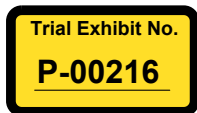


Metadata

Account	cory.freivogel@uber.com	SEMANTIC
All Custodians	Freivogel, Cory	SEMANTIC
Application	Slack Channel	SEMANTIC
Begin Family	UBER_JCCP_MDL_000352325	SEMANTIC
Confidentiality	Confidential	SEMANTIC
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ILS Prod Date	8/30/2024	SEMANTIC
ILS Prod Vol	JCCP_MDL001	SEMANTIC
Other Custodians	Freivogel, Cory	SEMANTIC
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Production Volume	JCCP_MDL001;	SEMANTIC
Redacted	No	SEMANTIC
Sort Date	08/16/2021 4:34 pm	SEMANTIC



Channel: dm-abeles--cory.freivogel

Channel Type: DM

Start Date: 2021-08-16 16:34:14 UTC End date: 2021-08-16 17:06:00 UTC



Adam Abeles at 2021-08-16 16:34:14

hey sorry friday went down the drain with kid crap



Adam Abeles at 2021-08-16 16:34:18

was thinking about this over the weekend



Adam Abeles at 2021-08-16 16:34:44

do you think that it's "okay" (for lack of a better word) that safety people would feel less crucial when we as a company turn away from Safety given other P0s?



Adam Abeles at 2021-08-16 16:35:07

like, should we be able to pull them back to understanding why their work matters at all times



Adam Abeles at 2021-08-16 16:35:21

or should we invest in flexibility and moving people (temporarily?) onto P0 things, even if they aren't safety



Adam Abeles at 2021-08-16 16:35:29

we struggle with this on my team as well



Cory Freivogel at 2021-08-16 16:44:23

That's a good question. From my perspective, I feel like it's critical that Safety Ops remain vigilant and focused on safety when the business turns away from it. In my opinion, when the business starts to focus more on supply and growth it becomes more critical that we try to put guardrails in place to avoid making catastrophic decisions -- even if the business ends up ignoring those risks. This kind of happened with some of the onboarding changes made on the Eats side.



Cory Freivogel at 2021-08-16 16:44:33

But whether or not I think it's okay is sort of different than the reality



Cory Freivogel at 2021-08-16 16:44:48

Because safety is ultimately not a decision-maker. We assess risks and make recommendations



Adam Abeles at 2021-08-16 16:48:10

right! safety is one of the few teams that should say "this is our mission and we're going to do it rigoursly throughout changes in company needs"



Adam Abeles at 2021-08-16 16:48:20

so people should stay empowered?



Adam Abeles at 2021-08-16 16:48:43

but yeah, get that it's hard to always be the voice of concern/caution when it doesn't feel wanted



Cory Freivogel at 2021-08-16 16:53:37

Yea -- that's the message I try to deliver to our team. It's just been hard (and has at least in part contributed to some attrition on our team). We kind of become punching bags who are seen as not trying to support the business during a tough time. This isn't universally true. Carrol Chang has actually been really great. There was a meeting where we were butting heads a lot with the business and she basically said "This is a good example of when two teams are doing exactly what they're supposed to be doing and it's why we have executives to make a final decision"



Cory Freivogel at 2021-08-16 16:53:42

Dennis on the other hand....



Adam Abeles at 2021-08-16 16:54:10

dennis is less supportive?



Cory Freivogel at 2021-08-16 16:55:03

Some stuff he is supportive of but anything that creates any friction



Cory Freivogel at 2021-08-16 16:55:05

He doesn't like



Adam Abeles at 2021-08-16 16:55:21

right



Adam Abeles at 2021-08-16 16:55:30

his goals are clearly biz recovery + profitability



Cory Freivogel at 2021-08-16 16:55:43

mmmhmmm



Cory Freivogel at 2021-08-16 16:55:47

Which I mean makes sense



Adam Abeles at 2021-08-16 16:55:51

so right now I have one person dedicated to safety



Adam Abeles at 2021-08-16 16:55:53

on my team



Adam Abeles at 2021-08-16 16:56:04

and like, yeah, there are some operational asks that are important



Adam Abeles at 2021-08-16 16:56:19

but we should not invest more than the minimum amount of time on strictly safety stff



Adam Abeles at 2021-08-16 16:56:21

stuff



Adam Abeles at 2021-08-16 16:56:25

and that's from tomasz down



Adam Abeles at 2021-08-16 16:56:32

but it's hard to go to baker, mollie, etc



Adam Abeles at 2021-08-16 16:57:00

and be like hey so we need more effort at supply growth but we still love safety



Adam Abeles at 2021-08-16 16:57:04

well it's not hard to say



Adam Abeles at 2021-08-16 16:57:12

I wouldn't say that message has landed well



Cory Freivogel at 2021-08-16 16:58:59

Oh I mean I totally get it from your perspective. I feel like your situation is a bit different. Maybe I'm wrong on this but like generally speaking you could probably have Josh do similar analytical stuff for other teams without it creating too much disruption. I can't have my team go work on building supply in California



Adam Abeles at 2021-08-16 16:59:12

yes, easier for me for sure



Adam Abeles at 2021-08-16 16:59:13

FOR SURE



Cory Freivogel at 2021-08-16 16:59:14

Because (a) they don't know how and (b) Ops doesn't want us to



Adam Abeles at 2021-08-16 16:59:30

but I also think that it's big company issues



Adam Abeles at 2021-08-16 16:59:34

that I would love to figure out how to solve



Adam Abeles at 2021-08-16 16:59:40

like, we need to have the flexibility w/in the org



Adam Abeles at 2021-08-16 16:59:47

easier for me to solve for sure than you



Adam Abeles at 2021-08-16 16:59:48

(sorr)



Cory Freivogel at 2021-08-16 17:00:21

Yea for sure. I do think though that it's fairly disheartening for leadership to be like



Cory Freivogel at 2021-08-16 17:00:31

Your one safety person can't work on safety because we need to focus on supply and shit



Cory Freivogel at 2021-08-16 17:00:35

Because when something goes south



Cory Freivogel at 2021-08-16 17:00:47

Then it becomes safety's problem to fix



Cory Freivogel at 2021-08-16 17:01:04

The exact problem is happening right now because we basically decided to stop requiring onboarding docs and profile photos on Eats



Cory Freivogel at 2021-08-16 17:01:10

Which has led to all sorts of massive problems



Adam Abeles at 2021-08-16 17:01:28

and now the platform is less safe basically?



Cory Freivogel at 2021-08-16 17:05:14

Yea -- a few thousands fraudsters signed up with the same SSN and did over \$1m in NROs in less than 30 days. Someone with a fake ID onboarded and got in an L4 crash



Cory Freivogel at 2021-08-16 17:05:32

And all that happened within 2 months of changing the requirements



Adam Abeles at 2021-08-16 17:05:39

holy shit



Adam Abeles at 2021-08-16 17:05:49

sorry to hear htat



Adam Abeles at 2021-08-16 17:05:52

not surprising I guess



Cory Freivogel at 2021-08-16 17:06:00

Yea it was really sad to see