

MILESTONE PLANNING AND RESEARCH, INC.

AI Innovation With Trust Program Competency Methodology Guide

Release 4: Organizational Context Competencies Added

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Release 4 · Competency Standard Edition

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Release 4 Changes

Release 4 adds five Organizational Context Competencies (T-2.10 through T-2.14) to the Common Trunk, assessed at Know level only. These competencies address AI risk governance framework awareness, organizational process alignment, AI ownership and oversight, organizational AI policies and training, and regulatory compliance considerations. They are described in full in the AI Occupational Standards Manual: Occupations A–D and apply to all five occupational pathways including Occupation E. Release 3 added Occupation E — Artificial Intelligence Business Process Architect — and introduced Section 8: Business Value Discipline. All Release 2 and Release 3 content remains in effect.

Section 8: Business Value Discipline

8.1 The Gap This Program Closes

The Department of Labor’s AI apprenticeship framework and the program models advanced by major technology companies typically demonstrate AI technical competency. They do not focus on building practitioners who are accountable for whether an AI initiative produced the business outcome that justified it — and they produce no mechanism for an employer to trust that it happened. That is the gap this program closes. The AI Business Process Architect is not just a more complete practitioner. They are a trusted practitioner: one whose business-value judgment — including business case risk analysis, transformation project risk management, and value realization risk monitoring — has been observed in real work contexts and attested by a qualified mentor who reviewed the work.

The gap is structural, not incidental. Most AI training programs are designed by people who know AI well and business process accountability less well. Competencies are defined around what AI systems do — not around what the organization needs to change to create value. Assessments measure whether a practitioner can build or use an AI system — not whether they can identify that a specific process is worth transforming, calculate what it is worth, design the transformation, and verify that the value materialized.

The AI Business Process Architect occupation is the program’s answer. It is built around business value accountability as its primary design principle — not as a secondary benefit of AI skill development.

8.2 Business Value as a First-Class Competency

The program treats business value creation as a first-class competency — meaning it has specific Know, Do, and Become standards that are assessed by mentors who directly observe the practitioner’s work. It is not a soft skill attached to a technical curriculum. It is the primary purpose of the BPA occupation and a trunk requirement for all five occupations. Critically, it is a trust competency: the employer does not have to accept the practitioner’s claim that value was created. The qualification card documents what was measured, how it was measured, and who verified it. And because trust is proportionate to the inverse of residual risk — $\text{Trust} \propto 1/\text{Risk}$ — a BPA whose investment risk management judgment has been observed and attested produces a compounding return: the organization’s AI investment risk falls through the practitioner’s active risk management, and falls again through the trust channel because the qualification card provides independently verified evidence that the risk judgment was sound.

T-2.2 Business Value Creation is a trunk competency required before L3 advancement in any occupation. An AI Analyst who cannot link their AI-assisted work to a measurable business outcome has not attained T-2.2 and cannot advance. An AI Developer who cannot articulate the value produced by the system they built has not attained T-2.2. Business value is a standard, not an aspiration.

8.3 The Business Value Measurement Chain

For the AI Business Process Architect occupation, the business value measurement chain runs through six stages, each of which produces a governed artifact:

Stage	What Is Produced	What It Proves
1. Process Discovery	Process discovery report with AI readiness scores and value at stake calculation.	There is a specific, measurable opportunity here. The baseline is documented and defensible.
2. Business Case	Two-sided ROI model with NPV, payback, sensitivity table, and attribution methodology.	The investment is financially justified. The measurement design will isolate AI’s contribution.

Stage	What Is Produced	What It Proves
3. Future-State Design	Future-state process map with governance design and failure mode review.	The redesigned process is ready for prototyping. Human authority and AI bounds are defined.
4. Prototype Test	Prototype test results against baseline conditions.	The hypothesis is testable. The prototype either confirms or challenges the business case assumptions.
5. Pilot Measurement	Pilot outcome metrics against baseline with attribution documentation.	The initiative produced (or did not produce) measurable value. The root causes of any gap are identified.
6. Value Realization Report	CFO-accessible report with outcome metrics, realized vs. projected comparison, and next-decision recommendation.	The initiative is accountable to the business case. The sponsor has the information needed to make a portfolio investment decision.

Every stage must produce its governed artifact before the next stage begins. A practitioner who skips the process discovery report and proceeds directly to prototype development has not demonstrated the BPA competency chain. They have demonstrated a Developer competency without the business accountability that distinguishes the BPA occupation.

8.4 The Mentor/Coach's Role in Business Value Assessment

For the BPA occupation, mentors must be able to assess whether the practitioner's business case would survive a CFO review. This means mentors for the BPA occupation should have direct experience with business case development and financial analysis — not just AI technical experience. A software engineer who mentors a Developer practitioner is well-qualified. A software engineer who mentors a BPA practitioner without financial accountability experience is not.

Employers who want to participate in the BPA occupation track should identify mentor/coaches from finance, operations, strategy, or management consulting backgrounds who also have sufficient AI familiarity to assess the AI component of the practitioner's work. The ideal BPA mentor has made a business case for an AI initiative that was accepted or rejected based on financial analysis — and can assess whether the practitioner's case meets that standard.

8.5 Program Differentiation

The program's differentiation from the most commonly referenced technology company training programs and most academic AI curricula can be summarized in one sentence: those programs teach AI skills; this program builds AI business accountability.

When a workforce board, employer, or college asks: 'How is this program different from other AI training programs?' the answer is: many AI programs demonstrate that a practitioner can use, build, or deploy an AI system. This program demonstrates that a practitioner can identify which business processes are worth transforming with AI, build a defensible financial case for the transformation, design and prototype the solution, measure whether the transformation delivered its promised value, and report that result to a CFO. Business-value realization is a signoff competency here — not a course topic. That is a different workforce proposition — and it is the one that organizations are beginning to demand as AI experimentation gives way to AI accountability.

Section 4 Update: Five Occupational Pathways

4.3 Occupation E: AI Business Process Architect

The AI Business Process Architect differs from the other four occupations in one structural way: it is the only occupation where the practitioner's primary output is a business outcome rather than an AI artifact. Developers produce governed systems. Governance Specialists produce audited controls. Quality and Validation Specialists produce assurance reports. Analysts produce verified analyses. Business Process Architects produce business value — and they are accountable for whether it materialized.

This changes the mentor relationship, the evidence requirements, and the Become dimension in important ways. A BPA Become attestation that reads 'This practitioner demonstrates strong AI transformation skills' is not valid. A valid BPA Become attestation describes a specific situation in which the practitioner either killed a

weak business case under pressure, revised a value realization report downward when the evidence did not support the original projection, or identified a transformation opportunity that no one else had seen because they went to where the work happens rather than reading the documentation.

AI Certifications

The AI certification market is large and uneven. Many credentials cover AI awareness at a high level. Practitioner-oriented credentials with rigorous assessment standards, defined prerequisites, and proctored examination are far fewer. The two certifications listed below are administered by ISACA — which has set governance and audit credentialing standards for over 55 years — are examples of practitioner focused certifications that are directly relevant to the occupational pathways and governance emphasis of this program. They are independent of this program; ISACA administers their own eligibility, examination, and maintenance requirements.

AAIA™ — Advanced in AI Audit (ISACA, launched May 2025)

Validates the skills to audit AI governance frameworks, assess AI operational controls, evaluate algorithmic fairness, and apply AI tools to improve audit efficiency. Three domains: AI Governance and Risk, AI Operations and Implementation, and AI Auditing Tools and Techniques. Scenario-based applied judgment exam.

Occupation E relevance: The AAIA's governance controls and audit evidence emphasis is relevant to the BPA occupation's accountability requirements and the value realization reporting competency (R-R1).

AAIR™ — Advanced in AI Risk (ISACA, launched April 2026)

Validates the skills to evaluate AI-related vulnerabilities, assess AI opportunities and impacts, and manage the full AI risk lifecycle. Three practice areas: AI Risk Governance and Framework Integration, AI Lifecycle Risk Management, and AI Risk Program Management.

Occupation E relevance: The AAIR's risk lifecycle and governance integration emphasis is relevant to all pathways especially the BPA's enterprise AI risk assessment work (P-P1, P-P2) and the program's Common Trunk risk governance standards.

For current eligibility requirements and examination details, visit isaca.org/credentialing/aaia and isaca.org/credentialing/air.

All sections from Release 2 remain in effect: the Know→Do→Become architecture, the Apprenticeship alignment (29 CFR Part 29), the quality gate design, and the mentor and journey worker role descriptions. The BPA occupation adds one requirement to the mentor role: BPA mentors must have direct financial accountability experience sufficient to assess business case quality. See Section 8.4.