Look before You Leap! Designing a Human-centered AI System for Change Risk Assessment

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Abstract: Reducing the number of failures in a production system is one of the most challenging problems in technology driven industries, such as, the online retail industry. To address this challenge, change management has emerged as a promising sub-field in operations that manages and reviews the changes to be deployed in production in a systematic manner. However, it is practically impossible to manually review a large number of changes on a daily basis and assess the risk associated with these. This warrants the development of an automated system to assess the risk associated with a large number of changes. There are a few commercial solutions available to address this problem but those solutions lack the ability to incorporate domain knowledge and continuous feedback from domain experts into the risk assessment process. As part of this work, we aim to bridge the gap between model-driven risk assessment of change requests and the assessment of domain experts by building a continuous feedback loop into the risk assessment process. Here we present our work to build an end-to-end machine learning system along with the discussion of some of the practical challenges we faced related to extreme skewness in class distribution, concept drift, estimation of the uncertainty associated with the model's prediction and the overall scalability of the system.

SCIENCE AND TECHNOLOGY PUBLICATIONS

1 INTRODUCTION

In any technology driven industry, launch of a new business or launch of new product features for an existing business to customers requires a series of software changes to a base system that is already in production. Each of these changes carries with it some likelihood of failure. Reducing the number of failures in a production system is one of the key challenges. It is especially important in the current era of agile development that has a tight delivery schedule. The situation may be further exacerbated when there is a large volume of changes, which severely restricts thorough inspection and review before deployment. From our experience, another impediment in manual change risk assessment occurs when the risk for a change is marked as "low" by the change requester (which, in reality, need not be so - this may happen if the developer is new or less skilled, and hence has applied poor judgement); such requests are often ignored altogether by domain experts while reviewing,

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and these may manifest as critical issues later in the pipeline. In fact, in the context of Walmart, we observe that a substantial percentage¹ of major production issues occur due to planned and so-called "lowrisk" changes in e-commerce market and US stores. The monetary impact of these major issues is also quite significant¹. The number of such changes per week is so high¹ on average that it is practically impossible to manually review all these change requests due to limited bandwidth of the human experts. This necessitated the development of an automated risk assessment system for change requests.

In this paper, we present our experience of exploring the following questions while building an automated risk assessment system:

• Can we reliably build a failure probability model for changes which can provide actionable insights from the change data to the change management team?

¹We abstain from providing the exact numbers to maintain confidentiality.

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• Can we optimally seek feedback from the domain experts for the model's inference on a limited number of changes so that it improves the model's performance as well as does not over-burden the domain experts with feedback requests?

The remainder of this paper is organized as follows. In Section 2, we provide an overview of the problem. In Section 3, we provide a brief description of our dataset. In Sections 4 & 5, we elaborate on the end-to-end system and its deployment, respectively. Section 6 sheds light on explainability techniques utilized by us for user adoption. In Sections 7 & 8, we talk about the business impact of this solution and some of the interesting observations we made in the course of this work, respectively, and finally, we conclude this paper in Section 9.

2 PROBLEM OVERVIEW

Our main goal is to determine if we can predict the probability that a change will cause a major production issue based on the information available for that change request. Prediction at an earlier stage is likely to be much less precise, and prediction at a later stage would be much less useful because fewer options would be available to mediate the risk.

2.1 Inherent Challenges

One of the major problems that we have faced is imbalance in the class distribution of the data. It makes machine learning model bias towards predicting majority class, which in turn leads to high false negative rate and monetary loss. Also, during holiday period (October–December), the number of change requests drops sharply because associates avoid pushing risky changes in the production. This creates cyclical shift in the data distribution. Additionally, process changes in operation, formation or merger of teams lead to gradual concept drifts. Along with these difficulties, running the system in production seamlessly on large amounts of data makes the problem even more challenging.

3 DATA DESCRIPTION

We have collected change request data for one year. Each instance in this data consists of several attributes or features. We can logically divide these into four primary categories:

- **Descriptive Feature**: These are plain text information about the change, such as, change summary, change description, and a few others.
- Q & A Feature: These are the answers provided by the change requester to a set of predefined questions, such as, "whether the change was previously implemented or not", etc.
- **Team Profile**: This information is not readily available with the change data but we derive it from the historical data. These features primarily reflect the tendency of a team to raise change requests which create major issues in production.
- **Change Importance**: These features reflect the perception of the change requester regarding the impact, importance and the risk of a change request.

We also associate labels with every change data instance. We associate the changes, which did not create any major production issue, with the label "normal". We label the others as "risky". Our training sample consists of 600K change instances among which only 540 belong to the class "risky", which is only 0.09% of all the change instances.

4 RISK ASSESSMENT SYSTEM

We build an automated risk assessment system which has conceptually three main functional components:

- data collection and preparation,
- model training and monitoring,
- model inferencing and gathering of expert's feedback.

Figure 1 illustrates a conceptual diagram of our endto-end system workflow. We explain all the functional components of the system in the following subsections.

4.1 Data Collection and Preparation

In this part of the system, we collect change related data from multiple sources and aggregate these. Once aggregated, we prepare the training data for the subsequent training stage. It is important to mention here that we pose this task as a classification problem with a high degree of class imbalance. A subset of features that we use for training the classification model are raw attributes of the change requests, and such change attributes are readily available in change data that we collect. However, some of the features that



Model Inference & Gathering of Expert's Feedback

Figure 1: Conceptual diagram of end-to-end system workflow.

we feed to the machine learning (ML) model are derived features, such as, the features to indicate the degree of severity expressed in the change description or a team's tendency to cause major production issues through changes, and many others.

Next, during processing phase we impute missing values, encode categorical features, up-sample instances from minority class to generate the final training data. Linear regression is applied to impute missing values. Both label encoding and one-hot encoding are used for categorical features judiciously. Brute force up-sampling of minority class can cause overfitting. Similarly, we may end up discarding potentially useful information if we randomly downsample instances from the majority class. To mitigate both the problems, we have used GAMO (Mullick et al., 2019), where only safe samples from minority class are used to synthesis new instances, thus we can avoid generating noisy and boundary samples. More details on different up-sampling strategies is given in Section 8.

4.2 Model Training and Monitoring

We use a gradient-boosted decision tree (XG-Boost) (Chen and Guestrin, 2016) to generate the probability with which a new change request may cause major issues in production, and this ML model is at the core of this system. We consider this probability as the estimation of the risk for a change.

Note that during model training phase, we have tried both supervised and unsupervised models before deciding on which algorithm will perform best. One-class support vector machine and isolation forest are the two algorithms we have explored from unsupervised classification paradigm. Among supervised learning algorithms, we have analyzed performance of logistic regression, XGBoost and Deep Neural Networks (DNNs). Unsupervised ML algorithms are useful in absence of class labels; however, these methods always under-performed compared to supervised learning methods. Logistic regression assumes linear relationship between dependent and independent variable, which may not always hold true, as in our case. Gradient boosting and DNNs emerge as clear winners as they can learn complex functions better. As XGBoost is less resource intensive and explaining a model's decision is easier in this case, we have decided to go with XGBoost. While choosing best set of hyper-parameters, we have used Bayesian hyperparameter optimization technique (Wu et al., 2019). We will provide a comparative analysis of these models subsequently in Section 7.

4.2.1 Concept Drift

We generally train the model once in a month. However, we have a system in place to monitor any significant shift in data pattern which may substantially degrade the performance of the model (see Figure 1). In case we detect any such drift, we initiate an outof-cycle training of the model with the latest change data. This kind of drift in data pattern is called *concept drift* and is formally defined as follows:

$$\exists X : p_{t0}(X, y) \neq p_{t1}(X, y) \tag{1}$$

This definition explains concept drift as the change in the joint probability distribution for input X and prediction y between two time points t0 and t1.

4.2.2 Detection of Concept Drift

We use a modified form of *Kolmogorov-Smirnov (KS) Test* to detect concept drift in data. Before we introduce how we apply it in this context, we first briefly review the standard form of KS Test.

Suppose we have two samples *A* and *B* containing univariate observations. We would like to know with a significance level of α , whether we can reject the null hypothesis that the observations in *A* and *B* originate from the same probability distribution. If no information is available regarding the data distribution, it is safe to assume that the drawn observations are i.i.d., we can use the rank-based KS test to verify the proposed hypothesis. According to it, we can reject the null hypothesis at level α if the following inequality is satisfied:

$$D > c(\alpha) \sqrt{\frac{n+m}{nm}} \tag{2}$$

(3)

where the value of $c(\alpha)$ can be retrieved from a known table, *n* is the number of observations in *A* and *m* is the number of observations in *B*. The right side of the inequality is the target *p*-value. *D* is the Kolmogorov-Smirnov statistic, i.e., the obtained *p*-value, and is defined as follows:

 $D = sup_x |F_A(x) - F_B(x)|$

where

$$F_A(x) = \frac{1}{|A|} \sum_{a \in A, a \le x} 1, \ F_B(x) = \frac{1}{|B|} \sum_{b \in B, b \le x} 1 \quad (4)$$

 $F(\cdot)$ represents cumulative distribution function. We note that *D* can actually be computed as follows:

$$D = \max_{x \in A \cup B} |F_A(x) - F_B(x)|$$
(5)

In order to quantify drift we use a modified version of KS algorithm. We first measure the drift in each and every feature and later we combine them using weighted average. More formally, we compute the final drift between two multi-variate samples of data as follows:

$$D_{final} = \frac{1}{K} \sum_{i=1}^{K} w_i D_i \tag{6}$$

where D_i is the measured drift in i^{th} feature between the two samples according to KS algorithm and w_i is the importance of i^{th} feature as computed by XGBoost while training and K is the total number of features.

Once the value of D_{final} crosses a certain threshold, it raises an alarm to update the model by retraining. While training the model, we assign higher weights to more recent data points so that the model is more tuned to the latest pattern in the dataset.

4.3 Model Inferencing and Gathering of Expert's Feedback

This part of the system is responsible for ingesting the live change data in batches into the system, running the latest version of the model against these to generate the risk scores and sending back the risk report to the change management team.

It is also responsible for gathering expert's feedback on a small sample of changes. It seeks an expert's feedback only for those changes for which the model exhibited a high degree of uncertainty. It actually ranks all the change requests in a batch according to their estimated uncertainty of prediction and sends top m change requests to experts for feedback. The subsection below provides a brief overview of how we estimate the predictive uncertainty of the model.

Estimation of Predictive Uncertainty. While predictive uncertainty is widely studied for deep learning based models (Lai et al., 2021; Gal, 2016), the topic seems to be under-explored for gradient boosting based models, such as, XGBoost. We estimate the uncertainty associated with the predictions of the model within standard Bayesian ensemble based framework (Gal, 2016).

In a general setting of supervised learning by an ensemble of models, we can approximate the predictive posterior of the ensemble as follows by using the posterior probability $p(\theta|D)$ of the ensemble, where θ and D represent the model parameters and training data respectively.

$$P(y|x, \mathcal{D}) = \mathbb{E}_{p(\theta|\mathcal{D})}[P(y|x; \theta)]$$
$$\approx \frac{1}{M} \sum_{m=1}^{M} P(y|\mathbf{x}; \theta^{(m)})$$
(7)

In above equation, $\theta^{(m)} \sim p(\theta|\mathcal{D})$ and y represents the prediction of the model while *M* represents the number of models in the ensemble. The entropy estimated for the predictive posterior i.e. $P(y|x, \mathcal{D})$ of a model represents the total uncertainty of the model. Total uncertainty is contributed by both *data uncertainty* and *knowledge uncertainty*. Conceptually, we express the uncertainty associated with a prediction of the model as the mutual information between model parameters θ and prediction y. We can estimate the mutual information between model parameters θ and prediction y as given below (Andrey Malinin and Ustimenko, 2021):

$$I[\mathbf{y}, \boldsymbol{\theta} | \mathbf{x}, \mathcal{D}] = \mathcal{H}[P(\mathbf{y} | \mathbf{x}, \mathcal{D})] - \mathbb{E}_{P(\boldsymbol{\theta} | \mathcal{D})}[\mathcal{H}[P(\mathbf{y} | \mathbf{x}, \boldsymbol{\theta})]]$$
$$\approx \mathcal{H}[\frac{1}{M} \sum_{m=1}^{M} P(\mathbf{y} | \mathbf{x}; \boldsymbol{\theta}^{(m)})]$$
$$- \frac{1}{M} \sum_{m=1}^{M} \mathcal{H}[P(\mathbf{y} | \mathbf{x}; \boldsymbol{\theta}^{(m)})]$$
(8)

Here, **x** represents the feature-set corresponding to the prediction y, $\mathcal{D} = {\mathbf{x}^{(i)}, y^{(i)}}_{i=1}^N$ represents the entire dataset and M is the total number of trees constructed by XGBoost. This is expressed as the difference between the entropy (\mathcal{H}) of the predictive posterior, a measure of *total uncertainty*, and the expected entropy of each model in the ensemble, a measure of expected *data uncertainty*. Their difference is a measure of ensemble diversity and estimates knowledge uncertainty.

5 DEPLOYMENT AND MONITORING

We deploy the entire system as a workflow on an internal machine learning platform. Currently, it processes around 60K change requests per week. We have a dashboard in place to monitor several metrics related to the business impact of the system. The dashboard gets updated as soon as new data comes in. We build the pipeline for drift detection and the subsequent retraining of the model, as required, using MLFlow (Zaharia et al., 2018).

6 EXPLAINABILITY FOR USER ADOPTION

Adding explainability to the predictions made by an AI system is often a crucial pre-requisite for its adoption, especially, if the users are not well-versed in AI, and hence may be apprehensive of using the solution (Gade et al., 2019; David et al., 2021). Consequently, we explored some interpretable ML techniques, including both global explanations and local explanations, to augment our predictions with suitable explanations. For global explanation, we tried the *surrogate model* approach (Molnar et al., 2020), where a simpler (easy to explain) model is trained to approximate the predictions of a larger complex model. We chose the decision tree as the surrogate model because decision trees are, arguably, the easiest to interpret, and hence for our (uninitiated to AI)

users, decision tree was the best stepping stone into explainable AI. Figure 2 shows an example of a decision tree used as a surrogate model for global explanation when trained on a subset of 341 samples; we refrain from showing the final decision tree trained on all the samples for confidentiality reasons - however, note that the example shown here is similar to the final one. In this example, the root node corresponds to the variable which tries to capture how risky is the change request according to the requester. In case the request is regarded as risky, then the next node checks whether the change count, i.e., the number of change requests raised by a change request team over a period of one year, is less than 187 or not - note that the value 187 is determined automatically based on Gini impurity of a node split (Leo Breiman, 1984); on the other hand, if the request is not deemed to be risky, then the next thing to consider is whether the requester belongs to a particular group or not. For each node, the number of samples that belongs to its left and right child is provided as *#obs*, and for the leaf nodes, their Gini Impurity is mentioned. It may be noted that for our final decision tree, which we obtained through extensive experimentation including tuning several hyper-parameters, had its predictions matched with that of the deployed XGBoost model in $\sim 70\%$ cases – although a higher number would have indicated that the surrogate model mimics the original one more closely, it is not unexpected that there will be considerable difference in accuracies between two ML models with different learning capabilities. Moreover, we found that the global surrogate model gives satisfactory explanations for most of the cases involving risky change requests, which our users are more interested in.

For local explanations, we use Local Interpretable Model-agnostic Explanations (LIME) (Ribeiro et al., 2016). To explain an individual prediction, LIME method perturbs the original input to create a set of new inputs and records their corresponding outputs. It then tries to fit a linear regression model to this set of inputs and outputs, weighed by the distance of each input to the original one - the basic assumption being that even if a model is overall non-linear, in a small bounded region it behaves linearly. This linear model is finally used to explain the original prediction. Figure 3 shows an example of a LIME plot that is declared to be risky; note that all the features in this example indicate that the request is risky except for one "complexity of implementation" - cumulatively, the decision taken is risky. It may be interesting to note that SHapley Additive exPlanations (SHAP) (Lundberg and Lee, 2017) is another popular method used in explaining ML models that gives both global and

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Figure 2: An example of a decision tree used as a surrogate model for global explanation of change request risk assessment.

local explanations; however, we found that our users preferred the decision tree and LIME over SHAP for explanations, and hence we subsequently exclude it in our deployment.

7 MODEL PERFORMANCE AND BUSINESS IMPACT

7.1 Model's Performance

We explore multiple options such as one-class SVM, isolation forest, logistic regression, deep neural network and XGBoost, to identify change requests with high risk. We consider true positive rate (TPR) and false positive rate (FPR) as the performance metrics for the models. As Table 1 suggests, deep neural network and XGBoost exhibit much better performance than the other methods we explored. To choose between XGBoost and deep neural network, we compute the positive likelihood ratio and XG-Boost emerges the winner with respect to this metric. We computed all these metrics to evaluate a model's performance against a validation dataset.

7.2 Business Impact

We primarily monitor two metrics to keep track of the business impact: *number of major issues per* 10000 CRQ (change requests) and percentage of manmachine agreement. Figure 4 represents the month-over-month (MoM) improvement in the number of major issues per 10000 CRQ from January, 2021 to July, 2021. We observe around 85% decline in this metric in July, 2021 with respect to January, 2021². We attribute the slight increase in this metric in June with respect to May to concept drift in data but we could reverse this trend by proactive detection of concept drift and subsequent retraining of the model.

Percentage of man-machine agreement is a metric which represents the percentage of high risk changes as predicted by the model, which have actually been accepted as the high risk changes by domain experts. It is primarily an indicative of the confidence of business on this predictive system. Figure 5 represents month-over-month improvement in this metric from January, 2021 to July, 2021². Observe a slight dip in this metric in March and June with respect to February and May respectively. However, this trend has never lasted because of the continuous gathering of feedback from domain experts and incorporating the same into the model.

Post deployment, the production team has confirmed that the number of major incidents has been reduced by 33% with net savings ranging into multimillion dollars as in Q2 of 2021. Note that there may be other factors (e.g., software design changes) that have contributed to the savings; however, it is acknowledged that our AI based prediction system has

 $^{^{2}}$ We provide the relative variations of this metric MoM. Absolute values of this metric are confidential.



Figure 3: An example of a LIME plot used for local explanation of a change request risk assessment.

Table 1: Comparative Analysis of ML Algorithms.

Algorithm	TPR(%)	FPR(%)	Positive Likelihood Ratio (TPR/FPR)
One Class SVM	52.7 ± 0.01	18.6 ± 0.01	2.83
Isolation Forest	51.3 ± 0.03	18.9 ± 0.03	2.71
Logistic Regression (LR)	62.5 ± 0.01	14.5 ± 0.01	4.31
Deep Neural Network	79.1 ± 0.02	9.7 ± 0.02	8.15
XGBoost	78.9 ± 0.01	9.1 ± 0.01	8.67



Figure 4: Percentage decline in major production issues (CRQ = change requests, MoM = month-over-month).

definitely played a key role. From prior records of the benefits that these software changes typically brought, their contribution in the recent savings should be in the ballpark of 30%, while the rest 70% may be attributed to our new machine learning based risk assessment system.

8 SOME OBSERVATIONS

We share some of the interesting observations we made while building this system and how we dealt with these.



Figure 5: Percentage improvement in man-machine agreement (CRQ = change requests, MoM = month-over-month).

8.1 Up-sampling Minority Class

We observed a significant variability (see Table 2) in model's performance with different up-sampling methods. Since using GAMO (Mullick et al., 2019) resulted in maximum benefit, we decided to use it.

8.2 Data Sparsity & Imputation Method

Missing values are very common among most of the tabular datasets like ours. There are many methods available to impute the missing values in a dataset. However, if the degree of sparsity is high and the missing values are not imputed with high accuracy,

XGBoost with Different Up-sampling Methods	TPR(%)	FPR(%)
XGBoost + SMOTE (Bunkhumpornpat et al., 2009)	77.1 ± 0.01	10.4 ± 0.01
XGBoost + AdaSyn-SMOTE (Gameng et al., 2019)	77.0 ± 0.01	10.6 ± 0.01
XGBoost + cGAN (Douzas and Bação, 2017)	78.5 ± 0.01	9.4 ± 0.01
XGBoost + DOS (Ando and Huang, 2017)	78.6 ± 0.01	9.3 ± 0.01
XGBoost + GAMO (Mullick et al., 2019)	78.9 ± 0.01	9.1±0.01

Table 2: Experiments With Different Up-sampling Techniques in Learning By Oversampling.

it takes a toll on the generalization error of the model. An intuitive reason behind this is the fact that inaccurate imputation of data with high degree of sparsity, significantly alters the distribution of the data after imputation. It eventually results in the model learning a distribution which is significantly different from the ground-truth of the distribution. We observed that complex model-based imputation methods, such as MINWAE (Mattei and Frellsen, 2019), yield better true and false positive rate from the same model in comparison to simple mean or median imputation methods.

9 CONCLUSION

In this paper, we introduce a human-centered AI based change risk assessment system which aims to bridge the gap between model-based assessment of change risks and the assessment by the domain experts. While designing the system, we faced many challenges, such as, extreme class imbalance, gradual concept drifts, model selection, explaining the predictions for user adoption, scaling at an industrial level. We also elaborate on how this system created business impact post deployment. In near future, we will explore an active-learning based framework to leverage the experts' feedback more effectively.

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