Pulse of AI Governance in Projects

Autumn 2026

AI PGF
AI Project Governance Framework

AI PROJECT GOVERNANCE FRAMEWORK
AIPGF
APMG International

Foreword

10th November 2026

Since publishing the AI Project Governance Framework (AIPGF) in 2025, I have been helping people in project oversight, delivery and governance roles to govern AI practically at the project level. Projects and programmes are the primary mechanism for operationalising an organisation's strategic priorities, so AI-assisted projects must be able to demonstrate ethical, efficient and effective human-AI collaboration.

This is the second Pulse report and the first opportunity to compare readings. The Spring 2026 report set a baseline, and this Autumn report compares it with a larger and broader sample of 225 self-assessments from 21 countries, including much stronger representation of oversight and assurance roles.

Respondents completed the AI Project Governance Capability Maturity Model (AIPG-CMM) self-assessment between June and November 2026. Around 30% did so during project management training courses, where I explained what each question means.

The headline is more sobering than in Spring: the median score has fallen from 2.43 to 2.31, and the share of respondents at the Standardised level has more than halved. The lower reading is more likely to reflect a broader sample and better-informed scoring than a decline in practice. The clearest message is that organisations are adopting AI tools and starting to set AI policies, but have not yet built the data and people capability needed to ensure ethical, efficient and effective human-AI collaboration.

Making AI governance practical in everyday project work starts with a "where are we now?" baseline from the AIPG-CMM self-assessment. The next step is for PMOs and others in project governance roles to standardise AI governance practices within their project management frameworks.



Emanuela Giangregorio

Creator of the AI Project Governance Framework and Scheme Owner of the AIPGF Certification with APMG International

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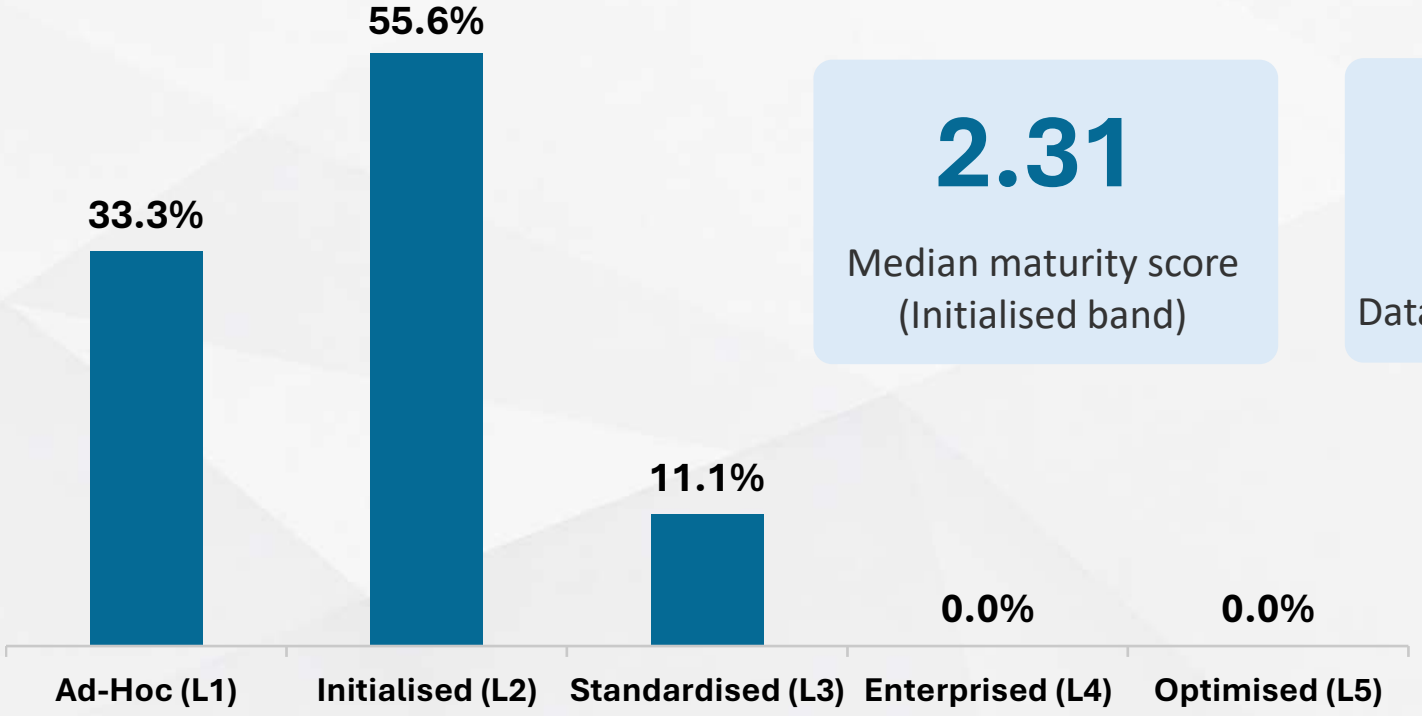
EXECUTIVE SUMMARY

AI Project Governance Framework

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EXECUTIVE SUMMARY

The second Pulse reading finds **standardised AI governance in projects still at an early stage**. Across 225 self-assessments from fifteen sectors and 21 countries, the median score is 2.31, placing it in the **Initialised** band. The highest score was **3.80 (a medium-size technology/software company).** No respondent reached Levels 4 or 5. AI Strategy & Governance is now the strongest pillar and **Data Readiness & Quality the weakest**.



2.31
Median maturity score (Initialised band)

1.77
Weakest pillar: Data Readiness & Quality

2.53
Government/Public Sector leads with highest scores

89%
of respondents have **not yet reached a standardised approach to AI governance** in their project environments.

ABOUT THE AIPG-CMM

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ABOUT THE AIPG-CMM

The AIPG-CMM is a specialised **Capability Maturity Model** (CMM) designed specifically for **benchmarking how AI use is governed in project environments.**

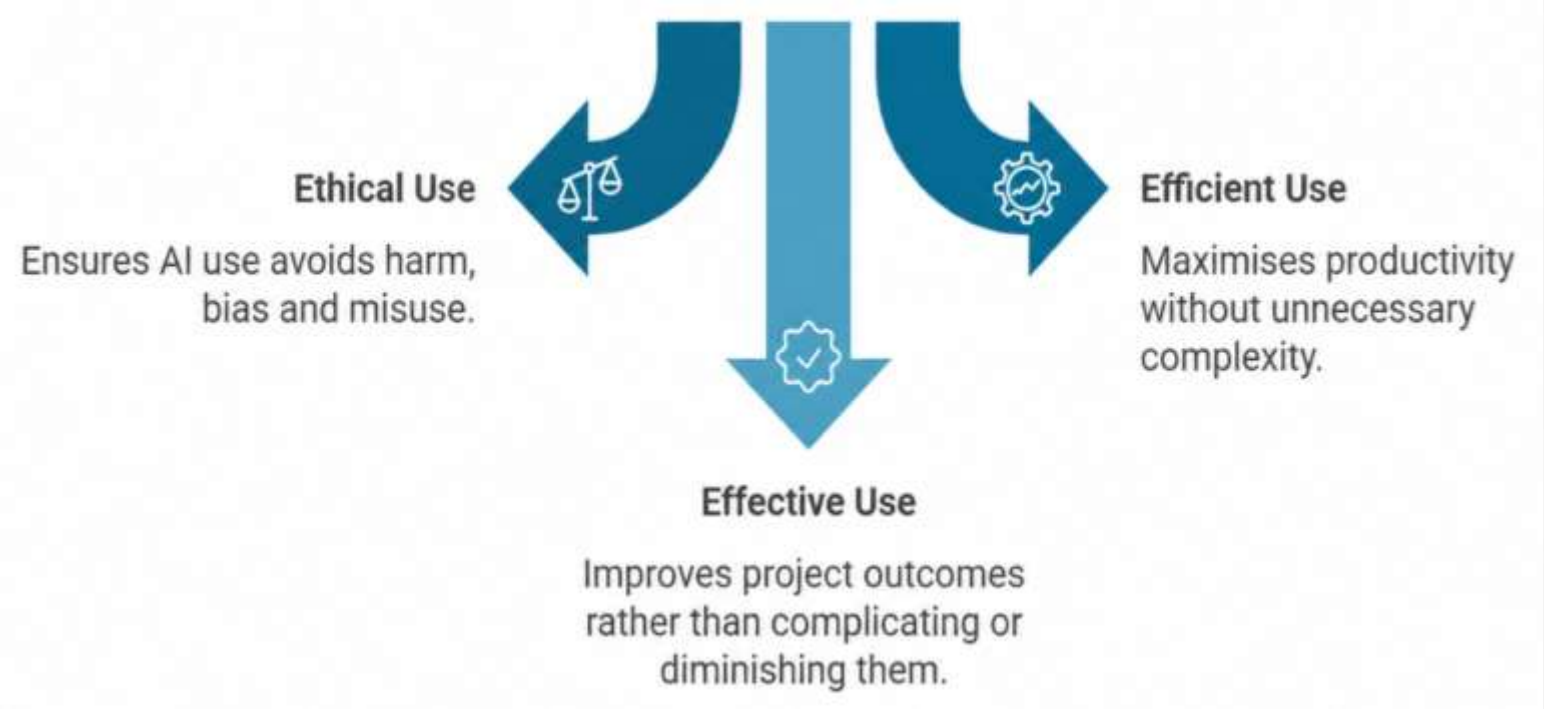
The assessment instrument is part of the **AI Project Governance Framework (AIPGF)**, which provides the “how-to” guidance for governance implementation.

The AIPG-CMM is structured around **four pillars of AI governance**, assessed on a scale of **five maturity levels.**



ABOUT THE AIPG-CMM

The Scope of AI Governance in Projects and Programmes



> “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.

ABOUT THE AIPG-CMM

The Four Assessment Pillars

AI STRATEGY & GOVERNANCE



Intentional AI use with a clear framework and executive oversight

AI TOOLS & INFRASTRUCTURE



Safe, secure and scalable AI deployment within compliant environments

HUMAN CAPABILITY & ACCOUNTABILITY



Trained, accountable teams with evidenced human oversight of AI outputs

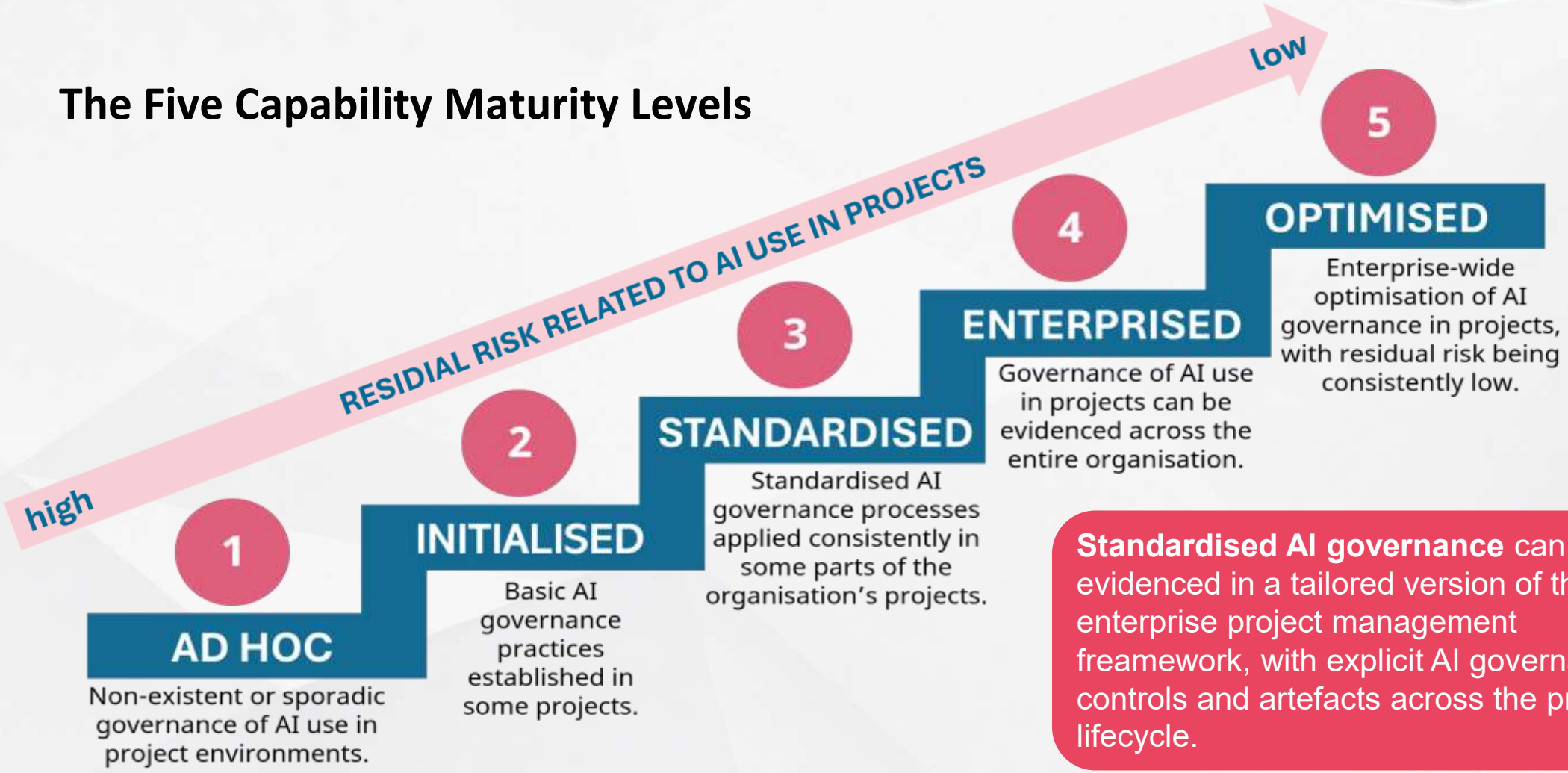
DATA READINESS & QUALITY



Well-governed, high-quality project data available for AI use across the project portfolio

ABOUT THE AIPG-CMM

The Five Capability Maturity Levels



Standardised AI governance can be evidenced in a tailored version of the enterprise project management framework, with explicit AI governance controls and artefacts across the project lifecycle.

ABOUT THE AIPG-CMM

What to Aim for Initially

LEVEL 3: STANDARDISED

Standardised maturity is the point at which AI governance becomes documented, repeatable and consistently applied across parts of the organisation. **It is the foundation for enterprise-wide governance of AI across the organisation's projects and programmes** (Level 4)**.**



WHO TOOK PART?

PARTICIPATION BREAKDOWN BY ROLE, SECTOR, SIZE AND COUNTRY

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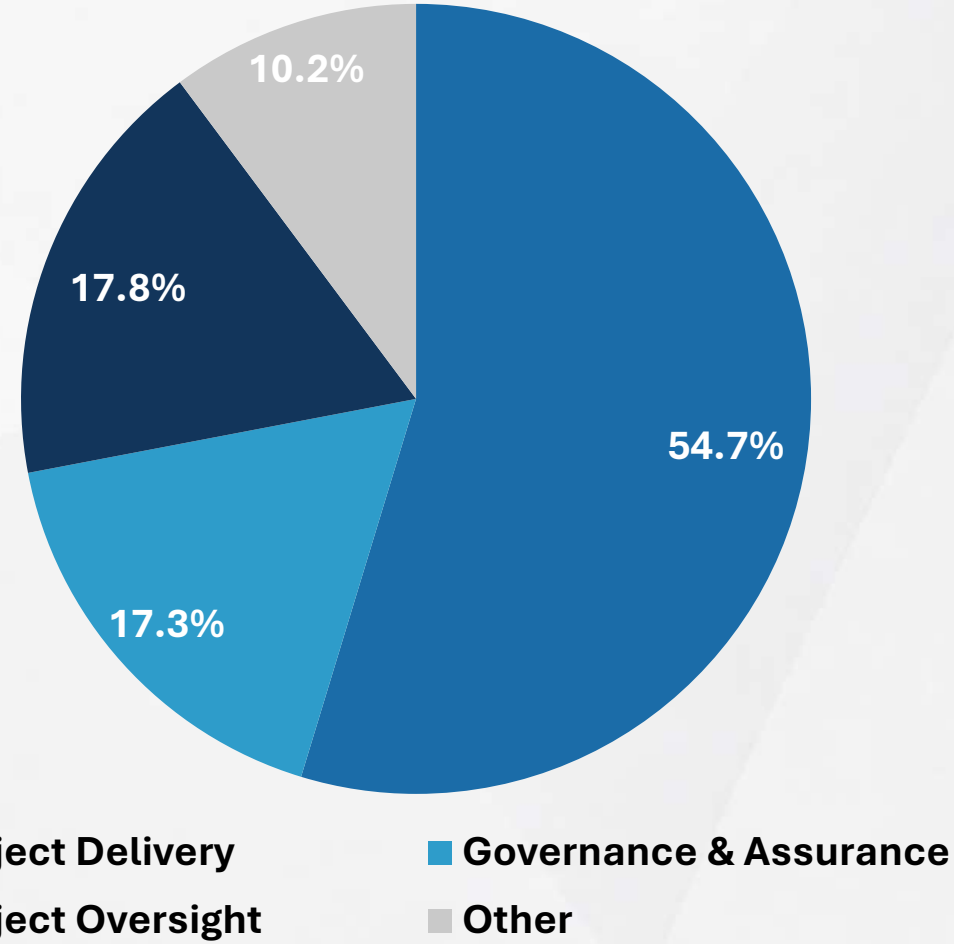
WHO TOOK PART?

Role Profile

225
completed entries

55%
of completed entries came from **Project Delivery** roles.

Project Delivery roles, including Project Managers, Programme Managers and Project Coordinators, remain the largest group. Oversight and assurance roles, including PMO roles, now account for 35% of entries, up from 18% in Spring.

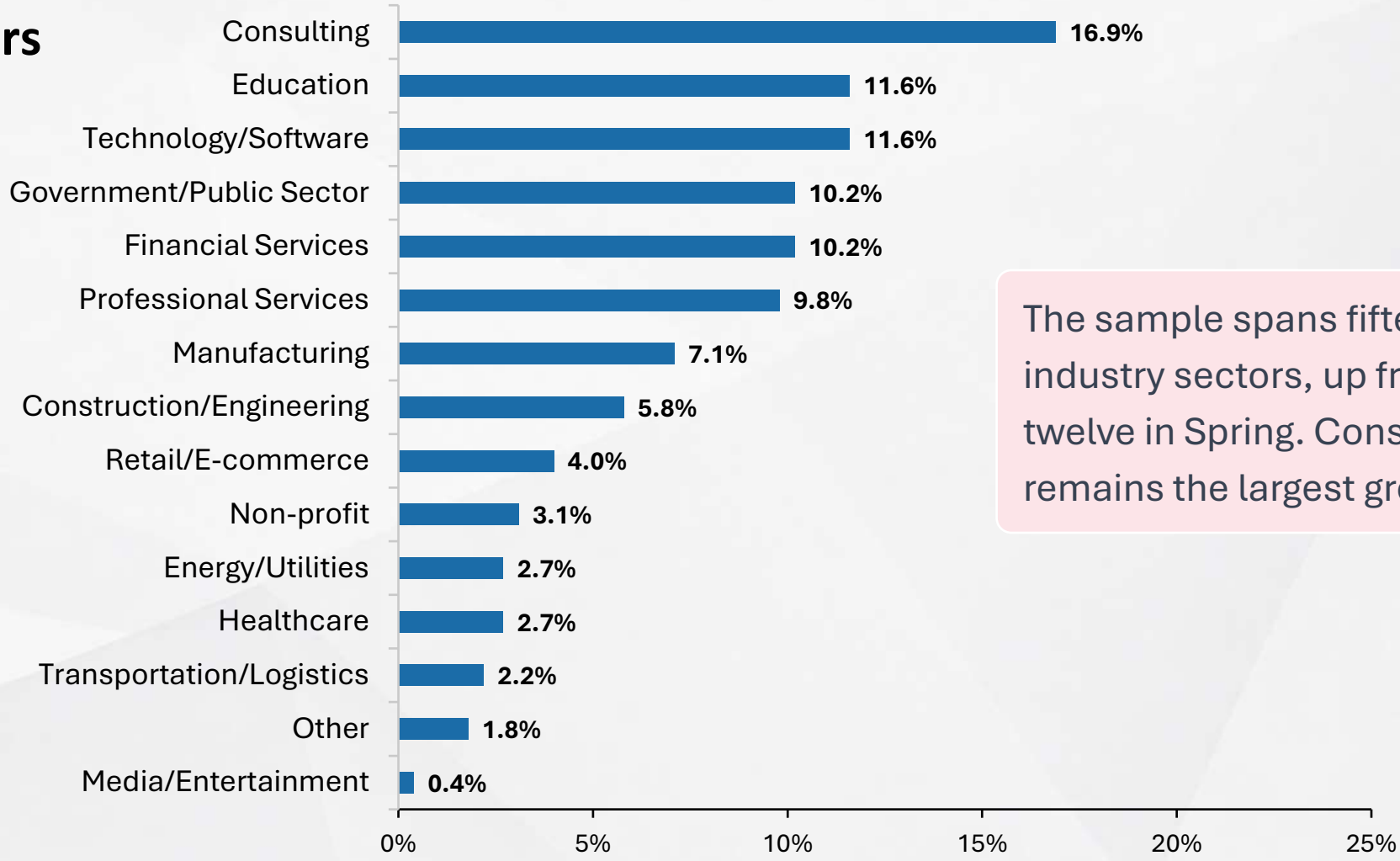


WHO TOOK PART?

Industry Sectors

17%
Consulting share of responses

40%
Combined share of top three sectors



The sample spans fifteen industry sectors, up from twelve in Spring. Consulting remains the largest group.

WHO TOOK PART?

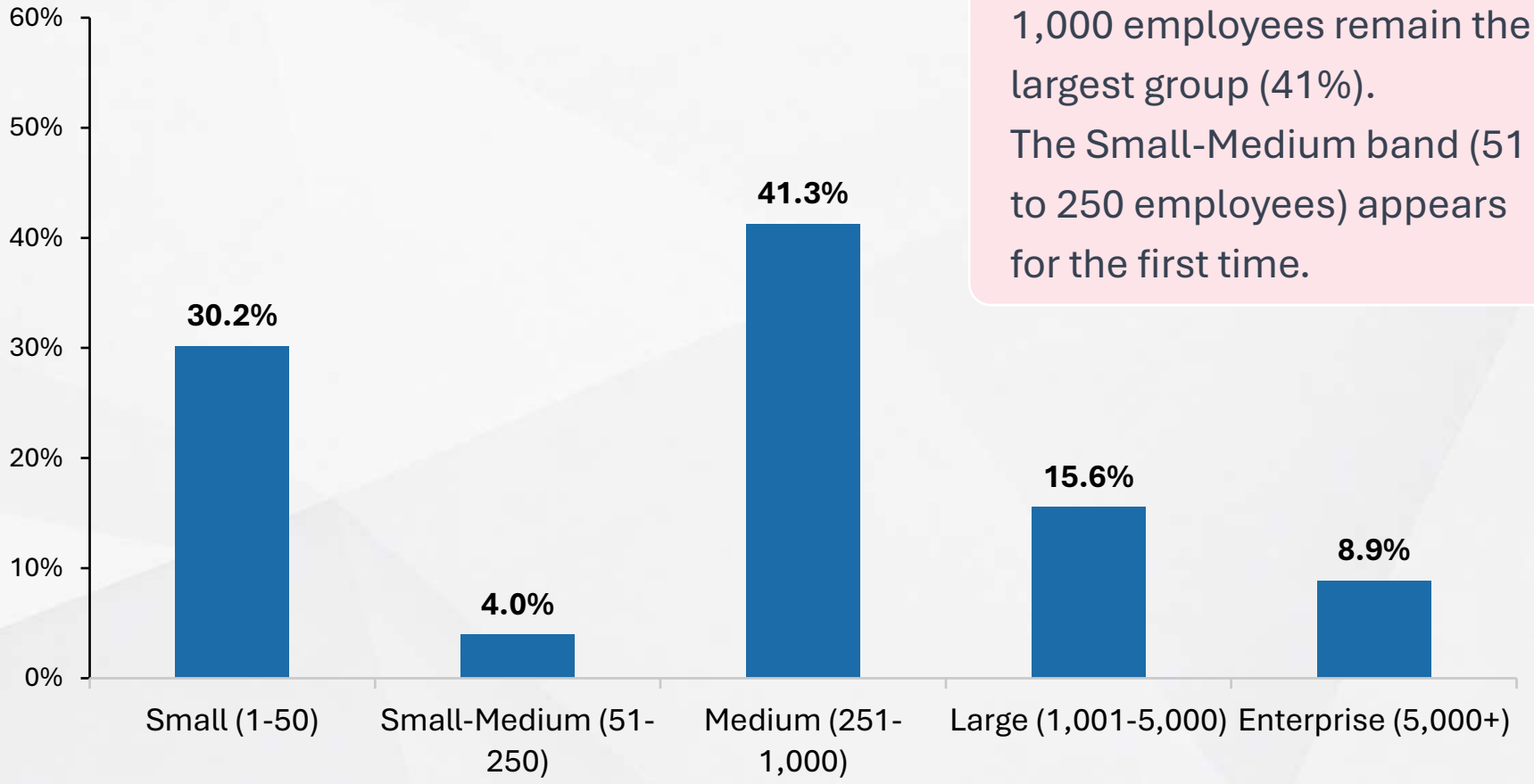
Organisation Size

76%

Participation by small and medium-size organisations combined

24%

Participation by large and enterprise combined



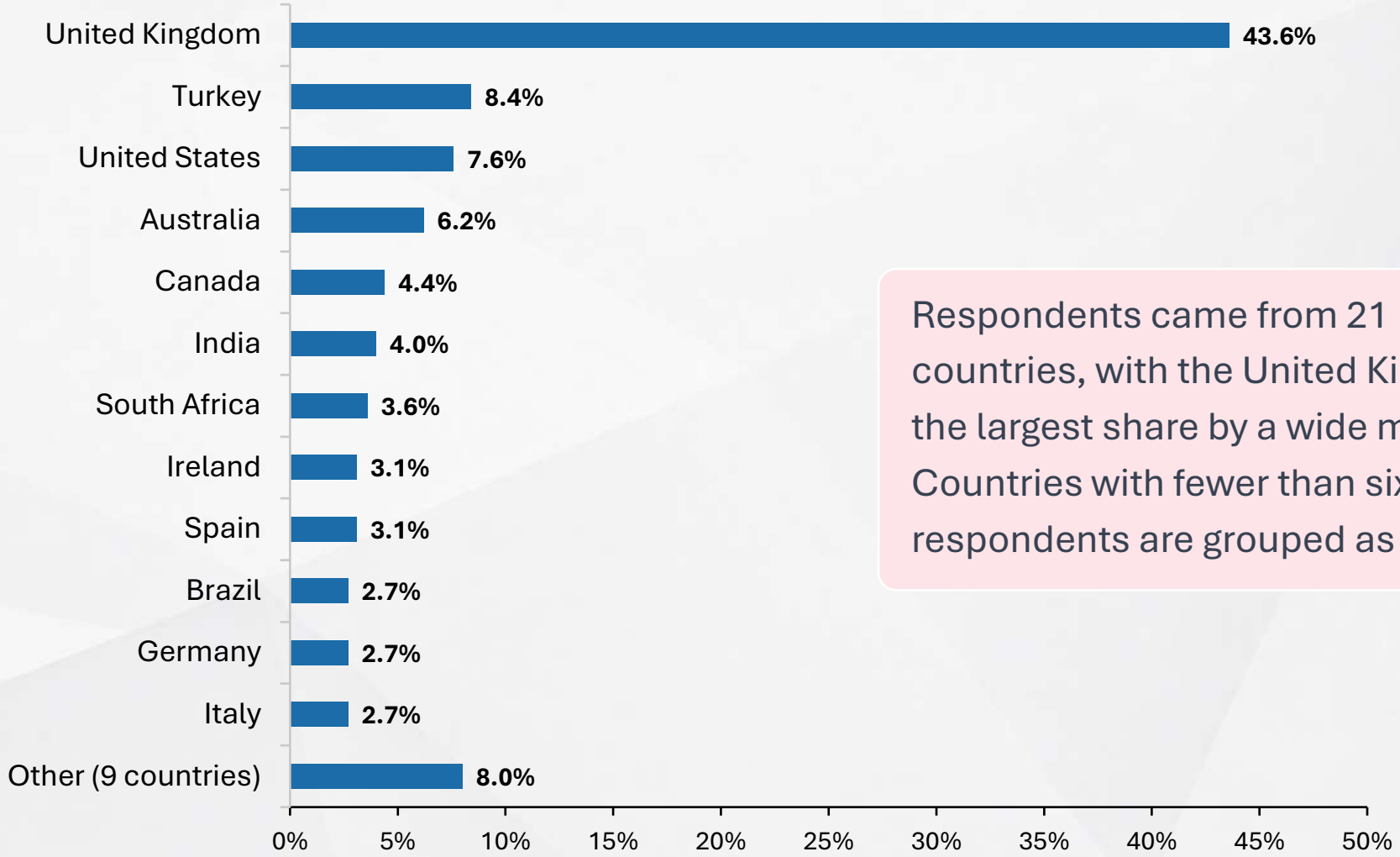
Organisations with 251 to 1,000 employees remain the largest group (41%).
The Small-Medium band (51 to 250 employees) appears for the first time.

WHO TOOK PART?

Countries

44%
United Kingdom share of responses

21
Countries represented



Respondents came from 21 countries, with the United Kingdom the largest share by a wide margin. Countries with fewer than six respondents are grouped as Other.

THE GOVERNANCE RESULTS

MATURITY FINDINGS ACROSS THE FOUR PILLARS

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THE GOVERNANCE RESULTS

Overall Maturity Score

The overall maturity score in the dataset indicates **most organisations are in the Initialised band**: they are starting to establish good governance practices in *some* of their AI-assisted projects but not standardised across the four Pillars.

2.31
Overall maturity

1 **AD HOC**
Non-existent or sporadic governance of AI use in project environments.

2 **INITIALISED**
Basic AI governance practices established in some projects.

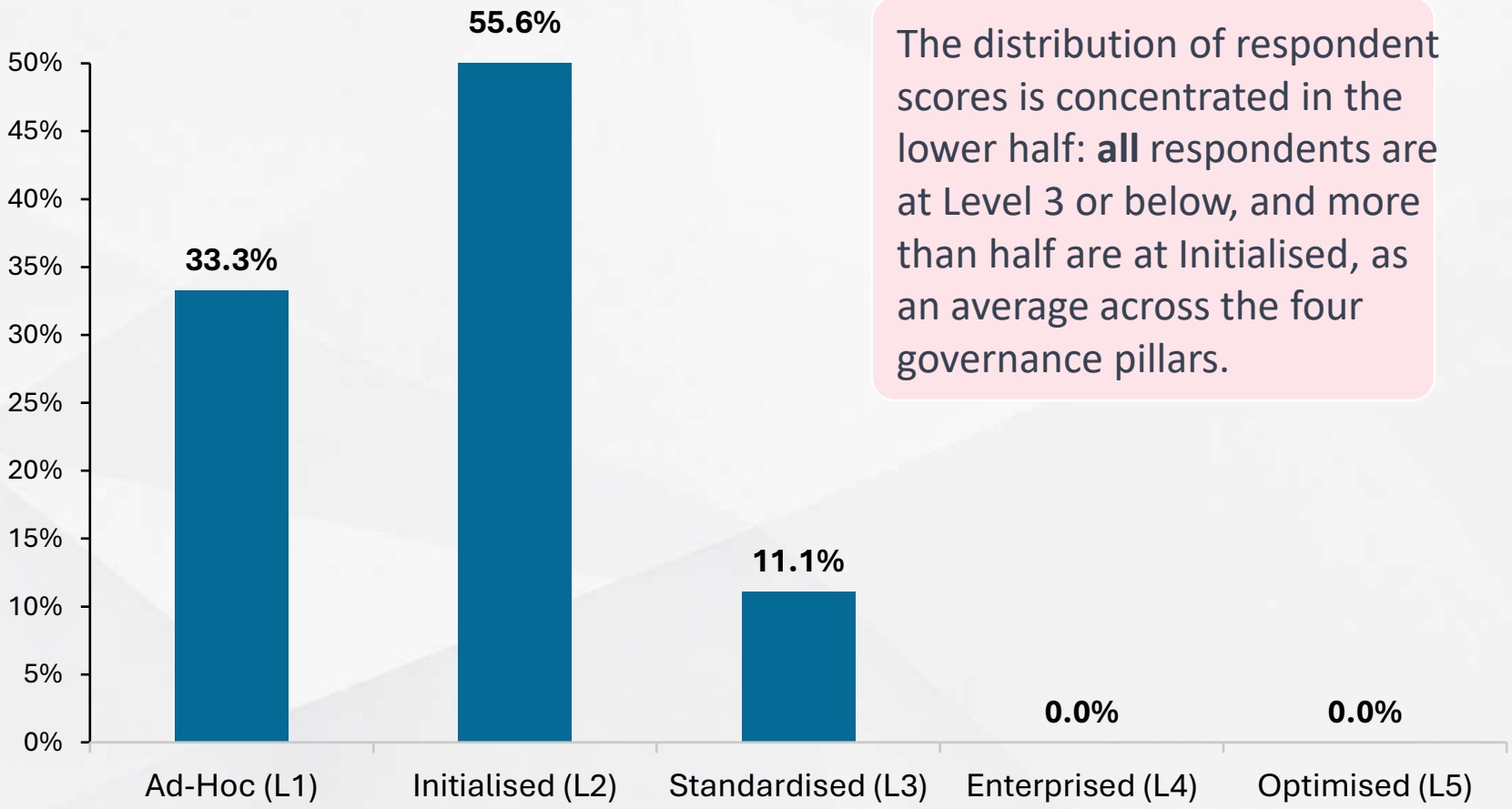
3 **STANDARDISED**
Standardised AI governance processes applied consistently in some parts of the organisation's projects.

4 **ENTERPRISED**
Governance of AI use in projects can be evidenced across the entire organisation.

5 **OPTIMISED**
Enterprise-wide optimisation of AI governance in projects, with residual risk being consistently low.

THE GOVERNANCE RESULTS

Distribution of Maturity Scores



The distribution of respondent scores is concentrated in the lower half: **all** respondents are at Level 3 or below, and more than half are at Initialised, as an average across the four governance pillars.

2.31
Median maturity score (Initialised)

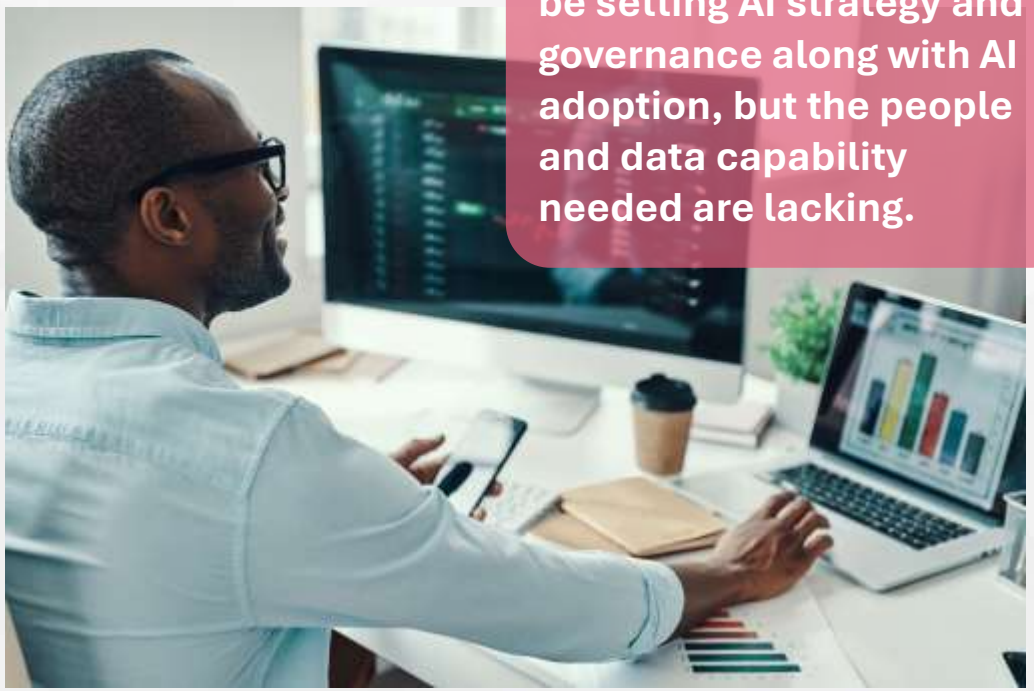
3.60
Highest score recorded.

89%
of respondents have not reached the Standardised level yet

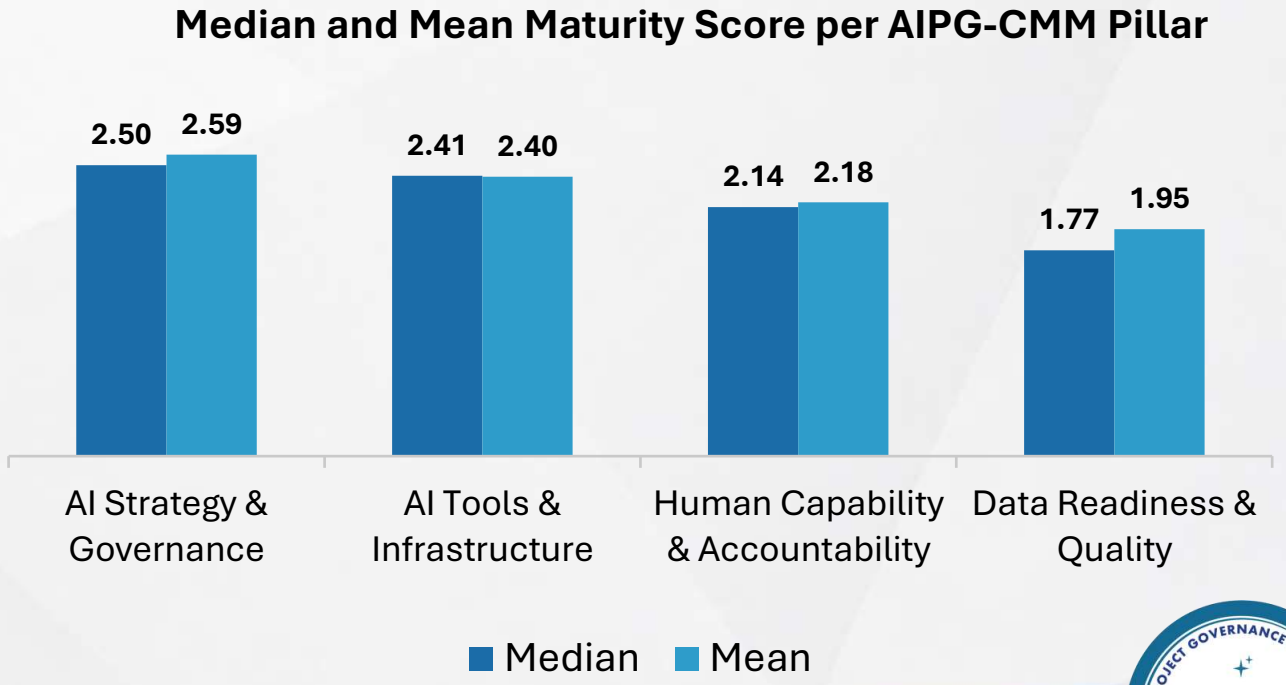
THE GOVERNANCE RESULTS

Maturity by Governance Pillar

In Spring the four pillars were closely matched; in Autumn they have separated. **AI Strategy & Governance is now the strongest pillar**, while **Data Readiness & Quality trails well behind**. All four pillars fall short of the Standardised threshold (L3).



Organisations appear to be setting AI strategy and governance along with AI adoption, but the people and data capability needed are lacking.

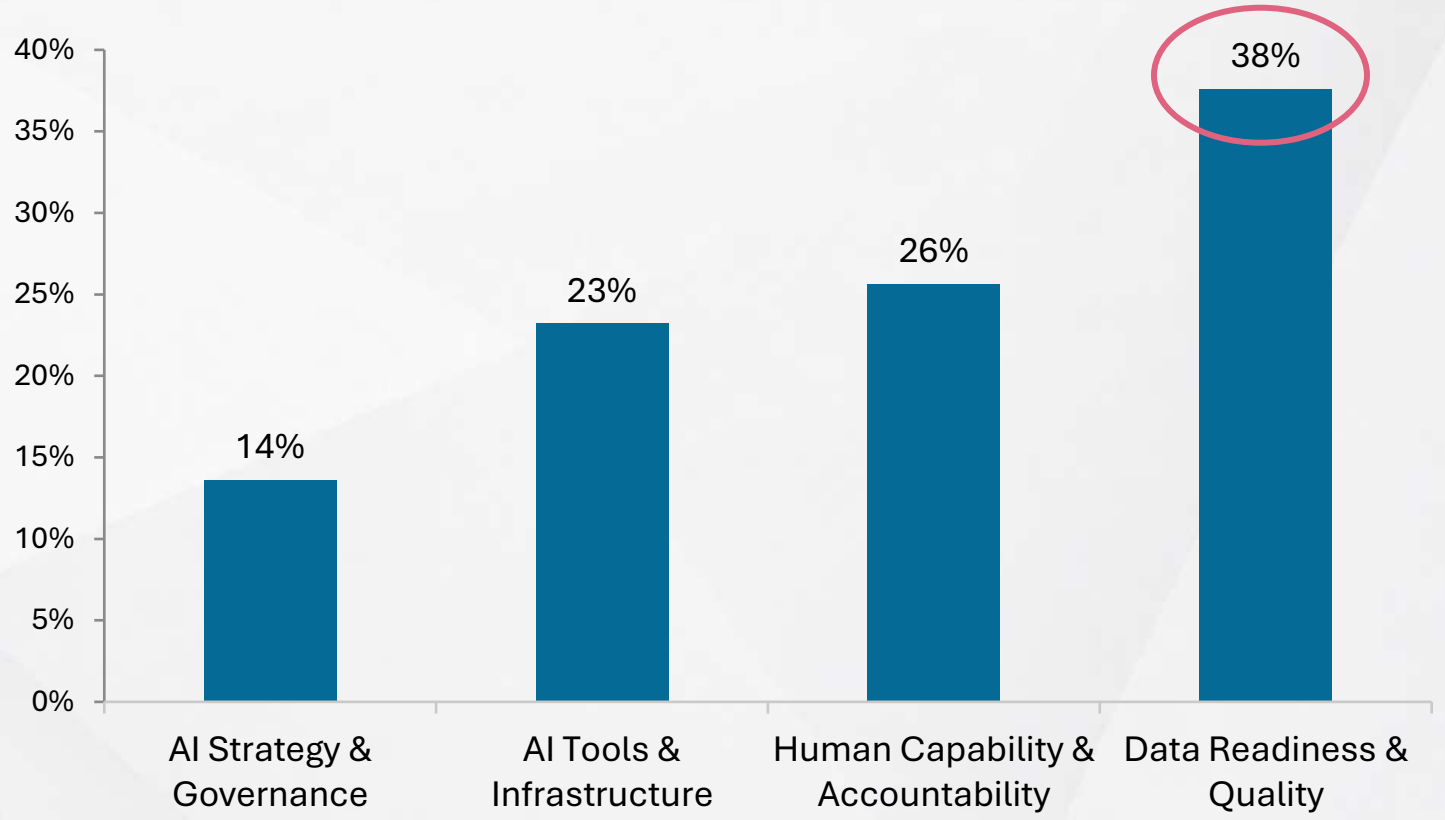


THE GOVERNANCE RESULTS

Weakest Pillar Distribution

Data Readiness & Quality is the weakest pillar for 38% of respondents. The implication is that AI users cannot get the best use of their tools without being able to make quality project data available to the tools.

Examples of project data needed in AI-assisted projects: previous lessons learnt registers, RAID logs and project plans; current project documents like business cases, project definition documents and clarification questions.



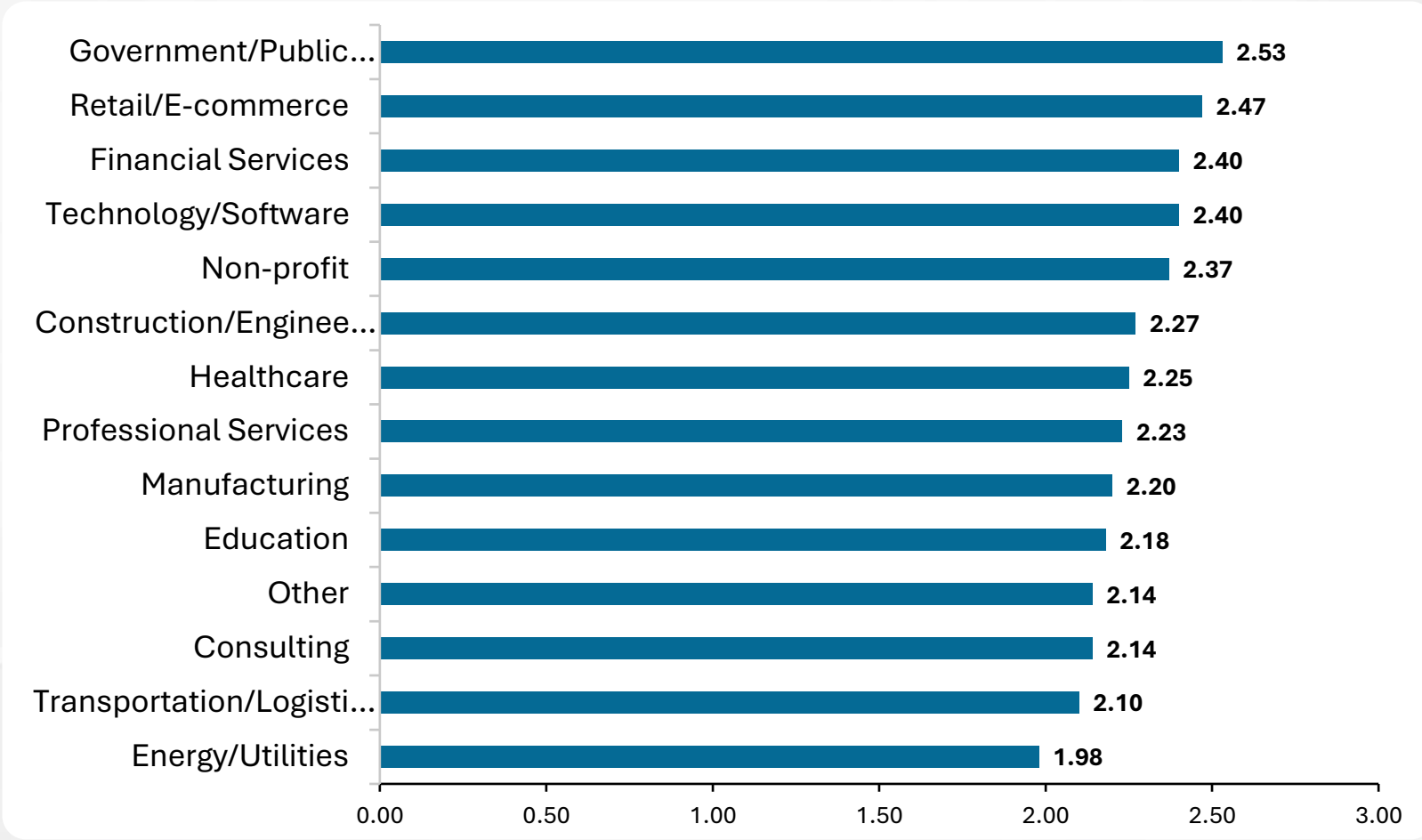
THE GOVERNANCE RESULTS

Industry Sector Results

Government/Public Sector leads at 2.53, but no sector reaches Standardised (Spring: 3.01).

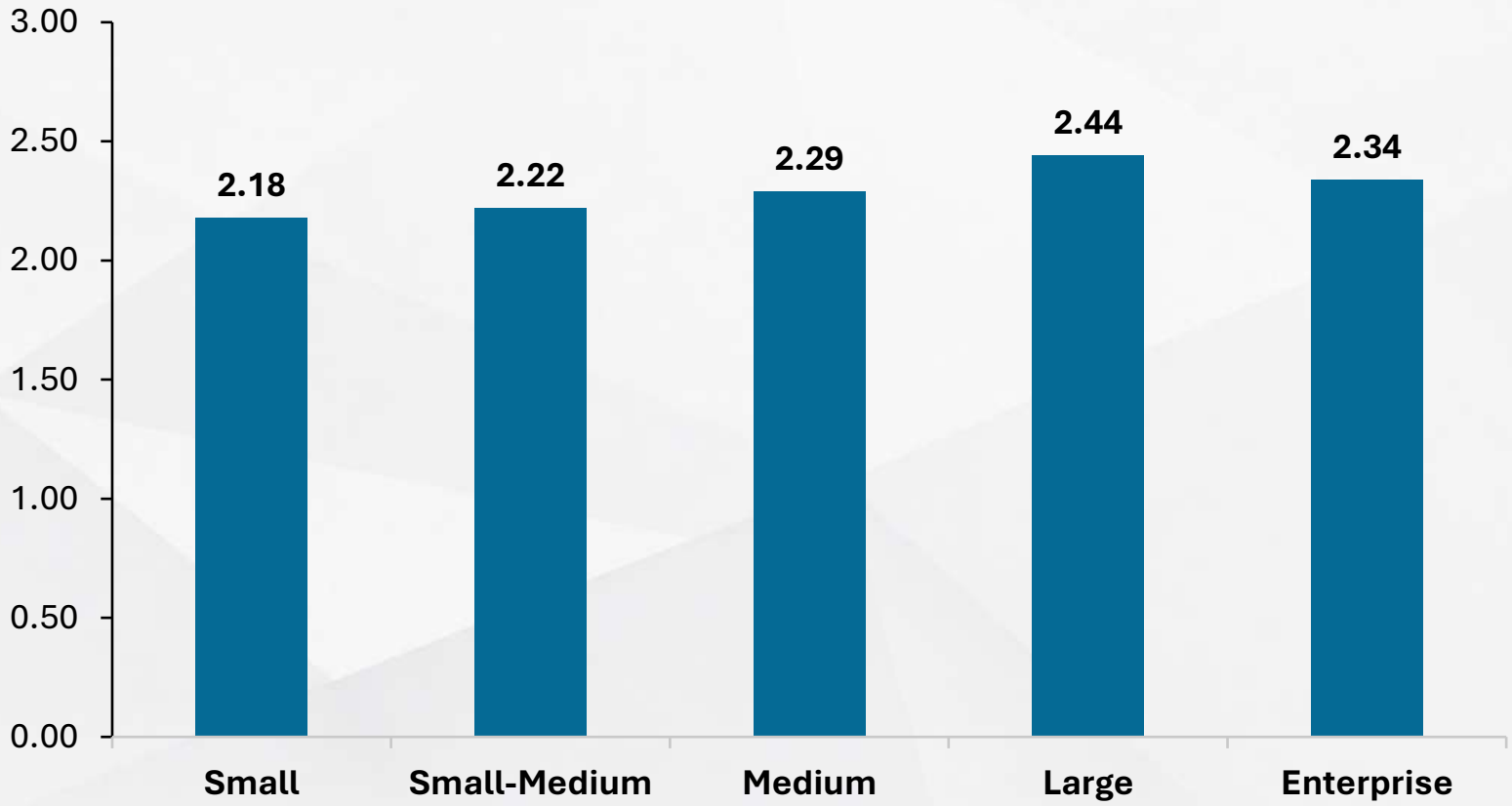
A tight middle: twelve of the fourteen groups score between 2.10 and 2.47.

One sector below 2.00: Energy/Utilities (1.98, six respondents). *Sectors with fewer than five respondents are grouped as Other.*



THE GOVERNANCE RESULTS

AI Governance Maturity by Organisation Size



Larger organisations score slightly higher.

Large organisations (1,001 to 5,000) lead at 2.44, followed by Enterprise (5,000+) at 2.34. Small organisations (1 to 50) score lowest at 2.18.

The Spring pattern has not held.

Enterprise organisations scored lowest in Spring (1.49) but are now second. All five size bands are in the Initialised band, so differences by size are small.

SPRING TO AUTUMN

COMPARING THE FIRST TWO PULSE READINGS

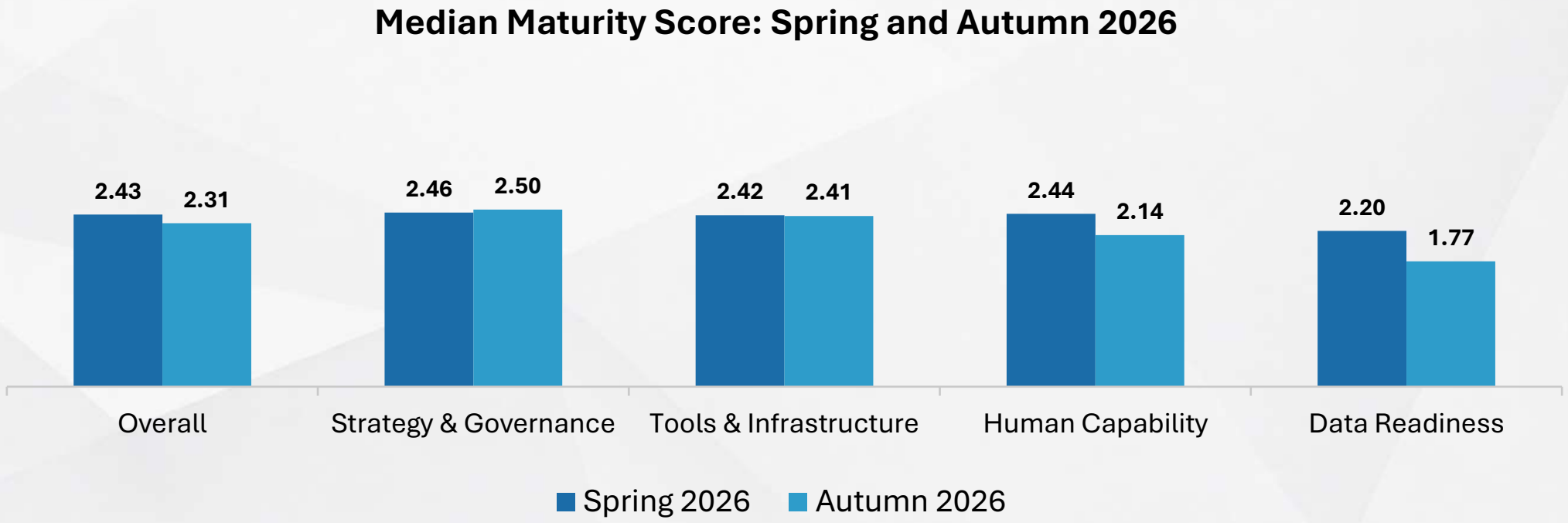
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SPRING TO AUTUMN

Spring and Autumn Readings Compared

The Autumn median is 0.12 lower than in Spring, and the share of respondents at Standardised has fallen from 23% to 11%. AI Strategy & Governance and AI Tools & Infrastructure are stable. **Human Capability & Accountability and Data Readiness & Quality account for the fall**, with Data Readiness down from 2.20 to 1.77.



SPRING TO AUTUMN

Different respondents: not the same organisations measured twice.

Broader mix: oversight and assurance roles rose from 18% to 35% of entries.

Guided scoring: around 30% completed the self-assessment on training courses.

Role mix does not explain the fall: the Project Delivery median alone is 2.29, below Spring's 2.43.

Why the Readings Differ

- The lower Autumn reading is more likely to reflect a broader sample and better-informed scoring than a decline in practice.
- Guided completion is likely to produce more conservative and consistent scores, which should make Autumn a more reliable baseline for future comparison.
- All Pulse scores are self-assessed. Independent, objective audits would be likely to produce different scores, and probably lower ones.

Treat the change as indicative. The trend will become clearer as further readings accumulate.

BOTTOM LINE

THREE PRIORITIES

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BOTTOM LINE

Three Priorities



Establish standardised AI governance in projects

An overarching corporate AI policy is insufficient at the practical project and programme level. The PMO or a working group should lead by standardising AI governance controls across the project life cycle.



Train project teams to make the best use of their AI tools

Teams are underutilising their available tools because they have not been trained and default to time-consuming manual methods. Show examples of what good human-AI collaboration looks like.



Clean up past project data, secure it and make it available

AI tools are only as good as the data available to them. Previous RAID logs, baseline plans and lessons learnt are a good starting point. Anonymise confidential information and control access.

METHODOLOGY





METHODOLOGY

225 completed self-assessments, collected 2 June to 6 November 2026.

Each respondent answered sixteen questions across four pillars - the maturity level is the composite across all four.

Bands use whole-number boundaries: Level 1 is below 2.0; Standardised begins at 3.0.

Three inconsistent entries were removed. Claude and ChatGPT validated the report draft separately, followed by a human check.

Limitations

- The sample is modest (n = 225), so segment-level scores are indicative, not conclusive.
- Respondents were self-selecting, and 44% were in the UK.
- Around 30% completed the self-assessment on training courses, where each question was explained.
- Scores are self-assessed; independent audits would be likely to produce different – possibly lower - scores.

Changes since Spring are indicative: the two samples differ in size and composition.

TAKING PART AND MORE INFO

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TAKE PART

Which roles would benefit from completing the AIPG-CMM Assessment?



Project Portfolio and Strategic Oversight Roles

Portfolio Leaders, Strategic Programmes Office teams, Enterprise PMO Leaders, Project Sponsors and Steering Committees/Boards



Project and Programme Delivery Roles

Programme Managers, Project Managers, Change Managers, Project Coordinators, Team Members, Data Owners, Data Custodians



Governace, Assurance and Compliance Roles

Chief AI Officers, Digital Transformation Leaders, AI Ethics Advisors, Internal and External Auditors, Legal, Compliance and Regulatory Teams

COMPLETE THE ASSESSMENT

Go to:

https://aipgf.pro/aipg-cmm-self-assessment



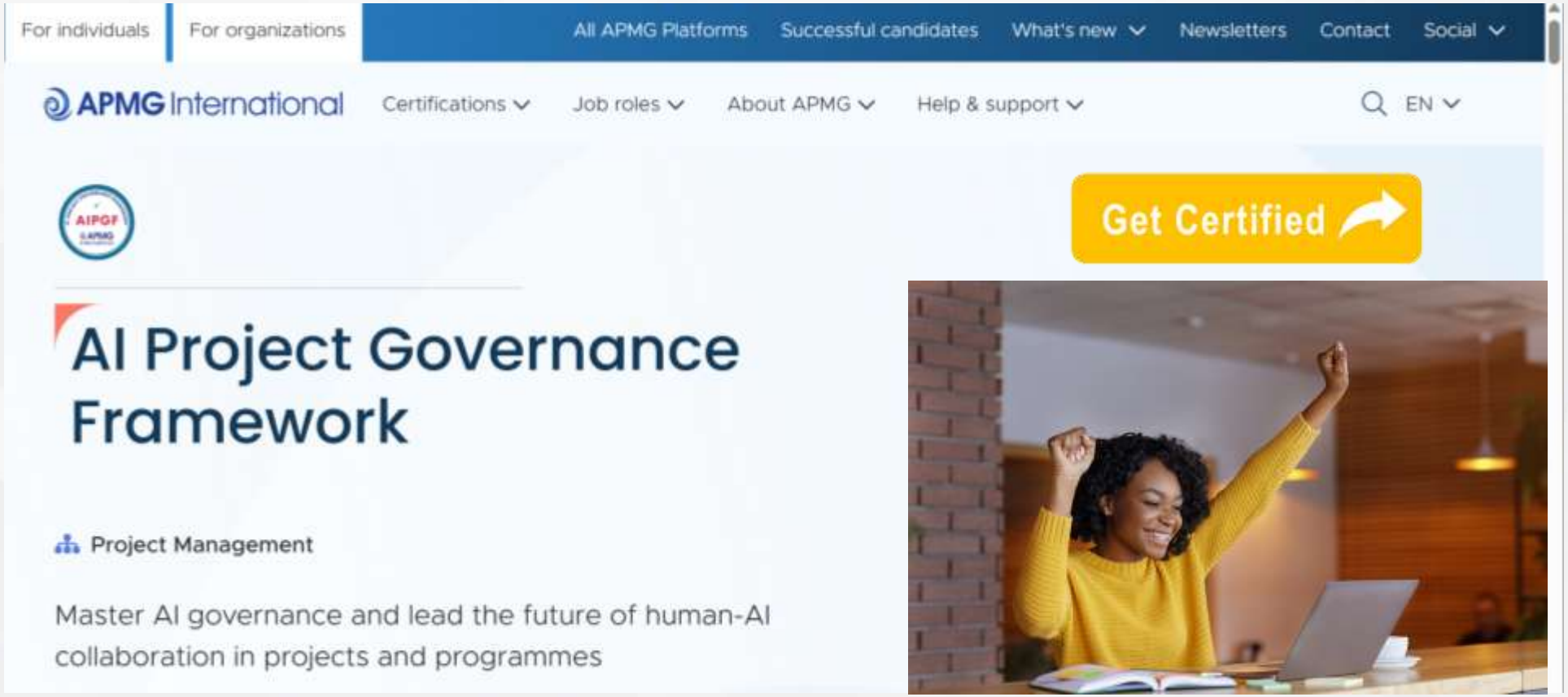
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