

## CASE STUDY 12

### Should an Algorithm make Our Decisions?

1. What are the problems in using algorithms and automated systems for decision-making?

Algorithms are often elegant and incredibly useful tools for decision-making, but the problem with using algorithms and automated systems for decision-making is that. They are not personal to each individual scenario they assign. They are not able to consider the human aspect of the variables, such as why someone might have done the crime such as in prison example. In addition, there are some rule limitations because it is not clear how these automated systems are making their decisions. Many countries and states have few rules requiring disclosure of algorithms' formulae. Therefore, they cannot be perfect.

2. What management, organizational, and technology factors contributed to the problem?

One of the larger problems that went unaddressed for quite some time was the lack of transparency around the functions featured with these algorithmic programs, as well as who exactly within the organization or government agency is responsible for updating and maintaining these programs. Most of the critique has come from the deployment of the technology, not as much as the technology is inherently "evil", with much of the outcry coming from the large effect these algorithms have on individual lives, in the extreme of prison sentencing and risk analysis for families. One case of concern over the algorithm causing the suspension of the program was in Rotterdam, where civil rights lawyers helped the court rule that the privacy of citizens was being invaded due to the lack of transparency as to how the algorithm operated.

3. Should automated systems be used to make decisions? Explain your answer.?

At face value, machine learning algorithms look like a promising solution for mitigating the wicked problem that is human bias, and all the ways it can negatively impact the lives of millions of people. The idea is that the algorithms in AI are capable of being fairer and more efficient than humans ever could be. Companies, governments, organizations, and individuals worldwide are handing off decision-making for many reasons — it's more reliable, it becomes easier, it is less costly, and it's time-efficient. However, there are still some concerns to be aware of. In a hiring learning algorithm seeking candidates that are most likely to succeed, the training dataset may be fed with data from 200 resumes from the top-performing candidates in the company. The algorithm then seeks out patterns and correlations, which contribute to their predictive power when analyzing the likelihood of success in a new candidate, based on their resume. Handing decision-making over to machine learning algorithms has many benefits for the humans in question, including saving time, money, and effort. However, when it comes to the ethics and responsibility of the decision, the lines become blurred. Because we can't understand exactly why a machine may have made the decision that it did, we aren't always able to detect and

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