DOCUMENT 62 · RECOMMENDATIONS AND DECISIONS REGISTER

Recommendations and decisions register

Tracking, with persistent identifiers, of what the board recommends, assigns and decides

Fernando García Varela Version 0.2 (working draft) 16-09-2026 Draft for review

2	4	4	0
record types with their own identifier	statuses declared by the recipient	independent assessments	reused identifiers

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THE ESSENTIALS Always mandatory

The board's decisions and recommendations on AI are recorded with an identifier, owner, deadline and status, and are followed up until closure. This can be done in the 'Board' view of the T01 register or with template P69.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

The recommendations and decisions register keeps, with identifiers that are never reset, **what the board and its committees recommend, assign and decide on AI**, who must carry it out, within what time limit, what evidence has been provided and whether someone independent considers that it has been met.

Its purpose is to ensure that follow-up does not depend on the memory of meetings or on the minutes, and to distinguish **what the recipient declares** from **what has been verified**.

It applies to:

- **Recommendations** made by the board of directors, its board committees or the director or adviser with AI experience when the board adopts them as its own.
- **Assignments** from the board to management (pieces of work with an owner and a date), which are recorded as recommendations.
- **Decisions** of the board or its board committee on AI: approvals, authorisations with limits, risk acceptances and relevant notings.

It does not replace the minutes, which are the corporate record, or the lifecycle *gate* decision record (template P29, tool T03). The register links to both.

02

Principles

#	Principle	What it implies
1	**Persistent identifier**	Each recommendation and each decision receives a code that does not change, is not reused and is not reset.
2	**Declared is not verified**	The recipient declares the status; an independent person assesses compliance. The two are shown separately.
3	**No evidence, no compliance**	A recommendation can only be assessed as conformant if there is linked, dated and versioned evidence.
4	**Nothing is closed silently**	Closure and discarding are accepted by the body that issued the recommendation, with a record.
5	**Every change is an event**	Changes of status, date, recipient or text are recorded with date, author and reason.

#	Principle	What it implies
6	**Linked to measurement**	Each recommendation indicates the block of the board dashboard or the item of data in the use case register where its effect is checked.
7	**A single data model**	The register is the *Recommendation* entity of the common model (03 §4); it is fed by and feeds the other tools.

03

Identifiers

3.1 Format

The board dashboard data schema (`motor/ESQUEMA.md` in the demonstrations repository) does not define an identifier format for recommendations. The T18 demonstration tool uses sequential codes per organisation (`R-01` , `R-02` ...) grouped by session. SEVEN-G adopts the format of the common specification:

Type	Format	Example	Status of the format
Recommendation or assignment	`REC-AAAA-NNN`	REC-2026-007	Common specification §5.9
Decision of the board or the committee	`DEC-AAAA-NNN`	DEC-2026-014	**Proposed** in this document; pending incorporation into the common specification §5.9 and the glossary (document 02)

3.2 Rules

1. **AAAA** is the year in which the recommendation is issued or the decision is adopted (or requested).
2. **NNN** is a sequential number of at least three digits that **is not reset when the year or session changes**. If 999 is exceeded, four digits are used.
3. **An identifier is never reused**, not even when the recommendation is discarded, cancelled owing to a recording error or merged with another.
4. **A recommendation that is split** keeps its identifier in the main part; the new parts receive new identifiers and are linked to the original.
5. **A substantially reformulated recommendation** is closed as *Superseded* and a new linked one is recorded. Minor wording changes are recorded as an event without changing the code.
6. **The correspondence with previous identifiers** (for example, `R-NN` from a previous tool) is kept in the *previous identifier* field.

7. **Use cases** keep their own `IA-AAAA-NNN` code (document 03); incidents and nonconformities, `INC-AAAA-NNN` and `NC-AAAA-NNN`.

04

Fields of a recommendation

Block	Field	Content	Mandatory	Completed by
Identification	Code	REC-AAAA-NNN	Yes	Board secretariat
	Previous identifier	Code in a previous tool, if any.	No	AI Office
	Issuing body	Full board, board committee (which one) or director or adviser with AI experience, with the board's acceptance.	Yes	Board secretariat
	Session of origin	Body and date of the session; reference to the minutes.	Yes	Board secretariat
	Type	Recommendation · Assignment.	Yes	Board secretariat
Content	Text	What is recommended, worded so that it can be checked whether it has been met.	Yes	Issuing body
	Reason	Why it is recommended, in one or two sentences.	Yes	Issuing body
	Compliance criterion	What evidence will demonstrate that it has been met.	Yes	Issuing body, with the AI Office
	Area	Value · Risk · Compliance · Security · Data · People · Governance · Suppliers.	Yes	AI Office
	Sphere	01 to 09 (controlled taxonomy, 03 §3.3).	Yes	AI Office
	Priority	High · Medium · Low, using the criterion approved by the issuing body.	Yes	Issuing body
Accountability	Recipient	Accountable person and area. A single person is accountable, even if several areas collaborate.	Yes	Issuing body

Block	Field	Content	Mandatory	Completed by
	Original committed date	Date agreed when the recommendation was issued. It is not overwritten.	Yes	Recipient, accepted by the body
	Current committed date	Current date after rescheduling.	Yes	System
	Reschedulings	Number, dates, reason and who accepted them.	If any	Recipient and issuing body
Follow-up	Declared status	Section 5.	Yes	Recipient
	Status date	Date of the latest declaration.	Yes	System
	Evidence provided	Links, with type, author, date and version (section 7).	To declare *Met*	Recipient
	Independent assessment	Section 6.	To close	Independent assessor
	Assessor and date	Person and date of the assessment.	To close	System
	Assessment comment	Reason for the assessment, especially if it is nonconformant.	If nonconformant	Independent assessor
Closure	Situation	Open · Closed · Discarded · Superseded.	Yes	System, with the body's acceptance
	Closure date and body	Who accepted the closure or discarding and when.	On closure	Board secretariat
Links	Use cases	IA-AAAA-NNN codes affected.	If any	AI Office
	Systems, incidents and nonconformities	INC-AAAA-NNN, NC-AAAA-NNN, inventory systems.	If any	AI Office
	Decisions	Related DEC-AAAA-NNN.	If any	Board secretariat
	Dashboard block	Block of the board dashboard where the effect is measured (section 11).	Recommended	AI Office
History	Events	Creation, status changes, reschedulings, assessments, closure, with date, author and comment.	Yes	System

How to word a verifiable recommendation

Hard to verify	Verifiable
"Improve value measurement."	"Break down the value of each use case in production into efficiencies, return and recurring cost, with attribution method and management control validation, before the year-end close."
"Strengthen agent security."	"Ensure that each agent with the ability to act has its own identity, minimum permissions, action logging and a tested kill switch, before extending its use."
"Take regulation into account."	"Classify all systems in the inventory under the EU AI Act with a signed legal opinion, starting with those that affect decisions about people."

05

Statuses declared by the recipient

Status	Meaning	Requirements
Pending	Work has not started.	Current committed date.
In progress	Work has started and has not been completed.	Brief description of progress and current committed date.
Met	The recipient considers that the recommendation has been met.	Evidence provided that covers the compliance criterion. It automatically moves to *awaiting assessment*.
Discarded	The recipient proposes not to carry it out.	Reason and alternative, if any. Requires the acceptance of the issuing body; until then the recommendation remains open.

Alerts calculated by the register that are not statuses:

Alert	When it is triggered
Overdue	The current committed date has passed and the status is neither *Met* nor accepted *Discarded*.
Not updated	The status has not been updated since the previous session of the issuing body.
Awaiting assessment	Declared *Met* and without an independent assessment within the set time limit (by default, before the next session).
Discrepancy	Declared *Met* and assessed *Nonconformant*.

Alert	When it is triggered
Repeated rescheduling	Two or more reschedulings (section 9.3).

06

Independent assessment

6.1 Who assesses

The assessment is carried out by a person **independent of the recipient and of whoever carries out the work**: internal audit, the AI Auditor, the second line when the recommendation does not affect its own work, or the director or adviser with AI experience when the board commissions them and they have no interest in the execution. The issuing body appoints the assessor by type of recommendation.

6.2 Scale

Assessment	Meaning	Consequence
Conformant	The evidence demonstrates that the compliance criterion is met.	Closure is proposed to the issuing body.
Conformant with observations	The essentials are met; non-critical aspects remain, which are indicated.	Closure is proposed with the observations recorded; if any observation requires work, it is recorded as a new linked recommendation.
Nonconformant	The evidence does not demonstrate compliance or is insufficient.	The recommendation returns to *In progress* with a new committed date; the discrepancy is recorded.
Not assessed	It has not yet been assessed.	Initial assessment status.

6.3 Rules

1. **The assessment is based only on the linked evidence.** Anything not in the register is not considered.
2. **The assessor does not rewrite the recommendation.** If they consider the compliance criterion inadequate, they propose a change to the issuing body.
3. **Discrepancies are reported to the board** in the quarterly pack (60 §4.7).
4. **The assessment is shown alongside the declared status**, never in its place.

07

Evidence provided

Requirement	Description
Link	Location of the document or data in the company's repository. Evidence is linked, not copied (03 §2).
Type	Approved document · Record or data from a system · Test result · Minutes or decision · Audit report · Verifiable configuration.
Author, date and version	Mandatory.
Relationship with the criterion	Which part of the compliance criterion it covers.
Prior verification	If the evidence has already been verified at a *gate* or in an audit, who verified it and when is stated.

The following are not sufficient evidence on their own:

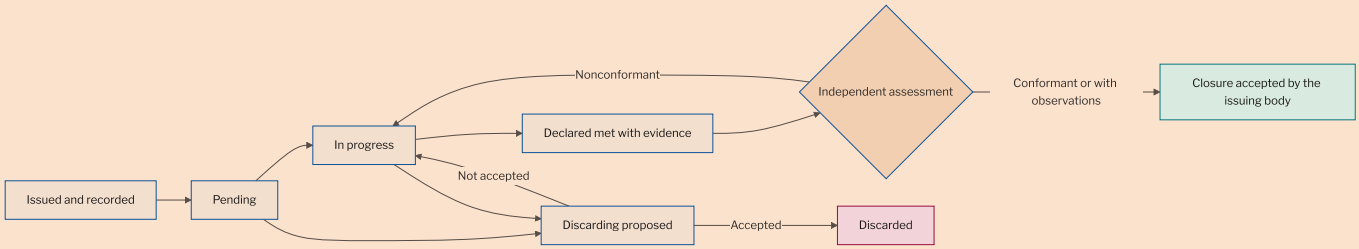
- A statement by the recipient without a document or data to support it.
- A plan, when the recommendation calls for a result.
- A presentation prepared for the session without linked source data.
- Documentation prepared after the fact to give the appearance of earlier compliance (01 §7.4, rule 3).

08

Lifecycle

Lifecycle of a recommendation

The recipient declares; someone independent assesses; the issuing body closes



Source: SEVEN-G

Step	What happens	Who	Reference time limit
1. Issue	The body formulates the recommendation in the session.	Issuing body	In the session
2. Recording	Code, recipient, compliance criterion and committed date are assigned.	Board secretariat with the AI Office	5 working days after the session
3. Acceptance by the recipient	The recipient confirms that they understand it and accepts the date, or proposes another to the issuing body.	Recipient	10 working days after recording
4. Execution	The recipient updates the status before each session of the issuing body.	Recipient	Before the pack cut-off date
5. Declaration of compliance	*Met* status with linked evidence.	Recipient	Before the committed date
6. Assessment	Conformant, conformant with observations or nonconformant.	Independent assessor	Before the next session
7. Closure	The issuing body accepts the closure in session or through the procedure it has delegated.	Issuing body	At the next session

09

Closure, discarding, rescheduling and reopening

9.1 Closure

A recommendation is closed when three conditions are met at the same time: declared status *Met*, assessment *Conformant* or *Conformant with observations*, and acceptance by the issuing body. The closure records the date, the body and the reference to the minutes.

9.2 Discarding

Discarding is legitimate when the recommendation has lost its purpose (change of strategy, retired use case, alternative solution) or when its cost clearly exceeds its benefit. It requires a reason, an alternative if one exists and the express acceptance of the issuing body. A discarded recommendation does not disappear from the register or from the indicators.

9.3 Rescheduling

- Every new date records the reason and who accepts it; the original date is kept.
- The first rescheduling is accepted by the AI Office or the board secretariat if the issuing body has delegated this.
- **From the second rescheduling onwards, the decision is taken by the issuing body**, consistent with the limit of two iterations in the lifecycle (01 §7.4, rule 5).

9.4 Reopening

A closed recommendation is reopened, keeping its code, if it is discovered that the evidence was incorrect or that compliance has not been maintained (for example, a control that was subsequently deactivated). The reopening is recorded as an event with a reason and reported to the issuing body. If the problem is different from the original one, a new linked recommendation is recorded.

9.5 Supersession

When the issuing body substantially reformulates a recommendation, the original is closed as *Superseded* with a reference to the new one, which receives its own code.

10

Recorded board decisions

10.1 Which decisions are recorded

Decision	Recording
Approval of the AI thesis, ambition by sphere, risk appetite, corporate policy and framework budget (C2).	Mandatory
Approval of Transform use cases at G2 and of their scaling at G7.	Mandatory
Exceptional acceptance of Critical residual risks.	Mandatory
Decisions of the annual review (C5): adjustments to the thesis, thresholds and time limits.	Mandatory
Notings of stops, retirements, S1 incidents and critical nonconformities.	Mandatory
Assignments to management.	Recorded as recommendations of type *Assignment* (REC).
Other decisions on AI by the board or the board committee.	Recommended

10.2 Fields of a decision

Field	Content
Code	DEC-AAAA-NNN (proposed).
Body and session	Full board or board committee; date; reference to the minutes.
Type	Approve · Authorise with limits · Accept a risk · Take note (60 §4.3).
Text of the decision	As recorded in the minutes.
Decision sheet	Link to the sheet presented (60 §5).
Outcome	Approved · Approved with conditions · Deferred · Rejected.

Field	Content
Target ambition per sphere	Only in the decision approving the C2 thesis (document 13): target ambition of each value sphere 01–07 —Optimise, Augment, Transform or not a priority—. Those with Transform are the spheres of condition IT-D1 in document 12. The board dashboard reads it for the impact map (60 §10.5).
Conditions and limits	Each condition with owner and time limit; limits on investment, stage and validity.
Validity	Date until which it is valid, where applicable (for example, the acceptance of a risk).
Execution owner	Accountable person.
Links	IA-AAAA-NNN, REC-AAAA-NNN, INC-AAAA-NNN, NC-AAAA-NNN, *gate* decision (P29).
Follow-up	Execution status of the conditions (pending, in progress, met, overdue) and review date.
History	Events with date, author and reason.

10.3 Rules

1. **A deferred decision keeps its code** and is presented again with it.
2. **The conditions of a decision are tracked like those of a *gate***: an expired condition that has not been met is reported to the body, which decides whether the decision remains in force.
3. **A risk acceptance expires on its validity date**; from then on, the risk once again blocks the corresponding *gate* until a new decision is taken.
4. **The board decision at G2 or G7 and the *gate* decision record are linked** in both directions, so that lifecycle traceability is complete.

11

Links with use cases and with the dashboard

11.1 With the use case register

- Every recommendation or decision affecting specific use cases links their IA-AAAA-NNN codes.
- The record of each use case in the register (T01) shows the recommendations and decisions affecting it, with their status and assessment.
- A use case **cannot pass a *gate*** if it is linked to a board decision with expired conditions that affect that *gate*.

- When a use case is stopped or retired, the recommendations that depend solely on it are proposed for discarding or closure.

11.2 With the board dashboard

Each recommendation indicates the dashboard block (T17) in which the board can check its effect:

Area of the recommendation	Dashboard block
Value, cost, validation, additional net value per euro	Value versus potential
Ambition level and distribution of investment	Where the company invests
Decision times and time to production	Agility
Regulatory classification, controls, impact assessments	Risk and compliance
Assistants and agents: guardrails, tests, identity and permissions	Assistants in production; agents
Retirements, new additions and incidents	Movements and incidents
Licences, use, unauthorised use, training	Trend and adoption
Exposure to AI-enabled attacks	Exposure to AI-enabled attacks
Inventory and typology	Inventory

11.3 Register indicators

They are reported in the quarterly pack (document 60) and in the annual review:

Indicator	Definition
Open	Recommendations not closed, discarded or superseded, by issuing body and area.
Overdue	Open, with the current committed date passed.
Closed in the period	With a conformant or conformant with observations assessment.
Discrepancies	Declared met and assessed nonconformant in the period.
Time to closure	Median days from recording to closure, by priority.
Reschedulings	Percentage of recommendations with at least one rescheduling and with two or more.

Indicator	Definition
Expired decision conditions	Conditions of DEC decisions past their time limit.
Awaiting assessment	Declared met without independent assessment.

12

Tool T18: current situation and pending adaptation

12.1 Current situation

The tool **T18 · Board recommendations register** exists (03 §5.4) as part of the public demonstrations repository for the board dashboard, with **fictitious data** in eleven sectors. For each session, it shows each recommendation with an identifier that is never reset, area, recipient, committed date, declared status, evidence presented, free-text assessment and a link to the dashboard block where it is measured.

The engine files published in that repository are **a copy of their private source project**: they are not edited in the demonstrations repository but at source, and are republished using their procedure, which includes a terminology check before publication.

12.2 Adaptation required

Aspect	Current T18 (demonstration)	SEVEN-G requirement	Adaptation
Identifier	Sequential `R-NN` per organisation	`REC-AAAA-NNN` without reset	New format; keep the previous one in *previous identifier*.
Decisions	Not recorded	`DEC-AAAA-NNN` with conditions and validity	New entity and view.
Origin	Numbered sessions of a body	Issuing body (full board, committee, adviser) and session	Issuing body field and filter.
Declared statuses	Pending, in progress, met, discarded	The same four	No change in values; add status date.
Assessment	Free text	Scale Conformant · Conformant with observations · Nonconformant · Not assessed, with assessor, date and comment	Structured fields.

Aspect	Current T18 (demonstration)	SEVEN-G requirement	Adaptation
Compliance criterion	Does not exist	Mandatory	New field.
Dates	A single committed date	Original date, current date and reschedulings	New fields and history.
Evidence	Free text	Links with type, author, date and version	Evidence structure of the common model (03 §4).
Closure	Not explicit	Situation (open, closed, discarded, superseded) with body and date	New block.
Links	Dashboard block	Dashboard block, IA, INC, NC, DEC	Extend.
History	Does not exist	Events with date, author and reason	New.
Alerts	Count by status	Overdue, not updated, awaiting assessment, discrepancy, repeated rescheduling	New calculation.
Data source	Demonstration data generated with the dashboard	*Recommendation* entity of the common model, integrated with T01	Integration in tool wave 1 (03 §6).
Terminology	Designed for tracking the recommendations of an advisory body	Generic for any issuing body	Configurable texts.

Priority: tool wave 1 (03 §6), together with connecting the T17 dashboard to the use case register. Until the adaptation is available, the register can be kept with template P69, prepared as a spreadsheet with the fields in sections 4 and 10.

12.3 Status of the adaptation (version 0.1)

From schema 0.5 of the use case register, **T18 is a T01 module** ("Board (T18)" view), with a single data model (03 §4):

Aspect	Available	Pending
Identifiers	`REC-YYYY-NNN` and `DEC-YYYY-NNN`, sequential by year and never reset.	Previous identifier of migrated records.

Aspect	Available	Pending
Decisions	Body, minutes reference, type, subject, text, outcome, linked use cases and recommendations, investment cap and stage, stage decision, validity, owner and spheres with Transform as target (section 10.2).	Conditions with owner and time limit, and their follow-up.
Recommendations	Text, addressee, status (open, in progress, closed, discarded), evidence and linked use cases.	Compliance criterion, original and current dates, rescheduling, independent assessment, history and the alerts in section 5.
Transformation index	Decisions feed signal 8 and condition IT-D1 of document 12 in the T14 calculator.	—
Board dashboard	The T17 connector generates the register page from the recommendations in T01.	Decisions in the dashboard.

Why it matters. Board decisions no longer live only in the minutes: they are linked to use cases and recommendations, and the transformation index can check with data whether the board decides on, funds and oversees Transform bets. What is pending is still kept with template P69.

13

Illustrative example

Fictitious records, unrelated to any company.

Field	REC-2026-003	REC-2026-009	DEC-2026-014
Body and session	Board committee · March session	Full board · June session	Full board · September session
Type	Recommendation	Assignment	Authorise with limits
Text	Break down the value of each use case in production into efficiencies, return and recurring cost, with management control validation.	Present the company's position on the effect of AI on employment.	Authorise stage 1 of IA-2026-018 with a limit of €400,000 and a continuity decision in nine months.
Compliance criterion	All use cases in production with the three components and status; management control report.	Document approved by senior management and presented to the full board.	Condition: pilot contract approved by legal counsel within 60 days.

Field	REC-2026-003	REC-2026-009	DEC-2026-014
Recipient or owner	Management control department	People department	Sales department
Original · current date	30-06 · 30-09 (1 rescheduling)	30-11 · 30-11	Condition: 60 days from the decision
Declared status	Met	In progress	Condition in progress
Evidence	Management control validation report (version 2); value table per use case in the register.	Draft position (version 1).	—
Assessment	Conformant with observations: two generative AI use cases keep their value as declared.	Not assessed	—
Situation	Closure proposed at the December session; observation recorded as REC-2026-017.	Open	In force
Links	Dashboard block: Value versus potential	Dashboard block: Trend and adoption	IA-2026-018 · REC-2026-006

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Associated tools and templates

Name	Use in this document
Use case register (T01)	IA-AAAA-NNN links and events.
Gate manager (T03)	Link between board decisions and *gate* decisions.
Nonconformity and incident register (T08)	INC and NC links.
Board AI dashboard (T17)	Blocks where the effect of each recommendation is checked.
Board recommendations register (T18)	Implementation of the register (section 12).
***Gate* decision record** (P29)	Transform G2 and G7 decisions.

Name	Use in this document
Scaling or retirement decision (P30)	G7 decisions escalated to the board.
Board decisions register (P69)	Register of recommendations, assignments and decisions until T18 has been adapted (sections 4, 10 and 12.2).

15

Related documents

Document	Relationship
00 · What SEVEN-G is and how it helps companies	Recommendations register as a measurement component and tool.
01 · Foundational methodology	Decision rules, iteration limit, bodies.
02 · Glossary and conventions	Incorporation of the DEC-AAAA-NNN code and of the statuses.
03 · Tools and use case register	Data model (*Recommendation* entity), T17, T18 and build order.
38 · AI audit framework	Independent assessment and conformity scale.
60 · Board pack	Extract from the register in each pack and decision format.
61 · Board conversation guide	Recording after each session.

16

Version control

Version	Date	Changes
0.1	16-09-2026	First version. Defines persistent identifiers REC-AAAA-NNN and, as a proposal, DEC-AAAA-NNN; fields, declared statuses, independent assessment, evidence, lifecycle, closure, board decisions, links with use cases and the dashboard, indicators and pending adaptation of tool T18.
0.2	28-09-2026	The decision approving the C2 thesis records the target ambition of each sphere (§10.2), which the board dashboard uses in the impact map (60 §10.5).

External sources cited

Links to the official or primary source, checked before publication. Always verify the version in force on the date of use.

Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) · https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng · Parlamento Europeo y Consejo de la UE · 13-06-2024