NOVARA
CONSULTING GROUP

This document was translated from English by machine and may contain mistakes. The English original is at https://www.novaracg.com/2026/07/23/authorization-before-readiness-why-inaccessible-onboarding-is-a-governance-failure-and-what-it-predicts-about-ai-deployment/.

Kev Tso Cai Ua Ntej Kev Npaj: Vim Li Cas Kev Onboarding Uas Tsis Nkag Tau Yog Ib Qho Kev Ua Tsis Tau Raws Cai Tswjhwm, thiab Nws Qhia Txog Dab Tsi Txog Kev Siv AI

Heather Grizzle · July 23, 2026

Cov koomhaum tso cai rau kev koom tes ua ntej lawv tsim cov xwm txheej rau nws. Vim li cas kev onboarding uas tsis nkag tau qhia tau txog yuav ua li cas ib lub koomhaum yuav tswj hwm kev siv AI.

Cov Ntsiab Lus

1. Tib Qho Kev Ua Tsis Tau, Siv Rau Thev Naus Laus Zis
2. Kev Tso Cai Ua Ntej, Tsis Yog Tom Qab Muaj Kev Foob
3. Kev Npaj Txhij Ua Tus Qauv
4. Cov chaw siv

Cov koomhaum niaj hnub no tso cai rau kev koom tes ua ntej lawv tau tsim cov xwm txheej uas ua rau kev koom tes muaj peev xwm tshwm sim. Kev txiav txim siab ntiav neeg tau ua tiav lawm, hnub pib ua haujlwm tau teem tseg lawm, ces tus neeg ua haujlwm tuaj txog thiaj pom tias cov ntaub ntawv, cov kaw lus, thiab kev pab uas tsim nyog rau txoj haujlwm ntawd tsis tau npaj tseg li. Lub koomhaum tau tso cai rau ib tug neeg los koom tes hauv haujlwm uas nws tseem tsis tau ua kom koom tau. Qhov no tsis yog ib qho kev ua yuam kev hauv kev tswj hwm. Nws yog ib qho kev ua tsis tau raws cai tswjhwm, thiab nws yog tib qho kev ua tsis tau uas tshwm sim thaum ib lub koomhaum tso cai rau ib lub tshuab txawj ntse (artificial intelligence) siv tau ua ntej

tsim cov kev saib xyuas, kev sim, thiab cov kev lav phib xaub uas yuav ua rau qhov kev siv ntawd muaj laj thawj txaus ntseeg.

Kev onboarding yog ib qho piv txwv muaj txiaj ntsig vim tias qhov ua tsis tau pom tau sai thiab cov nqi them yooj yim taug qab. Xav txog ib qho xwm txheej uas rov tshwm sim thoob plaws ntau yam kev lag luam. Ib lub chaw ua haujlwm ntiav ib tug neeg ua haujlwm uas muaj kev tsis taus. Cov ntaub ntawv qhia kev cob qhia tsis tau ua raws li cov qauv nkag tau. Qhov uas teem sij hawm ua ob lub lis piam kev qhia haujlwm tsis tau ua tiav txawm dhau ib hlis lawm. Kev qhia haujlwm ua tsis tau raws li ib qho kev cai vim tias lub chaw ua haujlwm tabtom tsim cov kev pab nkag tau tom qab tuaj txog es tsis yog ua ntej. Tus neeg ua haujlwm siv sij hawm thawj ob peb lub lis piam ntawm txoj haujlwm los tshawb nrhiav cov ntaub ntawv uas ploj lawm, piav qhia vim li cas cov txheej txheem ib txwm tsis ua haujlwm, thiab tsim ib txoj kev npaj kev nkag mus uas lub koomhaum yeej yuav tsum tau muab tso rau nws lawm. Kev ua haujlwm tau raug ncua sij hawm, thiab qhov ncua sij hawm ntawd raug sau tseg rau tus neeg ntawd es tsis yog rau txoj kev uas ua rau nws tshwm sim.

Qhov tseem ceeb ntawm cov qauv no tsis yog vim tias nws yog qhov phem rau lub neej. Nws yog vim tias nws ua rau muaj kev cais tawm hauv kev ua haujlwm uas yog qhov muaj kev koom tes raws hom phiaj. Lub koomhaum tau ntiav tus neeg ua haujlwm lawm. Nws tau ua tiav txoj kev lav phib xaub pom tseeb lawm. Txawm li ntawd los tus neeg ua haujlwm tseem raug cais tawm rau qhov ua haujlwm tiag tiag vim lub koomhaum suav tias txoj kev ntiav haujlwm yog qhov kawg ntawm lus nug txog kev nkag tau es tsis yog thaum lus nug ntawd pib muaj txiaj ntsig tiag tiag. Kev txais yuav raws cai yam tsis muaj kev npaj txhij hauv kev ua haujlwm ua rau muaj kev cais tawm uas tsis muaj leej twg xav ua thiab tsis muaj ib phau ntawv cai twg yuav sau tseg.

The mechanism deserves precise naming, because how a failure is attributed determines who is expected to fix it. Deborah Stone′s work on causal stories describes how competing accounts of what caused a harm determine where responsibility is assigned and which remedies become thinkable. An onboarding delay attributed to individual circumstance generates accommodation

Kev txais yuav raws cai yam tsis muaj kev npaj txhij hauv kev ua haujlwm ua rau muaj kev cais tawm uas tsis muaj leej twg xav ua

requests, case-by-case exceptions, and a quiet performance record. The same delay attributed to institutional unreadiness generates procurement requirements, design standards, and sign-off procedures. The facts are identical. The governance consequences are not.

thiab tsis muaj ib phau ntawv cai twg yuav sau tseg.

Tib Qho Kev Ua Tsis Tau, Siv Rau Thev Naus Laus Zis

Cov koomhaum niaj hnub no siv cov kaw lus ua haujlwm thiab cov uas siv AI thoob plaws txhua txoj haujlwm uas qhov kev ua tsis tau no tshwm sim: kev tshuaj xyuas neeg thov haujlwm, cov platform onboarding, kev cob qhia neeg ua haujlwm, kev saib xyuas kev ua haujlwm, kev npaj sij hawm, thiab kev pab txiav txim siab hauv koomhaum. Ib txoj kev ua haujlwm uas siv AI tsis yog vim li ntawd thiaj nkag tau lossis tswj hwm zoo. Thaum ib lub tshuab raug yuav thiab siv yam tsis tau sim seb cov neeg ua haujlwm muaj kev tsis taus puas siv tau zoo, thev naus laus zis ntawd tsis kho tau qhov qauv poob qab. Nws ua rau qhov qauv ntawd loj zuj zus, siv ib qho kev xav txog kev nkag tau uas tsis tau sim tas mus rau txhua tus thiab ceev heev.

Lus nug tseem ceeb thaum txog lub sij hawm tso cai tsis yog seb ib lub tshuab puas ua haujlwm raws li nws cov qauv thev naus laus zis. Ib lub platform yuav ua haujlwm raws li nws tau tsim los, tab sis tseem ua tsis tiav raws li ib lub cuab yeej koomhaum yog cov neeg uas yuav tsum siv nws nkag tsis tau, taug tsis tau, lossis koom tes tsis tau nrog nws. Cov ntaub ntawv los ntawm tus muag khoom uas hais tias raws cai yog ib qho lus hais txog khoom lag luam. Nws tsis yog pov thawj txog cov neeg ua haujlwm. Cov pov thawj rau sab nrauv hauv kev lag luam no tseem tsis tau txaus ntseeg kom siv ob qho no zoo ib yam, thiab cov ntaub ntawv yuav khoom uas muab ob qho no sib xyaws ua ke yuav muab teeb meem tso rau lub koomhaum thaum saib mus zoo li nws txo tau kev pheej hmoo.

Txoj cai lij choj twb npaj tau txog qhov no lawm. Txoj Cai Americans with Disabilities Act (ADA) muab kev pab kev nkag tau ua ib txoj hauj lwm uas tus tswv haujlwm yuav tsum sib tham nrog tsis yog ib qho thov uas tus neeg ua haujlwm yuav tsum pib thiab piav qhia. Tshooj 508 ntawm Txoj Cai Rehabilitation Act muab cov kev cai nkag tau rau cov ntaub ntawv thiab thev naus laus zis sib txuas lus (ICT) uas cov chaw haujlwm tsoom fwv nqis peev yuav, thiab nws muaj feem cuam tshuam mus deb dhau cov neeg

yuav khoom ntawm tsoom fwv ncaj qha los ntawm kev sib cog lus thiab cov qauv xeev uas tau txais yuav. Nyob rau sab Europe, Directive (EU) 2019/882 tau muaj txiaj ntsig los ntawm Lub Rau Hli 2025 thiab cuam tshuam txog cov koomhaum uas pab cov neeg siv khoom Europe tsis hais lawv sau npe qhov twg, nrog EN 301 549 ua tus qauv thev naus laus zis. Cov tswv haujlwm uas muaj kev sib txuas nrog Europe niaj hnub no tabtom ua haujlwm hauv ib qho kev cai nkag tau uas muaj cov teebmeem yuav khoom nrog rau, xws li muaj peev xwm raug cais tawm ntawm cov kev cog lus tsoom fwv.

Qhov uas txoj cai lij choj tsis muaj yog ib txoj hauv kev. Cov haujlwm raws cai tsim tau tias kev nkag tau yog qhov tsim nyog. Lawv tsis qhia rau tus neeg saib xyuas kev yuav khoom seb yuav tsum thov cov pov thawj twg ua ntej kos npe, dab tsi yog kev sim uas txaus, lossis dab tsi yuav tshwm sim thaum ib lub tshuab raug pom tias tsis txaus tom qab siv tas lawm. Qhov khoob ntawd yog qhov chaw cov cuab yeej tswj hwm yuav tsum muaj, thiab yog qhov chaw uas feem coob cov koomhaum niaj hnub no tsis muaj dab tsi li.

Kev Tso Cai Ua Ntej, Tsis Yog Tom Qab Muaj Kev Foob

Kev tswj hwm uas pib tom qab muaj kev foob tsis yog kev tswj hwm. Nws yog kev kho dua uas muaj ntaub ntawv taug qab. Txoj kev kho yog muab txoj kev txiav txim siab txog kev nkag tau rau ntawm lub sij hawm tso cai, qhov chaw uas lub koomhaum tseem muaj peev xwm tswj tus neeg muag khoom thiab tseem tsis tau ua cov kev cog lus ua haujlwm uas yuav ua rau kev thim rov qab kim heev.

Tsawg kawg, ib lub koomhaum yuav tsum teb tau rau rau lo lus nug ua ntej ib lub tshuab siv AI pab kev ua haujlwm raug pom zoo siv.

1. Dab tsi yog cov kev cai nkag tau uas tau sau tseg rau hauv daim ntawv thov ua ntej es tsis yog tsa los tom qab?
2. Dab tsi yog kev sim uas tau ua nrog cov neeg raug cuam tshuam es tsis yog nrog cov sawv cev lossis cov cuab yeej tshuaj xyuas automatic nkaus xwb?
3. Dab tsi yog cov kev pab kev sib txuas lus uas tau muab sau tseg, thiab leej twg yog tus lav phib xaub tswj cov ntawd raws li lub tshuab hloov?
4. Dab tsi yog txoj kev pab neeg uas ua haujlwm ua ke nrog lub tshuab, thiab nws puas muaj peev txheej lossis tsuas yog muab npe xwb?

5. Dab tsi yog txoj kev txiav txim rau qhov ua tsis tau thaum thev naus laus zis tsis ua haujlwm rau ib tug neeg ua haujlwm, thiab nws puas muab nra hnyav rau tus neeg ntawd los siv?
6. Thiab leej twg yog tus kos npe pom zoo, raws li pov thawj twg, muaj cai tsis pom zoo li cas?

None of these questions is technically demanding. Their absence from most procurement files is the point. Lester Salamon′s account of governance describes public action as a matter of tool selection, where the instrument chosen carries distributive consequences independent of the goal it was chosen to serve. Procurement is such a tool. Selecting an automated onboarding platform is not a neutral operational decision. It allocates who bears the cost of the system′s limitations, and in the absence of pre-authorization requirements, that cost falls consistently on the employees least positioned to absorb it.

Kev Npaj Txhij Ua Tus Qauv

The reframing this article proposes is narrow but consequential. Accessible onboarding is not a service courtesy extended to disabled employees. It is an observable indicator of whether an institution authorizes commitments it is prepared to honor. Organizations that prepare access provisions before an employee′s first day have demonstrated that they anticipate foreseeable requirements, account for users unlike the designers, and accept responsibility for equitable implementation. Organizations that respond only after a disabled employee encounters a barrier have not met an unexpected problem. They have disclosed that readiness was never part of the authorization criteria.

Tib tus qauv no siv tau ncaj qha rau kev tswj hwm thev naus laus zis. Kev nkag tau, kev saib xyuas, thiab kev lav phib xaub yuav tsum tau tsim ua ntej kev tso cai, tsis yog tsim tom qab kev ncua, kev raug mob, lossis kev cais tawm tau tshwm sim lawm. Ib lub koomhaum uas teb tsis tau rau rau lo lus nug saum toj no txog ib lub tshuab uas nws twb tau siv lawm tsis tau ua ib qho kev txiav txim tswj hwm txog lub tshuab ntawd. Nws tau ua ib qho kev txiav txim siab yuav khoom thiab hu ua kev tswj hwm.

Kev koom tes tsis tuaj yeem pib tom qab tuaj txog. Kev saib xyuas los kuj tsis tuaj yeem thiab.

TXOG TXOJ KEV UA HAUJLWM

Novara Consulting Group LLC pab qhia cov neeg yuav khoom pej xeem thiab cov koomhaum txog kev tswj hwm thiab kev yuav khoom rau cov kaw lus AI uas cuam tshuam rau kev nkag tau thiab kev koom tes ntawm cov neeg ua haujlwm.

Cov chaw siv

Americans with Disabilities Act of 1990, 42 U.S.C. § 12101 et seq.

Bauer, T. N. (2010). *Onboarding new employees: Maximizing success*. SHRM Foundation Effective Practice Guidelines Series.

Dickson, R. K., & Isisah, O. S. (2024). An exploration of effective onboarding on employee engagement and retention in work organizations. *Researchjournali's Journal of Human Resource, 9*(1), 1–21.

Directive (EU) 2019/882 of the European Parliament and of the Council of 17 April 2019 on the accessibility requirements for products and services (European Accessibility Act). *Official Journal of the European Union*, L 151.

ETSI. (2021). *EN 301 549: Accessibility requirements for ICT products and services* (V3.2.1).

National Institute of Standards and Technology. (2023). *Artificial intelligence risk management framework (AI RMF 1.0)* (NIST AI 100-1). U.S. Department of Commerce.

Rehabilitation Act of 1973, Section 508, 29 U.S.C. § 794d.

Salamon, L. M. (Ed.). (2002). *The tools of government: A guide to the new governance*. Oxford University Press.

Stone, D. (2012). *Policy paradox: The art of political decision making* (3rd ed.). W. W. Norton.

U.S. Equal Employment Opportunity Commission. (2022). *The Americans with Disabilities Act and the use of software, algorithms, and artificial intelligence to assess job applicants and employees* (EEOC-NVTA-2022-2).

World Wide Web Consortium. (2023). *Web Content Accessibility Guidelines (WCAG) 2.2*. W3C Recommendation.

TIPS

Know something about a sign language AI system that the public should know? Send it to tips@novaracg.com. Every tip is read by me and kept confidential. If you work in the UK, writing to us is not by itself a protected disclosure under the Public Interest Disclosure Act 1998, so before you share employer information, check your options with Protect (protect-advice.org.uk), the free whistleblowing advice line.

Yuav Hais Qhov Chaw Li Cas

Grizzle, H. M. (2026, July 23). Kev Tso Cai Ua Ntej Kev Npaj: Vim Li Cas Kev Onboarding Uas Tsis Nkag Tau Yog Ib Qho Kev Ua Tsis Tau Raws Cai Tswjhwm, thiab Nws Qhia Txog Dab Tsi Txog Kev Siv AI. Novara Consulting Group. https://doi.org/10.5281/zenodo.23003355