APPENDICES

- Josephine Baán

Master thesis
TU Delft
JenV

CONTENT

A. Project brief
B. Context
C. Discover
    i. Innovation maturity model
    ii. 5 Case studies
    iii. Collaborative Miro boards
D. Define
    i. Systematic review
    ii. 2 Case studies
E. Develop
    i. Brainstorm of the roles
    ii. First version of the roles
F. Create
G. Deliver

A. PROJECT BRIEF

DESIGN FOR our future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name: Baán
initials: J L given name: Josephine
student number: 4356926
street & no.:
zipcode & city:
country:
phone:
email:

Your master programme (only select the options that apply to you):

IDE master(s): IPD DfI SPD
2nd non-IDE master:
individual programme: - - (give date of approval)
honours programme: Honours Programme Master
specialisation / annotation: Medisign
Tech. in Sustainable Design
Entrepeneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair: J. van Erp dept. / section: HCD (DCC)
** mentor: D.N. Nas dept. / section: DOS (MOD)
2nd mentor:
organisation:
city: country:

comments (optional)

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair J. van Erp date 17 - 04 - 2021 signature

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

☐ YES all 1st year master courses passed

☐ NO missing 1st year master courses are:

name _____ date - - signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ☐ APPROVED ☐ NOT APPROVED

Procedure: ☐ APPROVED ☐ NOT APPROVED

comments

name _____ date - - signature _____

Personal Project Brief - IDE Master Graduation

From experimenting to a new way of working — project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 15 - 03 - 2021 13 - 08 - 2021 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The graduation project will be conducted at the Ministry of Justice and Security (JenV) at the Innovation team. JenV is in need of a new way of working in order to innovate as an organisation.

JenV is conducting several AI experiments*, since this technology can serve to support the decision-making process and under certain circumstances it can even lead to fully automated decision-making. However, the negative effects of the use of AI within JenV must not be forgotten. Examples of these negative effects are the following: JenV cannot keep up with the new technologies; JenV is constantly watched by the society and therefore cannot make mistakes. For these reasons, JenV must explore the possibilities carefully and cautiously. There is a need for benchmarks against which the developments can be tested. These benchmarks are embedded in the constitutional and democratic values that underlie the legal system.
Upfront, the goal of these experiments is not clarified, but in general it is said these projects are done in order to learn, to accelerate and support processes (and perhaps just to keep up with the technological progress in the rest of the world).

As described above, experiments concerning AI are conducted. However, even when these experiments have good results according to the initiators and the right finances to be implemented, these experiments rarely go into practice. What is meant by 'good results' will be researched within this graduation project. Figure 1 shows an overview of how JenV is working on innovation regarding technology adoption. This process consists of 4 steps:
1 - To signal; 2 - To indicate; 3 - To develop; 4 - To realise.
However, step 4, which is about realisation and therefore implementation, is almost never put into action.

There are three experiments that serve as a good example of this problem and will be researched during this graduation project. All three are initiated by the executive organisation and supported by the innovation team. The amount of experiments that will be researched may increase over time if necessary. The experiments that certainly will be researched all concern Machine Learning and are carried out by the IND (Immigratie- en Naturalisatiedienst), the Oost-Brabant District Court and the OM (Openbaar Ministerie).

Experiments that are being implemented do exist. The experiments carried out by the NFI serve as a good example of 'successful experiments'. Why are some experiments successful and others not? And even more important; What is successful? Figure 2 shows a schematic overview of the situation.

In conclusion, JenV is aware of the need to innovate and responds to this need by running experiments. However, these experiments rarely lead to a new way of working.

*Experiments: procedures undertaken to improve the current way of working, not just to validate hypotheses.

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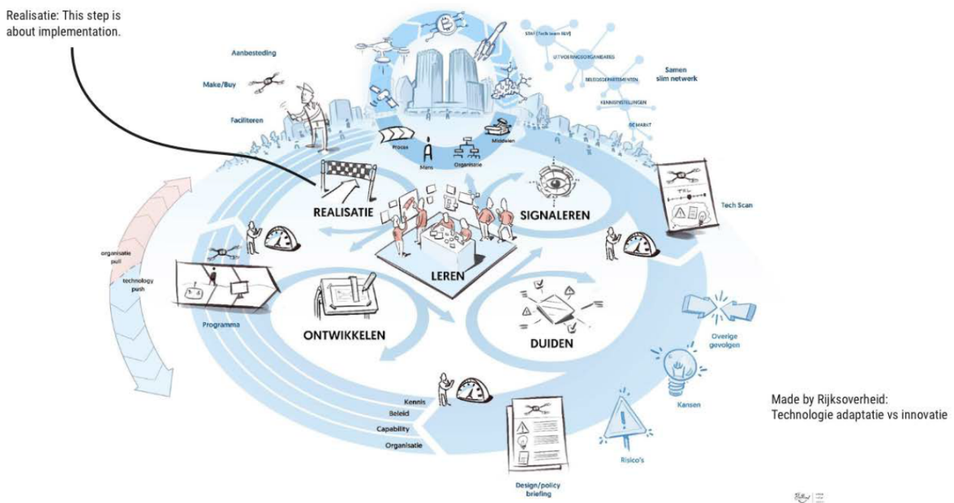


image / figure 1: Technologie adaptatie vs innovatie

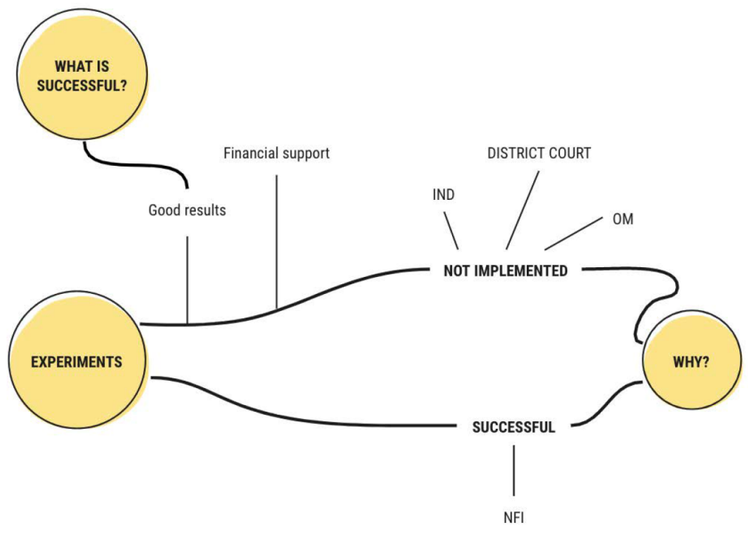


image / figure 2: AI experiments

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Currently, MinJenV is conducting several AI experiments. But for some reason, most of these experiments/projects end when the experiment ends and experience a silent death.
Why do these experiments rarely lead to a new way of working?

The current way of experimenting will be analysed through 3 'unsuccessful' experiments and 2 succeeded experiments. These experiments are born at the concerned departments and financed and supported by the innovation team. Next to these 'unsuccessful' experiments, I will dive into two 'succeeded' experiments. One project that is already implemented and one running project.

The amount of experiments might change over time. This will increase when necessary to draw conclusions. Also, when departments do not want to cooperate, I need to dive into other experiments. Further limitations will be defined during the discovery phase (see Planning) of the graduation project.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

From experimenting to a new way of working: Design a strategy supported by a tool that increases the chance that AI experiments go into practice and lead to a new way of working at the Ministry of Justice and Security.

The assignment leads to the question: Why do these experiments rarely lead to a new way of working at JenV?
To answer this question, the following sub questions need to be argued:

How does the strategy (innovation vision) limit or support the implementation?
How does the ecosystem (collaboration and knowledge sharing) limit or support the implementation?
How do process and governance (innovation funnel and policy) limit or support the implementation?
How do the results (clear definition, criteria and indicators) limit or support the implementation?
How does culture (the mindset) limit or support the implementation?

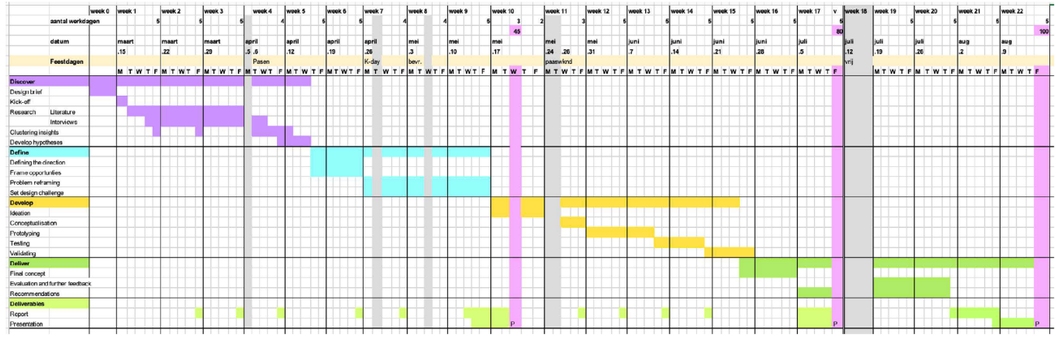
.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 15 - 3 - 2021

13 - 8 - 2021 end date



Pink P = presentation moments.

- Working 5 days (40h) a week;
- Eastern, Kingsday and Bevrijdingsdag are days off and not counted for the 100 days;
- After Midterm presentation: 2 days off;
- After Green light presentation: 1 week off;

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

Competences:
The competences I developed during my Master Programme and will definitely use during my graduation project are the following:
>> I am an independent worker, which results in having a proactive work attitude. Added to that, I always try to answer my own questions before I ask for help;
>> I see myself as a strong communicator; Working remotely due to COVID-19 makes this competence more important than ever;
>> I love to co-create; I value the opinion of every stakeholder, and therefore believe that each party must be heard. Besides, I believe that co-creation sessions provide a positive energy that can be included in the rest of the design process.

The competences I want to improve during my graduation project are the following:
>> How I handle criticism and how I process feedback. I should take it less personally and focus on how to implement the feedback in my work.
>> My explanation skills; When I have to explain a finding for the first time, I often jump from one topic to another, I explain step one and three, and forget to tell what step two is about. This problem occurs while explaining orally, but also when I need to write it down. A first thought of how to improve this competence is by creating strong visualisations that serve as the main thread in the story.

Ambitions:
>> I would like to learn more about AI. Why do we use it? How do we use it? What is the added value?
>> I want to show the importance of design within governance; If we want a society to behave in a different way, I believe that we cannot just set rules for this. There is a need for a design process.
>> I want to design for social importance rather than for a company with a profit motive.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

B. CONTEXT

This appendix provides additional information regarding the context.

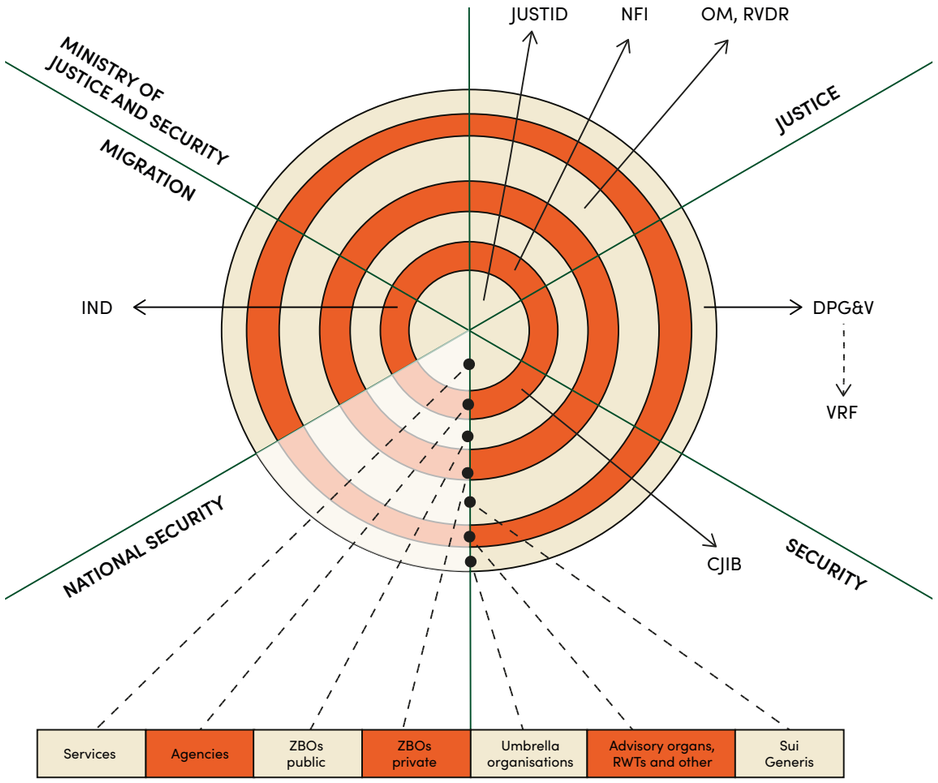
The organisation

The Mininistry of Justice and Security (JenV)
The Dutch government counts 12 ministries. These ministries are divisions of the government where policies are prepared and implemented. One of these ministries is JenV. “This ministry deals with justice and law enforcement, youth and sanctions application, the police and counterterrorism and security. JenV is charged with legislation in the field of private law, criminal and sanctions law, administrative law and with monitoring the quality of the legislation.” (Parlement.com, 2021).

JenV consists of many organisations. The following organisations are involved in the AI experiments that will be researched during this project:

1. Innovation, Knowledge and Strategy (IKS), which will be referred to as Team X
2. Immigration and Naturalisation Service (IND)
3. Netherlands Forensic Institute (NFI)
4. Public Prosecution Service (OM)
5. Court / Judiciary (East Brabant)
6. Regional Crisis Organisation for the Friesland Safety Region (VRF)
7. Central Judicial Debt Collection Agency (CJIB)
8. The Judicial Information Service (JUSTID)

Figure FIXME gives an overview of where these organisations are located in JenV. The purpose of these organisations will be further explained as the research focusses on the content of the experiments.



C. DISCOVER

Appendix C outlines the Innovation maturity model, five case studies and the collaborative Miro boards.
The interview guides and transcriptions can be received on request by emailing josephine_baan@hotmail.com

i. Innovation maturity model of KPMG

Matrix		1: Basisvoorzieningen	2: Structureel	3: Gemanaged	4: Pro-actief
Strategie	Innovatievisie	1.1.1 Algemene Innovatievisie	1.1.2 Innovatievisie per beleidsterrein		1.3.5 Innovatiestrategie
	Interne & externe analyse	1.2.1 Algemeen omgevingsbeeld	1.2.3 Toekomstverkenning	1.2.5 Uitdagingen voor innovatie	
		1.2.2 Brede Technologiescan	1.2.4 Analyses per beleidsterrein		
	Innovatiedomeinen	1.3.1 Innovatie Agenda / Strategische Agenda	1.3.3 Beleidsspecifieke agenda's	1.3.4 Afgestemde prioritering en programmering	
		1.3.2 Strategische Kennis en Innovatie Agenda			
Ecosysteem	Interne samenwerking	2.1.1 Ondersteuning en advies voor innovatieprojecten	2.1.2 Eigen projecten en experimenten	2.1.4 JenV brede projecten/programma's	2.1.6 Genetwerkte organisatie
			2.1.3 Verrijking samenwerking	2.1.5 Communities rond thema's	
	Externe samenwerking	2.2.1 Contacten met samenwerkings-partners: bedrijven en kennisinstellingen	2.2.2 Projectmatige samenwerking met externe (kennis)partners	2.2.3 Structurele samenwerking, afgestemd met andere JenV-onderdelen	2.2.4 Er is een JenV breed goed doorleefd samenwerkingskader
	Vrije toegang tot kennis	2.3.1 Kennisdeling via congressen, webinars, etc	2.3.3 Gebruik van eigen databronnen	2.3.4. Kennisprogrammering extern	2.3.6 Continu nieuwe bronnen
		2.3.2 Ontsluiting voor JenV ontwikkelde kennis		2.3.5 Eigen bronnen worden gedeeld	2.3.7 Digitaal samenwerken
Proces en governance	Innovatiefunnelproces	3.1.1 Referentiemodel InnovatieFunnel, TechnologieAdaptatieProces (TAP)	3.1.2 De funnel wordt toegepast en innovatie projecten worden er op 'geplot'		
	Innovatiegovernance	3.2.1 Algemeen Innovatiebeleid, centrale (aanjaag-) middelen en capaciteiten	3.2.2 PIOFHA capaciteiten voor innovatie	3.2.3 Capaciteiten worden op elkaar afgestemd en waar nodig gedeeld	3.2.4 Innovatieprojecten in coproductie met externen
	Innovatieportfolio	3.3.1 Activiteiten en faciliteiten ter ondersteuning portfolio's	3.3.2 Inzicht en overzicht met een eigen portfolio	3.3.3 Het portfolio wordt binnen JenV gedeeld	3.3.4 Het portfolio wordt op externe ontwikkelingen afgestemd
Resultaat	Sturing	4.1.1 Heldere definities en criteria voor wat we onder innovatie verstaan	4.1.2 Sturen projecten op verwachte impact	4.1.4 Input en output wordt inzichtelijk gemaakt en afgestemd	4.1.5 Output en outcome wordt met externe partners opgehaald
			4.1.3 Inzicht in input, output en outcome		
	Communicatie & transparantie	4.2.1 InnoveermeemetJenV.nl	4.2.3 Leren van fouten, en vieren van successen	4.2.4 Succes-en faalfactoren intern	4.2.5 Succes-en faalfactoren extern
		4.2.2 TechFocus.nl			
	Innovatie-indicatoren	4.3.1 Er zijn relevante indicatoren voor innovatie	4.3.2 Innovatie-indicatoren zijn gekoppeld aan besluitvorming	4.3.3 De indicatoren worden gebruikt om JenV-breed innovatie te versterken	4.3.4 De indicatoren worden geëvalueerd
Cultuur	Innovatiecompetenties	5.1.1 Overzicht innovatieopleidingen	5.1.3 Innovatie in competenties, profielen, opleidingen en aannamebeleid	5.1.4 Samenwerking en afstemming op P-beleid voor innovatiefuncties	5.1.5 Bestendige samenwerking met opleidingsinstituten
		5.1.2 Innovatie in 'onboardingbij JenV'			
	Voorbeeldgedrag leiding	5.2.1 Top 300 leidinggevenden zijn ambassadeurs voor innovatie	5.2.2 Middenmanagement maakt zich hard voor proces en governance innovatie	5.2.3 Leidinggevenden helpen, steunen en coachen elkaar	5.2.4 Externen uitnodigen om voorbeeldgedrag te tonen
	Innovatiemindset	5.3.1. Afstand (durven) nemen van tradities en gewoonten	5.3.2 JenV-ersinspireren elkaar om vernieuwingen te omarmen	5.3.3 Inspiratie gezocht op gebieden die ontwikkeld moeten worden	5.3.4 Structureel frisse ideeën 'van buiten naar binnen' halen

ii. The case studies

Page 14-27

CASE I

About Immigration and Naturalization Service (IND)and the Documents Bureau (BDOC)

“The IND implements the immigration policy in the Netherlands. This means that the IND assesses all residence applications from people who want to live in the Netherlands or who would like to get a Dutch nationality.” (Naturalisatiedienst, 1970). The experiment was conducted at the BDOC, a department within the IND. “The Documents Bureau (BDOC) assesses the authenticity of documents that serve as proof of an application for residence, naturalization or registration in the Personal Records Database (BRP).” (Rijksoverheid, 2021).

About the case

The experiment is in the field of image recognition. The intended tool aims to analyse the authenticity of source documents. The experiment’s goal is to increase the capacity to analyse source documents because currently, BDOC needs to analyse more source documents than they can. The experiment ran from 2017-2018, and the experiment’s outcome was a Minimal Viable Product. The experiment was initiated by someone who directly benefits from it. The phase in which the project currently is, focuses on having conversations so that scaling up is possible.

Observations

The tool was developed in collaboration with a small IT company (Schutten IT) and TNO. The collaboration with the three parties has allowed them to create something that had not been developed before. In addition, the collaboration with Schutten IT resulted in short lines so that things could be adjusted quickly.
The collaboration with Schutten IT also has a negative side. The tool has been made in a certain program that cannot be implemented at the IND, so everything has to be converted now. This has also created a challenge in terms of knowledge retention because Schutten IT is, as it was, the owner of the acquired knowledge, and they will no longer be in the picture afterwards.

The environment sees the MVP works, and the initiator notices more interest in the experiment. This interest is mainly from outside the IND and, therefore, not internally. They are currently looking for suppliers to scale up as quickly as possible. They have been in this phase for some time, and it is much organisational work.

As mentioned before, the BDOC is a department of the IND. Every year, money from the IND goes to the BDOC. It costs the organisation much money to deploy the people who analyse the source documents. The organisation can decide to use this money differently and risk people entering the country with forged source documents. As an organisation, the IND is very limited in its focus on innovation. Therefore innovative solutions are hard to get through. When someone wants to initiate an innovation, this person must fight hard for it.

Prior to the experiment, the exact results were not precise. A general goal had been set, but this did not include which success percentages had to be achieved. During the experiment process, wishes were added when it became clear what was within the possibilities. When the experiment was finished, the results were presented subjectively. More explicitly, the desired result is that implementing the AI application will create more time to assess complex documents. However, nowhere is it said how much more time this application would create.

Key insights...

... with a negative impact:

- The IND has a limited innovation vision. Their focus is on the tasks they perform and not on innovation.
- The priorities of the IND are not in line with the priorities of the BDOC. For them retaining the BDOC is a management consideration.
- The collaboration with Schutten IT delayed the process after the experiment because the program in which the algorithm was created cannot be implemented at the IND.
- Prior to the experiment, it was unclear when the experiment was successful and when it was finished. The results were presented subjectively.

...with a positive impact:

- BDOC, Schutten IT and TNO have collaborated to develop the tool. This collaboration with the three parties together allowed them to create something that had not been developed before.
- The short lines with Schutten IT positively influenced the process during the experiment since things could be adjusted quickly.

“Management can simply say, “BDOC is not necessary at all. It houses millions or a few of those people. We can already spend that in a different way, and we take the risks of forged source documents. Because that is a management trade-off.”
- Interviewee

“We needed really specific knowledge in the field of AI and that specific image analysis technique. So that’s the point. That combination had not yet been fully developed, not at all in this area. It was really completely new.”
- Interviewee

CASE II

About the District Court (of East Brabant)

“A court is an official body that decides on issues where citizens disagree about what they are entitled to. East Brabant is the location.” (Rechtspraak, 2021)

About the case

The experiment that was conducted aims for an AI knowledge system for Judiciary. It means that an algorithm is used to assist paralegals in preparing for Mulder cases. The relevance of the experiment lies in reducing the procedure time. Currently, the preparation of Mulder cases takes a lot of time because there are a lot of unorganized documents to go through. The experiment took place from March 2018 till January 2019. The result of the experiment is an MVP that contains data from previous Mulder cases. The initiative was taken by a judge, on behalf of her dissertation. Work is currently expected to continue within a research organisation to optimize the tool, but the exact status of the experiment is unclear.

Observations

The experiment involved collaboration with young researchers. These young researchers gave the experiment a huge boost because they had a curious and assertive attitude. This group of young researchers changes every year. This provides fresh energy that can come in handy during the experiment. However, the old group leaves and takes with them a lot of knowledge gained. This knowledge must be transferred to the new group of researchers and partly acquired again.

The first version of the tool has been completed. But now that the tool is ready, there is no money left to take the tool further. In addition, there seems to be a lack of interest in the tool. According to the initiator of the experiment, initially people were enthusiastic about the tool. However, now that the MVP has been created, everyone is returning to business as usual.

Prior to the experiment, the initiator did not think about what had to be done when the experiment had the desired outcome. The initiator went into the process of experimentation somewhat naively because she said she was extremely enthusiastic about the idea. She was eager to show the possibilities of AI and the importance of innovation in this area. At the start, the initiator was not encouraged by others (for example by the head of her department or the innovation team) to think about what the steps would be if the tool would work.

The project plan of the experiment contains few elements. No exact goals have been set, nor is it clearly defined who should be involved and which phases the experiment consists of.
In retrospect, the results were presented mainly in a qualitative, almost subjective, manner. It is noted that parts do 'good', but nowhere is it stated what exactly 'good' means.

(Rechtspraak, 2019)

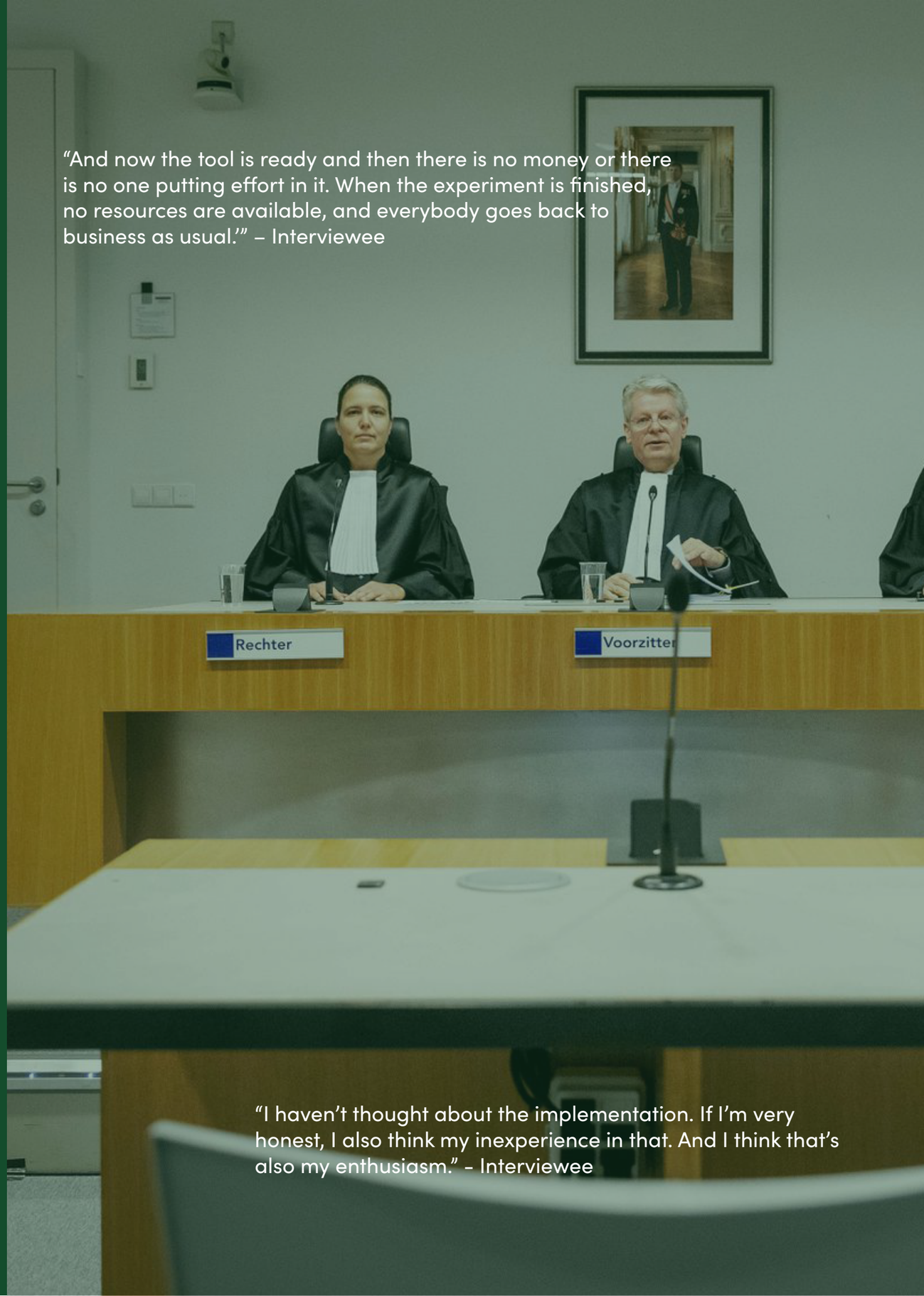
Key insights...

... with a negative impact:

- Due to a change in research group, the retrieved knowledge had to be transferred and partly acquired again.
- Prior to the experiment, no thought was given to what should be done if the results are positive.
- The experiment lacked a clear project plan, the plan contained only a few elements. There were no goals included nor phases nor who to involve.
- The results of the experiment were mainly subjective presented and therefore not measurable.
- Initially people were enthusiastic about the tool. However, now that the MVP has been created, everyone is returning to business as usual.

...with a positive impact:

- The experiment involved collaboration with young researchers, which entailed a positive energy due to their curious and assertive attitude.
- The enthusiastic attitude of the initiator ensured a quick start of the experiment.



CASE III

Limitations of the case study: In all case studies more than one interview was held with the initiator, unfortunately this was not possible in this case study due to the personal circumstances of this stakeholder. The case has been analysed as extensively as possible, but there is therefore a limiting factor in the amount of information obtained.

About the Public Prosecution Service (OM)

“The Public Prosecution Service is the only body in the Netherlands that can bring suspects to a criminal court. The Public Prosecution Service ensures that criminal offenses are traced and prosecuted. Their main tasks are:
>> Leading the police in detecting criminal offenses
>> Prosecute criminal offenses and bring suspects to court
>> Settlement of criminal offenses without the intervention of a judge.” (Ministerie van Justitie en Veiligheid, 2021)

About the case

The idea behind the experiment is to use AI to build a custom-made tool that supports case preparation by finding a similar type of case. This experiment is relevant, because the current system cannot retrieve the correct information and therefore preparation takes a lot of time. This tool will limit the research time of the professional within the Public Prosecution Service by finding relevant case law and also providing more quality. The experiment has taken place from August 2018 till October 2019. The result is a “jurisprudence robot”, this is a newly conceived, developed, tested, and validated tool that is designed based on the needs of the professional in the workplace and the management thereof. The initiative of the experiment lies with the test lab of the Public Prosecution Service. Plans are currently being made to conduct a second experiment to improve the tool.

Observations

The experiment was conducted by a test lab. This lab conducts many different experiments each year. All these experiments have different purposes, but they are all intended to raise the OM to a higher level. Because the knowledge is acquired internally, the department is well aware of how the tool functions and how it can be improved.

There is no clear scaling up route within OM. When an experiment has been completed, it is not clear which next steps can and should be taken and who to involve. In addition, it is difficult to obtain financial resources for scaling up an experiment and the desired implementation. This is because little or no money is made available for innovation.

When responsibilities had to be handed over during the experiment, this was very difficult. According to the test lab this is due to the lazy attitude of the stakeholders of the OM (outside the test lab). These stakeholders are not open to innovation, they believe that everything is fine as it is and have a closed attitude towards change.

The results in the final report are very superficial. It is only said that the experiment has been completed satisfactorily. Nowhere is it mentioned how well the tool works and how the tool was received. The results are therefore presented in a subjective way, because what one person finds satisfactorily, another finds not enough.

Key insights...

... with a negative impact:

- When the experiment was finished, it was not clear to the initiator how to proceed. It is not clear which next steps to undertake and who should be involved.
- The OM has a closed attitude when it comes to innovation. Little to no money is made available for innovation. In addition, they believe that everything is fine as it is and have a closed attitude towards change.
- The results have been presented superficially and in a subjective manner. It is only said that the experiment has been completed satisfactorily.

...with a positive impact:

- The knowledge was gained internally, with the result that adjustments could easily be made. In addition, the department is well aware of how the tool functions and how it can be improved.

CASE IV

About the Judicial Information Service (JUSTID)

“JUSTID ensures that crucial information is available at the right time to the right person. In the fight for a safe and just society, they help with reliable information and smart solutions.” (Ministerie van Justitie en Veiligheid, 2020b)

About the case

JUSTID has conducted an experiment in response to the General Claims Act. With the introduction of this law, all penalty cards had to be digitized. This digitization would take 60 man-years, so a better solution was sought. This solution involved an AI algorithm that can automatically input these penalty cards. Justid did not have the right knowledge themselves, so they approached the NFI to conduct this experiment. This was done in two sprints. In these sprints, fields of the experiment were examined using an existing system of the NFI, called BERT. Ultimately, the NFI provided Justid with advice, in which they presented the outcome as 'good' and 'a small margin of error'. Currently, the team wants to bring the outcome to the next level, but not that much happens to do so.

Observations

Not all stakeholders see the long-term benefits. In the short term, implementing the model costs quite a lot of money, which means that not everyone wants to cooperate. More specifically, this means that the continuation of the experiment must be financed, and this is not going to be very easy.

Justid itself has no knowledge of how the model works. The NFI has really been pushing the buttons. Now that the experiment is being taken to the next phase, they find out within Justid that substantive knowledge of the model is desirable, so that they have more influence.

The time in which the model was actually created is very short, because this was done in two sprints. This could be done this way because an existing system was used. A new component was added to this existing system.

Because it had not been determined in advance which quantitative results were desired, it was difficult to say whether the experiment had been successful after the experiment had been carried out. During the experiment extra wishes were added. They see the experiment with Justid as a success, but the open ending makes it unclear what the next steps are.

Key insights...

... with a negative impact:

- Upfront it was not clear what the exact desired result had to be. Therefore, it was difficult to say whether the experiment had been successful after the experiment had been carried out.
- Justid has no knowledge of the model, because the NFI has developed it. Therefore, they cannot proceed or make adjustments without the help of the NFI.
- To Justid, the short-term view (it costs money) dominates the long-term benefits of the developed tool.

...with a positive impact:

- The experiment was conducted in two design sprints. The short duration of the sprints has ensured a fast process.

“And after those two sprints, the NFI actually wrote advice for us, we see this: what improvement ideas do we still have? So that may work with other models.” – Interviewee

“So, they did say: well, it’s good, but they also include the notion of that it will be necessary to decide during the elaboration of the project whether that performance is really good enough.”- Interviewee

CASE V

About the Netherlands Forensic Institute (NFI)

“The NFI provides national and international organisations that work for peace, justice, and security with reliable information.” (Ministerie van Justitie en Veiligheid, 2021a)

About the case

The experiment conducted by the NFI relates to forensic text recognition. The tool aims to recognize text from vague photos (of shipping containers) and to recognize objects in images. This is done under the name FIRE, which stands for Forensic Image Recognition Extension. The relevance of the experiment lies in helping the police, they have to select from large masses of photos, photos that are relevant to track down 'criminals'. The experiment took place in 2019. The final result was the working tool FIRE, which was added to an existing system that has already been implemented by the police. The tool was supplied in combination with a clear purpose / advice use, stating how likely the algorithm is to give a correct statement. An example to clarify: There is a 98% chance that the first 100 photos do not contain any firearms. The question and therefore the initiative came from the police. Currently, the tool has been implemented and the police are working with it.

Observations

After the question came from the police, the police handed it over. The NFI investigated the issue and experimented with it until a working solution was found. It was then implemented by the police and they started working with it.

The priority of the experiment was high in the organisation. This is because the goal is to decrease crime and crime is of paramount importance. This high prioritisation has ensured sufficient resources to develop the tool.

The experiment is part of a larger existing system. The police are already working with this existing system. So, it was not necessary to develop an entirely new system, but only a part of it.

The final result was delivered in combination with advice, so that the user knows exactly where he or she stands. This advice gave insight on how to use the tool and what the tool can do. In addition, the data is supplied by the police, so the NFI cannot make mistakes by using 'wrong data', but this responsibility lies with the police themselves.

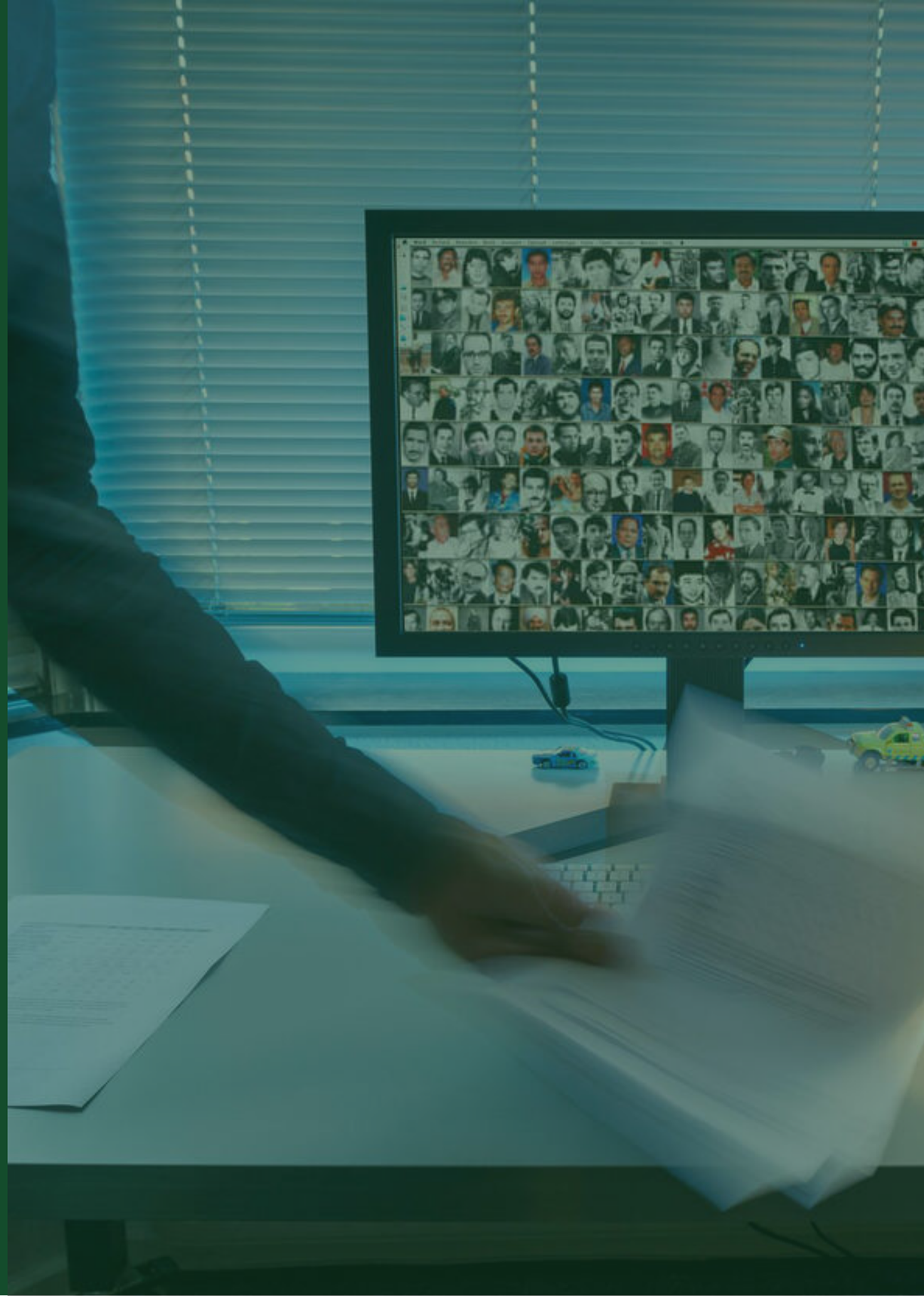
Within the NFI there is an enormous amount of room for experimentation. The experimenters stated that they never encountered problems that prevented them from performing a particular experiment. The organisation has an innovative mindset, which is represented in their vision in which they aim to be the most innovative and customer-oriented provider of forensic products and services.

From the question, to experimentation to validation and even to a later evaluation, it is clear to the NFI how the process works and what steps must be taken to make the experiment a success.

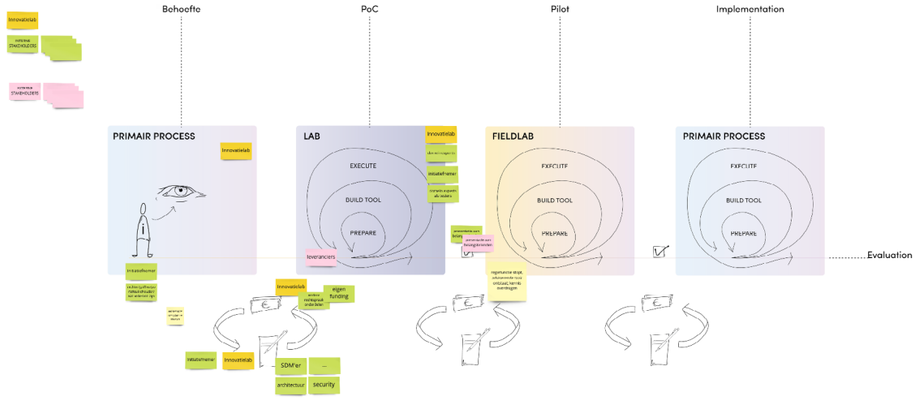
Key insights...

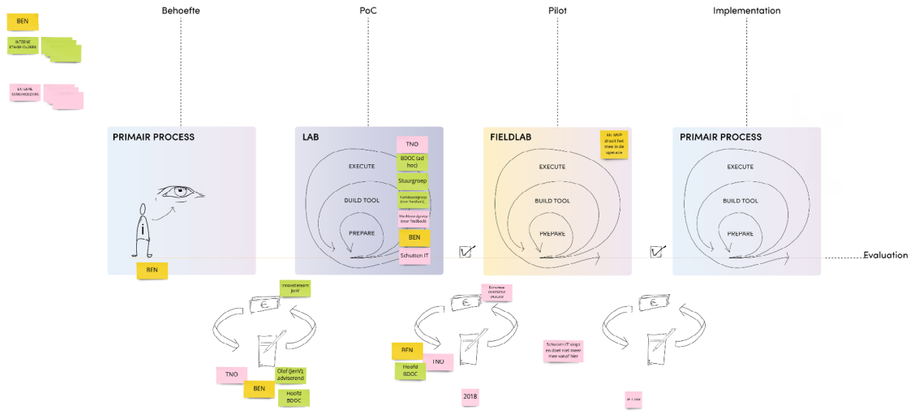
...with a positive impact:

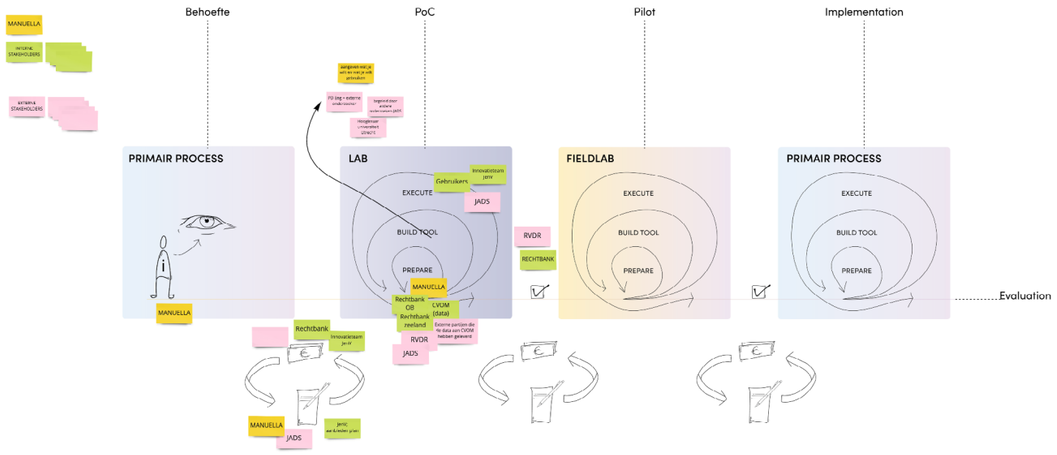
- The experiment was a high priority, which has ensured sufficient resources to develop the tool.
- The experiment could be added to an existing system. So, it was not necessary to develop an entirely new system.
- Few people needed to be involved to reach an agreement. The NFI could conduct the experiment and implement it without having to ask for permission for each step.
- The advice accompanying the result provided a lot of clarity. This advice gave insight on how to use the tool and what the tool can do.
- It is clear to the NFI how the process works and what steps must be taken to make the experiment a success.
- The NFI has an innovative mindset and vision and provides room for experimentation.



iii. Collaborative Miro boards





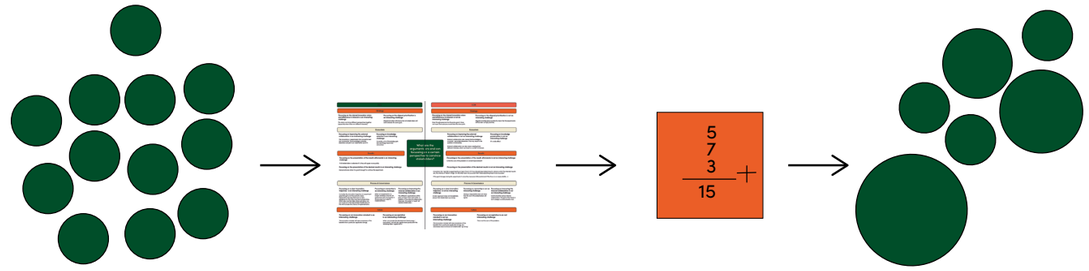


D. DEFINE

This appendix outlines the systematic review of the challenges and two case studies.
The interview guides and transcriptions can be received on request by emailing josephine_baan@hotmail.com

An argument map has been created that clarifies the pros and cons of focusing on a certain challenge to design for (Figure 15). This argument map has been combined with a systematic review of the AI experiments. In this systematic review, each AI experiment is examined on how much a particular challenge weighed as a limiting factor. SSubsequently, a score was obtained for each factor that indicates the influence of the factor on the AI experiments. The systematic review in combination with the argument map has led to a prioritisation of the challenges. The result of the prioritised challenges will be taken as the basis of the design focus.

The steps to prioritising the challenges. The argument tree is visualised in the Report.



Several challenges.

Why is it (not) interesting to focus on a certain challenge? This has been reviewed by means of an argument map with the result that some challenges are eliminated.

The remaining challenges have been given scores (0-7) on how much a challenge has limited each experiment. The sum of the scores provides an indication of the influence.

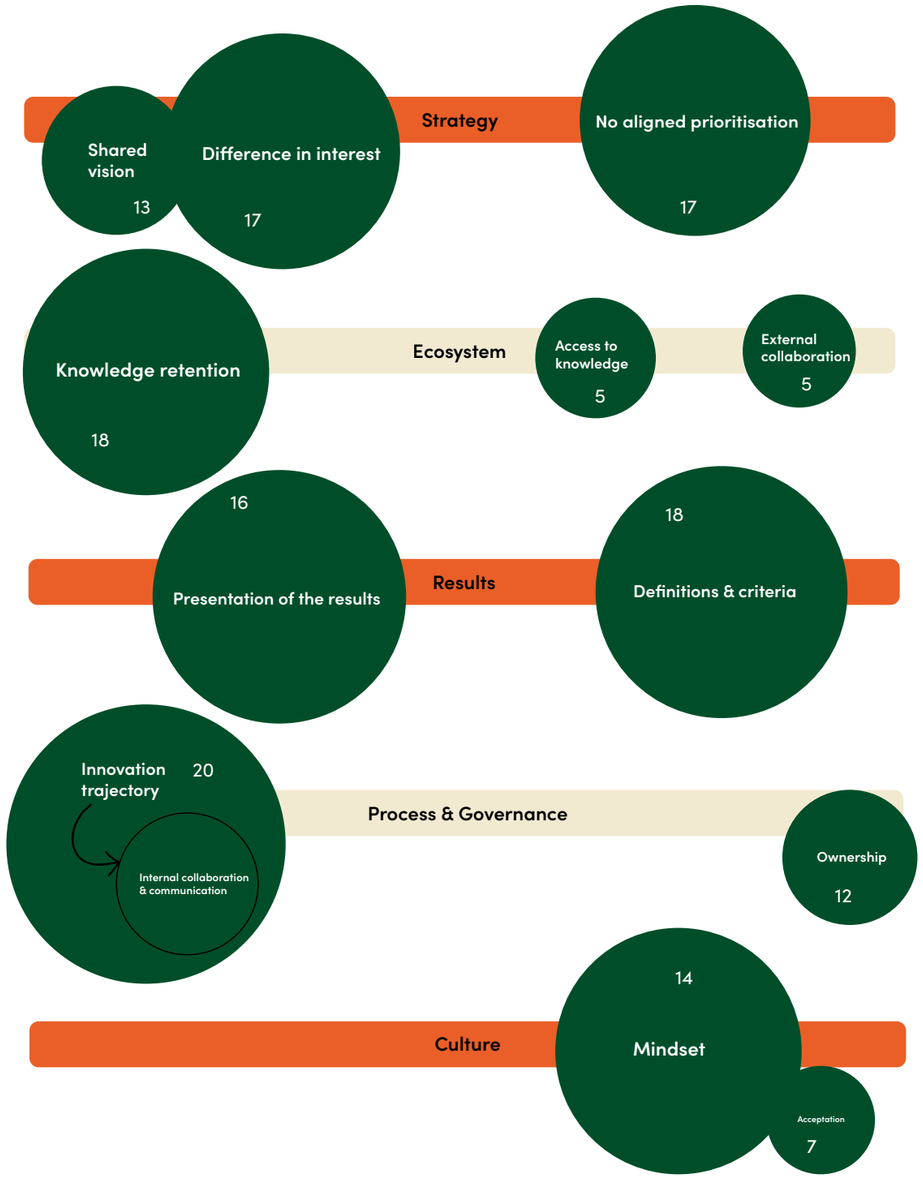
Challenges are prioritised.

Systematic review: All arguments received a score that represents the size of influence on the AI experiment.

Argument	No shared vision	**Different interests labs and initiators**	~~External funding~~	**No aligned prioritisation**	**Knowledge retention**	Everything is rediscovered	Privacy (violation)	Internal collaboration	**Qualitative (subjective) results**	**Unclarity about success**	e presentation number of experiments	Access to knowedge	External collaboration	Unclear desired results	**Different definitions**
Automatical source analysis	4	**2**	~~2~~	**3**	**3**	3	1	5	**2**	**3**	1	1	`	2	**5**
Jurisprudence Robot	2	**4**	~~2~~	**4**	**5**	2	4	3	**5**	**6**	1	1	1	3	**4**
AI Knowledge system	4	**6**	~~2~~	**5**	**5**	3	2	5	**5**	**6**	1	2	3	3	**5**
Penalty cards	3	**5**	~~2~~	**5**	**5**	4	3	2	**4**	**3**	1	1	0	3	**4**
Virtual assistant	x	**x**	~~x~~	**x**	**x**	x	x	x	**x**	**x**	x	x	x	x	**x**
	13	**17**	~~8~~	**17**	**18**	12	10	15	**16**	**18**	4	5	4	11	**18**

Perspective	**P&G**						Culture			
Argument	**No clear trajectory**	**No clear overview of involvment**	Shift in ownership	Too many projects in the pipeline	Double work	**Lack of decision-making mechanism**	**No innovation mindset**	Highly dependant on individuals	AI is scary	No necessitiy
Automatical source analysis	**4**	**5**	3	1	1	**5**	**3**	6	2	3
Jurisprudence Robot	**5**	**3**	3	3	1	**5**	**3**	3	3	3
AI Knowledge system	**6**	**4**	4	2	1	**5**	**4**	3	1	3
Penalty cards	**5**	**5**	2	1	1	**5**	**4**	3	1	4
Virtual assistant	**x**	**x**	x	x	x	**x**	**x**	x	x	x
	20	**17**	**12**	7	4	**20**	**14**	15	**7**	13

Result of prioritising the challenges:



ii. The case studies

Page 30-33

CASE VI

About The Regional Crisis Organisation of the Fryslân Security Region (VRF)

“VRF consists of various crisis teams. These teams are responsible for coordinating incident response and consist of representatives of the emergency services and other relevant parties.” (Veiligheidsregio Fryslan, 2021)

About the case

An experiment was conducted at the VRF in 2018 regarding a virtual assistant. This experiment was initiated from the perspective of crisis management. A team was put together that ensured that the experiment could be carried out. They started with nothing, and the result was a prototype that allowed the team to indicate whether their question was possible. This indicates an open approach to the project. The experiment was conducted from an agile approach, each time parts were taken that were further elaborated. Although intended results were defined beforehand, these results were purely focused on providing evidence that the issue was possible. The goal to implement was therefore not included within these intended results. During the experiment, monthly checks were made with both the starboard group and JenV (or Team X) to ensure that the experiment was achieving the right results and progress to continue. These check-ups were not aimed at implementation, because this was not yet in the planning at the time. After the experiment was - according to the conducting team "successfully" - conducted, the team wanted more, namely that the results of the experiment would be implemented. They had not thought about the implementation upfront, because they first wanted to prove that it was possible at all. Implementing the outcome has failed so far as they face several challenges.

Observations

Overview of the stakeholders.
It seemed that upfront it was clear who all needed to be involved to conduct the experiment. However, these stakeholders only had a role in the first part, up to the delivery of the prototype. Because there was not thought upfront about what would happen if the questions of the experiment were validated, no thought was given to which roles should be involved. The roles that have not been involved are in the field of internal advisors and decision-makers.

Definition of success, innovation and guidelines on how to present the results.
When it comes to success, it is not clear what exactly that means in this experiment. The interviewee often refers to how successful the experiment has been. However, the outcomes have not been implemented. In addition, there is no aligned definition about this. For example, the initiator has indicated that he is happy with the result and therefore considers it successful, but the project leader indicates that she is sorry that the project ended after the experiment.

Key insights...

... with a negative impact:

- Because there was no clarity about what the results of the experiment would be, upfront not all the right stakeholders were involved. This has put the next steps of the experiment on hold, since it was unclear at the time who should be approached and how.
- Due to all stakeholders having different defenitions of a successful experiment, it is not possible to say whether the experiment is finished. Is it finished when it is a success or when it’s implemented and what is a success?
- Wishes are added during the experiment; therefore, the desired results could not be set prior to the experiment. This made it difficult to measure the results afterwards.

“Because we didn’t know where we would end up, we just went very step-by-step in that technical development and there we paid less attention to the purchasing conditions and that part, say, that came later actually. No, again, we might have known, but we didn’t know where we would end up.” – Interviewee

“If, when I say one from myself, from within myself, as a project leader I say oh, I think that is a pity that we have not made a working application of it, but the client has said: I am satisfied with the end result, that was demonstrate that you can use those sources, say, of added value online, and you have achieved that result” – Interviewee

“It was of course a success. It was a success story because it all, because it all worked.” – Interviewee

CASE VII

About Centraal Justitieel Incassobureau (CJIB)

CJIB is an executing organisation. Their task is to collect fines and measure and ensure that sentences given by the judge are carried out quickly and adequately. (Rijksoverheid, 2021)

About the case

The experiment is about collecting by phone; an algorithm is developed in order to detect people that did not pay their fines. The goal is to prevent citizens from getting further into debt by involving them earlier in the process. The detected citizens will be called by the CJIB to motivationally inform them of the consequences if they do not pay their fines. The experiment has a social relevance that is reflected in the vision of the CJIB, which focuses on helping the citizens rather than punishing them. The initiative of the experiment took place in 2015, and in the second half of the year 2016, the first pilot took place. The outcome of the pilot is measured by an AB-test, which was set up to check how many per cent of the detected target group paid their fines when being phone called to be motivationally informed (research group), compared to a percentage of the detected target group that did not get a phone call (control group). It appeared that the number of people that paid their fines was 30% higher in the research group. The initiator received an order letter from the ministry to act on the citizens getting into debt. However, the initiative of the experiment came from the CJIB itself. The experiment has been completed. After the summer, the model is. So, the implementation phase is now on the go. Also, the outcome is now tested in other groups to see if the model can have a facilitating role for more than one target group.

Observations

The experiment originated from a question from the ministry, but the initiative about how it should be tackled lay with someone within the organisation. This initiator does not directly benefit from the implementation of the experiment because the experiment aims to help the citizen.

The project leaders and the team leader from the innovation lab had concise lines and clear communication with all stakeholders. The project leader has a good network within the organisation; it was clear who had to be involved and why. This had a positive effect on the course of the experiment. In addition, the experiment has been a collaboration between the business side and the research team, which consists of developers and continuously monitors the experiment.

The experiment was also tested in other groups, but that did not work out. The team did not further investigate why not and how to arrange it. This means the model works well for a select group but not for everyone. How CJIB may facilitate as a helping actor is another research.

The core of the project team stayed the same during the experiment. Only when it was inevitable that the experiment's outcome would be implemented did this core split up. However, the roles of some stakeholders changed over time. For example, the role of a stakeholder was the developer of the tool at the beginning. Later the role has shifted to a more coordinating role.

The developed algorithm is for internal use and ensures that the employees of the CJIB do not have to call all people, but only a limited number of people. However, the experiment's aim was not to make the jobs of CJIB employees easier but to help citizens.

The outcome of the experiment costs money for the CJIB. In the past, bailiffs were used, and this was not a cost item for the CJIB. With the use of telephone collection, the CJIB has lost money on telephone conversations. From the CJIB, it only became more expensive. However, from society, the ombudsman, and the chamber (ministry), the signal was: We have to do something. In addition, it outweighs the social costs. The model provides a helping character instead of a punishing character towards the citizens.

Upfront, the experiment aimed to create a significant improvement in people paying their fines. The target was not expressed in a percentual improvement, but they did have an expectation of this.

The risks of the detection tool lay in privacy violations. However, the project team continuously took the new legislation regarding GDPR into account.

Key insights...

Key differences from unimplemented experiments:

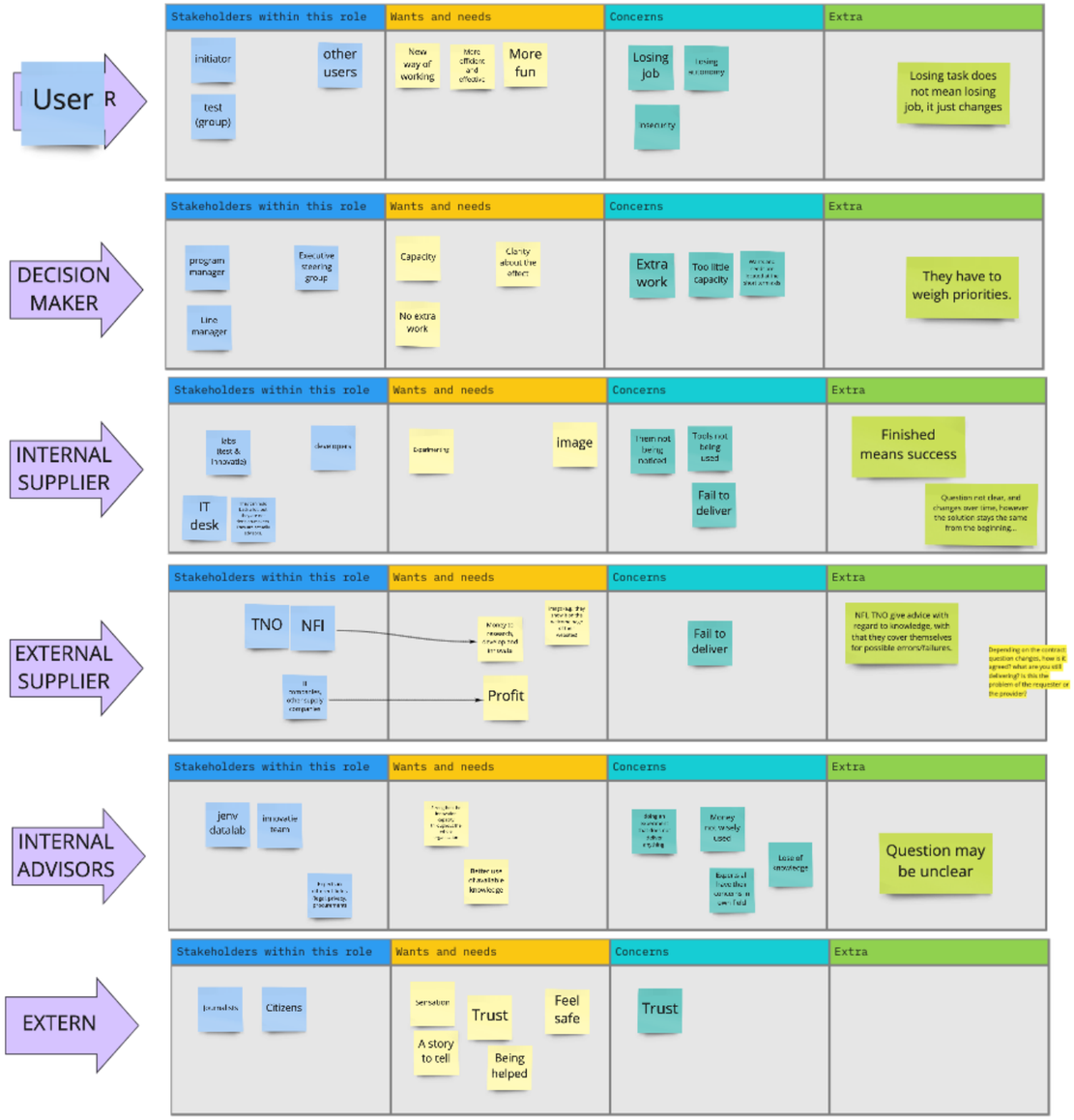
- The experiment is a collaboration of the technical side and the business side of the organisation. In addition, the project leader has a good network within the organisation; it was clear who had to be involved and why.
- An outward lobby has been launched to make the world around it enthusiastic and to get it on board.
- All results were quantifiable, i.e. the success of the experiment could be measured objectively.
- The experiment had a social interest as its goal; to help the citizen.

Key similarities with the unimplemented experiments:

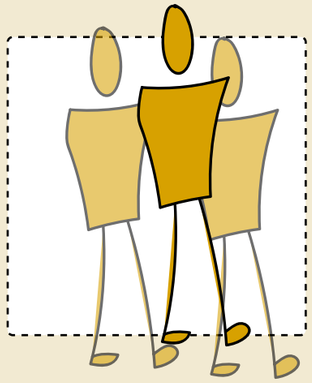
- Prior to the experiment, no measurable goals were set.
- The developed tool will be used for internal processes.

E. DEVELOP

i. Brainstorm The roles (wants & needs and concerns)



ii. The first version of The roles, used for the validation session.



THE USER

Stakeholders of the user
Initiator
Test (group)
Other users

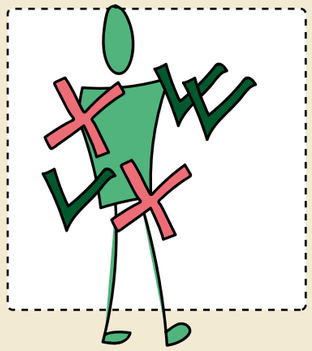
Losing the original task does not mean losing the job, the tasks of the job just change.

Want & needs of the user
New way of working, more efficiency and effectiveness, more fun

Key characteristics of the user
The user has a direct benefit by the solution & is the one closest to the problem (problem owner).

The user is quite 'low' in the organisation and therefore cannot simply push through initiatives.

Concerns of the user
Losing job
Uncertainty – about change
Losing autonomy



THE DECISION MAKER

Stakeholders of the decision maker
Program manager, line manager, executive steering group, (initiator)

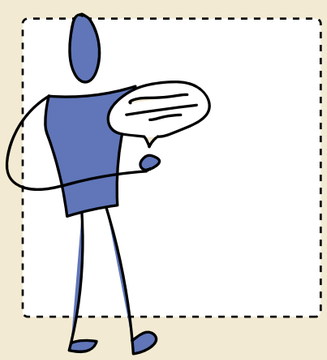
The decision maker has to weigh priorities.

Want & needs of the decision maker
Capacity
Clarity about the effect
No extra work
Save costs

Key characteristics of the decision maker
They are located at different level in the organisation. Therefore, some decision makers have more to say than others. They must also account for themselves.

Their wants and needs are located on the short-term axis.

Concerns of the decision maker
Extra work
Too little capacity



THE INTERNAL ADVISOR

Stakeholders of the internal advisor
JenV data lab, Team X, experts in different fields (legal, privacy, procure-ment, etc.)

The question of the problem owner may be unclear to them...

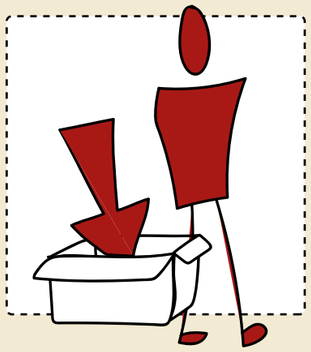
Want & needs of the internal advisor
Strengthen the innovation capacity

Better use of available knowledge

Key characteristics of the internal advisor
The internal advisor gives a push in the right direction, this can be through funding, support or setting benchmarks.

The internal advisor does not benefit directly by the experiment.

Concerns of the internal advisor
Doing an experiment that does not deliver anything; Money not wisely used; Loss of knowledge; Experts all have their concerns in own field



THE INTERNAL SUPPLIER

Stakeholders of the internal supplier

Labs (test, innovation), developers, IT Desk (they can hold back, even though they are no decision-makers)

A finished experiment means success according to them, but finished does not mean implemented...

Want & needs of the internal supplier

Experimenting
Image

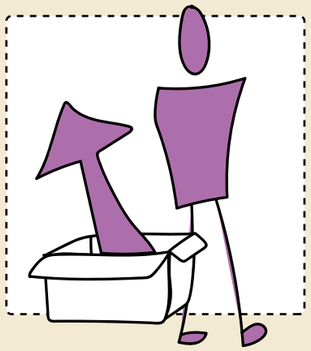
Key characteristics of the internal supplier

The internal suppliers in general do not work together, their goals differ a little.

The internal supplier does not directly benefit by the solution. The internal supplier is also not the problem owner.

Concerns of the internal supplier

Tools not being used
Fail to deliver
Them not being noticed



THE EXTERNAL SUPPLIER

Stakeholders of the external supplier

TNO, NFI, IT companies, other supply companies

The question depends on the contract: Deliver solution for initial problem vs deliver solution for final problem.

Want & needs of the external supplier

Money to research, develop and innovate
Profit
Image

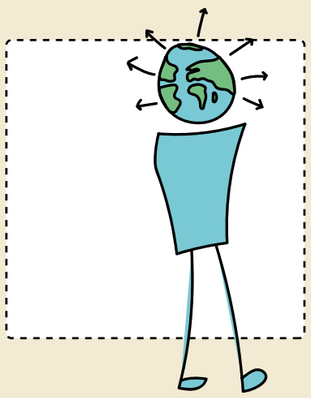
Key characteristics of the external supplier

The external supplier gives advice regard to knowledge, with that they cover themselves for possible errors / failures.

The external supplier is 'far' away from the problem and solution. The external supplier is not even part of JenV.

Concerns of the external supplier

Fail to deliver



THE EXTERNAL

Stakeholders of the external

Citizens
Journalists

To present JenV as a transparent organisation, this role must be included!

Want & needs of the external

Sensation, Being helped, A story to tell, Feel safe, Trust

Key characteristics of the external

The external can make it or break it

Even though it seems like the external is far away from the problem and solution, they benefit from a more efficient and effective government.

Concerns of the external

Fail to deliver

F. CREATE

This appendix contains the six Stakeholder canvases, specified for each role.

STAKEHOLDER CANVAS 1

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

Initiator

Test (group)

Other users

WANTS & NEEDS

Fill in the specific wants & needs that belong to this role within this AI experiment

General identified wants & needs of this role

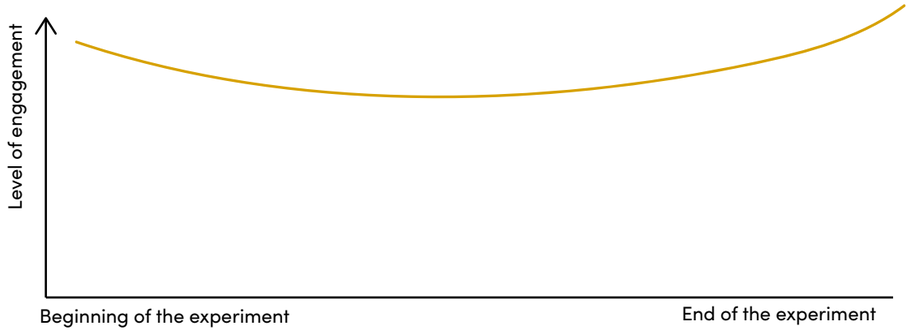
New way of working

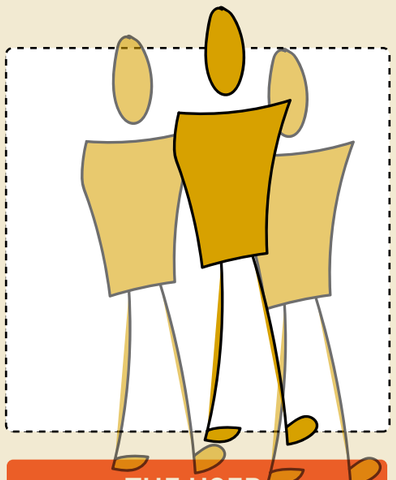
More efficiency and effectiveness

More fun

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE USER

The user is an internal user of JenV

Losing the original tasks does not mean losing the job, the tasks of the job just change.

KEY CHARACTERISTICS

The user has a direct benefit by the solution & is the one closest to the problem (problem owner).

The user is quite 'low' in the organisation's hierarchical structure and therefore cannot simply push through initiatives.

CONCERNS

Fill in the specific concerns that belong to this role within this AI experiment

General identified concerns of this role

Losing job

Uncertainty – about change

Losing autonomy

STAKEHOLDER CANVAS 2

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

Program manager

Line manager

Executive steering group

(initiator)

WANTS & NEEDS

Fill in the specific wants & needs that belong to this role within this AI experiment

General identified wants & needs of this role

Capacity

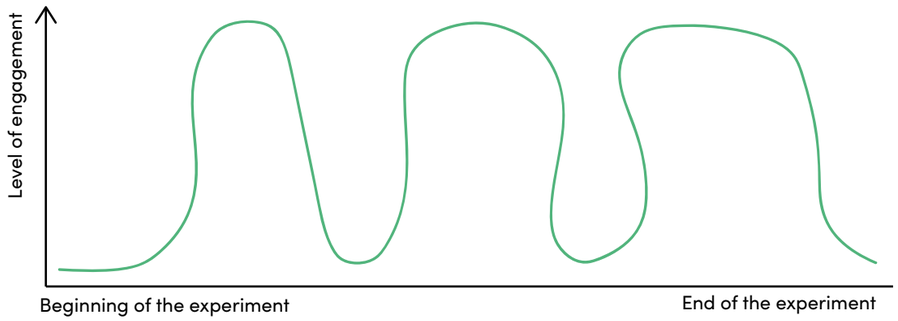
Clarity about the effect

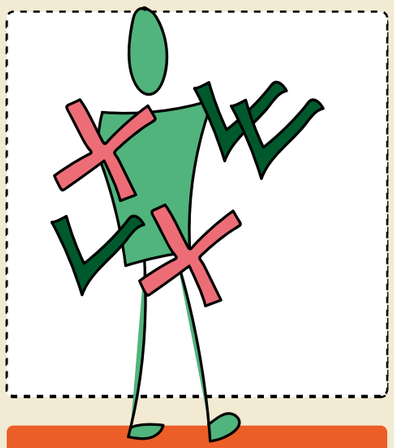
No extra work

Save costs

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE DECISION-MAKER

The decision maker has to weigh priorities.

KEY CHARACTERISTICS

They are located at all different levels in the organisation and differ from each other. They must therefore also be approached in a different way.

Their wants and needs are located on the short-term axis.

CONCERNS

Fill in the specific concerns that belong to this role within this AI experiment

General identified concerns of this role

Extra work

Too little capacity

STAKEHOLDER CANVAS 3

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

JenV data lab

Team X

Experts in different fields (legal, privacy, procurement, etc.)

WANTS & NEEDS

General identified wants & needs of this role

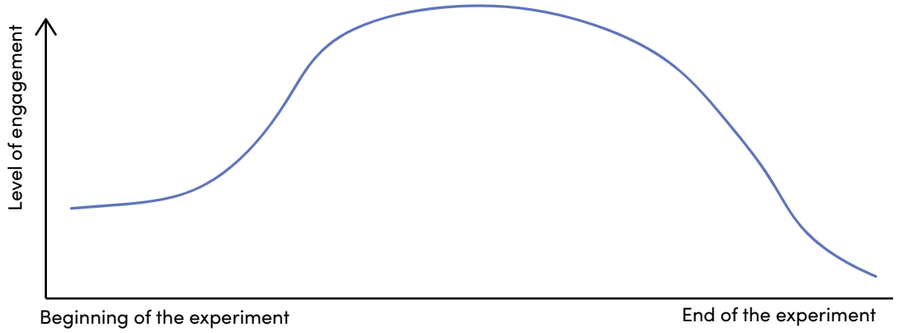
Strengthen the innovation capacity

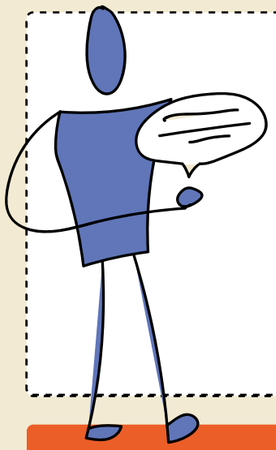
Better use of available knowledge

Fill in the specific wants & needs that belong to this role within this AI experiment

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE INTERNAL ADVISOR

The question of the problem owner may be unclear to them...

KEY CHARACTERISTICS

The internal advisor gives a push in the right direction, this can be through funding, support or setting benchmarks.

The internal advisor does not benefit directly by the experiment.

CONCERNS

General identified concerns of this role

Doing an experiment that does not deliver anything

Money not wisely used

Loss of knowledge

Experts all have their concerns in own field

Fill in the specific concerns that belong to this role within this AI experiment

STAKEHOLDER CANVAS 4

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

Labs (test, innovation)

Developers

IT Desk (they can hold back, even though they are no decision makers)

NFI

WANTS & NEEDS

Fill in the specific wants & needs that belong to this role within this AI experiment

General identified wants & needs of this role

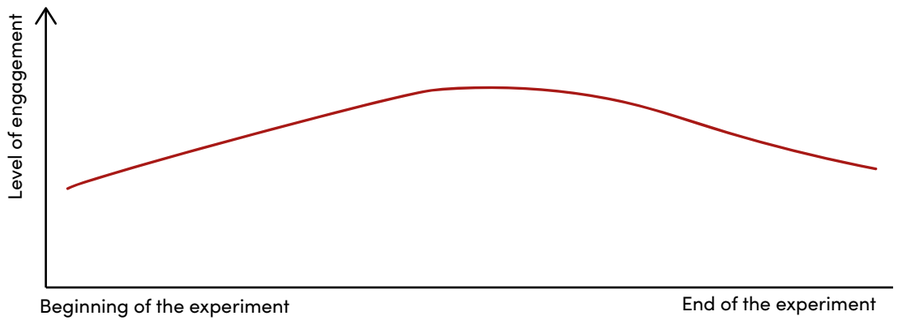
Experimenting

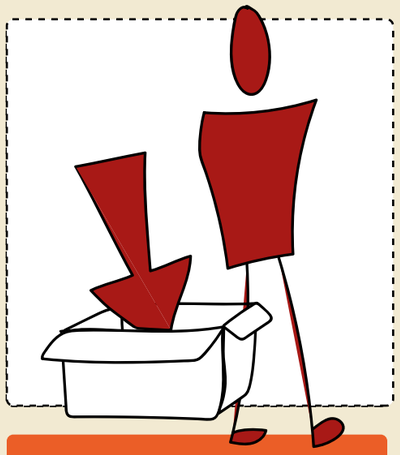
Image

Capacity, money

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE INTERNAL SUPPLIER

A finished experiment means success according to them, but finished does not mean implemented...

KEY CHARACTERISTICS

The internal suppliers in general do not work together, their goals differ a little.

The internal supplier does not directly benefit by the solution. The internal supplier is also not the problem owner.

CONCERNS

Fill in the specific concerns that belong to this role within this AI experiment

General identified concerns of this role

Tools not being used

Fail to deliver

Them not being noticed

No one sees what they did

STAKEHOLDER CANVAS 5

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

- TNO
- IT companies
- Other supply companies
- Service providers
- Developers

WANTS & NEEDS

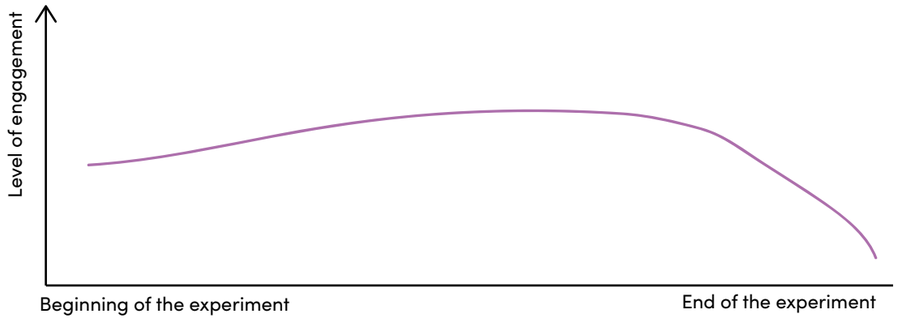
Fill in the specific wants & needs that belong to this role within this AI experiment

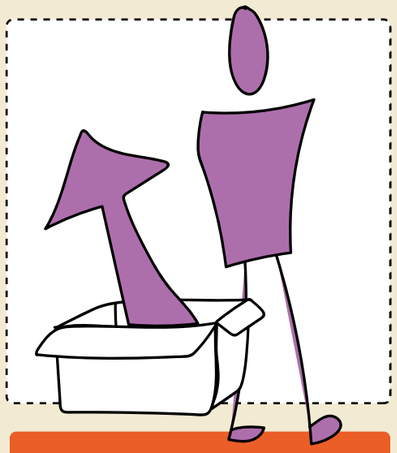
General identified wants & needs of this role

- Money to research
- Develop and innovate
- Profit
- Image

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE EXTERNAL SUPPLIER

The question depends on the contract: Deliver solution for initial problem vs deliver solution for final problem.

KEY CHARACTERISTICS

The external supplier gives advice regard to knowledge, with that they cover themselves for possible errors / failures.

The external supplier is 'far' away from the problem and solution. The external supplier is not even part of JenV.

CONCERNS

Fill in the specific concerns that belong to this role within this AI experiment

General identified concerns of this role

- Fail to deliver
- Image damage

STAKEHOLDER CANVAS 6

THE STAKEHOLDERS

Fill in the specific stakeholders that belong to this role and must be involved within this AI experiment

General identified stakeholders of this role

Citizens

Journalists

End user (External)

NGOs

WANTS & NEEDS

Fill in the specific wants & needs that belong to this role within this AI experiment

General identified wants & needs of this role

Sensation

Being helped

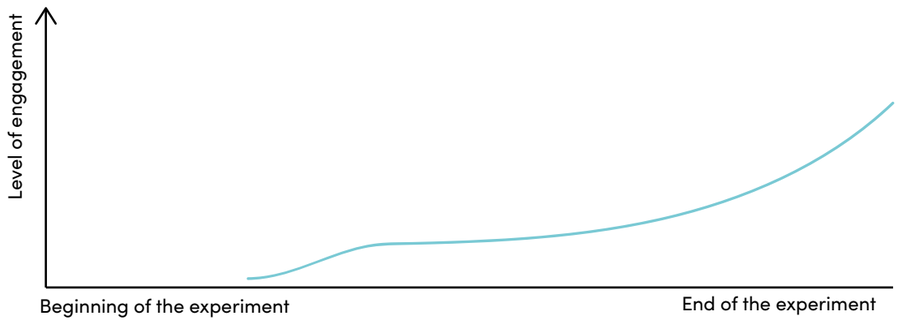
A story to tell

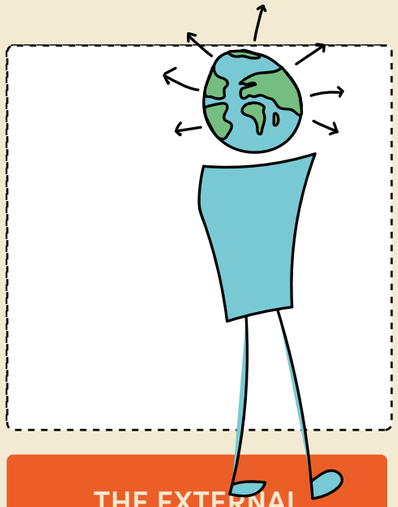
Feel safe

Trust

LEVEL OF ENGAGEMENT

Draw a line on what level the role should be engaged.
The line provides a general indication.





THE EXTERNAL

To present JenV as a transparent organisation, this role must be included!

KEY CHARACTERISTICS

The external can make it or break it

Even though it seems like the external is far away from the problem and solution, they benefit from a more efficient and effective government.

CONCERNS

Fill in the specific concerns that belong to this role within this AI experiment

General identified concerns of this role

Discrimination

Privacy

Ethical aspects

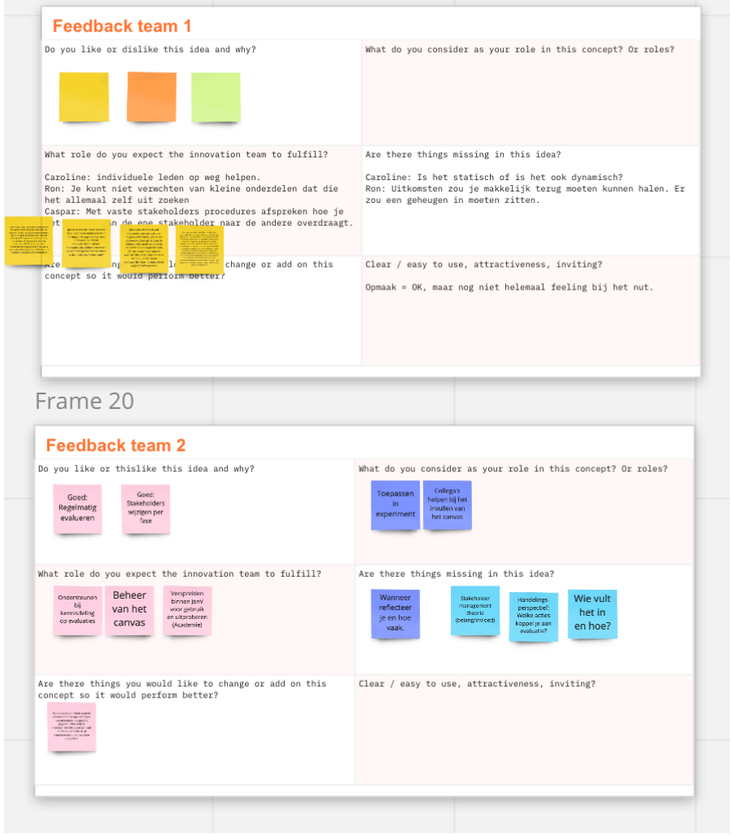
Losing control

G. DELIVER

i. The validation session

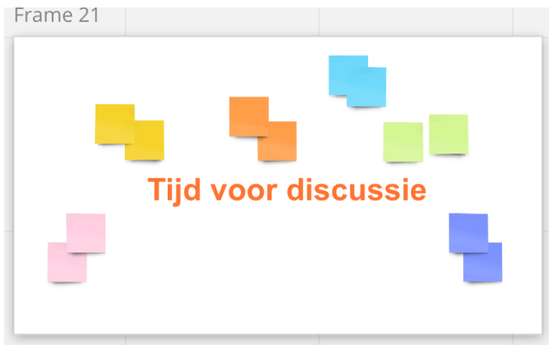
This appendix contains a visual overview of the online validation session

Frame 19

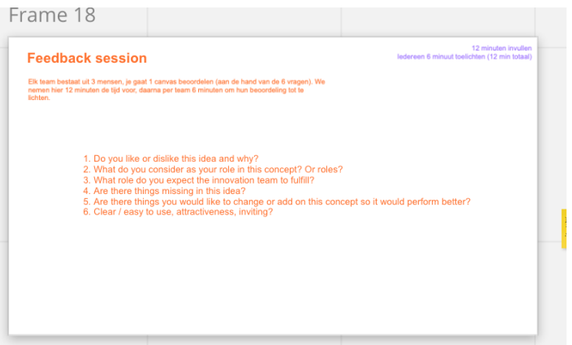


Frame 20

Frame 21



Frame 18

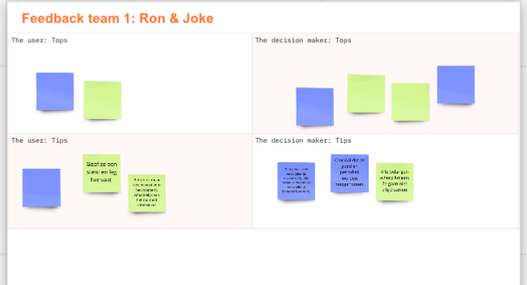


Frame 2

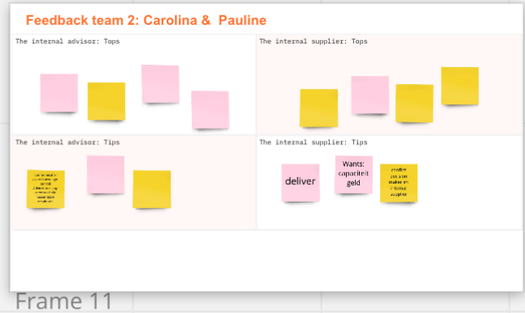
Frame 3

The validation session was held online, took 2 hours and is recorded. The insights have been incorporated in the report.

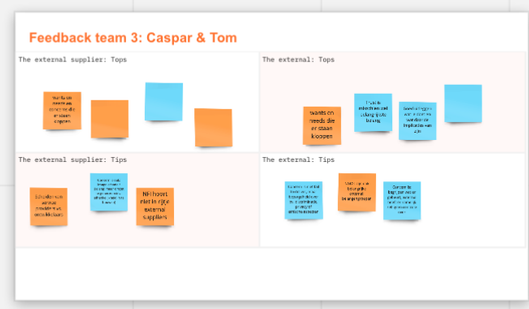
Frame 9



Frame 10

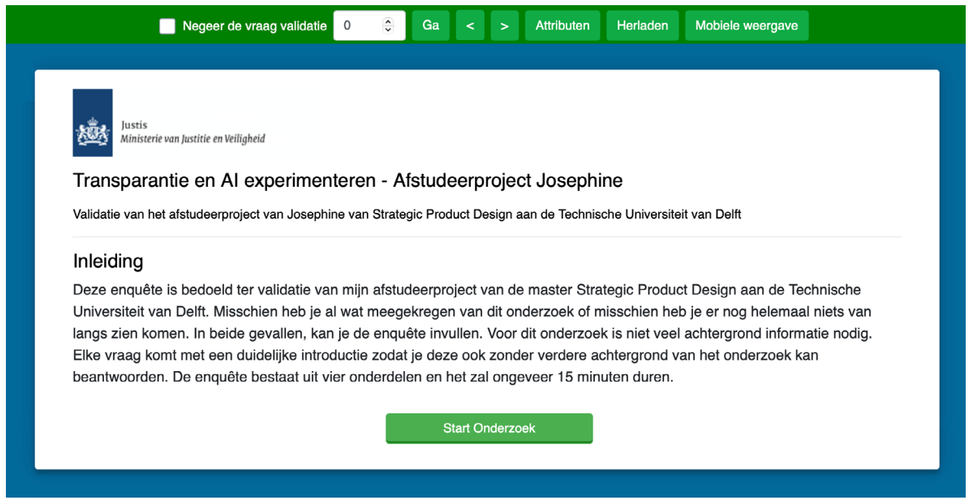


Frame 11



ii. The survey

Introduction survey:



Page 1 of the survey, the rest of the survey is structured the same.

Some interesting results of the survey

The concept of transparency has the same meaning for all respondents: openness. This is in line with the transparency envisaged in the design objective.

How transparent do people see their own working methods? 5, 5, 5, 6, 3, 6
- difference is not big
- mean = 5

How transparent do people see the working methods of others? 2, 2, 4, 4, 2, 5, 4
- much lower than their own method
- mean = 3.29
- everyone gave a lower answer than how they rated themselves

Only 1 participant had been part of an AI experiment.

The answers of the survey

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Openheid
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 5
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 2
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 2
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:** Nee
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Openheid
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 5
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 2
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 2
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:** Nee
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**
Vraag: Als je betrokken bent geweest bij een AI experiment, kun je dan in het kort jouw ervaring betreffende de transparantie van het experiment vertellen?	**Antwoord:**
Vraag: In het AI experiment waarbij ik betrokken ben geweest, heb ik alle ervaringen en resultaten gedeeld met betrokkenen van het project.	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Open, doorzichtig, zichtbaar, inzichtelijk, informerend
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:**
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 5
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 5
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:**
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** open zijn over wat je doet en waarom
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 5
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 4
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 3
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:** Nee
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**
Vraag: Als je betrokken bent geweest bij een AI experiment, kun je dan in het kort jouw ervaring betreffende de transparantie van het experiment vertellen?	**Antwoord:**
Vraag: In het AI experiment waarbij ik betrokken ben geweest, heb ik alle ervaringen en resultaten gedeeld met betrokkenen van het project.	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Openheid, herleidbaarheid
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 3
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 2
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 2
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Anders: Van sommige
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:** Nee
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:** Via een collega
Vraag: Als je betrokken bent geweest bij een AI experiment, kun je dan in het kort jouw ervaring betreffende de transparantie van het experiment vertellen?	**Antwoord:**
Vraag: In het AI experiment waarbij ik betrokken ben geweest, heb ik alle ervaringen	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Openheid. Inzicht kunnen geven over manier van handelen, hoe bepaalde keuzes en besluiten tot stand komen. Hier ook open over communiceren.
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 6
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 4
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 5
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:**
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**
Vraag: Als je betrokken bent geweest bij een AI experiment, kun je dan in het kort jouw ervaring betreffende de transparantie van het experiment vertellen?	**Antwoord:**
Vraag: In het AI experiment waarbij ik betrokken ben geweest, heb ik alle ervaringen en resultaten gedeeld met betrokkenen van het project.	**Antwoord:**

Vraag: Wat betekent transparantie voor jou? (Een korte uitleg is voldoende)	**Antwoord:** Openheid
Vraag: Mijn eigen werkwijze binnen JenV is transparant.	**Antwoord:** 5
Vraag: De werkwijze van anderen binnen JenV is transparant.	**Antwoord:** 2
Vraag: JenV als organisatie heeft een transparante werkwijze	**Antwoord:** 2
Vraag: Ben je op de hoogte van de AI experimenten die binnen JenV worden uitgevoerd?	**Antwoord:** Nee
Vraag: Ben je zelf betrokken geweest bij een dergelijk experiment	**Antwoord:** Nee
Vraag: Als je niet zelf betrokken bent geweest bij een AI experiment: Hoe ben je op de hoogte gekomen van het experiment/ de experimenten?	**Antwoord:**
Vraag: Als je betrokken bent geweest bij een AI experiment, kun je dan in het kort jouw ervaring betreffende de transparantie van het experiment vertellen?	**Antwoord:**
Vraag: In het AI experiment waarbij ik betrokken ben geweest, heb ik alle ervaringen en resultaten gedeeld met betrokkenen van het project.	**Antwoord:**

IMAGE REFERENCES

Case 1
https://emnnetherlands.nl/onderzoeken/ad-hoconderzoek-controle-van-brondocumenten

Case 2
https://www.nrc.nl/nieuws/2020/03/05/slachtoffer-gokmen-t-dient-wrakingsverzoek-tegen-rechtbank-in-a3992748

Case 3
https://www.trouw.nl/nieuws/openbaar-ministerie-straft-nog-altijd-zwaarder-dan-de-rechter~b998459e/

Case 4
https://nos.nl/artikel/2311221-kamerleden-nog-altijd-bezorgd-over-situatie-op-ministerie-van-justitie

Case 5
https://www.forensischinstituut.nl

Case 6
https://www.veiligheidsregiofryslan.nl/wat-doen-wij/

Case 7
https://www.motor.nl/nieuws/valse-berichten-van-cjib/

The end.