

BSA Framework

NIST Framework Initial Draft -- Equivalent Practices

BSA Recommendations

Green = Comparable, Yellow = Additional Detail Needed, Red = Missing

Governance

Governance Framework	Policies and Processes	Objectives: Integrate AI risk management into broader risk management functions. (p. 11)	
		Processes: Establish processes for identifying risks, assessing the materiality of those risks, and mitigating risks at each stage of the AI lifecycle. (p.11)	
		Evaluation Mechanisms: Establish mechanisms, such as metrics and benchmarks, that the organization will use to evaluate whether policies and procedures are being carried out as specified. (p. 11)	
		Periodic Review: Organizations should periodically review and update their AI governance framework so that it remains fit-for-purpose and capable of addressing the evolving landscape of risk.	
		Executive Oversight: Governance framework should be back by executive oversight, including (1) approval of governance policies, (2) active role in overseeing product development lifecycle, and (3) go/no-go decisions fo high-risk systems.	
	Personnel, Roles and Responsibilities	Independence: Personnel should be structured in a manner that facilitates separate layers of independent review.	
		Competence, Resourcing, and Influence: Provide adequate training and resources for personnel to fulfill their governance functions and ensure that personnel are empowered to address or escalate risks.	

<p><u>Sec. 4.2.3</u> - Organizational Integration - "The AI RMF is not a checklist nor a compliance mechanism to be used in isolation. It should be integrated within the organization developing and using AI technologies and be incorporated into enterprise risk management; doing so ensures that AI will be treated along with other critical risks, yielding more integrated outcome and resuinging in organizational efficiencies."</p>
<p><u>Govern ID 1</u> - Policies, processes, procedures and practices across the organization related to the development, testing, deployment, use and auditing of AI systems are in place, transparent, and implemented effectively.</p>
<p><u>Govern ID 1, Subcat 2</u> - Ongoing monitoring and periodic review of the risk management process and its outcomes are planned, with responsibilities clearly defined.</p>
<p><u>Govern ID 2, Subcat 3</u> - Executive leadership considers decisions about AI system development and deployment ultimately to be their responsibility.</p>
<p><u>Map ID 4, Subcat 4</u> - "Benefits of the AI system outweigh the risks, and risks can be assessed and managed. Ideally this evaluation should be conducted by an independent thrid party or by experts who did not serve as front-line developers for the sytem, and who consults experts, stakeholders, and impacted communities."</p>
<p><u>Govern ID 2, Subcat 2</u> - "The organization’s personnel and partners are provided AI risk management awareness education and training to enable them to perform their duties and responsibilities consistent with related policies, procedures, and agreements."</p>

<p>Recommendation: Govern ID 1, Subcategory 4 should be adjusted to reflect the importance of establishing programmatic benchmarks for monitoring organizational compliance with governance policies/processes.</p>
<p>Recommendation: Adjust Govern ID 2, Subcategory 3 to clarify that executive leadership team should have a role in the approval of governance polcies and go/no-go decision for high risk systems</p>
<p>Recommendation: The AI RMF Initial Draft currently recognizes importance of indpendend layers of review in the Map function. Because the importance of indendent layers of review are important throughtout the AI pipeline, would recommend that it is highlighted in the Govern function ID 2 that addresses key "accountability structures"</p>
<p>Recommendation: Include a reference to the importance of clear escalation paths in Govern ID 2, Subcat 2.</p>

Diversity: Establish team with diverse perspectives, lived experiences. Where diversity lacking on internal team, consult with external stakeholders as necessary.

Govern ID 3, Subcat 1 - "Decision making through the AI lifecycle is informed by demographically and disciplinarily diverse teams, including internal and external personnel."

Govern ID 5 - "Processes in place to ensure that diversity, equity, inclusion, accessibility, and cultural considerations from potentially impacted individuals and communities are fully taken into account."

Project Conception

Impact Assessment	Identify and Document Objectives and Assumptions	Document the intent and purpose of the system - (Comment on Implementation: including intended users, use cases, and potential misuses.)
		Clearly define the model's intended effects. (Comment on Implementation: What is the model intended to predict, classify, recommend, rank, or discover?)
		Clearly define intended use cases and context in which the system will be deployed.
	Select and Document Metrics for Evaluating Fairness	Identify "fairness" metrics that will be used as a baseline for assessing "bias" in the AI system.
	Document Stakeholder Impacts	Identify stakeholder groups that may be impacted by the system.
		For each stakeholder group, document the potential benefits and potential adverse impacts, considering both the intended uses and reasonably foreseeable misuses of the system.
Assess whether the nature of the system makes it prone to potential bias-related harms based on user demographics.		

<u>Map ID 1</u> . Context is established and understood- "Intended purpose, setting in which the AI system will be deployed, the specific set of users along with their expectations, and impacts of system use are understood and documented as appropriate."
<u>Map ID 2, Subcat 1</u> - Classification of AI system is performed- "The specific task that the AI system will support is defined (e.g., recommendation, classification, etc.)"
<u>Map ID 1, Subcat 2</u> - Context is established and understood- "The business purpose or context of use has been clearly defined or – in the case of assessing existing AI systems – re-evaluated."
<u>Measure ID 1</u> - Appropriate methods and metrics are identified and applied. Subcat 1-3.
<u>Map ID 4</u> - "Risk and harms to individual, organizational, and societal perspectives are identified."
<u>Map ID 3, Subcat 1</u> - "Benefits of intended system behavior are examined."
<u>Map ID 4</u> - Risks and harms to individual, organizational, and societal perspectives are identified
<u>Measure ID 2</u> - Systems are evaluated Subcat 1 - Accuracy, reliability, robustness, resilience (or ML security), explainability and interpretability, privacy, safety, bias, and other system performance or assurance criteria are measured, qualitatively or quantitatively. "

Recommendation: Consistent with the discussion in the "understanding Risk and Adverse Impacts" section (pgs. 5-6), would recommend adjusting the wording of Map ID 4 to reflect that the exercise should focus on "impacts" rather than "risk and harms." As currently drafted, the Map ID 4 focuses only on <i>negative</i> risks. But, as noted on pg. 5, the "impact of AI systems can be positive, negative or both and can address, create, or result in opportunities or threats." Would therefore adjust Map ID 4 to read "Impacts on Individuals, Groups, and Society"
Recommendation: Clarify that analysis of potential benefits should include impact assessment for each relevant stakeholder group.

	Document Risk Mitigations	If risk of bias is present, document efforts to mitigate risks.
		If risks are unmitigated, document why the risk was deemed acceptable.
		Document how identified risks and potential harms of each risk will be measured and how the effectiveness of mitigation strategies will be evaluated.
	Risk Mitigation Best Practices	Independence and Diversity
	Transparent Documentation	Share impact assessment documentation with personnel working on later stages of the AI pipeline so that risks and potential unintended impacts can be monitored throughout the development process.
	Accountability and Governance	Confirm leadership is briefed on high-risk systems to facilitate go/no-go decision.

<u>Manage ID 2</u> - Priority actions to maximize benefits and minimize harm are planned, prepared, implemented and communicated to internal and external stakeholders as appropriate (or required) and to the extent practicable
<u>Manage ID 1</u> "Assessments of potential harms and results of analyses conducted via the map and measure functions are used to respond to and manage AI risks.- Responses to enumerated risks are identified and planned. <u>Subcat 3</u> -- "Responses can include mitigating, transferring or sharing, avoiding, or accepting AI risks."
<u>Measure ID 1, Subcat 2</u> -- "Approaches and metrics for quantitative or qualitative measurement of the enumerated risks , including technical measures of performance for specific inferences, are identified and selected for implementation
<u>Govern ID 3, Subcat 1</u> - "Decision making through the AI lifecycle is informed by demographically and disciplinarily diverse teams, including internal and external personnel.
<u>Govern ID 5</u> - "Processes in place to ensure that diversity, equity, inclusion, accessibility, and cultural considerations from potentially impacted individuals and communities are fully taken into account."
<u>Govern ID 4, Subcat 1</u> -- "Teams are encouraged to consider and document the impacts of the technology they design and to develop and communicate about these impacts more broadly."
<u>Govern ID 2, Subcat 3</u> -- "Executive leadership of the organization considers decisions about AI system development and deployment ultimately to be their responsibility"

Recommendation: Clarify that documentation should include explanation about why risks were deemed acceptable. Insight into rationale for key design decisions is an important artefact.
Recommendation: Recommend greater specificity regarding the importance of executive leadership briefing + go/no-go decision for high risk systems.

Data Acquisition

	Maintain Records of Data Provenance	Maintain sufficient records to enable "recreation" of the data used to train the AI model, verify that its results are reproducible, and monitor for material updates to data sources.
		Scrutinize data for historical biases.

<u>Map ID 2, Subcat 2</u> -- "Considerations related to data collection and selection are identified. (e.g., availability, representativeness, suitability)."
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Recommendation: Flesh out Map ID 2, Subcat 2 to better account for the vital importance of data to the AI development process.
Recommendation: Expand Map ID 2, Subcat 2 to tease out what it means to examine data "suitability" (e.g., examining for historical biases)

Impact Assessment	Examine Data for Potential Biases	Evaluate “representativeness” of the data.	Green Red
		Scrutinize data labeling methodology.	
	Document Risk Mitigations	Document whether and how data was augmented, manipulated, or re-balanced to mitigate bias.	Yellow
Risk Mitigation Best Practices	Independence and Diversity	To facilitate robust interrogation of the datasets, data review teams should include personnel that are diverse in terms of their subject matter expertise and lived experiences.	Green Red
	Re-Balancing Unrepresentative Data	Consider re-balancing with additional data.	
		Consider re-balancing with synthetic data.	
	Data Labeling	Establish objective and scalable labeling guidelines.	
	Accountability and Governance	Integrate data labeling processes into a comprehensive data strategy.	Red

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<u>Govern ID 5</u> - "Processes in place to ensure that diversity, equity, inclusion, accessibility, and cultural considerations from potentially impacted individuals and communities are fully taken into account."

Recommendation: Expand on Map ID to reference importance of examining data labeling methodology.
Recommendation: The AI RMF should encourage documentation of efforts to mitigate risks related to training data.
The Initial Draft of the AI RMF currently lacks any specific recommended practices and/or informative references for mitigating risks.
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Data Preparation and Model Definition

Impact Assessment	Document Feature Selection and Engineering Processes	Document rationale for choices made during the feature selection and engineering processes and evaluate their impact on model performance.	Yellow
		Document potential correlation between selected features and sensitive demographic attributes.	

<u>Govern ID 1</u> - "Policies, processes, procedures and practices across the organization related to the development, testing, deployment, use and auditing of AI systems are in place, transparent, and implemented effectively."
<u>Measure ID 2, Subcat 1</u> - "Accuracy, reliability, robustness, resilience (or ML security), explainability and interpretability, privacy, safety, bias, and other system performance or assurance criteria are measured, qualitatively or quantitatively."

Recommendation: The Govern ID 1 Category appropriately focuses on examination of policies, practices, and procedures for ensuring oversight of AI systems. However, the Subcategories in ID 1 are all narrowly focused on documenting risk management processes and outcomes. Recommend broadening the subcategories (or adding standalone subcategory) to encourage evaluation and documentation of key system attributes (and the rationale for related decisions), particularly as it relates to: data provenance, feature selection/engineering, and the rationale for the selected modeling approach.
Recommendation: Provide greater detail regarding what should be documented, particularly as it relates to: data provenance, feature selection/engineering, and the rationale for the selected modeling approach.

Risk Mitigation Best Practices	Document Model Selection Process	Document rationale for the selected modeling approach.	
		Identify, document, and justify assumptions in the selected approach and potential resulting limitations.	
	Feature Selection	Examine for biased proxy features.	
		Scrutinize features that correlate to sensitive attributes.	
Independence and Diversity	Seek feedback from diverse stakeholders with domain-specific expertise.		
Model Selection	Avoid inscrutable models in circumstances where both the risk and potential impact of bias are high.		

Validating, Testing, and Revising the Model

<u>Govern ID 1, Subcat 1</u> - "The risk management process and its outcomes are documented and traceable through transparent mechanisms, as appropriate and to the extent practicable."
<u>Govern ID 1, Subcat 1</u> - "The risk management process and its outcomes are documented and traceable through transparent mechanisms, as appropriate and to the extent practicable."
<u>Measure ID 2, Subcat 1</u> "Accuracy, reliability, robustness, resilience (or ML security), explainability and interpretability, privacy, safety, bias, and other system performance or assurance criteria are measured, qualitatively or quantitatively."
<u>Govern ID 3, Subcat 1</u> - "Decision making through the AI lifecycle is informed by demographically and disciplinarily diverse teams, including internal and external personnel."
<u>Govern ID 5</u> - "Processes in place to ensure that diversity, equity, inclusion, accessibility, and cultural considerations from potentially impacted individuals and communities are fully taken into account."

Recommendation: Provide greater detail regarding what should be documented, particularly as it relates to: data provenance, feature selection/engineering, and the rationale for the selected modeling approach.

Impact Assessment	Document Validation Processes	Document how the system (and individual components) will be validated to evaluate whether it is performing consistent with the design objectives and intended deployment scenarios.
		Document re-validation processes (incl. cadence of re-validation + benchmarks that trigger out-of-cycle re-validation)
	Document Testing Processes	Test the system for bias by evaluating and documenting model performance.
		Document how testing was performed, which fairness metrics were evaluated, and why those measures were selected.
Risk Mitigation Best Practices		Document model interventions.
	Model Interventions	Evaluate potential model refinements to address bias surfaced during testing.
	Independence and Diversity	Validation and testing documentation should be reviewed by personnel who were not involved in the system's development.

<u>Measure ID 2</u> - Systems are evaluated. <u>Subcat 1</u> - Accuracy, reliability, robustness, resiliency (or ML security), explainability, and interpretability, privacy, safety, bias, and other system performance or assurance criteria are measured, qualitatively or quantitatively.
<u>Manage ID 2, Subcat 2</u> - "Plans are in place, both performance and control-related, to sustain the value of the AI system once deployed."
<u>Measure ID 1 + ID 2</u>
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<u>Manage ID 3</u> - "Responses to enumerated and measured risks are documented and monitored over time."
<u>Manage ID 3</u> - "Responses to enumerated and measured risks are documented and monitored over time."
<u>Map ID 4, Subcat 4</u> - "Benefits of the AI system outweigh the risks, and risks can be assessed and managed. Ideally this evaluation should be conducted by an independent third party or by experts who did not serve as front-line developers for the system, and who consults experts, stakeholders, and impacted communities."

Recommendation: Manage ID 2, Subcat 1 should more specifically call for examination of processes for scheduled and out-of-cycle system revalidation.

Preparing for Deployment and Use

ent	Document Lines of Responsibility	Define and document who is responsible for the system's outputs and the outcomes they may lead to, including details about how a system's decisions can be reviewed if necessary.
		Establish management plans for responding to potential incidents or reports of system errors.
	Document Processes for Monitoring Data	Document what processes and metrics will be used to evaluate whether production data (i.e., input data the system encounters during deployment) differs materially from training data.

<u>Govern ID 2, Subcat 1</u> - "Roles and responsibilities and lines of communication related to identifying and addressing AI risks are clear to individuals and teams throughout the organization."
<u>Manage ID 3, Subcat 1</u> - "Plans related to post deployment monitoring of the systems are implemented, including mechanisms for user feedback, appeal and override, decommissioning, incident response, and change management."
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Recommendation: Manage ID 3 should reference importance of monitoring for data drift in one of the subcategories.

