

Jan 12, 2022 - Mudge

WARNING: The discussions and documents covered in this meeting may contain sensitive content. Please add a **WARNING** label to any items in this document that may result in a discussion (or a link) containing sensitive content.

Confidence-Staff Meeting & Notes

Confidence-Staff Working Norms

- Don't boil the ocean
- Don't move goal posts
- Obsess only on highest priorities
- Whatever we do is informed by data
- Right people in the right seats

Confidence-Staff Decision-Making Norms

- We make data-informed decisions quickly, and immediately push them down/out, sharing the why and making roles and responsibilities clear.
- We follow DACIN best practices: one approver, 10 or less consulted, and consultation not consensus, and we learn from our decision outcomes.
- We focus on quantifiable and measurable global impact, and how it relates to the mission of serving "the public conversation".

Confidence Org Foundational Docs (*located in [Confidence-Staff Shared Drive](#)*)

[Internal Webpage](#) | [High-level org chart](#) | [Cross-functional partner rolodex](#) | [Staff Slack Channel](#) | [Confidence-org Shared Drive](#)

IMPORTANT NOTE: Each entry should have a WHAT, WHY, EXPECTED RESULT. And for Accomplishments or Learnings, please include ****QUANTIFIED**** data with context. Please ensure your updates answer the following questions:

- Definition of problem and why it has to be solved (and how people outside confidence will understand/feel it)
- What are the numbers this week and out of what context?
- What were they before, what are the next milestone's numbers (and when) and what is the finish line (and when)?
- What impact does all of this have to others and what is the aggregate impact?
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CELT (Bi-Weekly 30 mins)

- *N/A this week*

Mudge (STAFF/Org items to share with Team)

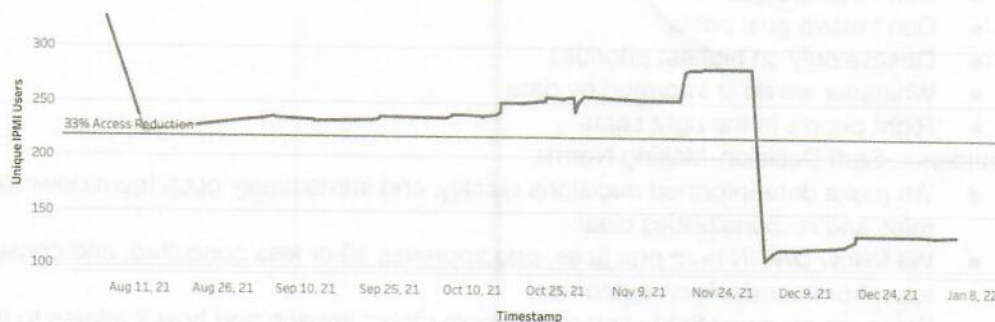
- Confidence 5 Guiding Principles
 - Don't boil the ocean
 - Don't move goal posts
 - Obsess only on the highest priorities (Global View)
 - Whatever we do is informed by data
 - Right people in the right seats
- Obsess only on the highest priority (Global View) discussion - mudge to provide examples and solicit feedback for next week
- Log4j
- Danielle - ratings curve

InfoSec

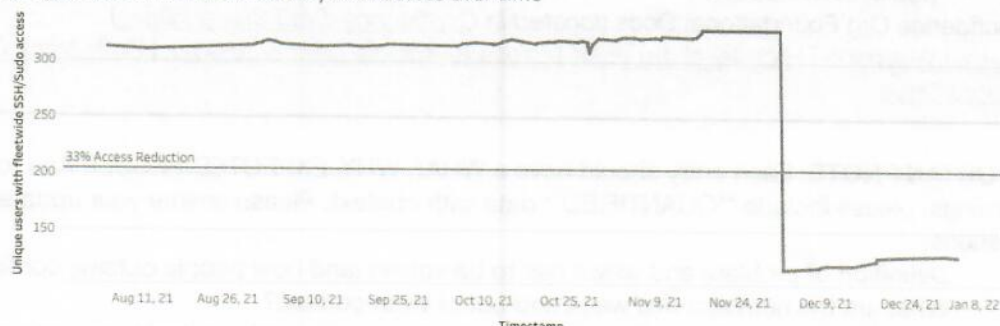
- Your top priorities for the initiative for the week, why, and expected result(s):
 - Interviewing for Sr. Director, GRC as Joseph's backfill. Currently interviewing and considering 4 candidates with interviews and huddles this week and next week.
 - As part of annual performance reviews, performing InfoSec calibration with HR
- Something you accomplished or learned in the initiative (include data w/context):
 - Anchor Charts per Mudge's request:
 - IAM:

Extraordinary Access summary metrics over time

Number of unique users with IPMI access over time

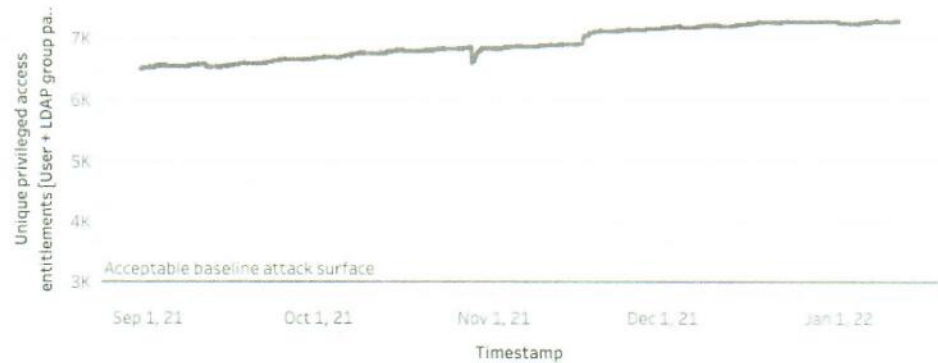


Unique users with fleetwide SSH/Sudo access over time



Privileged access summary metrics over time

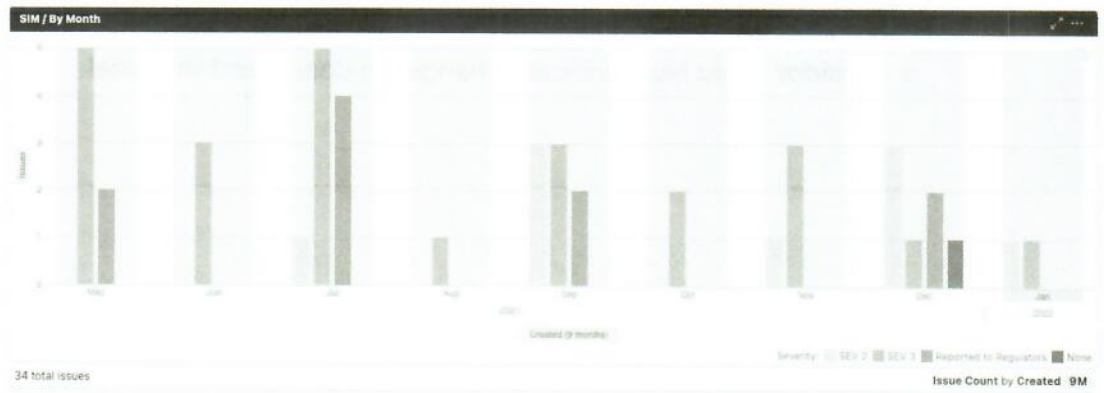
Unique privileged access entitlements over time



Unique privileged users over time



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- Through a collaboration with Platform Eng, we are aggregating all of the Reduction of Production Access into a centrally coordinated effort. This was decided before the holiday, but due to PTO and other priorities, this kicks off more regularly starting next week. There will be weekly meetings, and once there is a full list of related projects and reporting cadence established we will share. We are planning to provide more info by the first of Feb.
- Incidents:

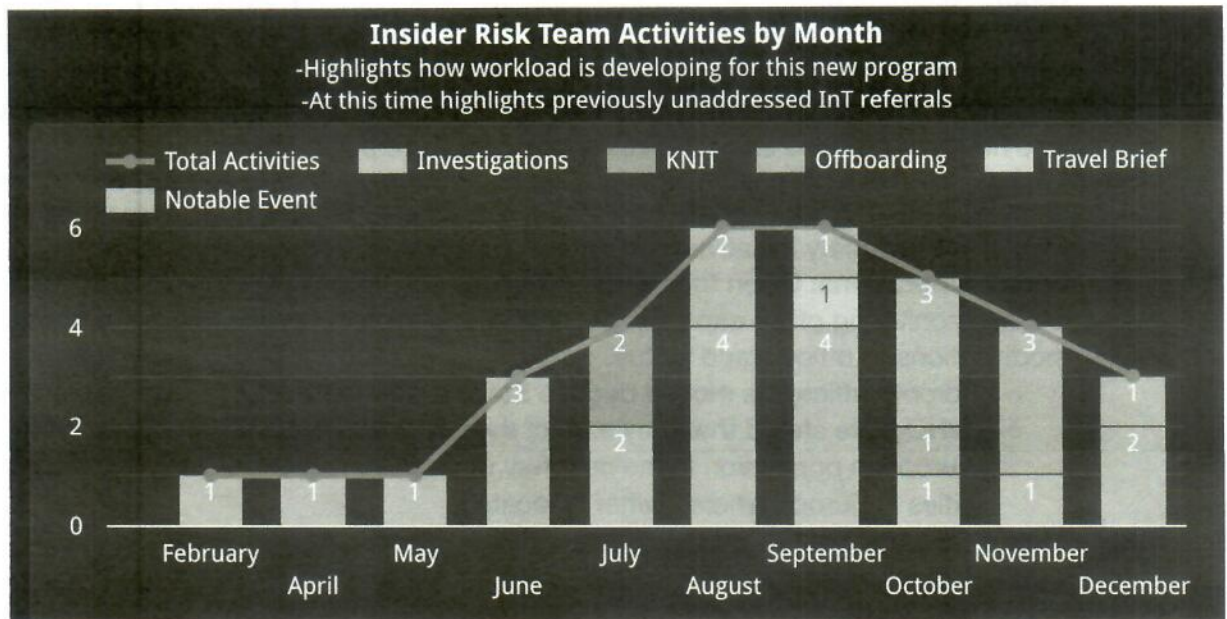


- 34 total issues
- [Jira Dashboard](#)
- [Weekly Report Document](#)
- Log4j Update:

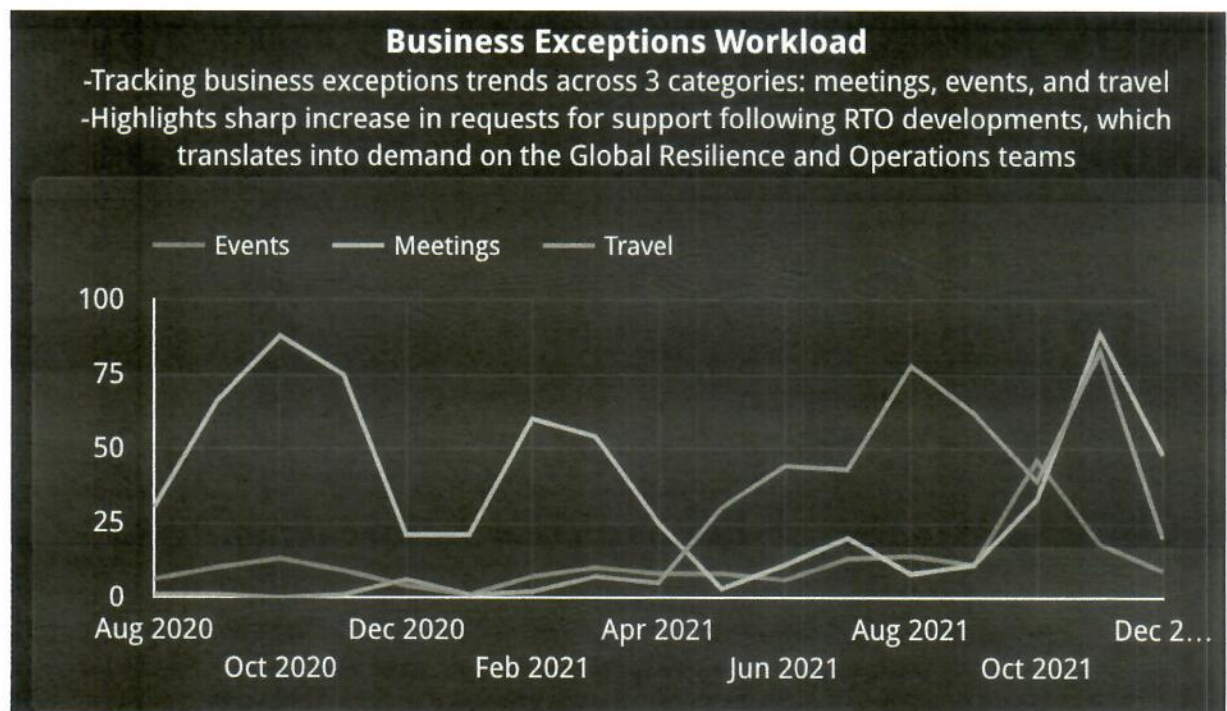
- The most critical CVE (CVE-2021-44228) that was announced on Dec9th is patched on the Fleet.
- There have been subsequent CVEs released as the security community pokes and prods at Log4j, which was expected. This includes CVE-2021-45046 and CVE-2021-44832. The latest patch, 2.17.1 was released on Dec28th, however this CVE has a lower severity score since it requires elevated privileges (access to the logging config file). We have created tickets to the respective teams and are tracking the 2.17.1 patch rollout. We have pushed everyone who maintains internal code and uses log4j 2 to get to at least 2.17 which deals with all the high+ severity vulns
- We have completed our initial impact assessment to determine if Twitter was targeted before the 0 day was known and/or if the vulnerability was exploited at any time. We believe based on the logs, that Twitter was not impacted nor targeted prior to early December 2021
- There is ongoing work related to third party/vendored systems that have upstream dependencies on log4j (e.g. things like Atlassian, vmware, etc). IT (Nick Fohs) is tracking those cases, but we're largely dependent on the vendors pushing out a patch which we will then install via our standard patch mgmt deadlines.
- Endpoints:
 - InfoSec and IT have collaborated to update the Uptycs endpoint health dashboard. We are in the process of quality checking this with teams and will work to share this regularly as an anchor chart in the next 2 weeks.
- Something you need help with or a risk to flag:
 - Nothing at this time
- Hot Topics:

CorpSec - CorpSec Dashboard

- Your top priorities for the initiative for the week, why, and expected result(s):
 - **Insider Risk:** No significant changes in dashboard this week.

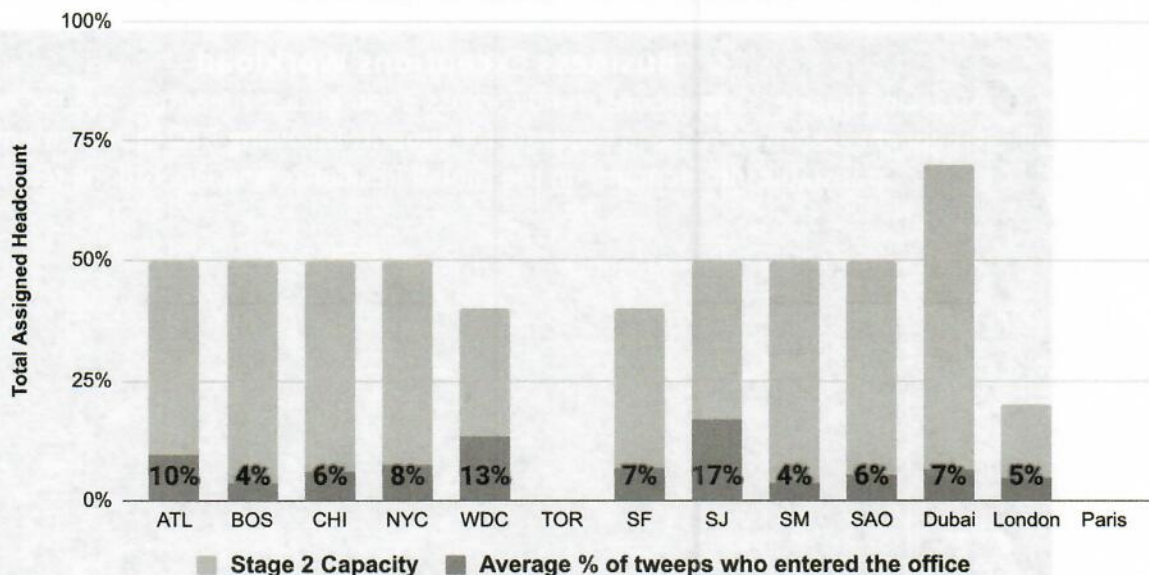


- **Global Resilience:** The Business Exception dashboard indicates a massive decline in meetings, events, and travel exception requests, likely due to the holidays and the onset of the Omicron variant. Tweeps/Leaders have been self-regulating and canceling large events.
 - Opening offices to traveling Tweeps has reduced the number of exceptions requesting access to offices to which Tweeps are not assigned
 - We expect a further decline in international travel requests as the company is intending to permit international travel with updated guidance in the near future.



- **Global Resilience:** Global comms are being drafted and are expected to go out this week regarding return to work among changing health standards from CDC and country regulations. Work.com functionality is being updated to accommodate noting boosters in the system.
- **Global Resilience:** Training the remainder of KSA Team on High Risk Travel this week (those who have not traveled since COVID restrictions were put in place)
- **Global Resilience:** Go/Learn is migrating to go/learning. In the process, we requested regional onboard training (post-Flight School) to be mandatory in go/learning. This training supports the #PRO Tweep Safety Initiative Strategy
- **Global Operations:** Given the increasing cases associated with the Omicron variant, we are closely monitoring office capacity, positive cases/contact tracing and the potential for modifications to office stage status.
 - Toronto office has moved back to Stage 1 due to new City of Toronto guidelines.
 - WHO have stated that they expect the Omicron variant to infect over 50% of the European population in the next few weeks. Numbers are rising significantly across all cities in Europe where Twitter is located.
- **Global Operations:** Return to Office Metrics

RTO Daily Average Attendance (Week of Jan 3 - 7)



- **Special Security Support (S3):** Threats have decreased this past week, 613 to 371, with 14 investigations and one case opened. Agent tools were used one time.
- **Global Risk Intelligence:** Threat Fusion Center to host an analysis roundtable with XFN partners to focus on the Russia/Ukraine situation to align on the current threat assessment.

- **Global Risk Intelligence:** Leading hotspot analysis to proactively address potential concern related to the conflict in Ethiopia, political instability in Sudan, civil unrest in Kazakhstan, and political violence in Myanmar.
- Something you accomplished or learned in the initiative (include data w/context):
 - **Insider Risk:** Offboarding pace that we are tracking via JIRA is about 30/week - out of those, one offboarding (.33%) was concerning due to user activity. Without approval to look at document content, no way to fully vet. But, we have a sense of volume, a sense of how many will need further follow-up, and what authorities we need.
 - **Global Operations:** Contact Tracing January 3-9, 2022:
 - AmWest
 - New cases for the period - (3) 2 SF, 1 San Jose
 - Total cases Q1 - (3)
 - Total persons contact traced for the period - (20)
 - Total persons contact traced Q1 - (20)
 - Number of man hours spent for the period - (7.5)
 - Number of man hours spent Q1 - (7.5)
 - AmEast
 - New cases for the period - (1) NYC
 - Total cases Q1 - (1)
 - Total persons contact traced for the period - (3)
 - Total persons contact traced Q1 - (3)
 - Number of man hours spent for the period - (2)
 - Number of man hours spent Q1 - (2)
 - Data Centers
 - New cases for the period - (3) PDX, ATL
 - Total cases Q1 - (3)
 - Total persons contact traced for the period - (12)
 - Total persons contact traced Q1 - (12)
 - Number of man hours spent for the period - (8)
 - Number of man hours spent Q1 - (8)
 - APAC
 - New cases for the period - (0)
 - Total cases Q1 - (0)
 - Total persons contact traced for the period - (0)
 - Total persons contact traced Q1 - (0)
 - Number of man hours spent for the period - (0)
 - Number of man hours spent Q1 - (0)
 - EMEA
 - New cases for the period - 0
 - Total cases Q1 - 0
 - Total persons contact traced for the period - 0
 - Total persons contact traced Q1 - 0
 - Number of man hours spent for the period - 0
 - Number of man hours spent Q1 - 0
- Something you need help with or a risk to flag:
 - **Global Operations:** Discussion with the COVID Working Group on a clearer Staff statement on Omicron risks, updates, and effects to Twitter events, travel, and RTO.

- **Global Operations:** France LCS lead is due before the Versailles Magistrates court on next Monday the 17th January as a follow up to his last court appearance, which was adjourned. Our team will be supporting on the ground.
- **Global Operations:** EMEA team is supporting a Ghana tweep on travel to the Africa Nations cup in Cameroon - this is proving to be challenging from a logistical and risk perspective.
- Hot Topics:
 - NA

IT

- **Your top priorities for the initiative for the week, why, and expected result(s):**
 - **go/ftc-records Program:** Review application inventory review in order to prioritize Corporate Business Systems that store Customer Data for alignment with go/eraser.
 - 379 applications are registered in Collibra with:
 - 88% (333 of 379) are First Pass Review "Complete"
 - 40% (153 of 379) are identified to be P1 - Critical for storing customer information.
 - **Next Step:** Meet with Lea K. on BigID vendor selection and product concerns
 - **IT SYS:** Data retention policy for CrashPlan EOL 2/28 being worked on with Michael Miller in legal, aligned on dovetailing with Privacy data policy drafted by Lea (thank you!)
 - Dashboards and monitoring being set up with baselines in Zabbix, with project tracked [here](#) by the team. Anticipated outcome is greater transparency into environment health and performance, **aligning with hardware refresh and capacity planning within Twitter data centers, office locations, and potential global PoP presence to mitigate in-region application latency issues reported.**
 - **EUS IT:** All-hands 1/13 to welcome the team back (~70 people), discuss priorities and 2022 roadmap plans (thank you Renee for your help and support upleveling this session!)
 - Focusing on capturing mttR, MTTE, CSAT, ticket volume, ticket age by region with anticipated dashboard v1 February timeline
 - Reviewing ITOB (IT Onboarding) ticket queues, reviewing types of tickets and trends opened in new Tweep's first 30 days post on-board, identify trends and drive roadmap improvements for CPE, IAM, CID, Helpdesk and IT teams who own the service
 - **IT:** Org structure and definition of functions per pillar prior to 1/24 on-boarding of new VP of IT
 - **Position Management:** Implementation of Workday Position Management tool across Twitter to automate and improve the process of planning, managing, and tracking positions.
 - Currently annual headcount planning is done by FP&A using spreadsheets
 - This is the first time we are migrating the manual processes for position management to an automated tool. Approximately 75 to 80 % of automation will be targeted during the first launch.
 - Team is refining functional architect decisions, change management and initial data load, and integration design.
 - Project is on track for Go-live at the end of Q2 2022.

- **Continuous Improvement - Change Management:** First phase of aligning ITSM practices with the ITIL framework. This will help build the foundation for operational rigor and will enable IT to begin generating standard performance metrics in Q2'22.
 - Process flow has been approved by the IT leadership team, currently leveraging IT CAB process with reviews on Tuesday and Thursday weekly.
 - Documentation delivered to IntelliSwift to begin creating training video.
 - Jira Service Management enhancements currently in UAT.
 - Target Dates (currently on track):
 - Late January: Socialize across IT; reconnect with Platform Engineering on potential alignment
 - Mid February: Jira enhancements go-live
 - March 1: Video training available (and trackable)
 - March 30: Mandatory IT training complete
 - April 29: Generate initial Change Management performance metrics

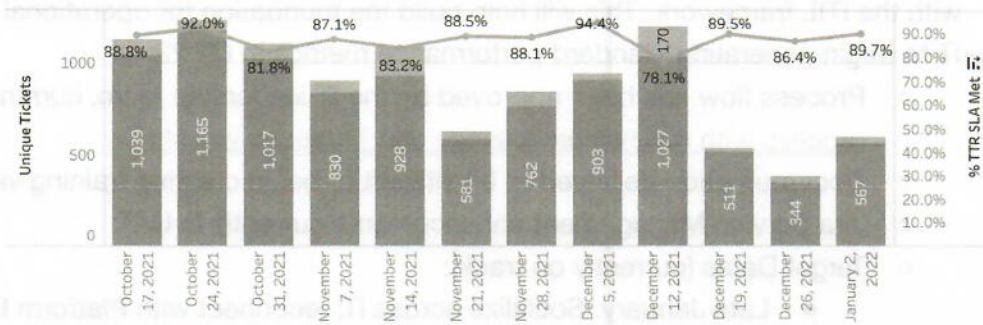
● **Something you accomplished or learned in the initiative (include data w/context):**

- **Project SAFARI:** Oracle EPM Cloud migration ([ORACLE-25640](#)) - Oracle / Microsoft bug:
 - SSO/2FA is a company policy prerequisite for Oracle EPM Cloud go-live. We encountered an Oracle Smart View bug that prevented us from enabling SSO/2FA to go live in November 2021. Oracle Development confirmed the issue was actually caused by a Microsoft bug which prevents Oracle Smart View from working correctly.
 - Oracle provided Twitter with a new Smart View version that takes advantage of a more permanent and stable way of integrating with Microsoft that effectively bypasses the aforementioned bug.
 - Jan 7th: IT enabled SSO/2FA successfully for approximately 50 users and 15 developers as planned.
 - Late January 2022: In this milestone with Enterprise Data Management go-live, we will add approximately 30 users to the Oracle EPM Cloud with SSO/2FA.
 - Mid February 2022: Our final milestone is to go-live with all remaining EPM Cloud modules (FCC, PCM, Planning) for accounting and FP&A. An additional 200 users will be onboarded onto the Oracle EPM cloud applications.
 - Project is tracking green both on budget and schedule.

- **Log4j Remediation:** Log4j is a vulnerability that required mitigation steps across MuleSoft and Tableau
 - Mulesoft: Applied mitigation steps provided by MuleSoft's Help Center across our VM servers for Prod, Testing and Staging environments.
 - Tableau: Applied mitigation steps across Tableau Production and DR environments and Tableau Desktop Windows VM ware
 - User Impact: Requested the 200 Tableau Desktop/Prep users uninstall and re-install the latest version which takes approximately 20 minutes

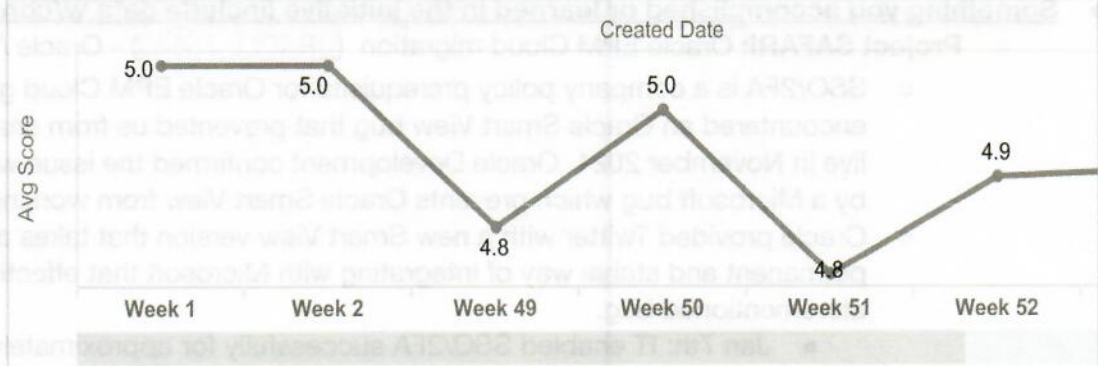
- **EUS:** Metrics for week ending 1/7 linked here. Highlights:
 - **HD Tickets Resolved: 567**, trending up as Tweeps return from the holiday break. Week over week trending:

Breakdown of IT Tickets Closed



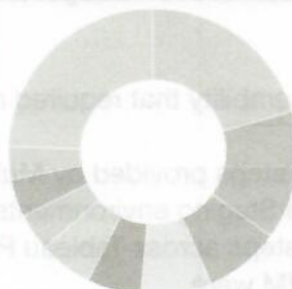
- **mttr (mean time to Resolve): 89.7%**
- **CSAT: 4.9 out of 5** with 93 total responses

Average Score by Week

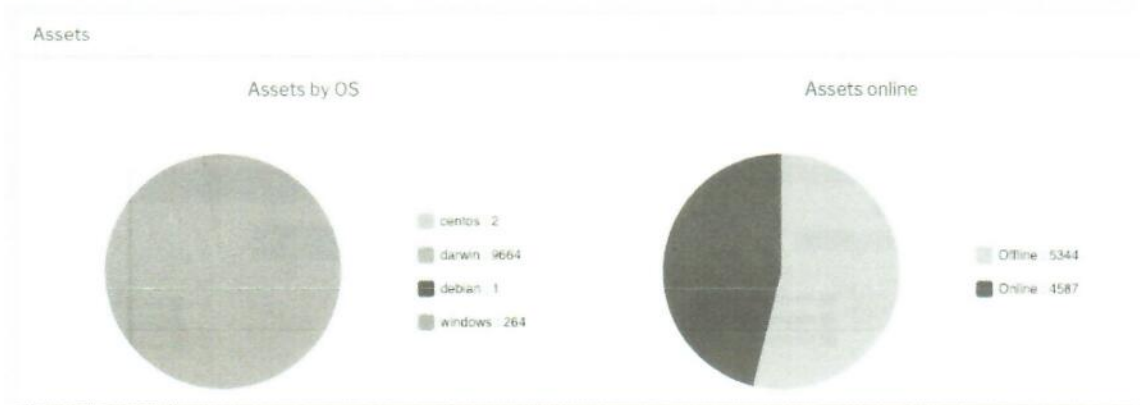


- **EUS IT:** Streamlining address collection from new Tweeps to reduce manual steps, met with Workday and People Operations team Monday to determine next steps. Anticipated savings of 40 hours/week for helpdesk technicians, structuring helpdesk dashboard reporting similar to NYC Helpdesk:

NYCHD - 12/6/21 through 3/31/22 / Time Spent per Component



- **ITAM:** Purchased additional O365 licenses, migrating away from local MS Office installs, as part of overall risk mitigation strategy for overall desktop/endpoint fleet
- **CPE: 9,934** assets total (Windows, Linux and MacOS). Anticipating increased device check in with M1 HW refresh and migration in mid-Q1

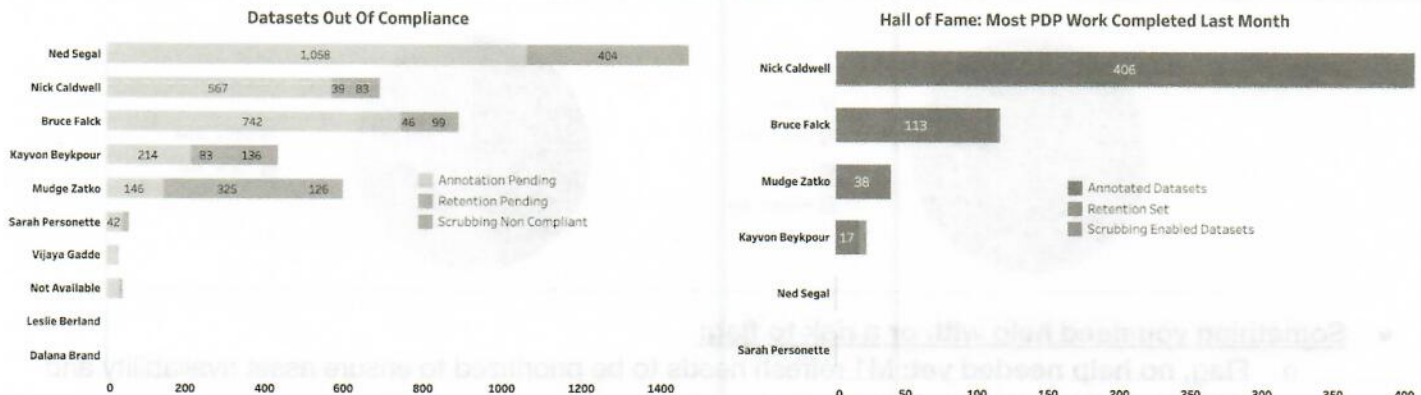


- **Something you need help with or a risk to flag:**
 - **Flag, no help needed yet:** M1 refresh needs to be prioritized to ensure asset availability and prioritized distribution to Tweeps
- **Hot Topics:**
 - **EUS:** Helpdesks in NYC and SF closed week of 1/10 and potentially 1/17 as well due to positive COVID tests for technicians in both locations, following Corpsec guidance.
 - London - REW has yet to install the screening in front of the helpdesk, hoping it will be ready by next week.
 - USA - Current pandemic situation has put a strain on our CTW strategy and may cause us to rethink long-term CTW placement

Privacy

- Your top priorities for the initiative for the week, why, and expected result(s):
 - Snickerdoodle:
 - V1 banner:
 - Binary consent banner went live in France for ~30 minutes from 3:53 pm CET/6:53AM PST to 4:20 PM CET/ 7:20 AM PST on Dec 13th. Banner launch was rolled back around 4:30 PM CET/ 7:30 AM PST due to issues called out in this [doc](#)("Issues identified during Launch" section).
 - We have resolution and a path forward for all issues identified during our launch. Our new tentative schedule for re-launch in France is at 4pm CET / 7am PST on January 25th 2022
 - Next up:
 - V2 banner: with more choices for end users
 - Updated banner on other sites (e.g. help.twitter.com)
 - Scanning to detect errors and avoid having to do this whole project again
 - Eraser
 - **Dataset Scrubbing Adoption**
 - Good State Data Overall: 89.5%
 - Mysql: **94.4%** was 93.9%
 - Manhattan: **91.6%** was 85.3%

- Vertica: **58.6%** (was 58.3) We believe we will see a significant increase once the DRET (legal tickets which approve extended retention e.g. for financial records) integration is complete and the Dashboard excludes these from the metrics
- Continuing to work with Teams to adopt scrubbing tools for platforms where tooling is available with the additional scope of driving annotation and retention to get active data in a good state.



- **Default Good State Storage:** Staffing plan approved; however, urgently working out headcount accounting this week. Teams will start to hire asap, We still cannot meet EOQ2 due date to complete tooling. HDFS, BQ, GCS confirmed their delay. Hoping to retarget for 7/2022.
 - FTC Misrepresentations – stay tuned; legal finalizing survey, then we'll move forward to figure out where we have gaps between what we're doing and the promises we've made, then work to remediate
- Something you accomplished or learned in the initiative (include data w/context):
- Something you need help with or a risk to flag:
- Hot Topics:

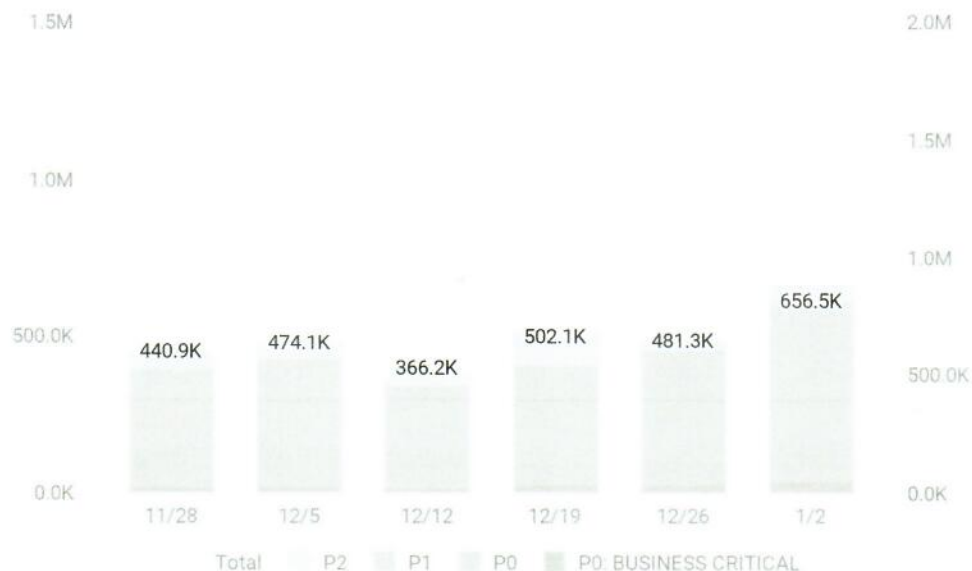
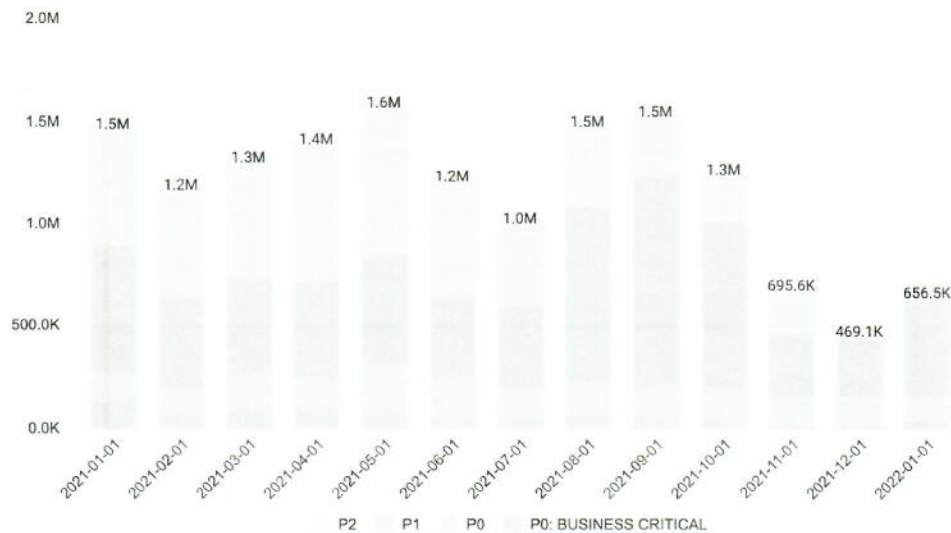
TWS

1. Your top priorities for the initiative for the week, why, and expected result(s):

- We have seen sustained growth in backlogs but with new drivers this week. Overall we have two issues that are overarching - we are seeing agent outages due to COVID and agreed in our Tuesday review to shift to working on proactive options vs waiting until we reactively size the impact by queue. We will update next week on what we find. And then we have seen large week over week variances in incoming cases with multiple causes below. We are also working to confirm how much of the increases exceeded planning forecasts but, as noted, in the past workforce management is a key missing capability in TWS that we are working to build. The specific issues in addition are:
 - i) GDPR: 12k, 171% WoW increase. Driver: There was a new product launch of Age-Gating Adult Content and as historically this queue had not shown much volatility with launches we did not dig deeply enough to determine if there could be an impact. As this launch will continue to roll out, we are course correcting this week and will attempt to estimate where this will land and work on staffing options.
 - ii) Hacked accounts: 7k, 408% WoW increase in backlog. Investigating the root cause here. Potential driver: 36% WoW increase in incoming volume with a major spike on Jan 8 so there may be a new spam scenario and we only have reactive measures in our tool kit.
 - iii) Safety Core: 12k, 71% WoW increase as agents moved to PPI as PPI is a higher priority but PPI appears to have a new spam issue related to Turkey where again our only tools are reactive manual filtering.

- iv) STT (spam): 33k, 31% WoW increase. Driver: a ropo bot has been sending high volumes to STT and we need to track down what changed.

Monthly Trend: Avg Case Backlog for Twitter Service



○

- Note these metrics and definitions are still evolving, e.g., this includes cases that have a shot of being worked within SLA.

Something you need help with or a risk to flag:

- SPAM - per above
- COVID Omicron vendor staffing impact per above
- As reported before the holidays, the right to privacy policy was expanded in the US November 30. We saw some large high profile escalations when we removed posts under this expansion and had to suspend and regroup. We are in close partnership with the policy team to continue the clarification of the policy and update the agent training and documentation. We were able to turn on a small group of super agents that have been working cases with special support and they have cleared the backlog and continue to work new cases. We are training a few more agents this week to start to learn more about

how we train at scale for these types of cases. Between Dec 17 and Jan 11, we reviewed 1637 cases and found 261 cases to be in violation. An action rate of 13.2%.

- We are starting to see a trend in our verification escalations. Malicious actors are taking over dormant/inactive handles from reputable news sources that are still published on the sites, and they are using this for their verification requests. They then in turn use these verified accounts for malicious activities on the platform. There is no easy way to catch these unless they are sent directly to us. We have started investigating possible ways to mitigate but this is a nuanced and tricky problem to solve.

Around the Room

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