**Projektmanagementbericht**

**Spezifikation und PoC der KI-gestützten**

**„Beta-Klassen-Recognition“ in der Presserecherche**

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Ausbildungspartner: SWR

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# Inhaltliche Besonderheiten der Projektaufgabe

Die Projektaufgabe entstand im Zusammenhang des ARD-Kooperationsprojektes MEDAS in dem alle Rundfunkanstalten beteiligt sind und gemeinsam Arbeiten. In der Arbeitsgruppe Text in Medas, die ein gemeinsames Pressearchiv für die gesamte ARD inklusive der Sphinx-Partner BR, DRadio, HR und MDR als Ziel hat. Das soll Kosten und Aufwände sparen und wird erreicht, indem Betriebskosten geteilt und dokumentarische Workflows vereinheitlicht werden.   
Besonders an der Projektaufgabe war das explorative Vorgehen. Der Modellversuch konnte zeigen, dass ohne große Vorprozessierung akzeptable Ergebnisse erzielt werden können. Außerdem fand die technische Entwicklung innerhalb einer Rundfunkanstalt statt, ohne die Entwickler\*innen des Frauenhofer Instituts, die für die restlichen Miningservices verantwortlich sind. Das zeigt, dass auch technische Innovationen aus den Rundfunkanstalten kommen können.

# Risikoanalyse / SWOT

## Swot-Analyse

Zu den wichtigsten Stärken zählt, dass von Seiten der Archive ein enormer Innovationswille vorhanden ist, der Projekte wie die Erkennung von Gattungen begrüßt und fördert. Ein anderes Beispiel dafür ist die agile Umstrukturierung der Abteilung IDA im SWR. Mit der langjährigen Kooperation mit externen sowie internen IT-Partnern ist im Laufe der Zeit auf der einen Seite eine mächtige Infrastruktur gewachsen, auf die zurückgegriffen werden kann. Außerdem besteht dadurch ein wertvolles Fachwissen, mit dem die bestmöglichen Produkte entwickelt werden können.  
Auf der anderen Seite kann die gewachsene Infrastruktur für eine Lähmung des Fortschritts sorgen, da die gewachsenen Strukturen oft schwierig aufzulösen sind. Das hat nicht immer einen technischen Hintergrund, sondern liegt allgemein oft auch an der fehlenden Bereitschaft für Veränderungen. Dieser Aspekt ist, zumindest für die IDA gesprochen, aber zu vernachlässigen, da wie erwähnt ein großer Innovationswille vorhanden ist.  
Die Chancen sind offensichtlich. Mit der automatischen Erkennung von Gattungen können Kosten, Ressourcen und dadurch Zeit gespart werden. Außerdem wird dadurch die mehr Metadaten generiert. Diese können vereinzelnd allerdings ein Risiko darstellen, da davon auszugehen ist, dass eine Maschine nicht die gleiche Qualität erreichen kann, wie ein menschlicher Dokumentar. Der große Vorteil ist Zeitersparnis. Das bedeutet, dass ein Kompromiss eingegangen werden muss. Auf der einen Seite können Zeit, Kosten und Ressourcen gespart werden mit dem Nachteil, dass die Metadatenqualität unter Umständen darunter leidet. Auf der anderen Seite könnten qualitativ hochwertige Metadaten generiert werden mit dem Nachteil, dass das sehr zeitaufwendig wäre und Ressourcen blocken würde. Aus den vier Faktoren ergeben sich vier Strategien, die verfolgt werden können, die neben den Stärken, Schwächen, Chancen und Risiken in Fehler! Verweisquelle konnte nicht gefunden werden. zu sehen sind. Es muss unbedingt darauf geachtet werden, dass mit den Kapazitäten schonend umgegangen wird, damit keine Stilllegung des Projektes droht. Gleichzeitig muss die IT-Infrastruktur gesichert sein, um Ausfälle der Software, Schnittstellen oder Datenbank zu vermeiden. Kommunikation ist elementar für jedes Projekt. Zu Beginn dieses Projektes war die Kommunikation mit den Stakeholdern noch ausbaufähig und aufzuholen. Die Nutzung des Know-Hows und der IT sichert Ausfälle und Probleme ab, da schnell eingegriffen werden kann.

Das bestehende Fachwissen über die Daten und die Technik sind immer ausbaufähig, um den Automatisierungsprozess optimal zu gestalten.

![Ein Bild, das Tisch enthält.

Automatisch generierte Beschreibung](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEAYABgAAD/4UCQRXhpZgAATU0AKgAAAAgABgALAAIAAAAmAAAIYgESAAMAAAABAAEAAAExAAIAAAAmAAAIiAEyAAIAAAAUAAAIrodpAAQAAAABAAAIwuocAAcAAAgMAAAAVgAAEUYc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAFdpbmRvd3MgUGhvdG8gRWRpdG9yIDEwLjAuMTAwMTEuMTYzODQAV2luZG93cyBQaG90byBFZGl0b3IgMTAuMC4xMDAxMS4xNjM4NAAyMDIyOjA2OjA3IDE2OjM3OjIyAAAGkAMAAgAAABQAABEckAQAAgAAABQAABEwkpEAAgAAAAM4MgAAkpIAAgAAAAM4MgAAoAEAAwAAAAEAAQAA6hwABwAACAwAAAkQAAAAABzqAAAACAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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Abbildung 1: Swot\_Analyse (eigene Darstellung)

## Risikoanalyse

Die Risikoanalyse ist in Abbildung 2 zu sehen. Es kam zu keinem Risiko aus dem roten Bereich, da der dafür nötige Projektfortschritt nicht erreicht worden ist. Nicht eingeschätzt werden kann, ist, ob es im weiteren Projektverlauf zu Kapazitätsproblemen auf Entwickler\*innenseite kommen könnte. Aufgekommen sind teilweise schlechte Testergebnisse für manche Gattungen. Damit wurde geplant, womit sich das Schadensausmaß in Grenzen hielt, da dies von Anfang an kommuniziert worden ist und es dafür Akzeptanz auf Stakeholder\*innenseite gibt. Das Interesse der Medas-Verantwortlichen ist nach wie vor da, sodass dieser Aspekt in der Risikoanalyse zurecht als unwahrscheinlich eingestuft worden ist. Eingetreten sind Kommunikationsprobleme, da schlicht zu wenig Kommunikation stattgefunden hat. Das Schadensausmaß ist allerdings gering geblieben, da es keine von Stakeholdern definierte Deadline für das Projekt gab und somit die Kommunikation im weiteren Verlauf noch ausgebaut werden kann. Es kam ebenso zu keinem Ausfall der wichtigen Systeme.

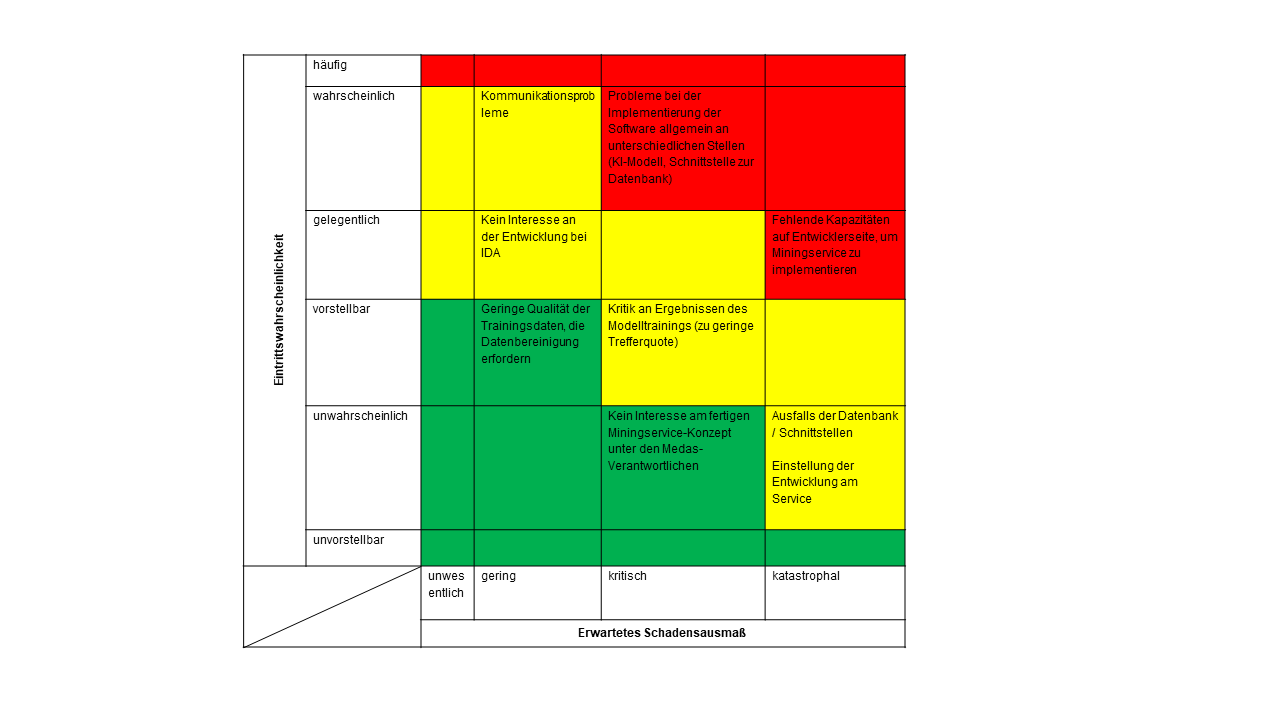


Abbildung 2: Riskanalyse (eigene Darstellung)

# Stakeholderanalyse

Beim MDH-Projekt mit allen Untergruppen sind alle Rundfunkanstalten innerhalb der ARD beteiligt. Um den Überblick zu bewahren, ist es im Vorfeld wichtig eine Stakeholderanalyse durchzuführen, um einerseits alle relevanten Personen und Gruppen zu identifizieren und deren Einfluss und Interesse abzuschätzen, aber auch andererseits nicht in die Gefahr zu laufen es allen Beteiligten/Interessierten recht machen zu wollen. Der Einfluss und das Interesse der Stakeholder können dabei variieren. Während es Stakeholder mit hohem Interesse und gleichzeitig niedrigem Einfluss gibt, haben andere Stakeholder mehr Einfluss auf das Projekt, aber dafür ein geringeres Interesse.   
Bei der Analyse der Stakeholder bietet sich dabei eine Influence/Interest-Matrix an (siehe Fehler! Verweisquelle konnte nicht gefunden werden.). Dort werden die Stakeholder in verschiedenen Zonen gruppiert und idealerweise je nach Zone unterschiedlich behandelt. Stakeholder mit einem hohen Einfluss und einem geringen Interesse müssen vor allem zufrieden gestellt werden. In diesem Projekt sind das unter anderem die Archivleiter\*innen der unterschiedlichen Landesrundfunkanstalten.   
Zu den Stakeholdern mit einem ebenso geringen Interesse wie Einfluss sind die Öffentlichkeit oder auch Entwickler\*innen. Während die Öffentlichkeit von den Entwicklungen nichts aktiv mitbekommen und nur passiv durch bessere Berichterstattung davon profitieren, spielen die Entwickler\*innen im Projektrahmen noch keine Rolle, da die Implementierung noch aussteht.  
Wichtiger sind die Stakeholder im unteren rechten Quadrat. Vor allem die Dokumentar\*innen haben ein großes Interesse am Projekt. Ihr Input ist dabei vor allem in der Anfangsphase wichtig zu berücksichtigen. Später ist der Einfluss allerdings geringer. Dennoch sollten sie regelmäßig den Fortschritt informiert werden. Das führt später zu einer höheren Akzeptanz des Ergebnisses.   
Hohen Einfluss und hohes Interesse haben dagegen die Projektverantwortlichen von TiM, sowie die AG Mining, die das Mining in der MDH:Mining betreut. Mit diesen Stakeholdern muss ein ständiger Austausch gewährleistet sein, um deren Bedürfnisse zufriedenzustellen und um auf Änderungen eingehen zu können.

****

Abbildung : Influence/Interest-Matrix (eigene Darstellung)

# Changemanagement (konzeptionelle Skizze)

Durch die Umstrukturierung hin zu agilen Strukturen befindet sich HA IDA des SWRs seit einigen Jahren in einem Change-Prozess. Dieser ist schon weit fortgeschritten. Der Prozess wurde immer wieder und an vielen Stellen offen mit den betroffenen Mitarbeitenden kommuniziert und sie wurden mit in den Prozess einbezogen.   
Im Zuge der Einkehr von Verfahren des maschinellen Lernens nicht nur im Pressebereich, sondern auch im Bewegtbild und dem Wort, sind die Mitarbeitenden bereits erfahren im Umgang mit technischen Innovationen und Veränderungen. Automatisierungen im Prozessablauf bzw. Workflows sind daher nicht neu. Da die automatisierte Erkennung der Gattungen im jetzigen System nicht möglich ist, haben alle Betroffenen, mit denen im Projetverlauf gesprochen worden ist, die Aussicht begrüßt, dass dies in Zukunft möglich sein könnte. Die Kommunikation mit Mitarbeitenden, deren Aufgabe nach wie vor die inhaltliche und formale Erschließung von Pressetexten ist, ist besonders wichtig. Die Erfahrungen im Umstrukturierungsprozess der HA IDA hat gezeigt, dass nicht immer alle Mitarbeitenden froh über Prozessveränderungen sind, da mitunter liebgewonnene Arbeit dadurch wegfällt. Deshalb ist es besonders wichtig, diesen Mitarbeitenden ihre Ängste zu nehmen, sie miteinzubeziehen und ihr Feedback zu berücksichtigen.

# Planungskonzept, ggf. Erläuterung zum angewendeten Vorgehensmodell

Das Gesamtprojekt Text in Medas sowie das Media Data Hab wurden agile Projektmanagement Methoden verwendet, weshalb sich diese auch für die Entwicklung des Modells angeboten haben. In iterativen Arbeitsschritten wurden kleinere Zwischenziele entworfen, entwickelt und getestet. Am Ende jeder Iteration wurde das funktionsfähige Zwischenergebnis ausgeliefert und somit das Gesamtprojekt vorangetrieben. Diese iterative Entwicklungsweise war hilfreich, weil sofort Einfluss auf den Projektverlauf genommen werden konnte, schnell Ergebnisse zu sehen waren und Fehler früh erkannt werden konnten. Sie bietet zudem eine hohe Flexibilität. Diese ist besonders wichtig gewesen, da die meisten Rollen von einer Person ausgeführt worden sind und somit gut auf zeitliche Verzüge reagiert werden konnte.

# Zeitmanagement, Zielvereinbarungen, Miestones mit Lückenprüfung und Eskalationsmanagement

Der im Rahmen dieses Projektes entstehende Proof of concept (PoC) ist einer der Ergebnistypen . Dieser beinhaltet einen weiteren vorab vereinbarten Ergebnistypen - das Testen der verschiedenen in Frage kommende Technologien zur Kategorisierung von Textdaten. Getestet worden sind Modelle auf Basis von Support Vektor Maschinen (SVM) und Logistischer Regression und einem Naiven Bayes-Klassifikator. 2023 sollen weitere Tests mit Deep-Learning Netzwerken auf Transformer-Architektur wie zum Beispiel BERT (Bidirectional Encoder Representations from Transformers) erfolgen. Die Modellanforderungen sind bislang noch nicht spezifiziert, da beim Einsatz von KI bzw. Machine Learning in den seltensten Fällen hun­dert­pro­zen­tige Genauigkeit erreicht werden kann. Dennoch werden die möglichen Parametereinstellung getestet und die bestmöglichen zur Weitergabe ausgewählt.   
Nach der Anpassung der Ergebnistypen konnte das Projektziel trotz der Change Requests zu 100 Prozent erreicht werden. Kurzfristig frei gewordene Kapazitäten ermöglichten die Fertigstellung der relevanten Milestones. Die ursprünglich geplante Implementierung in die Mining-Plattform ist noch als Teil der Milestones in **Abbildung 4** aufgeführt, da sie mit den relevanten Stakeholdern bereits kommuniziert worden ist und das Projekt über den Rahmen dieses Berichtes hinaus weiterhin verfolgt werden wird.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Datum (Milestone)** | **Prüfartefakt (Gegenstand der Milestoneprüfung)** | **Prüfergebnis (Lückenanalyse Vorgabe: SOLL vs. Ergebnis: IST))** | **Entscheidung** | **Begründung** | **Change Request \*** | **Bewertung \*\*** | **Kapazitätswirkung (neutral, sparend, …)** |
| 06.05.2022 | Auswahl Testdaten | 100 % | / | / | done | must have | neutral |
| 06.05.2022 | Beschaffung der Testdaten | 50 % | Nachfragen bei Beschaffern | Daten nicht vorhanden | postponing | must have | neutral |
| 12.05.2022 | Beschaffung Testdaten | 100 % | / | / | done | must have | neutral |
| 29.07.2022 | Modell-Entwicklung | 50 % | Weitere Entwicklung verschoben | Krankheit | postponing | must have | neutral |
| 30.09.2022 | Modell-Entwicklung | 100 % | / | / | done | must have | neutral |
| 30.09.2022 | Test und Optimierung | 40 % | / | Rückstand von zuvor | postponing | must have | neutral |
| 30.09.2022 | Erstellung PoC | 0 % | / | Rückstand von zuvor | postponing | must have | neutral |
| 01.10.2022 | Implementierung | 40 % | Projektbetreuung in 2023 | Rückstand und Kapazitätsprobleme | postpoining | nice to have | neutral |
| 31.10.2022 | Test und Optimierung | 100 % | / | / | done | must have | neutral |
| 31.10.2022 | Erstellung PoC | 100 % | / | / | done | must have | neutral |

Abbildung : Milestone- und Lückenprüfungsplan mit Change Requests (eigene Darstellung)

# Herausforderungen und deren Lösung

Es gab keine technischen Herausforderungen die kritisch für den Abschluss gewesen wären. Mehr Rechenkapazitäten wären sicherlich förderlich gewesen, um mehr Daten zu verarbeiten und mehr Erkenntnisse aus den Trainings zu gewinnen. Da das Projekt von keinem studierten Entwickler durchgeführt worden ist, fehlten sicherlich an der einen oder anderen Stelle fachliche Kompetenzen, um die Modelle optimal zu entwickeln bzw. effizienter zu arbeiten. Das beeinflusste teilweise den zeitlichen Verzug, sodass der Bau eines Deeplearning-basierten Modells nicht mehr im Rahmen dieses Projektes möglich gewesen ist. Insgesamt gab es von Stakeholderseite keinen zeitlichen Druck, da eine Implementierung nicht für den Produktivgang von MDH:CS notwendig ist. Mit mehr Zeit hätten mehr Preprocssing-Maßnahmen wie zum Beispiel die Vereinheitlichung von Wortformen, Zahlen, Schreibweisen etc. stattfinden können. Diese hätten mutmaßlich einen positiven Einfluss auf die Klassifikationsergebnisse gehabt. Mit mehr Zeit hätten zudem im Vorfeld mehr Analysen auf Basis der Datengrundlage stattfinden können, die einen besseren Überblick über die Datengrundlagen geschafft hätten. Insgesamt kann also das Fazit gezogen werden, dass zu viele Rollen auf einer Person vereint gewesen sind, die letztlich bei Ausfällen dafür sorgten, dass das Projekt in zeitlichen Verzug geraten ist.

Folgende Ergebnistypen wurden erarbeitet und geliefert:

* Tests verschiedener KI-Modelle zur Erkennung von Präsentationsformen in Pressetexten
* Ausgearbeiteter Proof of Concept inklusive einer Spezifikation des KI-Modells mit weiteren Handlungsempfehlungen
* Dokumentierte Python Skripte zur Implementierung in die Mining-Plattform

# Vertragsprüfung

Durch die Vertragsprüfung wurde gewährleistet, dass sich das durchgeführte Teil-Projekt innerhalb des Gesamt-Projektes auf eine konkrete Problemstellung bezog, die es zu lösen galt. Technologische Entwicklungen wie die Erkennung von Textgattungen sind ein wichtiger Schritt, um die Pressedokumentation und Recherche nachhaltig zu verbessern, insbesondere, weil der Use-Case zwar definiert worden war, aber aus Kapazitäts- und Kostengründen nicht umgesetzt werden konnte. Daher ist das durchgeführte Projekt ein bedeutender Baustein im MEDAS-Projekt, insbesondere für Text in Medas. Es trägt darüber hinaus dazu bei, dass die HA IDA durch seine Mitarbeitenden ihre Position als Kooperationspartner stärkt, weil sie durch die Mitarbeitenden neue Kompetenzen in das Gesamtprojekt einbringt, die es vorher so nicht gegeben hat.

# Lessons Learned

Insgesamt hätte mehr Kommunikation mit den Stakeholdern stattfinden können. Zudem stellte sich heraus, dass ein wichtiger Stakeholder (die Partner am Frauenhofer-Institut) nicht berücksichtigt worden sind. Ein früher Kontakt hätte bei der Entwicklung der Modelle geholfen. Da mit dem Abschluss dieser Arbeit die Implementierung nicht abgeschlossen werden konnte, wird im weiteren Verlauf mehr Wert auf die Kommunikation gelegt, um Missverständnisse zu vermeiden und um Hürden abzubauen. Außerdem zeigte sich, dass zu viele Rollen auf einer Person vereint worden sind. Eine Arbeitsteilung hätte hier für Entlastung gesorgt. Dagegen standen allerdings die fehlenden Kapazitäten bei den relevanten Stakeholdern und Ansprechpartner\*innen. Der Schluss, der daraus gezogen wird, ist, dass sich zu viel für die vorhandene Zeit vorgenommen wurde, sodass die Ziele niedriger gesetzt hätten werden sollen. Menschliche Ausfallfaktoren wie Krankheit oder andere höher priorisierte Verpflichtungen sind beispielweise nicht in der Risikoanalyse miteinbezogen worden. Im Nachhinein sind dies die wichtigsten Punkte, die in der Risikoanalyse gefehlt haben.   
Ein anderer Aspekt, der nicht richtig in der Zeitplanung berücksichtigt worden ist, ist, die Dauer der Berechnungen bei den einzelnen Pipelinekomponenten. Hier wurde der Zeitaufwand nicht richtig geschätzt und es wurde versäumt effizientere Lösungen zu finden, um die riesigen Datenmengen zu verarbeiten.

# Best practices

Im Projektverlauf konnten einige best practices identifiziert werden. Zum einen wurden gute Ergebnisse mit verhältnismäßig „alten“ Methoden erzielt. Diese Methoden sind zum einen einfach zu implementieren. Zum anderen hilft der weniger Komplexe Aufbau dabei diese Methoden zu verstehen, um es den Anwender\*innen zu erklären, sollte es zu einer Implementierung kommen.   
Die agile Entwicklungsmethode mit iterativen Entwicklungszyklen war förderlich für einen reibungslosen Entwicklungsverlauf. Diese iterative Entwicklungsweise war hilfreich, weil sofort Einfluss auf den Projektverlauf genommen werden konnte, schnell Ergebnisse zu sehen waren und Fehler früh erkannt werden konnten. Sie bietet zudem eine hohe Flexibilität. Es bietet sich vor der Entwicklung an eine Roadmap anzulegen, die Teilziele bzw. Entwicklungszwischenschritte definiert.   
Die Analysen der Stärken und Schwächen, sowie der Stakeholder helfen im Vorfeld dabei das Projekt einzuordnen, zu begründen und die Chancen und Risiken, sowie die Kommunikationsschleifen zu visualisieren.

Abbildungen

[Abbildung 1: Swot\_Analyse (eigene Darstellung) 4](#_Toc119159450)

[Abbildung 2: Riskanalyse (eigene Darstellung) 5](#_Toc119159451)

[Abbildung 3: Influence/Interest-Matrix (eigene Darstellung) 7](file:///C:\Users\tschu\Desktop\Dieburg\WIP%20Dokumente\Projektmanagementbericht_wip.docx#_Toc119159452)

[Abbildung 4: Milestone- und Lückenprüfungsplan mit Change Requests (eigene Darstellung) 11](#_Toc119159453)

[Abbildung 5: Jahresplan 2022 (eigene Darstellung) 17](#_Toc119159454)

[Abbildung 6: Aktivitäten- und Milestonetablle (nach Projektplanungsmuster) 18](#_Toc119159455)

Anhang



Abbildung : Jahresplan 2022 (eigene Darstellung)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **(Groß-)Aktivität / Milestone (Name/n)** | **von / am** | **bis / Liefertermin** | **Verant­wortlicher** | **Aufgabe** | **Ergebnistyp** | **Anmerkungen** |
| Auswahl der Testdaten und Beschaffung | 01.03.2022 | 06.05.2022 | WDR / Schumacher | Zusammenstellung und Bereitstellung des Testdatensatzes | Testdatensatz |  |
| Daten-Preprocessing | 09.05.2022 | 20.05.2022 | Schumacher | Datenvorbereitung, Formatierung, Bereinigung und Sicherung | Bereinigter Testdatensatz bereit zum Training, Dokumentation der Prozessschritte | Es werden mehrere Testdatensätze angelegt, um später verschiedene Preprocessing-Stufen testen zu können. |
| Modell-Entwicklung | 01.06.2022 | 30.06.2022 | Schumacher | Auswahl, Bau, Tests der verschiedenen KI-Modelle | Für das Training vorbereitete Modelle, Dokumentation der Prozessschritte |  |
| Test und Optimierung | 01.07.2022 | 16.09.2022 | Schumacher | Trainieren und Testen der verschiedenen Modelle | Bestimmung des besten Modells | Iterativer Prozess in dem verschieden-vorprozessierte Testdatensätze, verschiedene Modell-Architekturen und Modellparameter getestet werden |
| Erstellung von PoC und Spezifikation | 17.09.2022 | 30.09.2022 | Schumacher | Zusammenfassung der Ergebnisse, Visualisierung | Fertiggestellter PoC zur Weitergabe an die Entwickler\*innen |  |
| Implementierung | 01.10.2022 | / | Schumacher, IT, Text in Medas | Kommunikation mit den Verantwortlichen und Modellimplementierung in Mining-Plattform | Eingebetteter KI-Service | Großes Potential für Verzögerungen, weil die Implementierung von den Kapazitäten und dem Gesamtprojekt abhängt |

Abbildung : Aktivitäten- und Milestonetablle (nach Projektplanungsmuster)