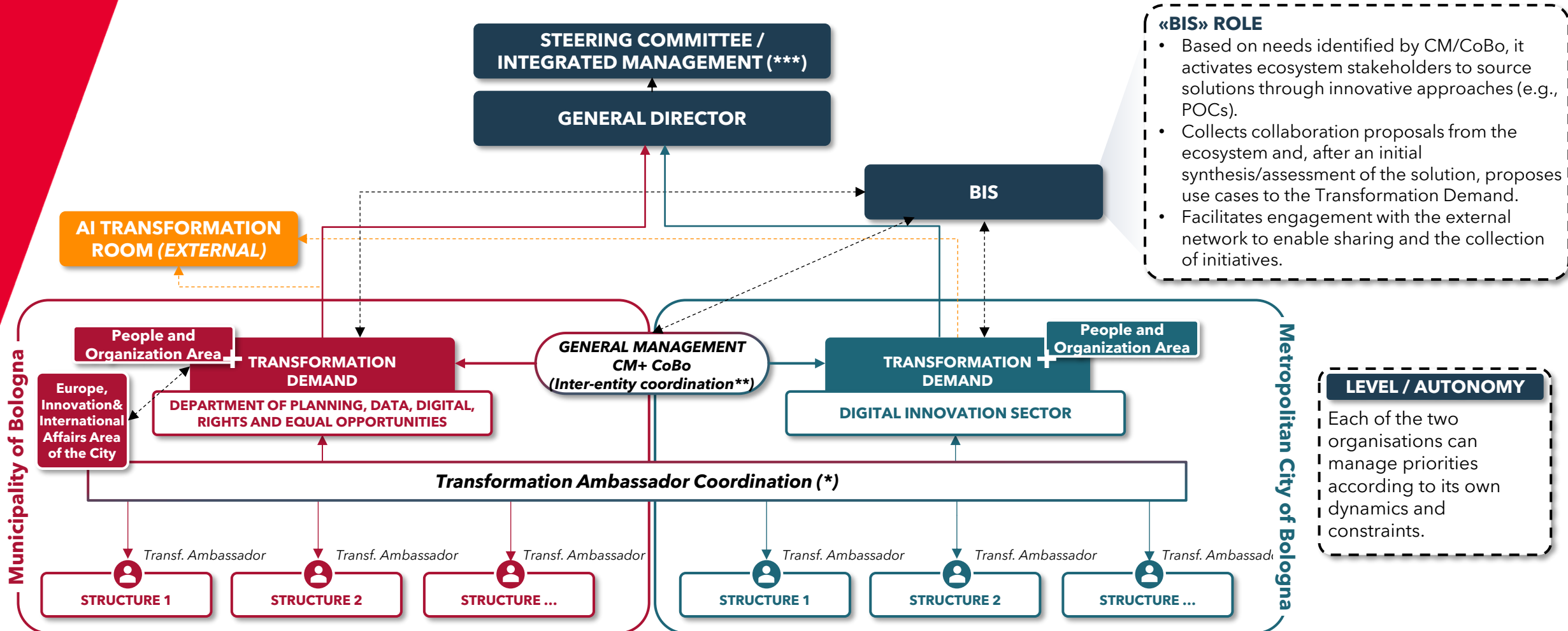


PROPOSED PROCESS FLOW



(*) At an advanced stage of maturity of the model, quarterly/semi-annual check-ins will be set up between the Transf. Ambassadors and the Transf. Demand representatives of both entities.

(**) The Director General will oversee the periodic sharing of priority use cases, best practices, and initiatives, in order to consolidate an end-to-end, cross-entity view (hp: once per month).

(***) Sessions dedicated to the AI strategy / introduction of a new standing point for discussion with at least a semi-annual cadence (financial resources / human resources / priorities / risk).

DETAIL OF IDENTIFIED UNITS/ROLES (1/3)

UNIT/ROLE	ACTIVITIES	SKILLS DETAIL	SOURCE OF SKILLS (AT "START-UP" STAGE)	ACCOUNTABLE
TRANSFORMATION AMBASSADOR	- Deployed across the organisation within the various Units (for each Unit, the role coincides with the Unit's responsible Manager) - Raise awareness within Units on AI-related topics - Identify and map needs emerging from the competent Units - Forward the identified needs to the Transformation Demand	- Operational processes - Specific training on AI topics (risk, impacts, technologies, market scanning of solutions, ...)	Internal	- Manager → accountable for the activity - EQ → carries out the ambassador activities
TRANSFORMATION AMBASSADOR COORDINATION (IN AN ADVANCED STAGE OF MODEL MATURITY)	- Composed of the Transformation Ambassadors from the various Units, coordinated by the Transformation Demand office of <u>both</u> organizations - HR: establish a coordination lead to facilitate and structure periodic meetings	Comparison/working sessions on: - Technology trends (including AI) - Innovation - Best practices - Use case ...	Internal	<i>To be defined within the final operating model</i>
TRANSFORMATION DEMAND	- Collects needs from Departments - Formalizes initiatives (use cases) - Estimates benefits in terms of productivity impact, citizen value, technical feasibility, preliminary cost estimates, cross-cutting applicability, data readiness, integration with current systems, organizational impacts (activities, skills, FTE) - Carries out a preliminary analysis to assess opportunities for in-house development vs external procurement - Valorization of the Digital Twin	- Technology (including AI) - Innovation / Digital transformation - Budgeting - Make-or-buy analysis - Organizational impact (efficiency, training needs, role evolution) - Basic risk competencies	Internal (technology sensitivity, impact analysis, ...) to be developed over time External (PM / application solutions / architecture / analysis on strategic cases...)	Department of Planning, Data, Digital, Rights and Equal Opportunities (for CoBo)
PEOPLE AND ORGANISATION AREA	- Analysis of training needs in AI and selection of partner(s) to involve for delivery - Analysis of organizational impact related to the implementation of AI solutions	Organizational impact (efficiency, training needs, role evolution)	Internal/External	-

DETAIL OF IDENTIFIED UNITS/ROLES (2/3)

UNIT/ROLE	ACTIVITIES	SKILLS DETAIL	SOURCE OF SKILLS (AT "START-UP" STAGE)	ACCOUNTABLE
AI TRANSFORMATION ROOM	- Composed of external SMEs selected for each specific assessment domain (large-scale projects with potentially medium-to-high risk) - Activated, depending on specific thresholds/cases, at the request of the Transformation Demand and/or of the Director General / Integrated Management - For each area of expertise, provides an assessment of AI initiatives in support of the ongoing decision-making process (e.g., associated AI risk, organisational impact, required training/engagement, funding to be mobilised, etc.)	- Risk Management - Privacy - Legal - Change Management - Organization - AI Ethics (algorithmic/data bias / transparency / explainability) - Audit - Technology	External (at model start-up) External/Internal (in a later phase)	<i>To be defined</i>
BIS	- Based on defined criteria, gives visibility to use cases in terms of partnerships to be activated, solutions, and internal/external data and resources to be involved - Proactively proposes use cases of potential interest to the Transformation Demand - Facilitates engagement with the external network for sharing and the collection of initiatives	Coordination of the open-innovation platform established to foster digitalisation and the ecological transition of metropolitan communities	Internal / External network activation	Joint Office for Economic Development, Enterprises and Employment
EUROPE, INNOVATION AND INTERNATIONALISATION AREA OF THE CITY	- Communicates and promotes initiatives within international networks to position the City on the topic - Supports the identification and sourcing—together with BIS—of European funding opportunities and funds on which to build projects	- Promotes the organization's digital innovation projects at international level - Identifies opportunities for projects and European funding	Internal / Activation of external relationships and funding	Area Director

DETAIL OF IDENTIFIED UNITS/ROLES (3/3)

UNIT/ROLE	ACTIVITIES	SKILLS DETAIL	SOURCE OF SKILLS (AT "START-UP" STAGE)	ACCOUNTABLE
GENERAL DIRECTOR	• Institutional coordination and strategic synthesis within the organization's governance flow • Assesses the initiatives to be implemented within the organization, in line with the defined strategic objectives • Shares the outcomes of the assessments carried out with the Steering Committee / Integrated Management	Strategic overview of the organizations and their mandates	Internal	-
STEERING COMMITTEE / INTEGRATED MANAGEMENT	• Receives the briefing from the General Director, facilitating the sharing of assessment outcomes within a formal decision-making context	Integrated expression of the strategies of the two organizations	Internal	• General Director