

# Proportionality: match the process to the stakes

The rubric is the same for every initiative; the process around it is not. Review formality, documentation, and time to decision scale with the band. A 5 on ethics or stakeholder impact escalates the decision one level, whatever the total.

| Element                           | Low (5-10)                                  | Moderate (11-15)                                                       | High (16-20)                                                    | Critical (21-25)                                                                           |
|-----------------------------------|---------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| <b>Review format</b>              | Self-assessment with unit lead              | One cross-functional meeting                                           | Full team plus specialist reviews                               | Extended review; affected groups consulted                                                 |
| <b>Documentation</b>              | Scored rubric and short description         | Rubric, comments, draft KPIs & OKRs                                    | All of that plus efficacy plan, exit criteria, risk mitigations | All of that plus alternatives analysis and impact assessment                               |
| <b>Specialist input</b>           | Only if flagged                             | As needed (e.g., privacy)                                              | Privacy, security, legal, accessibility                         | All relevant specialists, in writing                                                       |
| <b>Decides</b>                    | Unit lead                                   | AI governance lead                                                     | AI governance council                                           | Executive sponsors                                                                         |
| <b>Target time to decision</b>    | Days                                        | About 2 weeks                                                          | About 4-6 weeks                                                 | As long as needed                                                                          |
| <b>Monitoring &amp; re-review</b> | End of pilot                                | Mid- and end-of-pilot                                                  | Ongoing; at least annually                                      | Ongoing; time-limited approval                                                             |
| <b>Guidance</b>                   | Proceed with minimal additional safeguards. | Feasible, but requires careful oversight and moderate risk mitigation. | Proceed only with strong safeguards and ongoing monitoring.     | Consider alternative strategies, or implement only with extensive controls and safeguards. |

Scope counts, not only risk: expanding to more people, more data, or more units is a re-review trigger. Timeframes and documentation levels are illustrative; set them to fit your institution and publish them so proposers know what to expect.

*Representative only: criteria, scores, roles, timeframes, and targets are examples, not actual institutional policy. Adapt before use.*