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Cov Cuab Yeej, Tsis Yog Cov Hauv Paus Ntsiab Lus: Kev Txheeb Ua Raws Theem Kev Npaj Txhij Rau AI Hauv Kev Tswj Hwm Haujlwm Neeg

Heather Grizzle · June 7, 2025

Most AI readiness models put the ethics layer third. By then the systems are in production, procurement has closed, and governance is retrospective.

Cov Ntsiab Lus

1. Ib tug qauv txhim kho uas tuaj lig dhau lawm
2. Vim li cas cov ntsiab lus tsis yog cov kev tswj hwm
3. Txoj kev npaj txhim kho, muab tig rov qab
4. Kev txawj ntse hauv kev nrhiav peev xwm tib neeg ua qauv piav qhia
5. Yam no hloov txog lus nug kev sab laj
6. Cov chaw siv

Ib tug qauv txhim kho uas tuaj lig dhau lawm

Feem ntau cov tswv yim ua qauv txhim kho AI ntawm lub koom haum muaj ib qho tsim los ua rau lawv tsis muaj peev xwm zoo. Lawv muab kev txawj ua ntej kev tswj hwm. Cov hauv paus ntsiab lus ntawm cov ntaub ntawv yog tsim ua ntej, cov kev siv yog siv tom qab, thiab ib txoj kev ncaj ncees lossis kev ntseeg siab yog coj los ua qhov peb, feem ntau piav ua cov cai coj, cov ntsiab lus, thiab cov lus cog tseg txog kev ncaj ncees thiab kev qhia meej. Txoj kev npaj no yog ib qho yooj yim to taub, vim nws zoo ib yam li txoj kev ua haujlwm tau txais nyiaj tuaj, thiab nws yog txoj kev npaj feem ntau cov qauv txhim kho AI pom zoo.

It is also the sequence that produces the failures now visible in employment AI. By the time an ethics layer is designed, the systems it would govern are in production, procurement has closed, contractual terms are fixed, vendor selection is sunk, and the organization′s practical options have narrowed to documentation and disclosure. Governance introduced at step three is not governance. It is retrospective justification of decisions made at step two.

Kev kho tsis yog ntxiv ib theem kev ncaj ncees ua ntej. Nws yog kev paub tias cov cai ncaj ncees tsis yog cov cuab yeej uas xwm txheej no xav tau, thiab kev suav tias lawv yog li ntawd nws yog qhov yuam kev.

Kev tswj hwm uas coj los ua qhov peb tsis yog kev tswj hwm.

Vim li cas cov ntsiab lus tsis yog cov kev tswj hwm

Qhov txawv ntawm ib txoj ntsiab lus thiab ib lub cuab yeej tsis yog qhov lus xwb, thiab nws twb tau muab tshuaj xyuas ntsuas zoo lawm hauv cov ntaub ntawv kev tswj hwm kom cov koom haum tsis tas rov tshawb pom dua.

Salamon′s analysis of the tools of government establishes that policy objectives are realized through instruments with identifiable properties: what activity they authorize, who administers them, what compliance they compel, and what they make observable. A stated commitment does none of these things. It expresses an intention without specifying an actor, a trigger, an evidentiary output, or a consequence for non-performance. Applied to artificial intelligence, the pattern has been documented directly. Jobin, Ienca, and Vayena′s survey of the global landscape of AI ethics guidelines found substantial convergence on high-level principles alongside marked divergence in how those principles were interpreted and what they were understood to require. Mittelstadt′s assessment reached the sharper conclusion that principles alone cannot guarantee ethical artificial intelligence, in the absence of the professional structures, accountability mechanisms, and enforcement pathways that make principles operative in other domains.

Ib lub koom haum uas teb rau kev pheej hmoo ntawm AI ua haujlwm los ntawm kev tsim cov cai ncaj ncees meej twb xaiv txoj kev nqis tes uas muaj cov pov thawj tsawg tshaj. Qhov no tsis yog vim tias kev ncaj ncees thiab kev qhia meej tsis tsim nyog. Nws

yog vim tias ib txoj cai coj tsis tsim ib yam khoom, thiab txhua txoj kev lav phib xaub uas lub koom haum tiag tiag ntsib yog ua tiav los ntawm cov khoom tsim tau.

Xav txog txoj kev cog lus txog kev qhia meej ntawm yuav ua li cas cov algorithm ua haujlwm, uas tshwm sim nyob hauv txhua qhov qauv txhim kho txhij txhua. Nws tsis muaj peev xwm ua tau raws li cov ntsiab lus teev tseg. Cov tus muag khoom yuav tsis qhia lawv qhov tsim khoom, feem ntau cov kev siv hauv pawg no tsis muaj peev xwm to taub tau raws li lub ntsiab lus cog lus qhia, thiab ib lub koom haum uas twb cog lus txog kev qhia meej ntawm algorithm twb cog lus rau ib yam uas nws tsis muaj peev xwm ua tau thiab yuav raug nug txog. Qhov cog lus uas muaj peev xwm ua tau thiab muaj txiaj ntsig zoo dua yog qhov txawv: cov pov thawj ntaub ntawv qhia txog cov txiaj ntsig thoob plaws ntawm cov pab pawg tau txais kev tiv thaiv, tsim tawm raws li lub sij hawm teev tseg, los ntawm ib tug neeg lub koom haum txheeb tau. Qhov ntawd yog ib lub cuab yeej. Nws qhia meej leej twg ua dab tsi, thaum twg, thiab yuav muaj cov ntaub ntawv dab tsi tshwm sim.

Txoj kev npaj txhim kho, muab tig rov qab

Ib tug qauv txhim kho uas tsim los ntawm cov cuab yeej tsis yog cov ntsiab lus muab txoj haujlwm txiav txim rau qhov txawv, thiab qhov muab tig no yog qhov pab tseem ceeb tshaj tsis yog qhov hloov yam ntxwv xwb.

Coverage determination comes first. Before any system is evaluated on capability, the organization must be able to answer whether the system′s outputs are used to make, guide, or materially influence decisions about hiring, promotion, compensation, assignment, discipline, or continued employment. That formulation, and not the product category under which a system is marketed, determines what obligations attach across every regime currently governing employment AI. Coverage determination is an instrument because it produces a record, assigns an owner, and triggers a defined workflow. It is also cheap, and it is the only step that becomes more expensive the longer it is deferred.

Kev tswj hwm ntaub ntawv lawv tom qab, muab piav dua tshiab. Cov qauv txhim kho piav txog lub hom phiaj ntaub ntawv ua ib qho qhov tseeb tib qho xwb, uas yog lub hom phiaj kev zoo ntawm ntaub ntawv. Lub hom phiaj kev tswj hwm txawv thiab nqaim dua: lub koom haum yuav tsum muaj peev xwm txiav txim seb ib qho kev ua kom tau raws li dab tsi ntaub ntawv, thaum twg, thiab qhov chaw twg nws tuaj. Cov ntaub ntawv sib koom ua ke huv si pab txhawb kev twv tau zoo dua. Cov ntaub ntawv

qhia meej txog qhov chaw tuaj pab txhawb peev xwm teb tau ib tug tub ceev xwm lossis ib tug foob rau vim li cas ib tug neeg tau txais qhov txiaj ntsig lawv tau txais. Tsuas yog qhov ob xwb yog ib lub peev xwm tswj hwm, thiab ib lub koom haum muaj peev xwm muaj thawj qhov tag nrho tsis muaj qhov no.

Cov kev xav tau pov thawj nkag hauv thaum yuav khoom, tsis yog tom qab. Qhov no yog qhov chaw lub koom haum tseem tuav lub peev xwm hloov. Cov ntaub ntawv tshuaj xyuas kev tsis ncaj ncees qhia meej txoj kev tshuaj xyuas, cov pab pawg raug xeem, thiab cov pej xeem. Kev lees paub tias tsis muaj yam khoom qhia txog thaj chaw, kev kawm ntawv, lossis lub sij hawm ua haujlwm ua raws li ib tug sawv cev. Kev teev meej txog txoj kev qhia thiab txoj kev ua thaum muaj kev tsis zoo raws txoj cai thiab leej twg ua nws. Cov ntsiab lus khaws cia thiab xa tawm txaus rau kev khiav mus rau lwm lub platform thoob plaws lub sij hawm txwv siv tau. Txhua qhov no muaj peev xwm hais lus ua ntej txais tos thiab tsis muaj peev xwm hais lus ua ntej ces yog qhov laj thawj tag nrho rau kev npaj kom raws sij hawm.

Deployment carries monitoring, not affirmation. The commitment that matters post-implementation is outcome testing at a stated interval, because under a disparate impact standard an organization′s belief that its tool is fair is not responsive to the question of whether outcomes differ. Only measurement is responsive.

The record layer closes the loop. Attestation bound to individual, version, date, and authenticated pathway. Retention architected at creation. The organization′s ability to demonstrate what it did is the output of the whole sequence, and it is the only output an adverse party will ever see.

Tus qauv yog ib lub voj voog tsis yog ib tug rooj sib tw, vim theem thawj rov qab tshwm sim. Cov kev siv nkag mus rau hauv lub koom haum tsis tu ncua, feem ntau los ntawm cov haujlwm uas tsis suav lawv ua cov cuab yeej txiav txim siab kev ua haujlwm, thiab kev txiav txim seb puas nyob hauv cov cai tswj hwm yog li ntawd yog ib qho xwm txheej saib xyuas tsis tu ncua tsis yog ib qhov project ua tiav lawm.

Kev txawj ntse hauv kev nrhiav peev xwm tib neeg ua qauv piav qhia

Cov qauv txhim kho uas siv tam sim no feem ntau muab kev txawj ntse hauv kev nrhiav peev xwm tib neeg ua ntej, kos cov kev txawj uas twb muaj rau tom ntej yuav xav tau, thiab tsim cov kev taug kev haujlwm raws li ntaub ntawv, rau theem ob, ua

ntej lub theem tswj hwm. Qhov muab tso rau qhov twg qhia tau tias vim tias txoj kev txawj ntse tshwj xeeb ntawd yog ib qho raug tswj hwm hnyav tshaj plaws hauv tag nrho cov pawg AI ua haujlwm, thiab yeej tsis tau txais lees paub li ntawd.

A system that maps employee capability and generates career path recommendations is producing assessments that materially influence promotion and assignment. New York City's Local Law 144 reaches promotion decisions. The Illinois amendment to the Human Rights Act, effective January 2026, reaches promotion, discipline, and discharge, and imposes notice obligations attaching to use rather than to outcome. Annex III of the EU Artificial Intelligence Act enumerates promotion, task allocation, and performance evaluation by function rather than by product category. An organization that deploys talent intelligence at stage two and reaches its trust framework at stage three has deployed a regulated system and then written its principles about it.

Qhov no yog tus nqi tiag tiag ntawm txoj kev npaj ib txwm, thiab nws tsis yog kev xav xwb. Nws yog txoj kev ib txwm uas cov koom haum tau txais cov kev lav phib xaub uas lawv tsis tau ntsuas.

Yam no hloov txog lus nug kev sab laj

Lus nug uas cov koom haum nug yog seb lawv yuav tsum siv cov cuab yeej AI twg. Lus nug uas txiav txim seb lawv qhov kev pheej hmoo yog seb cov kev siv twg lawv twb siv lawm yog cov cuab yeej txiav txim siab loj, thiab dab tsi cov pov thawj lawv muaj rau txhua qhov.

Ob lo lus nug ntawd txawv, thiab qhov ob teb tau tam sim ntawd, tsis tas yuav txiav txim siab txog kev siv thev naus laus zis, muaj tus nqi qis, thiab muaj ib yam khoom cog cia ua khoom tawm. Nws kuj yog lus nug uas ua rau cov kev txiav txim siab txog thev naus laus zis tom ntej muaj kev lav phib xaub tsis yog qhia txog kev ntseeg siab xwb. Ib lub koom haum uas muaj peev xwm hais tau, rau txhua qhov kev siv cuam tshuam rau ib qho kev txiav txim siab txog kev ua haujlwm, dab tsi nws ua, dab tsi kev lav phib xaub qhia txuas nrog, dab tsi cov pov thawj muaj, thiab leej twg tswj txoj kev tshuaj xyuas tom ntej, twb tsim tau ib yam dab tsi. Ib lub koom haum uas muaj cov ntsiab lus AI ncaj ncees twb sau ib yam dab tsi.

Kev sib koom AI rau hauv kev tswj hwm neeg ua haujlwm tsis yog ib qho project thev naus laus zis. Qhov ntawd cov qauv ib txwm hais raug lawm. Nws yog ib qho project

kev tswj hwm, thiab kev tswj hwm yog tsim los ntawm cov cuab yeej, tsis yog los ntawm cov lus cog tseg.

Cov chaw siv

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Lus Ceeb Toom.
Novara Consulting Group muab cov kev pab txog kev tswj hwm thiab kev yuav khoom rau kev siv AI hauv koom haum thiab cov kev tswj hwm rau cov neeg ua haujlwm. Zaj lus no yog kev tshuaj xyuas thiab tsis yog lus qhia txog kev cai lij choj.

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. (2025, June 7). Cov Cuab Yeej, Tsis Yog Cov Hauv Paus Ntsiab Lus: Kev Txheeb Ua Raws Theem Kev Npaj Txhij Rau AI Hauv Kev Tswj Hwm Haujlwm Neeg. Novara Consulting Group. https://www.novaracg.com/hmn/2025/06/07/instruments-not-principles-sequencing-ai-readiness-in-human-resource-governance/