

September 14, 2021

Peiter Mudge Zatko

Fwd: [Inform] Verification Operations Update

To: Kathleen Pacini [REDACTED]

FYSA

----- Forwarded message -----

From: **Peiter "Mudge" Zatko** [REDACTED]

Date: Sun, Sep 12, 2021 at 10:31 PM

Subject: [Inform] Verification Operations Update

To: staff [REDACTED]

Per my comments at Friday Staff on the quantified Verifications improvements with TwS/Product, and Kayvon's email on TwS and Product progress, I wanted to continue sharing with Staff.

One of the reasons I'm pleased, as you will see in [REDACTED] update below, is that TwS decided to use the Verifications problem as a case study for how TwS plans, staffs, and executes... and to correct things needing correction.

Katrina has been exceptional and the teams are learning a *lot*. They are also recognizing that she expects a lot from her people but that she grows them, cares for them, and respects them.

Several TwS leads have told me that they are learning so much that they never knew from working with Katrina. Their (TwS) apprehension around a new leader has turned/is turning to tremendous respect and even excitement about what the potential impact in their jobs and confidence in themselves due to execution and beginning to deliver.

There is still a lot to do, of course, even with the product and support for Verifications, but I am hopeful. That hope is now backed with data :)

First Verifications! Next, the core components of TwS and all new product support!

Mudge

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From: **Peiter "Mudge" Zatko** [REDACTED]

Date: Sun, Sep 12, 2021 at 5:48 PM

Subject: Re: 9/10: [Inform] Verification Operations Update

To: [REDACTED]

CC: Katrina Lane [REDACTED], Twitter Service Pillar Leads

[REDACTED], Verification Review [REDACTED]

Team,

Outstanding work being done on Verifications.

I understand on Sunday we expect to clear out the backlog! We **always** want to be managing to SLAs instead of backlogs; fantastic work!

Your efforts here are being driven by data, tracked with metrics, and it shows. Having enough precision to identify a handful of agents with too high of an error rate, pulling them out, and sending them for additional training is a level of specificity that shows *ownership* of these operations.

Most importantly the way you are driving these improvements is methodical and able to be institutionalized. This bodes tremendously well for TwS.

I'm proud of what I'm seeing. More importantly, I hope you are able to see this progress and that you are taking pride in your accomplishments and yourselves.

Go Twizzles!

Respectfully,

Mudge Zatko

On Fri, Sep 10, 2021 at 7:23 PM [REDACTED] wrote:

Executive Summary

This week we ramped our production further to bring us to a total of 201 agents currently working through our verification applications. Our open case count sits at 4K cases as of Thursday the 9th of September. In our fifth week our pilot agents reviewed 26K cases. With a reduction in incoming volume and increase in staffing, we are happy to report that we should have the backlog cleared by the weekend and will be ready to receive new cases as the verification

application opens up to more customers in the existing categories. We have partnered with the product team and plan to ramp up as quickly as we can provided we are making or exceeding the agreed 14 days SLA for all cases. If we start to create new backlogs of cases outside of SLA or at any point see a jump in error rate, we will collectively adjust the ramp up plan as needed.

Summary of volume:

	09/03	09/04	09/05	09/06	09/07	09/08	09/09
Incoming	1,332	789	893	1,145	1,454	1,580	1,756
Bulk Actions	72	0	3	42	3	0	0
Manual Reviews	3,231	435	1,437	4,411	5,541	5,901	4,640
Backlog	19,271	19,626	19,079	15,771	11,681	7,360	4,476

What have we accomplished?

Training Update

Our fifth and sixth batches of pilot agents (182) started production in a limited capacity this week. We extended all training classes to 7 days by adding 2 more days to allow for more case practice and agent shadowing before moving into live case review based on the agent quality performance. In addition, we also introduced new guidelines for our training expectations and higher agent quality targets before graduating into full operations. This is to ensure that only top performing agents review incoming verification applications.

Quality Detail

The Effective Agent Correct Outcome Rate for the week (05-Sept to 09-Sept) is 88.48% (there were 2689 cases audited by QAs out of 22K total cases reviewed by agents). The Effective Agent Correct Outcome Rate for Approved Verification Applications is 83.54% (this would make the Effective False Positive Rate 16.46% as it is the remaining percentage where the outcome is wrong for verified applications). There were 41 false positives on the 560 approved reviewed cases. The Effective

Agent Correct Outcome Rate for Rejected Verification Applications is 90.09% (9.91% Effective False Negative rate).

We are continuing to analyze and categorize the root causes of the errors into categories that will be reviewed by Product, Policy and Operational SMEs to understand how and where to drive improvements: policy/ tool gaps, knowledge gaps that could be addressed via training changes, agent oversight/human error, or grey areas.

Automation Update

A data issue caused our Authenticity Model data pipeline to go down and resulted in the usage of stale Authenticity Scores for incoming applications from 8/30 - 9/3. TwST DS & Consumer Identity engineering fixed the pipeline on 9/3 and we have remediated all affected applications. Out of the 7,035 applications affected by the pipeline failure, only 36 applications need SME/QA review and will be done next week in partnership with IdOps and QA team.

Debadging Update

As part of our quality review process, we are instituting a process for debadging false positive applications. We started by identifying all existing false positives to date and have a total of 182 requests that were approved out of line with the current policy. This past Tuesday we debadged and sent out communications to 71 English speaking accounts out of the overall identified 182 accounts that were incorrectly Verified and found through our QA audits. The remaining accounts are non- English accounts and we are currently in the process of building out localized templates to complete this action. We do expect some escalations and resubmissions due to the time lag before this action, and will assess as needed and include in our normal feedback loops. Furthermore, we are partnering with the product team for a more sustainable bulk actioning tool for us to repeat this process as BAU.

Moving forward

Our focus in the next week will be to accept new applications as the verification application opens up to more customers in the existing categories. We will ensure we

are closely monitoring our quality results for desired level of accuracy as we process applications from a larger population of our users.

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(She/Her) | Director, User Operations

