Project Management Institute Western Michigan

WMPMI 2024 Professional Development Day

Artificial Intelligence & Project Management

October 8, 2024

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Ethical AI in Project Management

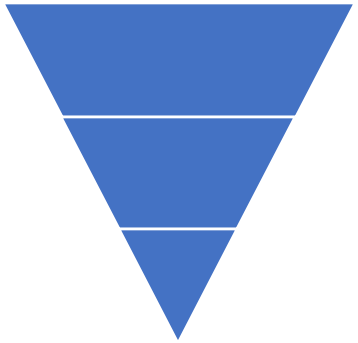
Balancing Innovation with Responsibility

Timothy Furry, PhD, AIGP, CIPP/US

AI Ethics & Governance and Data Privacy Consultant

October 8, 2024

Presentation Outline



1. Legality isn't enough.

Or, why we need ethics in general.

2. AI agents are sociotechnical systems. Or, why *AI* ethics?

3. General concerns in AI Ethics

Or, what are the main ethical risks of AI?

4. Principles for Using AI Responsibly

Or, how do I start thinking about using AI ethically?

5. PM and Ethical AI

Or, how can I use these principles as a PM?

Ethics? Really?

The Conundrums:

-Relativity of Values and Culture

-Law and Ethics

-Reasonable starting points???

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Yes. Ethics.

Back to Basics:

--Humans have bodies

--Humans are social by nature

These empirical realities are the roots of human morality and ethics.

Yes. Ethics.

Isn’t this why we have laws?

Yes. But…

-Legality and ethics are not synonymous.

-Not everything that is immoral is illegal.

-Ethical reflection allow us to transcend contemporary law and make changes.

Ethics > Legality

-Legality is the bare minimum.

-The best leaders and managers want more than the minimum when it comes to productivity and quality. Ethics should be no different.

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Why AI Ethics?
AI as Sociotechnical Systems

A sociotechnical system is a form of technology that needs to be understood and evaluated in terms of its relationship to and outputs in society and social realities.

See Brian Chan and Jacob Metcalf, “Explainer: A Sociotechnical Approach to AI Policy,” in *Data and Society*

https://datasociety.net/wp-content/uploads/2024/05/DS_Sociotechnical-Approach_to_AI_Policy.pdf

Examples:

-Loan decisions

-Job interviews

-Law enforcement

-Resource management

-Autonomous cars

-Web filters and censoring

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Major Issues in AI Ethics

-Safety

-Bias/Fairness

-Privacy

-IP and “Fair Use”

-Explainability

Ethical Issues in AI: Safety

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Safety is context dependent

-Physical (autonomous driving)

-Psychological (social media filters)

-Social/legal (law enforcement)

Kinds of Bias

1. Unwanted:

-Protected groups

-Unfair

2. Wanted:

-Accurate classification

-Affirmative Action

-Merit based

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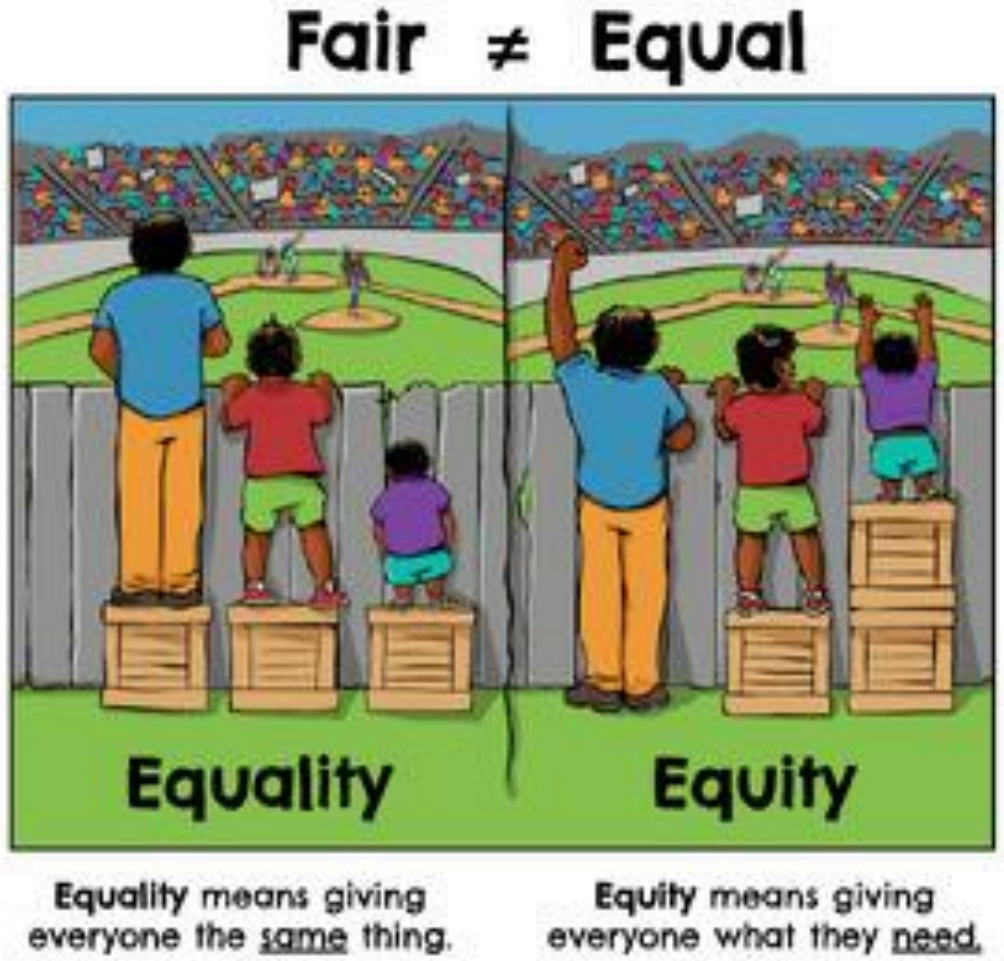
What is Fairness?

Everyone gets the same?

Everyone gets what they need?



Personal Information and Privacy Rights

Personally identifiable information (PII) is any bit or combination of info that is directly linked to a natural person and can be used to identify that person.

Examples of PII

-Name

-Address

-SSN

-IP Address

-Biometric data

-Location data

PII is Protected in many jurisdictions

GDPR in the EU

PIPEDA in Canada

CCPA in California & many other states

Data used to train AI can contain PII

So what?

-PII can be accessed by bad actors

-Reidentification of “anonymized” data

IP and Fair Use is COMPLICATED

US: AI generated content cannot be copyrighted but it can be trademarked (e.g. logos).

EU: AI ownership is possible but determined by country

COMPLICATED (cont'd)

Is using copyrighted material as training data fair use?

New York Times v. OpenAI and Microsoft

TBD

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Principles for Ethical AI

Think Humancentric

Think in Terms of Risk Mitigation

Know the Model & Your Content

Humancentric AI:

AI that aims at meeting human and social needs while augmenting or enhancing human work and experience rather than replacing or diminishing it.

Context and Use Case Matter

-AI Assistants (sole proprietor v. larger company)

-Medical care (surgery robotics, diagnostics, etc)

-Education (planning, rubrics, etc)

-PM (data analysis, budgeting, forecasting, logistics, etc)

Key Questions for Humancentric AI:

1. How is this use of AI enhancing someone's work, not simply replacing it?
    -Enhancing can include replacing some forms of labor

2. How is this use and deployment of AI respecting human dignity?
    -Empathy is required
    -Good manager practice

AI Changes the Risk Landscape

Big questions:

1. What risks am I assuming by using this AI for this use case?

2. What risks am I assuming by NOT using AI for this use case?

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Important Categories of Risk for AI

Technical

Legal

Ethical

Technical Risk

-Cybersecurity is even more important for AI systems

Given the use cases of some AI systems the risks of cyber attacks can become issues of life and death.

-Need for good algorithms (accuracy and validity)

Legal Risk

Know the relevant jurisdictions

1. EU AI Act (roll out in effect)
2. FTC Guidelines in the US
3. China has GenAI Rules
4. And many more!

Ethical Risks

1. Bias

Bias and data: garbage in, garbage out.

-Do you know the data on which your model was trained?

-Has the model been tested or audited for bias?

-Limit use cases if you're uncertain

Ethical Risks

2. Transparency

Relevant stakeholders should know AI is being used

For example, users should know if they're interacting with a chatbot.

Ethical Risks

3. Explainability and the Black Box

Explainable AI is knowing how and why an AI generated a specific output.

Explainability (cont'd)

Explainable AI is sometimes legally and ethically necessary.

-loan decisions, medical uses, etc

Think humancentric and human dignity here again.

Explainability (cont'd)

Other times explainability is not necessary and even detrimental

-spam filters, many GenAIs, etc

The tension:

The more explainable an AI is, the less accurate it tends to be.

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AI Ethics in PM

Ask the right questions:

About the model

About your context

About your use case

Ask the right questions:

1. About the AI/model:

    -What do I know about the AI agent I'm using? (model, training, etc)

    -Are there concerns about the AI's TOS? (e.g. IP)

Ask the right questions:

2. About your context

-What's my company's governance and risk management framework and how does my AI use fit in?

-Who would I go to if I'm unsure about the risk of this specific use of AI?

*Depending on the situation, consider reporting AI use to supervisors and risk managers if you've not received guidance.

Ask the right questions:

3. About your use case

-Are we using IP or PII in our AI applications?

If so, ensure compliance to company privacy policies and relevant regulatory requirements.

-How much do I know about what I'm asking the AI to do? Can I spot a mistake the AI makes?

Take Aways:

1. Think Humancentrically
2. Think Risk Mitigation
3. Aim for transparency and explainability
4. Know Your Model. Know Your Content

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More resources for further introduction to AI Ethics

-*The Alignment Problem* by Brian Christian

-*Ethical Machines* by Reid Blackman

-*Responsible AI* by Olivia Gambelin

-*Unmasking AI* by Joy Buolamwini

-EU AI Act Summary:

https://artificialintelligenceact.eu/high-level-summary/

-FTC Guidance:

https://www.ftc.gov/business-guidance/blog/2020/04/using-artificial-intelligence-algorithms

-ForHumanity open sources a lot of their work on their website and their Slack channel.

www.forhumanity.center