# Chief Digital & Artificial Intelligence Office

### **Maturity Model Opening Remarks**

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Department of Defense OFFICE OF PREPUBLICATION AND SECURITY REVIEW

## Which do you Agree with?

- "Al is truly amazing. Its potential to transform society and the world by automating tasks, making better decisions, personalizing experiences and generally making life better for all mankind make it the most important invention since the printing press.
- "Al is nothing more than hype. Recent advances in Al are narrow, only incremental and it is far from being as intelligent as humans. Progress is driven by corporate interests rather than societal benefit and rarely impact daily life in a positive way.





## **History of Al**



### **The Competitive Environment**





### **Race With Ramifications**





### **Impediments to Adoption**





### **CDAO: Employing an Agile Approach to Adoption at Scale**





## **DoD Al Hierarchy of Needs**





### A Digital Ecosystem Supports DoD Al Goals



### **Task Force Lima**



#### August 10, 2023

- Accelerate promising generative AI initiatives and joint solutions;
- Federate disparate developmental and research efforts into a DoD community of practice to accelerate innovation and implementation;
- Evaluate solutions across Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy;
- Drive education and build a culture of responsible implementation and use; and,
- Ensure coordinated DoD engagement with interagency, international, educational, civil society, and industry partners regarding responsible development and use of generative AI.



We seek a *maturity model* that enables us to map LLMs to DoD use cases

## **Towards an LLM Maturity Model**

- ✓ Understand potential LLM use cases and the level of capability required across several relevant LLM dimensions
- Assess the maturity of LLM solutions with respect to their application to mission use cases and workflows
- ✓ Identify areas where LLM capabilities need to improve to be useable in given mission use cases and workflows.

	Use Case	Conversation / ChatBot	Summarizati on	Question / Answer	Analysis	Classification	Insight Generatio
	Governability						
•	Completeness						
IS LIC:	Accuracy						
arrei	Equitability						
	Consistency						
	Traceability						
	Novelty						
	Fluency						
	Interactivity						

Notional Maturity Model



## **LLM MM Working Session Agenda**

- Introductory / Framing Presentation (15 briefing)
  - 1. Challenges of DoD adopting LLMs and need for mechanism to enable dialog w/ broader LLM community about shaping development towards DoD needs
- Maturity model presentations (20 briefing / 5 Q&A)
  - 1. John Snow Labs mapped benchmark tool scores to levels
  - 2. Parsons leverages matrix framework to map levels
  - 3. iWorks includes application of framework to use cases
- Workflow integration / LLM System (20 briefing / 5 Q&A)
  - 1. Microsoft (see section 8.0 Measuring the Solution Architecture)
  - 2. ScaleAI LLM system approach
  - 3. AWS how infrastructure supports LLM use
- Validation of LLM Maturity Model (use case, score card, process) (20 briefing / 5 Q&A)
  - 1. Blue Halo methodology for validating the model, red team / security evaluation
  - 2. Expression proposal focused on Text-to-Query (electromagnetic battle management joint situation awareness);
  - 3. Tenet3 LLM scorecard to communicate the maturity with others



## Maturity/Acceptability Model Approach

- LLM's have the potential to revolutionize DoD operations however, they are still a relatively new technology
- They are not well understood, nor can they be trusted to produce reliable results for important use cases.
- Many DoD organizations are struggling to understand how to adopt and use LLMs effectively
- These organizations require guidance to determine when LLM solutions are appropriate for organizational workflows
- A maturity model is need that allows DoD to map vendor model capability to use case needs
- Example: Autonomy levels for self-driving cars.

#### Determining LLM Use Case Need

Step 1: For each use case, determine what are the capating the second and the second are the capating of an are required for the successful executions are appropriate for are appropriate for the successful executions are appropriate for an are required for the successful executions are appropriate for an are appropriate for are appropriate for are appropriate for are appropriate for an ar

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- Step 2: For each Capability of each use case determine the level of dependency to success of each capability.
  organizational workflows A maturity model is need that allows DoD to map vendor model
- → Step 3: Assess LLM Maturity in context of use case needs for

	Ge	enerative Al tes / Measures /	Use Case	Use Case	Use Case	Use Case 4	o - Level O	O - Level 1	O - Level 2	- Level 3	• - Level 4
a		Accuracy	•	•	٠	•	Accuracy is not a concern	Accuracy is a marginal concern	Accuracy is a concern, but not a significant one	Accuracy is a significant concern	Accuracy is a critical concern
ellige	lities	Hallucinations	•	0	•	•	Regular hallucinations are not a concern	Basic Hallucination Detection	Advanced Hallucination Detection	Hallucination Prevention	Continuous Monitoring and Improvement
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aldiku	Concerte	Robustness Misuse & Abuse	0	0	٠	•	No concerns about misuse and abuse of the system	Basic Content Filtering	Advanced Content Filtering	Misuse and Abuse Prevention	Continuous Monitoring and Improvement
		Limited Context	٢	٩	0	•	No concerns about the system having limited context awareness	Basic Context Awareness	Advanced Context Awareness	Contextual Consistency	Proactive Context Awareness
	ų	Ethics	0	•	0	0	No ethical concerns	Basic Ethical Awareness	Advanced Ethical Awareness	Ethical Monitoring and Auditing	Ethical Governance and Oversight
	gnmer Ethics)	Fairness Lack of Transparency	0	•	0	•	Fully closed-source models and training data are not a concern	Selective transparency is required	Partial transparency is required	Targeted transparency is required	Anything less than full data and model transparency is of grave concern
	1	Toxicity	0	0	0	0	Toxicity is not a concern	Basic Toxicity Detection	Advanced Toxicity Detection	Contextual Tosicity Detection	Adaptive Toxicity Detection
	Resources	Run-time Data Sources Required	0	٢	۲	O	Acceptable to have it connect to third- party data sources on a continuous	Acceptable to have it access controlled government data sources to accomplish			Should not require accessing any data outside the system to perform intended
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	Unde	Natural Language Inference	٢	٢	0	•	No NLI capability is required	Textual Entailment	Implicature and Presupposition	Logical Reasoning	Commonsense Reasoning
	Benße	Text Similarity	٩	0	0	•	No text similarity assessment capability is required	y Basic Text Similarity Assessment	Intermediate Text Similarity Assessment	Advanced Text Similarity Assessment	Expert Text Similarity Assessment
	ral Lar	Entity Extraction	0	۲	٩	•	No entity extraction	Basic entity extraction	Advanced entity extraction	Context-aware entity extraction	End-to-end entity extraction with active learning
	Natu	Topic Modeling	٩	•	0	•	No topic modeling	Basic topic modeling	Probabilistic topic modeling	Context-aware topic modeling	Dynamic topic modeling
	5	Text Generation	٠	0	0	•	Basic Technical Text Generation	Advanced Technical Text Generation	Contextual Technical Text Generation	Creative Technical Text Generation	Proactive Technical Text Generation
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## Motivation: Why a maturity model?

- Higher levels of automation requires a higher level of confidence in the model
  - Automation levels vary by use case and should be determined *a priori*
  - Confidence may have a different meaning at different levels of automation and in different use cases (e.g., deploying kinetic munitions requires much higher confidence than military planning)
- Confidence must be based on objective metrics to assess declines or changes in performance



Maturity model aligns to automation levels. Higher automation necessitates a more advanced maturity model for evaluation and assessment.



### **Metrics and Responsible Al**



UNCLASSIFIED

between a candidate summary and a set of reference summaries Exact Match: Rate at which generated string matches the reference exactly. F1: harmonic mean of the precision and recall. It can be computed with the equation: F1 = 2 \* (precision \* recall) / (precision + recall) BERTScore: BERTSCORE computes a similarity score for each token in the candidate sentence with each token in the reference sentence using contextual embedding. Requires a reference sentence. kGPT: SelfCheckGPT can: i) detect non-factual and factual sentences; and ii) rank passages in terms of factuality

Presenter Notes

reference text)

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MAUVE: Similarity metric of two

strings (generated text and

ALCE: automatic evaluation

15

### **Common Pitfalls**



- Initial experimentation results show that **metrics do not always align with SME** evaluation
- SelfCheckGPT measures consistency when repeatedly sampling from the LLM, and relates that to factuality, or likelihood of hallucination.
  - NLI or BERT Score > 0.5 suggests hallucination is more likely
- SelfCheckGPT has multiple methods of calculation including leveraging NLI and BERT Score.
  - Accuracy values from SMEs have minimal relationship with SelfCheckGPT BERT score, but no relationship with the NLI score. (See distributions on edges of graph)
  - Other work has shown promise using this metric, mileage may vary by use case

Objective metrics within Generative AI are an active area of research: Can we use the LLM as a judge? Should metrics be consistent across use cases or vary? How should metrics be communicated to end users to facilitate the most effective adoption of models in operational contexts?



### **Common Pitfalls: Assessing Telemetry Metrics is Non-Trivial**

- Gold standard assessment should compare subject matter experts (SMEs) to metrics to assess:
  - When are they useful?
  - Where (in what contexts) are they useful?
  - What component is useful (i.e., is there a threshold? How do they fit into a maturity model?)
- Assessment is inherently time consuming, and nontrivial

#### Experiment #1 Metrics

**SelfCheckGPT:** When sampled repeatedly, how consistent are model responses. Leverages the intuition that hallucinations are more likely to be *not* consistent. Include two methods of calculation (NLI and BERT Score)

Self-BLEU: Similarity between a pair of sentences.

**Perplexity:** How well has the model learned the training set? (Lower values are better)

**RAGAS** (Answer Similarity, Answer Relevancy, Context Recall, Context Precision): Four separate metrics exploring how well RAG is performing at providing information relevant to the prompt, information that is included in the answer, similar answers, and answers that are relevant to the question. Uses the LLM-as-ajudge.

**Toxicity**: Fraction of sentences that include toxic or harmful language in the response.

**SME Evaluation Metrics:** Manual evaluation by SMEs on response (1) Accuracy and (2) Operational Usefulness



### LLM Advancements Towards Responsible Al

	Accountabl e/ Traceable	Equitable	Reliable	Transparen t/ Interpretabl	e Governable
System Architecture Problem: Real-time or perishable data are not available to LLMs. Promising solutions and areas of research: RAG, Context construction (reranking to optimize attention to most relevant information), Self-RAG (prompting the model to retrieve more information when needed)	х	Х	х	х	
Supplemental Knowledge Problem: Models lack underlying "knowledge" yielding hallucinations. Promising solutions and areas of research: Model augmentation (e.g., using graph or semantic databases)	x		х		
<b>Efficient fine-tuning,</b> <b>Problem</b> : Full fine-tuning of models is computationally prohibitive. Knowledge loss is understudied, but certainly a side effect of full fine tuning. <b>Promising solutions and areas of research:</b> Adapt transformer architecture to less computationally intensive methods			х		
Efficient Inference Problem: Attention is computationally expensive, but a critical component of the encoder-decoder model. Promising solutions and areas of research: FlashAttention (smart kernel implementation), Sliding window attention to reduce computation (e.g., Mistral), Quantization (can reduce computational needs with minimal performance loss)			x		х
Trust Problem: Misinformation and hallucinations may be common and are difficult to identify. Differing policy stances of responsibility of trustworthiness (model builders? Developers? End users?) Promising solutions and areas of research: Metric development and standardization for misinformation detection (e.g., TrustLLM)	х	х	х		

CDAO

### LLM Systems Acquisition

### SomeUses of LLMs:

- Transformation:
  - Re-arranging data and information for efficient consumption
- Retrieval:
  - Information recall, summarization, information extraction
  - Multi-modal
- Reasoning / Knowledge Utilization
  - Knowledge regurgitation
  - Knowledge synthesis
  - Task planning, Autonomous agents
- Ideation:
  - Course of action alternatives

### Interface to LLMs

- Natural human language is used to provide
  - Task instruction: summarize this document
  - Behavioral instruction: short summary
  - Variables (explicit and implicit): for a commander (in the US forces, NATO, etc.)
- Programmability: Appropriate context must be specified.
  - Explicit context mechanisms.
  - Input / Output filtering / guardrails
- Explainability: Relevant contextual completion must be provided back to the user



### **Use Case Functional Requirements Template**

#### A draft rubric for communicating the Generative AI needs of DoD Projects. To see the definition for the levels or how they map to the RAI Principles, expand the hidden columns.

Draft levels for each of the rubric measures.

A draft mapping for how critical each measure is to the Responsible AI Principles.

Attributes /	Generative Al Measures / Capabilities	Use Case 1	Use Case 2	Use Case 3	Use Case 4	o - Level 0	🕒 - Level 1	• Level 2	- Level 3	• - Level 4
	Accuracy	•	•	•	•	Accuracy is not a concern	Accuracy is a marginal concern	Accuracy is a concern, but not a significant one	Accuracy is a significant concern	Accuracy is a critical concern
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	Behavioral Tuning	•	٢	O	•	No behavioral tuning capability is required	Basic Behavioral Tuning	Intermediate Behavioral Tuning	Advanced Behavioral Tuning	Expert Behavioral Tuning
oilities	Extensible Vocabulary	•	٢	•	•	No need to have an extensible vocabulary	Basic Extensibility	Intermediate Extensibility	Advanced Extensibility	Expert Extensibility
Capab	Knowledge Retrieval	•	•	•	•	No need to support knowledge retrieval	Basic Knowledge Retrieval	Intermediate Knowledge Retrieval	Advanced Knowledge Retrieval	Expert Knowledge Retrieval
1581	Multi-Lingual Support	•	٠	•	•	No need to support multiple languages	Basic Multilingual Support	Intermediate Multilingual Support	Advanced Multilingual Support	Expert Multilingual Support



## Workflow Acceptability Criteria

Generative AI Us			Use Case	Use Case	Use Case	Use Case 4					
Attributes / Measures /			1	2	3	Use Case 4	0 - Level 0	O - Level 1	U - Level 2	- Level S	• - Level 4
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	au	<b>T</b> 1.01 10 11	$\sim$	$\sim$	$\sim$	$\sim$	No Text Classification capability is Basic Text Classification	Advanced Text Classific



### LLM Cores are "Ballistic" in their token generation

• There are additional considerations for how to address task specification at the LLM core level.

- LLMs perform iterative production of "next token"
- Image models are wholistic, successively refining the full picture.
- Sequential models are hard to constrain, and hard to correct.
  - Address Topic T, including sections A,B,C.
  - May not "recognize" that topic A' is essential to bridging topic A and C.
  - Diffusion models (wholistic) can provide repair at inference time.
- May want to expand the need-list to address different modes for context definition, refinement, and model reprogrammability.
  - Zero-shot learning, multi-shot learning
  - Prompt tuning, Prompt-filtering, milti-agent programming
  - Fine tuning, retraining, knowledge editing
  - New computational architectures for memory and reasoning
- How do you get data into the systems? How do you get data out?
- How do you dynamically alter data during processing?
- How do you provide cross validation or specialized user validation?
- How do you define personas to make the workflow more effective? If we can define canonical agents for each individual workflow, then we can track programmability more effectively.
- How do you develop personalization that scales? Guardrails, state-dependent internal memory, method of-experts add-on packages?

### Evolving Concepts for the role of LLMs

**Generative Als,** like LLMs, seem poised as a differentiating capability in high-level autonomous decision processes.

**Unpredictability and hidden biases** are both the power and the Achilles Heel of Generative AI.

**Integration strategies** might incorporate guardrails to combine the best of classical and generative algorithms.



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But also to [read the title], and

**Research Institute** 

### Formulate a Framework for the Adoption of Disruptive Al

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Ultimately, we were able to quickly [read the title]

**Research Institute** 

- Emerging Challenges
  - Distributed, Denied
- Necessary properties of Autonomous AI
  - Modular, Composable, Hierarchically Scalable
- Guardrails → Reliable, Trustworthy, and Trusted

- Scalable solutions will ultimately be critical
  - Ability to dynamically provide custom services: communications, ISR, effects, etc;
  - Develop local CoA to meet commander intent;
  - Autonomy needs to be able to assemble hierarchical solutions from only "end state" directions.



Cognitive / Generative AI plays the role of a "possibilities" engine, a computational analogy to **contextually biased associative memory (CBAM)** for addressing issues in planning, concept retrieval, and action generation. Such contextual bias should be mediated by more predictable and systematic processes.

### DoD Needs to Develop Trusted Architectures For Integrating AI



#### Model / Data / Design

#### Non-Deterministic AI

The model designer maintains model parameters, configuration, and training data.

#### **Reasoning Systems**

Evaluates distributional shifts and adjusts online learning parameters.

Provides computational reasoning services: deductive, inductive, abductive. Evaluates internal consistency, completeness, and correctness. Contextually Biased Associative Memory Model (CBAMM) allows adaptation to new environmental

stimulus and information.

Provides contextually biased concepts, information, or decisions for current mission objectives; representations for natural human-machine interface

#### **Supervisor Process**

Manages CBAM / Reasoning / Factual data and evaluates when to override or correct classical control process.

#### **Information Management**

Session history retains long-term memory of Supervisor interactions and supporting evaluation processes.

Database stores arbitrary factual information needed for evaluation of AI concepts.

#### **Interactive Evaluation**

Online software execution, internet search, human or software oracle, and robotic processes allow for evaluation and analysis of AI conceptual information vs. factual data.

Feedback on consistency, completeness, and correctness.

#### Platform / User / System

The physical or virtual platform providing the Autonomy Service

Trust and safety should not be a single point of failure for AI applications. Other components should provide protections (not shown here).

This diagram applies at every level of operation.





## Modeling the Productivity Impact of LLMs

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### Naïve Geometric Model

- Productivity factor,  $\Phi_p = rac{ ext{Human Cost}}{ ext{Machine Cost}}$  r the same result)
- Time is a simple measure of cost.
- Assume the human verifies each model  $\Phi_p = \frac{1}{\text{Machine Time}}$ regenerates responses until they get an acceptable answer

$$\mathbb{E}[\Phi_p] = rac{t_{ ext{human}}}{(t_{ ext{machine}} + t_{ ext{verify}})} rac{-p\log p}{(1-p)}$$



Human Time

### **Modeling Assumptions**

Task Type	Time for Human to Solve	Time for Machine to Solve	Time for Human to Verify Solution
Bash Scripting	5min	3s	30s
10 Page Summarization	45min	20s	30min
Case Note Entity Extraction	34s	3s	34s



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(probability of human accepting a machine response)

### Discussion

### • The data collection was minimal, representing reasonably high-skill individuals

- High-skill individuals (in a task) will know more about a task, with lower gap between unassisted task completion time and task verification time
- Low-skill individuals (in a task) will need to learn new material and refresh on old material to complete the task unassisted, resulting in a much larger gap between unassisted time-to-completion and task verification
- The bottom line: LLM task multipliers should get larger with decreasing task skill.
- These curves represent averages
  - The distributions that they measure may not concentrate in probability around these values
- Consecutive trials are not truly independent
  - Humans are stateful, they get tired / bored, have biases
  - Real systems typically contain feedback mechanisms
- Time is not the only cost
  - Cognitive load, response quality, latency, compute cost, etc. are also important
- Measuring P(acceptance) is difficult
  - Requires marginalizing over all people, prompts, and model responses
  - This is where large task-representative benchmarks would come in



### A Case Study in Integrating Disruptive Innovation for DoD

- DoD needs to understand how and when to adopt Generative AI.
- Context behind Generative AI:
  - Breakthrough exploratory research flips the familiar strategic research paradigm on its head.
    - Strategic: Where are we going? How do we get there?
    - Reality: Where did we end up? How did we get here?
  - How did we get here?
    - LLMs are big statistical regressions over a giant corpus of human generated text.
    - But this corpus contains all the "Great Conversations" about the essence of what it is to be human, as well as most major components of science, literature, philosophy, events, etc.
  - Where did we end up?
    - In a new place we didn't quite imagine.
    - Now we need to figure out what it's all about.





The Dancing House, Prague CZ (Wikipedia) Photograph is Community Commons License

#### How did we get here?





### What is troubling? What are threats and risks for stakeholders?

- Malware / Exploit Diversification
- Automated Social Engineering, Social Media Attacks
  - Exquisite Personalization
  - Rapid CoA exploration and exploitation
- User misunderstanding of the capability, design, and implementation of the GenAI processes
  - What new capabilities will the iPhone have in 5 years?
  - One-shot question-answer

• Timeline Compression

Language and image recognition capabilities of AI systems have improved rapidly Test scores of the AI relative to human performance +20 I systems perform better than humans who did these tests  $0 \leftarrow$  Human performance, as the benchmark, is set to zero. Al systems perform wors -20 -40 Reading compre--60 hension Language understanding Handwriting recognition -80 Speech recognition mage recognition -100 2015 2020 2000 2005 2010 The capability of each AI system is normalized to an initial performance of -100.



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There are both great possibilities and great opportunities for risk with LLMs from an HMT perspective.

- Prompt Sensitivity: LLMs are sensitive to how prompts are worded. Even small changes in the syntax and semantics of a prompt can result in large changes in LLM output.
- Trust and Ubiquity: LLMs have a low barrier to entry for users and many potential applications, so their output can quickly appear in many contexts. Overreliance on these outputs is problematic if they are faulty and becomes riskier for high-stakes use cases.
- Anthropomorphism: Due to the inherent human-like communication of LLMs, their output can mimic social cues that alter humanmachine team effectiveness, positively or negatively.



## LLM Maturity Models & Workflow/HMT

- The Human-Machine team that is formed by working with an LLM creates a subprocess in an overall product workflow.
- There must be analysis of the places where this team improves productivity and increases knowledge – or alternately, adds cost and introduces unacceptable risk – before an LLM is incorporated into a use case.
- Similarly to the evaluation of LLM characteristics, these HMT considerations may be measurable and mappable to maturity levels.



# Thank you!

