

FILED UNDER SEAL

EXHIBIT 37



Message

From: Malia [REDACTED] [REDACTED]@fb.com]
Sent: 2/12/2021 3:27:51 PM
To: Cassandra [REDACTED] [REDACTED]@fb.com]; Malia [REDACTED] [REDACTED]@fb.com]; Vincenzo [REDACTED] [REDACTED]@fb.com]; Pouya [REDACTED] [REDACTED]@fb.com]; Reva [REDACTED] [REDACTED]@fb.com]; Rishi [REDACTED] [REDACTED]@fb.com]; Lisa [REDACTED] [REDACTED]@fb.com]
Subject: Message summary [{"otherUserFbId":null,"threadFbId":3673464469342492}]

Vincenzo [REDACTED] (2/12/2021 05:36:01 PST):
>Out of 43 reactive reports that were escalated to the triage queues since 4th November, only 2 have been reviewed (1 escalated, 1 dropped), and 41 are waiting to be reviewed. <https://fburl.com/daiquery/gjbhiz71>

Lisa [REDACTED] (2/12/2021 05:40:39 PST):
>2 out of the 3 english jobs have been worked, the other language queues haven't launched yet until we have more automation

Vincenzo [REDACTED] (2/12/2021 05:42:51 PST):
>haven't launched -> they are not being reviewed at all?

Lisa [REDACTED] (2/12/2021 05:47:15 PST):
>Yes only English is reviewed, we haven't had the ops capacity to do all of the launching work for ESLA/PBTR, ROW will have to follow that (ROW is mainly unreportable - there aren't much non LATAM/NORAM/EU/ANZ countries where we can report to NCMEC)
>
>we will be doing that immediately after the H1 automation by Mireille/Pouya, otherwise that'll all have to be done x 3
>
>each market has completely custom guidelines and UDT (I commented in response to your comment)

Lisa [REDACTED] (2/12/2021 05:51:03 PST):
>this is 1.5-2 days of PJM capacity just to keep the English queue afloat at the moment and took about 3 months of effort to operationalize there wasn't eng support on the roadmaps last year for it, so we are hiring in Dublin this quarter, but we couldn't actually run the IIC Proactive queues or do anything else if we attempted to do more Markets for IIC Escalations at the moment.

Lisa [REDACTED] (2/12/2021 05:51:58 PST):
>(3 months of effort not duration). There is now eng support which will make everything much easier. At the moment we are sending some blank reports to NCMEC with no messages attached for example - we can't do that to MORE markets. The flow needs to work first.

Vincenzo [REDACTED] (2/12/2021 05:56:49 PST):
>Thank you Lisa. So I'm not sure this DMAI metrics effort makes sense at all right now - we're trying the measure the goodness of a process before the process itself is implemented.

Lisa [REDACTED] (2/12/2021 05:58:29 PST):
>This was launched as we were sending single digit number of reports a week (mostly in USA) leading up to COVID - we now send from any English speaking escalation so have more market coverage, and send up to 80 a week (+ CEIS reports that aren't DMAI)
>
>So the process I would say works, and will soon be efficient and foolproof enough to scale without risking relationship with NCMEC.
>Sorry for the wall of text there I had a decaf coffee, full of non-caffeine

Vincenzo [REDACTED] (2/12/2021 06:08:58 PST):
>I see. So because we don't really have a working escalation flow for user reports, I would say our DMAI maturity is "at risk" here. The reasons being missing review capacity as well as insufficient eng support?

Jennifer Malia [REDACTED] (2/12/2021 06:13:50 PST):
>Is the DMAI maturity at risk or is the fact that there isn't escalations part of the measurement?

Vincenzo [REDACTED] (2/12/2021 06:15:12 PST):
>I am not talking about the measurement here - it's that we don't even have a working escalation flow right? Except for English markets, on Facebook only, and with significant backlogs.

Jennifer Malia [REDACTED] (2/12/2021 06:16:51 PST):
>My point is that we were only able to isolate that we aren't escalating properly is that we set up DMAI. It is working as expected in that way.

Jennifer Malia [REDACTED] (2/12/2021 06:17:49 PST):

>So like yes measurement is set up. That is not the issue. The issue is that multiple parts of our flow are broken.

Lisa [REDACTED] (2/12/2021 06:18:00 PST):

>when we had this conversation in a big call before christmas, the end decision was we're not missing anything if we have a backlog and the escalation flow works

Jennifer Malia [REDACTED] (2/12/2021 06:18:33 PST):

>Do we have those things?

Lisa [REDACTED] (2/12/2021 06:20:15 PST):

>the escalation flow works (since Pouya fixed it) it just goes to a backlog until staffed end of half

Jennifer Malia [REDACTED] (2/12/2021 06:21:04 PST):

>Ok. So I would say the *measurement* isn't broken. It's just that the flow is disrupted. This is some form of "expected SEV" I think.

Vincenzo [REDACTED] (2/12/2021 06:21:54 PST):

>The measurement is not broken but it isn't meaningful (with only 1 example of a potential reactive escalation in 3 months).

Jennifer Malia [REDACTED] (2/12/2021 06:22:22 PST):

>It's meaningful in that it tells us that we are not escalating reactive jobs.

Jennifer Malia [REDACTED] (2/12/2021 06:22:34 PST):

>Which is allowing us to have a conversation with Messenger O/S to determine why

Jennifer Malia [REDACTED] (2/12/2021 06:22:40 PST):

>So I would say it's meaningful.

Lisa [REDACTED] (2/12/2021 06:22:47 PST):

>Only having 3 reactive escalations from English since November I would say is a problem, but will look into that when Pouya has that T1 metric available that I asked about here last week

Jennifer Malia [REDACTED] (2/12/2021 06:22:51 PST):

>Is it a rate? Yes. The rate is 0.

Jennifer Malia [REDACTED] (2/12/2021 06:23:02 PST):

>Right, and the measurement told us that.

Jennifer Malia [REDACTED] (2/12/2021 06:24:21 PST):

>So, I think the measurement is serving it's purpose. Now. If the injected jobs were not working or the dashboard were broken or we had wired the incorrect queues, *then* the measurement is broken.

Vincenzo [REDACTED] (2/12/2021 06:24:21 PST):

>OK that is interesting. But nowhere near as concerning as the fact that, even if we got more escalations, we would just add most of them to the backlog indefinitely.

Jennifer Malia [REDACTED] (2/12/2021 06:24:49 PST):

>Yes. And we should have a big annotation on the dash that tells everyone that is happening.

Jennifer Malia [REDACTED] (2/12/2021 06:25:19 PST):

>That way, if someone is like, why isn't this working, they literally can see we have chosen to use our very limited capacity elsewhere.

Jennifer Malia [REDACTED] (2/12/2021 06:25:27 PST):

>I want that message to be *very clear*.

Jennifer Malia [REDACTED] (2/12/2021 06:25:39 PST):

>Leadership wants us to fix it? They need to put up the resourcing.

Vincenzo [REDACTED] (2/12/2021 06:26:00 PST):

>Isn't this our n.1 priority on the H1 roadmap?

Jennifer Malia [REDACTED] (2/12/2021 06:28:56 PST):

>Yes. So we'll need to figure out how to fix:

>* ranking in Messenger O/S for English

>* review quality in Messenger O/S for English

>* latency in IIC queues

>* capacity if we want to address other languages

Jennifer Malia [REDACTED] (2/12/2021 06:29:22 PST):

>Having accurate status on dashes will help us argue for the right resourcing to meet our goal.

Jennifer Malia [REDACTED] (2/12/2021 06:29:35 PST):

>(unless @Lisa tells me I'm not seeing this properly)

Lisa [REDACTED] (2/12/2021 06:29:49 PST):

>It's not indefinitely, engineering work needs to be done before we launch 2 completely different workflows for ESLA and PBTR which would also be broken and error prone. This engineering support did not exist from March 2020 -> January 2021.
>Each rejection here is a manual review by NCMEC to Ale [REDACTED] because each report is treated with their highest priority. I was going to try and scale without that engineering support but we simply cannot.

Lisa [REDACTED] (2/12/2021 06:31:01 PST):

>Pouya and Mireille are making tooling and dropping job changes, then we can do the ops work to launch to ESLA/PBTR and move capacity over. Not only will risk be less but the throughput will be much better (we expect to drop possibly twice as many SRT Jobs and reduce AHT)

Jennifer Malia [REDACTED] (2/12/2021 06:31:49 PST):

>So it sounds like some non-English capacity is planned, right?

Vincenzo [REDACTED] (2/12/2021 06:31:51 PST):

>Well if something was reported to us in November and we start reviewing in July... I'm not sure it's any better than not reviewing at all.

Lisa [REDACTED] (2/12/2021 06:34:27 PST):

>This isn't a bomb threat, it's an adult having sex with a minor, they've still committed a crime even if time passes. These backlogs aren't new and are prioritized - there have been (bigger) backlogs here since before I joined the company, it is getting better not worse.

>We looked at the 'most risky' cases previously and COINV reported them, we have reported anything non English affected by ePD. And most of the backlog will be 'dropped' by Pouya/Mireille's work.

Jennifer Malia [REDACTED] (2/12/2021 06:35:13 PST):

>I don't disagree :)

Jennifer Malia [REDACTED] (2/12/2021 06:35:23 PST):

>Good thing we have the measurement to let us know this is happening!

Jennifer Malia [REDACTED] (2/12/2021 06:36:05 PST):

>Again, I think the measurement is working. The review/enforcement is lacking.

Lisa [REDACTED] (2/12/2021 06:48:44 PST):

>Happy to talk about this on a call as I need to remain insistent that we shouldn't launch to more Markets (which needs eng support) before fixing our broken windows (which would be using the same eng support) and I feel like this is where this is leading.

>Getting to measured is what got me the tooling investment to be able to scale and fix this, it didn't mean we didn't know about the backlogs.

>I asked for the latency measurement to show how poor the latency was to further support this *when backlogs are counted* but it did seem we would only measure for something that was escalated through the whole cycle - which only demonstrates the latency of non-backlog Jobs.

Jennifer Malia [REDACTED] (2/12/2021 06:50:28 PST):

>Yes. So measurement was required to get us the right help, which is how it should be. I agree we need to fix English first.

Pouya [REDACTED] (2/12/2021 06:52:29 PST):

>Right. Maturity framework is a bit fuzzy here imho. We do have the escalation flow but the triage stage needs a bit of attention

Pouya [REDACTED] (2/12/2021 06:53:45 PST):

>Yes but the fact that we have measurement (which measures 0) and it tells us exactly what part is broken is good. The measurement is meaningful. We just need to improve triage and thread ranking in reports

Jennifer Malia [REDACTED] (2/12/2021 06:54:23 PST):

>exactly; that's what measurement is for :)

Vincenzo [REDACTED] (2/12/2021 06:54:38 PST):

>Well we only have it for English.

Vincenzo [REDACTED] (2/12/2021 06:55:24 PST):

>Lisa - I agree that we need to fix what's broken first, and then launch to more markets.

Pouya [REDACTED] (2/12/2021 06:55:44 PST):

>I love this. Exactly. I would put some more effort into my dash:
https://www.internalfb.com/intern/unidash/dashboard/artemis/iic_t1_dmat_escalations/
>This dash is supposed to be the debugging dashboard for IIC telling us what is the issue.
>(I'm totally up for merging IIC dashboards with the central DMat ones btw)

Jennifer Malia [REDACTED] (2/12/2021 06:56:14 PST):

>That's fair. That's coverage vs maturity

Pouya [REDACTED] (2/12/2021 06:56:25 PST):

>I mean the system is there. Maybe it's misconfigured or not properly manned for other markets. We can look into this

Pouya [REDACTED] (2/12/2021 06:56:43 PST):
>I mean I get weekly pings from East Asian markets etc.

Pouya [REDACTED] (2/12/2021 06:56:50 PST):
>Asking about Child Safety

Lisa [REDACTED] (2/12/2021 06:56:52 PST):
>You get what sorry?!

Lisa [REDACTED] (2/12/2021 06:56:55 PST):
>Send them on to me

Pouya [REDACTED] (2/12/2021 06:56:55 PST):
>We can add support for them

Pouya [REDACTED] (2/12/2021 06:57:21 PST):
>Just last week some wonderful people were asking for proactive detection in Japan

Pouya [REDACTED] (2/12/2021 06:57:29 PST):
>Because of new regulation

Jennifer Malia [REDACTED] (2/12/2021 06:57:57 PST):
>You'd be surprised who finds us and demands our attention.

Lisa [REDACTED] (2/12/2021 06:58:01 PST):
>We have Tier 1 wordsets ready to go for Japan and a Market FTE ready to support whenever, but also expanding to Tier 1 Markets was deprioritized in favour of all of this

Pouya [REDACTED] (2/12/2021 06:58:11 PST):
>Anyway, not to digress here but if adding more market coverage is an issue we should work on it. Our XY goal this half will be a constant battle against such things

Lisa [REDACTED] (2/12/2021 06:58:11 PST):
>If it's ever Markets send them to me we're meant to be the liaison

Pouya [REDACTED] (2/12/2021 06:58:25 PST):
>Rightly

Pouya [REDACTED] (2/12/2021 06:58:30 PST):
>The measurements are big

Pouya [REDACTED] (2/12/2021 06:58:52 PST):
>Just to be clear XY goal means X% recall in less than Y days

Pouya [REDACTED] (2/12/2021 06:59:38 PST):
>I personally would say maturity progression is great for PSC and stuff but our main goal is XY

Pouya [REDACTED] (2/12/2021 07:00:15 PST):
>So maybe we should follow a DFS approach and try to make things really working for NA before we get perfect global coverage?

Pouya [REDACTED] (2/12/2021 07:00:23 PST):
>At least we would have a working blueprint

Pouya [REDACTED] (2/12/2021 07:00:42 PST):
>Just an idea. Don't know what everyone thinks

Lisa [REDACTED] (2/12/2021 07:03:21 PST):
>Yes please I beg you.

Vincenzo [REDACTED] (2/12/2021 07:18:39 PST):
>The DMat Escalation Funnel dashboard has both latency and number of escalations - https://www.internalfb.com/intern/unidash/dmat/funnel_metrics/iic

Pouya [REDACTED] (2/12/2021 07:20:20 PST):
>0 and infinity :D

Jennifer Malia [REDACTED] (2/12/2021 07:20:34 PST):
>those are numbers

Pouya [REDACTED] (2/12/2021 07:21:36 PST):
>This is like when they show an own goal from 7 different slow motion angles

Vincenzo [REDACTED] (2/12/2021 07:21:39 PST):
>Actual numbers in the tooltip and the table.

Pouya [REDACTED] (2/12/2021 07:27:51 PST):
>Just FYI, the DMaT prevalence is stopped due to S222364