

US&C Safety Support

Uber

NGRV NIGH GOLDENBERG
RASO & VAUGHN

Trial Exhibit No.

P-00007

Agenda

- 01** Program Team
- 02** Support Operations
- 03** Stakeholders
- 04** Additional Resources

Program Team

US&C Safety Support

See the full US&C CommOps Org Chart [here!](#)



Program Leader
Matt Baker

Ask me about: xxxx



Program Manager
Mollie Scott

Ask me about: deactivation appeals, service denial, accessibility, driver inclusion



Program Manager
Alex Druy

Ask me about: urgent triage and investigations, safety standards, "secure the platform" metrics



Program Manager
Ashley Polito

Ask me about: our 24/7 safety phone line, personal safety incidents, CSAT, customer experience



Program Manager
Austin Lewis

Ask me about: dashcams, safety products



Project Manager
Ashley Cabrera

Ask me about: accidents/claims, DACT adjudication, road safety

How can A&I help?

Insights on our Balanced Scorecards

The global safety balanced scorecard is our primary mechanism for accountability on performance. It is an extensive scorecard that tries to balance many performance and customer experience metrics across lines of business

With so many KPIs, it can be difficult to do meaningful deep dives. Help with trend analysis and partnership in thinking through issue mitigation is extremely helpful.

Example: SCF gaps

Insights and ideas for improving CX

With high visibility and accountability for balanced scorecard performance and compliance, as well as supporting many new programs and launches, customer experience deep dives often get deprioritized for Program Managers.

We think there is tremendous opportunity to have a renewed focus on optimizing customer experience, especially as 1-star CSAT becomes a priority.

Automated Compliance

Safety has a number of rules/standards that need to be followed by all agents in the network. Rather than pulling reports for each site/team, it would be helpful to automatically surface non-compliance for the sites to address on their own. Ideas include:

- Solves outside network
- Improper routing of safety contacts
- R&A / misc. payment monitoring
- Parent node / Investigations solves
- Duplicate contact scrubs

Support Operations

Safety Support Mission

- 1** **Secure the Platform** with speed and accuracy
- 2** **Investigate** serious incidents thoroughly
- 3** **Rebuild Trust** with empathy
- 4** **Classify data and insights** to inform safety models

Safety Support provides fast and empathetic support, investigates incidents, and enforces standards

Secure the Platform: Goal of removing access (waitlist/ban) of reported-against party within one hour

Rebuild Trust

First Call + Message to reporting party within one hour

RAINN partnership

Safety Taxonomy

In 2018, Uber partnered with the National Sexual Violence Resource Center (NSVRC) and the Urban Institute to create the first version of its internal safety taxonomy. This classification system helped serve as a guide when publishing our first public safety report in December of 2019.

The safety taxonomy also serves as a guide for support agents, including safety investigators, to properly identify and respond to urgent safety incidents. Our safety taxonomy is divided to 12 categories

Sexual Assault

Substance Abuse

Vehicle Crash or Claim

Inappropriate Contact

Theft or Robbery

Health / Self-Harm

Sexual Misconduct

Law Enforcement / Regulatory

Physical Altercation

Potential Safety Concern

Verbal Altercation

Dangerous Driving

Safety Issues



There are 4 levels of safety that IRT agents will see when dealing with urgent support, and this is how we define them. There are also additional niche cases that we have seen that can fall into Disaster alert

Level 1 - These are cases that pose a lower safety risk and can be handled from start to finish by an IRT agent

Level 2 - These are often more severe behavioural issues, and can result in deactivation if repeated, A large percentage of urgent support is L2.

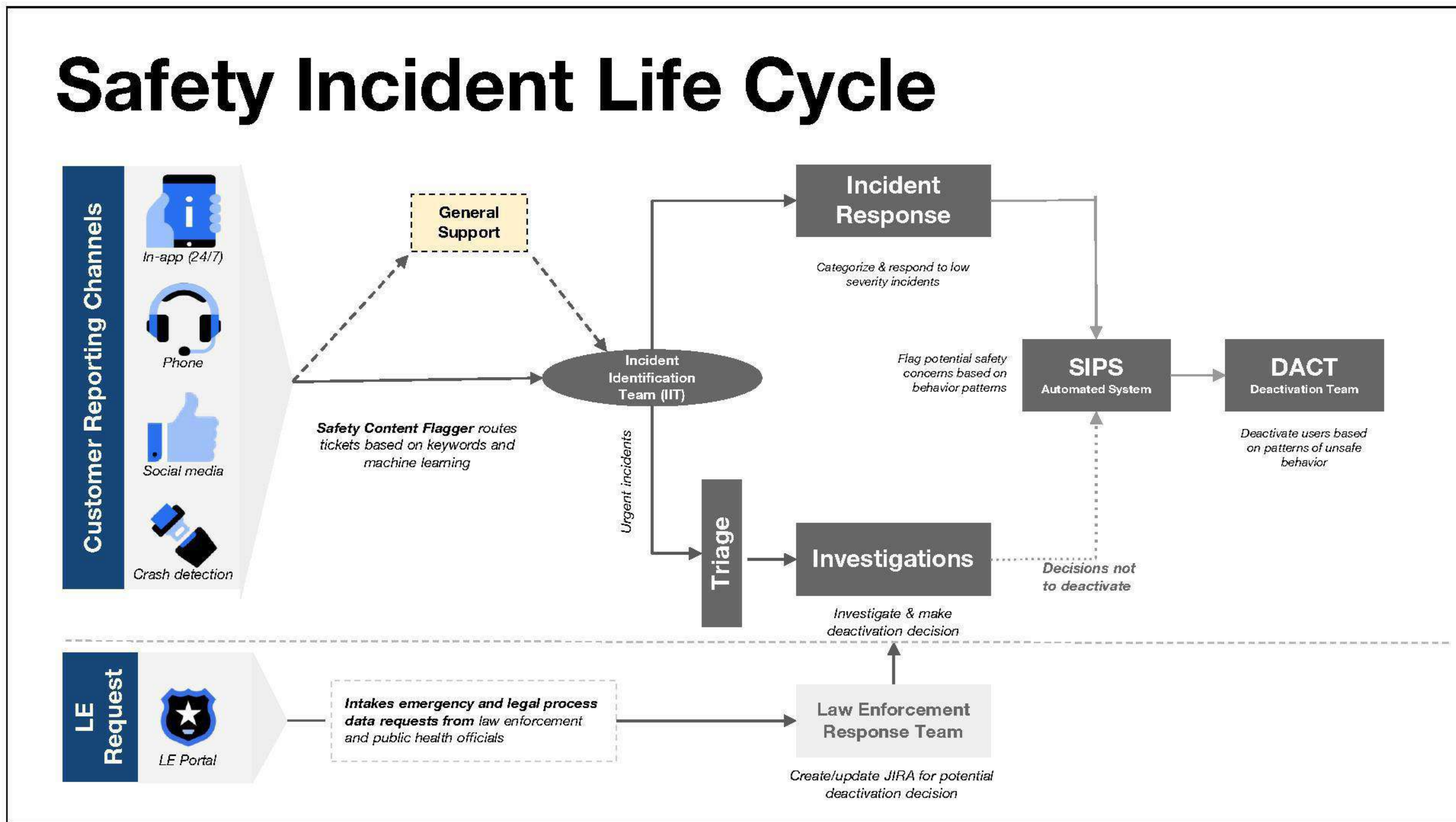
Level 3 - These incidents have the potential to damage the brand and become public, and we would always make internal stakeholders aware

Level 4 - These incidents are the most rare to occur in urgent support. And will always have an impact on brand

There is also one additional niche case scenario that we have seen, that can fall under a Disaster alert. This is the unofficial 'Level 5' case, which has its own handling process however could have an impact on our user community and therefore we need to respond accordingly. We don't have this level within Bliss, as usually these are reported via social media/news/law enforcement online etc

Level 5 - Is extremely rare cases where public safety is at risk - weather disaster/terrorist attacks - always IRT collaborating with safety/city teams to support the community - how we react and help is crucial

Safety Incident Life Cycle



Timeline process: Starting early 2017 (will confirm by Matt)
 Fall of 2016 - specialized support team separated from the non-urgent team.

Trust & Safety Investigations

Location: Phoenix, Arizona
Center of Excellence (COE)



Triage

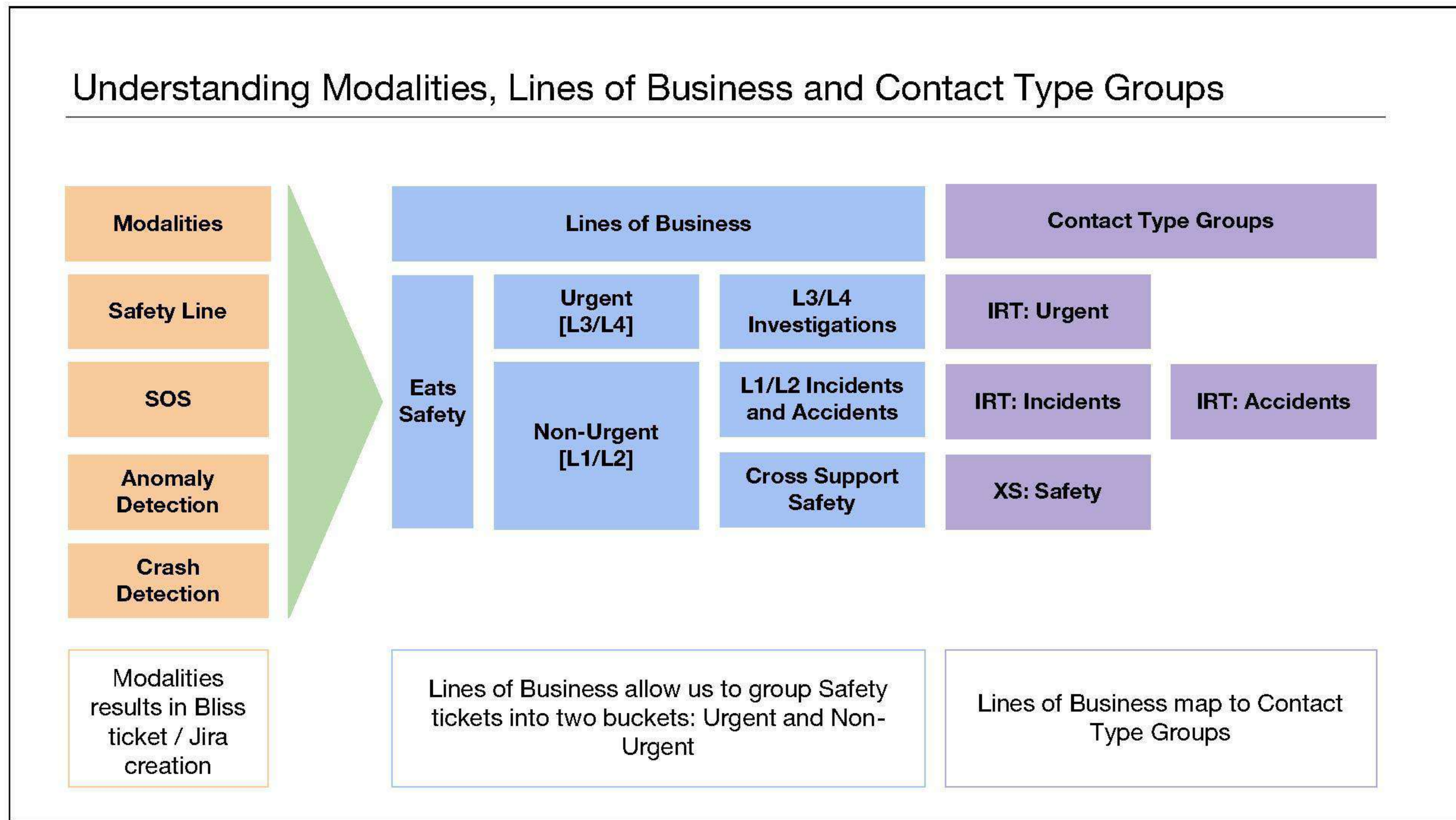
- 24/7 operations
- Monitor for new reports of urgent safety incidents
- Remove account access for reported-against parties
- Attempt initial contact by phone with reporting parties
- Create internal documentation for further investigation

Investigations

- Operate on extended business hours, seven days a week
- Complete a thorough review of the reported incident
- Conducts phone interviews with all parties involved
- Review supporting data, relevant facts, and user incident history
- Enforce deactivation decisions based on safety standards

COE Phoenix, Arizona- geography: USA & CAN only
Case management documentation: JIRA
COE time for investigation: 6am-10pm (Phoenix time)

Understanding Modalities, Lines of Business and Contact Type Groups



The more severe an incident or accident the higher its Level

Contact Type Groups actually indicate Level

IRT: Accidents -> L1/L2

IRT: Incidents -> L1 / L2

IRT: Urgent -> L3 / L4

XS: Safety -> L1 / L2

Lines of Business

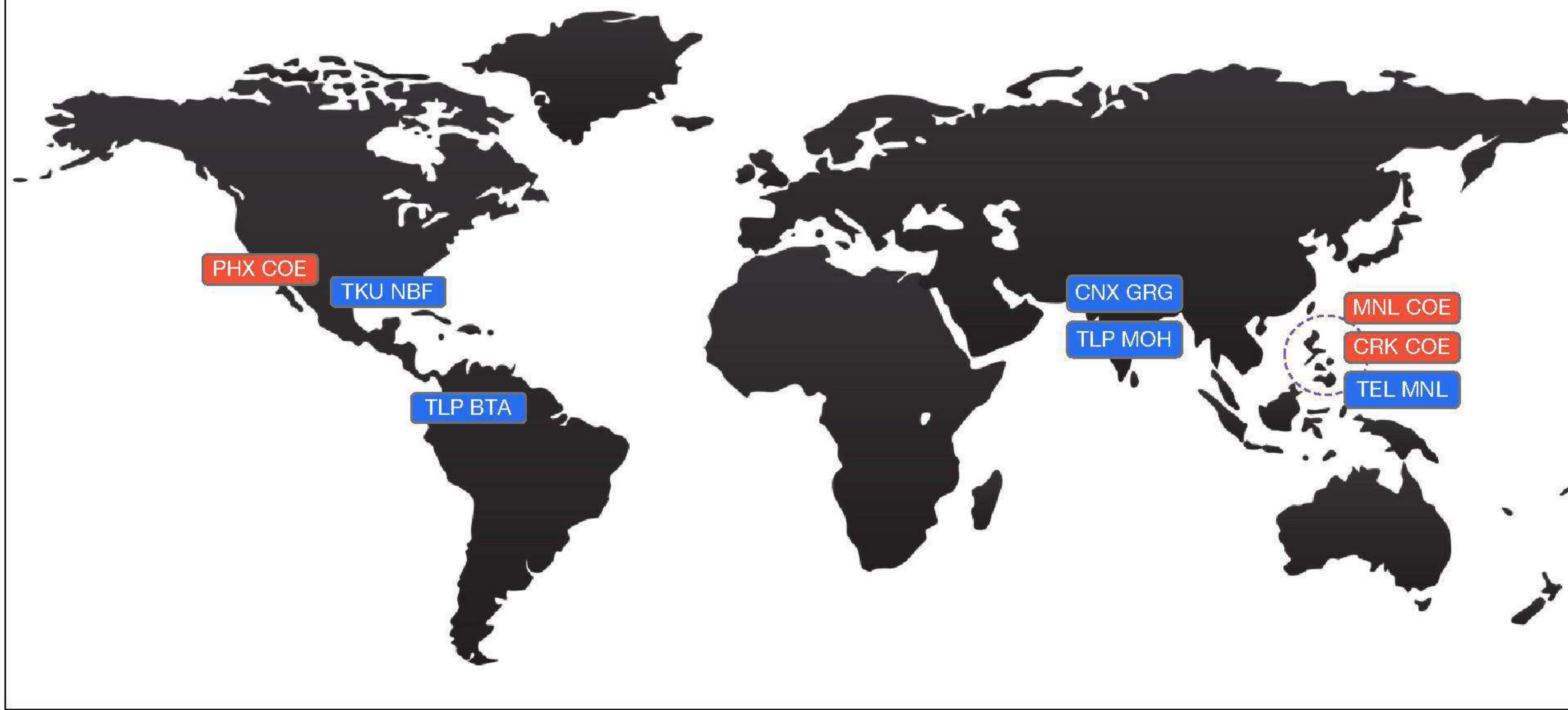
Urgent: L3/L4 Investigations

Non-Urgent: L1/L2 Incidents and Accidents, Cross Support Safety, Eats Safety

Modalities

Safety Line, SOS, Anomaly Detection, Crash Detection

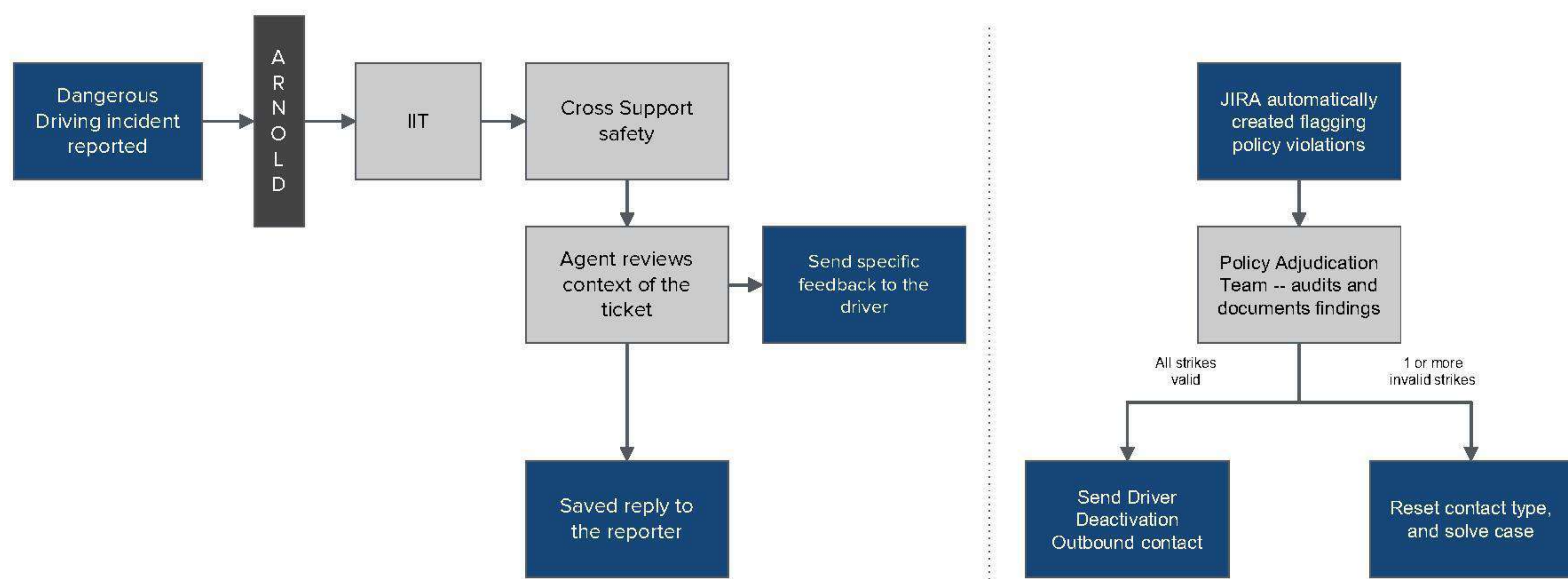
US&C Safety Support Network



US&C Safety Support Network is spread across eight sites globally

	COE = Center of Excellence Staffed by Uber Full-Time Employees (FTEs)			BPO = Business Process Outsourcing Staffed by contractors via partner companies				
FUNCTION	COE PHX	COE MNL	COE CRK	TEL MNL	CNX GRG	TLP MOH	TLP BTA	TKU NBF
Investigations	N	N	N	N	N	N	N	N
Triage	N	N	N	N	N	N	N	N
C360	N	N	N	N	N	N	N	N
Accidents	N	N	N	N	N	N	N	N
Incidents	N	N	N	N	N	N	N	N
Proactive Crash	N	N	N	N	N	N	N	N
Phone IIT	N	N	N	N	N	N	N	N
Accessibility	N	N	N	N	N	N	N	N
DACT	N	N	N	N	N	N	N	N
Service Denial	N	N	N	N	N	N	N	N
ZTC	N	N	N	N	N	N	N	N
Chameleon (MSI)	N	N	N	N	N	N	N	N
XSS/XSG	N	N	N	N	N	N	N	N
IIT	N	N	N	N	N	N	N	N
Food Safety	N	N	N	N	N	N	N	N
Safety Line	N	N	N	N	N	N	N	N

State of Policy Adjudication: Post DACT



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Work Product

In March of 2017 the DACT process was introduced. It decoupled the front-end customer support experience from the backend evaluation of an account. It works like this --- the Safety and Insurance team has developed a “credibility weighted threshold” of reports to trips. When someone breaches that threshold a JIRA is automatically created. The JIRA is then served to a specialized group of COE agents. As outlined above, the JIRA served to the agent documents the issue type as well as the “Policy Threshold” or, the number of valid strikes required for a driver to be deactivated.

At this point the investigation begins --- DACT agents go into each contact and review the reported details. They then compare those details to the associated support logic to make sure it matches the available definitions and examples. Agents also look into a reporter’s appeasement history and will invalidate strikes if there is clear evidence of fraud. There are some issue types which require additional steps beyond classification. For example, destination discrimination requires that agents look at whether or not the trip lasted four minutes, the expected ETA, and various other factors to determine if the report was or was not valid.

If an agent is unsure of how to classify an incident or does not believe that the rider or driver should be rejected then there is a built in escalation process. Agents can request further review from the Critical Support Program Team as well as the Business Standards team through this process. This serves as a fail safe which keeps agents from taking inappropriate actions when they do not have enough available information. It also provides inputs which allow us to improve processes and policies over time.

Escalated Dangerous Driving Logic

DACT is a Standard Adjudication Platform

What does DACT do?

- DACT is a standard adjudication platform within JIRA which handles adjudications for high-volume, low severity safety reports
- DACT runs a query every hour and creates a ticket whenever a user breaches one of our standards
- DACT-trained agents review each ticket for validity against our standards and either deactivate the user, leave the user active, or escalate the ticket

What is a standard?

- Business Standards set the required outcome for any inbound that comes through via support or as a result of an outage
 - Example: At what point should our driver be deactivated for driving dangerously?

Deactivation Review / DACT-76282
10 Jul 2018 - Tampa Bay - United States - Cash Exchange - Lookback

Edit Comment Assign More Re-open Request Review

Details

Type: Task Status: **DONE** (View Workflow)
Priority: ↓ TBD Resolution: Rejected
Component/s: None
Labels: None
City: Tampa Bay
Country: United States
Deactivation Type: Cash Exchange
Policy: Cash Exchange - Lookback
Policy Threshold: 3
Offender: Driver
User UUID: 7d45e106-48a3-48ef-83fc-2897cb5281ba
User Trips: 5550
User Ratings: 4.93
User Tools Page Link: <https://toolshed.uberinternal.com/bols/partners/7d45e106-48a3-48ef-83fc-2897cb5281ba>
Deactivation Outbound Link: <https://bliss.uberinternal.com/contacts/791aaae5-89bc-4f55-9ceb-7bbe0612c3a9>
Reference: 68251c59f0b9e18269677cf4e29f94d0c123bd3f09549b8d56d896807464da

Description

Ticket:1 - <https://bliss.uberinternal.com/contacts/923b8524-da25-4be0-9cfb-353b9b5f118a>
Ticket:2 - <https://bliss.uberinternal.com/contacts/30c44035-67d4-49d7-9213-3c3fa71dff89>
Ticket:3 - <https://bliss.uberinternal.com/contacts/5ee47678-a88b-4c49-b0c6-95a37c48778>

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Work Product

Centers of Excellence

Phoenix (COE PHX)

Location: Phoenix, Arizona

Lines of Business:

- Triage (24/7 first response to urgent L3/4 incidents)
- Trust & Safety Investigations (urgent L3/4 incidents)
- C360 Specialists

Manila (COE MNL)

Location: Manila, Philippines

Lines of Business:

- Service Denial Investigations
- Accident + Incident (L1/2) Escalations
- DACT (deactivation) adjudication
- Zero Tolerance Complaint (ZTC) adjudication
- Mixed Safety Initiatives (MSI, fka Chameleon)

Clark (COE CRK)

Location: Clark, Philippines

Lines of Business:

- Accident + Incident (L1/2) Escalations
- DACT adjudication

Business Process Outsourcing (BPO Partners)

Telus Manila (TEL MNL)

Location: Manila, Philippines

Lines of Business:

- Accidents
- Incidents
- Proactive Crash Support (crash detection)
- Phone Incident Identification Team (IIT)
- Accessibility / Service Denial Triage

Concentrix Gurgaon (CNX GRG)

Location: Gurgaon, India

Lines of Business:

- Accidents
- Incidents
- Cross Support Safety
- Food Safety
- Incident Identification Team (IIT)

Teleperformance Mohali (TLP MOH)

Location: Mohali, India

Lines of Business:

- Cross Support Safety
- Incident Identification Team (IIT)

Teleperformance Bogota (TLP BTA)

Location: Manila, Philippines

Lines of Business:

- Accidents
- Incidents
- Proactive Crash Support (crash detection)
- Phone Incident Identification Team (IIT)
- Accessibility / Service Denial Triage

TaskUs New Braunfels (TKU NBF)

Location: Westerville, Ohio (suburb of Columbus)

Lines of Business: Critical Safety Response Line (24/7 phone)

Lines of Business: Urgent

Topic	Description
What does Urgent mean	Contacts are classified as Urgent if they are L3 or L4 according to our Global Taxonomy. These are the highest severity issues that Uber deals with, such as crashes resulting in hospitalization/death, serious physical assault, and sexual assault.
How does a bliss ticket end up in Urgent	Contacts are flagged by Arnold or Keyword search, reviewed by the Incident Identification Team (IIT) and then routed to Triage. There are several other channels, such as phone, internal escalations, and LERT. Triage takes the necessary initial steps to gather information before passing the case on to an Investigator.
Metrics	Key metrics evaluated are SLA, Time to Resolution, CSAT, and Quality (R^2)
Sites used in Critical Support Network	Phoenix COE
Key Stakeholders	Legal, Operations, Global Safety Support

Lines of Business: Non-Urgent

Topic	Description
What does Non-Urgent mean	Non-urgent contacts are also known as L1/L2 Incidents / Accidents or Cross Support - Safety. These represent high volume, low severity issues such as verbal altercations, inappropriate comments, dangerous driving, crashes with no injuries, etc.
How does a bliss ticket end up in Non-Urgent	Most contacts end up in non-urgent because they are flagged by Arnold or Keyword search, reviewed by the Incident Identification Team (IIT) and then routed to the appropriate non-urgent queue. Some contacts are not flagged or are called in over the phone. These are routed to either IIT or the appropriate non-urgent queue directly.
Metrics	Non-urgent support is evaluated on three key metrics: CSAT, QA, and SLA.
Sites used in Critical Support Network	Telus Manila, Concentrix Gurgaon, Manila COE, Costa Rica COE, Teleperformance Bogota
Key Stakeholders	Legal, Operations, Global Safety Support

Modalities: Safety Line and SOS

Topic	Description
What does the Safety Line mean	Safety Line is a phone number available to riders, drivers and couriers for a reporting a safety incident. The Safety Line is available in all US cities
How does a user interact with the Safety Line	A user opens up in-app helps, selects a completed trip and calls Critical Response Safety Line. The Safety Line is also surfaced during the SOS, Anomaly and Crash Detection process
Metrics	Answer 80% of Calls within 30 seconds and have a Quality / R ² score of 90
Sites used in Critical Support Network	Teleperformance Westerville
Key Stakeholders	Network Teams

Topic	Description
What does the SOS mean	SOS is an in-app emergency button that connects riders, drivers, and couriers to 911 Emergency services in all US cities
How does a user interact with SOS	User presses the Safety Shield then Swipes / presses the Emergency Assistance Button to call 911
Metrics	Call 500 riders and call 500 drivers each week if they press the SOS button and do not respond to the outbound Bliss message
Sites used in Critical Support Network	Teleperformance Westerville
Key Stakeholders	Safety Product, Network Teams

Modalities: Anomaly Detection and Crash Detection

Topic	Description
What does Anomaly Detection mean	Proactively reach out to riders if they encounter a long stop (> 5 mins) or route deviation on a trip
How does a user interact with Anomaly Detection	V1: Riders were called based on trips that were flagged for a long stop V2: Riders will get an in-app popup asking why their trip has a long stop and if they are okay. Uber's Safety Line and 911 numbers will be provided
Metrics	Number of Safety incidents detected and Rider sentiment
Sites used in Critical Support Network	Phoenix COE
Key Stakeholders	Safety Product, COEs

Topic	Description
What does Crash Detection mean	Using data from a driver's phone to flag trips on which a potential crash may have occurred
How does a user interact with Crash Detection	Riders and drivers will get an in-app notification ("Ride Check") that we detected a potential crash and asking if they are okay. Uber's Safety Line and 911 numbers will be provided. A 24/7 team of agents in Phoenix also make proactive outreach to users.
Metrics	Number of crashes confirmed and rider sentiment
Sites used in Critical Support Network	Phoenix COE
Key Stakeholders	Safety Product, COE

Stakeholders

CommOps Partners

	Team	Function	Primary POC
Shared Services	Global Safety Support	Track core KPIs via monthly scorecard reporting and implementation of global safety initiatives across mega-regions	Chanel Kan
	Quality Assurance	Measure quality (R2/SpotCheck) across safety lines of business and provides insights back to program	Erika Nottingham
	Learning & Development	Design and deliver training for agents (aka customer support representatives or CSRs) in the safety network	Angel Matthews
	Analytics & Insights	Help access and analyze data related to improve and maintain the safety program's core metrics	Josh Giordan
	Content Coordinators	Design and upload knowledge base (KB) content to Salesforce for safety support agents to reference	Allison Wall
Field Operations	Centers of Excellence	Staffs full-time Uber employees to support safety lines of business that are not able to be outsourced to contracted sites	PHX: Darren Baldwin MNL: Marvin Cabrerros
	Network Teams aka Vendor Managers	Determine agent staffing, cost, and manages BPO relationship	Elia Santos
	Workforce Management	Forecast contact inflows to assist with staffing decisions and help meet established service levels	Chethan Rajendra

Other Stakeholders

Team	Function for Safety Support Team
Safety Operations	TBA
Safety Data	TBA
Safety Product	TBA
Claims	TBA
Legal	TBA
Policy & Communications	TBA
Customer Obsession (CO)	TBA
Law Enforcement Ops	TBA

Global Safety Support



Safety Ops



Outside CommOps



Interaction Model Ask

We work with many teams outside of CommOps. Any project, communication, standard that is for users (i.e. riders, drivers, courier, eaters, restaurants) in a safety capacity should be brought to the attention of the Safety Support program team. This will allow us to ensure that users have the best possible Customer Experience when interacting with Uber.

Advance Notice Helps

For projects that require Agent staffing and interaction advance notice will allow us to keep our partners inside CommOps in the loop. See the next slide for all the teams that need to be informed and brought into the project for a new initiative.

If you want to start an investigation into a US&C safety incident, please email USCAN-Incident@uber.com