Using the AI Risk Management Framework
Workday

The voluntary NIST AI Risk Management Framework was developed through a collaborative process by industry, civil society, academia, and government stakeholders. The Framework is designed to equip organizations and individuals with approaches that increase the trustworthiness of AI systems, and to help foster their responsible design, development, and deployment. NIST does not validate or endorse any individual organization or its approach to using the AI RMF.

Benefits of Using the Framework

Workday is using the AI RMF to assess, refine, and strengthen our approach to trustworthy AI. Workday has benchmarked our common control framework to the AI RMF, augmenting guidelines, policies, and procedures and developing plans for further alignment where needed.

Workday has anchored our new responsible AI guidelines, product risk evaluation, and third-party risk questionnaire in the AI RMF.

Workday has used the AI RMF as a common reference point for Product & Technology, Responsible AI, Product Legal, and Data Privacy & Engineering teams to collaborate on AI risk management.

Situation & Drivers

Workday is a provider of enterprise cloud applications and an AI developer. Our applications for financial management, human resources, planning, spend management, and analytics are built with AI and ML at the core to help organizations around the world embrace the future of work.

Workday is used by more than 10,000 organizations around the world and across industries—from medium-sized businesses to more than 50% of the Fortune 500.

Our customers trust us with some of their most sensitive data, and upholding that trust is essential to Workday's business. Earning and retaining our customers' trust is aligned with our core values and facilitates the adoption of innovative AI tools by the world's leading organizations.

When Workday uses an AI tool that we have either developed or procured from a third-party and interacts with end-users, we are an AI deployer.

With AI best practices and technical standards continuing to mature, the AI RMF is an essential benchmark for AI developers and deployers. Workday uses the AI RMF to assess and refine our responsible AI practices and to communicate the rigor of our AI governance approach to our enterprise customers.

With leaders in the U.S., Europe, Canada, Singapore, and elsewhere taking action to promote trustworthy AI, the AI RMF is a common language to understand the expectations and requirements of AI governance.

"As business leaders begin their AI journey, many are looking for a roadmap for how to develop and use AI in a way that is responsible and innovative. At Workday, we've found the NIST AI Risk Management Framework to be a concrete benchmark for mapping, measuring, and managing our approach to AI governance. We believe the Framework will help us maintain our customers' trust and stay true to our company's core values as we leverage it to innovate going forward".

Jim Stratton, Chief Technology Officer, Workday

Process

Workday was an early champion of the AI RMF and participated in every stage of its open, multi-stakeholder development process. When NIST launched the AI RMF 1.0 in January 2023, Workday's Co-President Sayan Chakraborty endorsed it as a "major milestone" in AI governance.

With support from senior leadership, and informed by our experience using the NIST Cybersecurity and Privacy Frameworks, Workday began using the AI RMF to map, measure, manage, and govern potential AI risk.

Workday's Privacy & Data Engineering team first mapped the AI RMF to our existing common control framework. In doing so, they identified existing controls and processes corresponding to the AI RMF's categories and subcategories,

Process Continued

including areas that could be refined.

Workday's Responsible AI team convened a cross-functional group of internal AI stakeholders to craft new responsible AI guidelines and update how Workday measures a product's risk profile. The guidelines and risk evaluation map to the AI RMF and are informed by Workday's AI ethics principles and *Towards a Standard for Identifying and Managing Bias in Artificial Intelligence* (NIST SP-1270).

Workday's Product & Technology, Responsible AI, Product Legal, and Privacy & Engineering teams documented their roles, responsibilities, and lines of communication regarding AI risk management.

Results & Impact

Workday's approach to trustworthy AI has been refined and strengthened since using the AI RMF, including by:

Establishing an AI Advisory Board of Workday's Chief Legal Officer, Chief Technology Officer, Chief Compliance Officer, and senior product, technology, public policy, and diversity leaders. The Board reviews and approves new aspects of Workday's Responsible AI program, advises on novel issues, and addresses edge cases and escalations as needed.

Clarifying separate lines of reporting for front-line AI developers and teams tasked with AI governance.

Anchoring Workday's responsible AI guidelines and risk evaluation process in the AI RMF's categories and subcategories. Workday is also updating our data sheets, the documentation about our AI tools that we provide customers.

Building a responsible AI questionnaire to assess the third-party AI tools that Workday procures from other AI developers. By evaluating various aspects of AI development, implementation, and usage, this questionnaire helps Workday align third-party tools with our ethics principles and risk management priorities.

The NIST AI Risk Management Framework: The Role of a Developer & Deployer

Developers design, code, and produce AI systems.

As a developer, Workday uses the AI RMF to anchor and inform our:
- risk assessments and reviews of Workday products.
- responsible AI guidelines and standards
- customer-facing data sheets with information about AI tools.

An organization can be both an AI developer and deployer.

Workday uses the AI RMF to inform and put into practice our:
- AI ethics principles
- AI advisory board

These govern both AI tools that Workday produces for customers and AI tools that Workday develops or procures for our own use.

Deployers use AI systems and interact with end users.

As a deployer, Workday uses the AI RMF to anchor and inform our:
- responsible AI questionnaire, which Workday uses to assess third-party AI tools procured from other developers.

Next Steps

With AI legal requirements, best practices, and technical standards maturing, Workday will continue using the AI RMF as a reference point for how we assess, refine, and strengthen our approach to AI governance.

Workday's Responsible AI team is further operationalizing the new guidelines by developing templates and standard operating procedures, which are informed by and anchored in the AI RMF.

Workday has partnered with the Future of Privacy Forum to establish best practices for developers and deployers of AI in the workplace. The best practices are informed by the AI RMF and call on organizations to map, measure, manage, and govern AI tools intended for and used in consequential employment decisions.

Contact Information & Resources

For more information, please visit workday.com or email publicpolicy@workday.com

Contact NIST at: AIframework@nist.gov

NIST AI Risk Management Framework Website: nist.gov/itl/ai-risk-management-framework

NIST AI Resource Center: airc.nist.gov/Home