

Metadata

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P-00681



Background

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Our North Star

A Trust and Safety framework that provides structure, breaks down silos, and gives us room to grow.

What we are optimizing for

Focus

Our definition of safety has become narrow to the middle of the funnel (e.g., Trip Safety), and disconnected from the business (e.g, ROI, Growth, complete safety journey).

Ownership

Within the company and the organization, there's a lack of clarity on what Safety is responsible for — with ownership of critical activities distributed across various teams and certain activities with no explicit owner at all.

Alignment

Teams in separate Safety Functions are operating in silos, but conducting activities that impact the same metrics. There's also uncertainty on how the larger Safety organization all fits together.

Personal Growth

There's unclear career development and growth opportunities for team members, which makes it hard to navigate.

How we will accomplish it

Focus

A refined Program structure aligns our organization to address core Safety problems across the entire user journey (trip & user life cycle).

Ownership

Responsibilities and Function descriptions are now clarified, with clear owners and teams against each.

Alignment

The creation of cross-functional Program teams will help us better make impact against our problems. All Safety Functions will now be rowing in the same direction, aligned on the same problems and opportunities — while still allowing for individual Function idea generation.

Personal Growth

Job descriptions, job ladders and core skill-sets are now more clearly defined for each and every Safety Function.

Safety Programs & Functions

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Quick level-set on definitions

PROGRAMS

Cross-functional team include diverse skillsets (PM, DS, Analytics, Eng) set-up to make impact on a specific program. Program teams are responsible and self sufficient to manage day to day, measurable business metrics. Programs may change over the course of the year(s), based on top priorities, success on mitigating an issue and critical staffing needs.

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Example: a program team on "Onboarding" that has researchers, data scientists, engineers and product managers, and more.

FUNCTIONS

Reporting-line divisions with peers who utilize the same or near-similar skill-sets. Functions are overseen by a Function leader. Members of a Function might work daily on different problem sets and programs, but are utilizing similar skill-sets to make impact.

Functions provide clear career development with a specific job ladder that allows for specific skill growth.

Example: Research Function, made up of Researchers reporting to Research Head.

Programs Overview

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Program Descriptions

Safety Intelligence

Evidence-Driven

Collect, store, access and analyze information, leveraging the data platforms to build intelligent models and make smart safety decisions.

Onboarding

Effective & Efficient

Keep bad actors out while making sure it's easy for the good ones to take that first trip.

Trip Safety

Proactive & End-to-End

Provide drivers, riders, and the community with the tools they need to move safely through the cities we serve.

Incident Response

Contextualized & Empathetic

Respond to incidents in a way that considers the experience of everyone involved, addressing key issues at the individual and systemic levels.

Program KPIs

Safety Intelligence

Primary KPIs

- ↑ Data Accuracy
- ↑ Data Veracity
- ↑ Data Completeness
- ↓ Data Latency

Sample Activity

Ensure strong and reliable sexual assault data to inform problem ID and potential solutions.

Onboarding

Primary KPIs

- ↑ Regulatory Compliance
- ↑ Effectiveness (true pos)
- ↑ Trust Score
- ↑ Efficiency (cost/friction)

Sample Activity

Close loopholes for unintentional onboarding of sexual offenders, ensuring effective & efficient screening.

Trip Safety

Primary KPIs

- ↓ Risky Behaviors
- ↓ Incidents
- ↑ Trust Score
- ↑ Effective Behavior Improvement

Sample Activity

Categorizing and identifying risky behaviors to predict potential first-time sexual assaults, and exploring potential interventions to stop them (e.g., audio recording)

Incident Response

Primary KPIs

- ↓ First Response Time
- ↑ User CSAT
- ↑ Effectiveness (true pos)
- ↑ Trust Score

Sample Activity

Drive system upgrades to improve compassionate and immediate response, and establish sound off-boarding criteria for sexual offenders.

Functions

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Functional Teams

Engineering	Risk	Data Science
Product	Research	Planning & Operations
Design	Standards	Brand

Deep Dive: Functional Teams

Planning & Operations	Standards	Risk	Brand
Align resources, manage issues and risks, and coordinate various elements necessary for team to complete project on time and within scope.	Establish and maintain high integrity evidence-based, effective and efficient policies and processes	Analyze level of risk associated with safety programs, standards and products incorporating information from data, research, standards and external sources.	Develop and execute marketing programs and content that increases identity and awareness of the Safety brand, and relevant programs, products, policies and initiatives.

Deep Dive: Functional Teams

Engineering	Product	Design	Data Science	Research
Build reliable and scalable engineering solutions on time that address product and business needs. Translate safety org and company direction into a strategic long term technical vision and architecture which unlock future solutions.	Deeply understand the user problems, Craft an experience that solves problems better than competing alternatives, and implement the solutions with cross functional teams in a timely manner.	Champion user needs with a user- and goal-driven process. Iteratively design, critique, prototype, and test solutions. Design products of the highest quality that reinforce an environment of trust.	Establish a data-driven culture with clearly defined success metrics, deep insights to guide key decisions and strategies, measurable impact of new products and process and intelligent models	Provide evidence-based subject matter expertise inform safety programs, products, and standards

Functional Team Mapping

Engineering	Planning & Operations	Standards	Product	Design
<p><u>Reni Mewas (Lead)</u></p> <p>Eng Manager Shruti Sachdeva (Apprentice)</p> <p>Leads Andrew Beinstein Misha Bosin</p> <p>Mobile Jose Alvarez Manan Patel Nilin Baja Steve Pennington</p> <p>Backend/Fullstack Audrey Lawrence Brian Zhang Heguang Liu Jacob Sevart Josh Ross Mengyu Yang Neil Parker Nikolas Anderson Nir Padmanbhan Raja Rajendran Scott Kramer Yisheng Liang</p>	<p><u>Kate Parker (Lead)</u></p> <p>Program Mgr <i>Jeanie Williams (Lead)</i> Becky Mer Johnathon Purcell Rafiq Merchant Kim Siegel</p>	<p><u>Meron Alon (Lead)</u></p> <p>Process Mike Allen Jordan Buettner Karna Chokshi</p> <p>Policy Zach Gerasin Eric Han</p>	<p><u>Nirvosh De (Lead)</u></p> <p>Product Managers Dima Kovalev Dhruv Tyagi</p>	<p><u>Blake Engel (Lead)</u></p> <p>Product Designers Kyle Dehovitz Corin Trachtman</p> <p>Design Researcher Kieu Vong</p>
	Brand	Research	Data Science	Risk
	<p><u>Kate Parker (Lead)</u></p> <p>Content Marketing Manager Heather Bailey</p> <p>PMM (TBH)</p>	<p><u>Heather Rothenberg (Lead)</u></p> <p>Researchers Luye Chang Kevin Corti Paolo Parigi</p>	<p><u>Qi Dong (Lead)</u></p> <p>Data Scientist Li Chen Yi-Chia Wang Karim Wahba Sunny Jeon Jing Zan)</p> <p>Statistician Tae Hong Gang Su Thibault Doure</p>	<p><u>Michael O'Herlihy (Lead)</u></p> <p>Risk Katy McDonald Terence Lim</p> <p>To be finalized next week (vacation): Matt Doyle</p>

Programs Details

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Safety Intelligence

Onboarding

Trip Safety

Incident Response

Cross Functional

Evidence-driven

Provide actionable data & insights that paints a complete picture of Uber's safety landscape

Primary KPIs

- ↑ Data Accuracy
- ↑ Data Veracity
- ↑ Data Completeness
- ↓ Data Latency

Sample Activity

Ensure strong and reliable sexual assault data to inform problem ID and potential solutions.

Team

Landing Party Lead
Qi Dong

Engineering

Misha Bosin (Eng Lead)
 Josh Ross
 Yisheng Liang
 Raja Rajandra
 Mengyu Yang
 Jacob Severt

Product Mgr

Dhruv Tyagi (Interim)

Program Mgr
Becky Mar

Researcher

Kevin Corti

Paolo Parigi

Statistician

Tae Hong

Risk Analyst

Katy McDonald

Data Scientist

Li Chen

Yi-Chia Wang

Safety Intelligence

Onboarding

Trip Safety

Incident Response

Cross Functional

Effective & Efficient

Keep bad actors out while making sure it's easy for the good ones to take that first trip.

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Sample Activity

Close loop-holes for unintentional onboarding of sexual offenders, ensuring effective & efficient screening.

Team

Landing Party Lead

Meron Alon

Engineering

Shimul Sachdeva (Int. Eng Lead)

Product Manager

Nirveek De (Interim)

Policy Analyst

Zach Gerasin

Process Analyst

Mike Allen

Jordan Buettner

Program Mgr

Rafiq Merchant

Researcher

Luye Chang

Risk Analyst

Matt Doyle

Statistician

Gang Su (Interim)



Proactive, end-to-end

Provide drivers, riders, and the community with the tools they need to move safely through the cities we serve.

Primary KPIs

- ↓ Risky Behaviors
- ↓ Incidents
- ↑ Trust Score
- ↑ Effective Behavior Improvement

Sample Activity

Categorizing and identifying risky behaviors to predict potential first-time sexual assaults, and exploring potential interventions to stop them (e.g., audio recording)

Team

Landing Party Lead

Blake Engel

Engineering

Shimul Sachdeva (Eng Lead)

Andrew Beinstein (Eng Lead)

Nitin Bajaj

Manan Patel

Jose Alvarez

Steve Pennington

Audrey Lawrence

Neil Parker

Heguang Li

Brian Zhang

Nir Padmanabhan

Yulong Yang

Nikolas Anderson

Scott Kramer

Product Manager

Dima Kovalev

Dhruv Tyagi

Data Scientist

Sunny Jeon

Karim Wahba

Jing Zan

Statistician

Gang Su

Thibault Doutre

Product Design

Corin Trachtman

Kyle Dehovitz

Program Manager

Johnathon Purcell

Safety Intelligence

Onboarding

Trip Safety

Incident Response

Cross Functional

Contextualized & empathetic

Respond to incidents in a way that considers the experience of everyone involved, addressing key issues at the individual and systemic levels.

Primary KPIs

- ↓ First Response Time
- ↑ User CSAT
- ↑ Effectiveness
- ↑ Trust Score

Sample Activity

Drive system upgrades to improve compassionate and immediate response, and establish sound off-boarding criteria for sexual offenders.

Team

- Landing Party Lead**
Michael O’Herlihy
- Engineering**
Misha Bosin (Interim Eng Lead)
- Product Manager**
Dima Kovalev (Interim)
- Process Analyst**
Karna Chokshi
Neha Vyas
- Program Manager**
Kim Siegel
- Statistician**
Tae Hong (Interim)
- Risk Analyst**
Terence Lim
- Policy Analyst**
Eric Han

Safety Intelligence

Onboarding

Trip Safety

Incident Response

Cross Functional

Leads

Brand/Planning & Operations

Kate Parker

Research/Standards/Risk

Heather Rothenberg

Engineering

Rami Mawas

Product

Nirveek De

Product Design

Blake Engel

Data Science

Qi Dong

Cross-Functional Teammates

(support across all programs)

Content Marketing Manager

Heather Bailey

Design Research

Kieu Vong

ProductOps

Brian Tan

Market Researcher

Hollis Shoor

Program Manager

Jeana Williams

Johnathon Purcell

Next Steps

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Next Steps

- Q4 Planning
 - 9/14-9/16 - Pre-planning prep
 - 9/19-9/23 - Program team planning
 - 9/26-9/30 - Consolidation and peer feedback
- Job ladder for all functions (end of next week)

Thank you

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