content for legal accuracy, identify potential intellectual property issues, and ensure compliance with regulatory standards.
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Project Managers

· Operational Skills: Advanced abilities in using Copilot/ChatGPT for project documentation, status reporting, meeting summaries, and communications. Skills to establish effective workflows that integrate Copilot/ChatGPT into project management processes.
· Critical Thinking: Strong capabilities to verify Copilot/ChatGPT outputs for accuracy, recognize situations requiring human oversight, and identify gaps in AI-generated content for project-critical documentation.
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Regular Employees

· Operational Skills: Practical knowledge of how to use Copilot/ChatGPT effectively within their specific job functions, including prompt engineering basics and output refinement. Understanding of when and how to use Copilot/ChatGPT for different types of tasks.
· Critical Thinking: Ability to verify information generated by Copilot, recognize limitations, and know when human expertise is required instead of AI assistance.

Usecase 1 : CoPilot/ChatGPT/LLM implementation

Copilot-Specific Training Focus Areas

1. **Prompt Engineering Skills**
- Learning to craft effective prompts that yield useful, accurate outputs
- Understanding how to refine and iterate prompts for better results
- Recognizing which types of tasks are suitable for Copilot/ChatGPT assistance

2. **Output Verification**
- Developing skills to fact-check and verify Copilot-generated content
- Identifying potential inaccuracies, biases, or inappropriate content
- Understanding when and how to modify AI-generated outputs

3. **Data Protection Awareness**
- Understanding what types of information should not be shared with Copilot
- Recognizing confidentiality risks and implementing appropriate safeguards
- Complying with organizational policies for sensitive data handling

4. **Use Case Optimization**
- Identifying high-value use cases specific to different departments and roles
- Developing best practices for integrating Copilot/ChatGPT into daily workflows
- Creating efficiency gains without compromising quality or accuracy

5. **Governance and Policy Compliance**
- Understanding organizational policies for appropriate Copilot/ChatGPT use
- Recognizing boundaries between appropriate assistance and over-reliance
- Adhering to documentation requirements for AI-assisted work

Case 2: HR recruitment Tool with AI-based features

Executive Leadership

· Ethical Understanding: Advanced knowledge of ethical implications of automated decisions in employment and education, potential societal impacts, and organizational responsibility.
· Regulatory Knowledge: Comprehensive understanding of EU AI Act requirements for high-risk systems, organizational liability, and board-level governance responsibilities.
· Strategic Knowledge: Understanding of impact on organizational strategy, competitive positioning, and risk management for high-risk AI applications.
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HR Department

· Ethical Understanding: Deep knowledge of fairness in employment decisions, bias mitigation strategies, and ethical considerations in automated workforce decisions.
· Operational Skills: Advanced ability to configure, interpret, and validate HR AI systems; implement appropriate human oversight protocols; and document decision rationales.
· Regulatory Knowledge: Comprehensive understanding of employment laws intersecting with AI regulations and specific compliance requirements for recruitment and worker management systems.

Learning Staff

· Ethical Understanding: Advanced knowledge of ethical implications for educational access, assessment fairness, and appropriate use of AI in pedagogical contexts.
· Operational Skills: Expert ability to interpret AI-generated educational assessments, implement appropriate interventions, and maintain educator authority in learning processes.
· Critical Thinking: Strong ability to evaluate AI system recommendations against pedagogical best practices and developmental appropriateness.

Case 2: HR recruitment Tool with AI-based features

IT/AI Development

· Technical Knowledge: Expert understanding of AI model development, validation, bias testing, explainability techniques, and technical documentation requirements.
· Operational Skills: Advanced capabilities in implementing technical safeguards, monitoring systems, and creating audit trails for high-risk applications.
· Regulatory Knowledge: Clear understanding of technical requirements specified in the EU AI Act for high-risk systems, including data quality and system robustness.

Legal/Compliance

· Regulatory Knowledge: Comprehensive knowledge of the EU AI Act's high-risk system requirements, conformity assessment procedures, and documentation obligations.
· Ethical Understanding: Advanced ability to translate ethical principles into compliance frameworks and policies governing AI use.
· Technical Knowledge: Sufficient understanding of AI systems to effectively audit compliance and identify potential regulatory issues.

Data Protection Officers

· Regulatory Knowledge: Deep understanding of GDPR and EU AI Act intersection, data protection impact assessments, and data minimization requirements.
· Technical Knowledge: Ability to evaluate data protection safeguards within AI systems and identify potential privacy risks.
· Ethical Understanding: Advanced understanding of privacy implications and individual rights related to automated decision-making.

Case 2: HR recruitment Tool with AI-based features

Managers/Team Leaders

· Ethical Understanding: Strong knowledge of their responsibility in AI-assisted decisions affecting team members and ethical use of performance monitoring data.
· Critical Thinking: Advanced ability to evaluate AI recommendations in context and apply human judgment to AI-supported decisions.
· Operational Skills: Ability to effectively use AI systems while maintaining appropriate human oversight and intervention.

End Users (Employees/Students)

· Operational Skills: Practical knowledge of how to interact with AI systems affecting their work or education, including understanding outputs and providing appropriate inputs.
· Ethical Understanding: Basic awareness of their rights regarding automated decisions and appropriate use of AI tools in their context.
· Critical Thinking: Ability to recognize when to question or seek clarification on AI-generated recommendations or assessments.

Case 2: HR recruitment Tool with AI-based features

HR AI Implementation focus areas:

1. **Anti-Bias Training** Training in recognizing and mitigating bias in AI-assisted HR processes, particularly in recruitment, promotion, and performance evaluation. Understanding how algorithms may perpetuate historical biases in workforce data.

2. **Data Quality Management** Skills for ensuring high-quality input data for HR AI systems, including consistent job descriptions, standardized performance metrics, and properly structured employee information. Understanding data requirements for effective AI insights.

3. **Appropriate Intervention Points** Knowledge of when human judgment should override AI recommendations in the HR process. Identification of high-stakes decisions requiring additional human review regardless of AI confidence levels.

4. **Employee Communication** Skills for transparently communicating to employees how AI is used in HR processes affecting them. Ability to explain AI-assisted decisions in understandable terms while maintaining appropriate confidentiality.

5. **Compliance Documentation** Understanding of documentation requirements for AI-assisted HR decisions to demonstrate regulatory compliance. Skills for maintaining appropriate audit trails for automated processes in case of disputes or investigations.

6. **High-Risk System Governance** Specific knowledge of enhanced requirements for high-risk HR systems, including conformity assessments, technical documentation, and human oversight mechanisms. Understanding of required risk management systems and regular evaluation procedures.
7. **Human Oversight Implementation** For high-risk systems, understanding how to implement effective human oversight protocols that can prevent or minimize risks to health, safety, and fundamental rights. Skills for implementing "human-in-the-loop" or "human-on-the-loop" supervision as appropriate for specific HR processes.

Developing these specific AI literacy skills will help organizations successfully implement HR solutions with AI features while maintaining fairness, compliance, and effective human resources management, particularly for high-risk applications that require enhanced attention under regulatory frameworks.