AI Literacy Program Design Template: A Guided Approach

This guided template helps you design a comprehensive AI literacy program. It breaks down the process into manageable phases with clear questions and prompts.

Choose Your Depth Mode:

[ ] Lite Version: Focus on essential questions (marked with `[LITE]`). Ideal for quick planning or smaller organizations.

[ ] Full Version: Answer all questions for a comprehensive, detailed plan.

Quick-Start Overview: Your AI Literacy Program at a Glance

Phase	Purpose	Key Deliverables / What You'll Define	Typical Timeframe	Status
0: Strategic Alignment	Secure executive buy-in & define core purpose.	Business Case, Executive Sponsors, Program Vision.	1-2 Weeks	[ ] Done
1: Assessment & Foundation	Understand current AI use, risks, and target audiences.	AI Inventory, Audience Map, Tiered Training Needs.	2-4 Weeks	[ ] Done
2: Program Design & Content	Define learning objectives, curriculum, and delivery methods.	Learning Objectives (per tier), Content Pillars, Delivery Plan.	3-6 Weeks	[ ] Done
3: Implementation & Rollout	Plan resources, timeline, and communication for launch.	Budget, Team Roles, Rollout Schedule, Communication Plan.	2-3 Weeks	[ ] Done
4: Measurement & Iteration	Define success, feedback loops, and continuous improvement.	KPIs, Feedback Channels, Review Cadence.	Ongoing	[ ] Done
5: Governance & Sustainability	Establish long-term ownership and integration into operations.	Program Owner, Integration Plan, Documentation Protocol.	Ongoing	[ ] Done

Phase 0: Strategic Alignment & Sponsorship

(Before diving into program design, it's crucial to understand why this program is needed and secure support from leadership.)

0.1. Establish Business Case / Strategic Imperative:

- [LITE] Why does our organization need an AI literacy program right now? What are the top 1-3 strategic reasons?
    - (e.g., Mitigate risks from AI misuse, Enable employees to leverage AI for innovation, Ensure compliance with upcoming AI regulations like the EU AI Act, Enhance talent development and retention.)
- What specific problems will this program help solve (e.g., reduce AI-related errors, prevent data breaches from generative AI misuse, improve ethical decision-making)?
- What key opportunities will it help us seize (e.g., faster product development, enhanced customer service, new market insights)?
- Can we articulate a clear value proposition or anticipated return on investment (ROI), even if qualitative?
    - (e.g., "Reduced legal exposure by X%", "Increased employee efficiency by Y%", "Improved ethical innovation culture.")
    - [CONSIDER: Assicurazioni Generali S.p.a. frames their AI literacy as part of a global digital upskilling program supporting digital transformation, improving skills, and promoting innovation, leading to >18 new market services launched. This demonstrates how AI literacy can be tied to tangible business outcomes and strategic initiatives.]

0.2. Secure Executive Sponsorship:

- [LITE] Which specific executive leaders (e.g., CEO, CTO, CHRO, CLO, Head of Innovation) are essential to champion this program for its success?
- How will we present the business case to them to gain their active support and commitment
    - (e.g., formal presentation, one-on-one briefings)?
- What active roles do we envision these sponsors playing (e.g., communicating importance, allocating resources, removing roadblocks, participating in launch events)?
    - [CONSIDER: Fastweb S.p.A. involves its CEO in AI training as part of their comprehensive AI Governance Model. This visible top-level commitment underscores the strategic importance of AI literacy and compliance throughout the organization.]

Phase 1: Assessment & Foundation Setting

(This phase is about understanding your organization's current situation regarding AI, who needs training, and at what level.)

1.1. Understand Your Organizational Context & AI Act Role:

- [LITE] Is our organization primarily an AI Provider (developing/creating AI systems), an AI Deployer (using AI systems developed by others or internally), or Both?
    - If Provider, describe key activities: (e.g., designing AI models, training algorithms, offering AI-powered software, integrating AI into products.)
    - If Deployer, describe key activities: (e.g., integrating AI tools into workflows, using AI for customer service, making decisions based on AI outputs, using AI for data analysis.)

- Key AI Systems Inventory:
    - List the core AI systems we currently use or provide, and their main purpose:
    - [LITE] For each system, what are the initial, high-level risks relevant to AI literacy (e.g., bias, privacy, security, hallucination, intellectual property concerns)? Assign a simple risk level (Low, Medium, High) from a literacy perspective.

AI System Name	Purpose / Use Case	Provider / Deployer	Initial AI-Literacy Risk (Low/Med/High)
e.g., AI & Partners' Orthrus AI Scanner	EU AI Act Compliance Tool	Deployer	Medium (accuracy of classification, transparency of logic)
e.g., Assicurazioni Generali's Claims AI	Insurance Claims Processing	Deployer	High (potential for bias, fairness in outcomes, model effectiveness)
e.g., TIM's Customer Care Copilot	Customer Service Support	Provider/Deployer	Medium (risk of hallucination, privacy of customer data)
e.g., Studio Deussen's CV for Traffic Analysis	Smart City Traffic Analysis	Provider	Medium (privacy if data not anonymized, accuracy of analysis)

- Third-Party Involvement:
    - Are we working with any contractors, service providers, or other third parties who handle AI on our behalf or whose AI systems we use? If so, list them.
    - What are their responsibilities for AI literacy concerning the services they provide to us, and what are our responsibilities for ensuring they (or we) meet them?
        - [CONSIDER: Collibra B.V. notes a challenge where employees don't always recognize AI features embedded in third-party software. Their approach involves guidance on determining risks in AI use, including when it's from a third party, and mandatory legal review if a material

risk threshold is met, implicitly requiring some literacy regarding vendor-supplied AI.]

- Assess Overall AI Maturity Level:
    - Where would you place our organization on its AI adoption journey?
        - (Choose one: Nascent (just exploring), Experimenting (pilot projects), Operationalized (AI used in some areas), Strategically Integrated (AI core to business operations).)
    - How does this maturity level influence what our AI literacy program needs to achieve and how quickly?
        - (e.g., A "Nascent" organization like Studio Deussen, which is partially rolled-out and exploring creative GenAI, might focus on foundational workshops and use case descriptions. In contrast, a "Strategically Integrated" organization like IBM, with mature AI products and a fully implemented program, encourages extensive learning (40+ hours) and practical challenges like the "watsonx challenge" for deep, contextual AI application.)

1.2. Identify Target Audiences & Roles:

- [LITE] Which different groups of internal staff absolutely need AI literacy training? (e.g., All Staff, Executive Leadership, Technical Teams, Operational Users, Legal/Compliance.)
- For each key internal group/role, what is their: Current interaction level with AI? Decision-making authority related to AI? Potential impact of their AI use on stakeholders?
    - (e.g., Booking.com's Legal and Public Affairs teams: Have a high potential impact via regulatory interpretation, medium interaction with company AI applications, and medium decision-making authority on AI-related policies.)
    - (e.g., Criteo's R&D and Product Analytics teams: Exhibit high interaction with AI development tools and processes, high decision-making authority on AI model design and features, and high impact on product functionality and user experience.)
- Are there any external stakeholders who might need some form of AI literacy or awareness from us? (This might be more about communication than formal training).
    - (e.g., Asimov AI S.R.L. (Micro, Italy) focuses its AI literacy primarily on its customers, which are government institutions and businesses using their AI legislative services. Telefónica S.A. (Large, Spain) extends its AI literacy efforts to the "whole of society," particularly vulnerable groups, through public initiatives like their "Conecta Empleo" digital skills training program.)

1.3. Assign Roles to Risk-Based Training Tiers:

(Now, group the roles you identified into training tiers based on their needs and the potential risks associated with their AI interaction. Some roles may span multiple tiers.)

- Tier 1 (General/Awareness): Foundational understanding for everyone.

    - [LITE] Which roles/groups are included? (e.g., All employees at Assicurazioni Generali S.p.a., All staff at Workday, All staff at AI & Partners, All staff at EnBW Energie Baden Württemberg AG via foundational training).
    - Main Focus: Basic AI concepts, general risks/opportunities, our organizational AI policies.
- Tier 2 (Operational): For those who use AI tools in their daily work.
    - [LITE] Which roles/groups are included? (e.g., Frontline employees at AI & Partners, Customer Service at TIM using AI copilots, HR/Marketing/Finance operational users at Generali, Staff at BiMeta Corporation in the AEC field using AI for BIM and construction management).
    - Main Focus: Practical AI tool usage, interpreting outputs, specific system knowledge, operational risks (e.g., data quality, hallucination, bias detection), reporting issues.
- Tier 3 (Technical/Specialist): For those who build, design, or deeply manage AI systems.
    - [LITE] Which roles/groups are included? (e.g., Technical teams at AI & Partners, R&D and Product Analytics at Criteo, AI developers at Dedalus Healthcare, AI/ML Engineers at Workday, Analysts at Gjensidige Forsikring ASA).
    - Main Focus: Advanced technical knowledge, ethical AI design principles, AI lifecycle management, specific regulatory requirements for development/deployment, understanding and mitigating high-risk AI considerations.
- Tier 4 (Strategic/Leadership): For executives and high-level decision-makers.
    - [LITE] Which roles/groups are included? (e.g., Leadership at AI & Partners, Top Management at Dedalus Healthcare, Strategic decision-makers at EnBW Energie Baden Württemberg AG, Executive committee at Dedalus Healthcare).
    - Main Focus: AI governance, strategic alignment, defining organizational risk appetite for AI, legal/compliance oversight, understanding industry trends and societal impact of AI.

- Training Tier Mapping Matrix:

Role/Group	Tier 1 (General)	Tier 2 (Operational)	Tier 3 (Technical)	Tier 4 (Strategic)
All Staff (Generali,	X			

Workday, EnBW)				
AI-SPOCs (Fastweb)	X		X (as SME for AI Risk Assessment)	X (advisory role to leadership
Dev Team (Criteo, SAS, Smals AI Experts)	X		X	
Legal Team (Booking.com, Mural, Smals DPOs/Legal)	X	X (contextual use of AI Act/policy)		X (policy impact & oversight)
Client-facing teams (OpenSky, Asimov AI customers)	X	X (for client tool use & understanding)		
Add more roles as needed				

Phase 2: Program Design & Content Development

(With your audience and their needs defined, what will they learn, and how will the content be structured?)

2.1. Define Learning Objectives & Outcomes (Per Tier/Role):

(For each tier, what should participants know (objective) and be able to do (outcome) after completing the training? Be specific and measurable where possible.)

- [LITE] For Tier 1 (e.g., All Staff):
  - Objective 1: Understand basic AI terminology and concepts.
  - Outcome 1: Able to define AI, Machine Learning, and Generative AI at a high level. (e.g. Booking.com aims to standardize terminology for their Legal/PA teams as a foundational step.)
  - Objective 2: Recognize organizational policies on AI use.
  - Outcome 2: Knows where to find and how to apply AI usage guidelines (e.g., "Do not input confidential data into public GenAI tools" – a common policy reinforced by companies like Collibra B.V. and INECO which limits public LLM use and raises awareness of data leakage risks).
- For Tier 2 (e.g., Customer Service using an AI Chatbot):

    - Objective 1: Effectively use the AI chatbot for customer inquiries and common scenarios.
    - Outcome 1: Demonstrates proficiency in chatbot operation, can effectively prompt for information, and handle common troubleshooting (e.g., "chatbot is stuck"). (Asimov AI focuses on this for their customers using legislative service platforms, ensuring they can function with the platform.)
    - Objective 2: Identify potential biases or errors (hallucinations) in chatbot responses and know escalation paths.
    - Outcome 2: Can articulate common risks of chatbot outputs and can appropriately flag or escalate issues according to policy. (Asimov AI dedicates specific training to hallucinations in the legislative domain for their customers; Palantir's AI Literacy Hub plans to cover AI risks like hallucination and bias.)
- (Continue this for Tier 3 and 4, and any key roles within Tiers that need highly specific objectives.)
    - [CONSIDER: For Tier 3 (Technical/Specialist) like at Criteo: Objective: Understand and apply ML model evaluation techniques for fairness. Outcome: Able to select and implement appropriate fairness metrics for a given AdTech use case.]
    - [CONSIDER: For Tier 4 (Strategic/Leadership) like at EnBW: Objective: Understand the strategic implications of AI for the energy sector. Outcome: Able to articulate 2-3 key AI-driven opportunities or threats relevant to the company's long-term strategy.]

2.2. Plan Curriculum & Content (Based on EU AI Act Minimums & Needs Assessment):

(What core topics or "pillars" will your training cover? Customize these modules for each tier's objectives.)

- Pillar 1: General Understanding of AI:
    - Modules: What is AI? How AI/ML works (simplified), Types of AI (e.g., GenAI, Discriminative AI), AI in our organization (current use cases), Opportunities of AI, Dangers/Risks of AI (general concepts).
        - [CONSIDER: VERBUND's "FrAIday" initiative starts each monthly 50-minute session with a 5-min AI capabilities introduction, covering fundamentals for all employees. Similarly, EnBW Energie Baden Württemberg AG offers foundational training for beginners to ease entry into data & AI.]
- Pillar 2: Organization's Role & AI Systems:
    - Modules: Our role (Provider/Deployer) and its implications, Specific AI systems we use/develop (overview, purpose, data sources), Data used by our AI (types, sources, quality considerations).
        - [CONSIDER: AI & Partners, B.V. includes training on their Orthrus AI Scanner, helping staff understand this specific tool used to identify, catalogue, and manage AI systems. Gjensidige Forsikring ASA maintains a registry for its AI systems, models, and use cases, making the intended purpose available to end-users, which forms a basis for literacy on specific systems.]

- Pillar 3: AI System Risks & Mitigation (Contextualized):
    - Modules: Specific risks of our key AI systems (e.g., bias in our hiring tool, privacy risks with our customer data AI, security vulnerabilities, hallucination specifics for our GenAI), Mitigation strategies in place, User responsibilities in risk mitigation (e.g., "What to do if you suspect bias," "How to protect sensitive data").
        - [CONSIDER: SAS's "Responsible Innovation and Trustworthy AI" course uses diverse scenarios such as bias in EEG analysis, the implications of using female crash test dummies, and racial disparities in speech recognition to contextualize specific AI risks. Fastweb S.p.A. uses its AI Risk Assessment framework to identify the purpose and context of use for each AI system, which then informs ad hoc mitigation measures and literacy needs.]
- Pillar 4: Legal & Ethical Aspects:
    - Modules: Overview of EU AI Act (key obligations, esp. Article 4), Organizational AI ethics principles (fairness, transparency, accountability), Responsible AI practices, Data privacy and AI (GDPR implications), Human oversight requirements (when and how humans intervene).
        - [CONSIDER: Mural's specialized live interactive training for their AI team focuses on key provisions of the EU AI Act, including prohibited practices and high-risk categories, using their own interactive whiteboard tool for engagement. Telefónica S.A.'s RAI Culture Plan is directly linked to their AI Code of Conduct, emphasizing human-centred, fair, and inclusive AI principles.]
- Pillar 5: Role-Specific Skills & Knowledge (as defined by Learning Objectives):
    - Modules: (e.g., Prompt Engineering for Commercial Teams, Ethical AI Design Principles for Developers, AI Governance Framework for Leadership, AI Model Monitoring for IT Ops).
        - [CONSIDER: TIM provides specific courses like "Prompt engineering for commercial reality" for their Commercial department, enabling practical application in offer analysis and customer analysis. Criteo's bootcamp offers advanced, practical AI application development for their R&D and Product Analytics teams. Workday embeds contextualised responsible AI guidelines and support materials directly within the product development lifecycle for on-the-job guidance.]
- Pillar 6: The Human Element & Change Management:
    - Modules: Understanding and managing common fears/anxieties about AI, The importance of human-AI collaboration and augmentation (not just replacement), Developing critical thinking skills when interacting with AI outputs (skepticism, verification), Navigating workplace changes due to AI, Understanding AI's impact on job roles.
        - [CONSIDER: Studio Deussen's approach includes training on "new AI aesthetics" and skill development in integrating GenAI into creative work using human-centred design, emphasizing the co-evolution of human creativity and AI. Anekanta AI trains its team to interpret AI outputs, develop critical thinking, and actively challenge AI decisions to foster responsible use.]

2.3. Select Delivery Methods & Tools (Per Module/Audience):

(How will the training be delivered? Consider a mix of methods to suit different learning styles, content types, and audience needs.)

- [LITE] Which of these (or other) methods make the most sense for our core audience tiers?
    - E-learning Modules (LMS): (e.g., Assicurazioni Generali's WeLearn platform, IBM's Your Learning Platform with AI-driven suggestions, Milestone Systems' planned basic e-learning for all employees, TIM's TIM Academy Platform with extensive hours logged).
    - Interactive Workshops (Virtual/In-Person): (e.g., AI & Partners' instructor-led workshops, Studio Deussen's general AI knowledge and inter-group dialogue workshops, Smals' interactive workshops for foundational knowledge customized with providers).
    - Live Presentations/Webinars: (e.g., VERBUND's "FrAIday" monthly sessions, Fastweb's company-wide webinars and workshops on internal AI systems, Smals' in-person/webinars by AI developers adapted to audience).
    - Simulations/Use-Case Scenarios: (e.g., AI & Partners' scenario-based exercises, SAS's course incorporates diverse scenarios from healthcare to law enforcement, BiMeta Corporation's hands-on practice with AI tools comparing results with expectations).
    - Job Aids/Quick Reference Guides: (e.g., Enzai Technologies' AI Guides (Brochures) like "Drafting your AI Policy – A Practical Guide").
    - Mentorship/Peer Learning Programs: (e.g., OpenSky Data Systems' planned mentorship program for peer guidance, Studio Deussen's planned interdisciplinary mentorship, BiMeta Corporation's consideration of a mentorship program for experienced users to guide beginners).
    - Knowledge Hub/Intranet Resources: (e.g., Eyer's shared document repository detailing mechanisms of their own AI for transparency, Palantir's planned "AI Literacy Hub" with internal resources, Gjensidige's knowledge hub with links to AI system provider materials).
    - External Courses/Certifications: (e.g., Gjensidige Forsikring ASA's collaboration with BI Norwegian Business School for an AI course in the financial industry, Credo AI's advisory program providing literacy to other organizations).
    - Gamification Elements: (e.g., EnBW Energie Baden Württemberg AG uses game-based approaches and lightweight activation formats for tool-specific competence).
- Embed Accessibility & Inclusion Checks Inline:
    - How will we ensure all training materials and delivery methods are accessible to everyone, including those with disabilities?
        - (e.g., Adhering to WCAG guidelines, providing captions for videos, ensuring screen reader compatibility for e-learning modules, using color-blind-safe palettes for visuals, offering alternative formats.)
- Have we considered diverse learning styles and cultural backgrounds in content design?

    - [CONSIDER: Booking.com provides their video/podcast series with subtitles and written handouts to cater to visual learners and disability needs. SAS tests their "Responsible Innovation and Trustworthy AI" course for accessibility. Studio Deussen aims for culturally sensitive, bias-free content, provides accommodations for disabilities, and uses LLMs for language adjustment in their training. Telefónica S.A. emphasizes accessibility and inclusiveness in its public digital skills programs and internal "Responsible Design" practices.]

Phase 3: Implementation & Rollout

(This phase is about putting your plan into action: allocating resources, setting a timeline, and communicating the program.)

3.1. Resource Allocation:

- [LITE] What is our estimated budget for this program? (Consider costs for tools, external trainers/consultants, content development, LMS fees, etc.)
- Which internal human resources will be involved, and what are their specific roles? (e.g., Program Manager, internal trainers, Subject Matter Experts (SMEs) for content creation/review, IT support for LMS, Communications team.)
    - [CONSIDER: Criteo leverages its own employees—those developing internal AI systems or researching company-relevant topics—as trainers for their specialized bootcamps. Smals involves AI experts, HR, and team managers in the development of their role-based program, with AI developers also delivering some training sessions.]
- How much time will employees be expected to allocate to complete their required training? How will this be managed alongside their regular duties (e.g., dedicated training days, flexible learning hours)?
    - [CONSIDER: IBM encourages employees to dedicate 40+ hours of learning per year (with an average of 80 hours achieved), integrated via their Your Learning Platform. In contrast, VERBUND's "FrAIday" is a more lightweight commitment of 50 minutes per month, making it easier to integrate into busy schedules.]

3.2. Develop Timeline & Phasing:

- Will we run a pilot program with a small, representative group first to gather feedback and refine the content/delivery?
    - If yes, who will participate, and what's the timeline for the pilot and its debrief?
- How will the program be rolled out? Will there be phases for different tiers or departments? Which groups are the highest priority for the initial rollout?
    - Target completion date for Phase 1 Rollout (e.g., all Tier 1 staff, or high-risk Tier 2 roles):
        - [CONSIDER: Dedalus Healthcare, being in a sensitive sector, initiated their AI literacy rollout by first targeting directly involved departments

like legal, DPO, QARA, and developers. Mural achieved 93% completion for their mandatory all-staff training relatively quickly, indicating a potentially broad initial phase.]

- What about subsequent phases for other groups?
    - Target completion dates for each phase:
- How will AI literacy training be integrated into the onboarding process for new hires?
    - [CONSIDER: Credo AI makes AI literacy a mandatory part of new employee onboarding. Gjensidige Forsikring ASA includes AI literacy verification during recruitment and makes training part of onboarding, varying by role. Enzai Technologies promotes their AI Literacy Hub during new personnel onboarding, and Eyer plans to make AI literacy and training a default for onboarding new people.]

3.3. Communication & Engagement Plan:

- [LITE] How will we announce and promote the AI literacy program to generate awareness and enthusiasm?
    - (e.g., All-hands meetings with executive sponsors, internal newsletters, dedicated intranet page, direct email campaigns, team manager briefings.)
- What is the key message for different groups – the "What's In It For Me?" (WIIFM) – to encourage participation? Tailor messages to show how AI literacy can:
    - Enhance their skills and career growth.
    - Make their jobs easier or more efficient.
    - Ensure their work is compliant and responsible.
    - Protect them or the organization from risks.
- How will managers be equipped and encouraged to support their teams' participation and learning (e.g., providing time, discussing topics, leading by example)?
- Will there be any incentives or recognition for completing training or demonstrating engagement (e.g., certificates of completion, digital badges, shout-outs in company communications, opportunities to contribute to AI projects)?
    - [CONSIDER: Enzai Technologies provides a certificate upon completion of their AI Governance Training. IBM's "watsonx challenge" allows employees to use IBM AI products for their work context, fostering engagement and innovation through practical application rather than direct incentives.]
- Integrate Change-Management Touchpoints:
    - Has a change-impact analysis been completed for major roles that will be significantly affected by AI adoption and literacy requirements?
    - Which change-agents, super-users, or internal champions will reinforce new behaviors and responsible AI practices post-training within their teams?
        - [CONSIDER: Telefónica S.A. uses "RAI Champions" as intermediaries with business areas to drive their Responsible AI culture and reinforce learning. Smals identifies "AI ambassadors" from different departments to help identify and prioritise AI use cases, acting as champions for AI literacy within their teams.]

Phase 4: Measurement, Evaluation & Iteration

(How will you know if the program is successful, and how will you keep it relevant and effective over time?)

4.1. Define Success Metrics & KPIs:

(How will we measure the program's effectiveness? Think about different levels of impact.)

- [LITE] What are the 2-3 most critical KPIs to track initially to determine success?
- Leading Indicators (Optional but Recommended): Are there any early signs we can track that suggest the program is on the right path, even before full impact is seen?
    - (e.g., Number of questions asked in AI-related internal forums, percentage of employees requesting access to AI sandbox environments, self-reported confidence levels in understanding/using AI (pre/post training or pilot).)
- Knowledge Acquisition (Output-Focused): Are people learning what we intended?
    - (e.g., Assessment/Quiz scores (pre/post training), observed ability to articulate key AI concepts/risks relevant to their role during discussions or simulations.)
        - [CONSIDER: AI & Partners, B.V. uses literacy assessments to monitor improved AI knowledge and understanding. EnBW Energie Baden Württemberg AG uses standardized tests as part of their monitoring.]
- Skills Application (Outcome-Focused): Are people using what they learned in their work?
    - (e.g., Observed changes in behavior/workflow (e.g., safer use of AI tools, better prompt writing, reduced errors in AI tool usage), reduction in AI-related errors or incidents (e.g., fewer accidental sensitive data inputs), improved quality of work involving AI.)
        - [CONSIDER: Workday tracks adherence to RAI quality standards and risk mitigations for all verified AI use cases through their development process. Mural's AI team training led to an established AI inventory system with "AI Use Case Cards," demonstrating application of learned concepts.]
- Engagement & Satisfaction (Process-Focused): Are people participating and finding the training valuable?
    - (e.g., Training completion rates (per tier/role), participant feedback scores (relevance, effectiveness of content/delivery), engagement in AI communities of practice or follow-up discussions.)
        - [CONSIDER: EnBW Energie Baden Württemberg AG reports high employee satisfaction and increasing participation in their training programs. VERBUND tracks attendance at "FrAIday" sessions and uses post-session surveys for feedback. TIM tracks training hours and completion rates for its various internal and external programs, demonstrating a focus on engagement.]
- Organizational Impact (Impact-Focused): Is the program contributing to broader business goals?
    - (e.g., Improved compliance with AI policies and regulations, increased number or quality of responsible AI innovation proposals, measurable

improvements in efficiency or effectiveness where AI is applied (e.g., faster data analysis).)

- [CONSIDER: Anekanta AI measures impact by a >50% reduction in the need for manual re-mapping of decisions and a 50% increase in the accuracy of high-level triage decisions. OpenSky Data Systems reports quantitative impacts like a 65% increase in specific AI tool usage by employees and notes that 85% of client participants found their training helpful.]

- KPI Dashboard Sketch:

KPI Category	Specific KPI	Target	Actual	Notes
Knowledge	Average quiz score (Tier 1) - Ref: EnBW tests	80% |		
Skills	Reduction in AI-related incidents/errors - Ref: Anekanta improved accuracy	20%		
Engagement	Training completion rate (Tier 2) - Ref: TIM tracks completion	90%		
Org. Impact	Increase in responsible AI use case submissions - Ref: Smals anticipates increased demand for AI projects	15%		

4.2. Establish Feedback Mechanisms:

- How will we collect feedback from participants about the training itself? (e.g., Post-training surveys (short, actionable), immediate feedback buttons within e-learning modules, informal check-ins.)
  - CONSIDER: Many companies like AI & Partners, B.V., Asimov AI S.R.L., EnBW, Criteo, and VERBUND use feedback surveys or direct follow-ups (like Asimov's CEO calls) to gather input.]

- Should we consider other methods like focus groups with participants from different tiers to dive deeper into effectiveness and challenges?
- Will there be a dedicated channel (e.g., email alias, internal forum, specific Slack/Teams channel) for ongoing questions, suggestions, or concerns related to AI literacy and AI use?
    - [CONSIDER: Mural established weekly legal office hours for their AI team to ask questions, providing an ongoing channel for support and feedback.]

4.3. Plan for Program Review & Updates:

- [LITE] How often will we formally review the entire AI literacy program (content, delivery, effectiveness)? (e.g., Quarterly, bi-annually, annually.)
    - [CONSIDER: Assicurazioni Generali S.p.a. conducts a yearly review of their practice. Enzai Technologies reviews their AI Guides and Training monthly. Fastweb S.p.A. has semestral reviews for governance models/docs and trimestral for risk assessment.]
- What specific events or triggers might require an immediate (ad-hoc) review and update of the program or parts of it?
    - (e.g., Deployment of a significant new AI system, major changes in AI regulations (like EU AI Act updates), an AI-related incident or near-miss, new organizational policies on AI, significant technological advancements in AI.)
- What will be our defined process for incorporating feedback and updating training content and materials (e.g., Content review committee, version control system)?
    - [CONSIDER: Studio Deussen plans for modular curriculum updates based on latest AI advancements and ethical standards. Credo AI has internal guides who monitor developments and update materials.]
- Maintenance Triggers Cheat-Sheet
    - Event: New AI vendor/tool onboarded.
    - Action: Review and update Tier 2 operational modules, add new system to inventory.
    - Event: Core AI model upgraded (e.g., internal NLP model improves).
    - Action: Update relevant technical modules, communicate new capabilities/risks.
    - Event: Significant regulatory guidance changes (e.g., EU AI Act delegated acts).
    - Action: Update Pillar 4 legal/ethical modules, brief Tier 4 leadership. (Palantir specifically mentions their ongoing training includes regulatory implications).
    - Event: High-severity AI incident or near-miss.
    - Action: Root cause analysis, update relevant risk/mitigation modules, rapid communication to affected tiers.
    - Event: Employee feedback indicates widespread confusion on a topic. (Dedalus Healthcare noted increased interest and requests for more info after initial trainings, indicating a feedback loop for content refinement).
    - Action: Review relevant module, add FAQs, consider supplemental training.

Phase 5: Governance & Sustainability

(How will the program be managed, maintained, and embedded within the organization for long-term success?)

5.1. Assign Ownership & Responsibility:

- [LITE] Who will be the Overall Program Owner (e.g., Head of L&D, Chief AI Officer, Head of Risk & Compliance) with ultimate responsibility for the AI literacy program's success and ongoing management?
- Will there be Departmental Champions or Sponsors to help drive engagement and relevance within specific business units? If so, identify them.
    - [CONSIDER: Telefónica S.A. uses "RAI Champions" and Smals uses "AI ambassadors" to act as intermediaries and champions within business areas.]
- Who will be responsible for Content Maintenance – ensuring training materials are accurate, up-to-date, and reflect any changes in our AI landscape or regulations?
    - [CONSIDER: Enzai Technologies reviews and revises their AI Guides and Training monthly to reflect feedback and latest developments.]

5.2. Integrate with Existing Frameworks:

- How can we link this AI literacy program to our organization's overall AI Governance Framework (if one exists or is being developed)?
    - (e.g., Literacy program training is a mandatory component of our AI governance compliance.)
    - [CONSIDER: Fastweb S.p.A. has a fully implemented AI Governance Model which includes role-based AI training. Workday embeds AI literacy resources within the product development lifecycle, linking it to their governance.]
- How does it align with and leverage existing Learning & Development (L&D) policies and platforms (e.g., using existing LMS, leveraging L&D's course design expertise)?
    - [CONSIDER: IBM leverages its "Your Learning Platform" for AI training, and Assicurazioni Generali S.p.a. uses its global "WeLearn" e-learning platform.]
- How can insights from the AI literacy program feed into our Risk Management processes, and vice-versa?
    - (e.g., Training feedback highlights new emerging risks; risk assessments inform training priorities.)
    - [CONSIDER: Collibra B.V. uses guidance for employees on determining risks in AI use, with systems reaching a material risk threshold requiring legal review, directly linking literacy to risk assessment.]
- How does it connect with any broader Change Management initiatives related to AI adoption across the organization?
    - (e.g., The literacy program serves as a key enabler for successful AI-driven transformations.)
    - [CONSIDER: OpenSky Data Systems addressed resistance to change by demonstrating AI as a supportive tool, linking literacy to successful tech adoption.]

5.3. Documentation & Record Keeping:

- [LITE] How and where will we maintain secure records of training completion for all participants? (Crucial for compliance and tracking progress).
    - [CONSIDER: Dedalus Healthcare plans to use specific platforms to deploy trainings and track attendees/completion. IBM tracks learning hours per employee via their platform.]
- Where will we store key program documentation, such as the program design, content versions, evaluation results, and records of updates? (Vital for AI Act compliance, internal audits, and continuous improvement).
    - [CONSIDER: Mural's "AI Use Case Cards" system provides auditable records. Fastweb S.p.A. maintains technical docs, policies, and templates as part of their AI Governance documentation.]
- Consider providing an editable digital version (e.g., Google Doc, Word template, Notion/Airtable base) for collaborative filling and easy updating.

Compliance Framework Mapping

(For organizations in regulated industries, this section can map program elements to specific external compliance frameworks, demonstrating adherence and simplifying audits.)

- EU AI Act Articles: (e.g., How does Tier 4 training align with Article 4, or High-Risk AI system training align with relevant articles?)
    - [CONSIDER: Many companies like Mural, Milestone Systems, and Dedalus Healthcare explicitly reference the EU AI Act in their training focus, particularly Article 4 concerning AI literacy for providers and deployers.]
- ISO/IEC 42001 Clauses:
    - [CONSIDER: Collibra B.V. obtained ISO 42001 AI Governance certification, indicating their literacy practices contribute to this standard. Anekanta AI is progressing towards this standard.]
- NIST AI Risk Management Framework (RMF) Functions:
- Add other relevant industry standards or regulations as needed.

ANNEX: Key Learnings & Company Snapshots from the AI Literacy Living Repository

This Annex synthesizes overarching themes from the AI literacy practices of the 28 organizations in the EU AI Office's Living Repository and provides a quick-reference snapshot table. It is intended to offer high-level insights and a pointer to more detailed information in the original repository PDF.

I. Key Themes & Learnings in AI Literacy Implementation

Across the diverse approaches, several key themes and valuable learnings emerge:

Role-Based and Tiered Training is Crucial for Relevance and Efficiency:

- Explanation: Organizations almost universally recognize that a one-size-fits-all approach to AI literacy is ineffective. Tailoring content and depth to specific roles (e.g., leadership, technical, operational, legal) and risk exposure (tiers) ensures that training is relevant, engaging, and respects employees' time.
- Exemplars:
    - AI & Partners, B.V. uses an "AI Literacy Competency Framework" to provide tailored learning for leadership (strategic insights), technical teams (advanced knowledge), legal (risk assessment), HR (inclusivity), and frontline staff (foundational).
    - Assicurazioni Generali S.p.a. tiers training by technical complexity and employee involvement, with basic courses for all, intermediate for AI users, and advanced for developers, including specialized "New Roles Schools."
    - Smals developed a role-based program identifying specific tasks and knowledge needed for roles like AI ambassadors, AI experts, data engineers, and DPOs/Legal, offering customized training for each.

Contextualization of Content Drives Understanding and Application

- Explanation: Abstract AI concepts become much more tangible and actionable when presented within the specific context of the organization's industry, its particular AI systems, and real-world use cases employees encounter.
- Exemplars:
    - Asimov AI S.R.L. focuses literacy for its customers (government institutions) on AI hallucinations within the legislative domain, making the risks and mitigation strategies highly specific and relevant.
    - Booking.com tailored its training for Legal and Public Affairs by applying AI concepts to company-specific AI (e.g., history of ML for fraud detection) and analyzing AI regulations through the lens of their existing legal practice areas.
    - Studio Deussen uses a four-layered approach (Context, Sector, Use, Purpose) to tailor training, ensuring that AI literacy for a smart city traffic analysis project differs significantly from one for a children's educational game.

Multi-Modal Delivery Caters to Diverse Learning Preferences and Needs:

- Explanation: Combining various delivery methods—such as e-learning, interactive workshops, webinars, job aids, and knowledge hubs—increases engagement and accommodates different learning styles, technical backgrounds, and accessibility requirements.
- Exemplars:
    - VERBUND uses a monthly "FrAIday" initiative with expert presentations, Q&A, and quizzes, making recordings available in multiple formats (video with subtitles, text summary, audio version) for accessibility.
    - Fastweb S.p.A. employs a multi-channel approach including in-person, online (live/offline), a Learning Hub with 300+ courses, and news sharing.

    - EnBW Energie Baden Württemberg AG utilizes innovative methods like game-based approaches and lightweight activation formats alongside a comprehensive e-training curriculum.

Iterative Development and Continuous Learning are Non-Negotiable:

- Explanation: The AI landscape evolves rapidly. Effective AI literacy programs are not static; they incorporate regular reviews, feedback mechanisms, and processes for updating content to reflect new technologies, risks, regulations, and organizational needs.
- Exemplars:
    - Enzai Technologies reviews its AI Guides and AI Governance Training monthly, revising them based on feedback and the latest developments.
    - Criteo continuously improves its bootcamp by collecting feedback via surveys at the end of each session and acting upon it.
    - Assicurazioni Generali S.p.a. conducts a yearly review of its practice, addressing new topics and deepening existing ones based on top-down trend identification and bottom-up business line needs.

Integrating AI Literacy with Broader Governance and Change Management:

- Explanation: AI literacy is most impactful when it's not a standalone initiative but is embedded within the organization's overall AI governance framework, risk management processes, L&D policies, and change management strategies related to AI adoption.
- Exemplars:
    - Workday embeds AI literacy resources and responsible AI guidelines directly within the product development lifecycle, reinforcing learning through on-the-job guidance.
    - Fastweb S.p.A. builds its AI literacy on key pillars including an AI Governance Model, an AI Risk Assessment Framework, and formally appointed AI-SPOCs (Single Points of Contact) who act as trained advisors.
    - Collibra B.V. integrates AI literacy with its risk management by requiring mandatory legal review for AI systems reaching a material risk threshold, a process informed by employee training on risk identification.

Clear Focus on Practical Application and Risk Mitigation:

- Explanation: Beyond theoretical knowledge, programs emphasize how to use AI tools safely and effectively, identify potential risks (bias, privacy, security, hallucinations), and understand mitigation strategies and user responsibilities.
- Exemplars:
    - SAS's "Responsible Innovation and Trustworthy AI" course is geared towards both decision-makers and system designers, using diverse scenarios to highlight risks like bias and the importance of inclusive design.
    - Mural's specialized training for its AI team includes practical elements like establishing an AI inventory system with "AI Use Case Cards" to track systems and enhance risk assessment.

    - Anekanta AI focuses on training its team to interpret AI outputs, develop critical thinking, and challenge AI decisions, directly impacting the accuracy of their risk assessment tools.

Inclusivity and Accessibility in Design and Delivery:

- Explanation: Many organizations are making conscious efforts to ensure their AI literacy programs are accessible to all employees, including those with disabilities, and are sensitive to diverse cultural backgrounds and learning needs.
- Exemplars:
    - Booking.com provides its video/podcast training with subtitles and written handouts.
    - SAS tests its e-learning for accessibility.
    - Studio Deussen aims for culturally sensitive, bias-free content, provides accommodations for disabilities, and uses LLMs for language adjustment.
    - Telefónica S.A. emphasizes "Responsible Design" focusing on accessibility and inclusiveness in its internal and public-facing initiatives.