

Adopting and implementing Al in public organizations: Drivers and determinants of success

Dr. Mila Gasco Hernandez

Center for Technology in Government, University at Albany - SUNY





AGENDA

- Introduction
- •Drivers of adoption
- •Determinants of success
- •Organizational routines that work
- •Final remarks



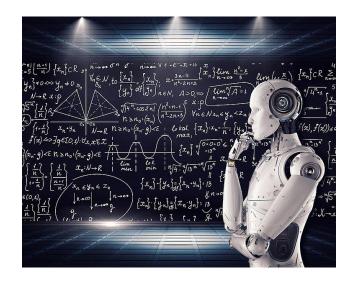
INTRODUCTION





DRIVERS OF ADOPTION

- •Contextual factors:
 - ✓ The IT industry
 - ✓ Institutional isomorphism
 - ✓ External shocks
- •Organizational factors:
 - ✓ Leadership and political support
 - ✓ Organizational culture
 - ✓ Resources availability
- Individual factors: Individuals' past experiences
- •Innovation-related factors: Relative advantage and ease of use





DETERMINANTS OF SUCCESS (1)

•Data and information-related factors:

- \checkmark Lack of understanding of what data are available or needed
- ✓ Data privacy and security
- ✓ Data quality
- ✓ Data bias
- •Technological factors:



- ✓ Different technological features of different AI-based systems
- ✓ Lack of skills
- ✓ System crashes



DETERMINANTS OF SUCCESS (2)

- •Organizational factors:
 - ✓ Lack of human and financial resources
 - ✓ Lack of an innovative culture
 - ✓ Different perspectives and expectations across stakeholders → Lack of collaboration and communication
- •Institutional factors: Lack of diverse regulation and legislation about AI
- •Contextual factors: Citizens/users' perceptions and expectations



ICCGOV 2024 PREJORIA AFRICA

ORGANIZATIONAL ROUTINES THAT WORK

•Organizational routines defined as operating procedures developed in an organizational context that enable efficient responses to external and internal environments

- •Different organizational routines for different problems:
 - ✓ Alignment between political will and executive support
 - ✓ Data standardization
 - ✓ Training
 - ✓ Stakeholder management and trust building
 - ✓ Champions and boundary spanners
 - ✓ Knowledge and learning management
 - ✓ Governance frameworks

Present das Besons core o Present core Dispons com Objects com	men os he halon ie antip to anti- albote seguinal to be talan and at to a nalidholt for follows otherwa	s palinis sistema norry representari da lacore region el tra della per
Series and Take	Reprind Asian in he later	-
 Burning and regard, or a regular back the antibility of processing stands of on regularizing unit. 	Naciona presidente actuale 19 de sector	JACOVSE MAAD'SE Dr'9) ANTONE
 Adve per agen malfamen mightly webbin to out that after upit art. 		
 Noise desanaments for non particle and solities for here been alreading and more afficient. 		
6. Angular agarmed to object and most generation.		
 Investor previous address for anything over any make decision and recommendations of which inter- 		
 Oter) new collectivities entropy (in the company) castley and association, split calor, and 		



FINAL REMARKS

- •Data and information-related factors as well as technological factors play an important role, more than organizational and institutional factors
- •Need to adopt a multidimensional perspective in AI projects
- •Importance of combining a short-term approach (project-oriented) with a long-term approach (strategic-oriented)
- •Existing relationships between different types of factors
- •Context matters!



Questions?



Thank you!

mgasco@albany.edu

@MilaGasco



+ *