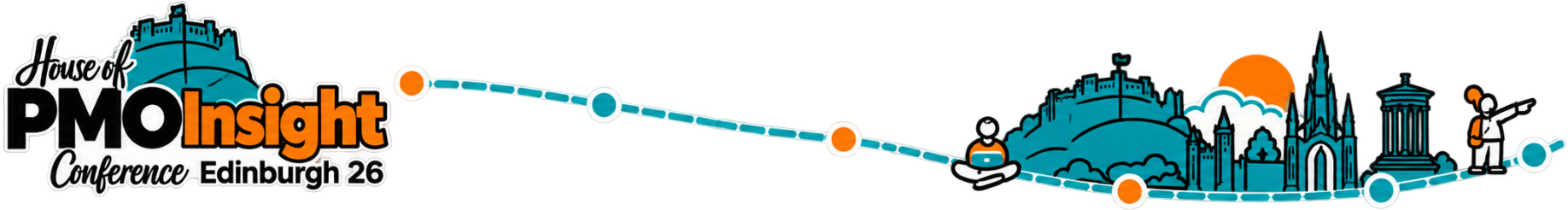
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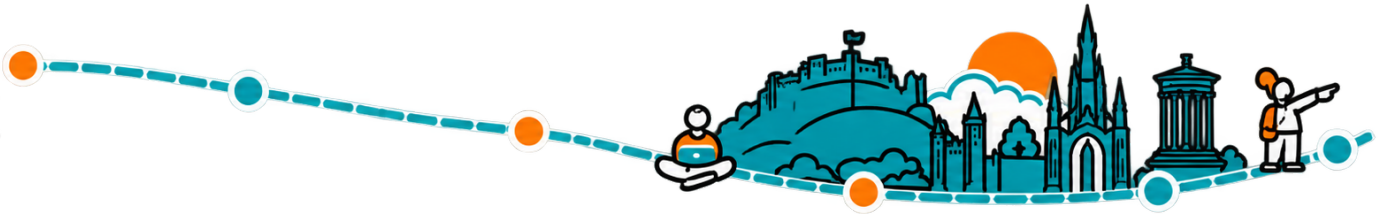
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This session will be starting shortly

Please take your seats

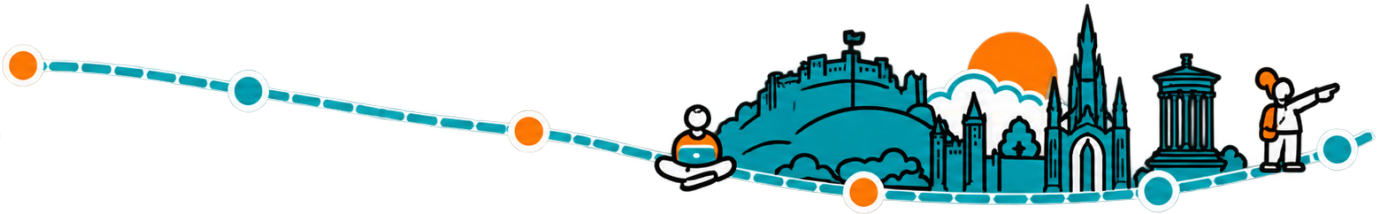
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AI Governance in Projects: The PMO's Emerging Role

Emanuela Giangregorio
author of the AI Project Governance Framework

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My Journey to AI Governance

Allianz Canon

VISA The Telegraph

Cabinet Office RUGBY FOOTBALL UNION Goldsmiths UNIVERSITY OF LONDON

Management Consultant

Project Manager

Internal Auditor (governance)

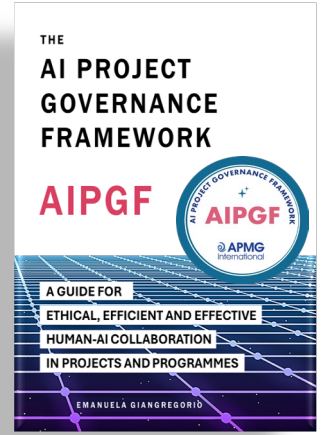
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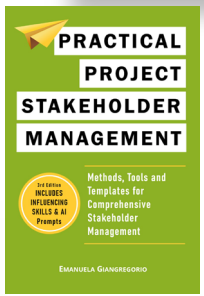
Trainer

AI in Projects

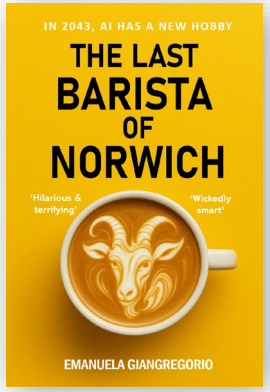
AI Governance in Projects

Author

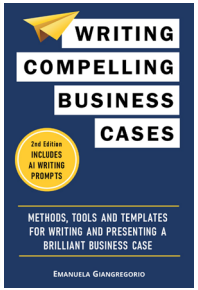










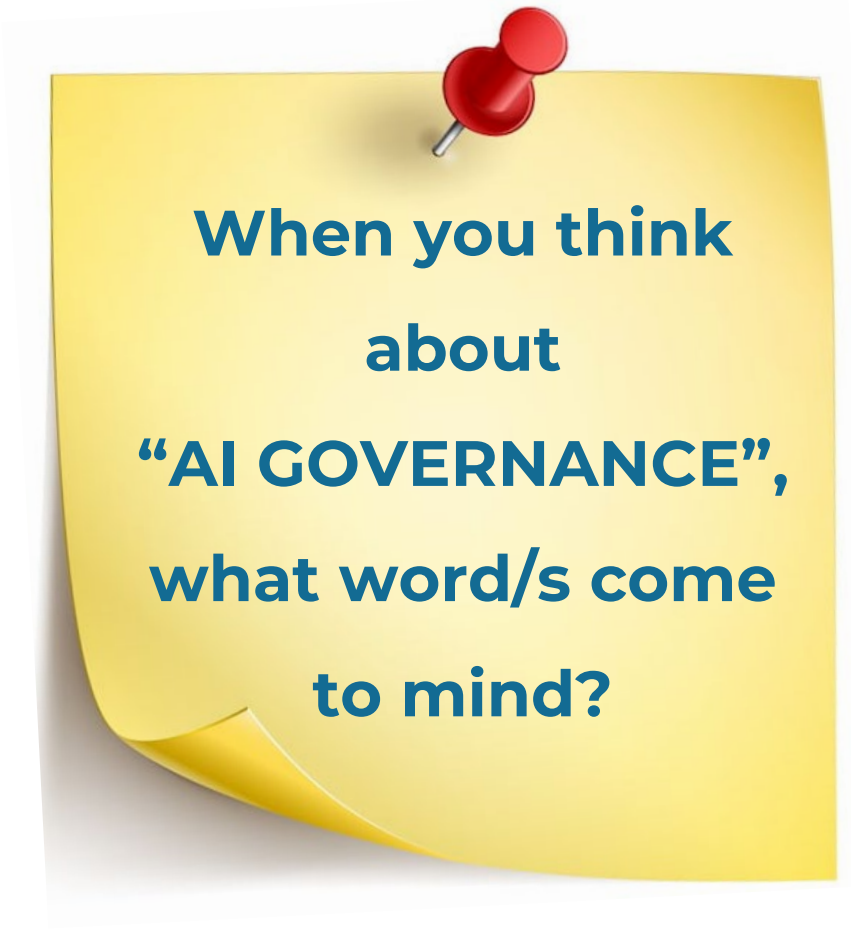


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Governance of AI use in Projects...



The Scope of AI Governance in Projects



Control

Compliance

Accountability

Standards

Data Privacy

Red Tape

Bottlenecks

Transparency

Guardrails

Risk Management

Assurance

Ethics

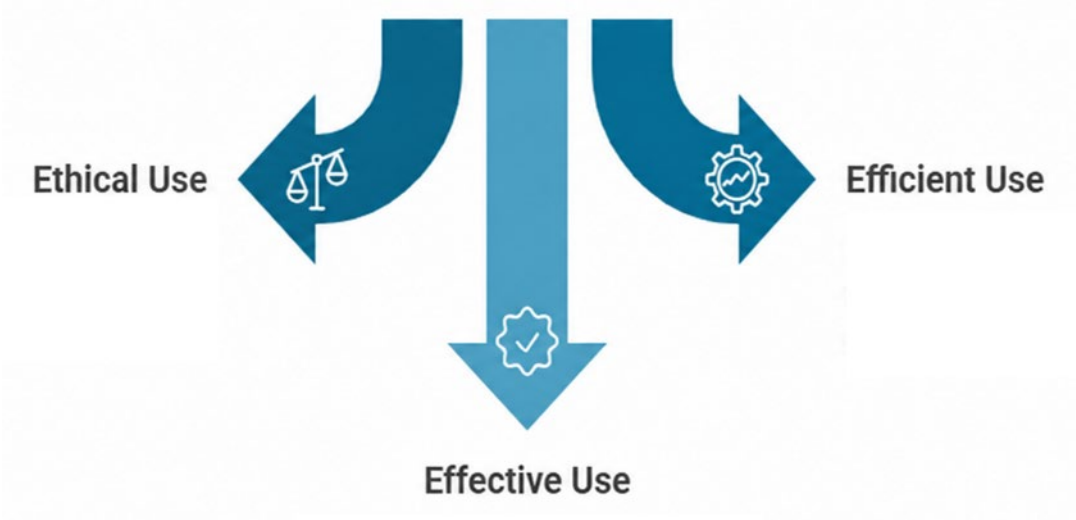
Policing

Extra Admin

AI PROJECT GOVERNANCE FRAMEWORK
AIPGF
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The Scope of AI Governance in Projects



It's not just about **control and ethics**.

It's also about **how well AI tools are used to optimise project activity and contribute towards project success**.

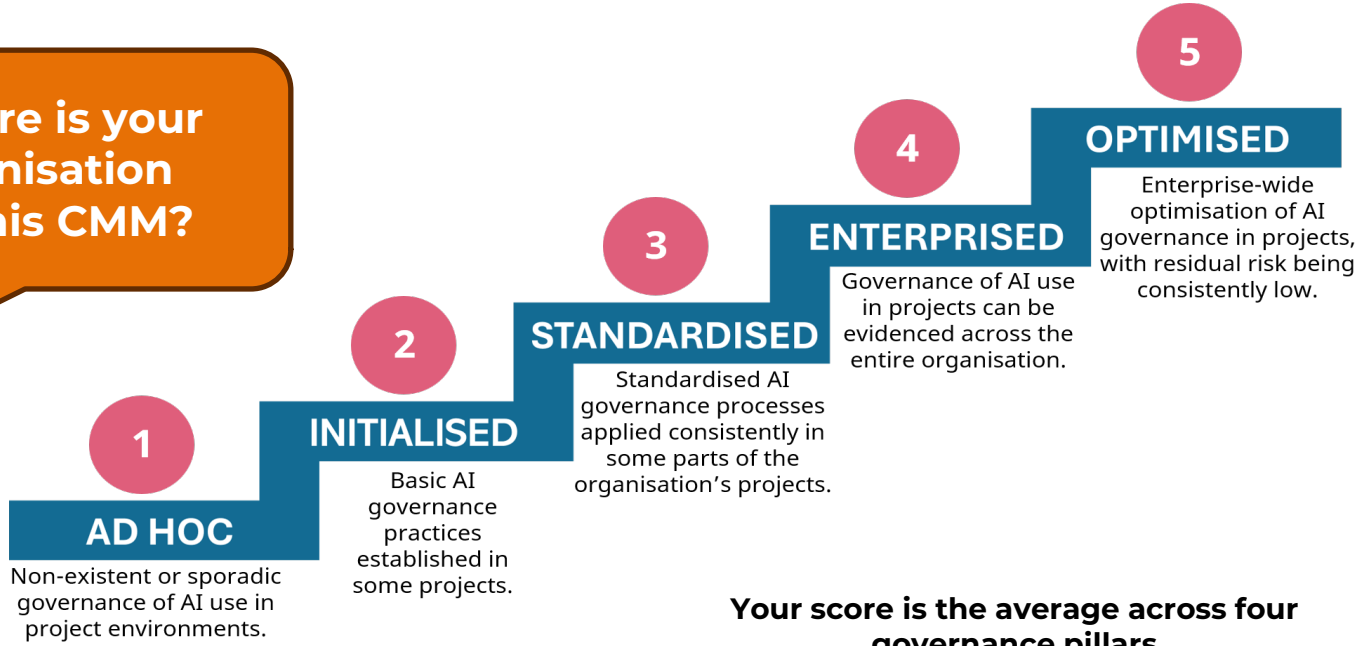
When governed well, AI adoption and automation can scale on a solid governance foundation.

Latest Report: Pulse of AI Governance in Projects



AI Project Governance Capability Maturity Model (AIPG-CMM)

Where is your organisation on this CMM?



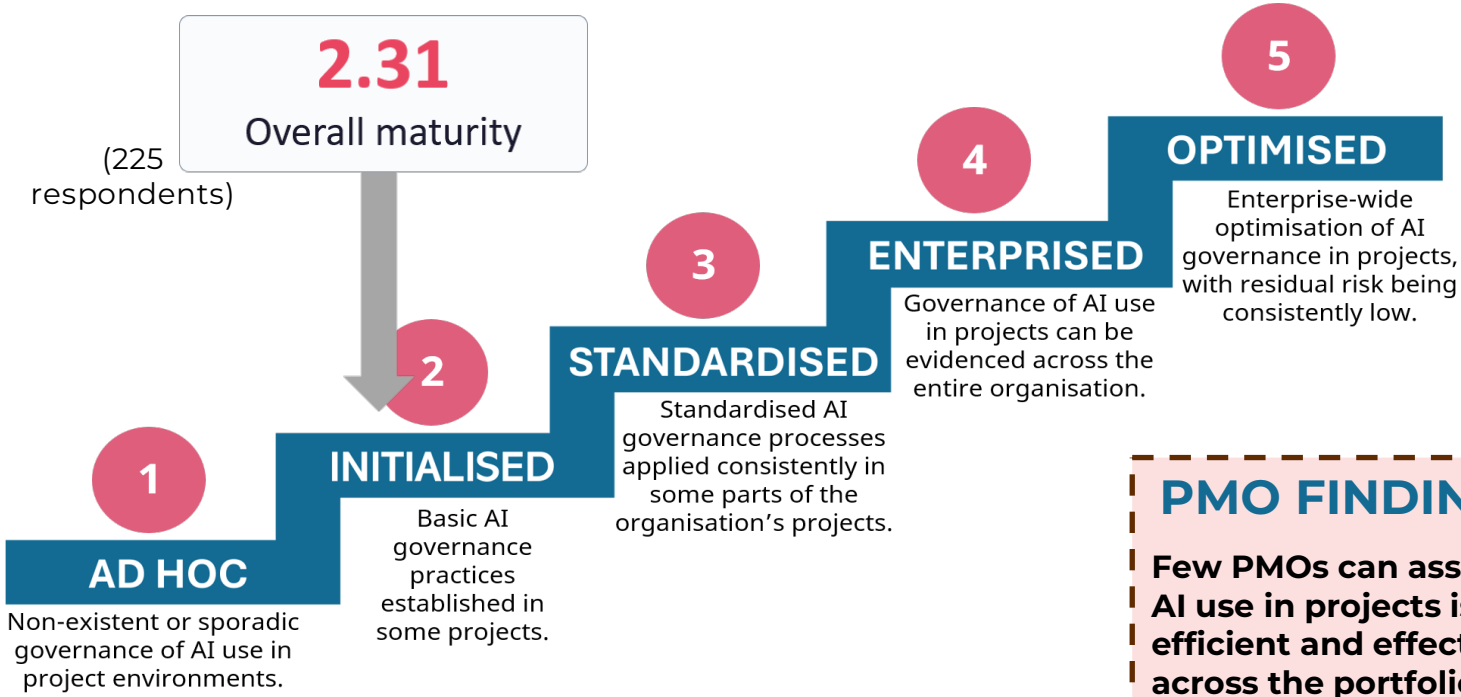
Your score is the average across four governance pillars

AI Strategy & Governance	AI Tools & Infrastructure	Human Capability & Accountability	Data Readiness & Quality

AI is Influencing Project Decisions Whilst Governance Lags

2.31
Overall maturity

(225 respondents)



PMO FINDING

Few PMOs can assure that AI use in projects is ethical, efficient and effective across the portfolio.

Source: Pulse of AI Governance in Projects, Autumn 2026 Report

The PMO's Two AI Governance Roles



1

Embed

AI governance into the organisation's project governance framework

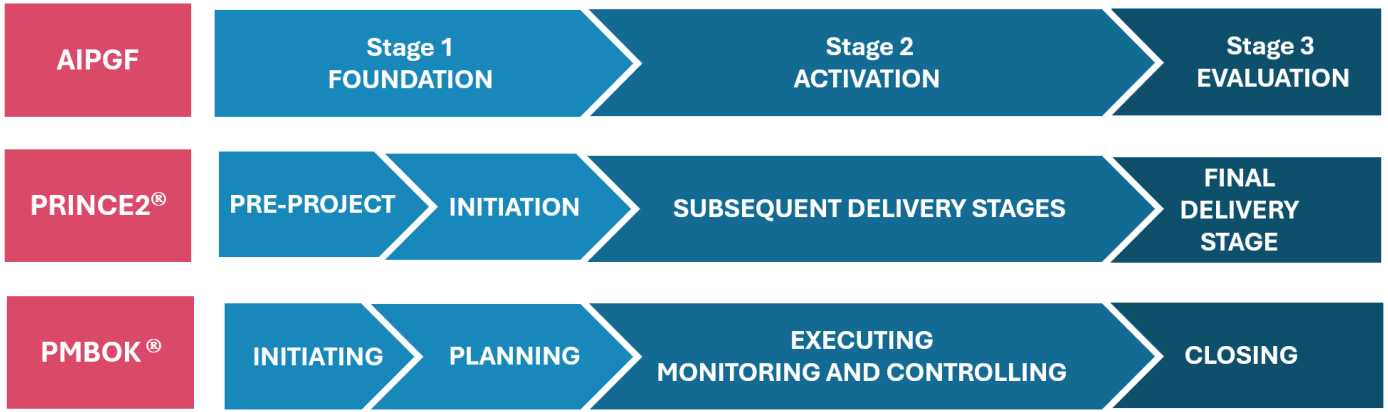
2

Assure

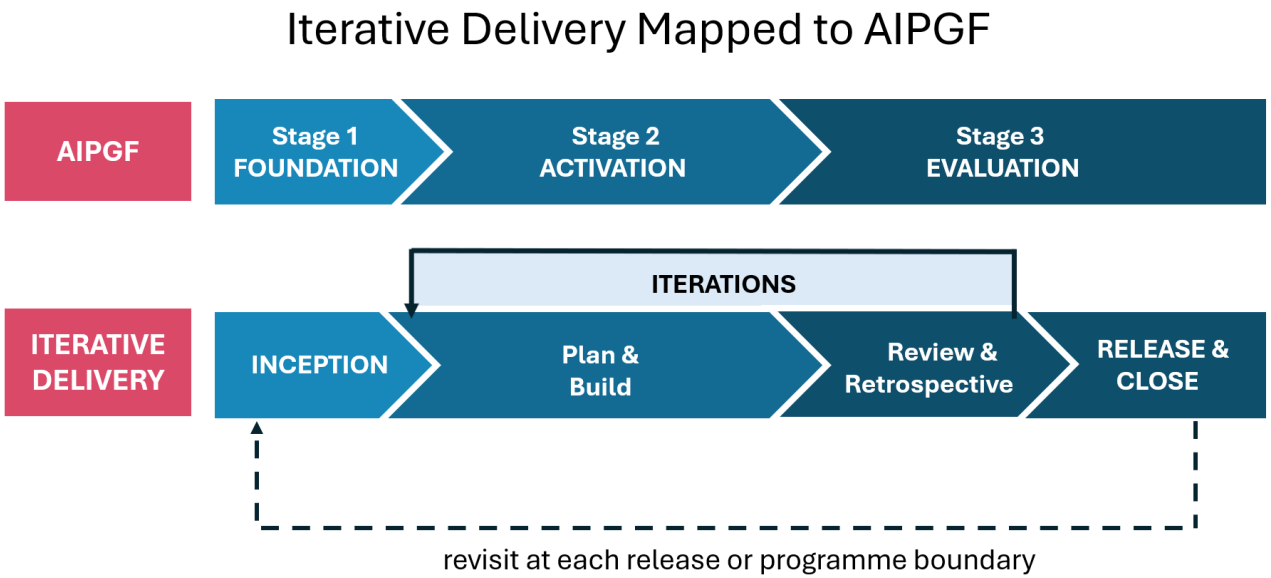
that AI use in projects is ethical, efficient and effective

Role 1: Projects Shouldn't Have to Invent Their Own AI Governance

- The PMO should update the **existing project governance framework**, so all AI-assisted projects are governed consistently.
- The **AIPGF** is designed to **embed into that framework** through practical governance mechanisms.



Role 1: Projects Shouldn't Have to Invent Their Own AI Governance



Role 1: Projects Shouldn't Have to Invent Their Own AI Governance



Example AIPGF Artefacts/Deliverables

- ❑ AI Assistance Plan
- ❑ Data Readiness Assessment
- ❑ AI Assistance Risk Register
- ❑ AI Usage Report
- ❑ AI Lessons Learnt

AIPGF FOUNDATION

AIPGF ACTIVATION

AIPGF EVALUATION

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The PMO's Two AI Governance Roles

1

Embed

AI governance into the organisation's project governance framework

2



Assure

that AI use in projects is ethical, efficient and effective

Role 2: Assurance

PMOs should be able to provide assurance that AI is used in a way that **maximises its benefits** and **reduces the related risks**.



Assurance begins with good questions...

Role 2: Example Assurance Questions

Foundation | Activation | Evaluation

1
TOOLS
Which AI tools will be used on this project, and for what?

2
DATA
What data do those tools need, and is it available, of adequate quality and approved for use?

3
RISKS
What could go wrong using AI on the project, and how will it be prevented, detected or corrected?

Role 2: Example Assurance Questions

Foundation | **Activation** | Evaluation

1

USE AND VALUE

Are the AI tools being used as planned and are they adding value?

2

HUMAN OVERSIGHT

Is appropriate human oversight of AI outputs maintained and evidenced?

3

ISSUES

How are AI-related issues on the project identified, resolved and reported?

Role 2: Example Assurance Questions

Foundation | Activation | **Evaluation**

1
BOUNDARIES
Was AI used within the agreed boundaries throughout delivery?

2
COLLABORATION
How well did humans and AI tools work together?

3
FUTURE USE
What should be continued, stopped or improved in future AI use within our projects and programmes?

THINK: Is AI use in your organisation's projects and programmes DELIBERATELY planned, managed and evaluated?

Role 2: Assurance Often Requires a PMO Response

Trust	**Acceptable** - Accept the AI-generated output as fit for purpose under normal project governance.
Verify	**Check the evidence** - Obtain additional evidence or validation before relying on the output.
Challenge	**Question the reasoning** - where uncertainty, inconsistency or risk requires further scrutiny.
Escalate	**Refer to authority** - the appropriate governance authority, e.g. Project Board or DPO, needs to decide.
Stop	**Unacceptable** governance, legal, ethical or organisational risk – do not use the AI-generated deliverable.

Example: AI in the Business Case

SCENARIO

A project manager has used **AI assistance** to draft the **benefits forecast** in the **business case** for a major transformation programme.

Before it goes for approval, the PMO asks the author (project manager):

- ❑ **Was the use of AI deliberate and approved?**
- ❑ **What data was used by the AI to create the forecast?**
- ❑ **Who reviewed and validated it?**
- ❑ **Is there evidence of that review?**
- ❑ **Who remains accountable?**
- ❑ **Is there an audit trail if needed?**

draft.

Trust | **Verify** | **Challenge** | **Escalate** | **Stop**

The PMO's Two AI Governance Roles

AI PROJECT GOVERNANCE FRAMEWORK
AIPGF
APMG International



1
Embed

AI governance into the organisation's project governance framework

2
Assure

that AI use in projects is ethical, efficient and effective

Stage 1 FOUNDATION | Stage 2 ACTIVATION | Stage 3 EVALUATION

Trust | Verify | Challenge | Escalate | Stop

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AI GOVERNANCE IN PROJECTS: TEAM EXERCISE

Each table has been allocated one scenario. In every case, AI-generated information has appeared in a steering pack and could influence a decision. The PMO is reviewing the pack before it is issued



NB: In all cases, the pack needs to be issued in the next two days.

Timer

Time's up

THANK YOU. Let's stay in touch.

https://www.linkedin.com/in/pmip/

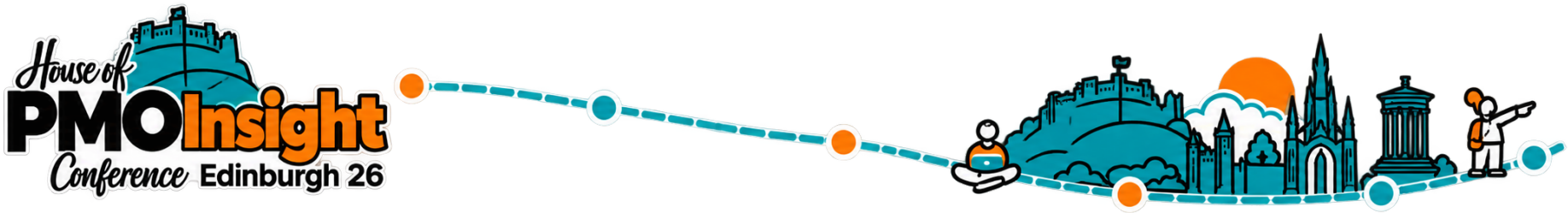
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+44 7905 005 754

Special offer for attendees: details in the slides you'll receive

Additional Resources



Special Offer

Ready to embed AIPGF into your Project Governance?



Get in touch to book a

FREE

1-hour call

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WhatsApp +44 7905 005 754

AI is Influencing Project Decisions Whilst Governance Lags



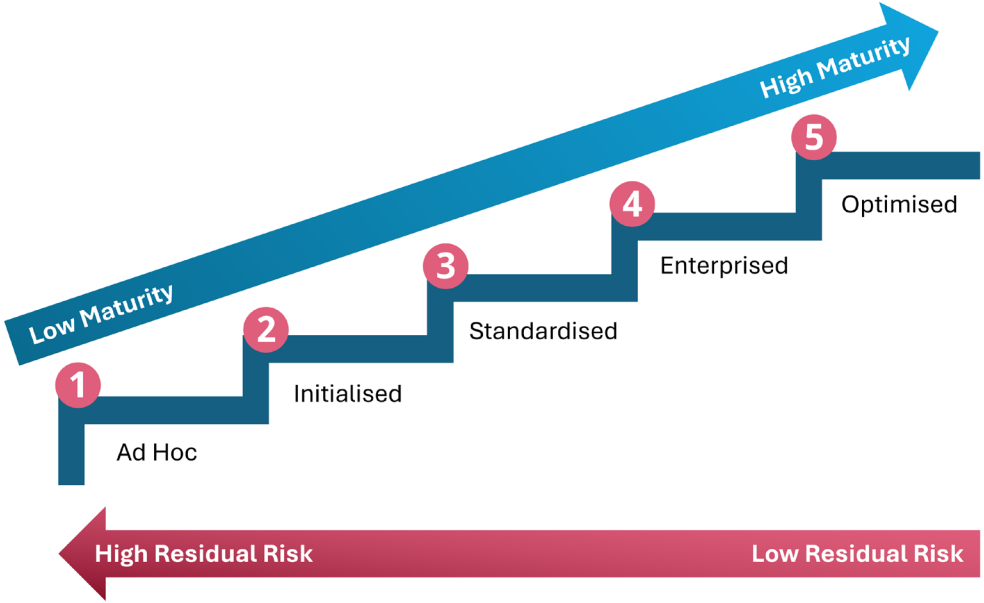
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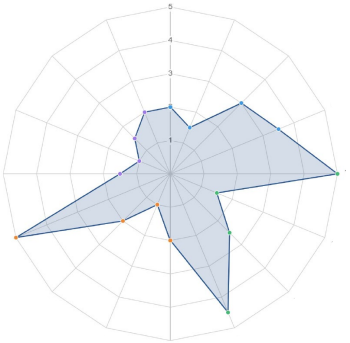
of respondents do not have a structured, standardised approach to governing how AI is used in projects

Download the report →

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Benchmark your AI project governance maturity





Complete the assessment and download a free 3-page PDF report with your benchmark scores and recommendations

Take the assessment →

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Get Certified →

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