



Incident Response

October 19th

Questions?
[@chanel.kan](https://twitter.com/chanel.kan)

P-00479.00001



Uber

Incident Response

DRAFT

Incident Response is focused on 1) making safety support more accessible, empathetic, tailored, and transparent and 2) optimizing agent processes & tooling to provide a best-in-class customer experience

Safety POCs
Alex Madsen

CommOps POCs
Mayank Rajput (APAC)
Matthijs van Bloois (EMEA)
Alfonso Gonzales (LatAm)
Matt Baker (US&C)

PM POCs
Rebecca Payne
Jose Sandi
Dave Weber
Akanaksha Singh

ProdOps POCs
Juliana Barreto
Natalia Galvez

PCM, Legal
Jen Handley

Context & Insights	Safety Theme	KPIs
<ul style="list-style-type: none"> Accessible: ~60% of drivers, riders, & couriers do not find it easy to get in touch with Uber's support agents when a safety incident occurs (<i>Uber Safety Deep Dive Report, Sept 2022</i>); Only ~40% of contacts resolved by a Safety agent are submitted through a Safety support channel (e.g. Safety help node, Critical Safety Line, On-trip support/ ADT) Empathetic & Tailored: Only ~40% of customers reported that Uber's support agents make them feel like Uber cares about resolving their issue (<i>Uber Safety Deep Dive Report, Sept 2022</i>) Fair Actioning: ~35% of customers believe that Uber takes appropriate actions when someone is reported against (<i>Uber Safety Deep Dive Report, Sept 2022</i>); In EMEA, between 13%-40% of Urgent contacts were ultimately de-escalated to Non-Urgent or Non-Safety, unnecessarily impacting users who were initially waitlisted 	Inspire Trust	Accessibility: % of safety incidents created from a Safety support channel
	Inspire Trust	Awareness: % of users who know where to report a Safety issue
	Inspire Trust	Customer experience: CSAT (Urgent & Non-Urgent), 1* CSAT (Urgent)
	Inspire Trust	Safety Sentiment: % of users who believe Uber cares about resolving their issue
	Inspire Trust	Fair Actioning: Waitlist accuracy; Reactivation time
	Inspire Trust	Efficiency: AHT?

Priority #1	Priority #2	Priority #3	Key Projects	Timeline	Accountable
Make it easier for customers to report a Safety Issue <ul style="list-style-type: none"> Develop a safety reporting channel strategy which encompasses both on-trip & post-trip reporting Build intuitive Help Center Ensure seamless CX and agent support experience for all in-app reporting channels and safety tools (Ridecheck, SOS) 	Enable agents to provide an empathetic & tailored customer experience <ul style="list-style-type: none"> Reduce number of touch points during urgent safety support interactions Equip agents with better tools to handle poor CX cases (e.g. conflicting reports, multiple issues within one contact) Develop high-level CX principles for handling safety incidents 	Regain customer confidence that Uber cares about resolving their issue <ul style="list-style-type: none"> Strengthen media (Dashcam, audio recordings) standards & processes Improve waitlist accuracy Reduce reactivation time to minimize impact to "good" actors 	Develop safety reporting channel strategy	H1	CommOps/Product
			In-app Help Center architecture proposal	H2	CommOps
			Improve media safety standards & support processes	H1/H2	Os/ CommOps
			Pilot Principles Based Support in each region	TBD	CommOps
			Optimize urgent incident reporting process	H1	CommOps
			Waitlist accuracy improvements	H1	CommOps
			Reactivation time reduction	H1	CommOps

Flow of session

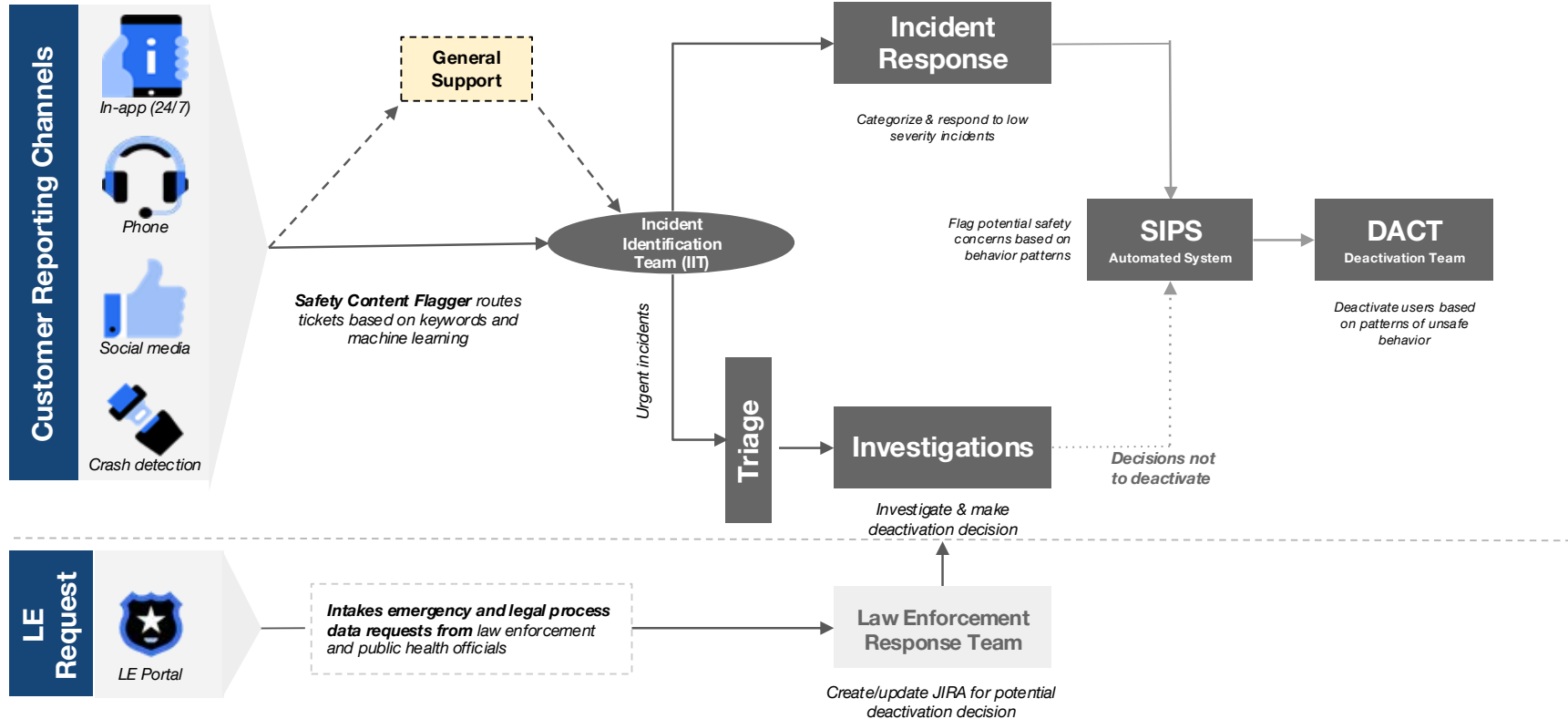
1. [5 mins] Introductions - whos who
2. [5 mins] Scope of Incident Response - @chanel
3. [20 mins] Context & Insights from CommOps Review - @chanel
4. [1 hour] ALL!
 - a. [15 mins] Priority Level Alignment
 - b. [20 mins] KPI Alignment
 - c. [20 mins] Key Projects
5. [5 mins] Wrap and next steps - Karina

Scope of Incident Response

- Making safety support more **accessible, empathetic, tailored, and transparent** and
- Optimizing processes + tooling to ensure risky actors are taken off the platform quickly and accurately

Incident Response 101

A highly simplified approach of the process



Some Learnings

Safety Sentiment

Incident Response

Build trust that Uber will be there to make things right if issues occur

WHY IT MATTERS

Over half of riders and drivers and more than 2 in 5 couriers self-report having experienced safety issues using Uber, but fewer than half know where to go to get support, feel Uber cares, or believe Uber will take appropriate action if incidents are reported.

HOW TO DO IT

- **Make it easier to find support** – less than half of Riders, Drivers and Couriers believe it's easy to get in contact with Uber support
- **Provide more effective real-time support**, which we could address by leaning into Live Support through ADT in the US and rolling out in other markets
- **Lead with empathy** and more of a human tone when handling support issues; for earners specifically, they're also looking for more benefit of the doubt from Uber, as many feel that Uber often defaults to taking the riders' side

“

“Faced with inappropriate behavior of the driver, I made a complaint in customer service and **received only an automated response, which did not make me feel confident that the problem would be solved or that action would be taken** to prevent it repeating in the future.” BR Rider

“Multiple times **Uber has not supported me when they have clear dashcam with audio evidence of egregious rider behavior.**” US Driver

“Customer **service should be instant and humanized.** Not a system answer.”

US Courier

While Riders often experience safety issues, few trust that we'll be there for them to make things right, suggesting we have work to do in order to build trust in our processes for managing incidents

Fewer than half of riders know where to go to get support, feel that Uber support agents truly care, or believe Uber will take action

Rider Perceptions of Uber Safety Support on ...

(% 'Agree' and 'Strongly agree' Among All Uber Riders)

Availability	Is available to help me during an emergency	40%
	It is easy to get in touch with Uber's support agents when a safety incident occurs	39%
Empathy	Uber's support agents make me feel like they care about resolving my issue	40%
Resolution and Action	I am satisfied with the actions Uber's support agents take to address my issue	40%
	Uber takes appropriate actions when someone is reported against	36%

Q20. When it comes to safety issues, how much do you agree with the following about 's support?

“

I was sexually harassed and assaulted by several drivers and Uber simply apologized. I was never made aware if the drivers received disciplinary action, I wasn't refunded. Uber did nothing.

US Rider

Faced with inappropriate behavior of the driver, I made a complaint in customer service and received only an automated response, which did not make me feel confident that the problem would be solved or that action would be taken to prevent it repeating in the future.”

BR Rider

While a majority of Drivers globally experience safety issues, many don't trust Uber to have their back when things go wrong, and believe Uber unfairly tends to side with Riders

As with Riders, fewer than half of Drivers know where to go to get support, feel that Uber support agents truly care, or believe Uber will take action in response to issues

Driver Perceptions of Uber Safety Support on ...

(% 'Agree' and 'Strongly agree' Among All Uber Drivers)

Availability	Is available to help me during an emergency	42%
	It is easy to get in touch with Uber's support agents when a safety incident occurs	41%
Empathy	Uber's support agents make me feel like they care about resolving my issue	37%
Resolution and Action	I am satisfied with the actions Uber's support agents take to address my issue	35%
	Uber takes appropriate actions when someone is reported against	35%

Q20. When it comes to safety issues, how much do you agree with the following about 's support?

“

Uber supports the rider more than the driver so reporting incidents would be a waste of time.

AU Driver

After I lost my trust in Uber and realised they don't care about drivers, I stopped reporting incidents because it is a waste of time.

UK Driver

Multiple times Uber has not supported me when they have clear dashcam with audio evidence of egregious rider behavior.

US Driver

While many Couriers experience safety issues, they feel we need to improve the way we support them when things go wrong

Similar to Riders and Drivers, fewer than half of Couriers know where to go to get support, feel that Uber support agents truly care, or believe Uber will take action

Courier Perceptions of Uber Safety Support on ...

(% 'Agree' and 'Strongly agree' Among All Uber Couriers)

Availability	Is available to help me during an emergency	45%
	It is easy to get in touch with Uber's support agents when a safety incident occurs	43%
Empathy	Uber's support agents make me feel like they care about resolving my issue	44%
Resolution and Action	I am satisfied with the actions Uber's support agents take to address my issue	43%
	Uber takes appropriate actions when someone is reported against	39%

Q20. When it comes to safety issues, how much do you agree with the following about 's support?

“

Customer service should be instant and humanized. Not a system answer.

TW Courier

“I would feel safer if I knew I was able to reach a human customer service representative quick in case of an emergency.”

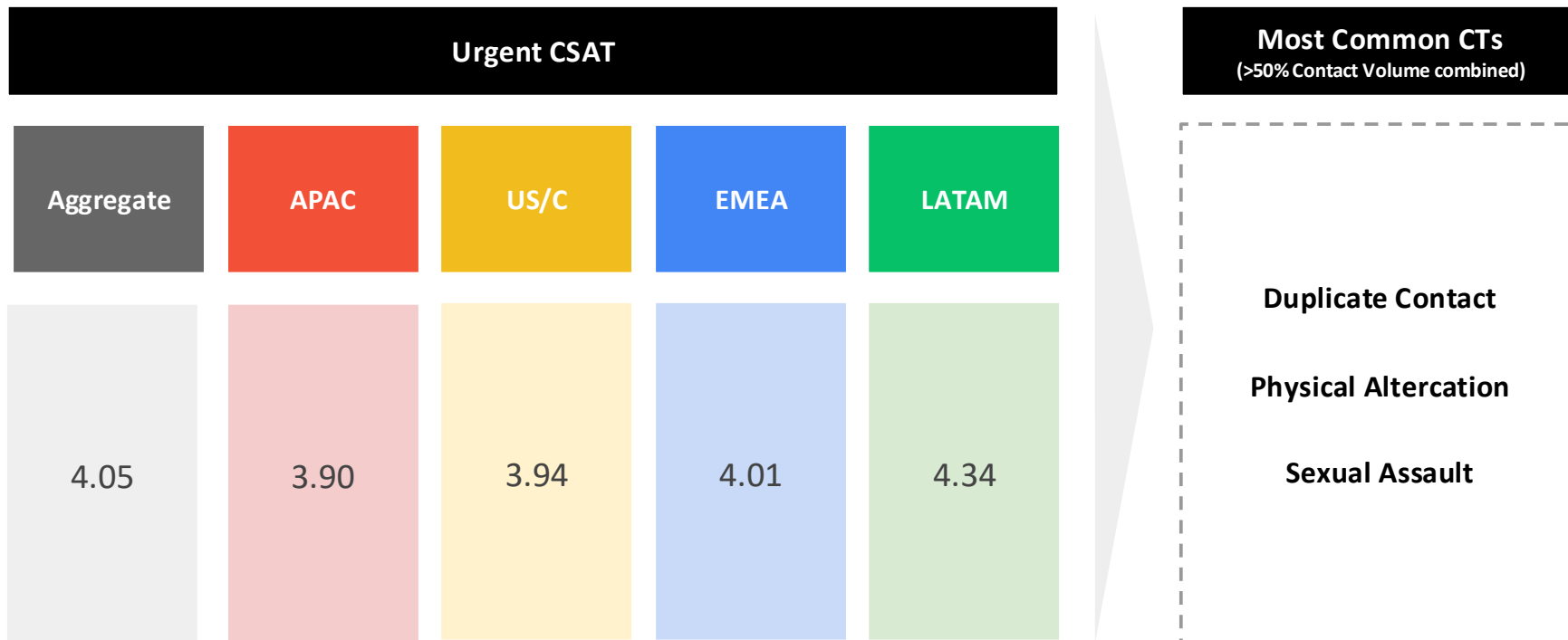
US Courier

“Uber don't represent us or back us up because we are self contractors. They support the customer. [...] but delivery services take no responsibility and still put rules on couriers that make us unsafe.”

US Courier

CSAT

Global Urgent Safety CSAT is 4.05 (out of 5) with duplicate contact, physical altercations, and sexual assault contacts driving over 50% of the volume.

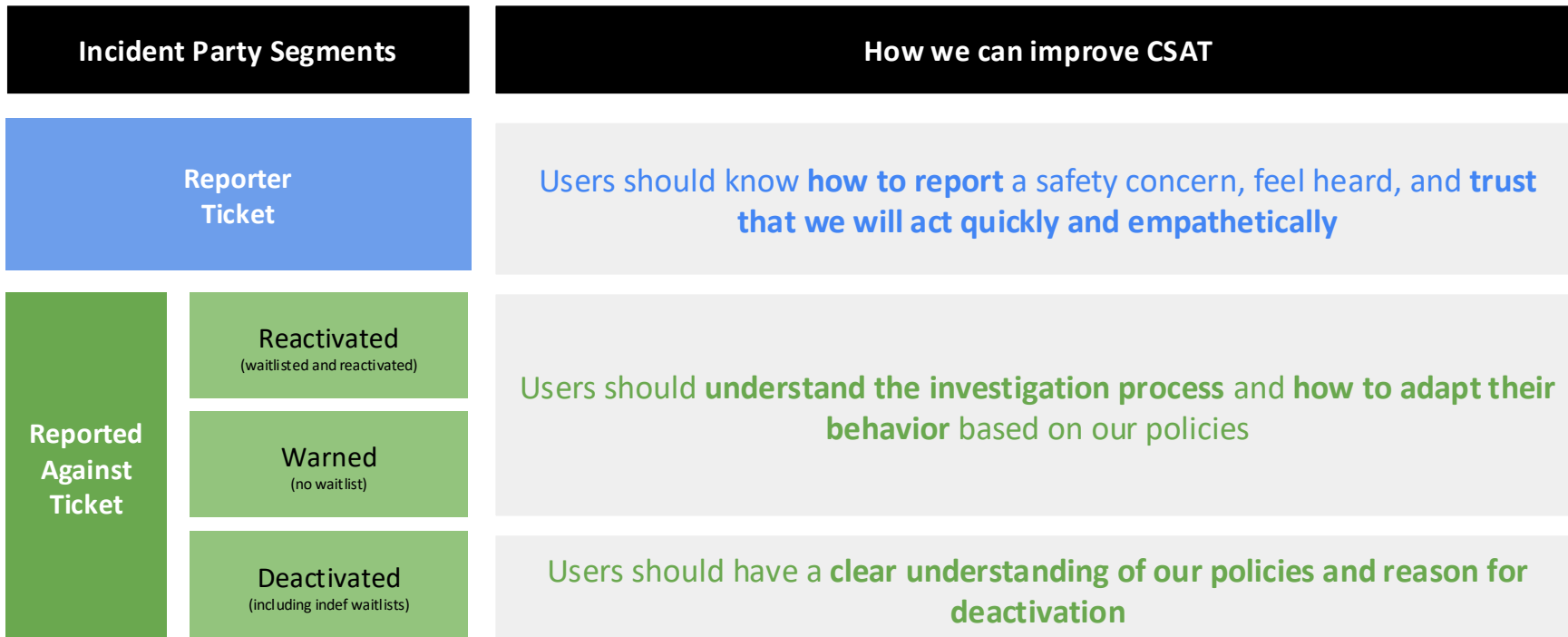


Reported Against CSAT makes up 24% of contact volume globally and is a large detractor of overall CSAT.

Incident Party Segments		CSAT	Volume*	Highest CSAT CTs	Lowest CSAT CTs
Reporter Ticket		4.23	~ 1k contacts/mo 59% of total vol	Inapprop. Post-Trip Contact Potential Safety Concern Law Enforcement	Health / Self-Harm Duplicate Contact Theft or Robbery
Reported Against Ticket	Reactivated (waitlisted and reactivated)	3.87	~ 500 contacts/mo 24% of total vol	Verbal Altercation Health / Self-Harm	Duplicate Contact Sexual Assault Sexual Misconduct
	Warned (no wait list)				
	Deactivated (including indef waitlists)				

*CSAT poll volume; We are only able to capture 85% of all CSAT responses in the incident party segments due to data limitations.

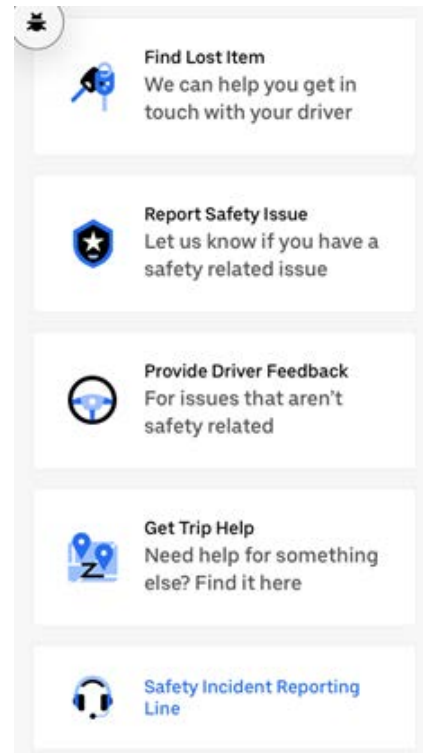
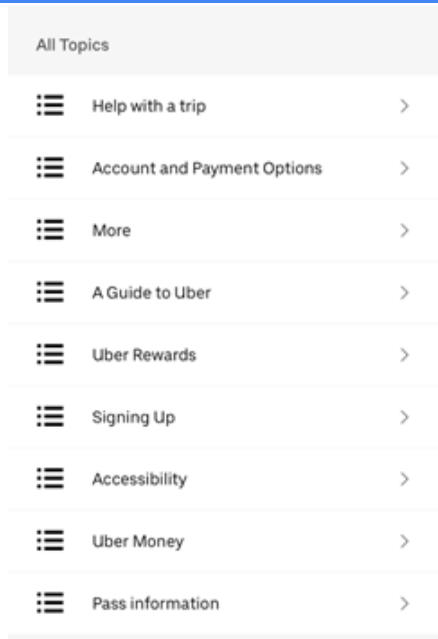
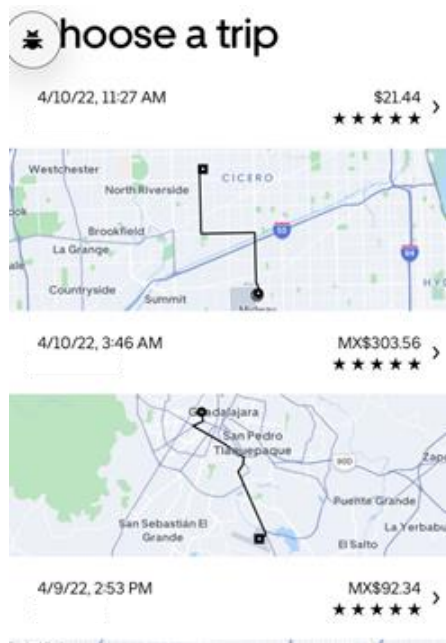
Safety: What can we do to build trust for each incident party?



Reporter Experience

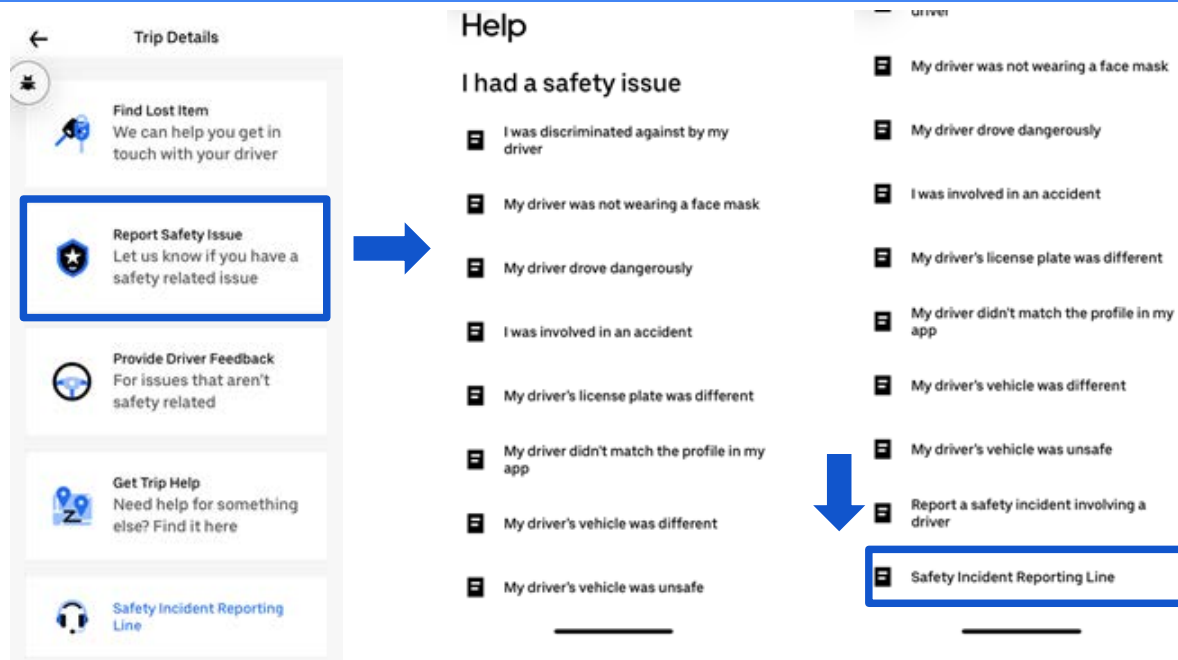
In-App Help can be confusing to navigate and assumes customers understand what a “Safety issue” is

Riders are directed to Discovery Bot after selecting a trip or selecting the “Help with a trip” option in the menu



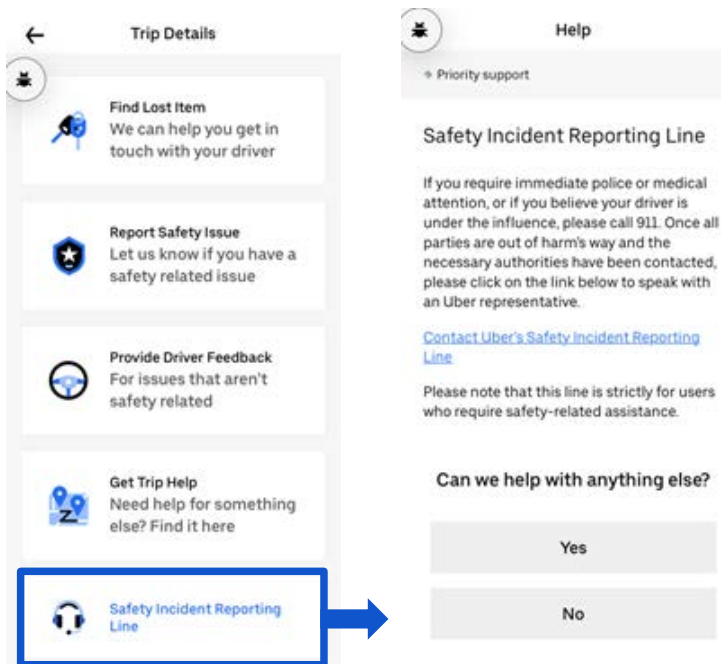
In-App Help can be confusing to navigate and assumes customers understand what a “Safety issue” is

Selecting “Report Safety Issue” brings you to a list of safety help articles, but SIRL is the final option in the list that you must scroll down to locate



In-App Help can be confusing to navigate and assumes customers understand what a “Safety issue” is

Riders can also select the direct link to the SIRL help article, which is an FAQ-style article with a link to initiate a phone call



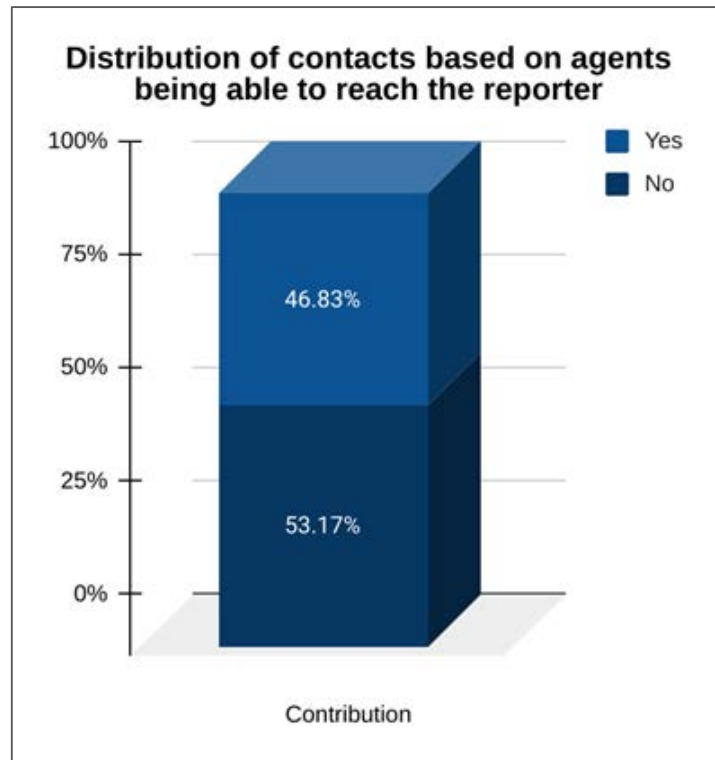
The current Reporter experience via inbound phone requires multiple touch points with safety support

CURRENT PROCESS

- When a user calls Uber to report an urgent safety incident, they have the potential to speak with 4 different agents before the case is resolved
- This not only results in varying levels of quality support, but it also creates a path for a survivor to share their story multiple times

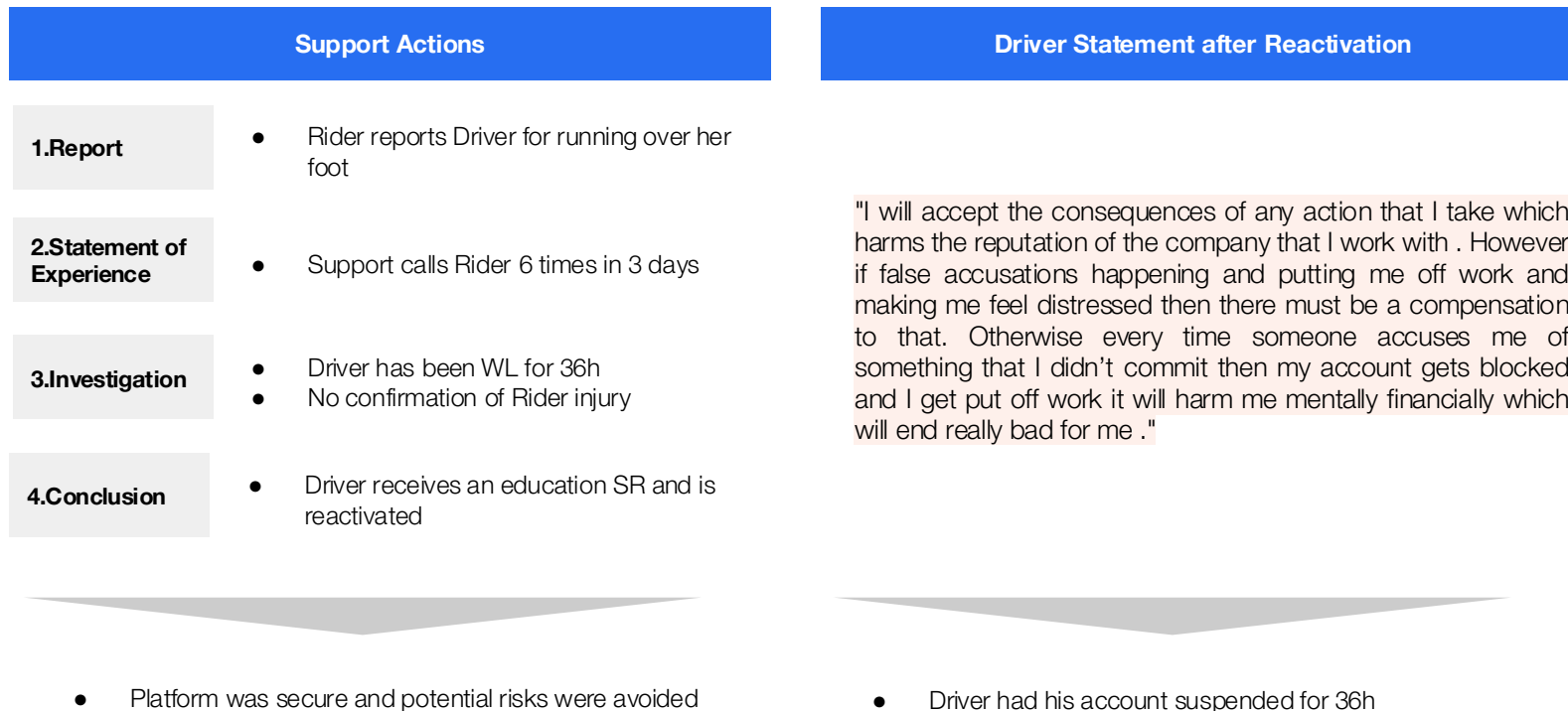
OBSERVATIONS

- In **53.17%** (67/126) of Sexual Assault/ Sexual Misconduct contacts, it was observed that all the call attempts from the investigation team were unsuccessful as the reporters were not answering the call



Reported Against Experience

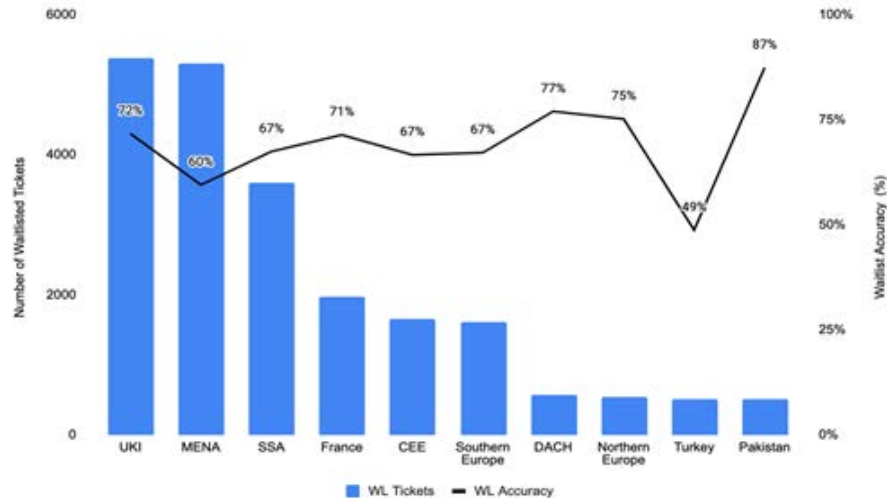
On average, we tend to be more cautious with our waitlisting policy, resulting in lower waitlist accuracy and more time off the platform for our good users



Based on the user's initial report, and taking into account the Safety categorization policies, support needs to decide on being cautious and WL or de-escalate

EMEA-Volume of Waitlisted Tickets and Waitlist Accuracy

Mar-Aug, 2022 Data - EMEA: Eats & Rides, contacts that had an WL action

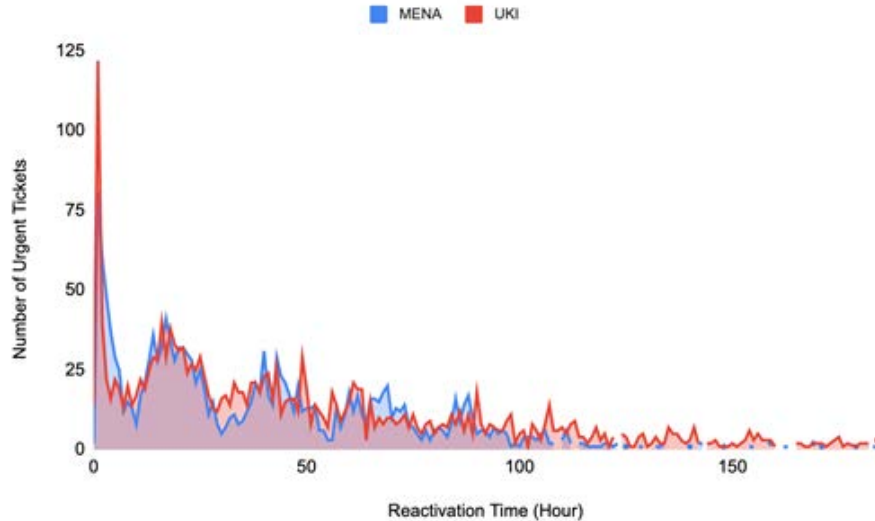


The accuracy not being 100% means support applied the waitlist based on information available in the first report to avoid any potential safety risks

While the majority of reactivations occur within our SLA of 5 days, the long tail has a significant impact on users leading to a poor customer experience

EMEA Time to Reactivate after an account Waitlisted

Jan-May, 2022 Data - EMEA: Eats & Rides, Urgent Contacts



Data Insights

Median

MENA- 35h

UKI- 42h

P90

MENA- 4 days

UKI- 8 days

Data: EMEA reactivated contacts after a waitlisting action Jan-May, 2022 ([Source](#))
June onwards was excluded due to the CAI CoE backlog and data impact

Priority Area alignment

Proposed Priority Areas

What would you change here? What's missing and what should we add?

Project ideas(?)

- **Dashcam** Ensure folks upload + use dashcam. How do we ultimately synthesize / use this given standard? Can we close the loop?
- **Optimize the full customer journey to improve CX** Need to better understand the full customer journey (including channel before tickets are created)? Where do people get lost in the app/drop off (including before they get to agents)?
- **Transparency** Providing more visibility into our processes and progress through an investigation
- **Conflicting Reports** Lack ability to track data for parties & outbound comms

Metrics Align safety and product metrics to support prioritization (*% of users who got help through app channel*)

Consider modifying Priority Area name/scope to Incident Response Customer Experience

Crash Experiences (out of scope?)

Priority #1

Make it easier for customers to report a Safety issue

- Understand ideal channel mix (phone, messaging, chat) for customers reporting a safety issue
- Build intuitive Help Center - locate safety nodes where users expect them to be, rather than what we assume is best
- **Ensure end to end experience from other inapp channels** (Ridecheck, SOS)

Priority #2

Enable agents to provide an empathetic & tailored customer experience

- Shift away from step-by-step SOPs to high-level principles for handling safety incidents
- Refresh Trauma-Informed approach training for safety agents
- Reduce number of touch points during urgent safety support interactions

Priority #3

Optimize agent-led processes for actioning risky actors (or RAPs)

- Improve waitlist accuracy
- Reduce reactivation time to minimize impact to "good" actors

KPI alignment

Proposed top line KPIs

What would you change here? What's missing and what should we add?



Safety Theme	KPIs
Inspire Trust	Accessibility: % of safety incidents created from a Safety support channel <i>(joint metric, including in-app help)</i> <i>Missing something about awareness</i>
Inspire Trust	Customer experience: CSAT (Urgent & Non-Urgent), 1* CSAT (Urgent) <i>Support sentiment (uber cares about my issue and is going to do something about it when I tell them)</i>
Inspire Trust	Fair Actioning: Waitlist accuracy (% Contacts that at the moment of the classification were classified as Urgent and were closed as Urgent)
Inspire Trust	Fair Actioning: Reactivation time

Jose: Efficiency? Agent as the end customer

Chanel: How to show we optimize agent tooling (agent-facing survey for baseline)

P0 Projects Alignment

Some long list projects from CommOps

Let's add more projects below, and align on crossfunctional must-dos

Key Projects	Timeline
Review safety channel strategy (channel mix)	H1
In-app Help Center architecture proposal	H2
Create governance for Help Center management	Q1
Pilot Principles Based Support in each region	TBD
Refresh & rollout Trauma Informed Approach training	H1/H2
Optimize urgent incident reporting process	H1
Waitlist accuracy improvements	H1
Reactivation time reduction	H1

Add more ideas here!	Timeline