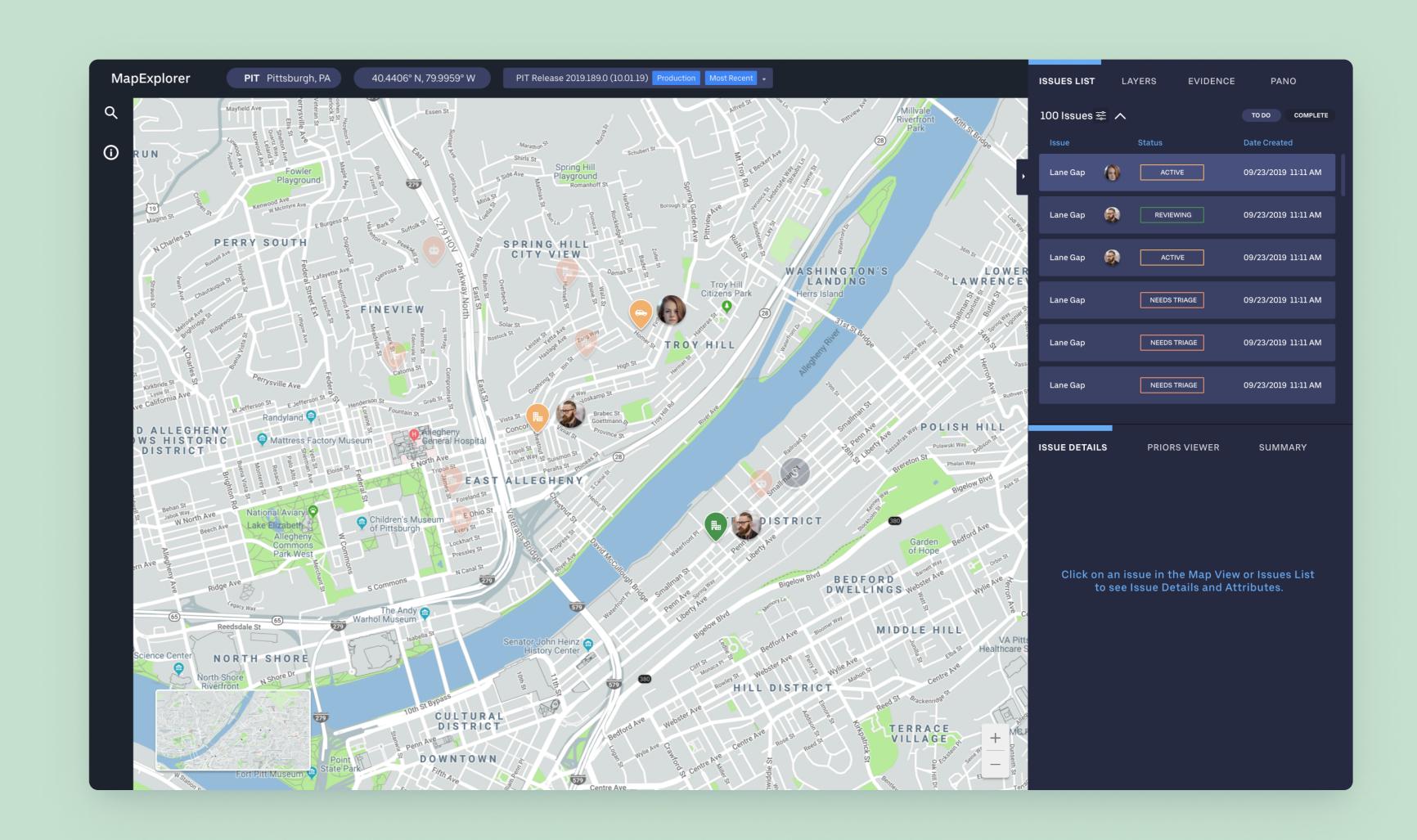


CASE STUDY

Uber ATG MapExplorer for Triage



Overview

Background

Uber ATG triage specialists are the last line between a self-driving vehicle and an accident. These triage specialists support the creation of high quality maps that are then used to train self-driving vehicles and provide a safe and legal driving experience. Events, missing or new features detected during a mission, are reviewed by triage specialists to verify whether an event is an issue or if something looks amiss enough to escalate to the correct development group (autonomy, simulation, or machine learning).

The Problem

The triage team is a small team - four people (three triage specialists and a manager). The business wants to scale the triage team and add more specialists, but it is limited by the way in which the team works. That is, the triage team follows an eighteen-step manual process to do their work. These triage specialists spend the majority of their time copying and pasting URLs and commands into many different applications, when they just want to verify whether an event is an issue.

Uber ATG tasked me with talking to the triage team and examine how they work, specifically looking at their specialist workflow for areas of improvement (including identifying inefficiencies), in order to design an application that prioritizes the needs of the triage specialist and provides the means to scale up the size of the team.

Problem Statement

Triage specialists need one place to do all of their work so that they can feel more focused on their work.

Design Question

How might we help triage specialists feel less frustrated with their workflow?

My Role and Responsibilities

User research & consolidation: I performed contextual inquiry with the triage specialists, interviewed map creation specialists and developers, and performed usability testing on the concepts. Based on the data I gathered, analyzed, and synthesized, I created personas and empathy maps to identify known and unknown pain points and opportunities.

Design execution & validation: For this project, I designed three rounds of concepts, some wireframes and high-fidelity designs, as well as testing prototypes.

Leadership: I partnered with many areas of the business including the product, development and map creation teams. I led discussions and structured ideation sessions, as well as negotiated a semi-reasonable timeframe for delivery.

Timeline

September 2019 - October 2019

Tools

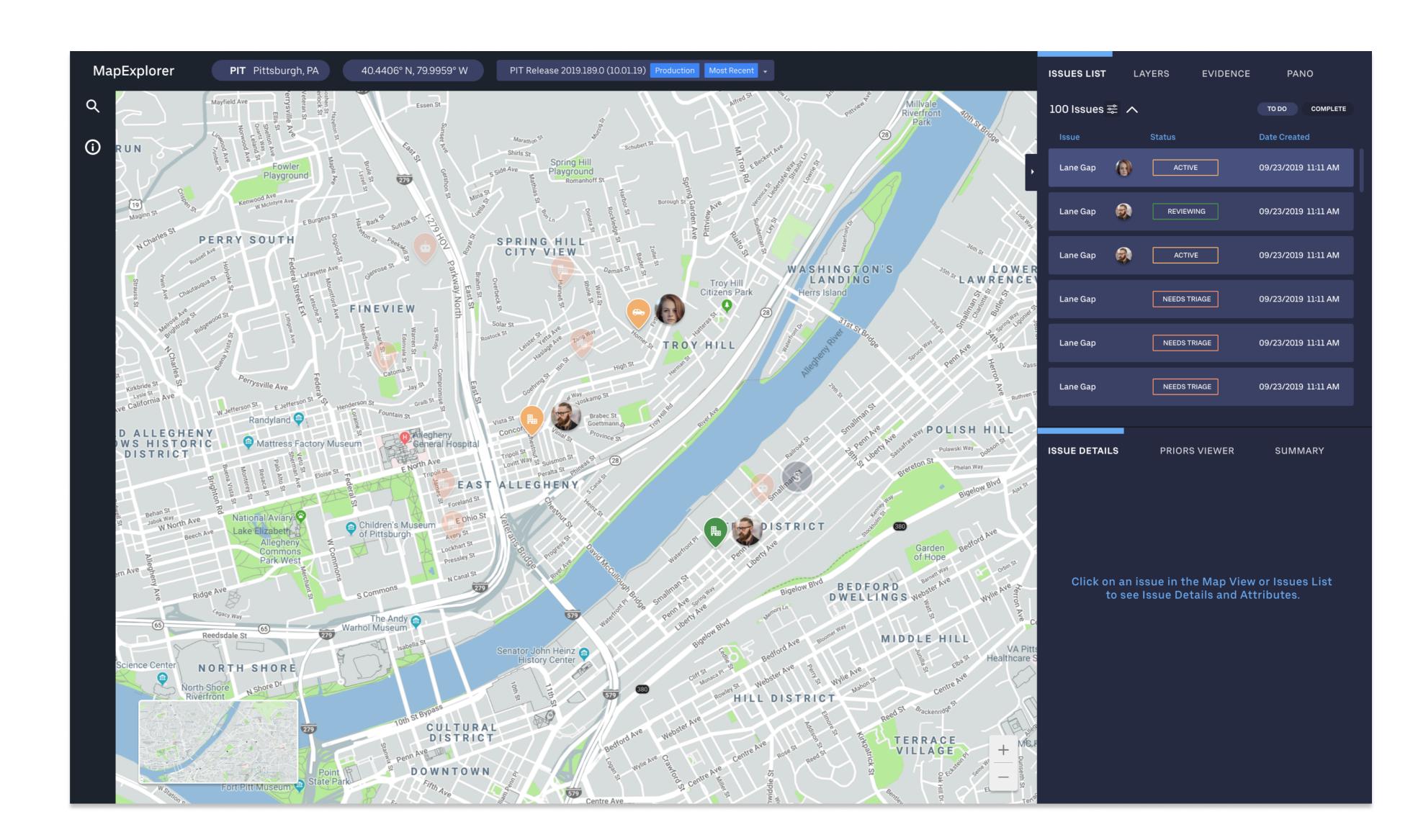
Figma

Google Docs

Solution

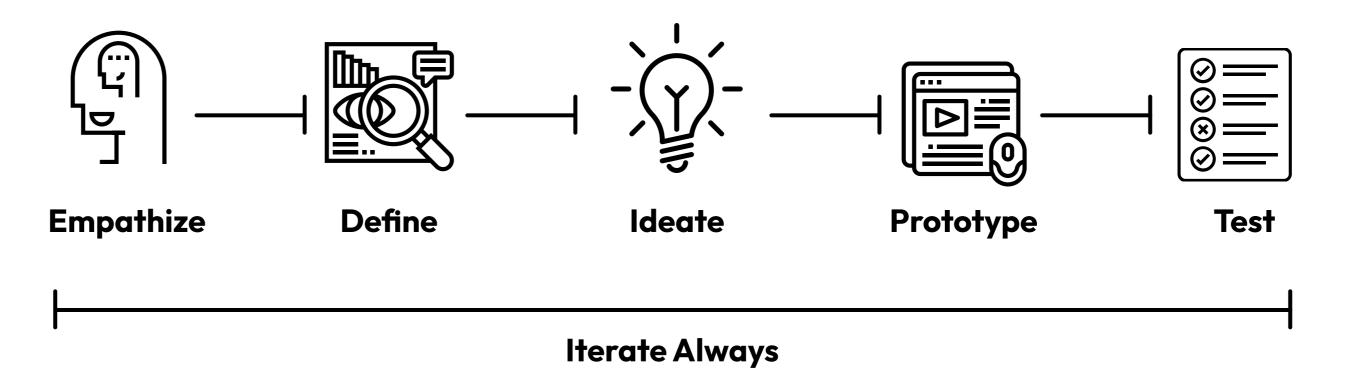
I reduced an ~eighteen-step manual process to a two-step process (an 89% reduction). I redesigned a familiar experience, MapExplorer, so that the system will automatically pull events for triage specialists to work on and automate any manual steps to eliminate any extraneous copy-and-paste tasks.

Through this work, I introduced many usability enhancements to align with how triage specialists work, their software familiarity, and to help engender a sense of trust for the automated tasks being performed for them.



My Design Process

My design process for the Uber ATG
MapExplorer for Triage project follows
roughly the EDIPT process: Empathize,
Define, Ideate, Prototype, Test, with
iteration as needed across the phases.
This wasn't necessarily by design, but I
had to understand the user, their context
of work, and the problem before hopping
into wireframes or Figma.



Empathize

Process: Contextual Inquiry / Big Picture - AV Maps

EMPATHIZE

Contextual Inquiry

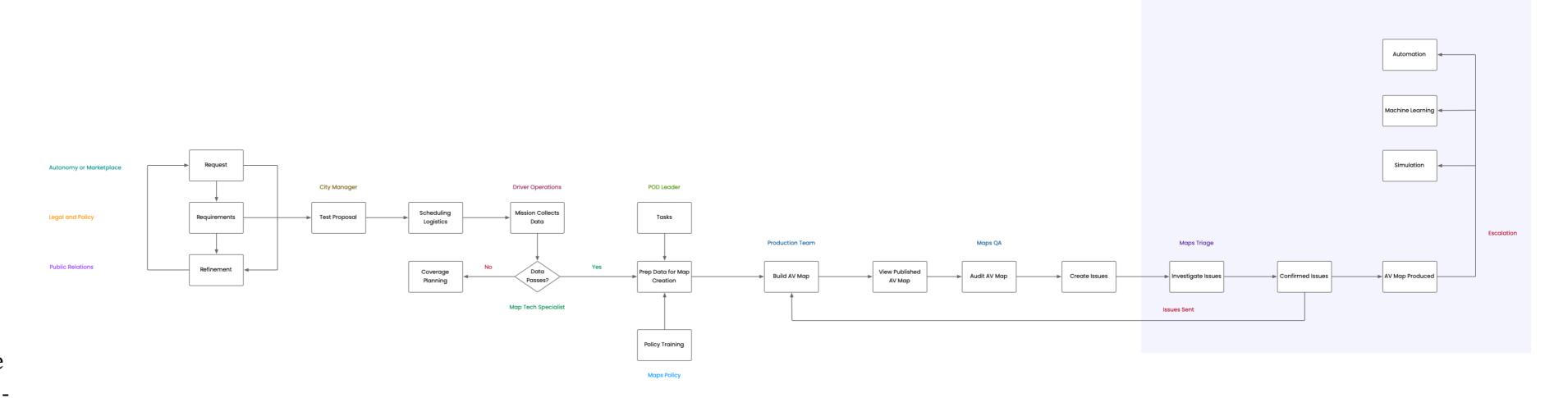
During the first three days of the project, I spent roughly five hours with each of the triage specialists to see how they do their work (what works, what doesn't, what's frustrating, what's surprising). I also interviewed the QA manager and other QA specialists (map specialists, for example) to get a better picture of the type of work they do and to make further sense of the context of the project and their relationship to it.



The Big Picture - AV Maps

In order to further understand the context of the problem, I sought to map out how an AV Map is produced within the Uber ATG ecosystem.

As you can see, there are many stakeholders and constituent parts to this process. Maps
Triage is a small but necessary portion of the greater whole. Without this work, AV maps would not be updated and simulation, machine learning, and automation would not take place - making the entire self-driving experience highly unsafe and potentially dangerous.



Insight: The Maps Triage team is pivotal for safety and automation.

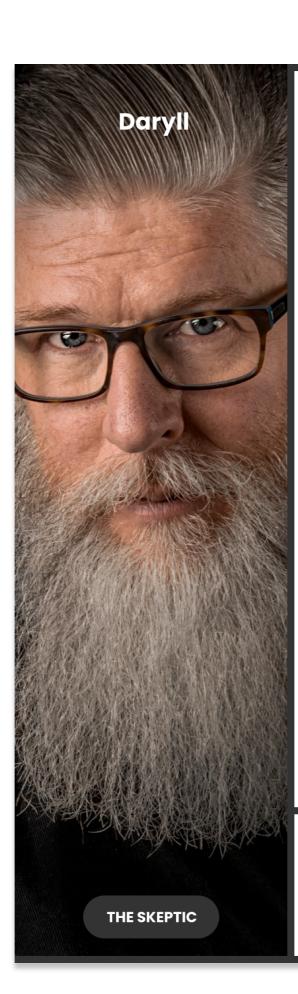
Empathize

Process: Empathy Maps / Personas

DEFINE

Empathy Maps

After doing a bit of discovery work, I put together empathy maps to enhance the team's understanding and empathize with each persona's unique perspective.



- Process is held together by duct tape
- The business has created this process so it's a monster of their own making
- GIS graduate
- Was making maps elsewhere
- Other Triage people come from Geology
- Started at the bottom of Uber
- Proud of the work he does
- No children
- Lives alone
- Originally from North Carolina.

Searches for events to triage

• Exports issues to Sirius

• Escalate issues via JIRA

Works in multiple windows

• Looks at evidence through 10 applications

• Using very large screens to perform work

Attends meetings on policy or map changes

• Work is largely copy-and-paste through many apps.

• Escalates non-production issues via Slack or JIRA

• Communicates with other Triage specialists by prairiedogging

Confirms/declines event is an issue

SAYS

DOES FEELS

• Not happy with having to do so much to triage an issue

• It looks nice but it doesn't play well with other apps I use

• How can I get stuff done so I can help the rest of my team?

• I know MapExplorer can do all of this if they'd just build us a way to use it

• How can I get this stuff done so I can hang out with the QA team?

• I don't like working through this many steps. How'd it come to this?

• The goal of this is to make maps so our cars won't hit people/things.

- Upset because was never consulted on what would work for Triage
- Concerned about the goal safety

• Lightning isn't for me

THINKS

• Unsure if this engagement will work.

PAINS

- Multi-application workflow
- Too many things to keep track of
- Frustrated with Lightning
- Wants to have a say in the product
- Status of triage work w/ other specialists. · Loss of control.

GAINS

- Wants to work in one space
- Wants to eventually manage
- Wants to help maintain safety of the fleet
- Wants to feel in control.

GOAL

- Decrease number of false positives in work. Increase overall safety for self-driving vehicles.
- Work with one system that does a few things. Work on Office QA when triage work is scarce.

Related Document

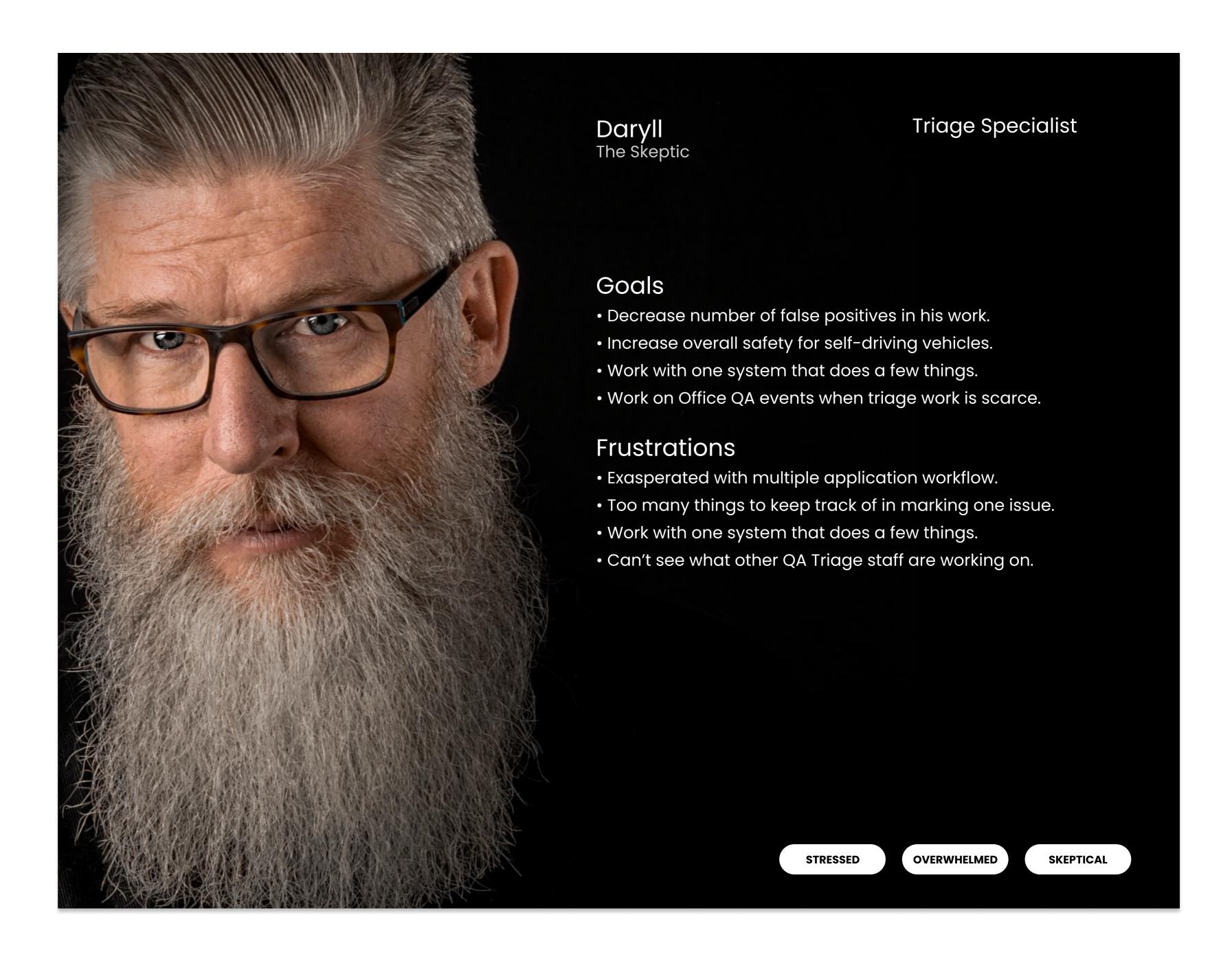
Empathy Maps APPENDIX



DEFINE

Personas

As we were short on time, I distilled each of the empathy maps into personas to provide a view into the goals and frustrations of each type of user. This presentation was better received by the Uber product team. The empathy maps were helpful but they were a little overwhelming for the product people to digest.



Related Document





Ideate

Process: Experience Principles / Current Workflow / Unpacking Triage Work / Future Workflow / Sketches

Experience Principles

After initial discovery and definition, I captured three experience design principles to guide our work throughout the project. This project was reducable to three principles: Reduce, Reuse, and Realign.

Reduce

Simplify manual workflows to a single workflow to increase efficiency in identifying issues

Be gone manual processes

Workflow/task analysis
Heuristic analysis
Contextual inquiry

Reuse

Reuse existing technology to accommodate a singular, centralized process

Play well with others

Concept exploration
Prototyping
Software integrations/APIs

Realign

Proposed technology should stretch and extend to fit the needs of specialists

Tailor for trust & applicability

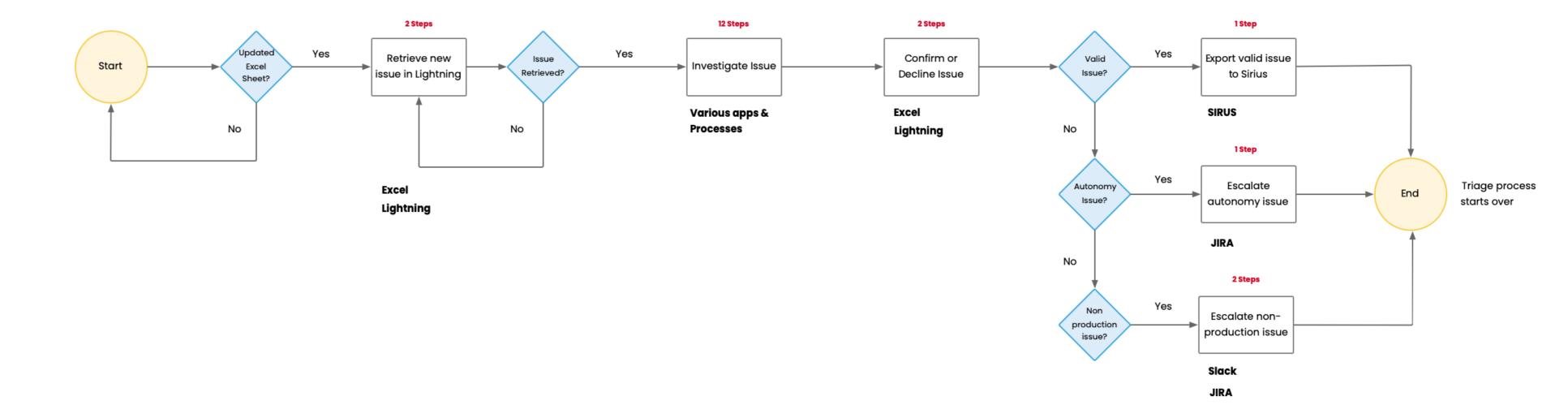
Usability testing
Iterative changes to concept

Current Workflow

I mapped out how triage specialists currently experience their work world in order to empathize with the triage specialists and look for any inefficiencies within their process. What I discovered was that the Uber ATG triage specialists work with a cobbled-together manual process - jumping in and out of Excel, SIRIUS, JIRA, Slack, and various other disparate systems, in order to perform their duties.

Current Workflow - Triage Specialists



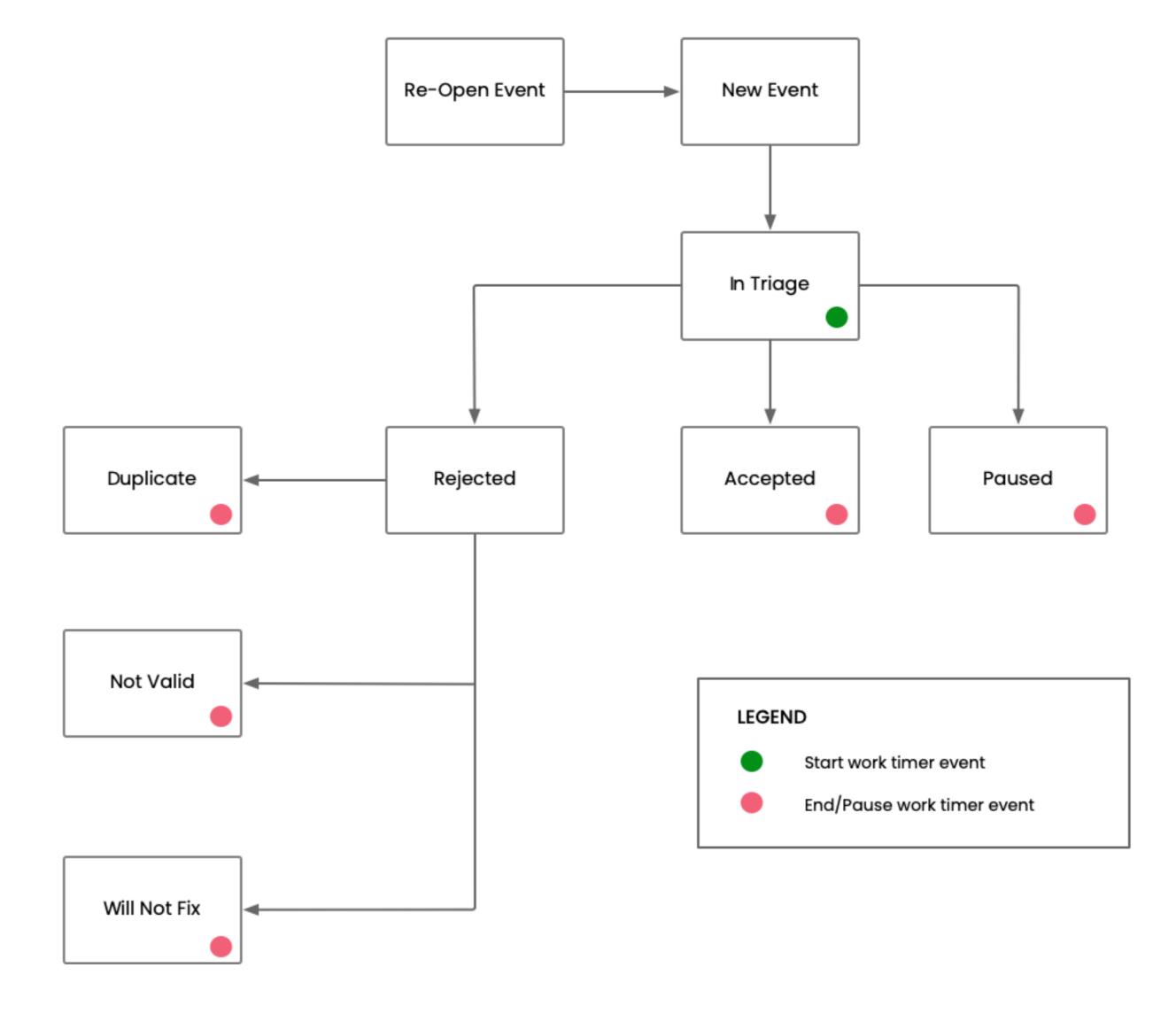


Unpacking Triage Work

This was one part of the specialist's work, however. In poring over the documentation, I mapped out how events become issues in order to understand when work begins and when it ends within the workflow.

In opening an event for triage, the triage specialist will investigate whether the event is a real issue or reject it as a duplicate, not valid, or will not fix. Further, the triage specialist may re-open an issue for inspection or pause an event in triage.

Events to Issues



Related Document

Future Workflow

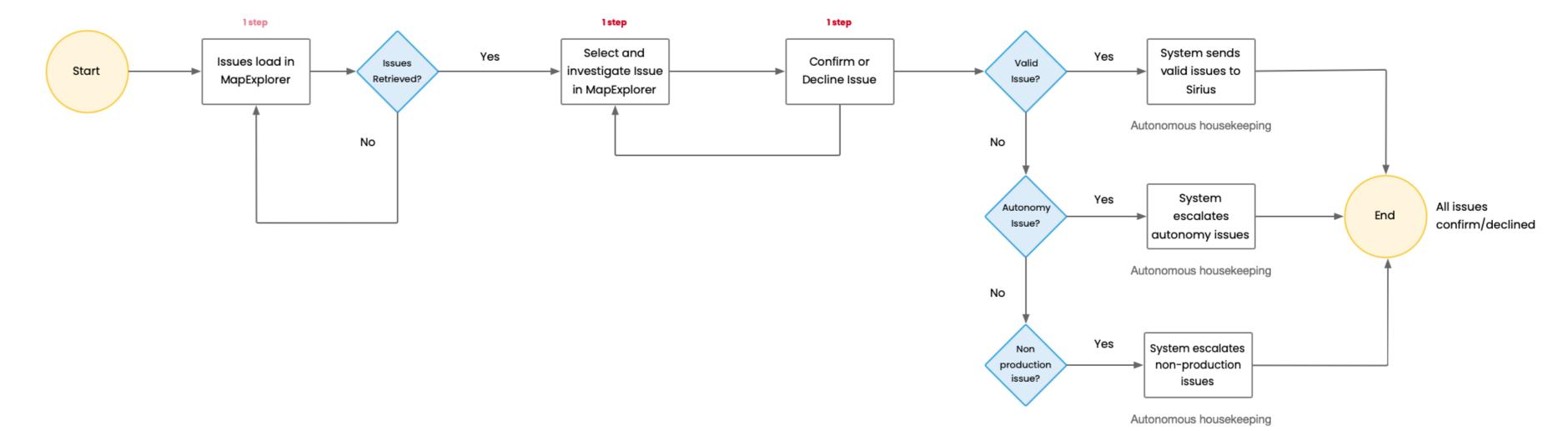
I mapped out the future workflow to secure buy-in from the product and development teams and give them a view of what could be. The product manager in charge of the project was largely receptive to these changes and was excited to see some concepts.

By working in one space with all triage tools available to the triage specialist, the number of steps in the process goes from ~18 to ~2 steps.

Future Workflow - Triage Specialists



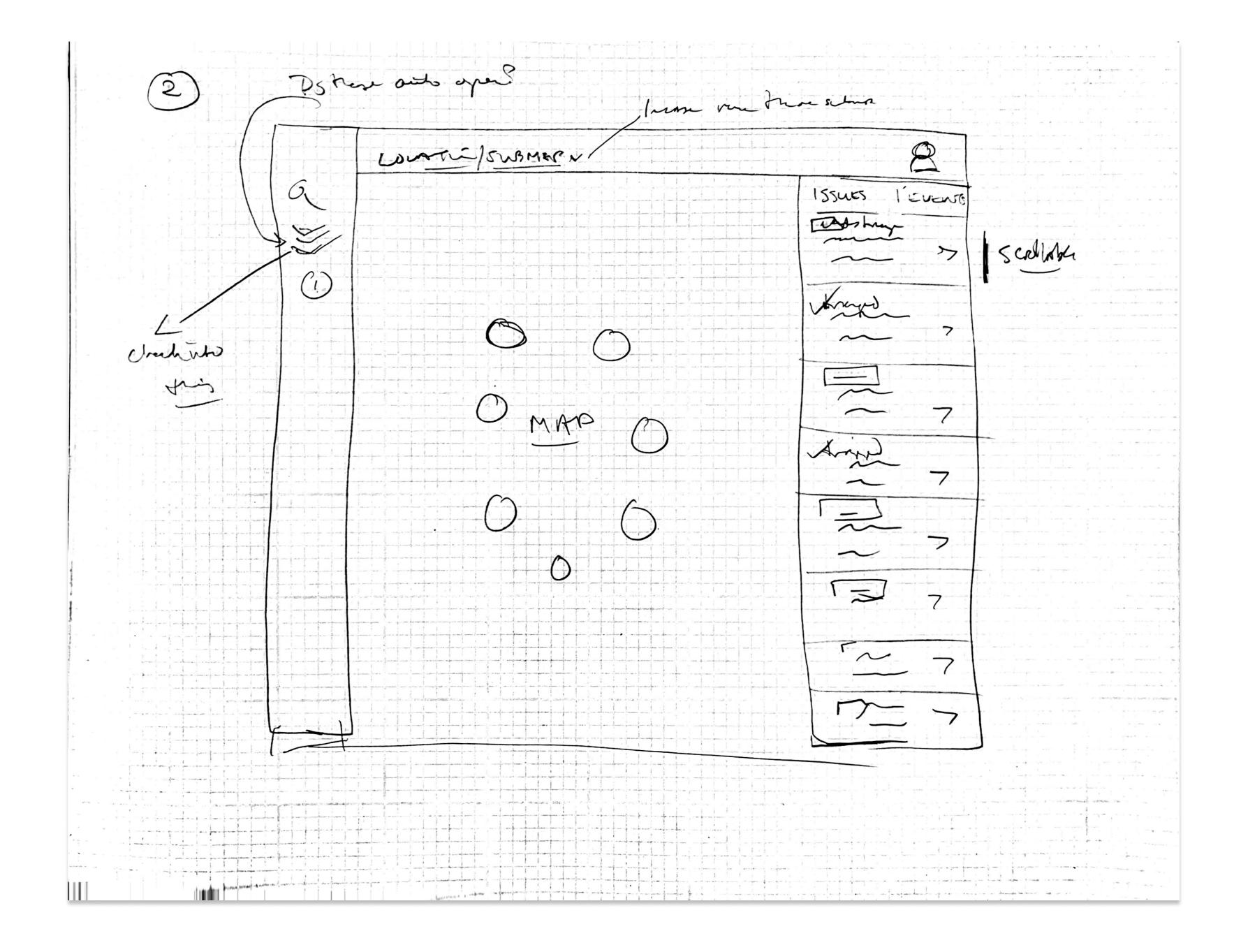




Sketches

I began sketching what the experience would be for the specialist to work with an "Lightning-in-MapExplorer" interface.

These early sketches quickly sped along the design process as I was able to secure buy-in from my internal team (account manager and project manager) to move the designs to a higher fidelity in Figma.



Prototype & Test

Process: Round 1 Concept & Test / Round 2 Concept & Test / Final Concept & Test

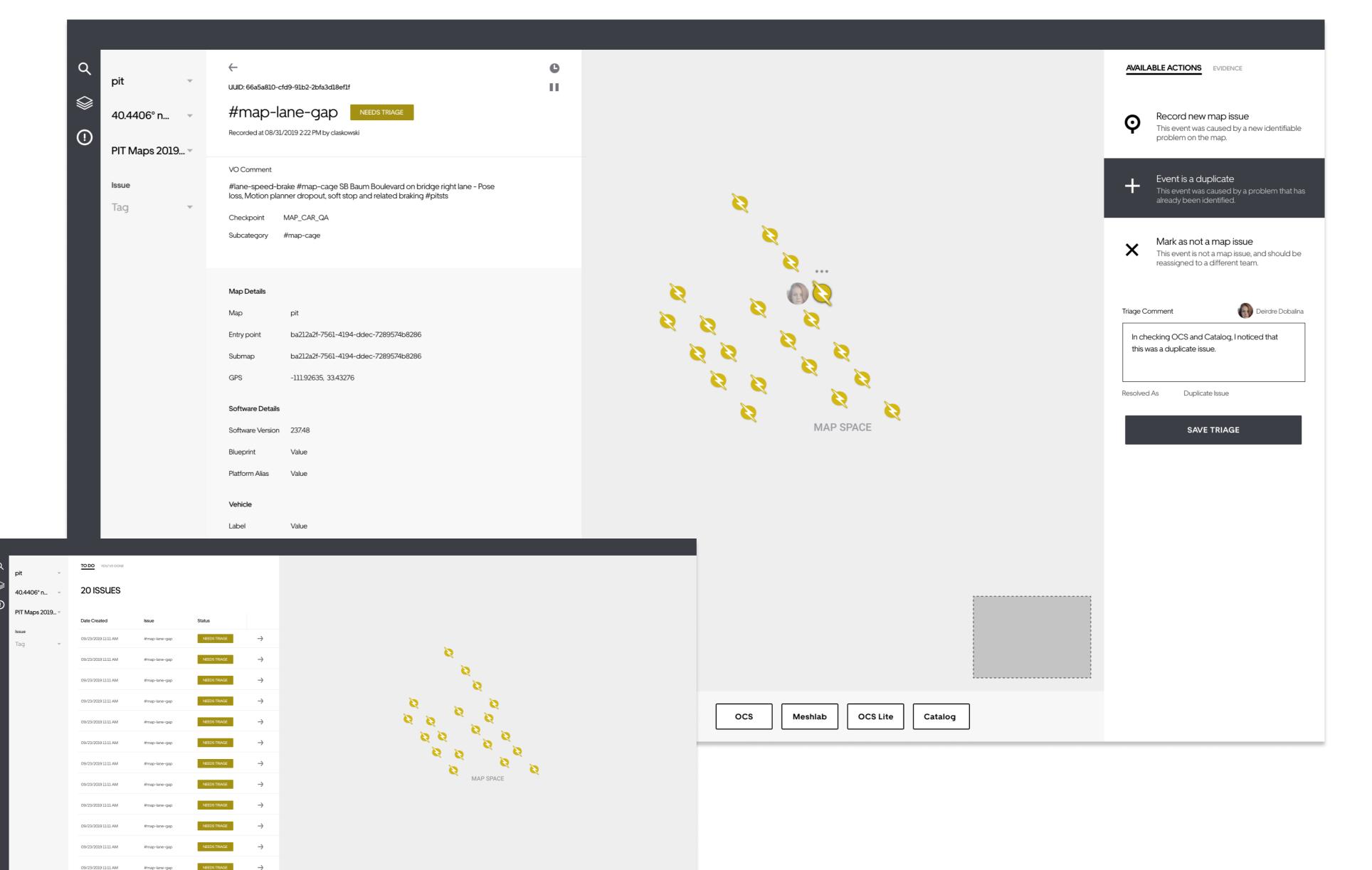
Round One Concept "Lightning-in-MapExplorer"

I tested out early designs/lo-fis based on the Lighting system with the triage team to gather a baseline for future design and get their thoughts on a "Lightning-in-MapExplorer" system. The results of this testing showed that each of the triage team members were well-familiar with the Lightning system and how it worked but were almost too willing to try something different. On top of this feedback, the product manager (and sponsor) expressed a stated need for maintaining the visual language of MapExplorer for round 2 concepts.



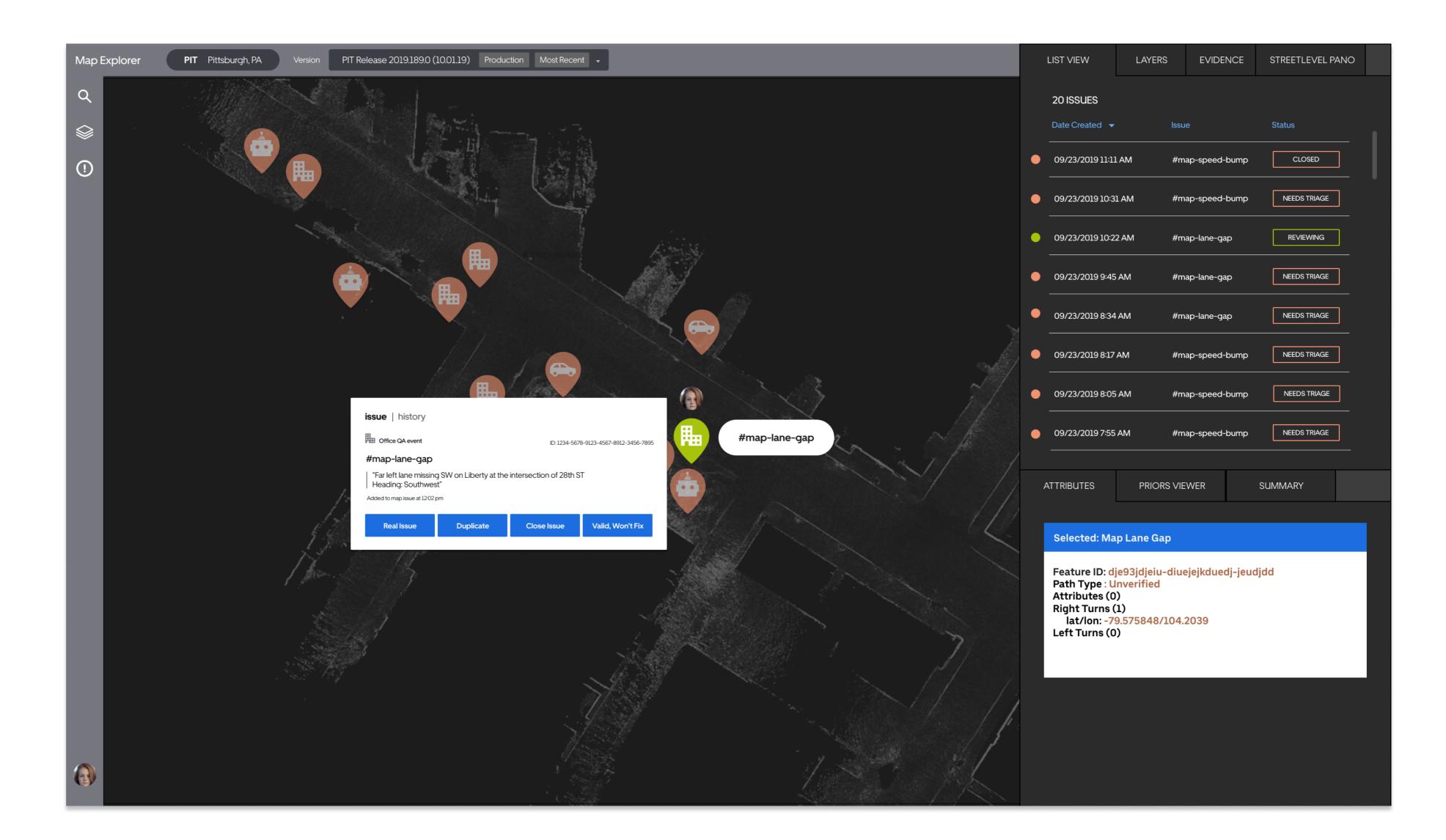
Lightning Concept Deck APPENDIX





Round Two Concept "Keep it True to the Old"

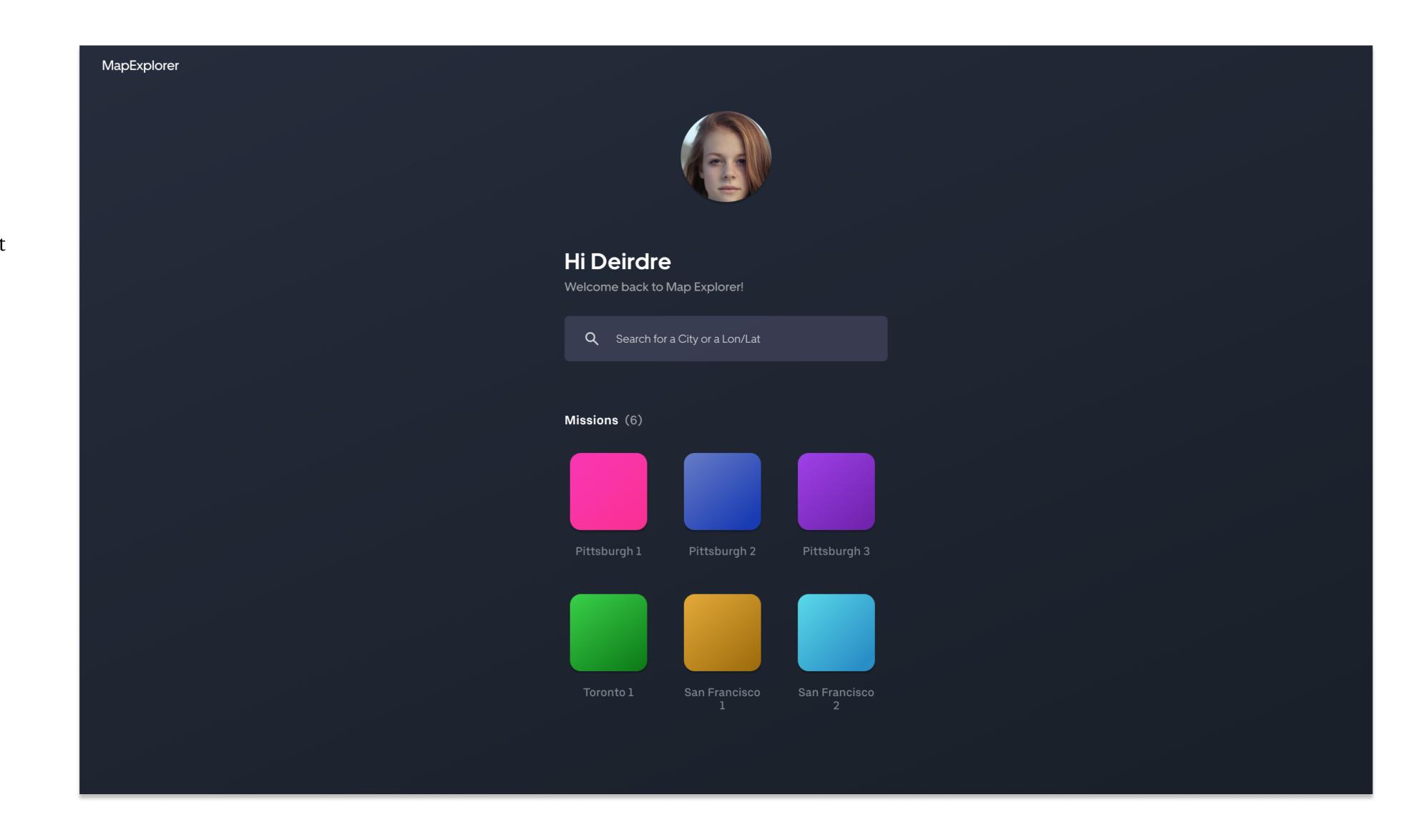
As part of the round two design, I sought to introduce some updates to the design language while keeping the tab structure and look-and-feel roughly the same as earlier iterations of MapExplorer. The results of this testing were pretty poor, as many of the triage specialists felt the inmap panels obscured the viewing field, which wasn't particularly helpful for their work. The triage specialists also had some problems making out the tabs due to the subdued look-and-feel.



Final Concept Welcome Screen

As part of the final concept design, I sought to update much of the visual language as well as make a number of usability enhancements.

MapExplorer has no concept of a launch screen. The old experience loads with a default map in view but there is nothing related to missions you have worked on in the past. I delivered this concept to the product team and they saw the value right away of a dedicated place where the triage specialist can begin to search for a city, longitude/latitude, or jump right into a past mission.

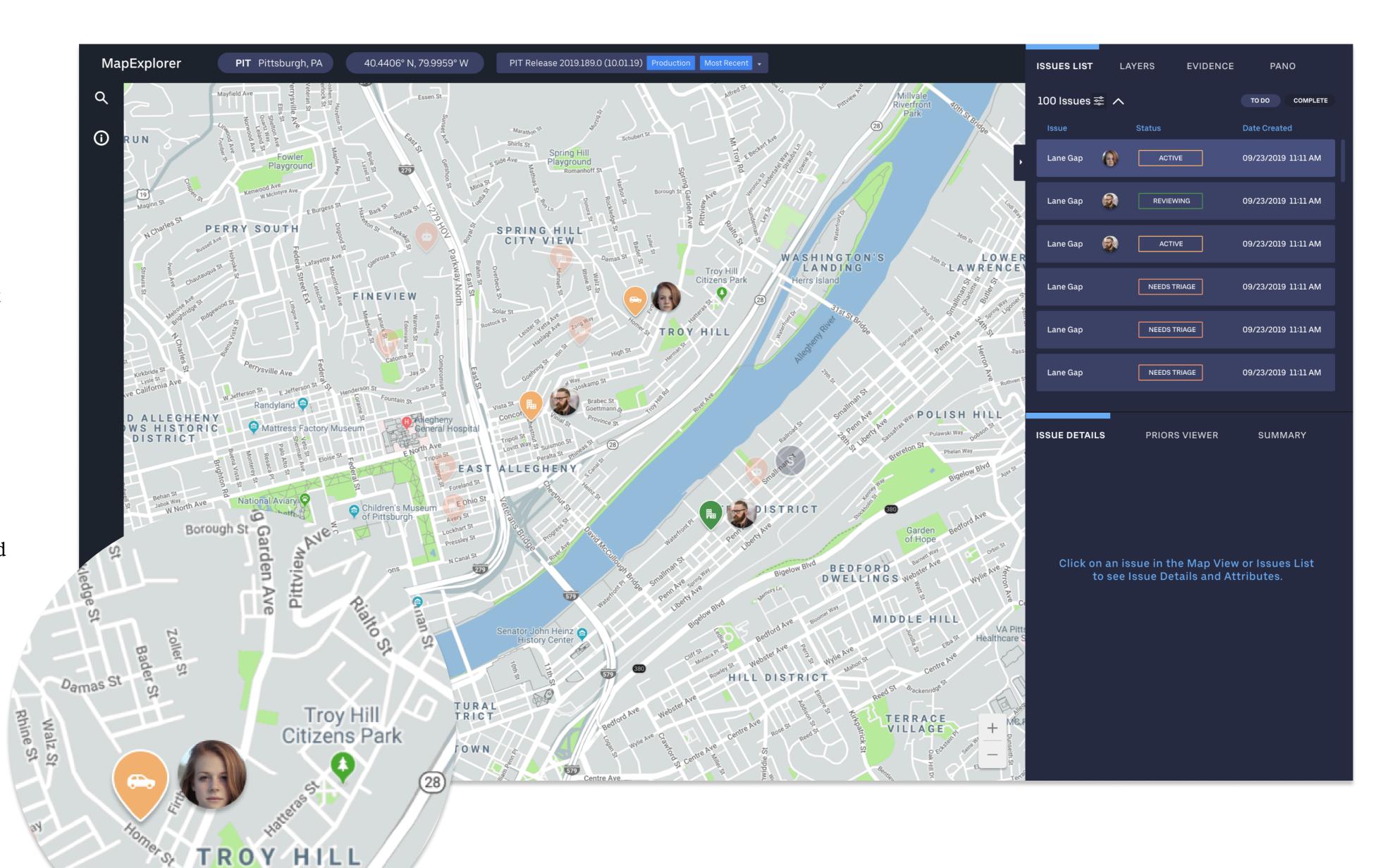


Final Concept Deck APPENDIX

Final Concept Issue Source and Review

In the final concept, I added specialist avatar/images and issue source icons. At present, Lightning or MapExplorer doesn't make use of avatars or issue source for indicators. As many specialists will be working in the same mission space, this was a highly desired feature that came up within the contextual inquiry sessions.

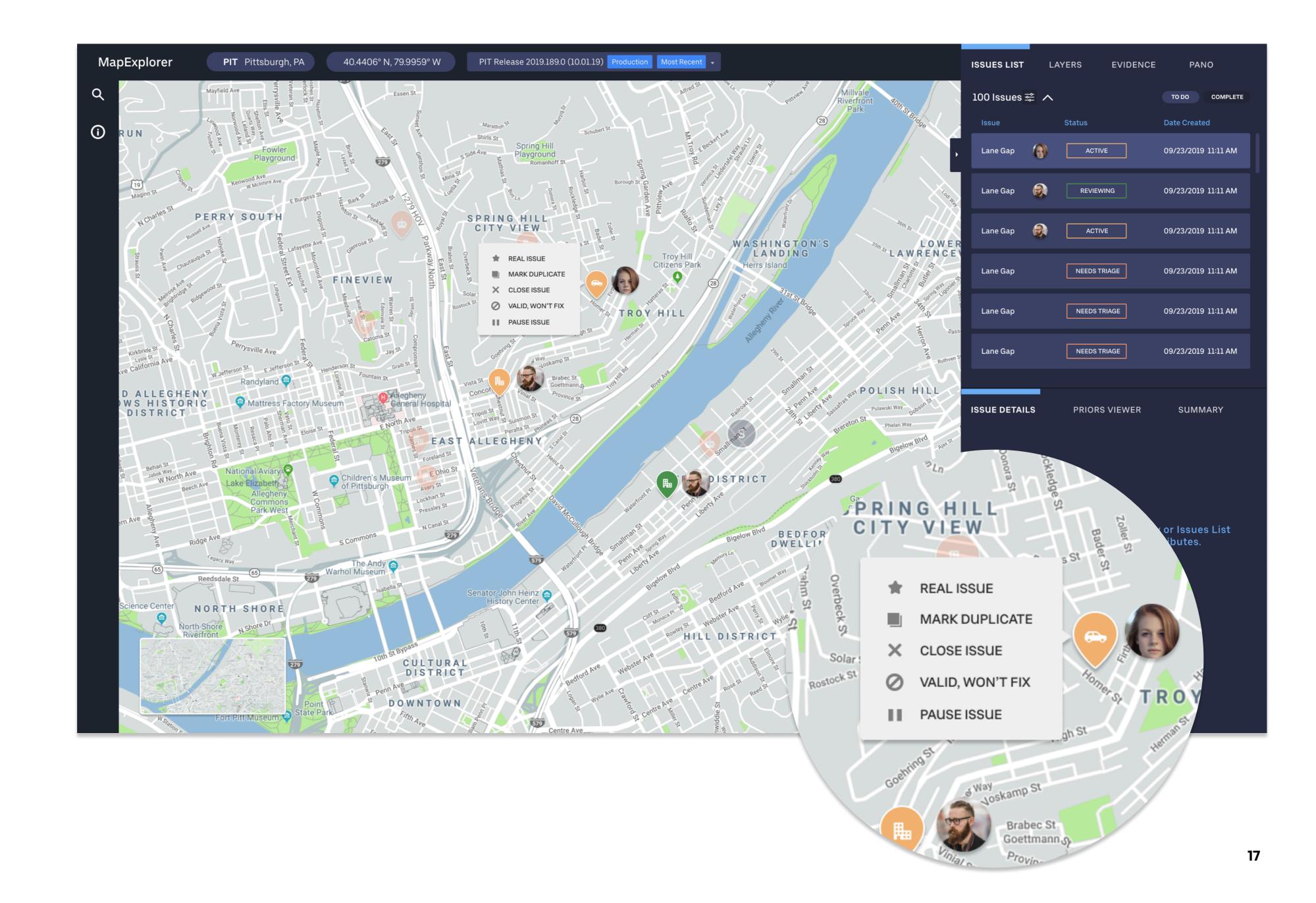
Testing for this concept resulted in higher completion rates for the scenarios and the triage specialists responded to the look and feel with more trust and confidence than with the "Lightning-in-MapExplorer" and "Keep it True to the Old" designs.



Related Document

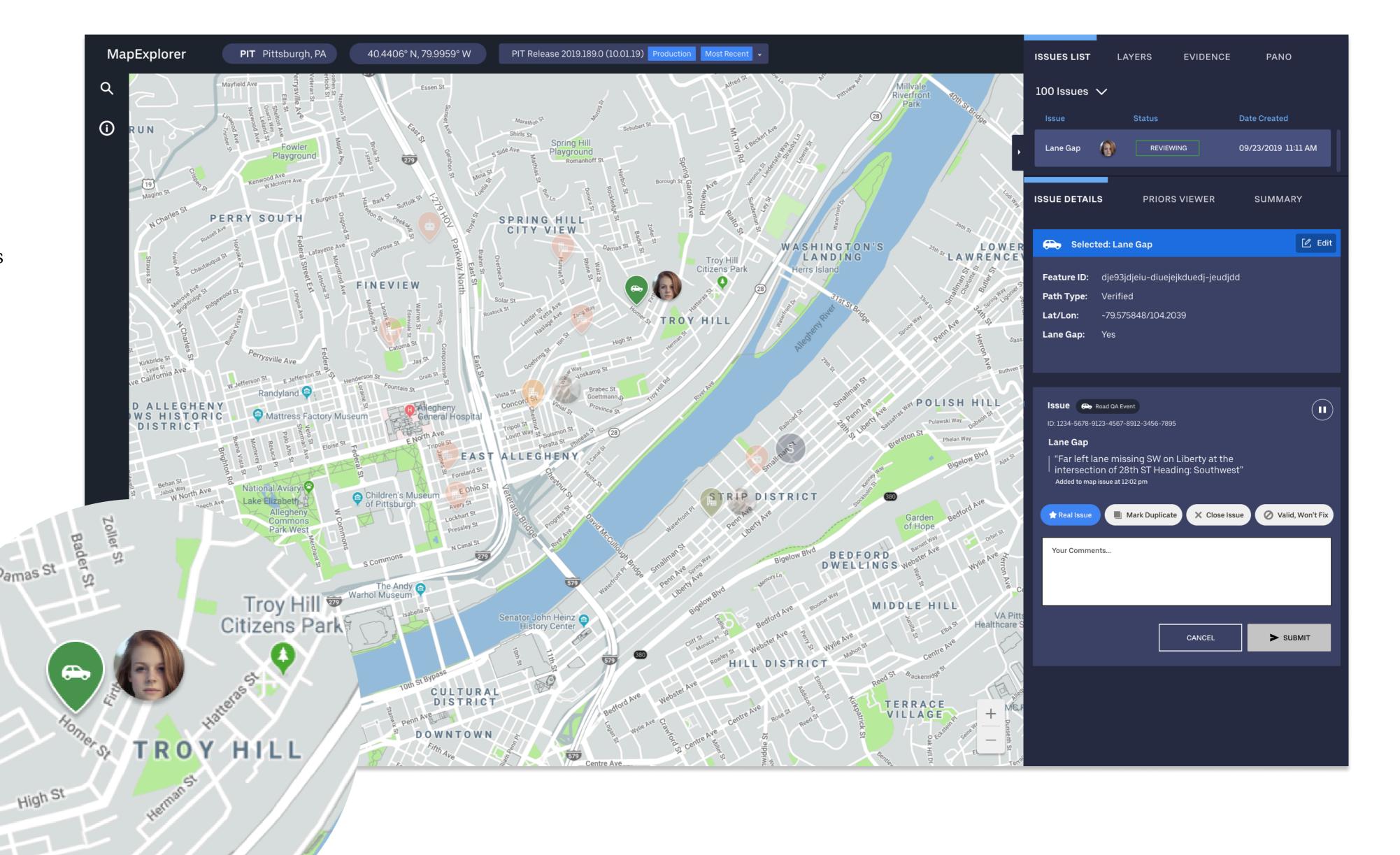
Final Concept Mark Issue w/ Right Click

A right-click menu was added out of a need to increase efficiency within the MapExplorer interface. This right-click feature really resonated with the triage specialists during testing and they stated that this feature would add value to their day-to-day work.



Final Concept Review Status - Display

Many triage specialists will be working in the system at the same time, therefore it is important to show a review status - avatar plus color coding - so that other triage specialists will know an issue is currently being reviewed and eliminate any duplicate work or overlap.



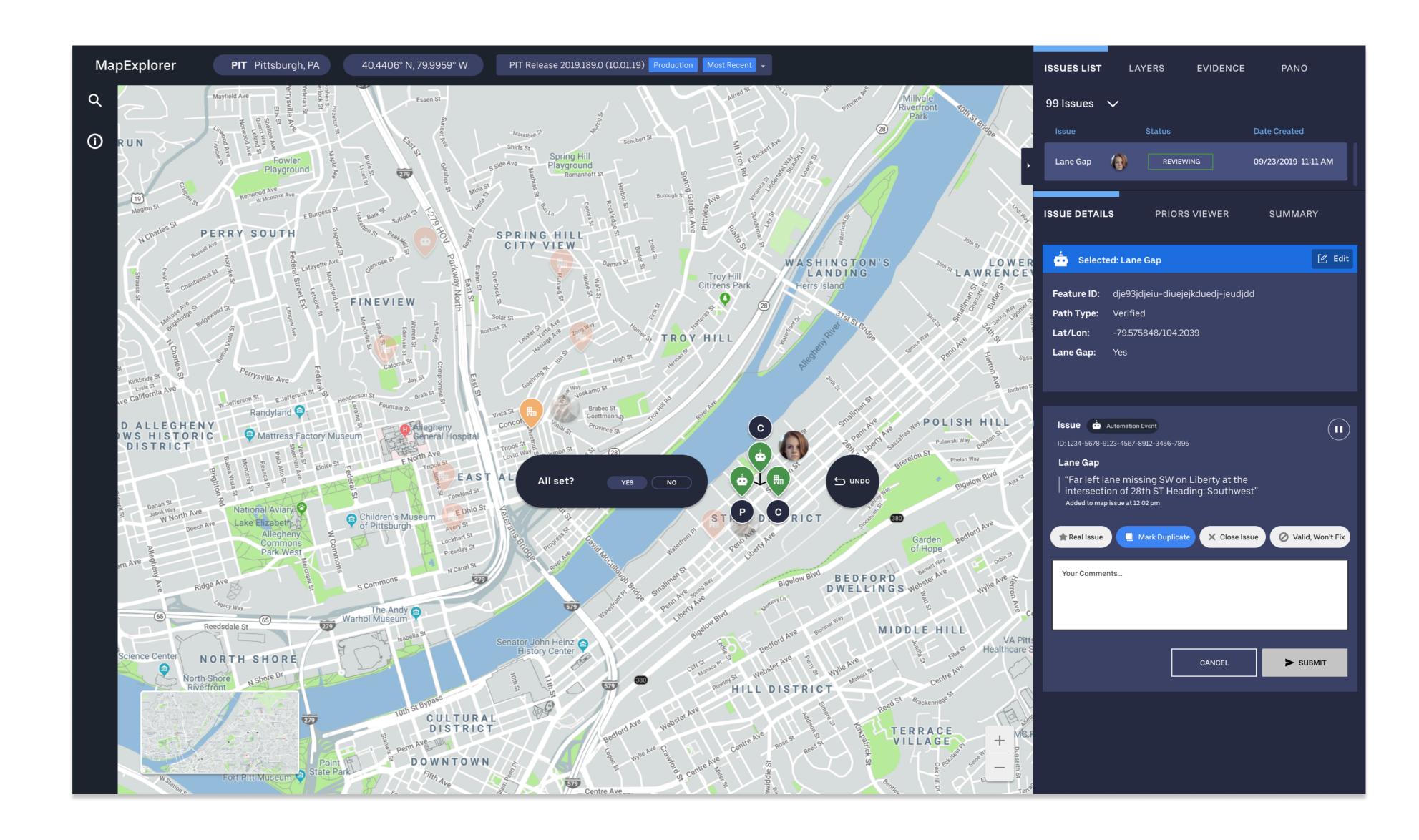
Related Document

Final Concept Deck APPENDIX



Final Concept Parent-Child Relationships

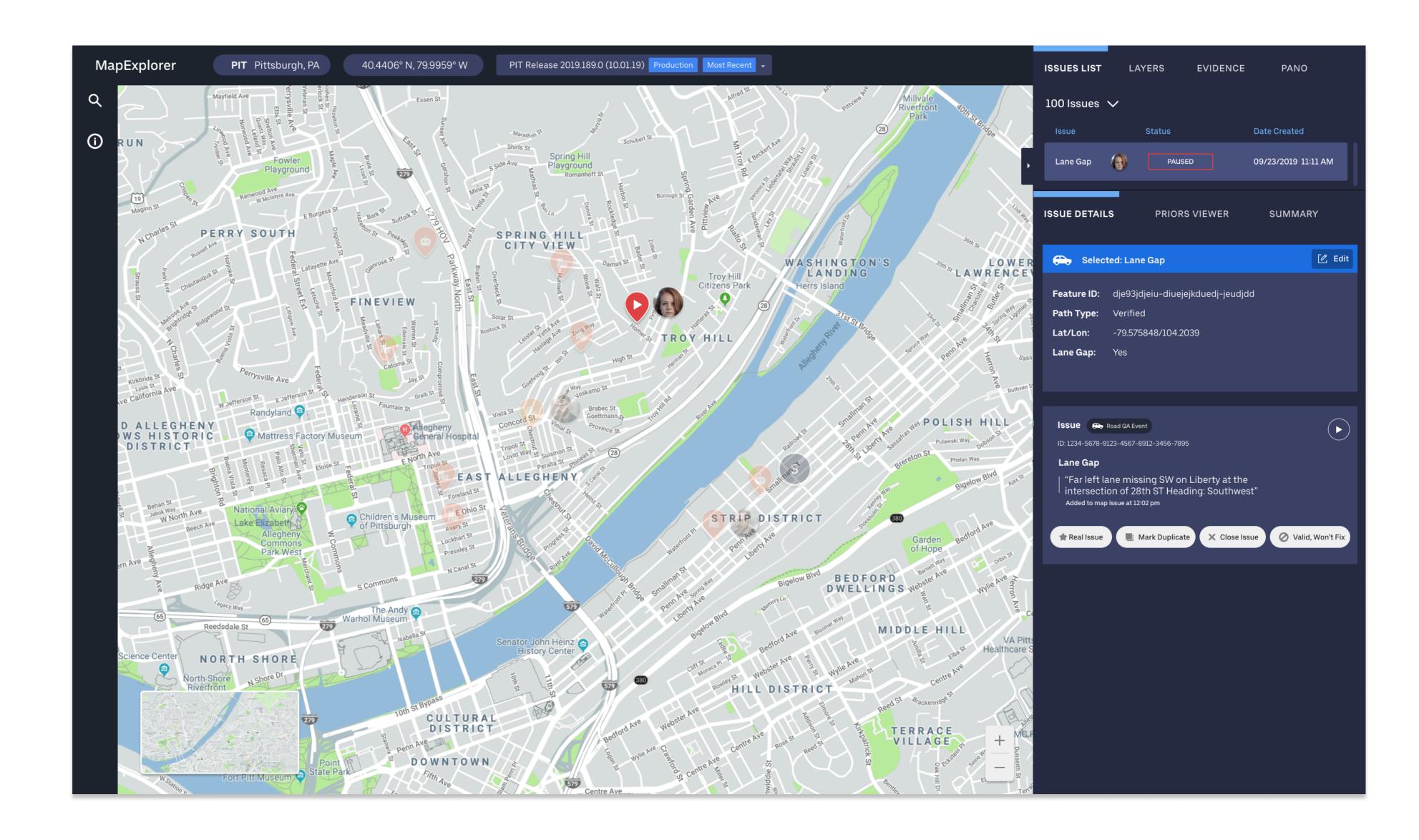
A need that came out of the user research was the concept of a parent-child relationship. When there are a number of issues being reported at the same coordinates, the triage specialist needs a way to assign a source for traceability - AI, the driver/road QA, or the office QA.



Final Concept Deck APPENDIX

Final Concept Pause - Resume

A lot of the work that a triage specialist performs is first-come, first-served, so there is a need to design and implement a pause button for those specialists who need to step away from their desks for lunch or a meeting with the team. Having the ability to pause and resume a review is pivotal for the operation of the triage specialist workflow within MapExplorer.

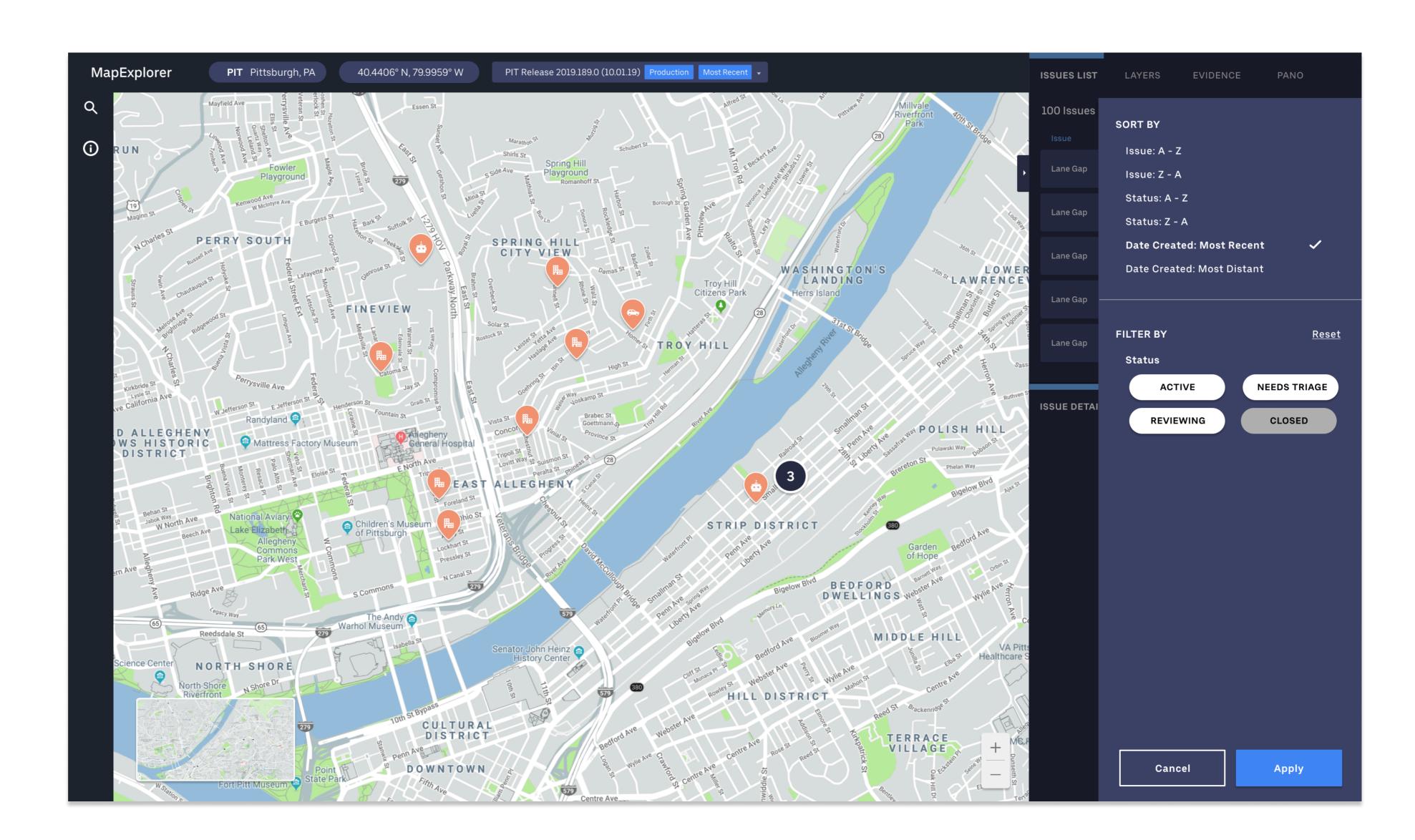


Final Concept Deck APPENDIX

Final Concept Filters

MapExplorer to date has no concept of filters. I heard this need expressed many times within the user research sessions. I designed out a flyout panel so that triage specialists can quickly sort issues by Issue A - Z, Status A - Z, or Date Created. The triage specialist can also filter by status and click on "Apply" to view the results of the sort/filter. This will help the triage specialist quickly drill into those issues that require resolving or referencing.

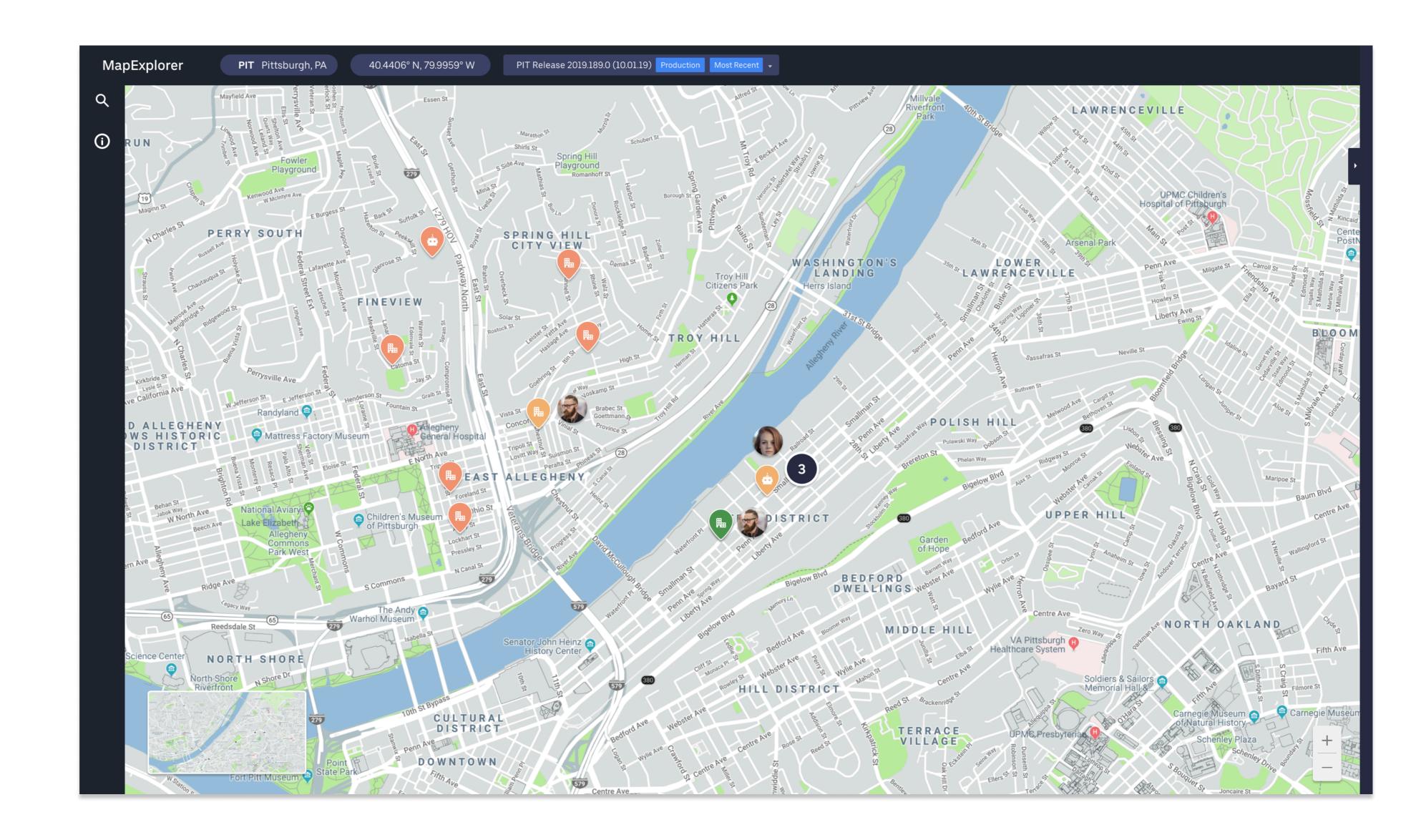
The product manager was very excited about adding filters to MapExplorer for the purpose of triage and had the development team get started on this capability.



Final Concept Full Screen Map

In talking with the triage specialists, there was a marked interest in not having to work in a small sub-section of the screen. These specialists work on very large screens and have a strong preference toward working visually in the map and then moving on to the evidence panels when needed.

The triage specialists were very excited to see this feature in place during the final round of usability testing.

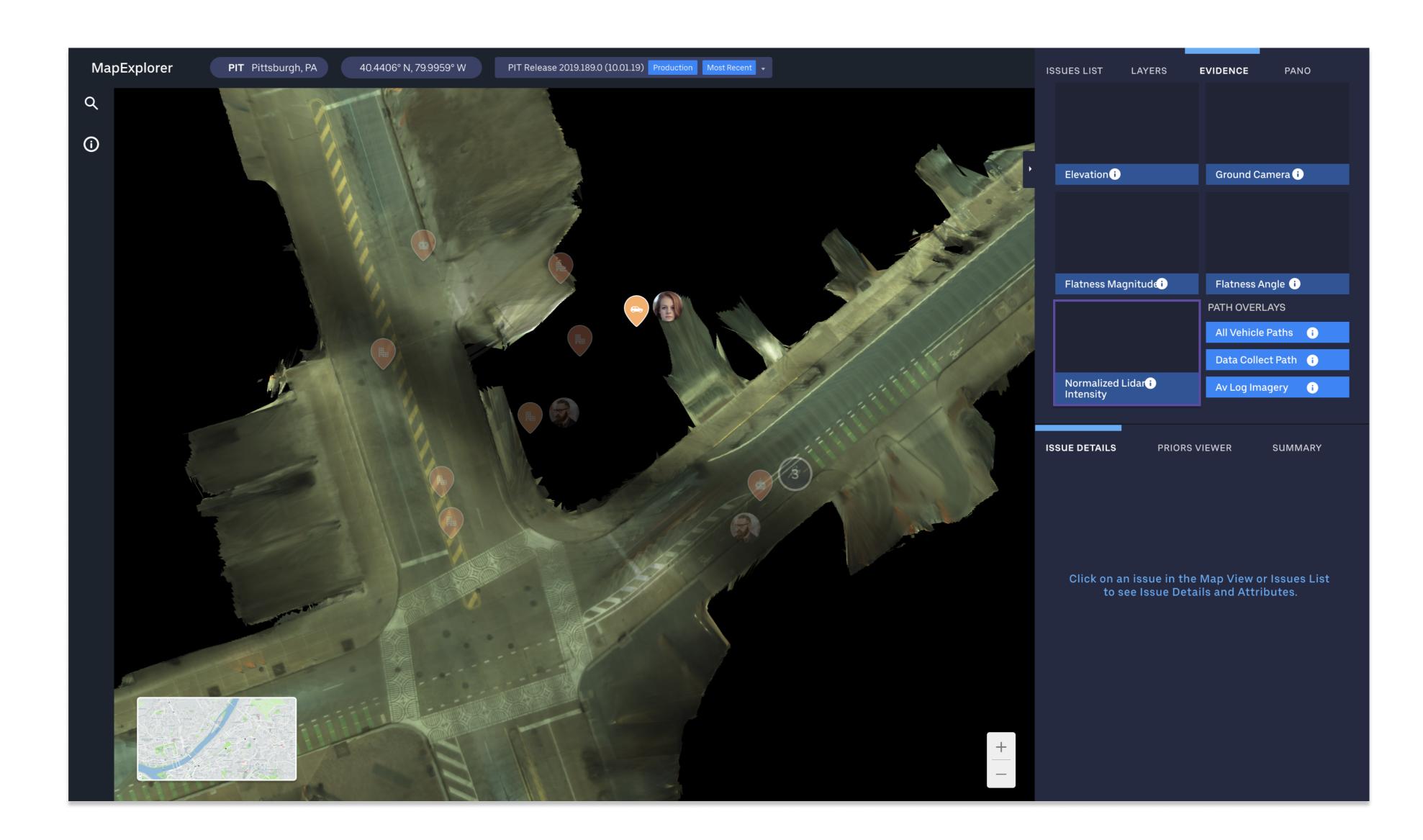


Final Concept Deck APPENDIX

Final Concept Check Evidence

I stuck with the tab structure of
MapExplorer as it affords the triage
specialist the ability to quickly move
between panes to check layers, evidence,
panorama views, and any issue details,
priors, or summary information.

As most of the triage specialists have worked with MapExplorer, they were well comfortable with how it works and were excited to use this type of interface in their triage work.



Final Concept Deck APPENDIX

Results

Uber ATG considered this engagement a smashing success given the time to do research and iterate on designs based on testing feedback.

75% increase in usability for the Final Concept in all scenarios

"This was a great project, and let me tell you why... You listened to us...
You understood me and the entire QA team, and I appreciate it. Thank you."

- Product Manager, Uber ATG

What I Learned

Ask Early for Docs

I had a real need early on for documentation on triage specialist process and technical constraints. During the first two-and-a-half days of the project, I was tasked with discovery and having these documents in-hand would have made my questions much more targeted and my time quite a bit more worthwhile.

Read the Undertones

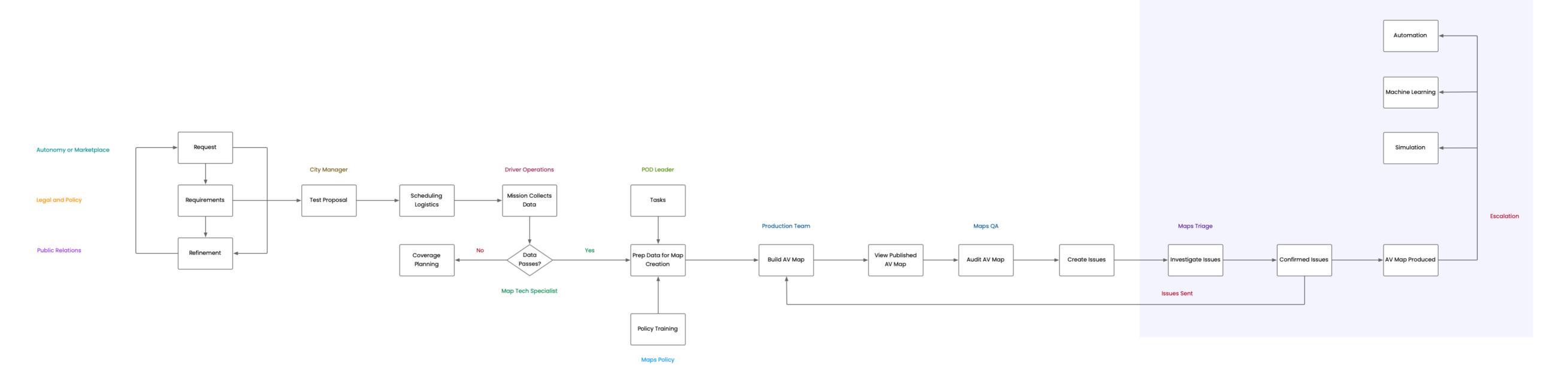
The product team granted me a week's time to work on the Lightning-in-MapExplorer concept before signaling any red flags on a misdirection. They didn't want to use any of the Lightning design language and said so after some effort was spent to make the concept work for the first round of usability testing. That time could have been better used to explore in the MapExplorer space. Luckily, after receiving this information, I was able to repurpose much of the design using the MapExplorer design system.

Change Comes from Within

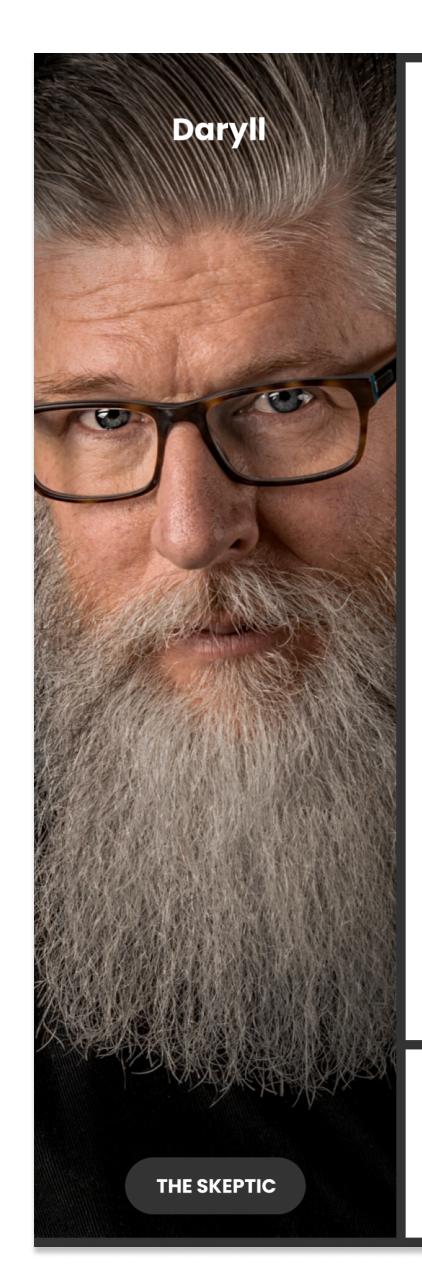
I found that by presenting concepts early and getting the product manager super-excited about the concepts and new features went a long way in moving the development team to consider changes they had either held-off in making or hadn't considered to date. Through my efforts, the product team became the design's biggest advocate in the organization.

APPENDIX

Big Picture AV Maps



Empathy Maps



- Process is held together by duct tape
- The business has created this process so it's a monster of their own making
- GIS graduate
- Was making maps elsewhere
- Other Triage people come from Geology
- Started at the bottom of Uber
- Proud of the work he does
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- The goal of this is to make maps so our cars won't hit people/things.

PAINS

- Multi-application workflow
- Too many things to keep track of
- Frustrated with Lightning
- Wants to have a say in the product
- Status of triage work w/ other specialists.
- Loss of control.

THINKS

DOES

SAYS

FEELS

- Not happy with having to do so much to triage an issue
- Upset because was never consulted on what would work for Triage
- Concerned about the goal safety
- Unsure if this engagement will work.

GAINS

- Wants to work in one space
- Wants to eventually manage
- Wants to help maintain safety of the fleet
- Wants to feel in control.

- Searches for events to triage
- Looks at evidence through 10 applications
- Confirms/declines event is an issue
- Exports issues to Sirius
- Escalate issues via JIRA
- Escalates non-production issues via Slack or JIRA
- Works in multiple windows
- Using very large screens to perform work
- Communicates with other Triage specialists by prairiedogging
- Attends meetings on policy or map changes
- Work is largely copy-and-paste through many apps.

GOAL

- Decrease number of false positives in work.
- Increase overall safety for self-driving vehicles.
- Work with one system that does a few things. Work on Office QA when triage work is scarce.



- I feel bad for my QA team
- Things were okay at first. Now there's too much to do.
- GIS graduate
- Came from another tech company
- Proud of what the QA team has accomplished
- Lightning was never built for us

• Triages issues with Triage team

Leads team meetings

Resolves team conflict

• Reports issues to her boss

• Team or individual discipline.

• Removes obstacles for getting work done

• Holds 1:1 meetings with team members

• Advises on new steps in the process

Addresses map or company policy changes

• Provides professional guidance for the QA team

- Consultants, like you, came in and just gave us the software
- They never understood what we did
- From Pittsburgh

• Lightning just doesn't work for QA

- It's a gold-covered turd
- How can I get my QA people out of Triage and help out with events?
- How can I get these processes into one place or even a couple?
- Why does my team have to bend to new tech?
- I'm seeing burnout with my team
- Safety is our goal but at what cost?

PAINS

- Too many processes to keep track of things
- Cobbled-together process
- Wants tech that works for team
- Doesn't trust consultants
- No unity of view cannot see work.
- Loss of control.

THINKS

SAYS

FEELS

- Not happy with Lightning
- Concerned about the goal safety
- Anxious about this engagement.

DOES

- Not happy with current processes

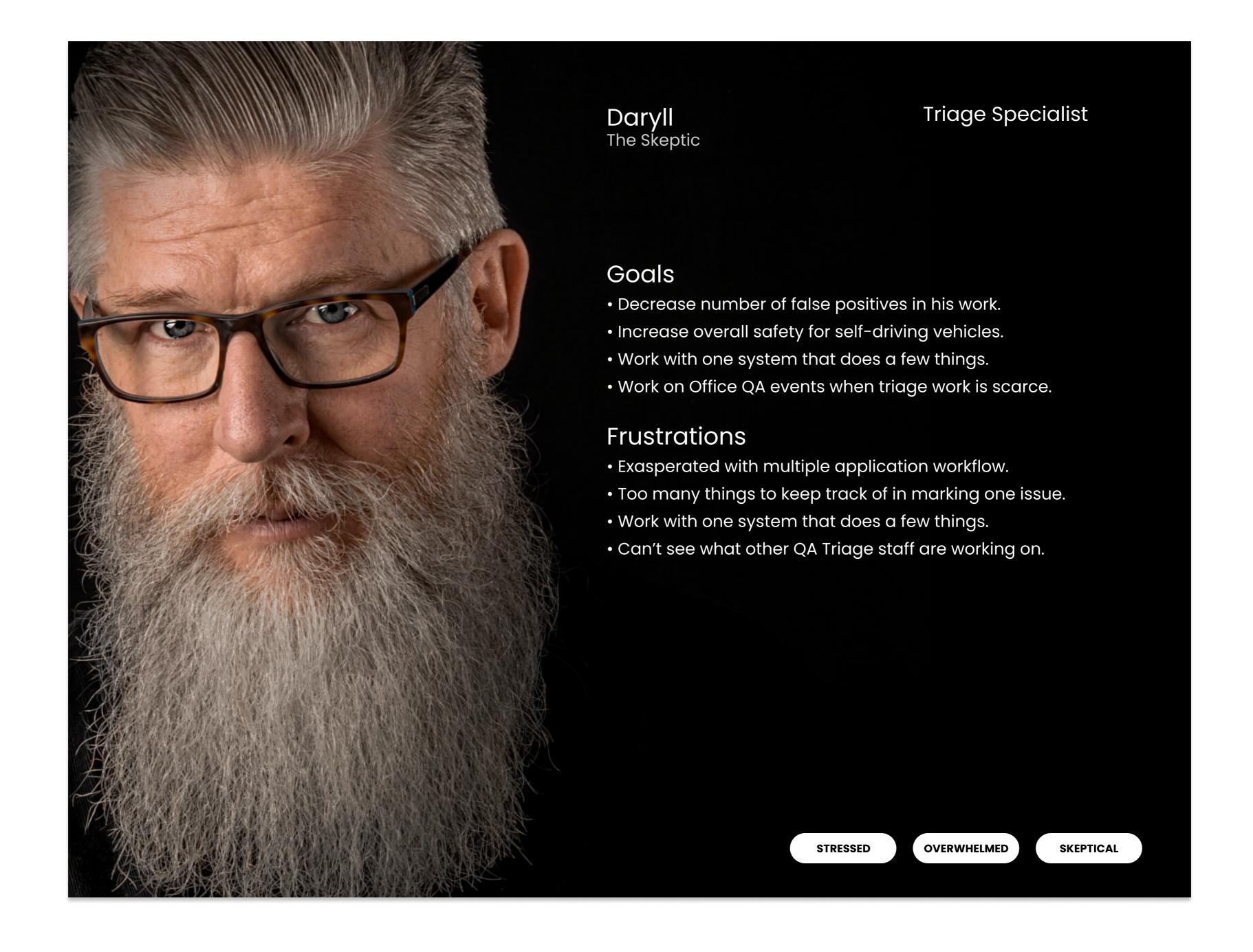
GOAL

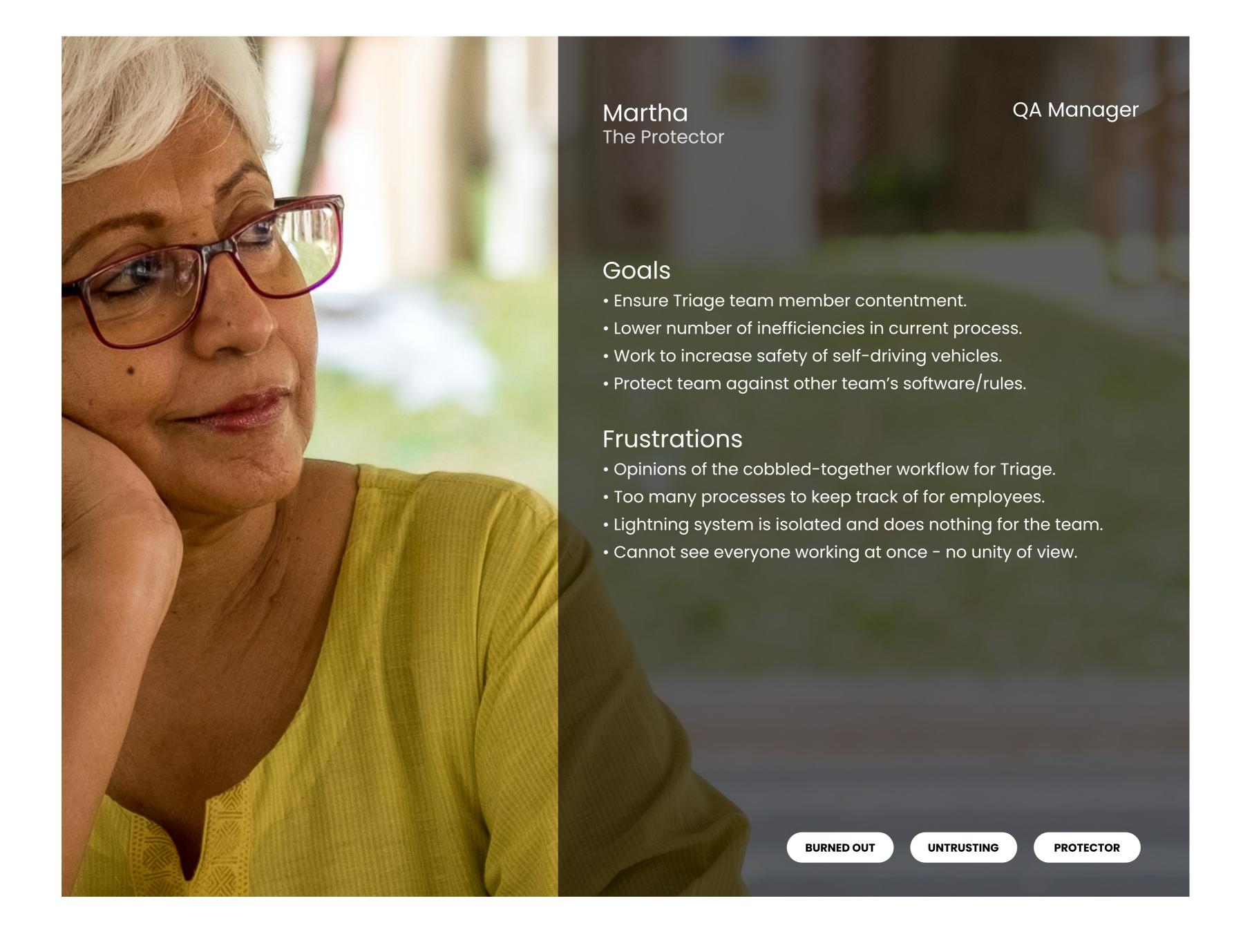
- Ensure triage team contentment.
- Work to increase safety of self-driving vehicles.
- Lower number of inefficiencies in current process. Protect team against other team's software/rules.

GAINS

- Wants QA to work in one space
- Wants to help maintain safety
- Wants to feel like not losing control.

Personas

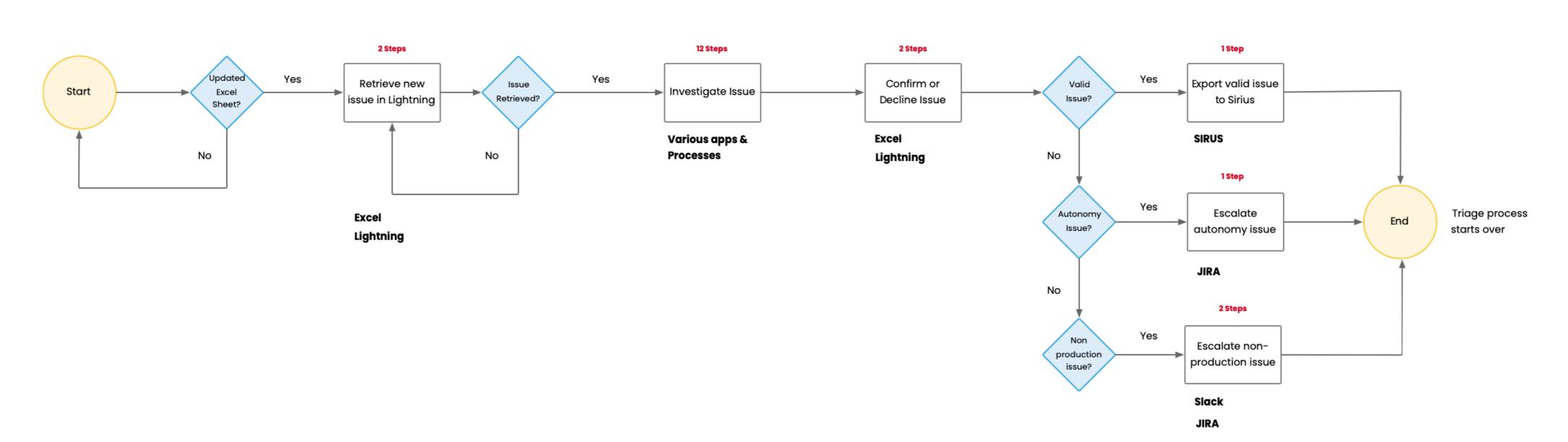




Current Workflow

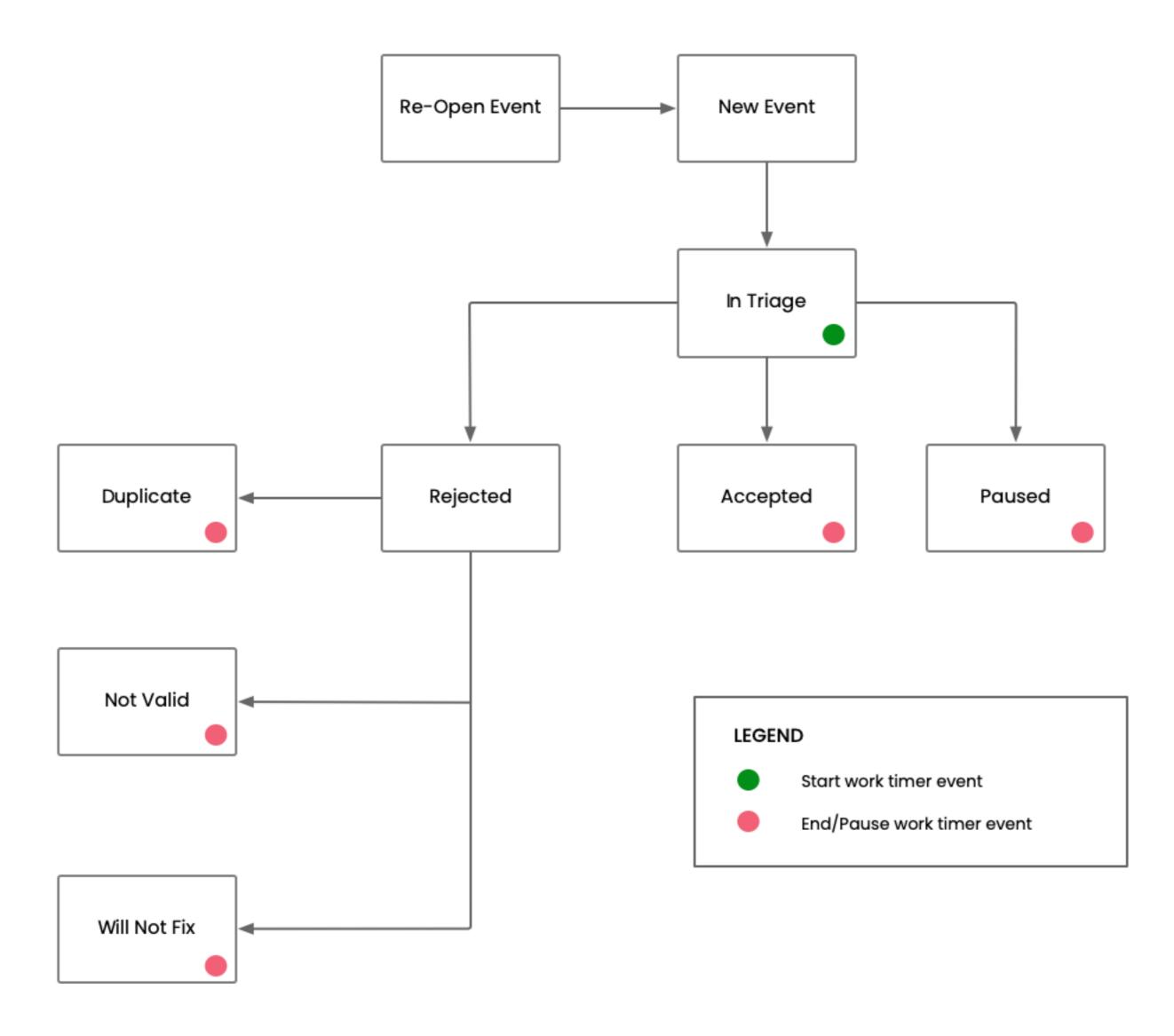
Current Workflow - Triage Specialists





Unpacking Triage Work

Events to Issues

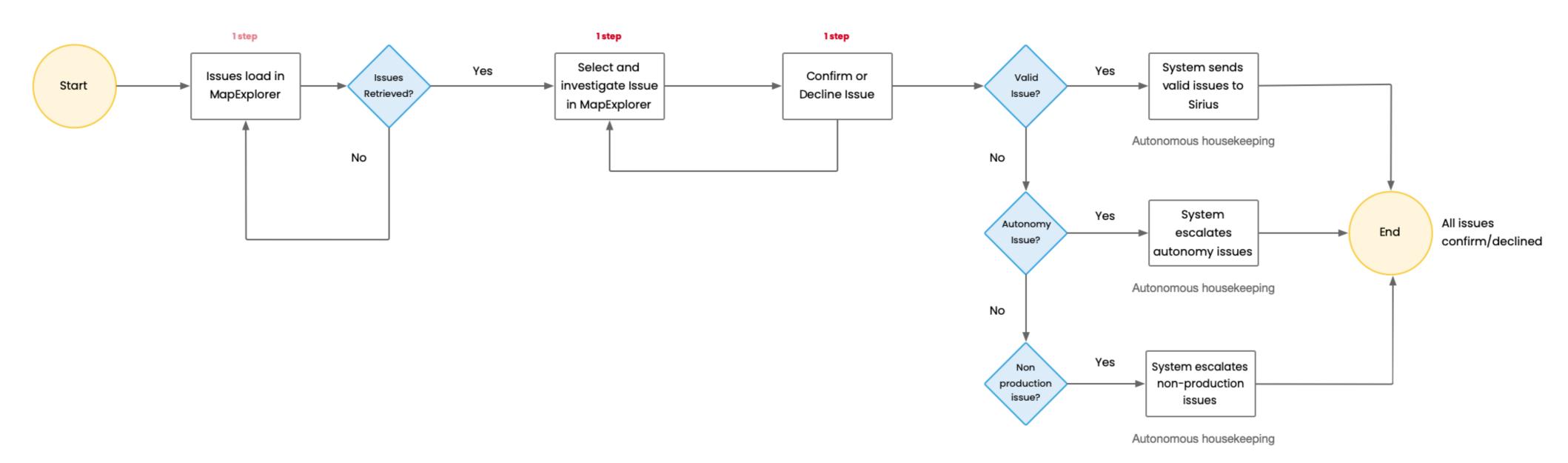


Future Workflow

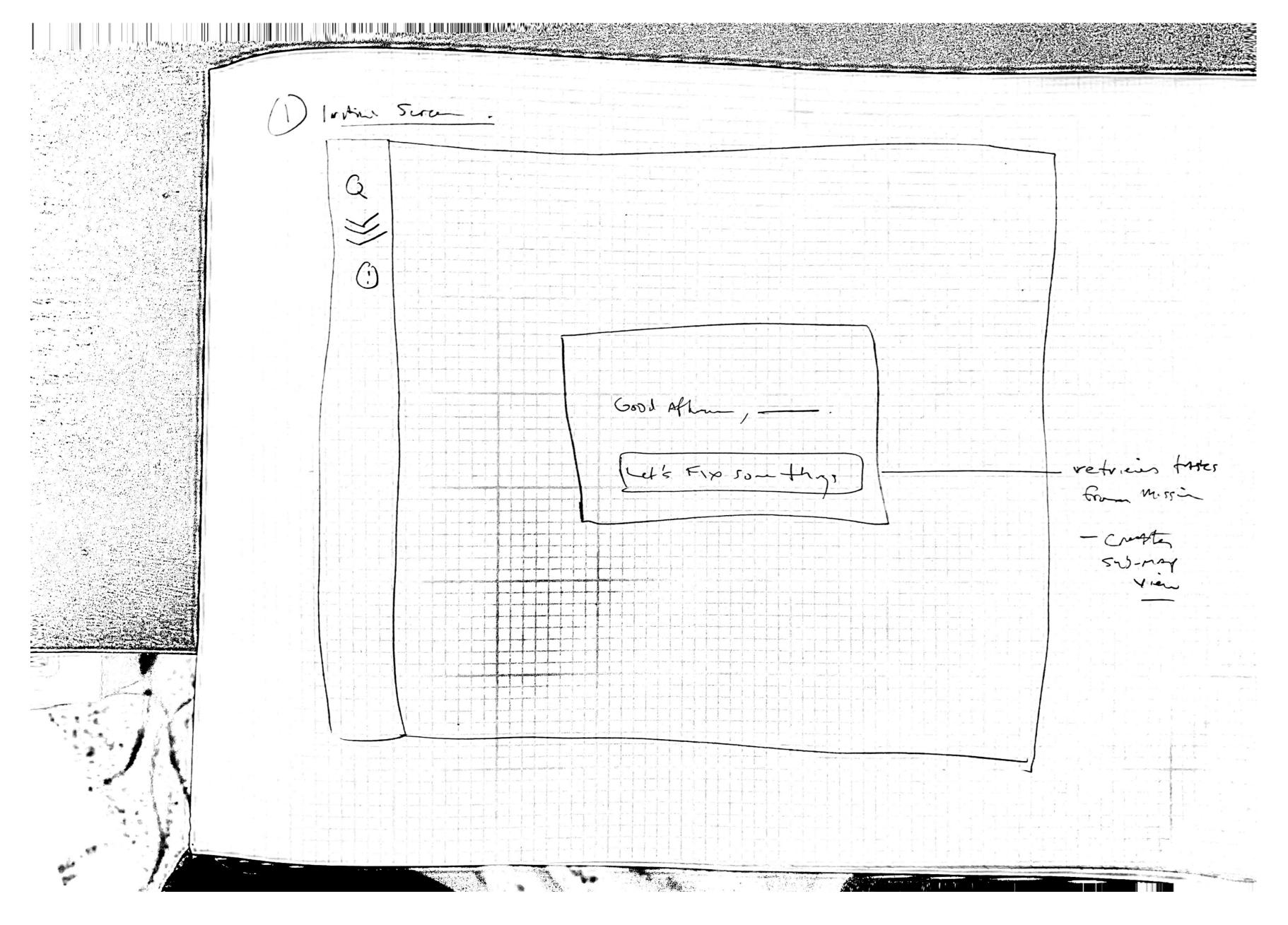
Future Workflow - Triage Specialists



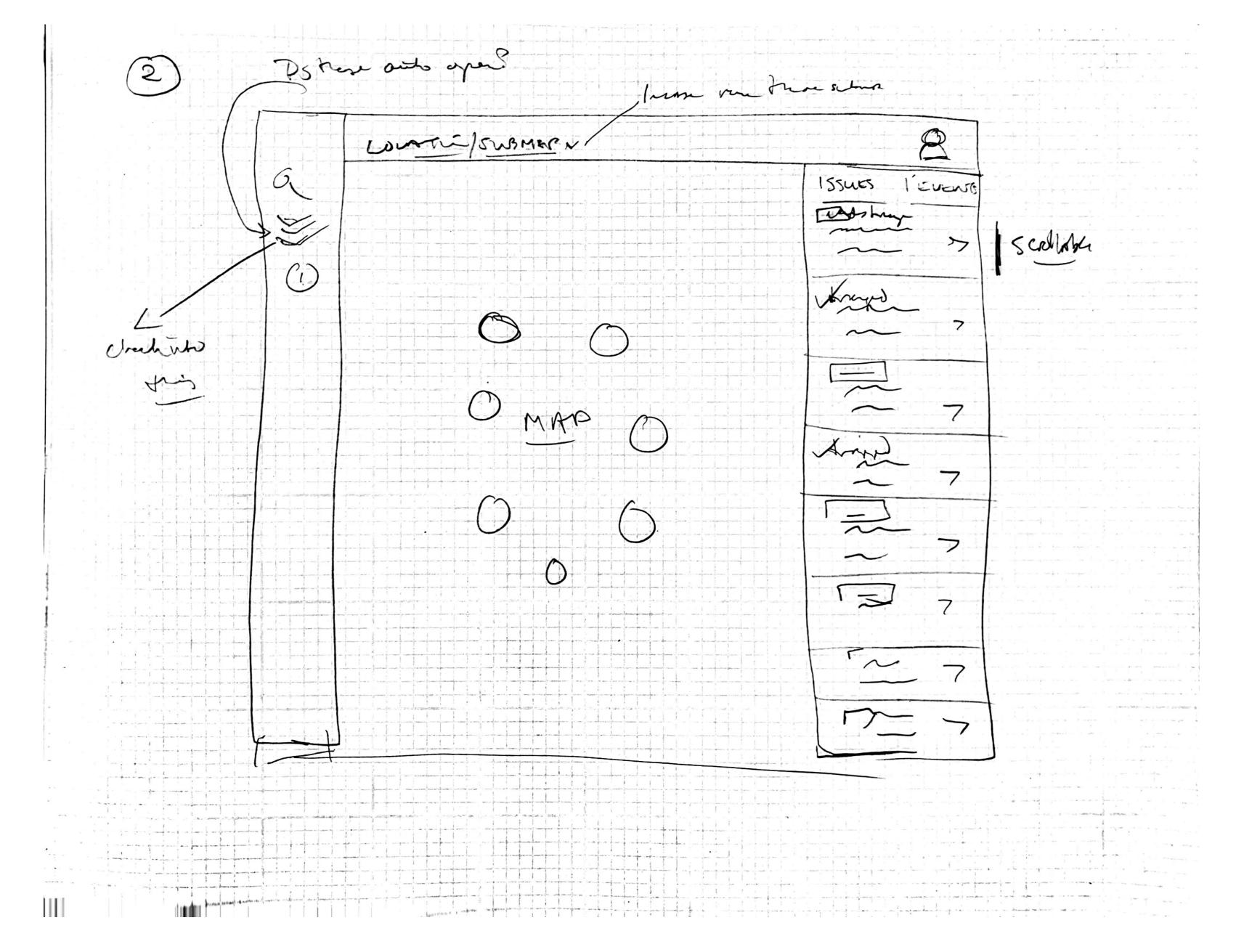
All assigned issues show up



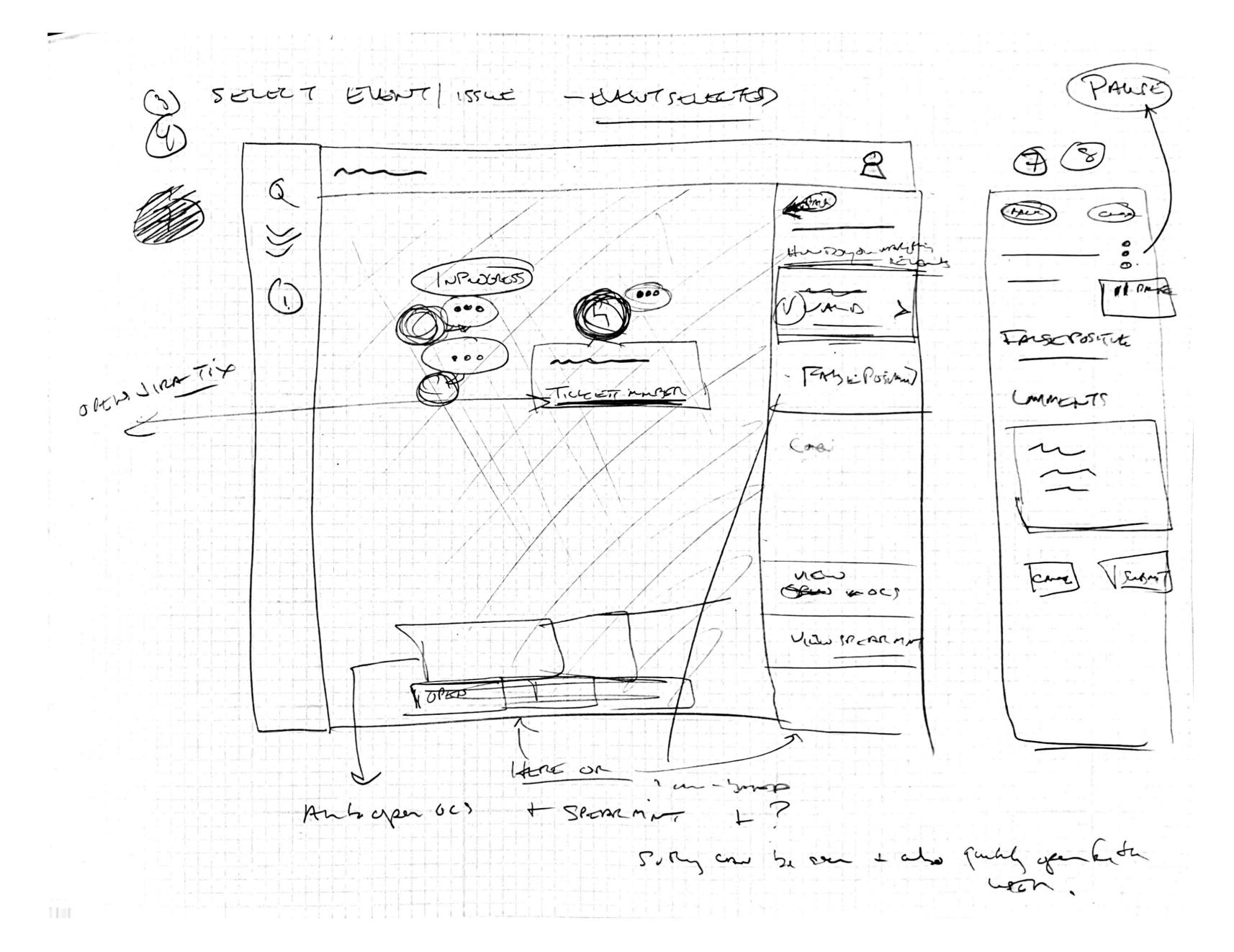
Sketches



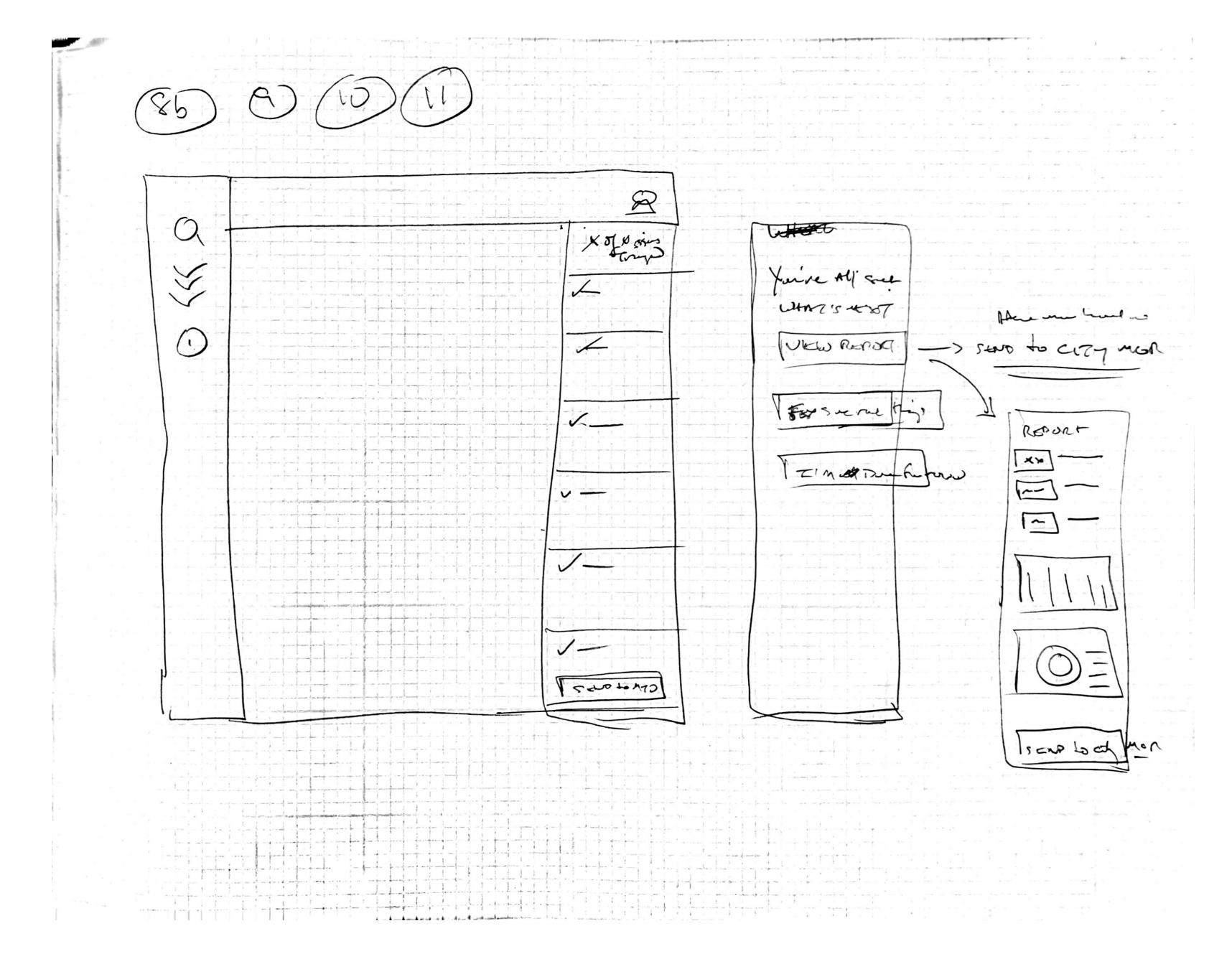
Lightning-in-MapExplorer Sketch - Intro Screen



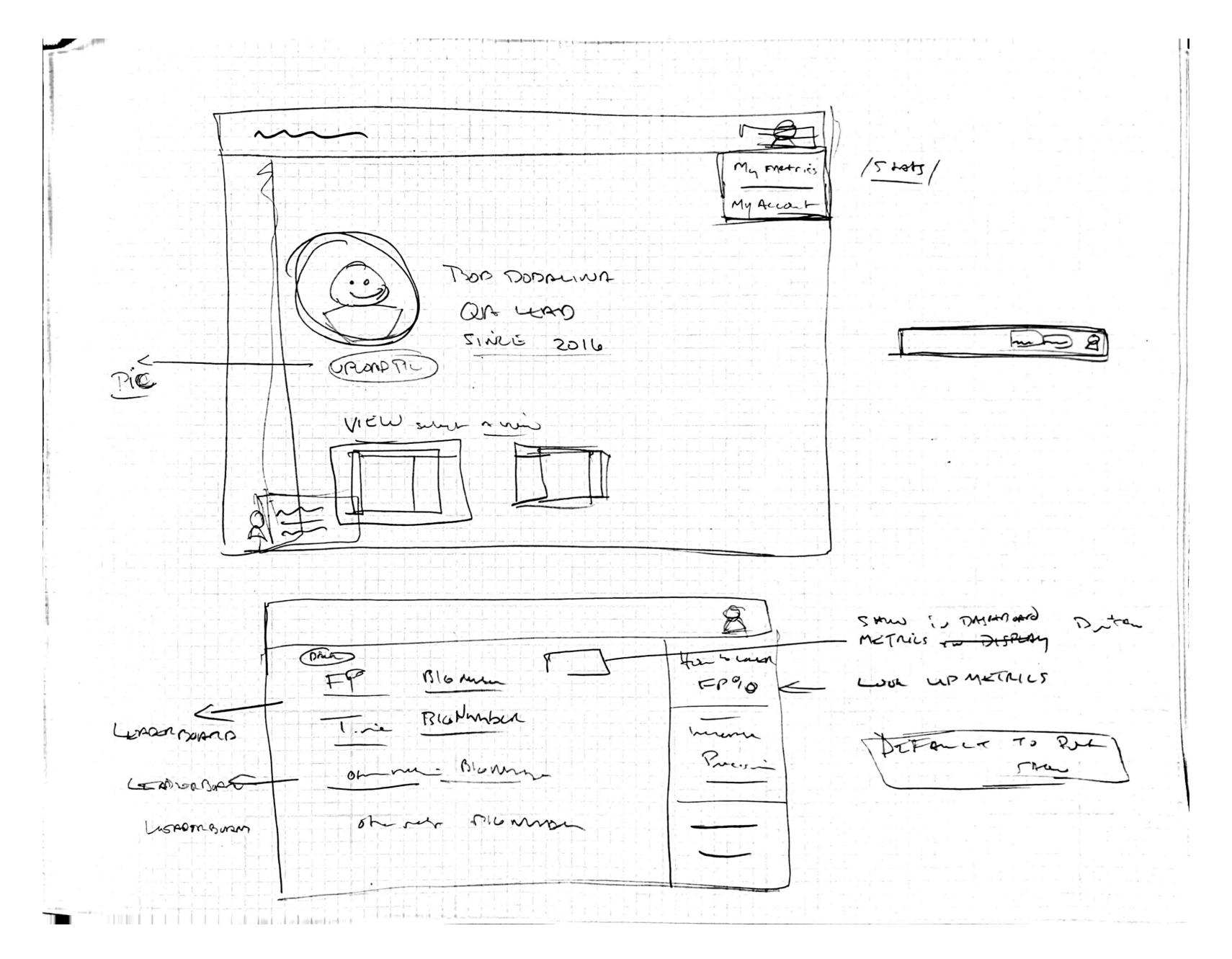
Lightning-in-MapExplorer Sketch - Map and Issues View



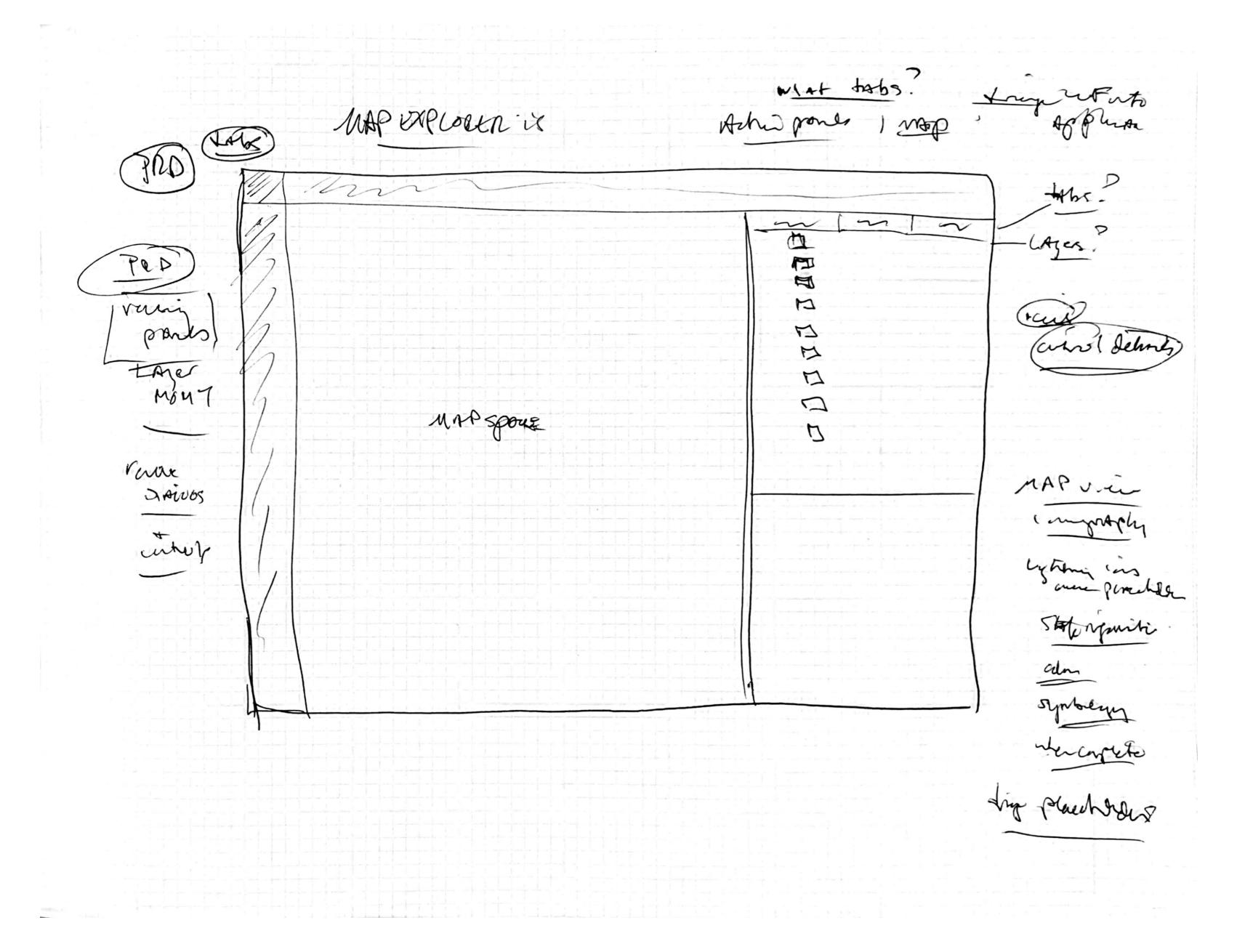
Lightning-in-MapExplorer Sketch - Specialist working on Issue



Lightning-in-MapExplorer Sketch - Panel Views



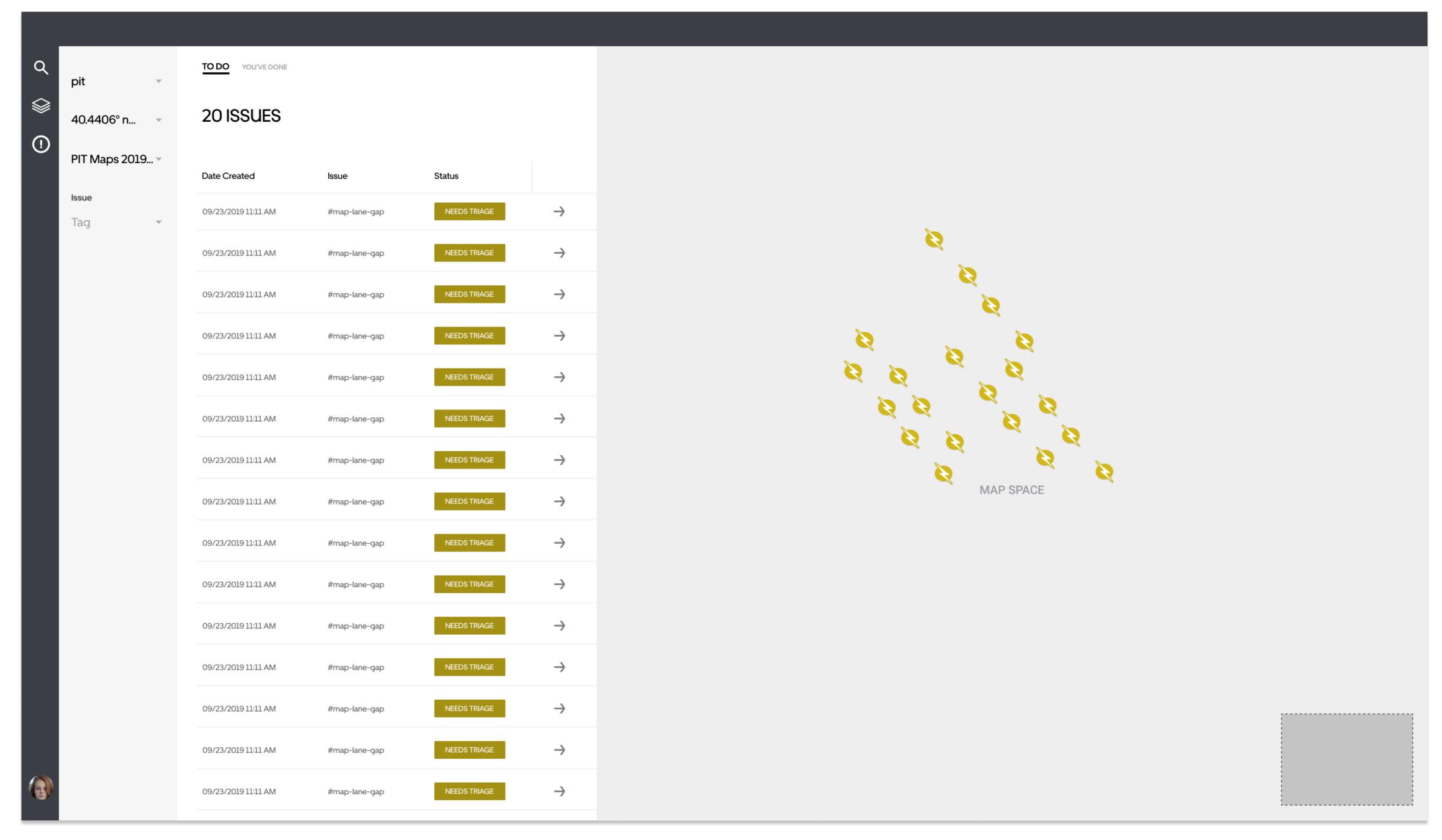
Lightning-in-MapExplorer Sketch - Account and Big Numbers View

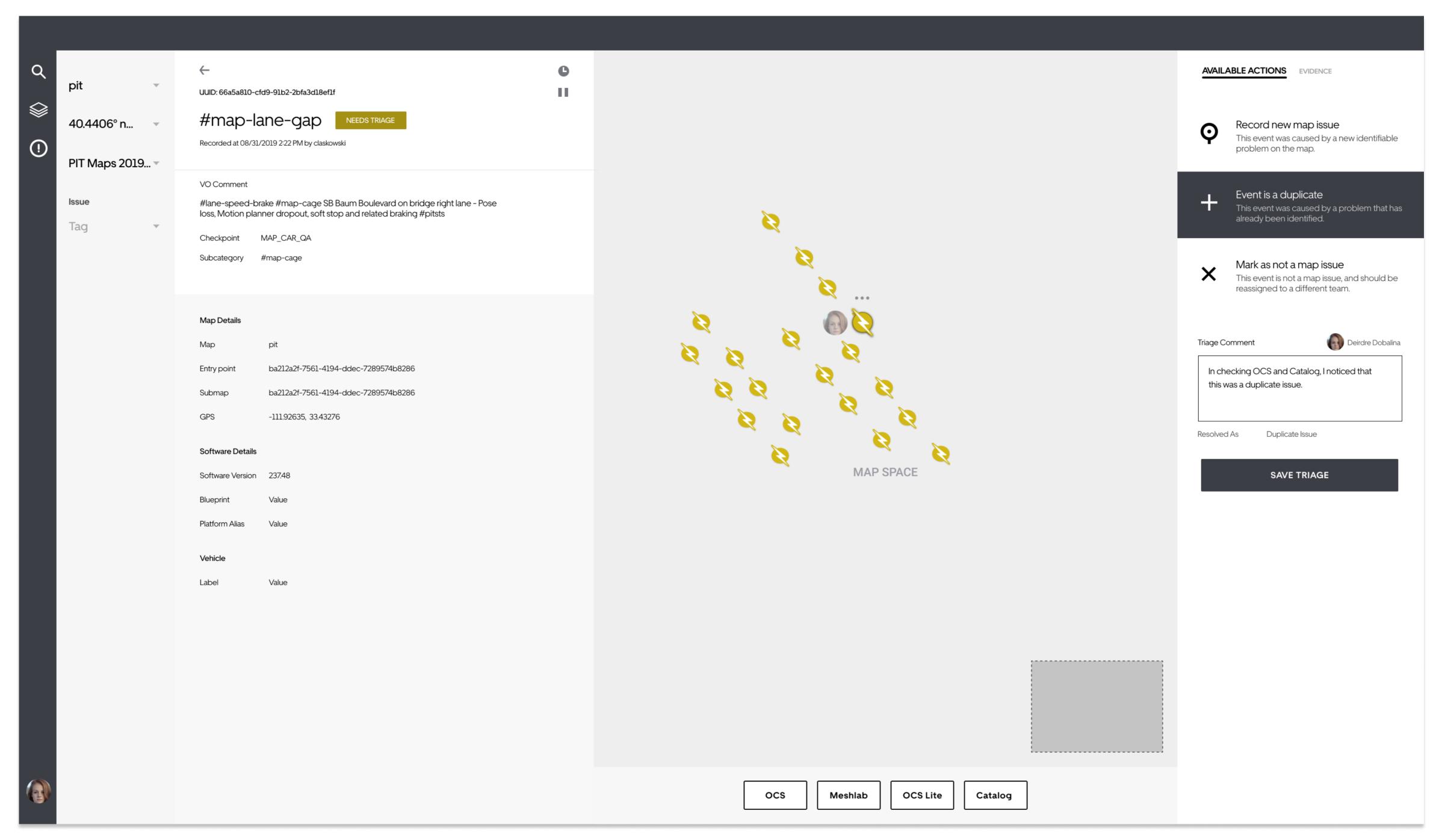


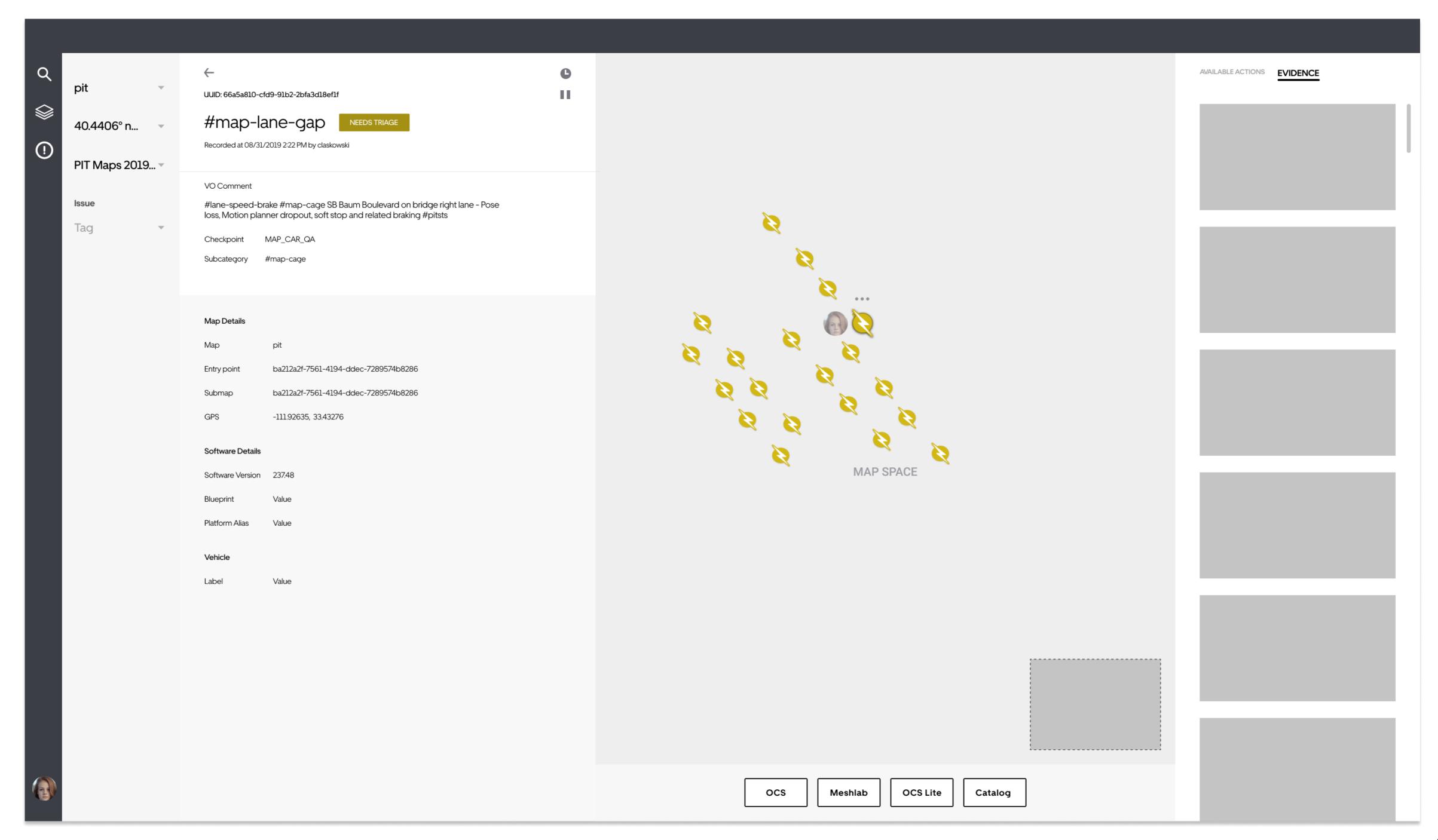
Keep it true to the Old Sketch - Map and Panels View

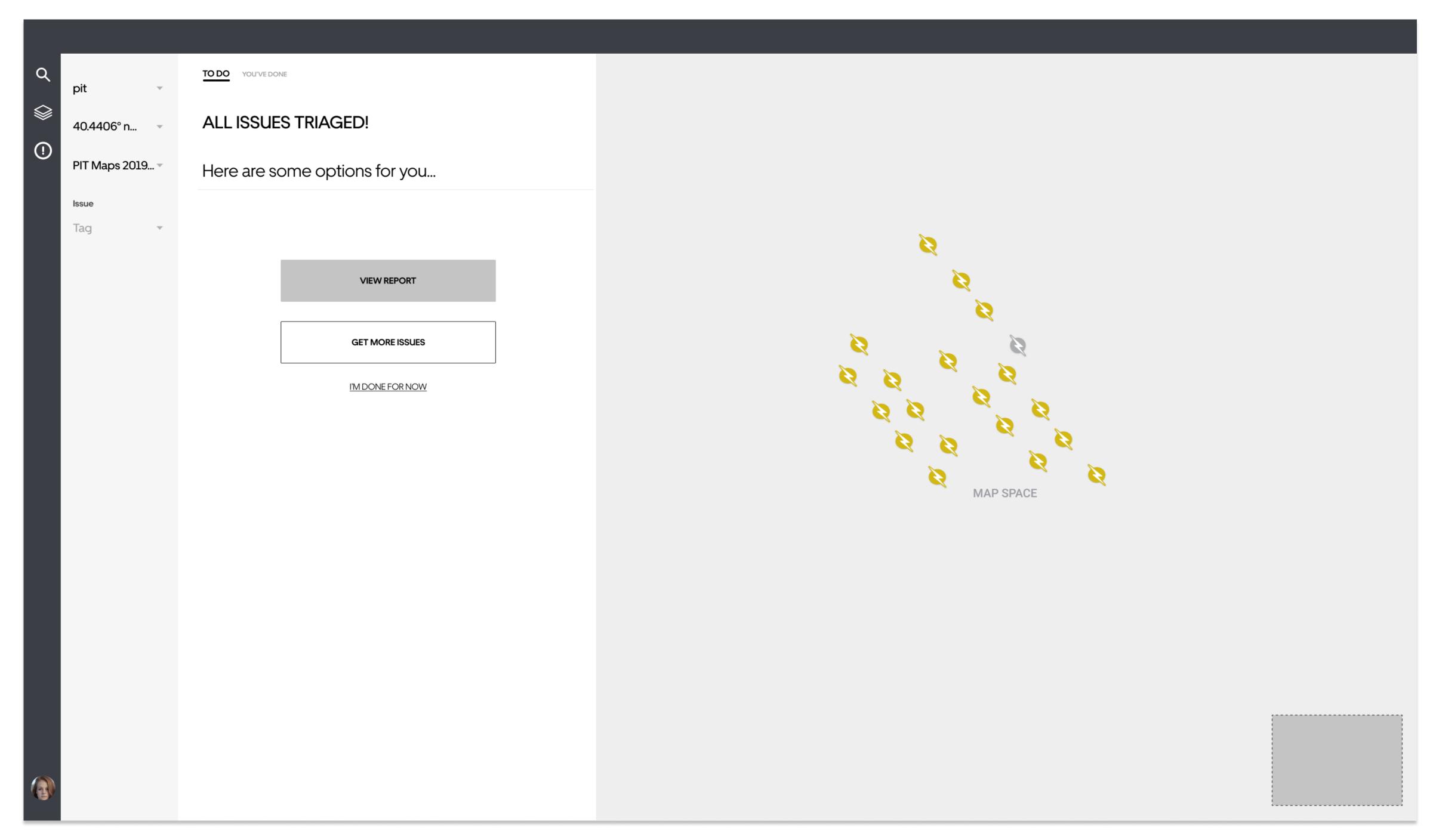
Lightning-in-MapExplorer Concept

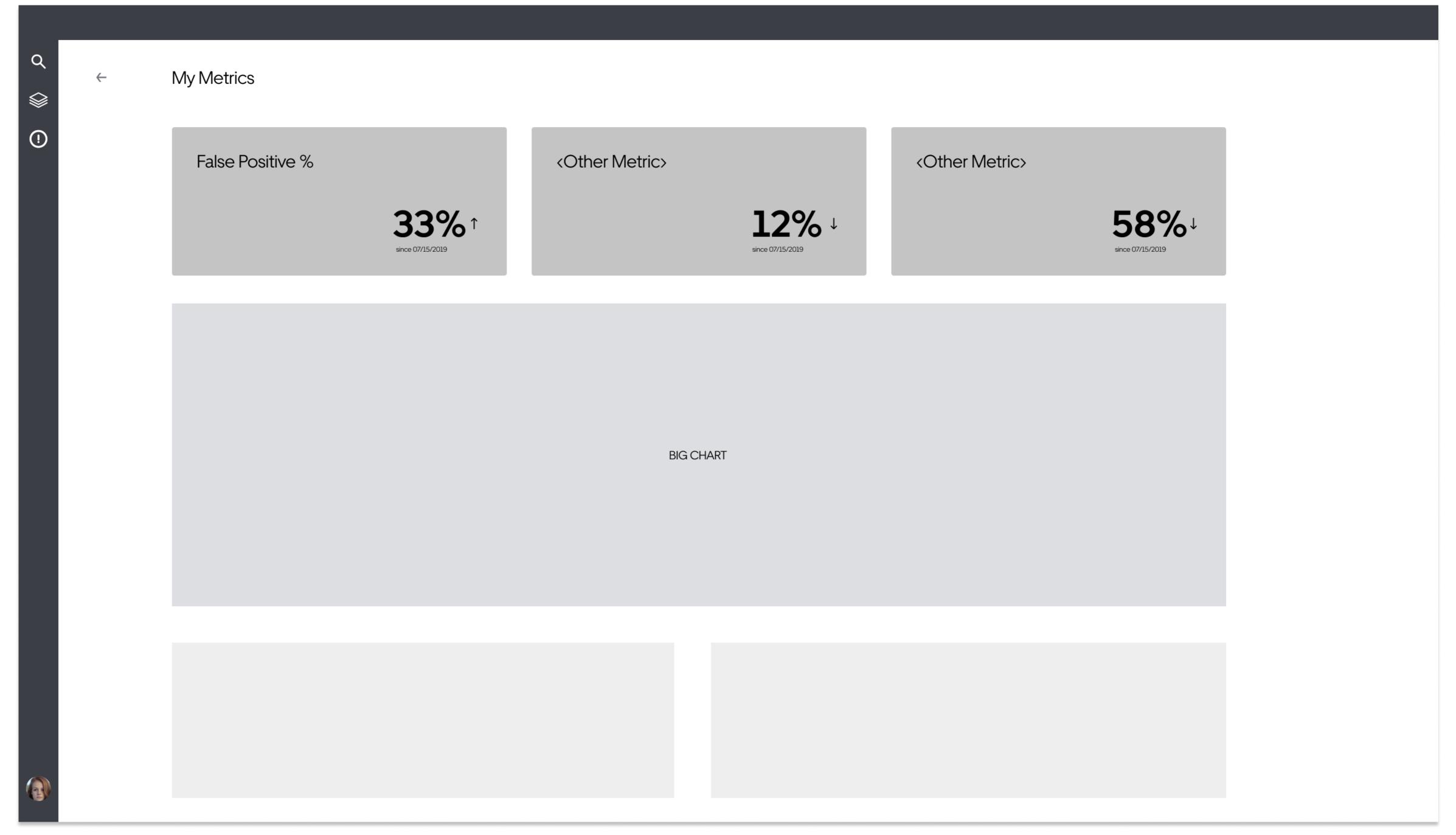












Usability Test Scenarios

UBER ATG MAPEXPLORER FOR TRIAGE

Usability Testing (50 minutes)

FOCUS FOR TRIAGE SPECIALISTS AND QA SPECIALISTS

-- Evaluative --

Initial Experience

- PROBE: Before we jump in, what do you think you'll see when you enter this app?
 - PROBE: What types of things do you think you'll see? (Features, information, etc.)

Initial Screen Scenario

- PROBE: What do you think you can take action on in this screen?
 - o SUCCESS: Speaks to CTA and clicks on the button.

Load Issues Scenario

- PROBE: You want to look at map issues in the City of Pittsburgh. How would you do that?
 - SUCCESS: Search > PIT Pittsburgh
- PROBE: From here you want to select an entry point of sub-map 189. How would you do that?
 - o SUCCESS: Select Entry Point > 189 sub-map.
- PROBE: You want to begin resolving a map lane gap issue from Office QA.
 How would you do that?
 - SUCCESS 1: Speaks to list of issues or icons on the map.
 - o SUCCESS 2: Clicks on either the issue or the Office QA map icon.

-- Generative --

Issue Scenario

- PROBE: Based on that last click, what do you think is going on in this screen?
 - PROBE: What strikes you as interesting?
 - PROBE: What strikes you as out of place?
- PROBE: Now, you've opened an issue to work on. How would you resolve the issue? Now, I know it's not actually on the screen, but where would go to do this given how you work and what you've seen thus far.

- PROBE: How would you open evidence sources to verify that there is an issue?
 - o BUMP: Can you show me?
 - PROBE: What would you expect to happen when you click on one of the sources? Let's say you wanted to look at the LIDAR.
 - SUCCESS: clicks on Evidence > discusses what is there > Normalized LIDAR Intensity.

Mark Issue Scenario

- PROBE: You've looked at some sources of evidence and you've found that this
 is a duplicate issue. How would you resolve this issue as duplicate? Now, I
 know it's not on the screen, but where do you think you would go to mark this
 as a duplicate issue?
- SUCCESS: Speaks to the location and provides guidance.

Comment/Save Scenario

- PROBE: Let's say you've marked this issue as a duplicate but you find that you
 want to leave a comment to MTO. How would you go about leaving a
 comment. Where do you think you would go to do that given your work and
 what we've seen thus far? Is it on the screen or do we create our own panel?
 - SUCCESS: Speaks to the location of where they would comment and save the scenario.

History Scenario

- PROBE: Let's say you've saved your triaged issue. How would you look at the history of this issue?
 - SUCCESS: Speaks to where the history of the issue could go (given ME's nuanced interface).
- PROBE: What does the history of an issue look like to you?
 - PROBE: Details, chronological/reverse chronological order, etc.

Debrief (5 minutes)

- Distribute SUS/BERT (LINK): https://forms.gle/7PT2cz7DsbnxM34d9
- Is there **anything else** you were hoping to be able to provide feedback on that we haven't discussed?
- Could we get your **contact information** in the event we wanted to follow up with you?
- Who do you think we should talk to next?

11

Final Concept Designs

Home Screen



Hi Deirdre

Welcome back to MapExplorer!

Search for a City, Street Address, or a Lat/Lon

Missions (6)



Pittsburgh 1



Pittsburgh 2



Pittsburgh 3



Toronto 1



San Francisco



San Francisco

Search Panels

search

Recents

PHX Phoenix, AZ

40.4406° N, 79.9959° W

12345 Spring Garden Ave Pittsburgh, PA

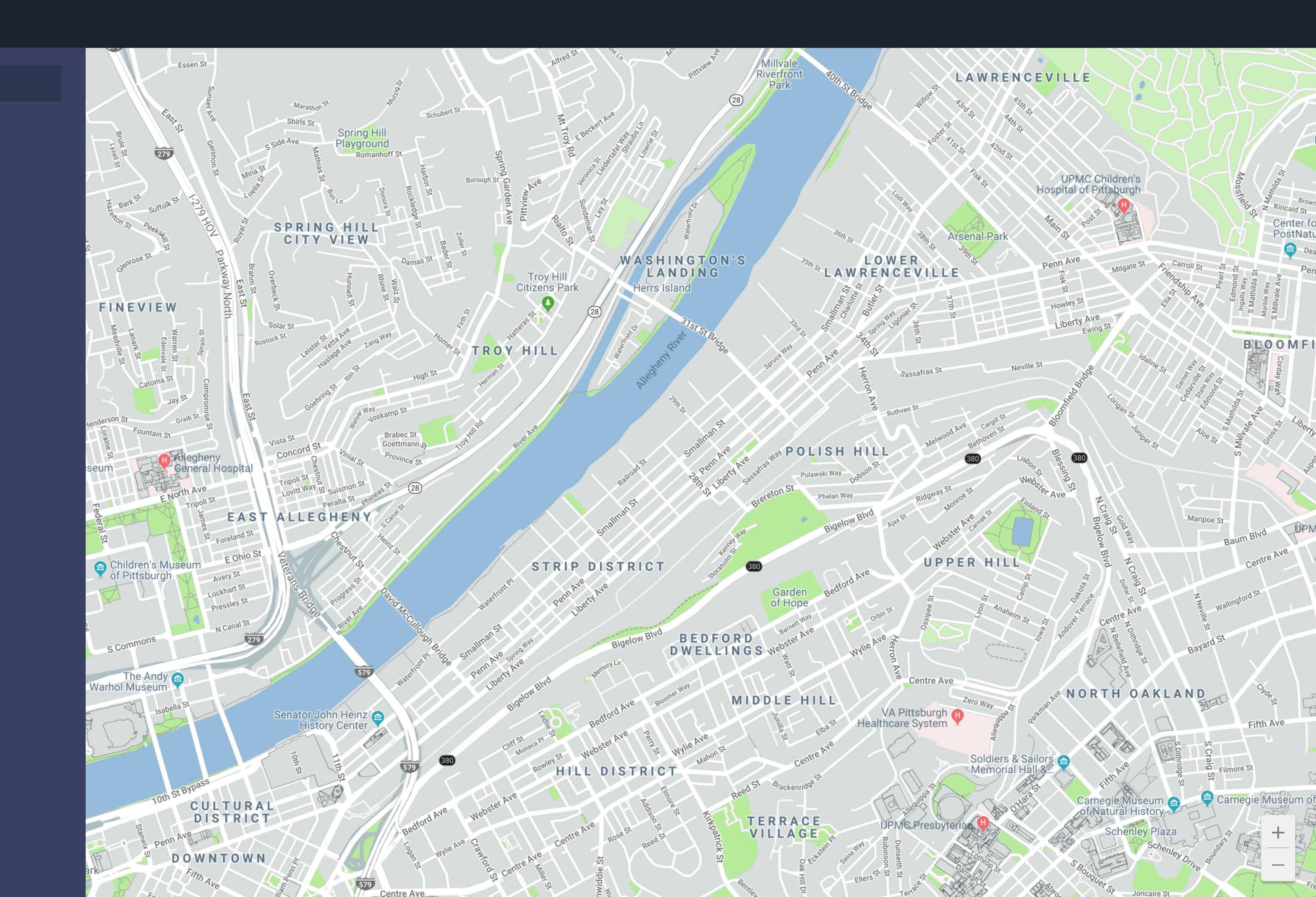
All Cities

PHX Phoenix, AZ

PIT Pittsburgh, PA

SFO San Franscico, CA

YYZ Toronto, Ontario



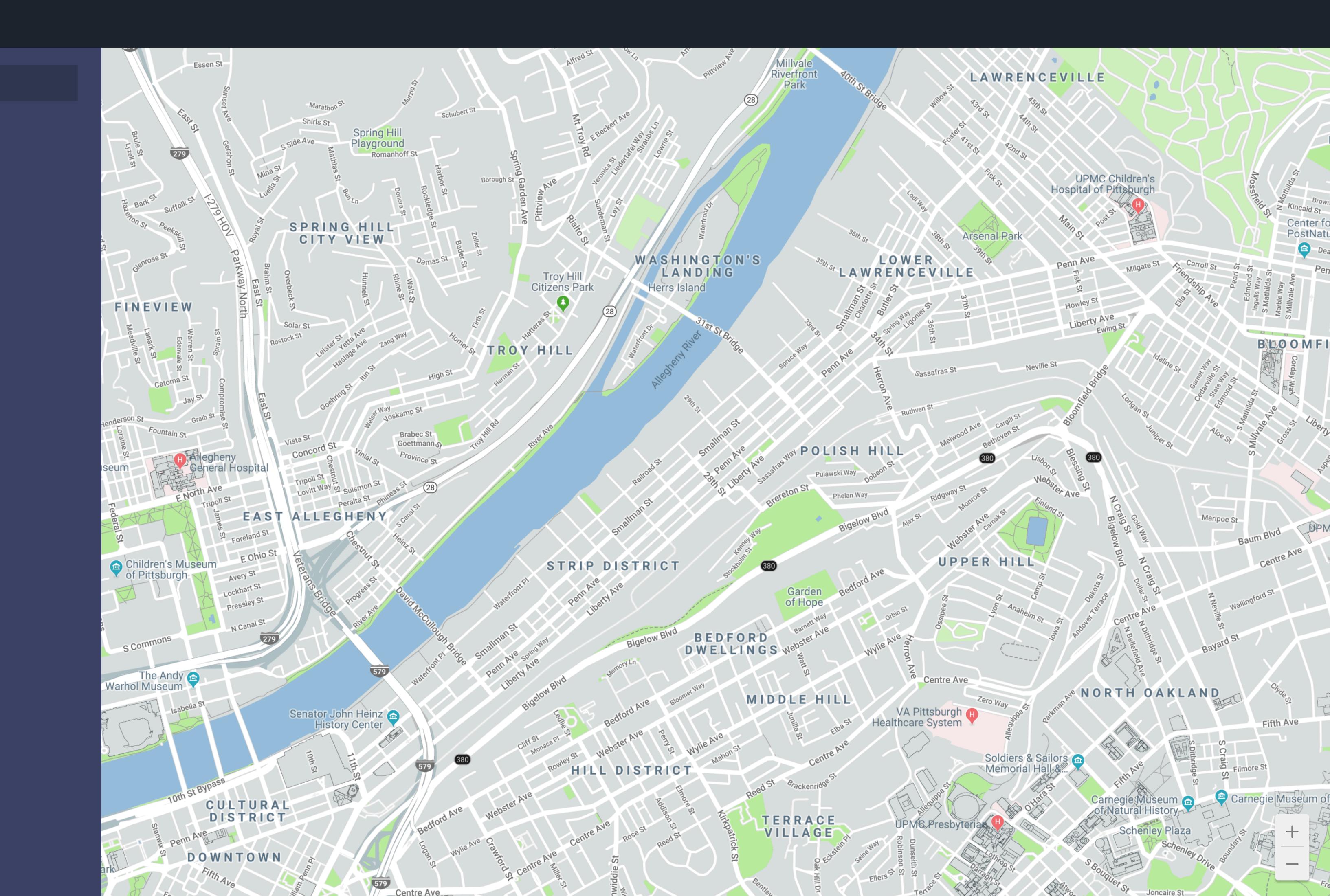
PIT

Cities

PIT Pittsburgh, PA

Lat/Lon

40.4406° N, 79.9959° W



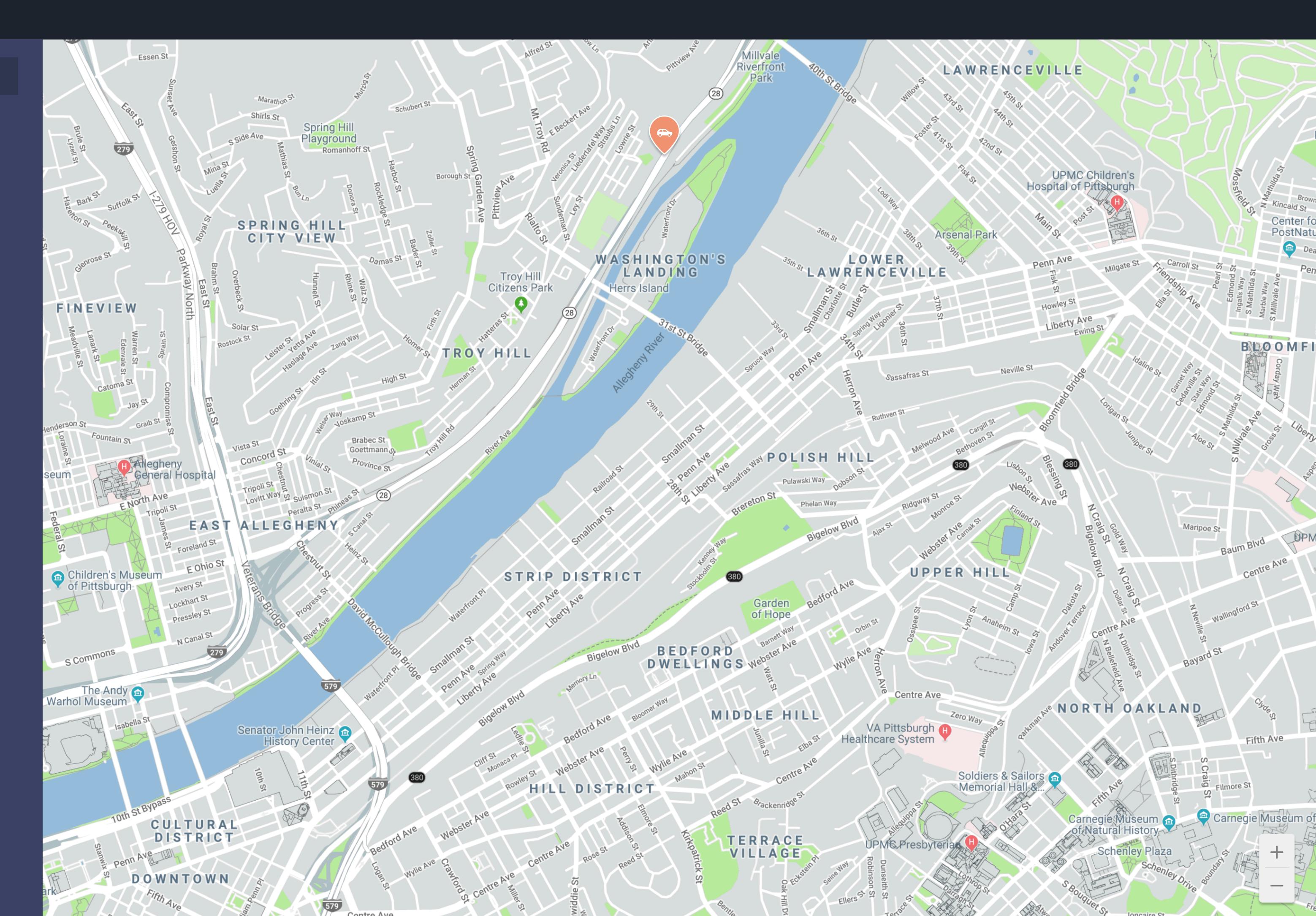
55555 Veronica St Pittsburgh PA

Address

55555 Veronica StPittsburgh PA

Cities

PIT Pittsburgh, PA



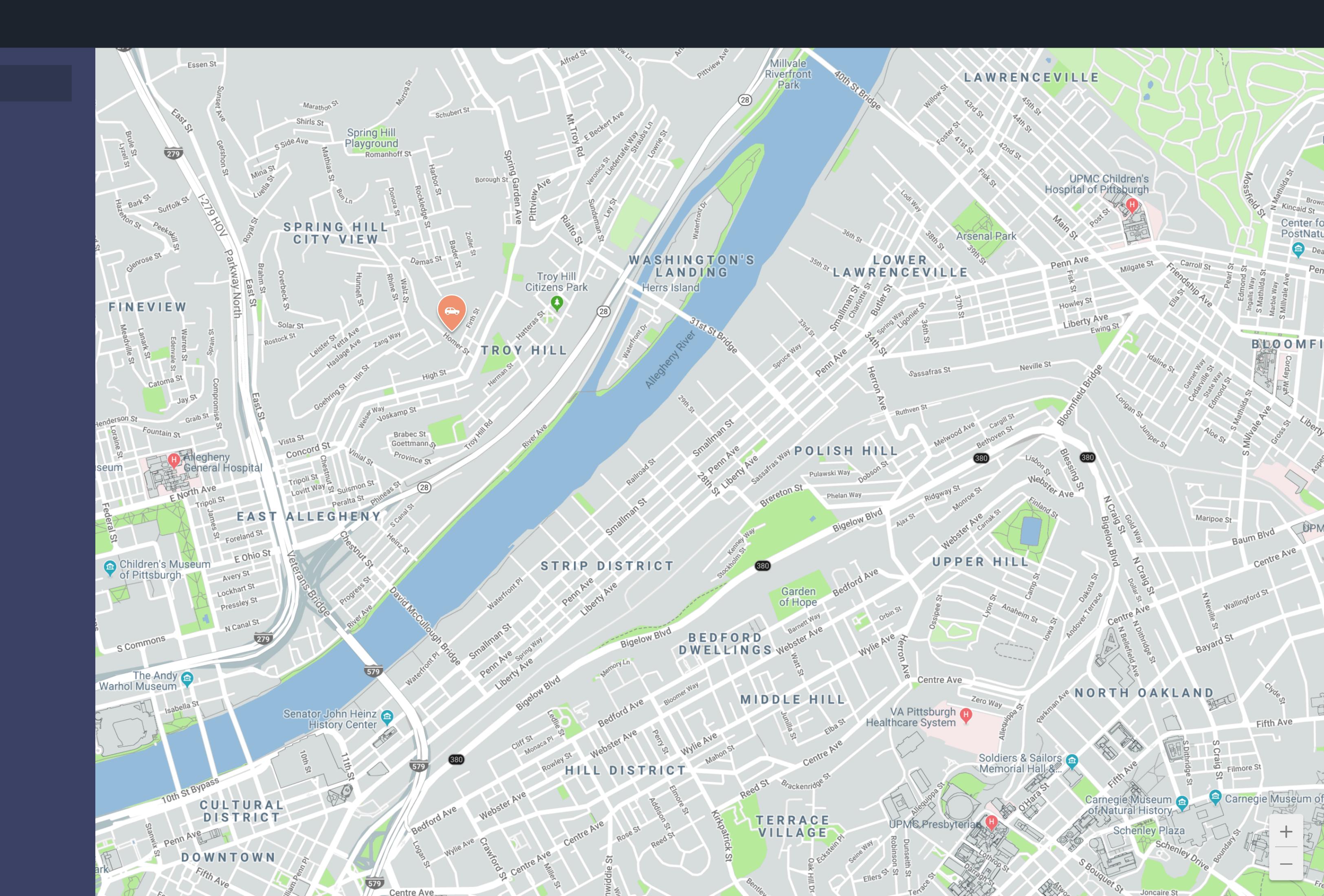
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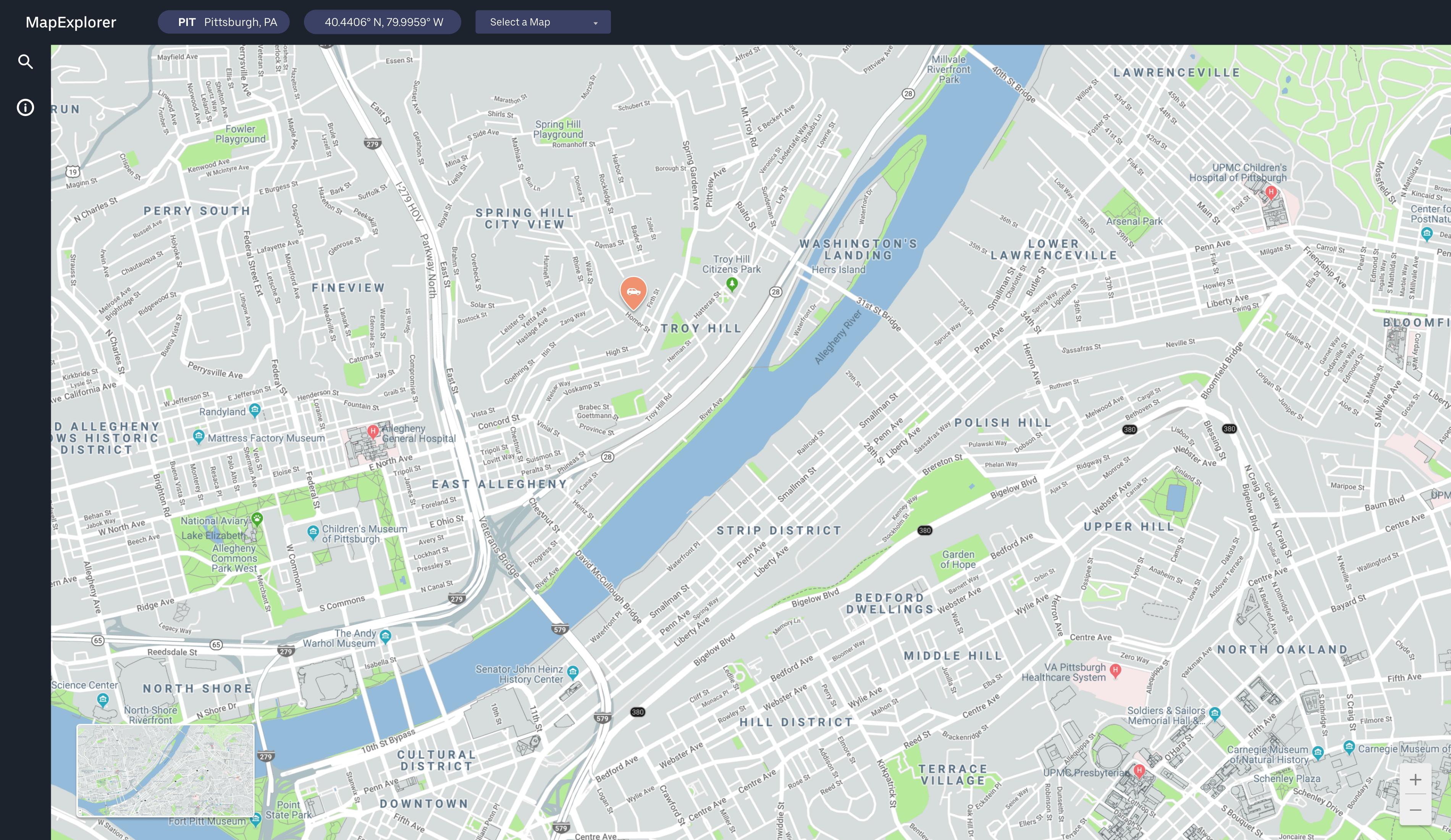
Lat/Lon

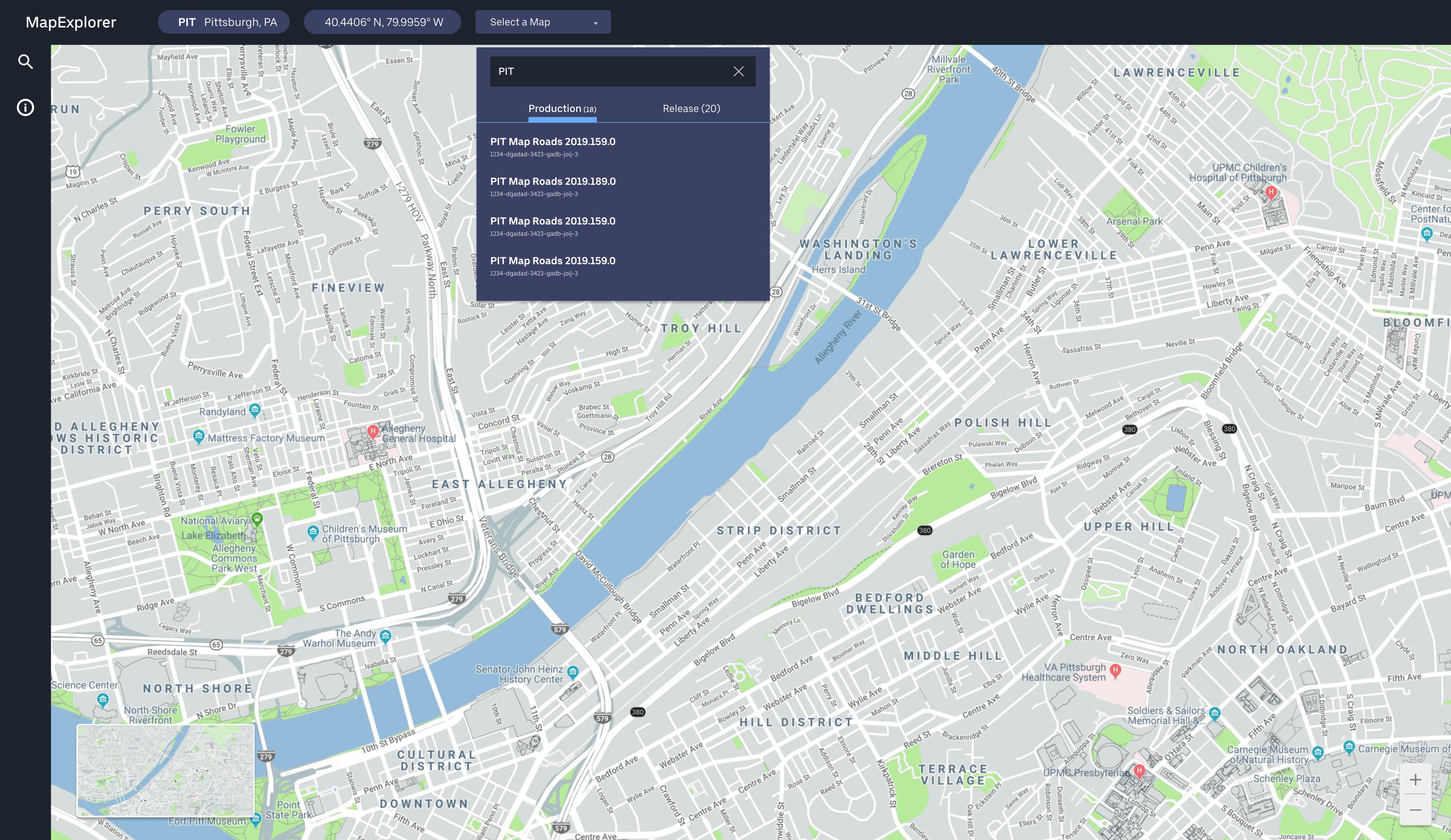
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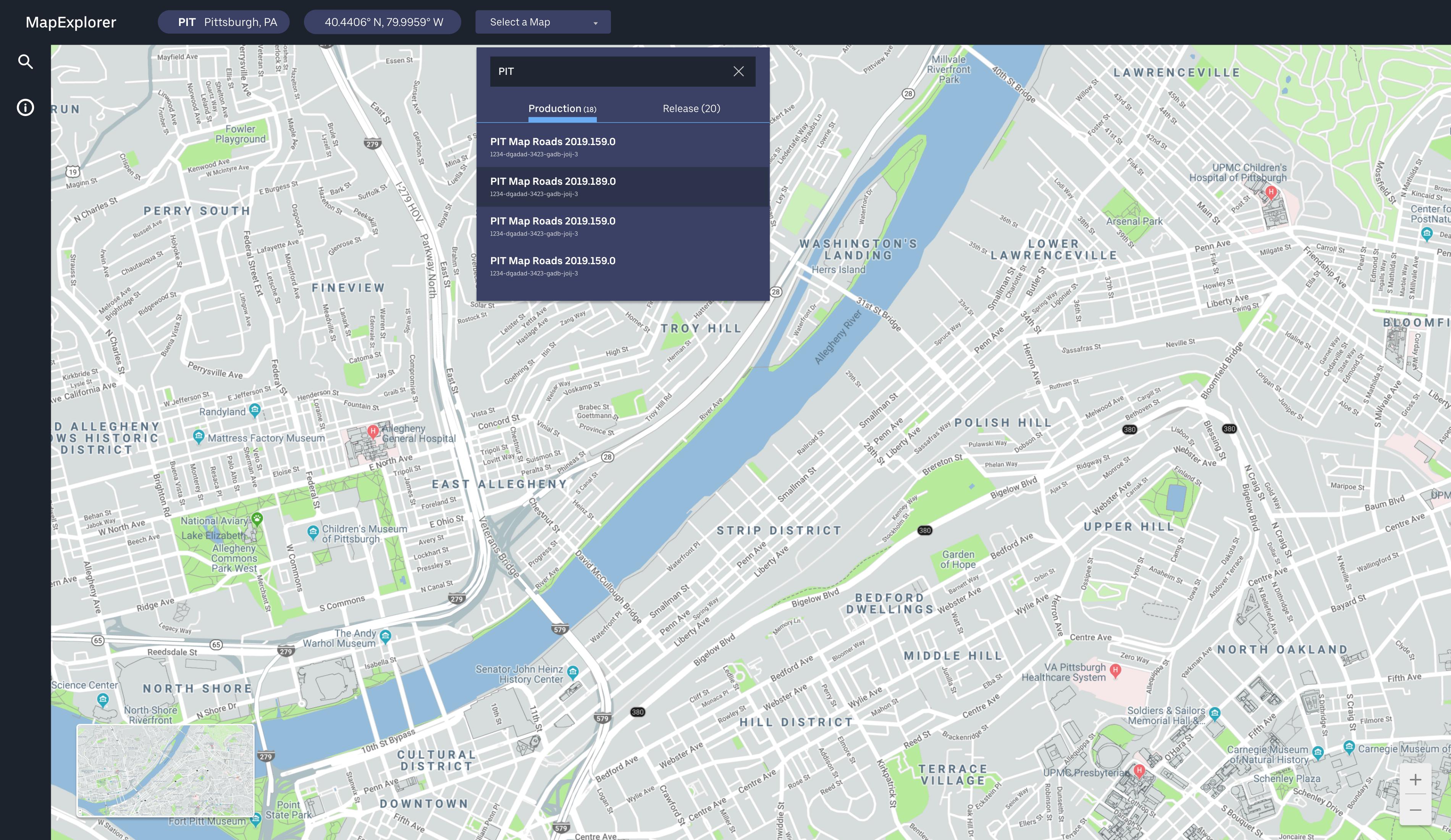
Cities

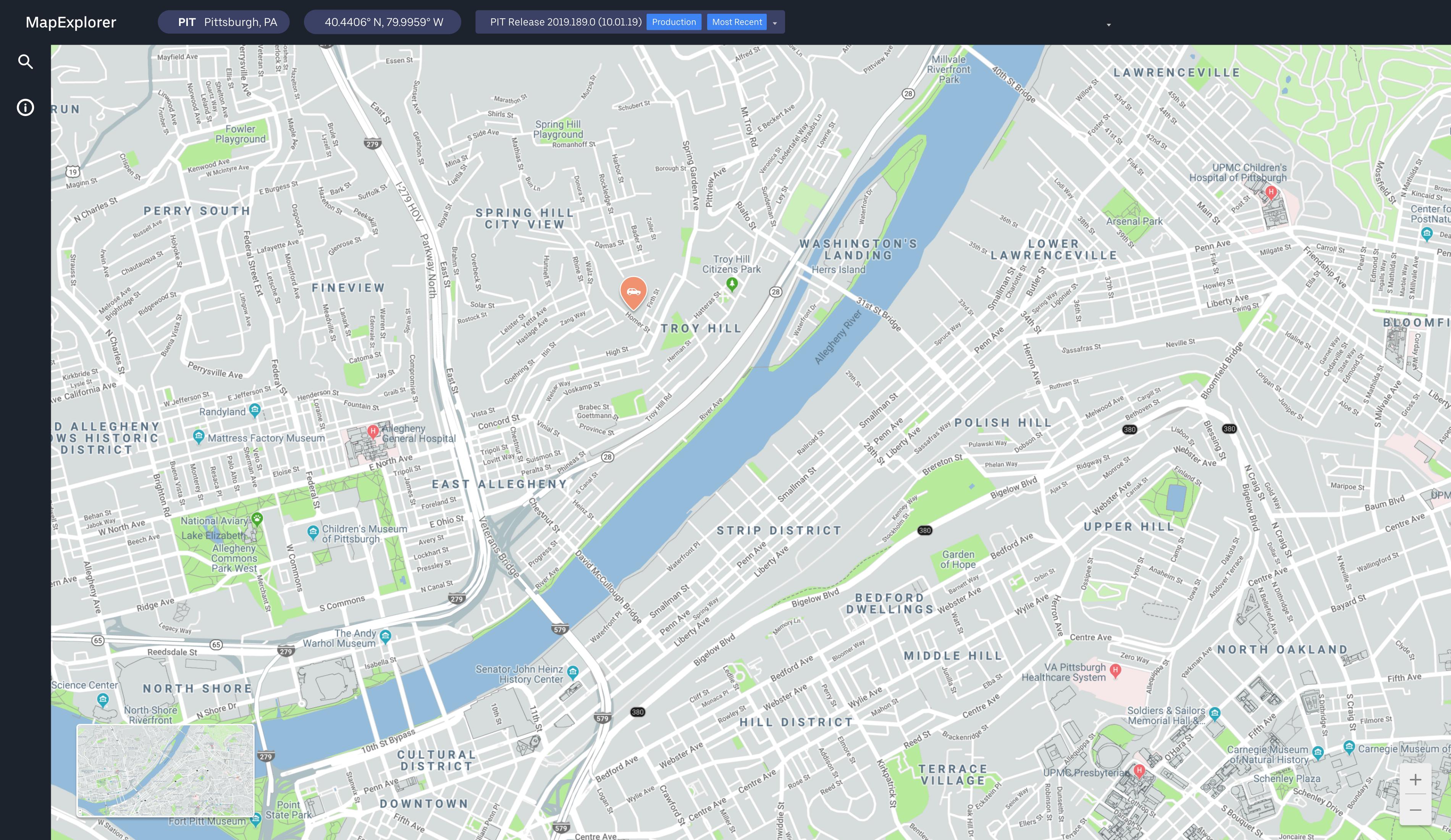
PIT Pittsburgh, PA



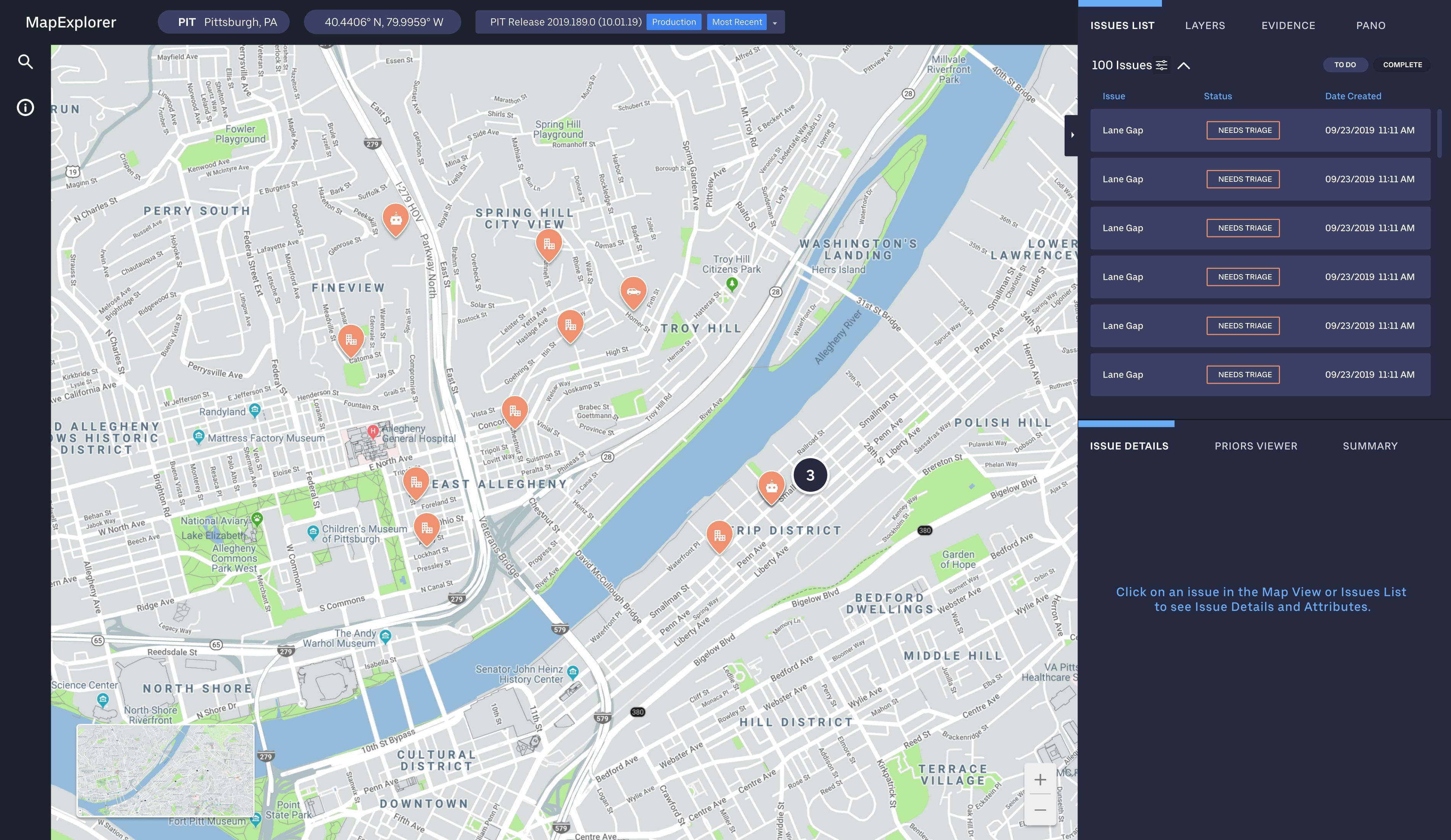


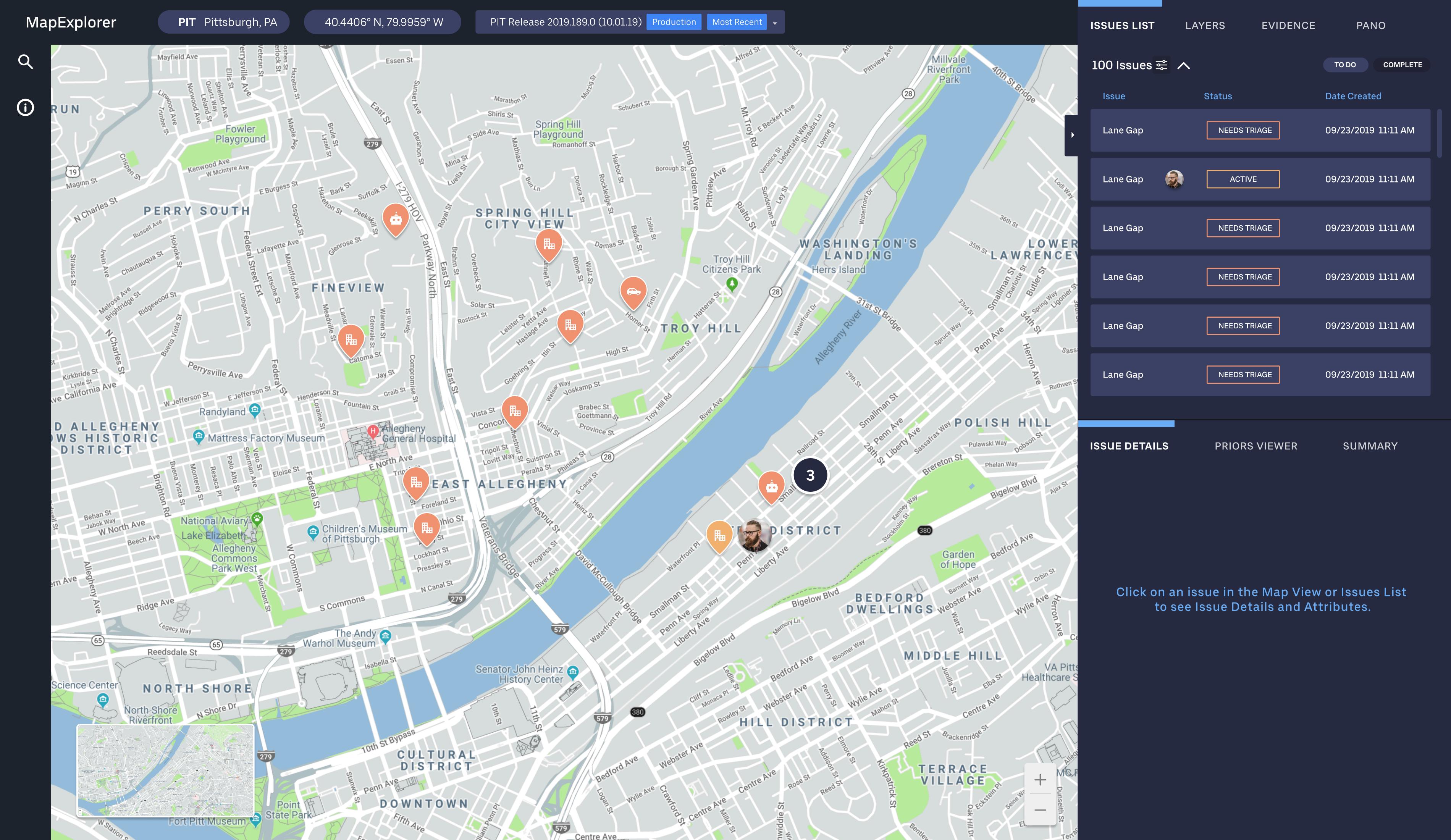


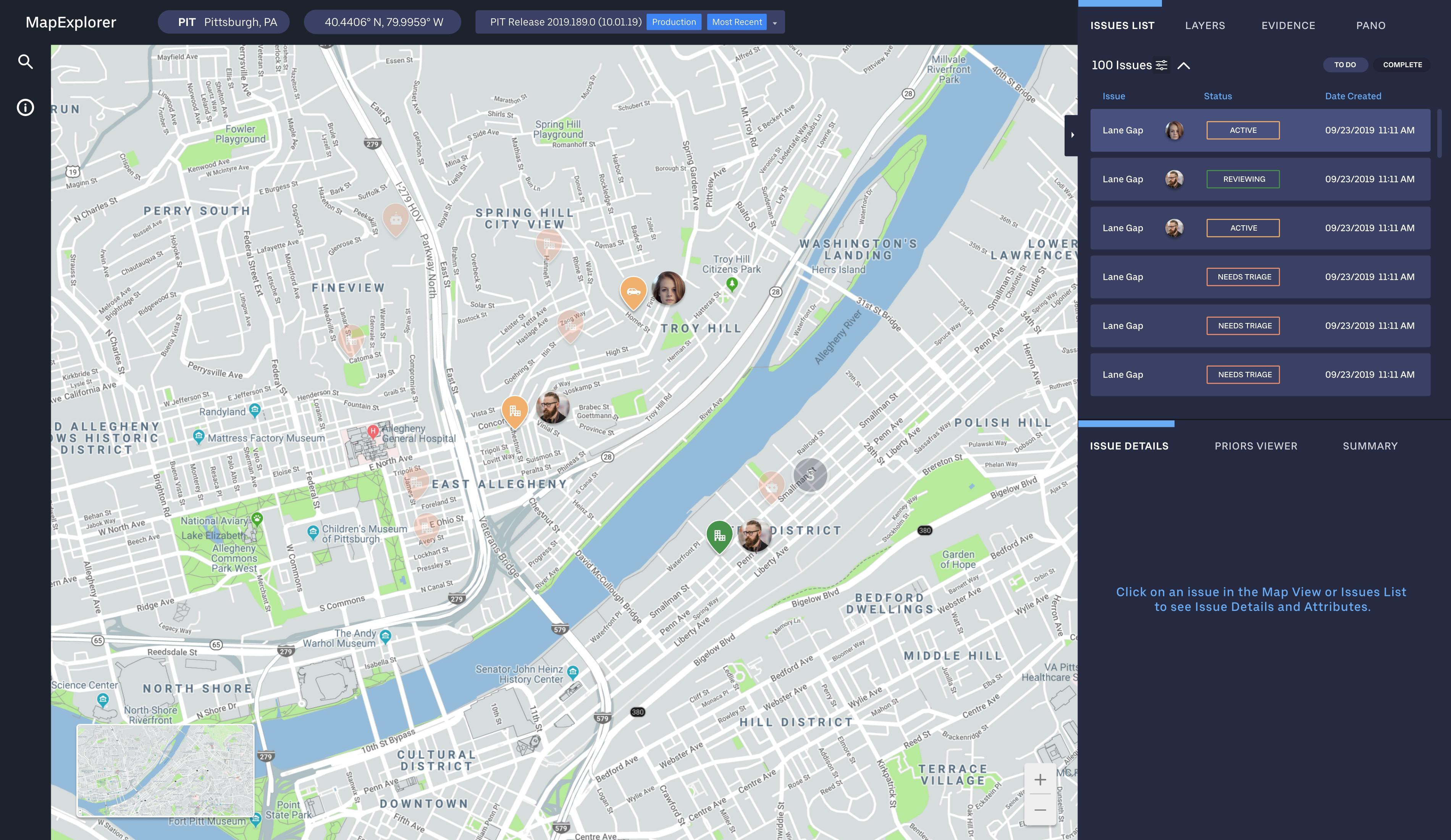


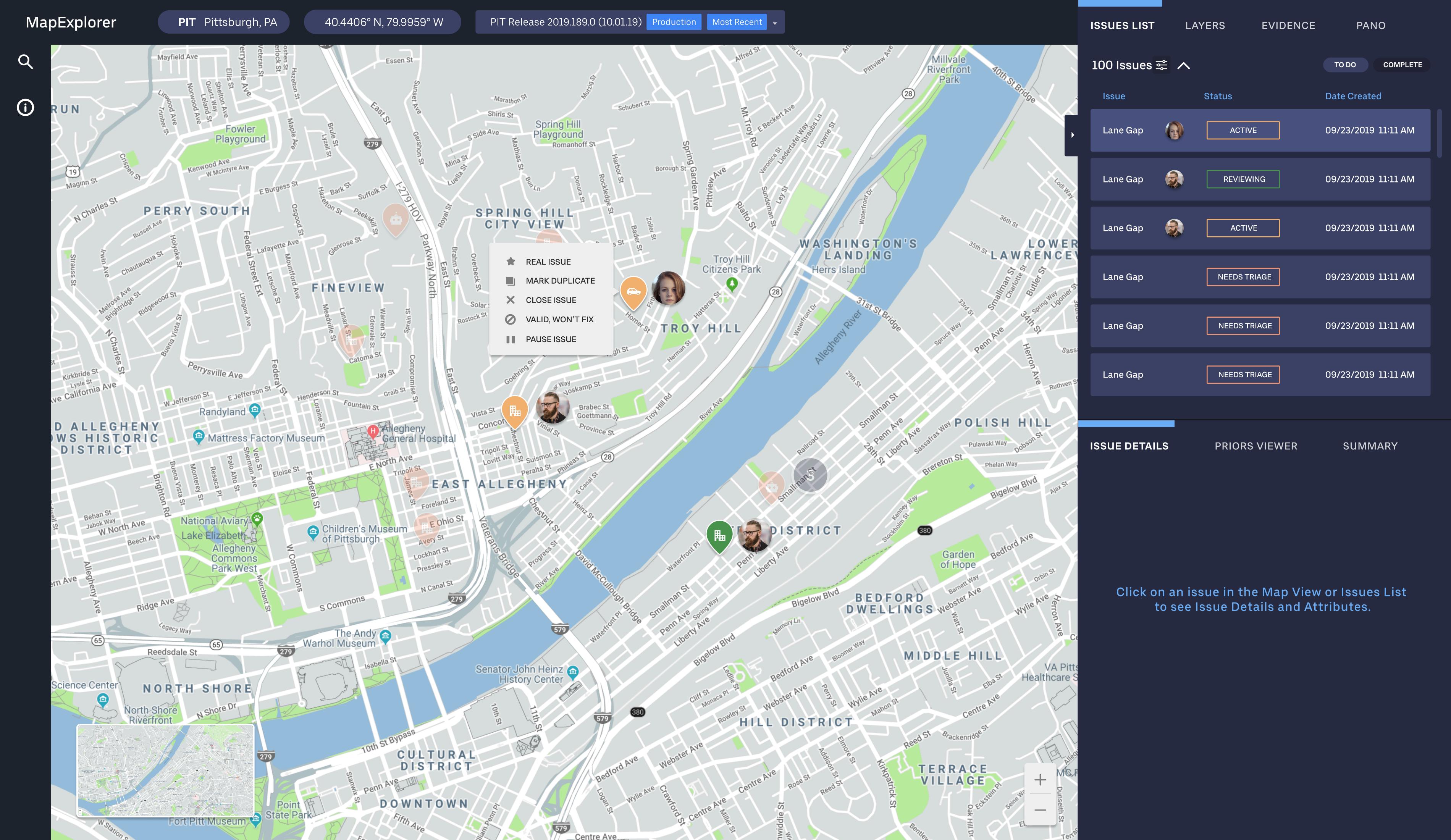


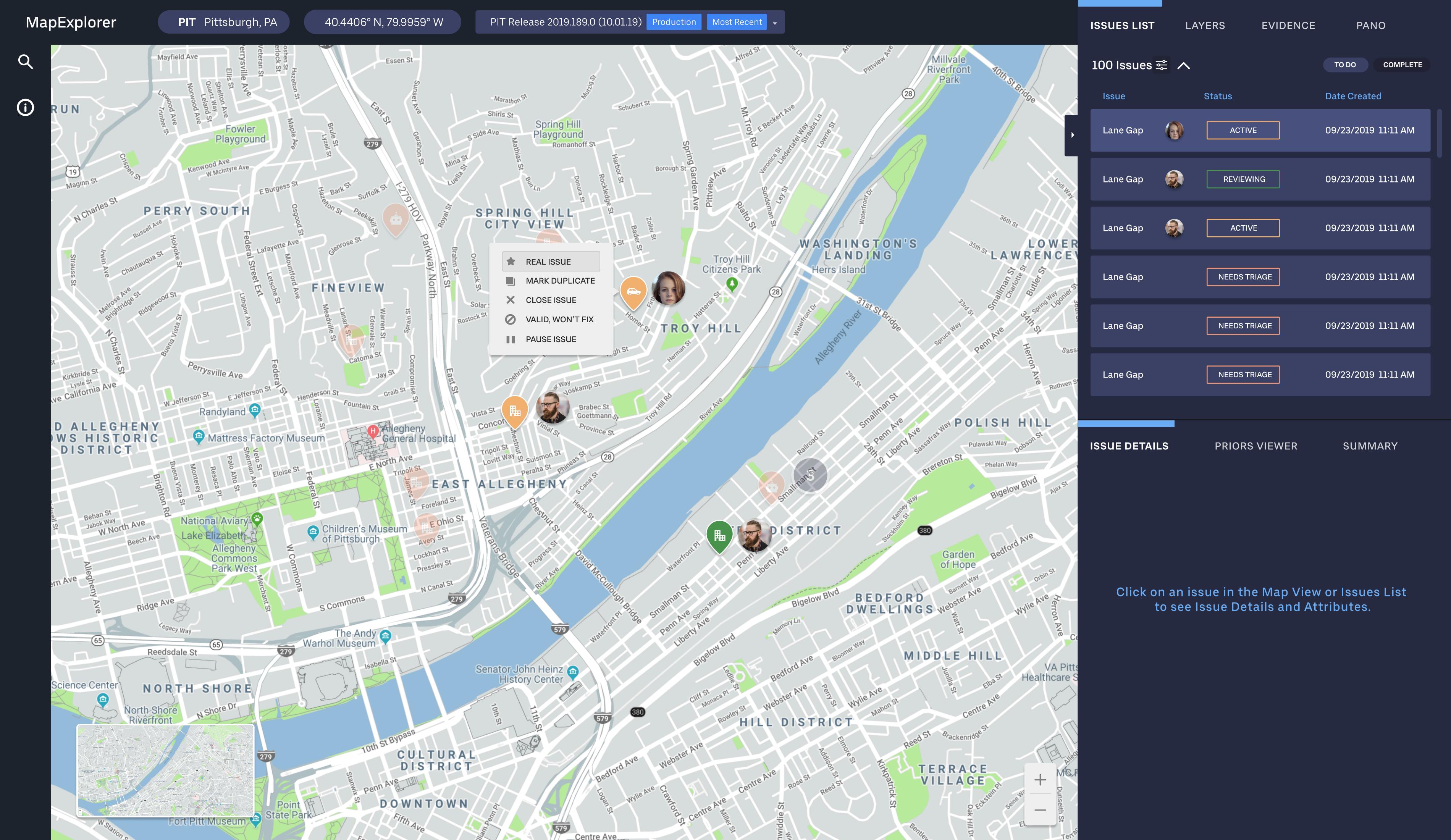
Mark Real Issue

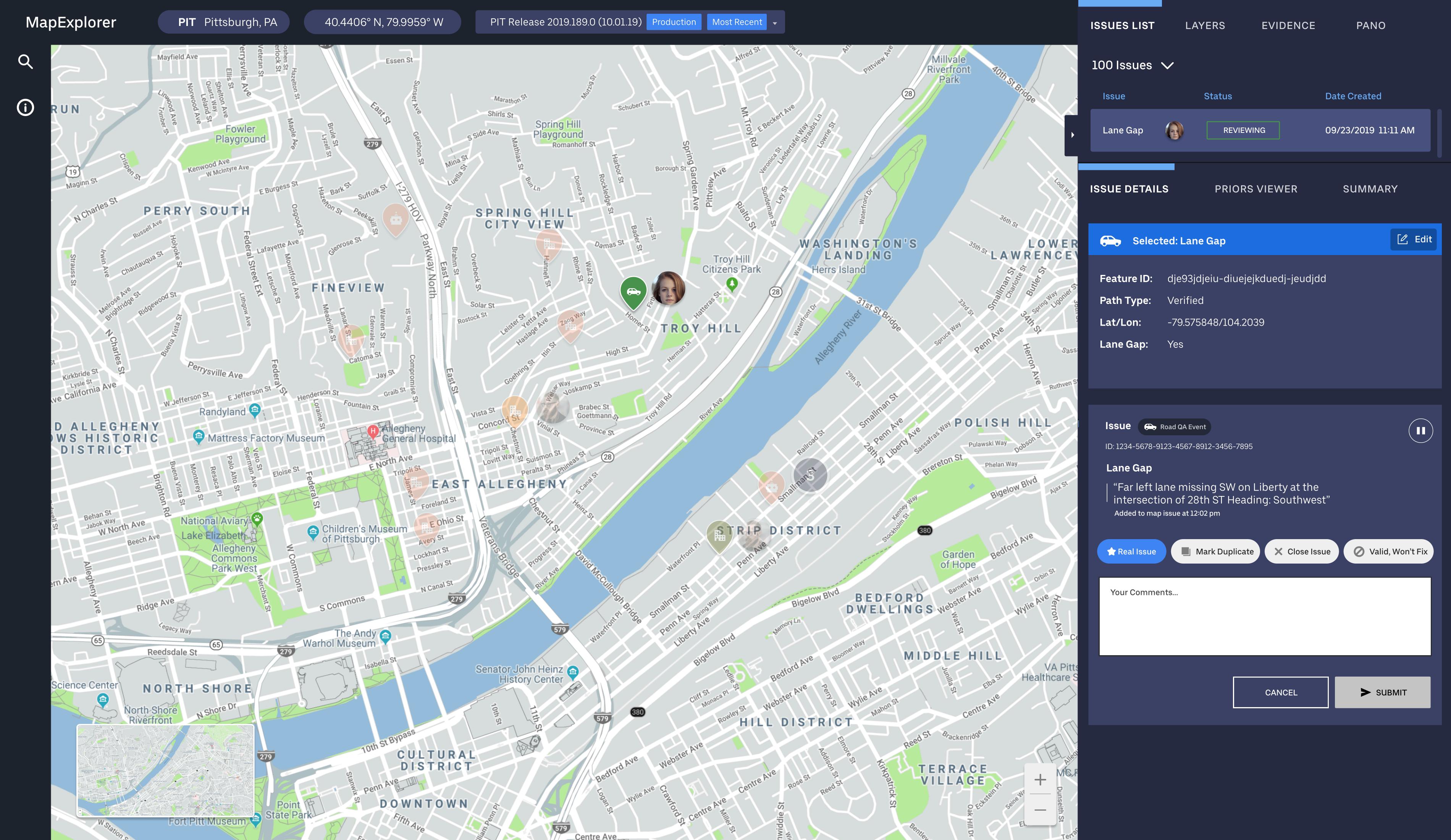


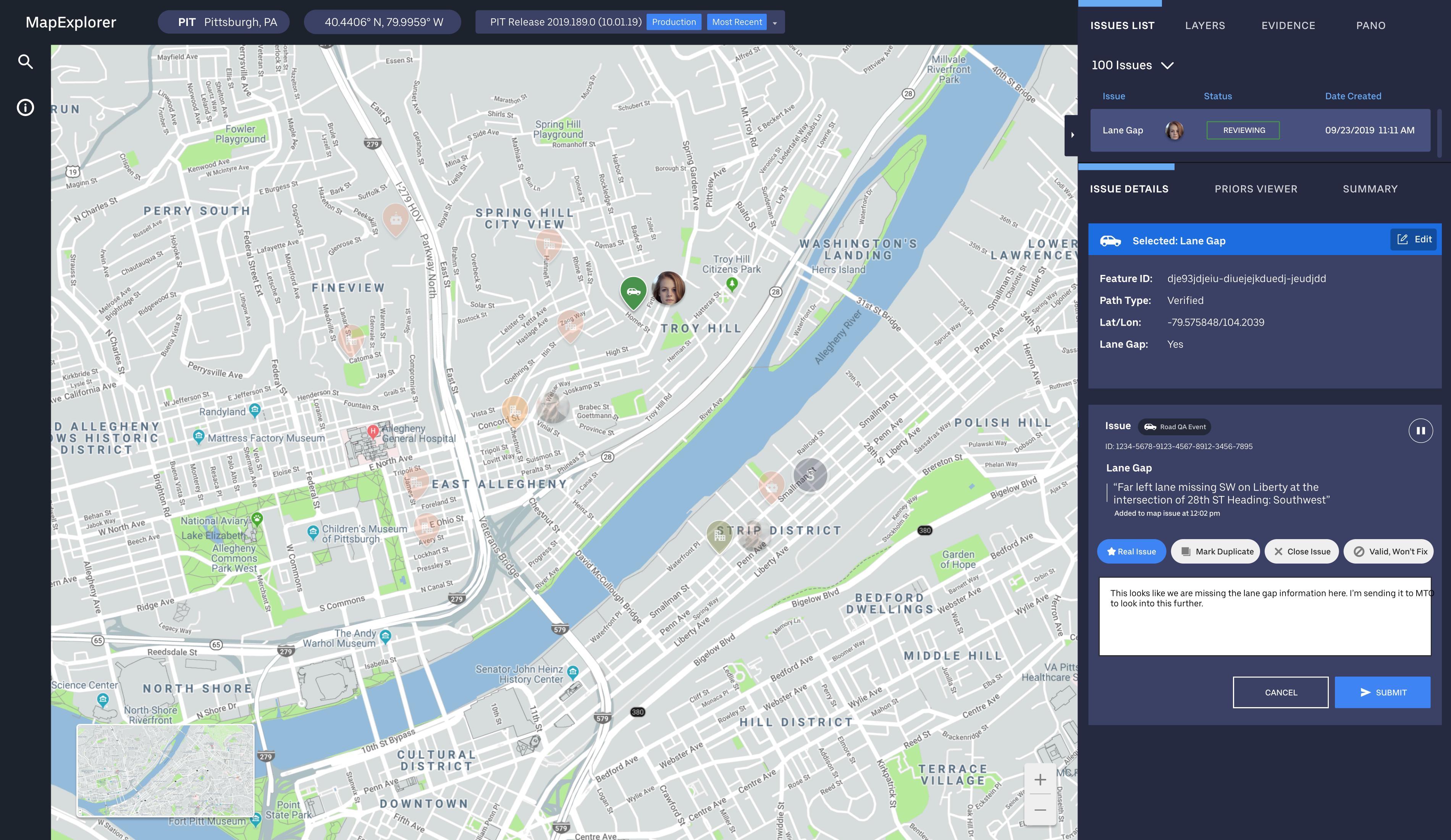


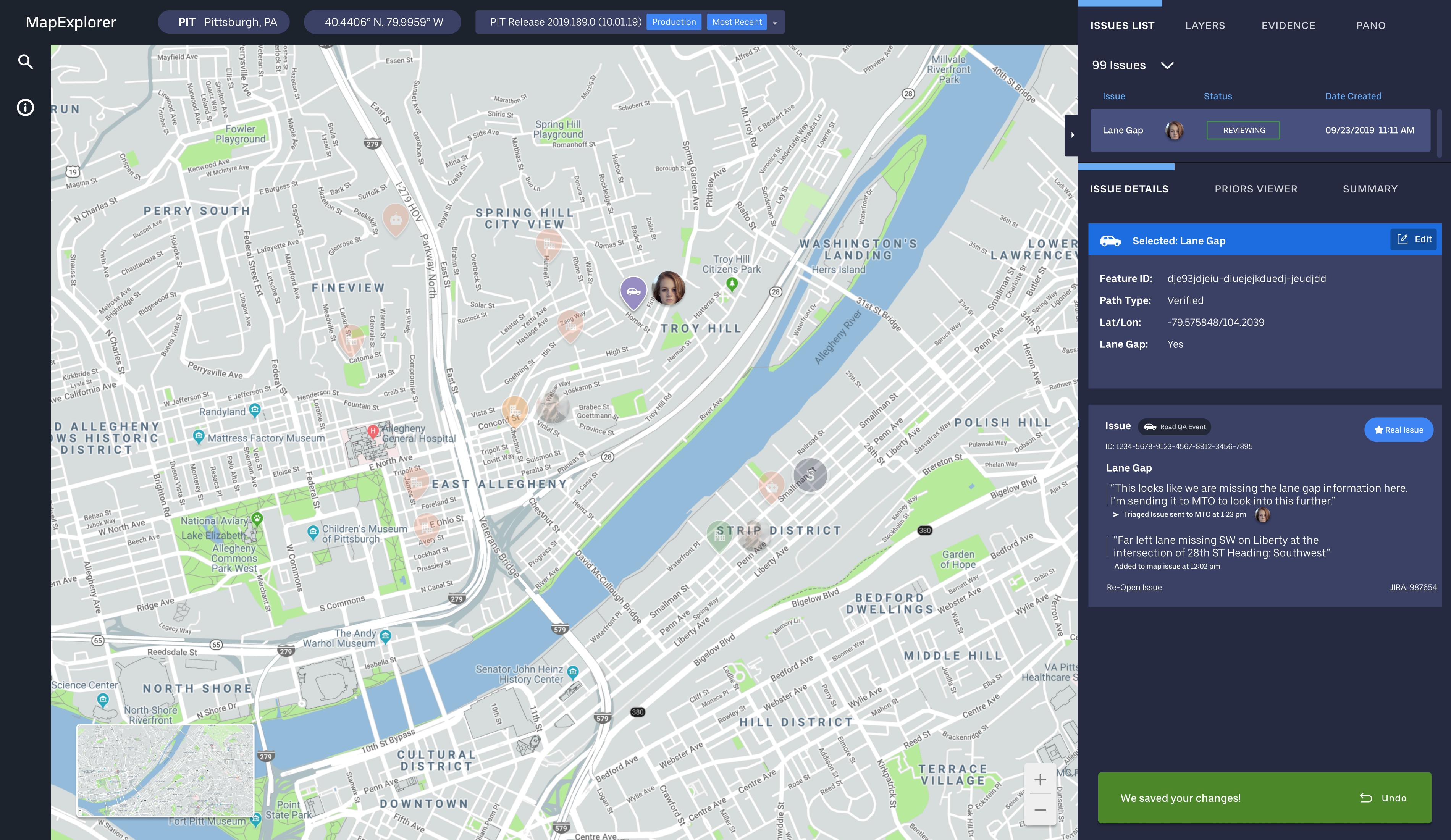


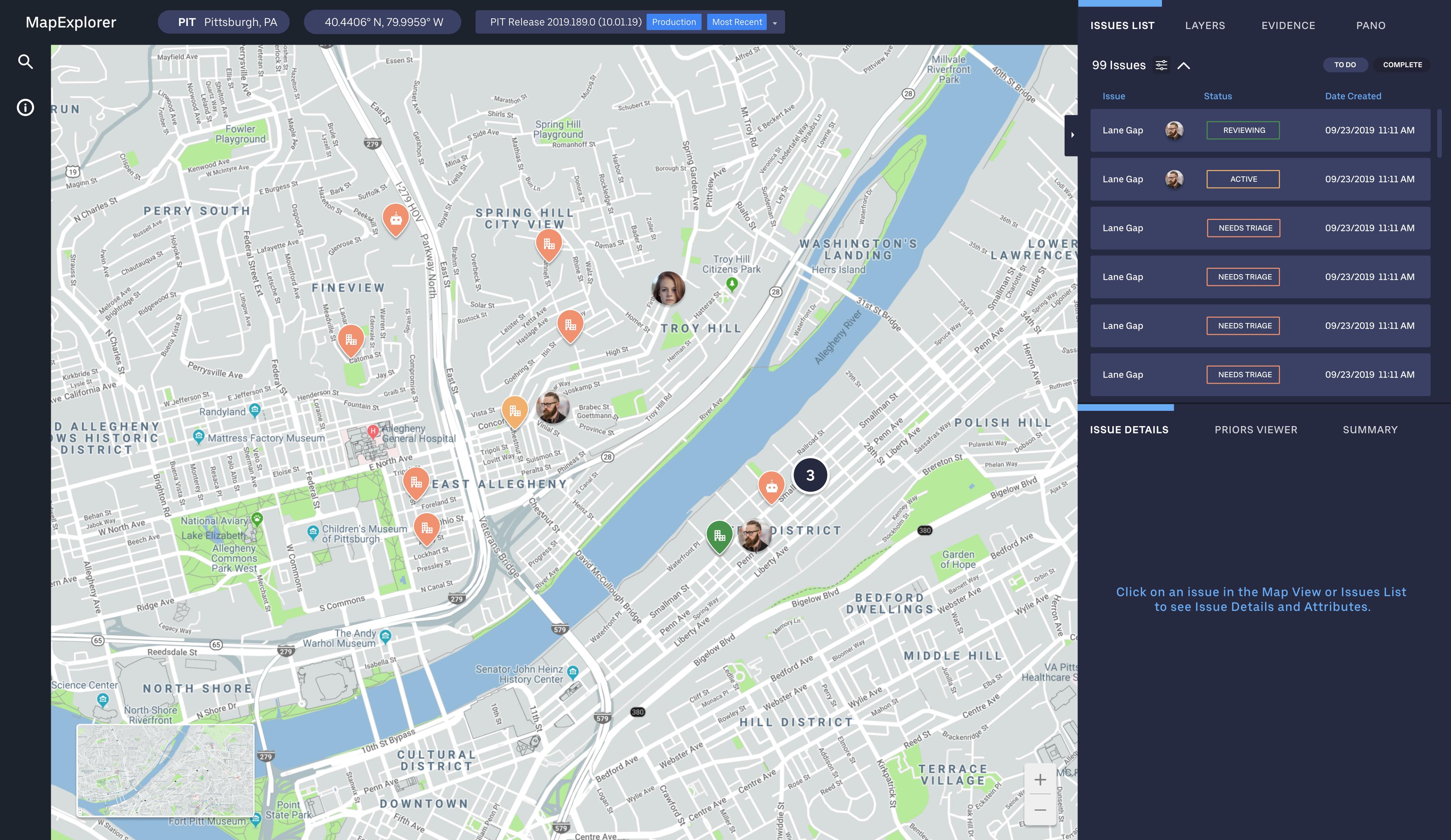


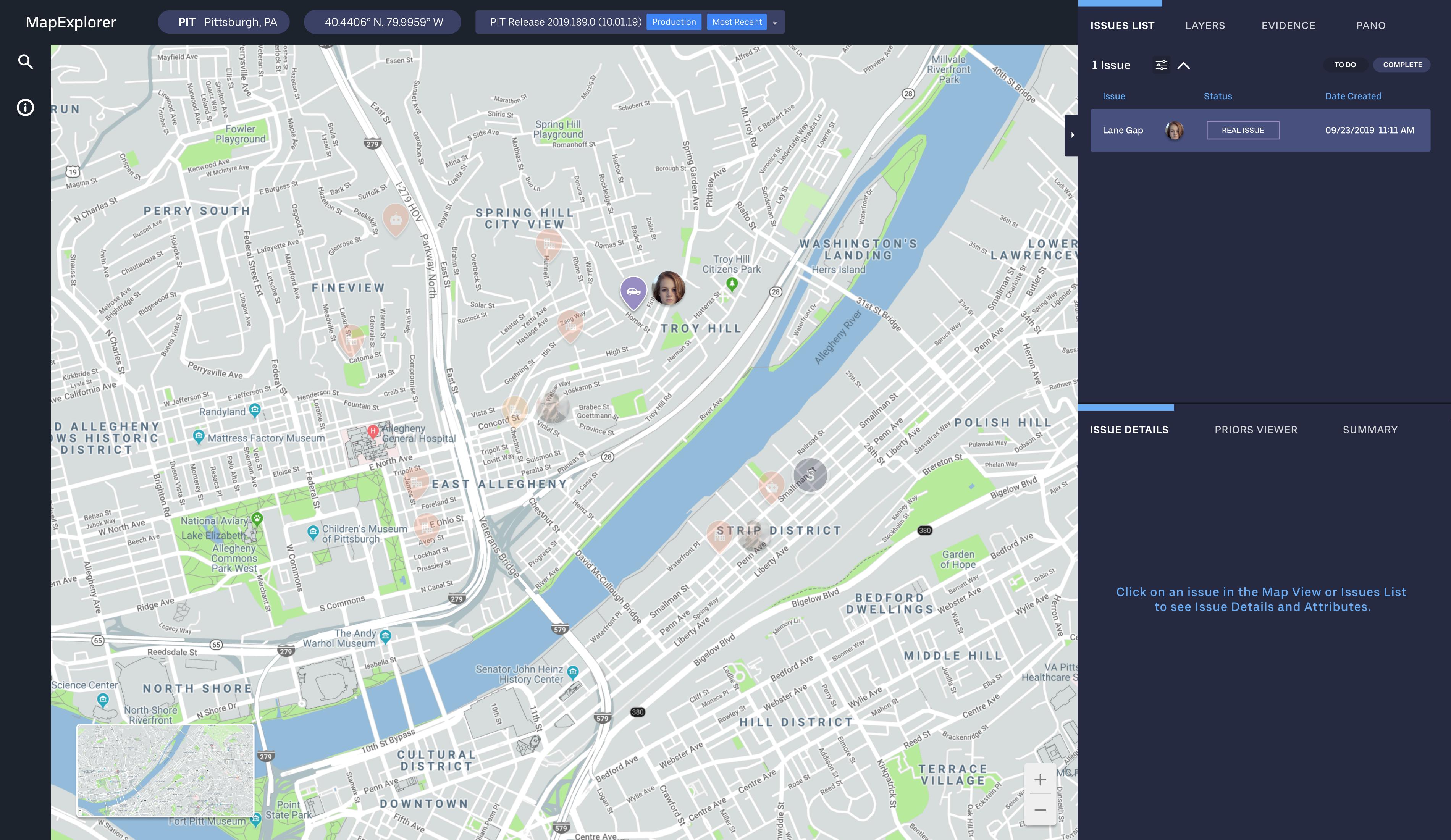




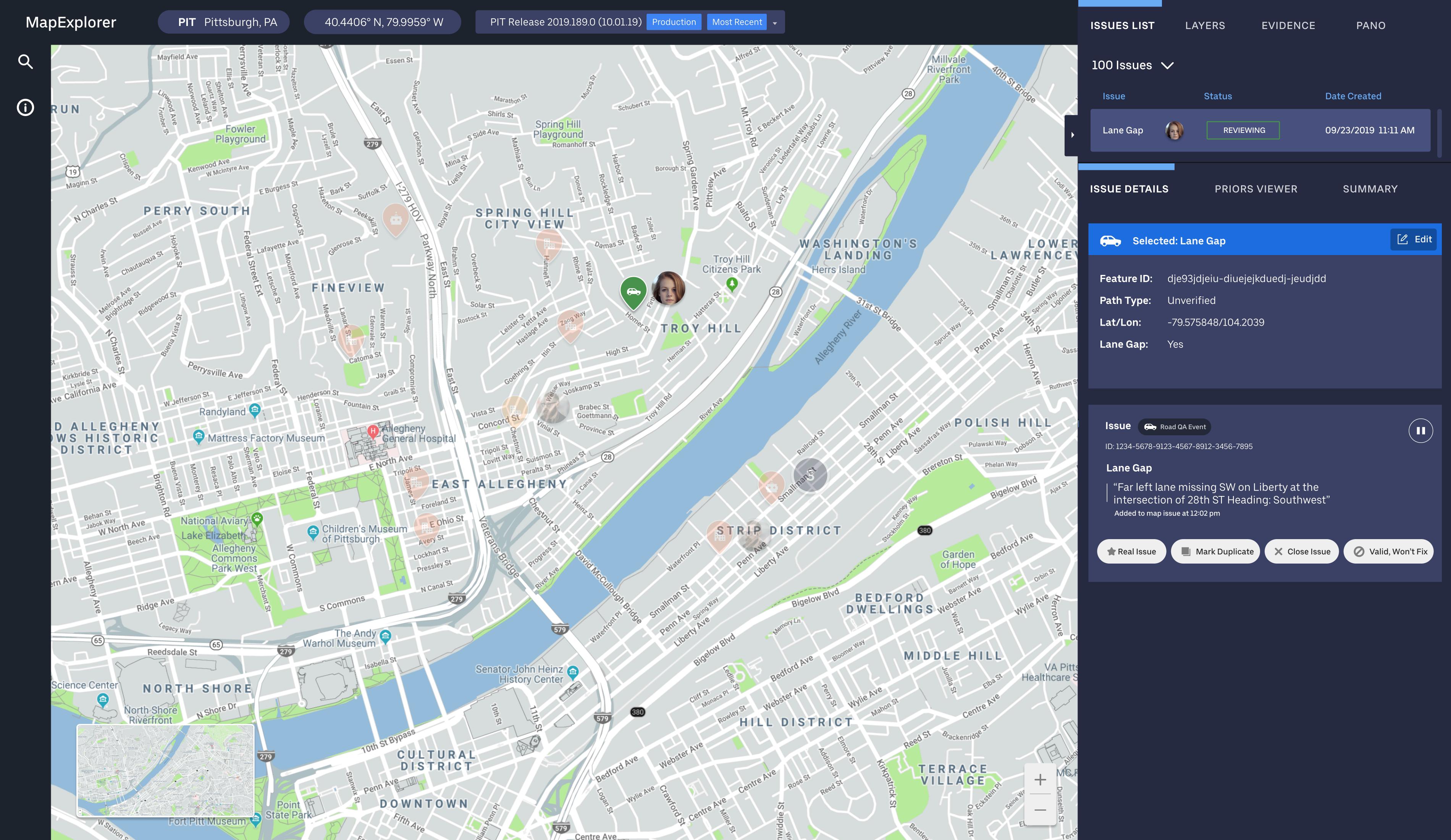


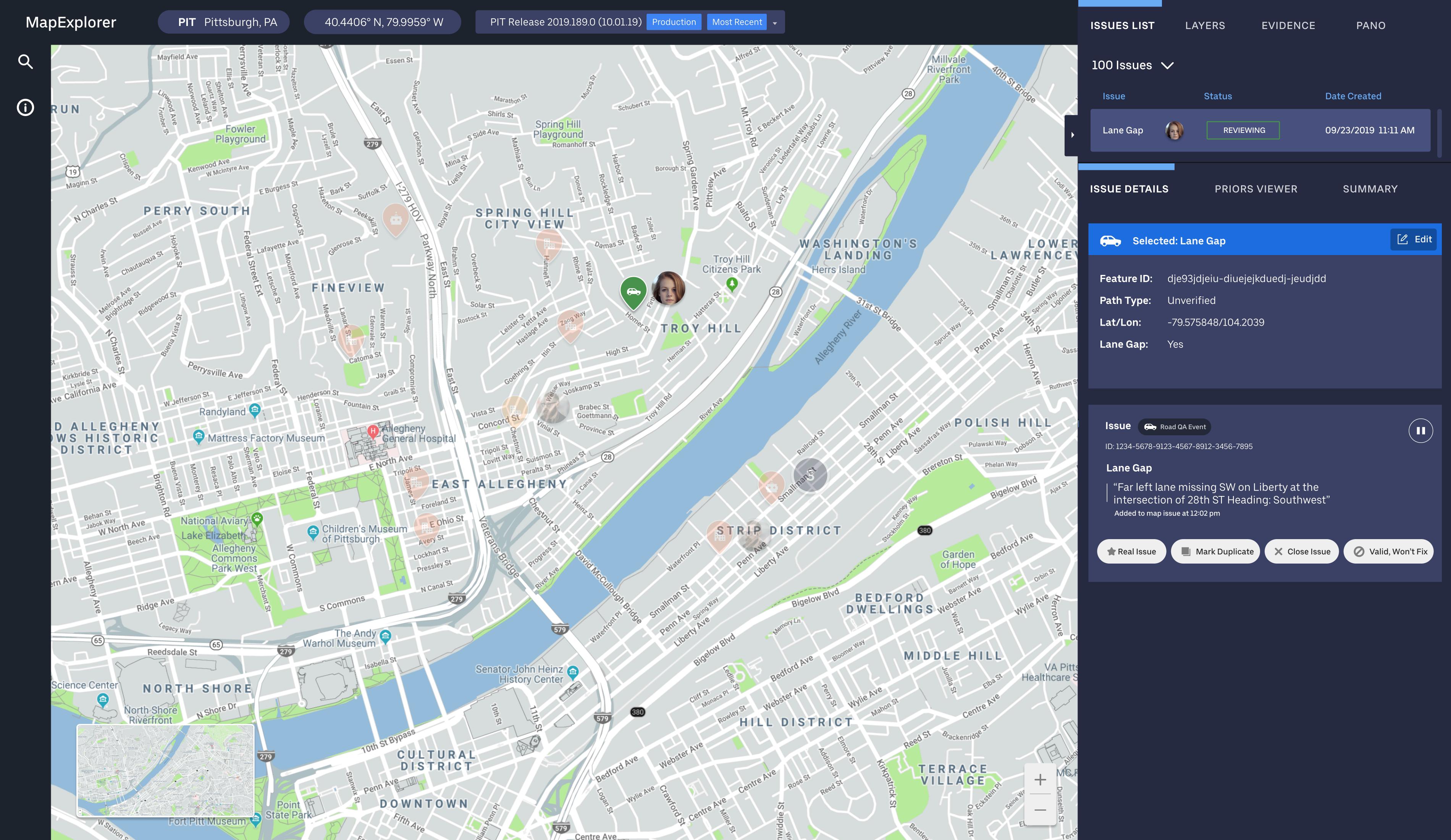


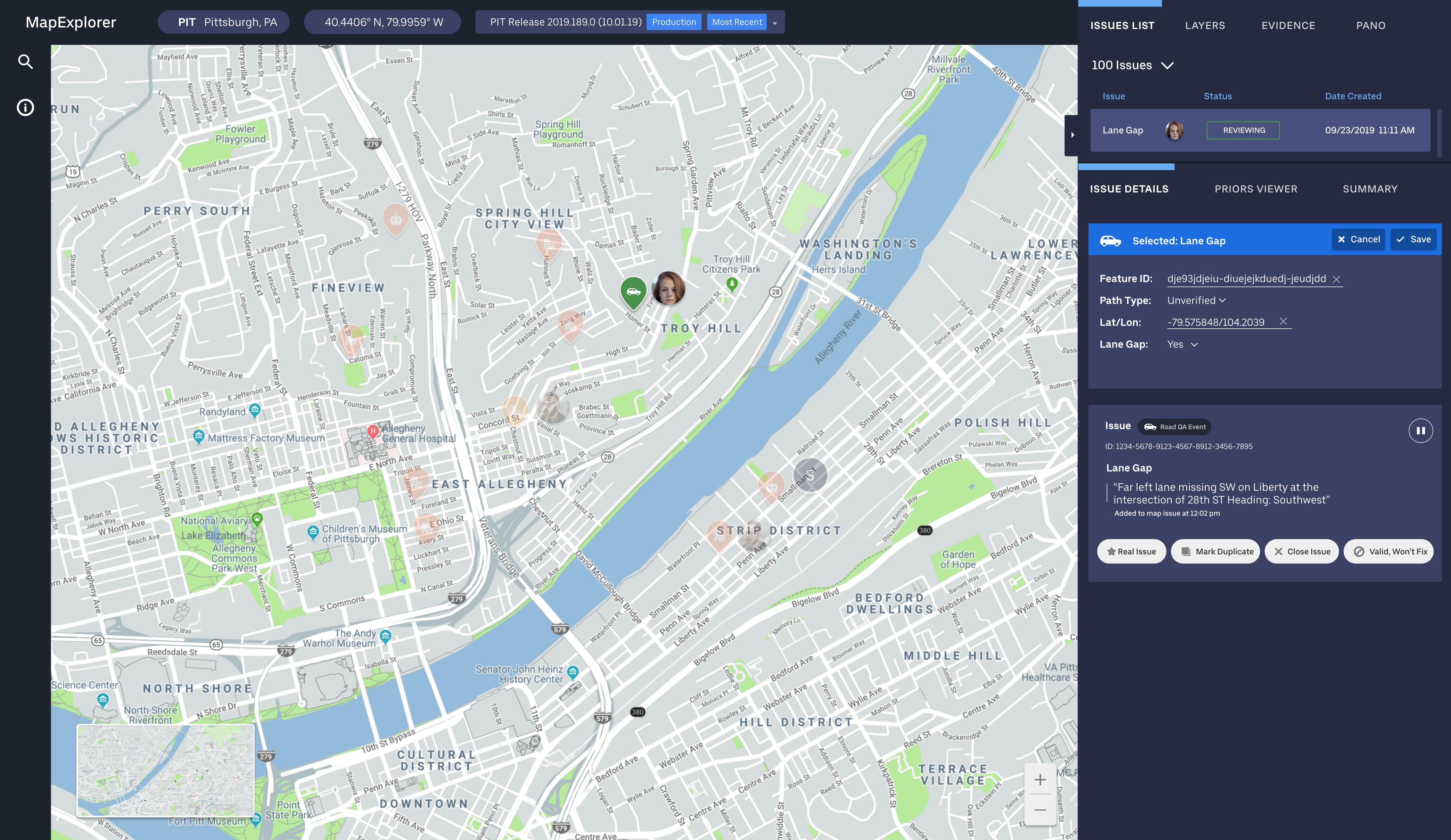


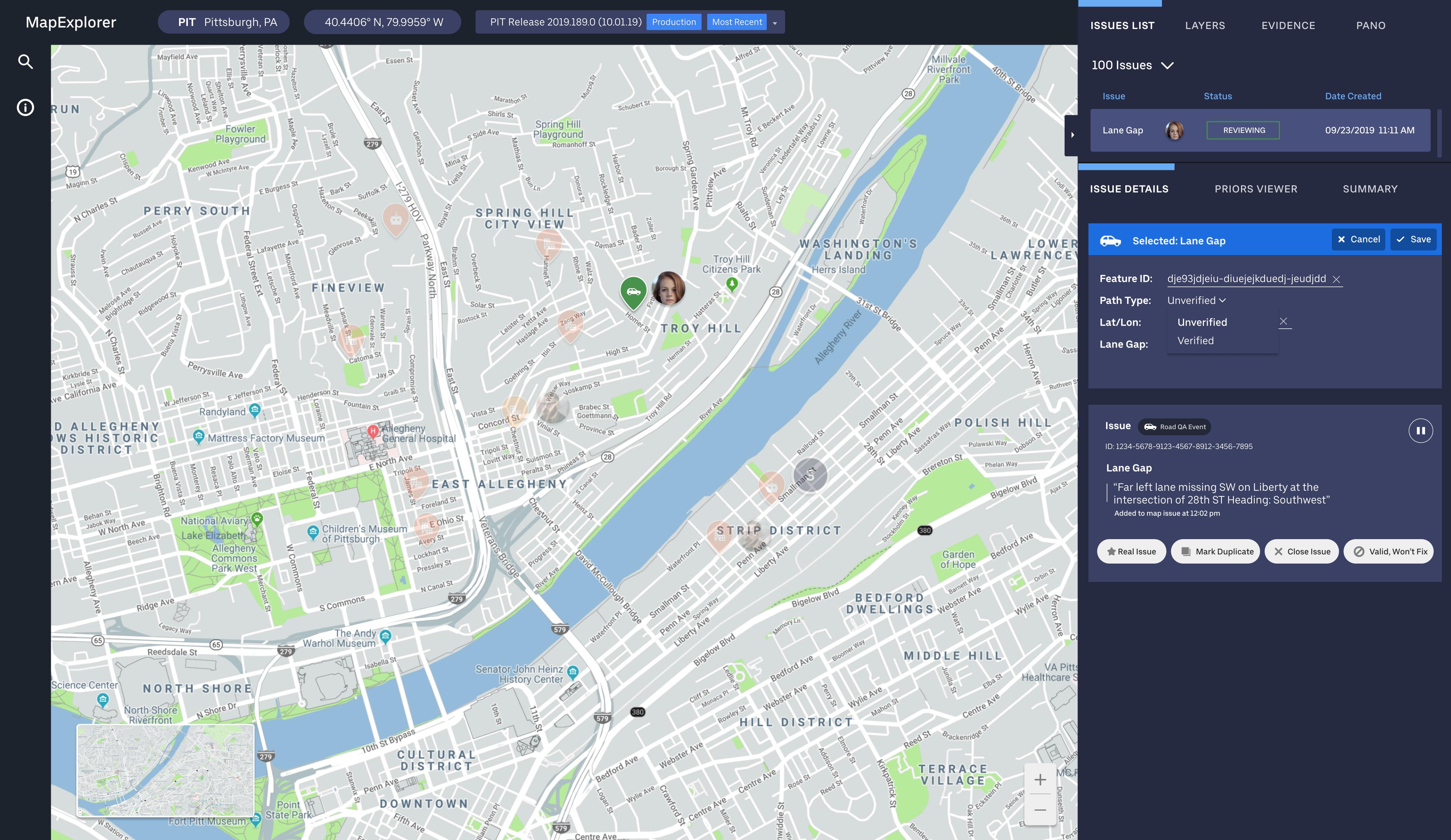


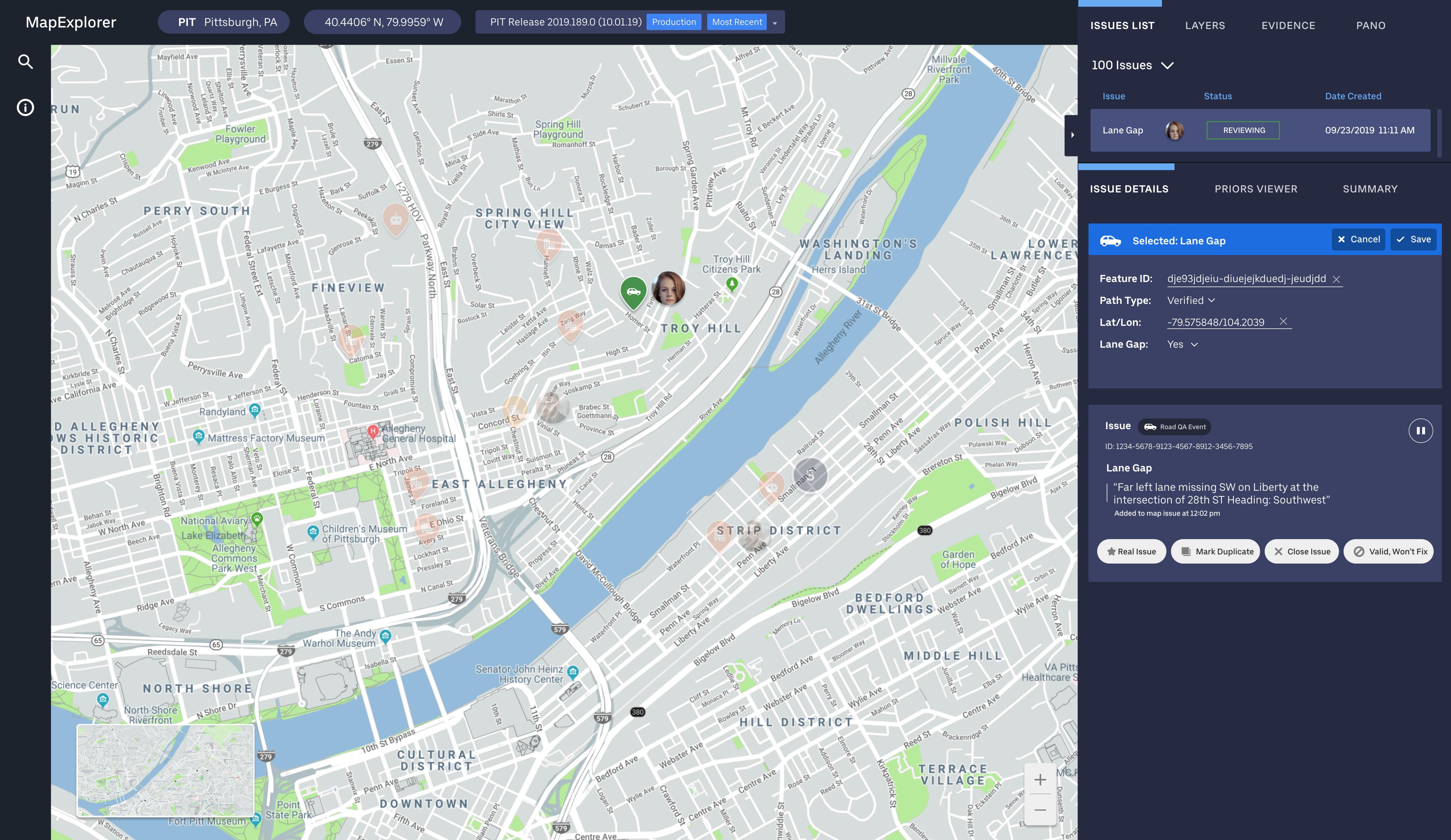
Edit/Save Attributes

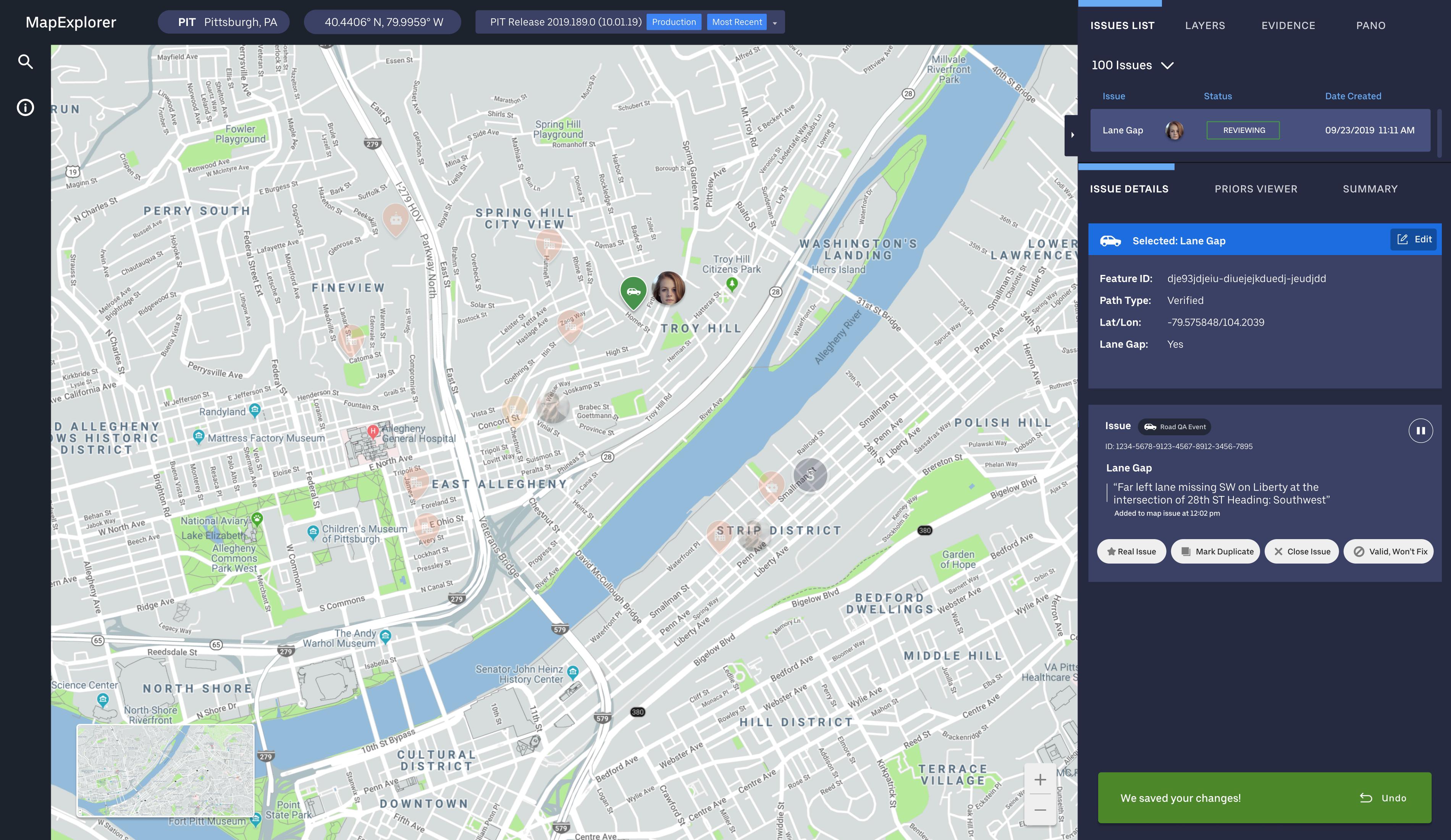




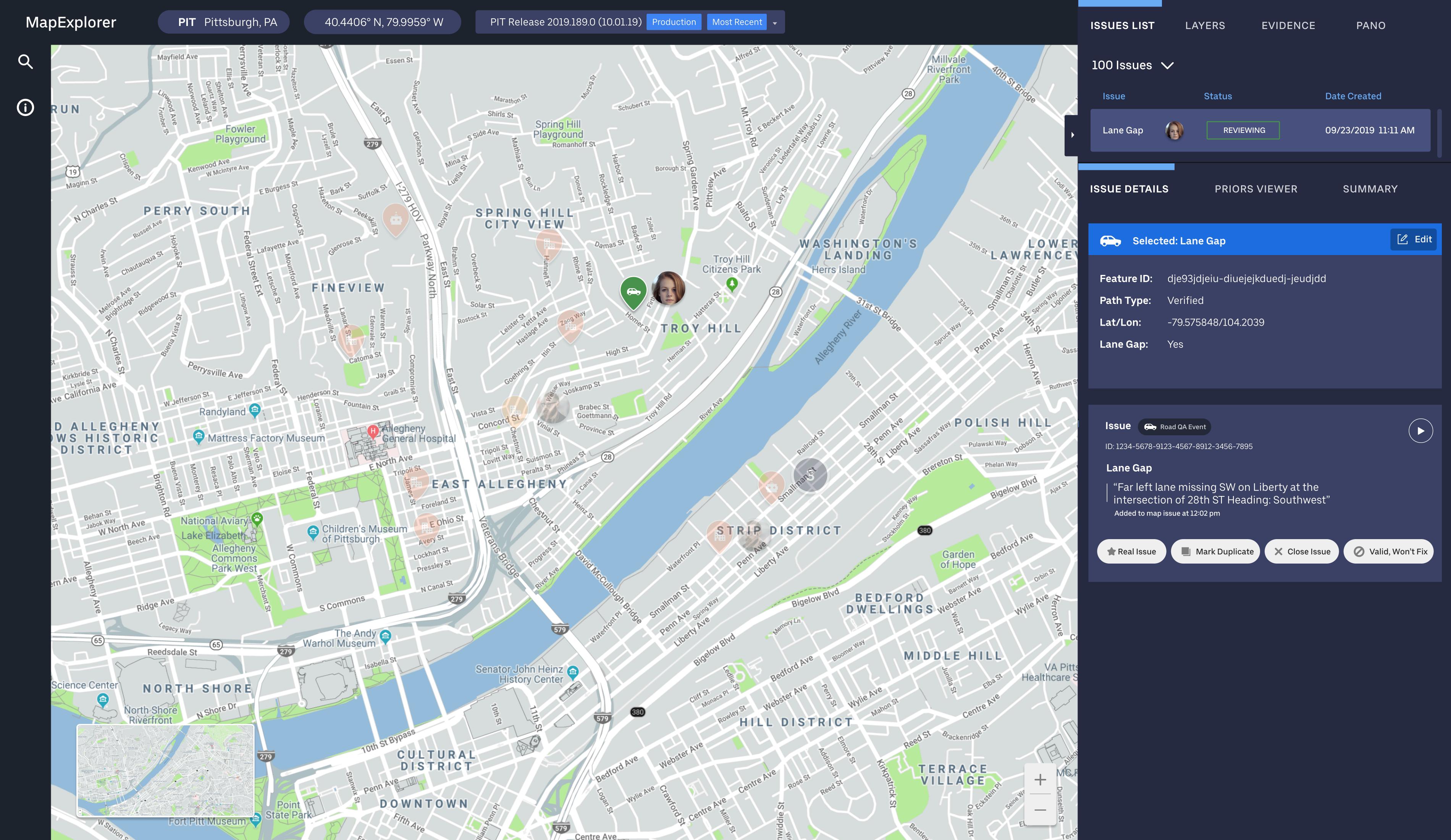


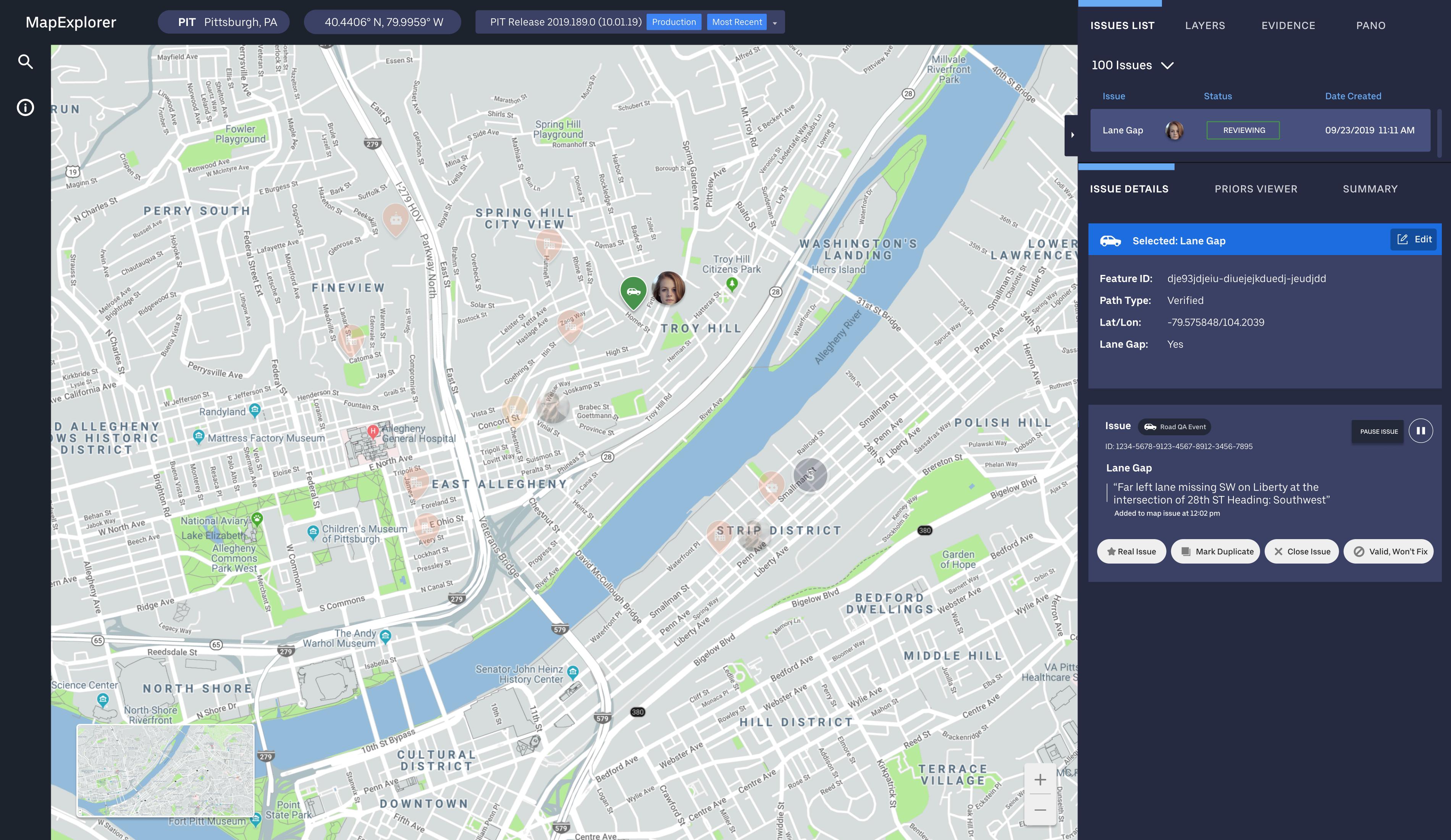


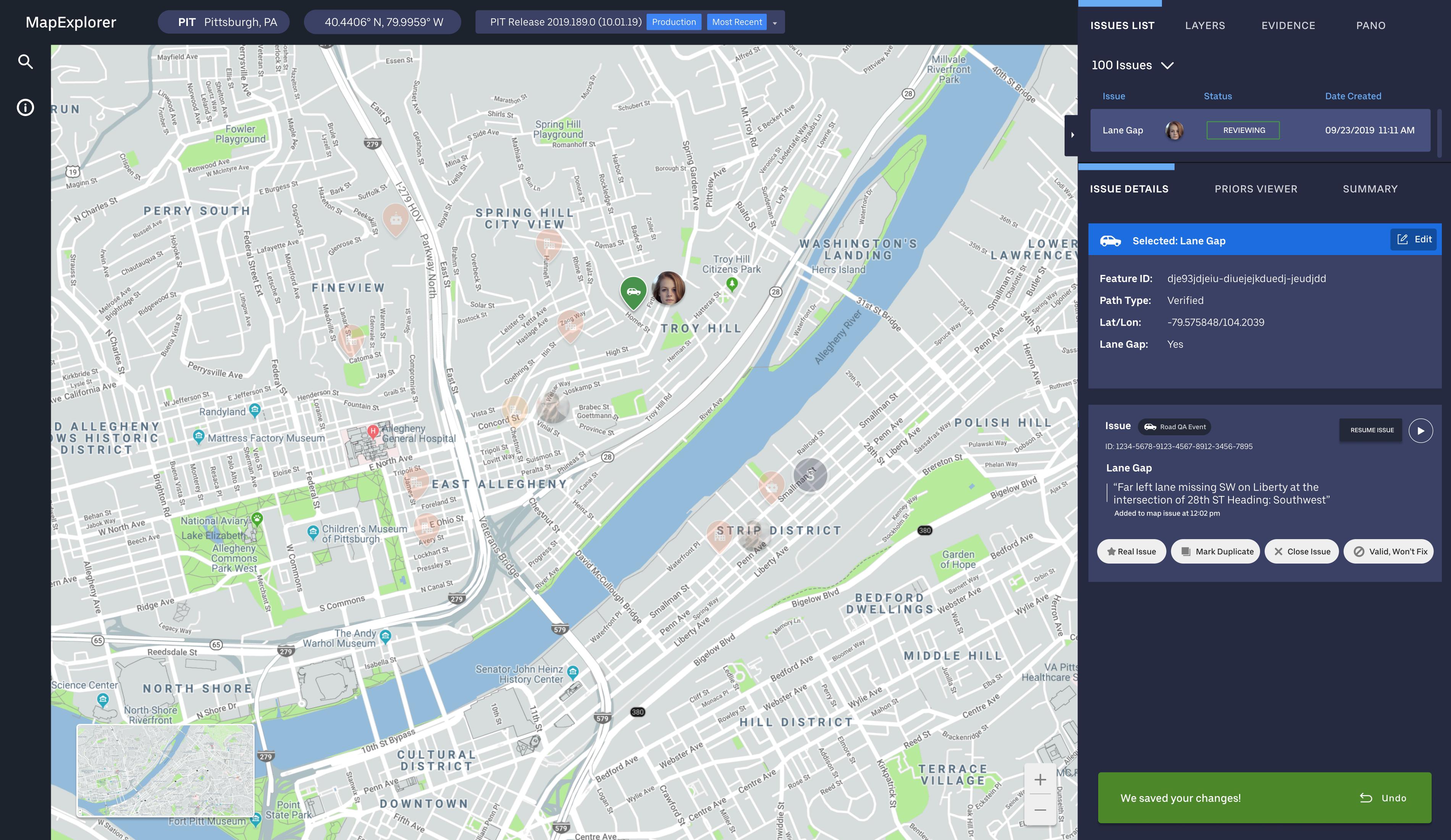


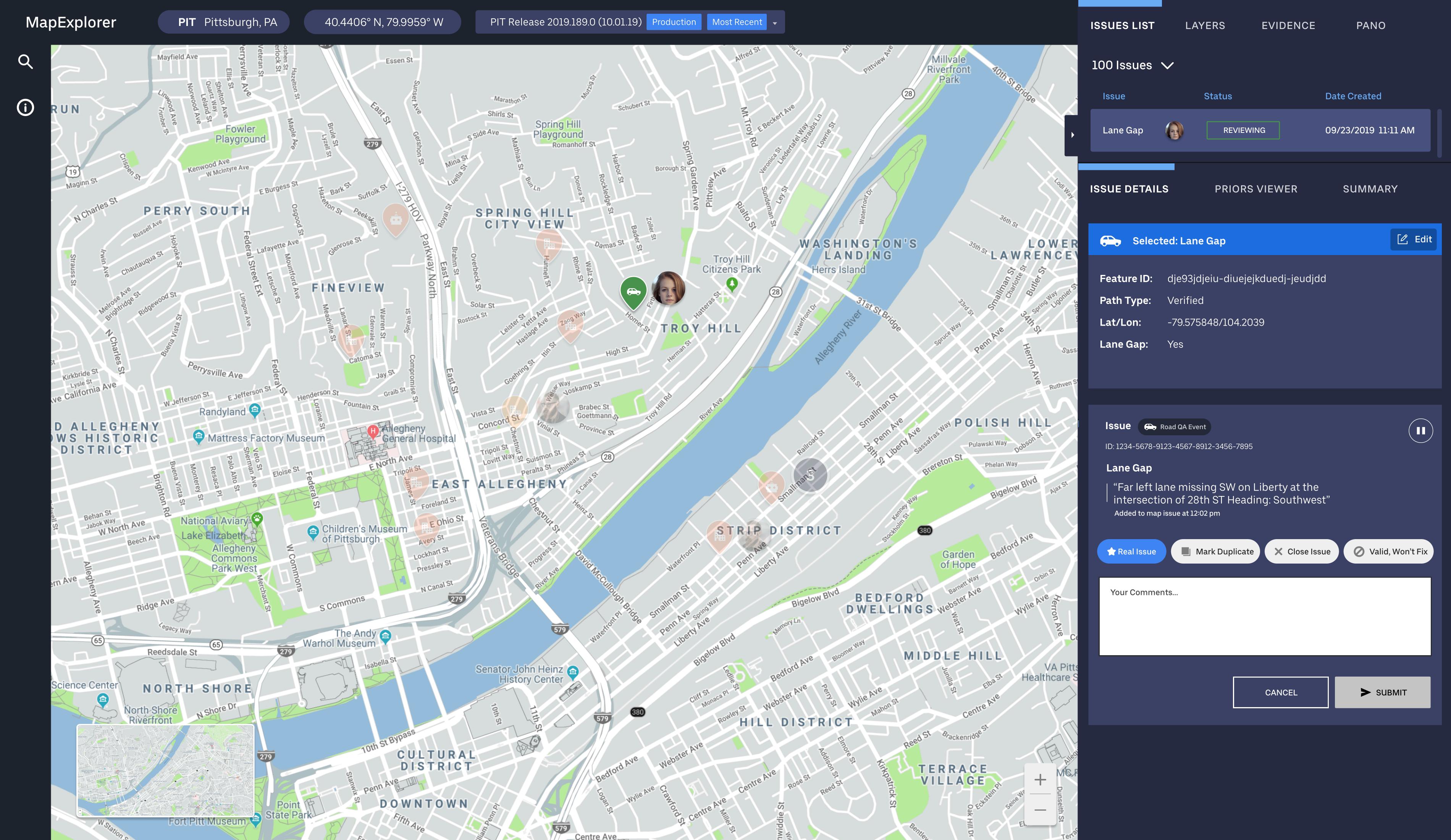


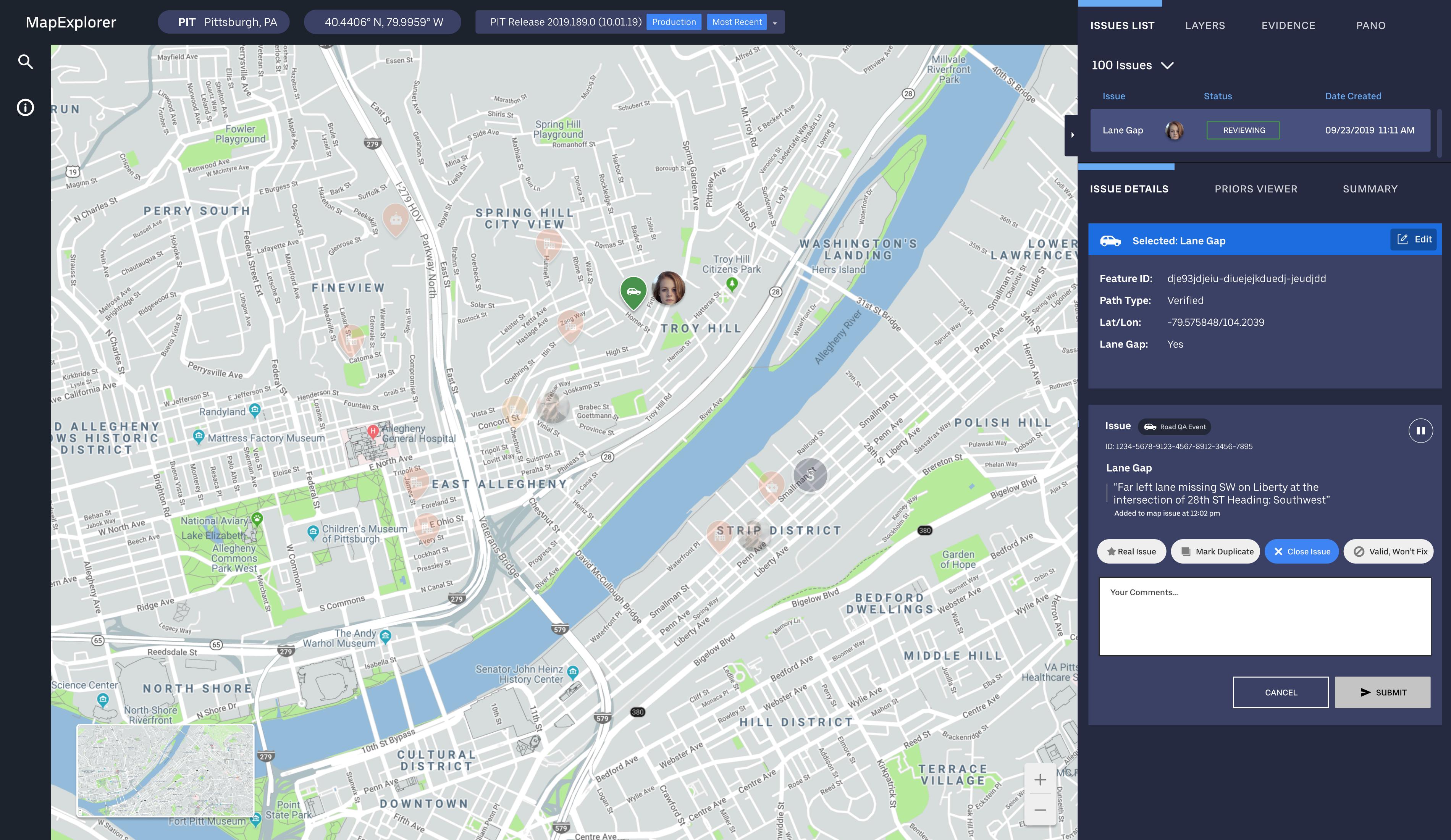
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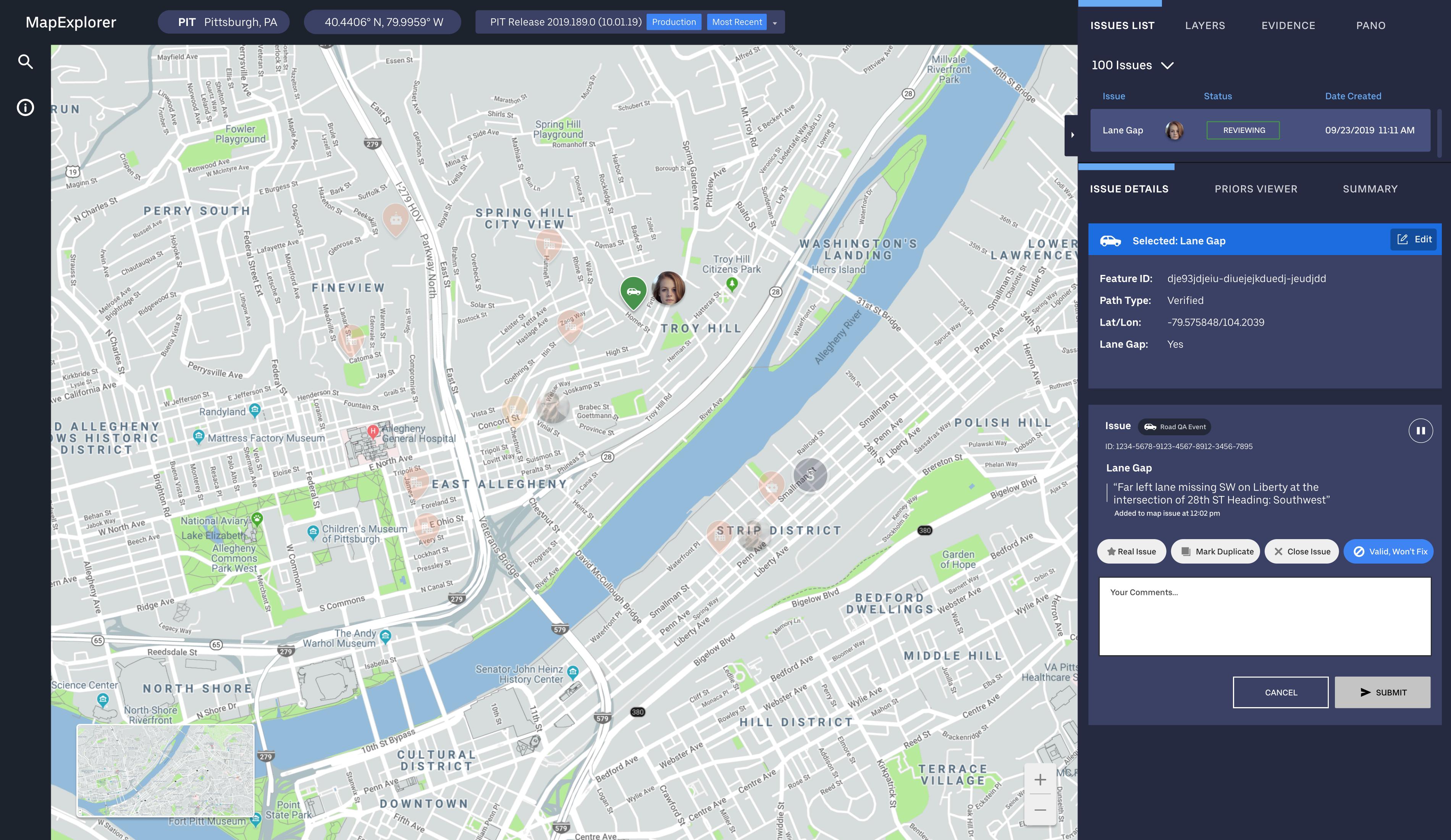


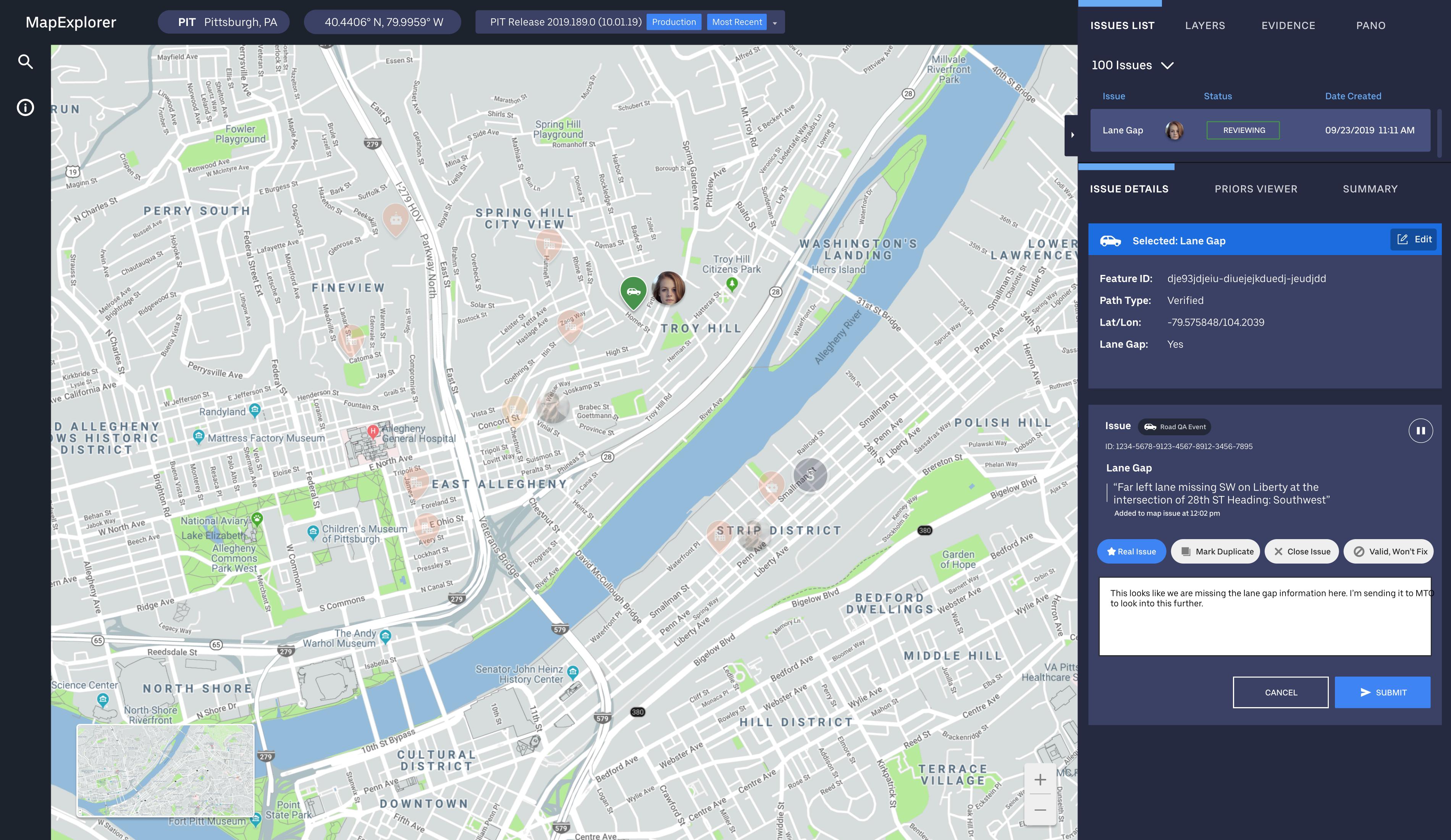


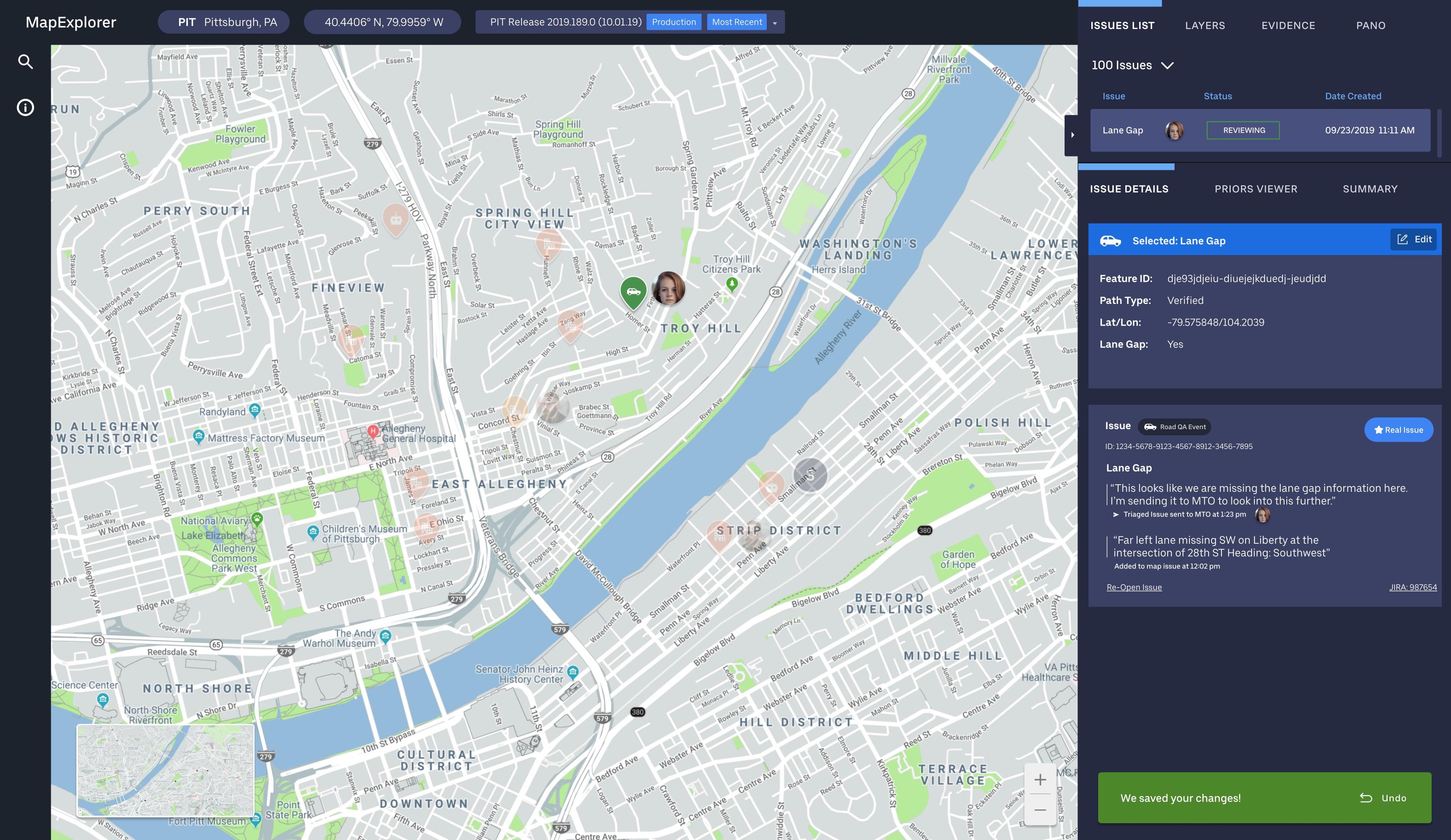


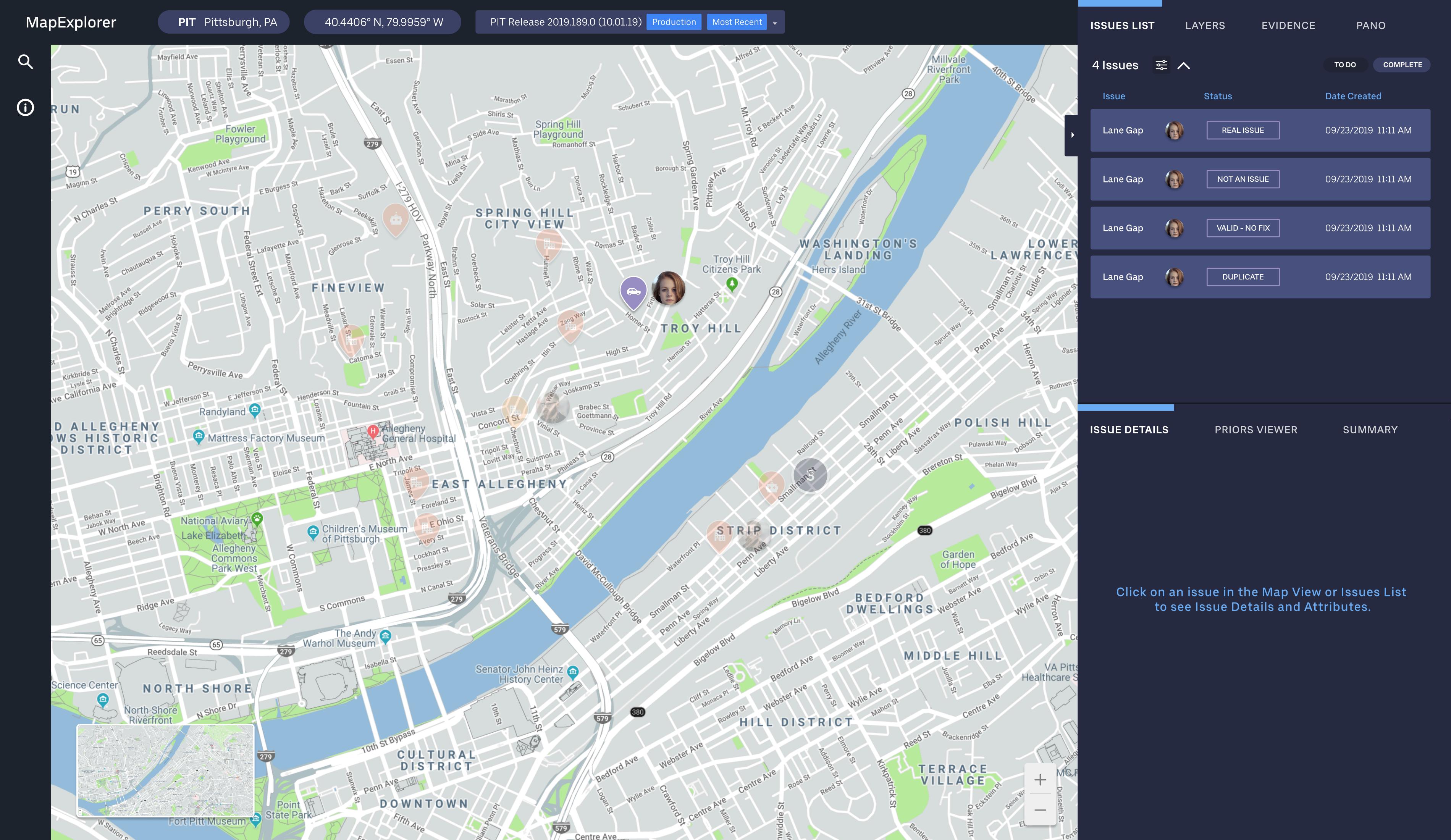




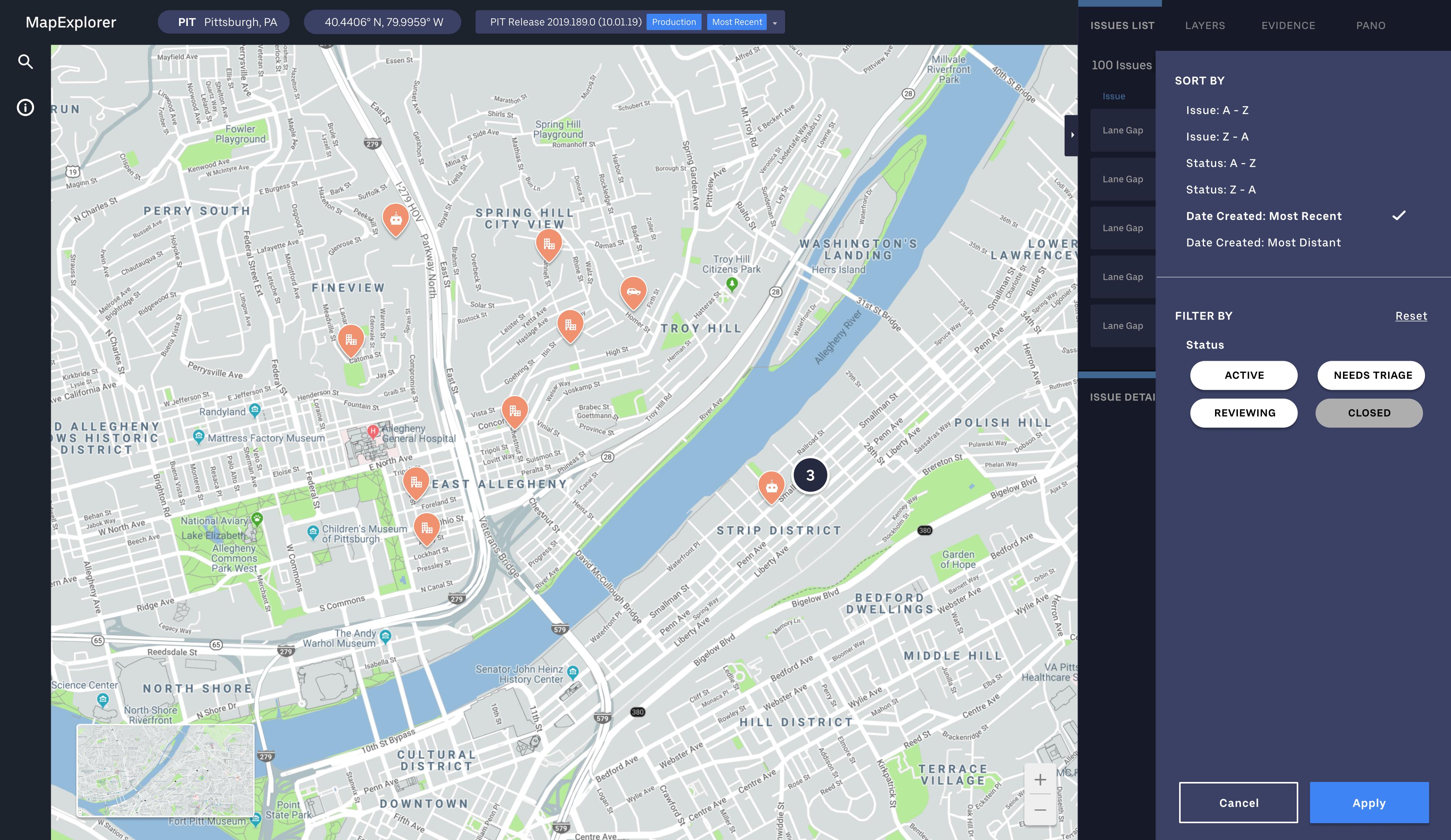


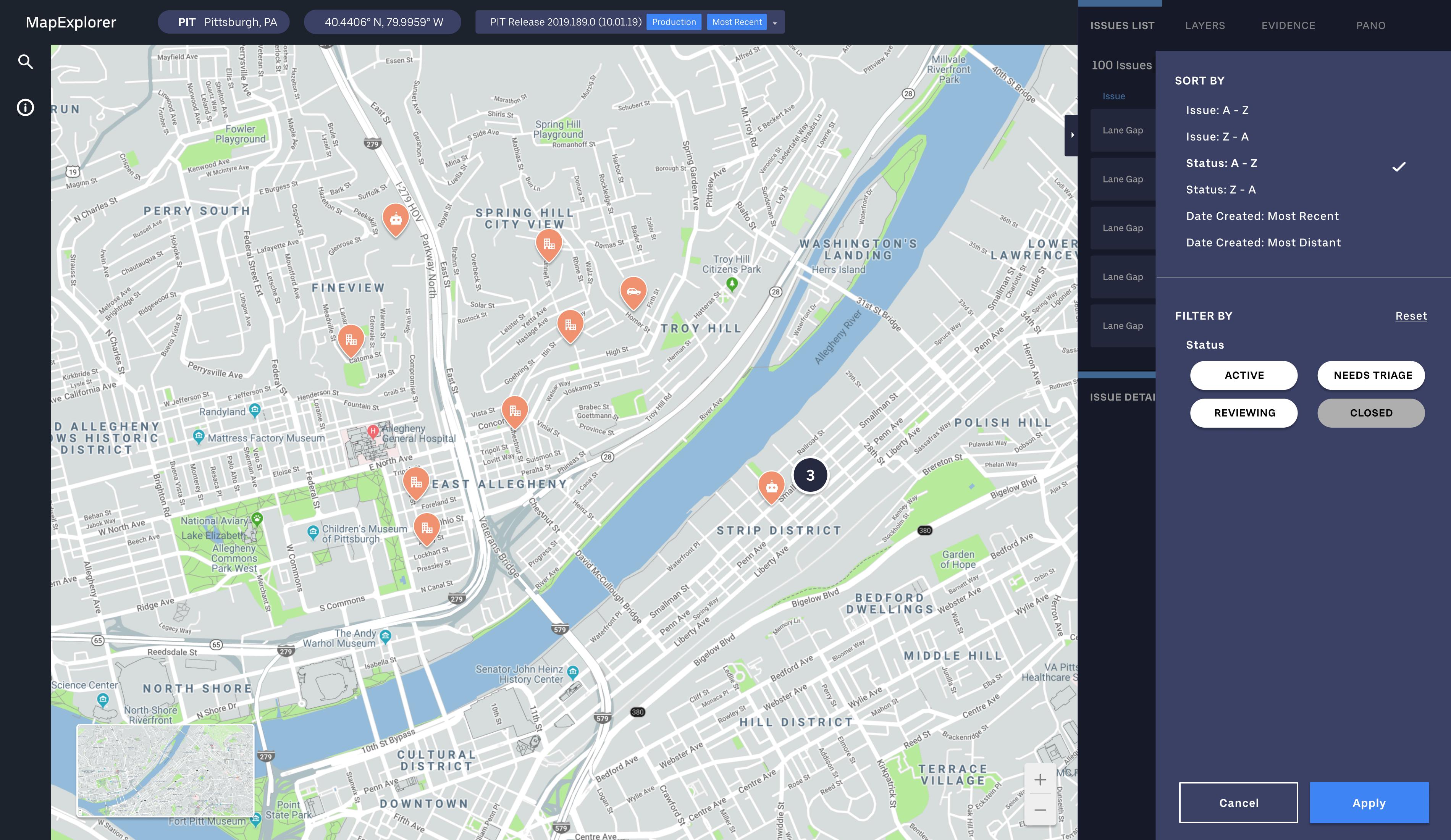


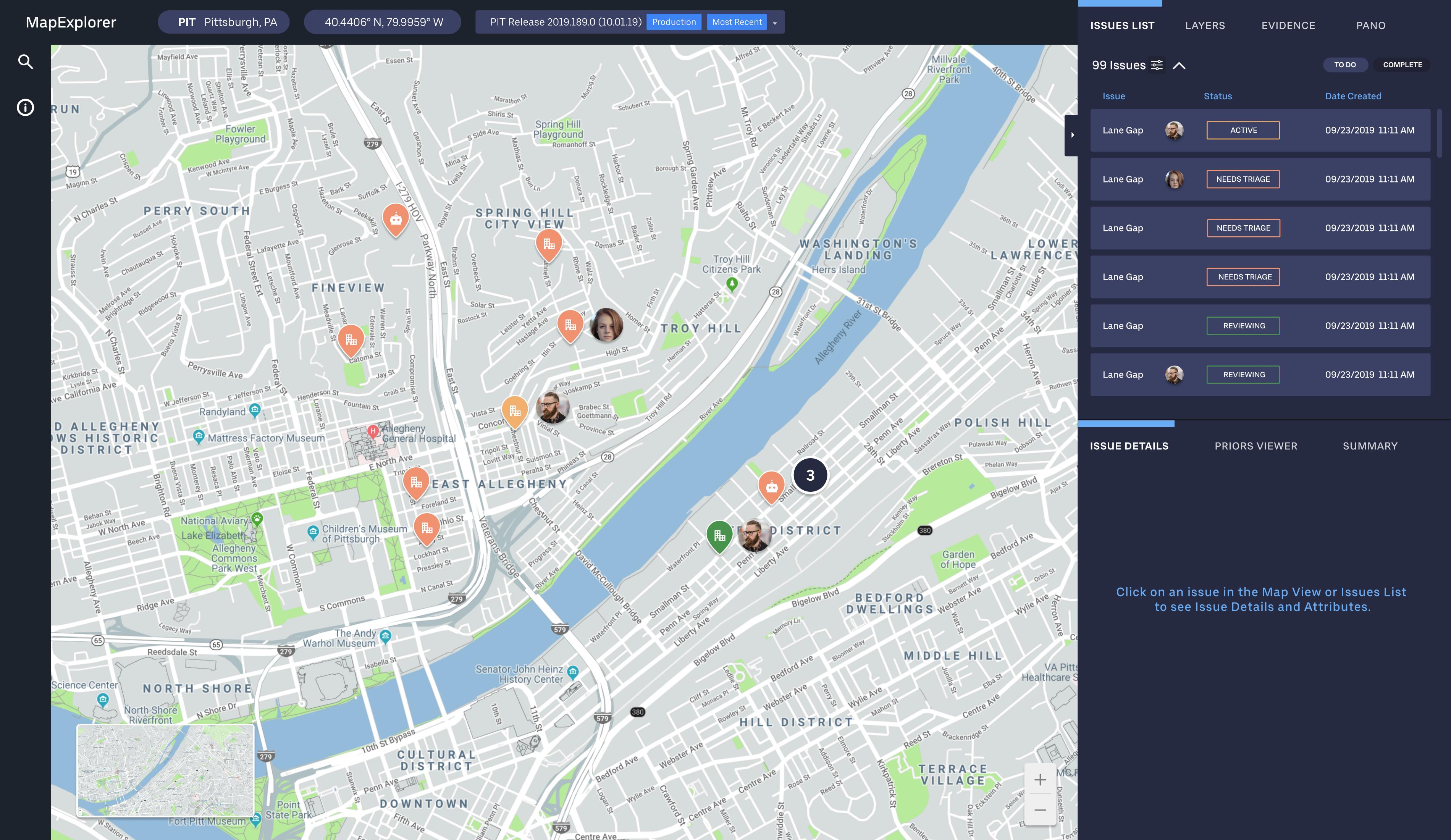


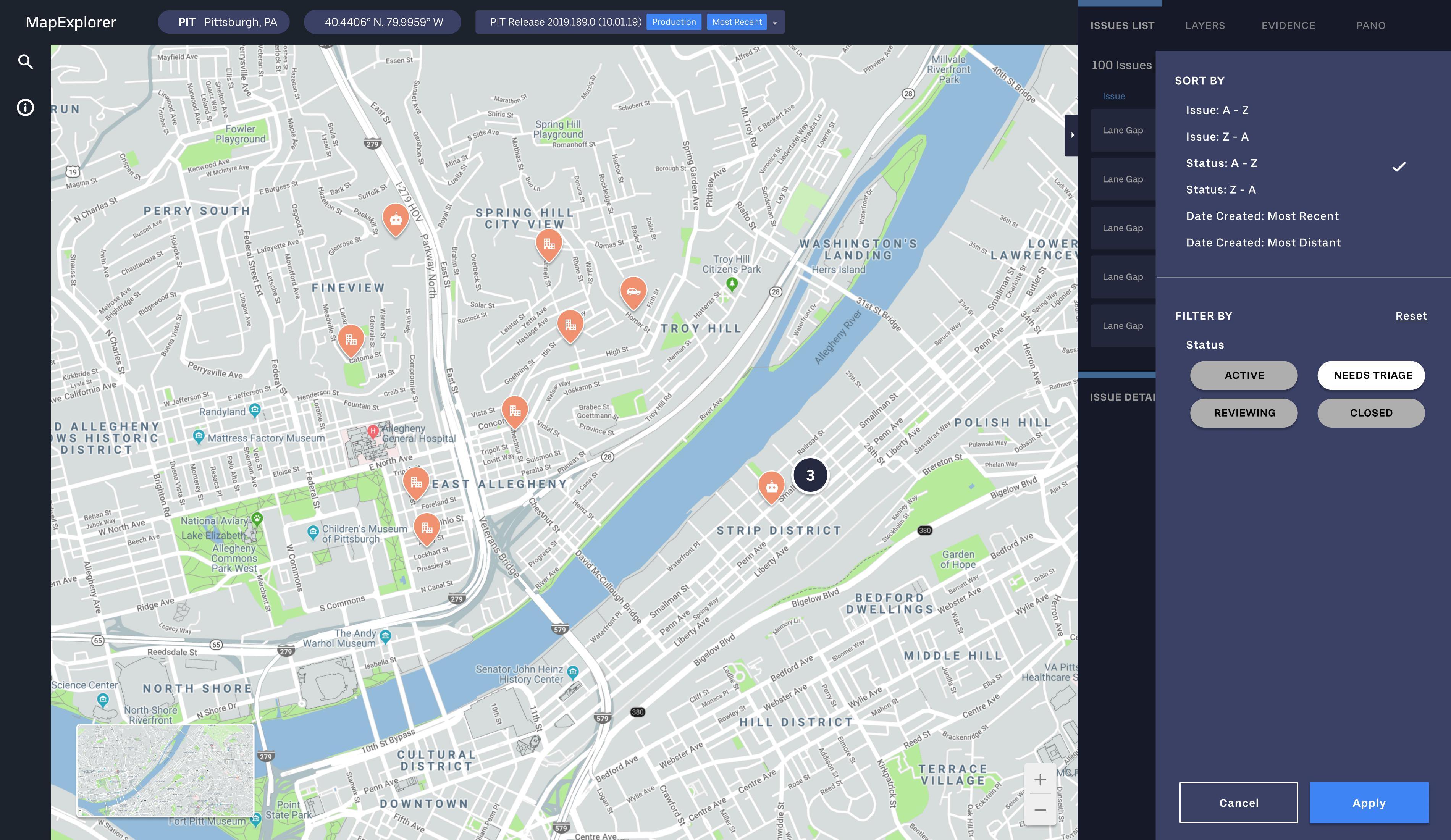


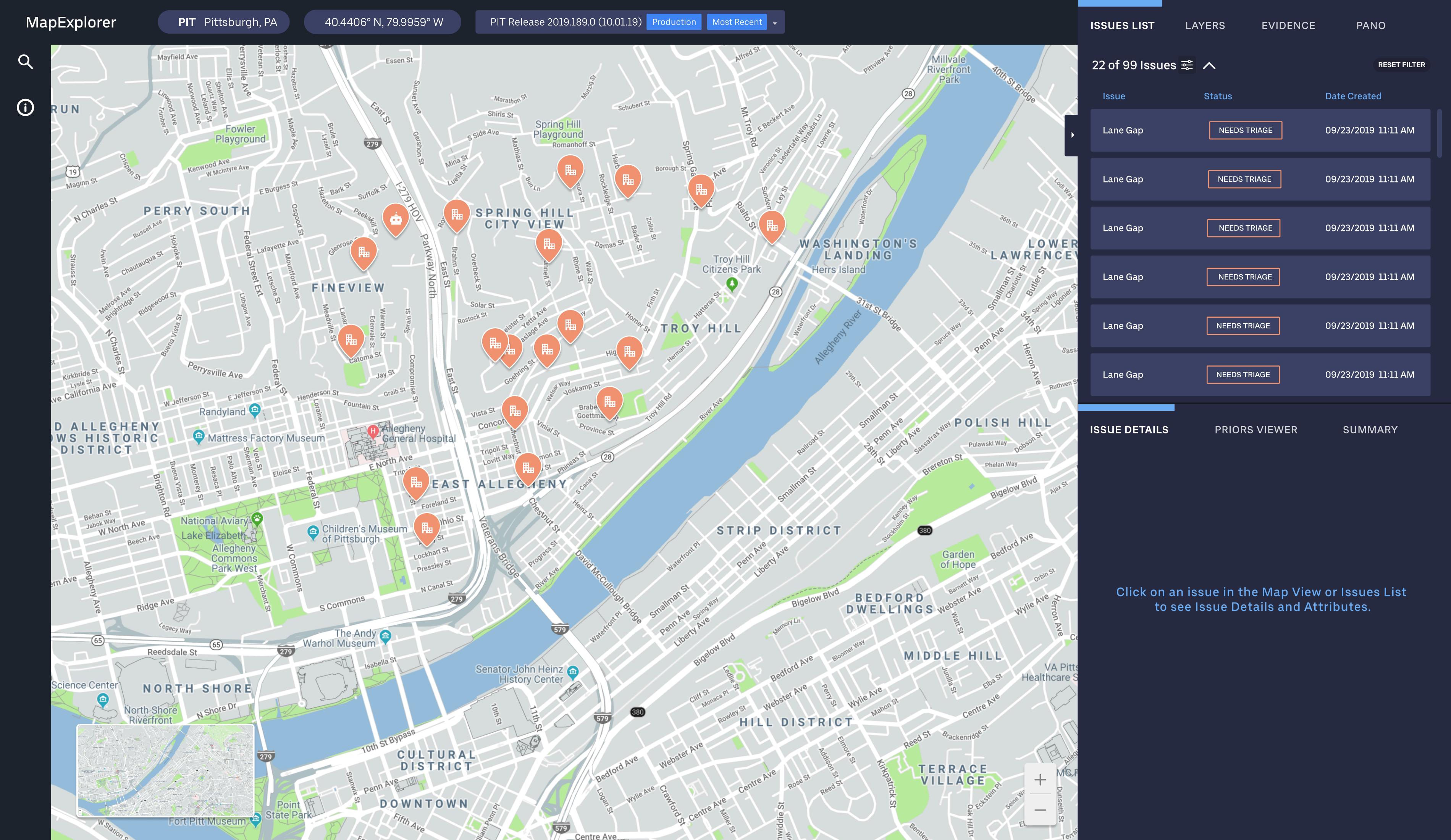
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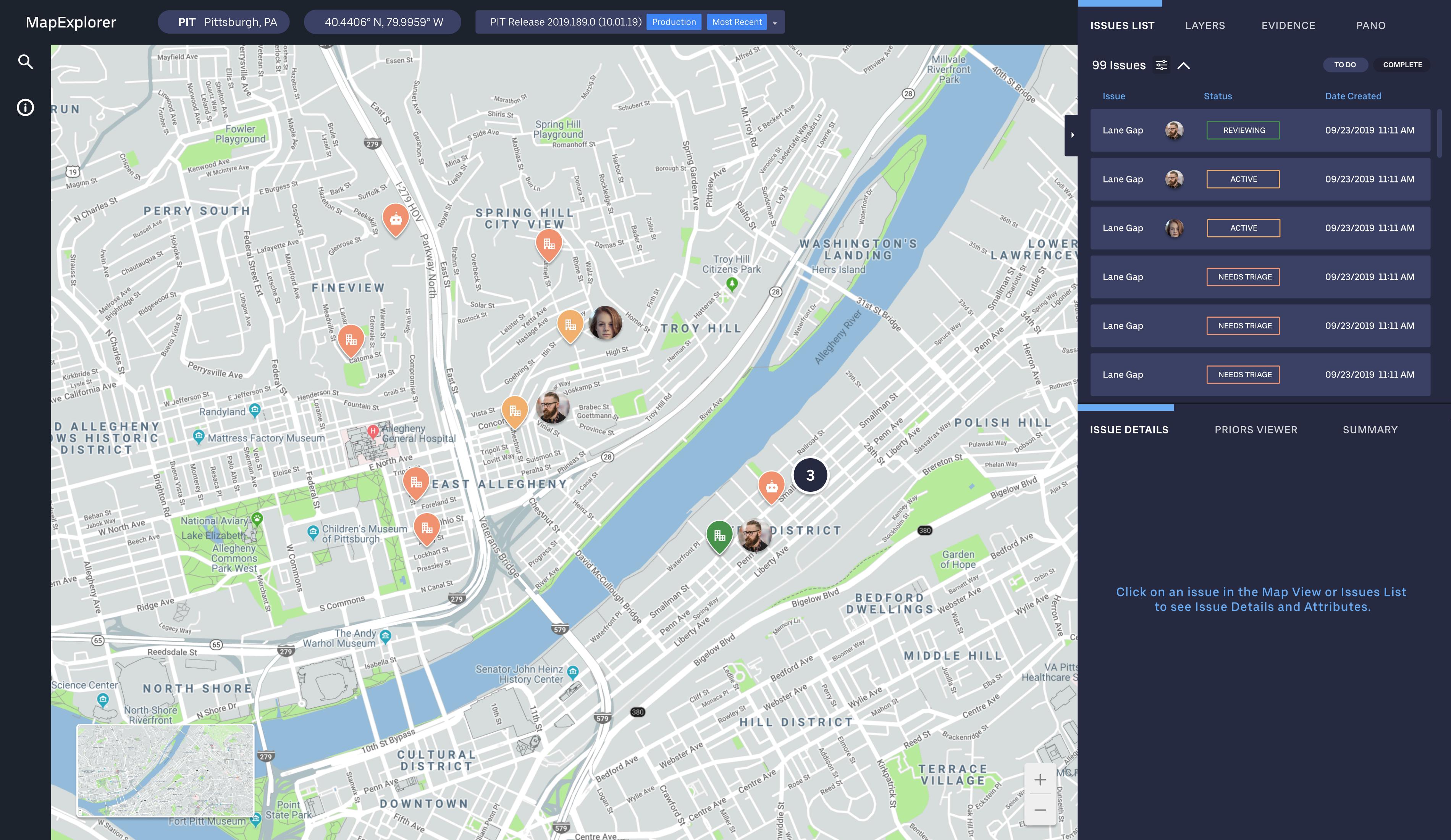




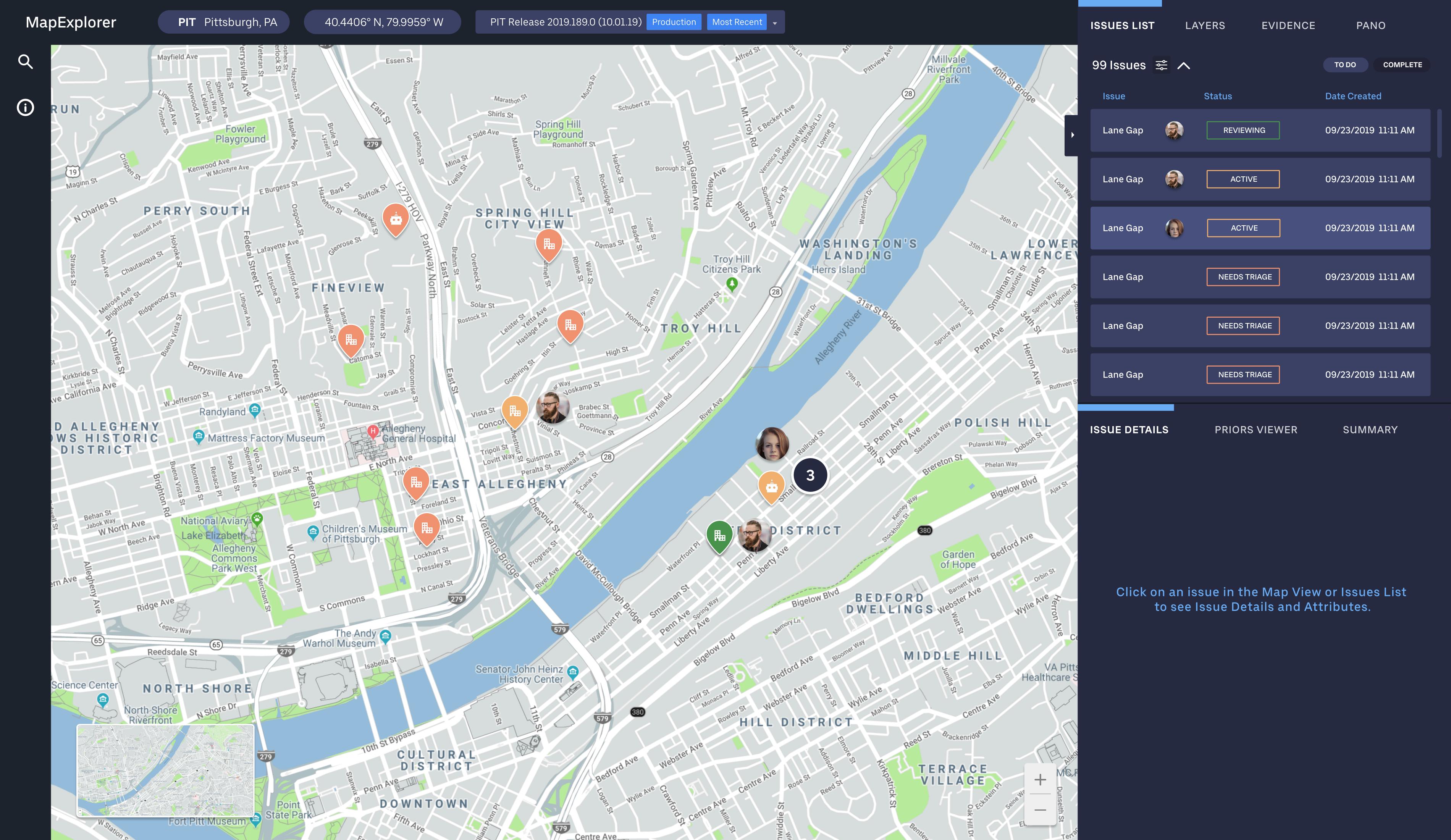


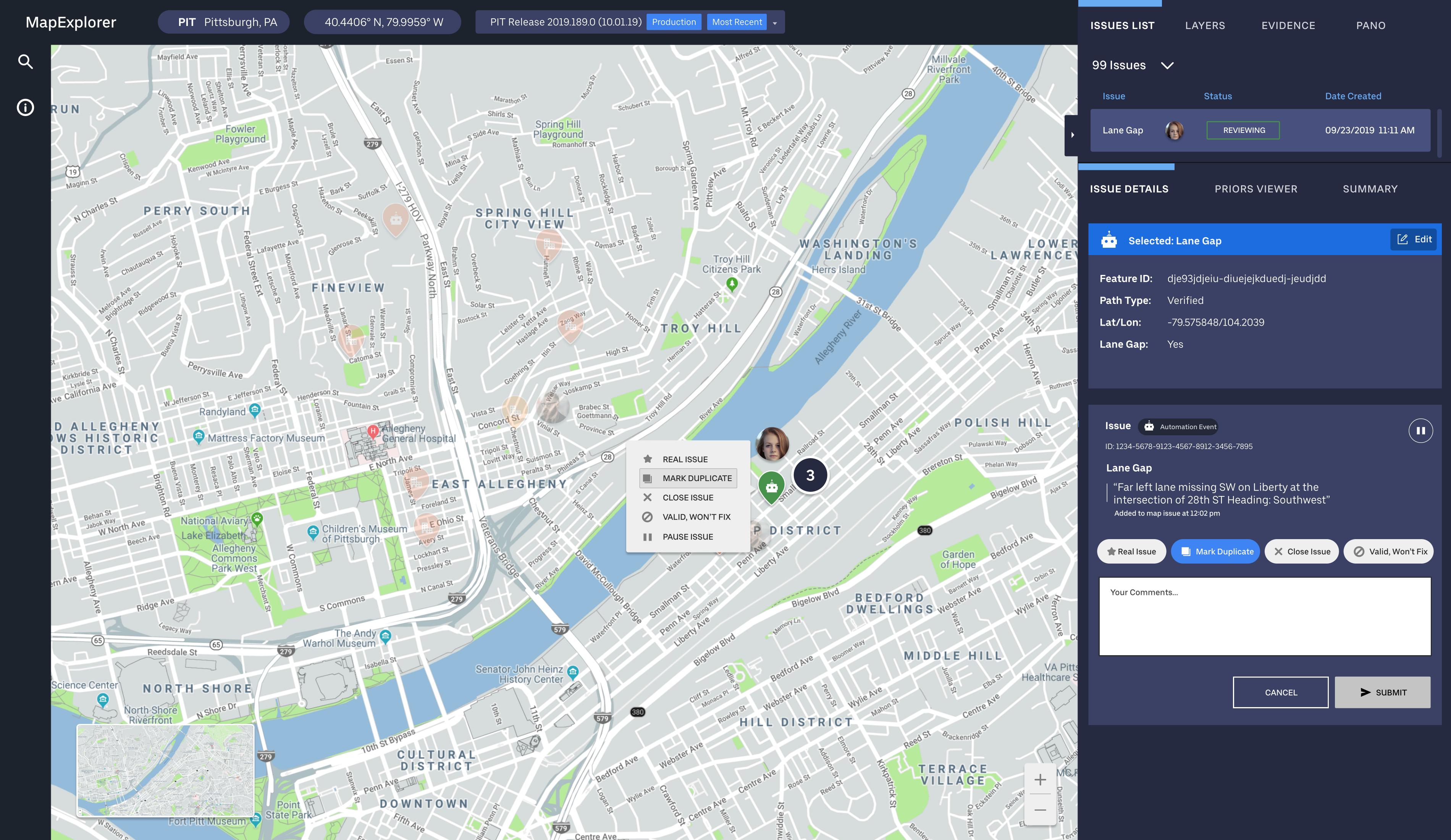


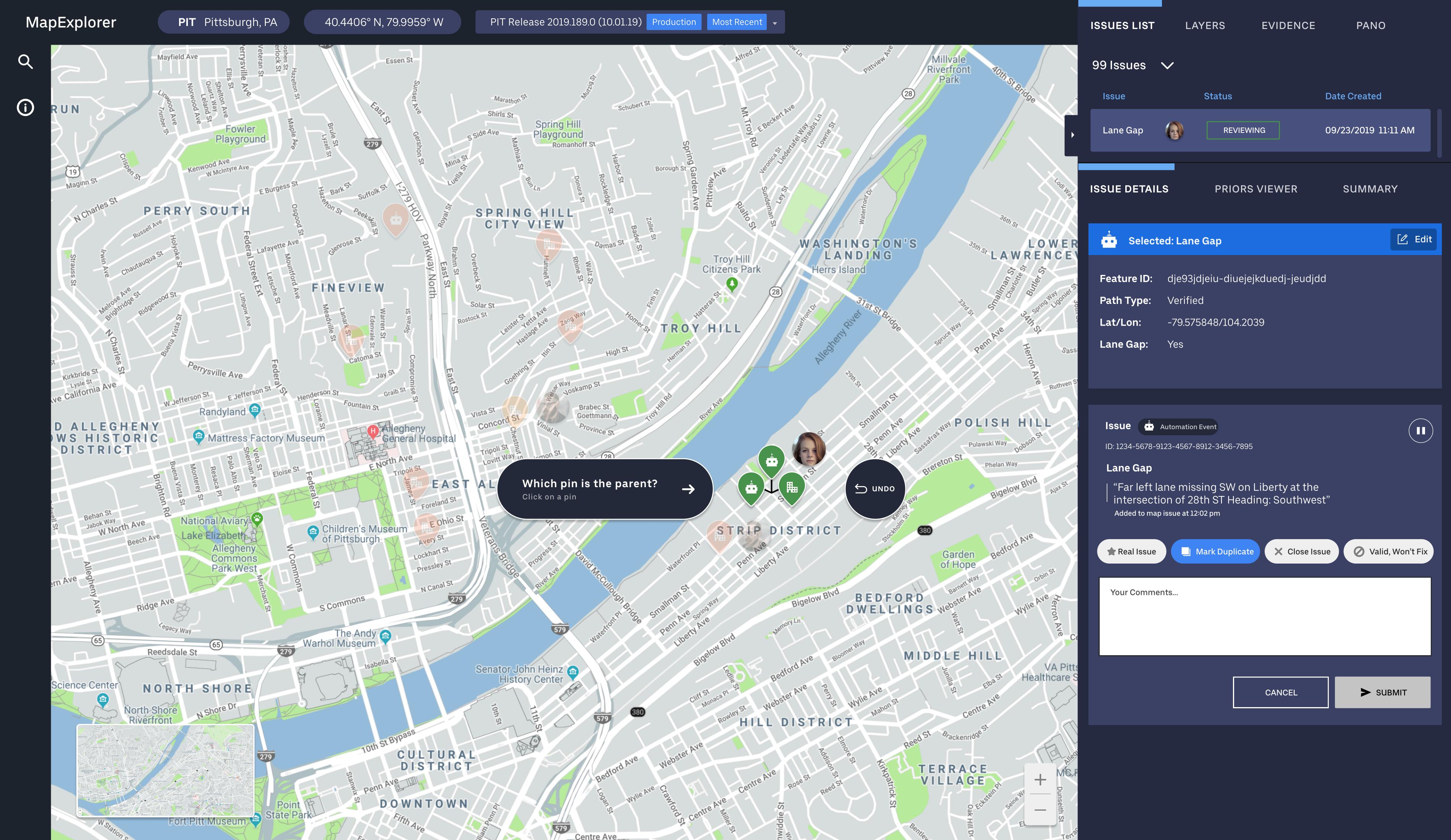


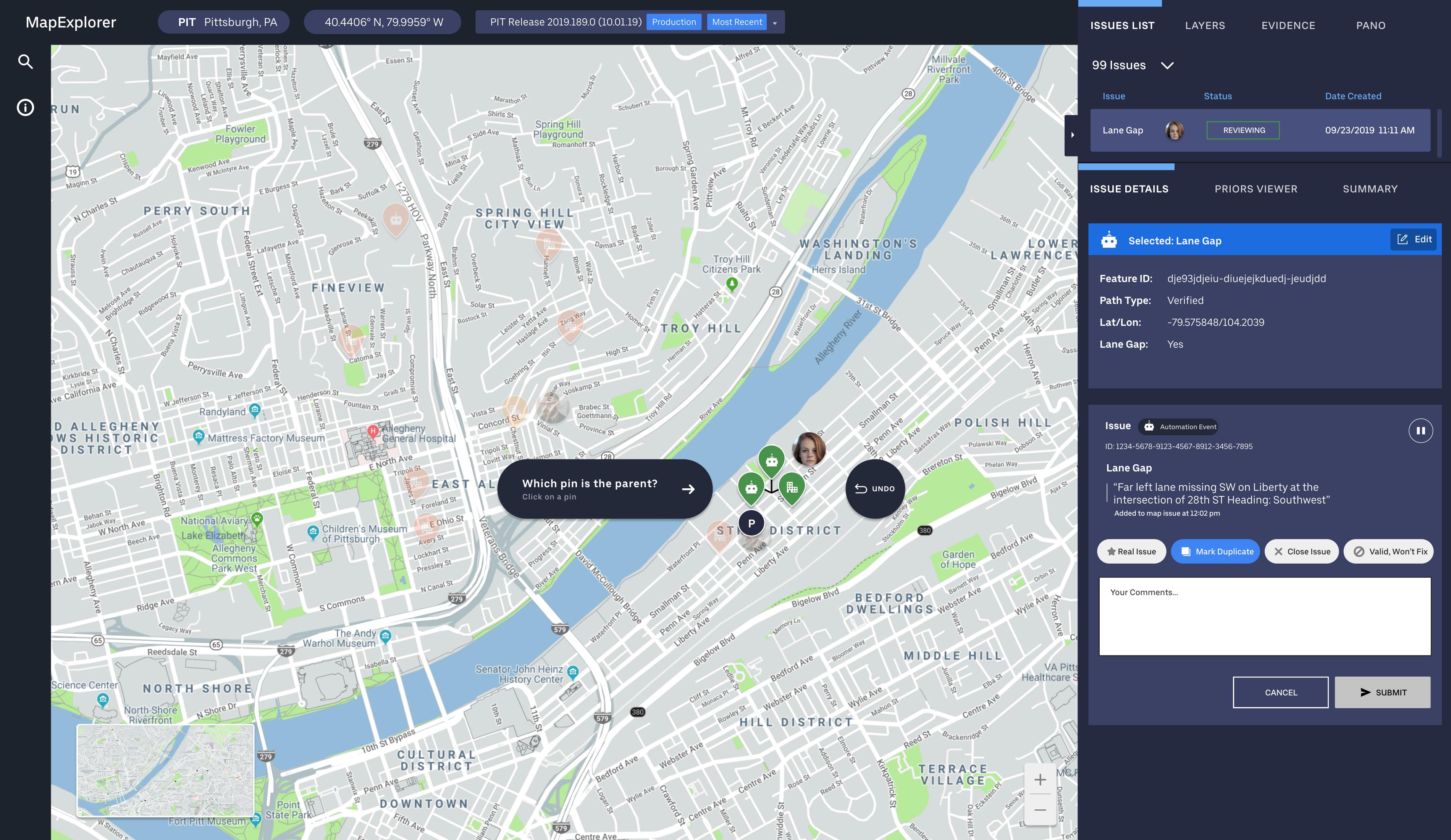


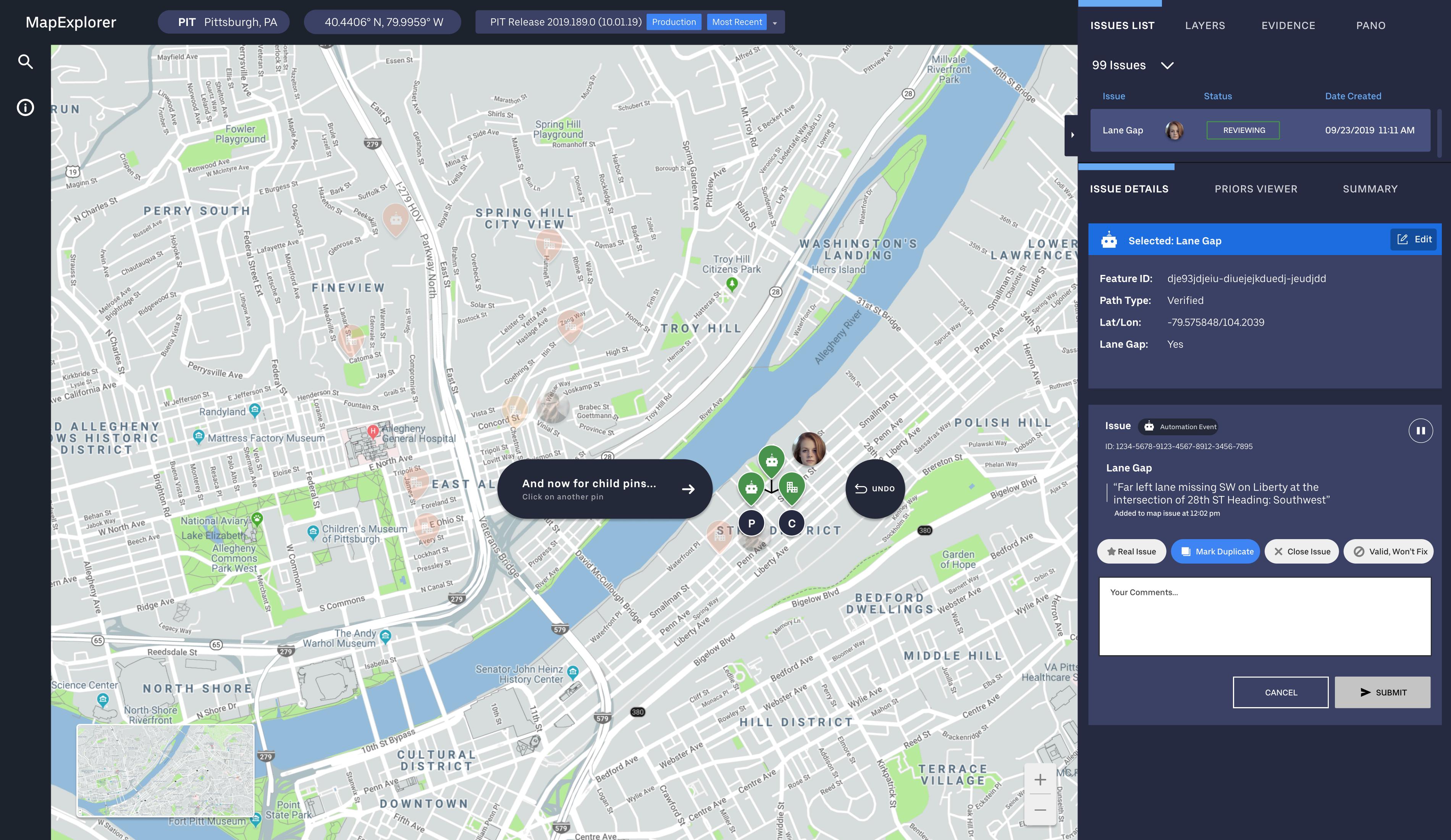
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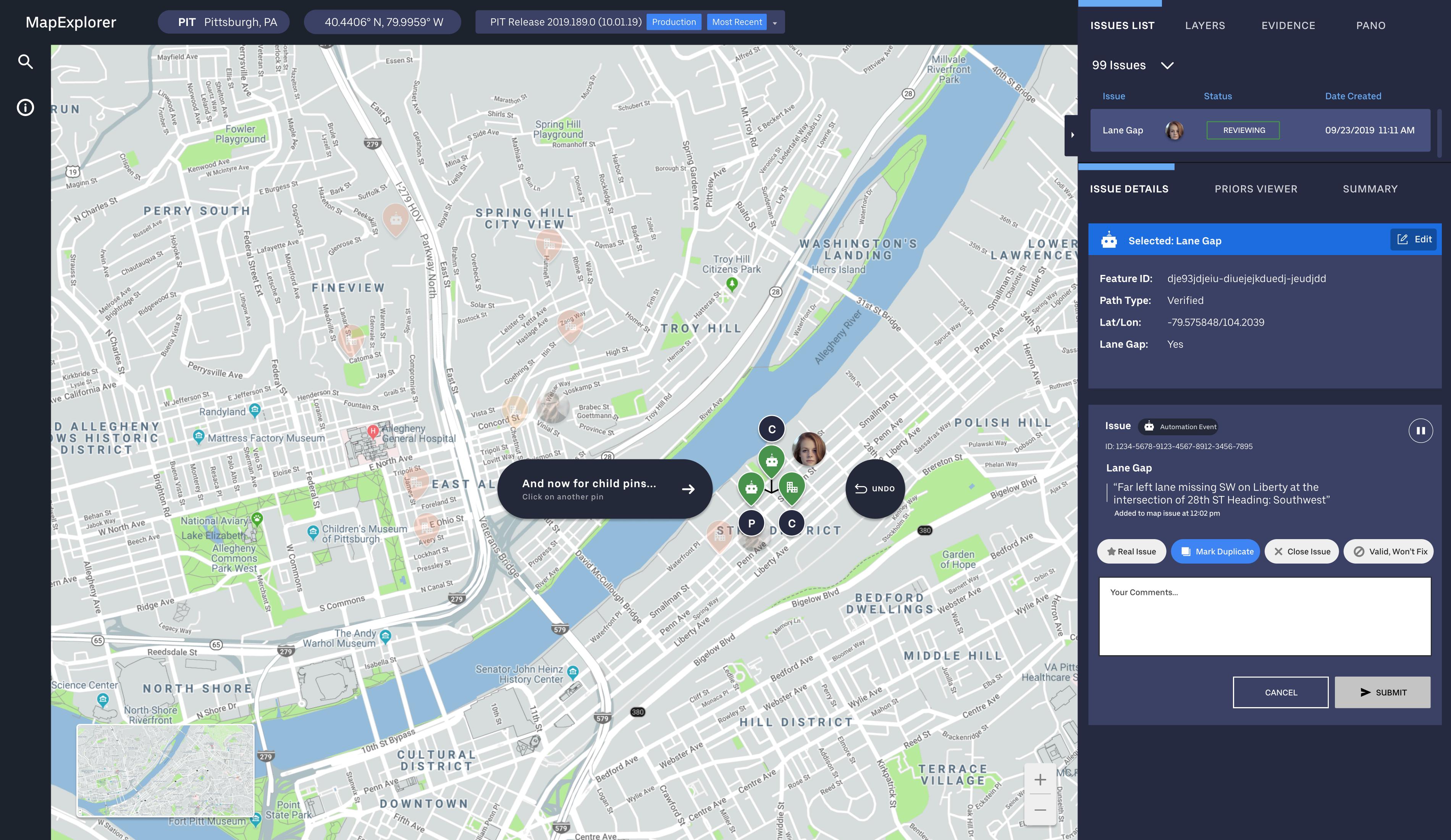


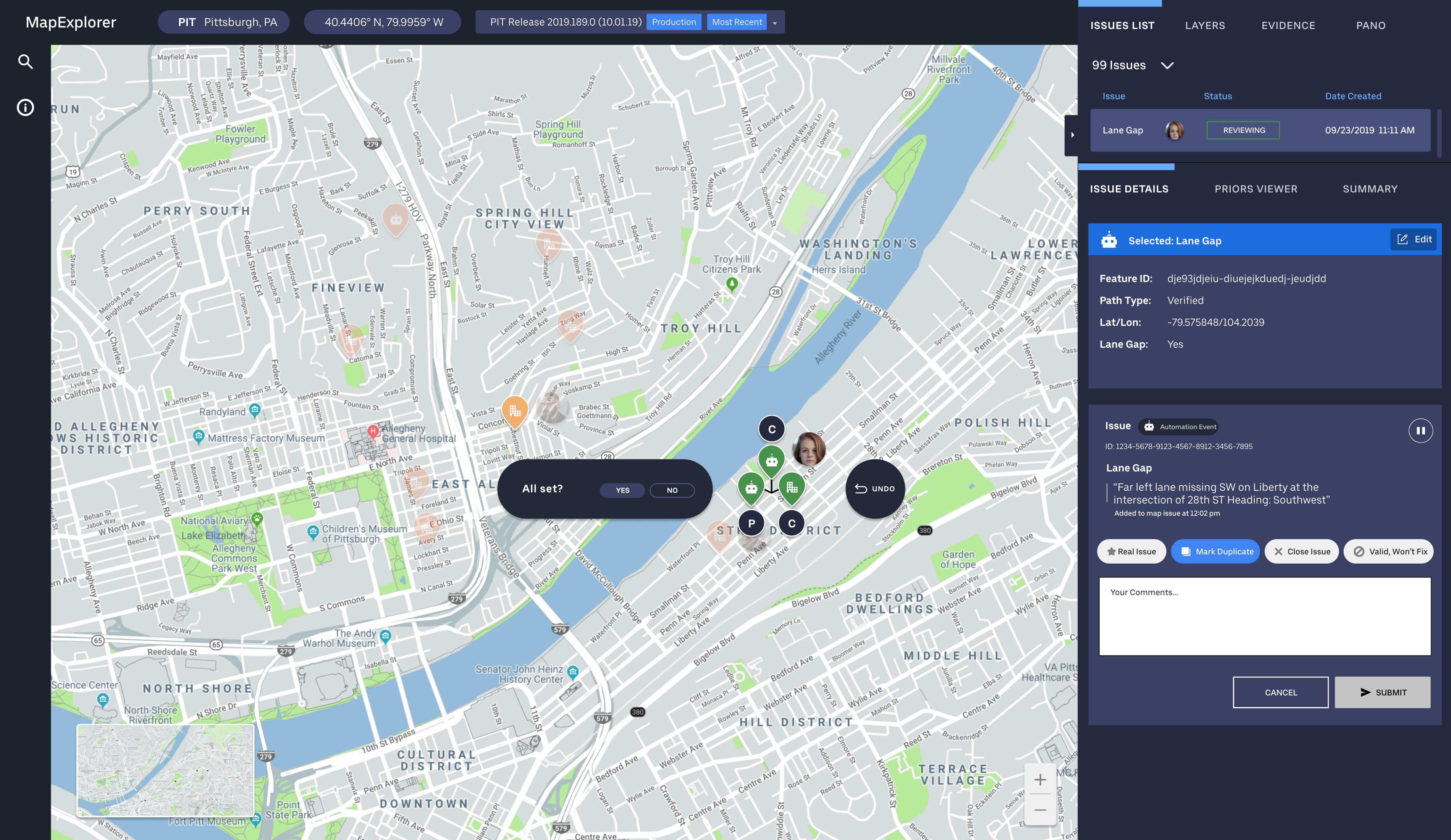


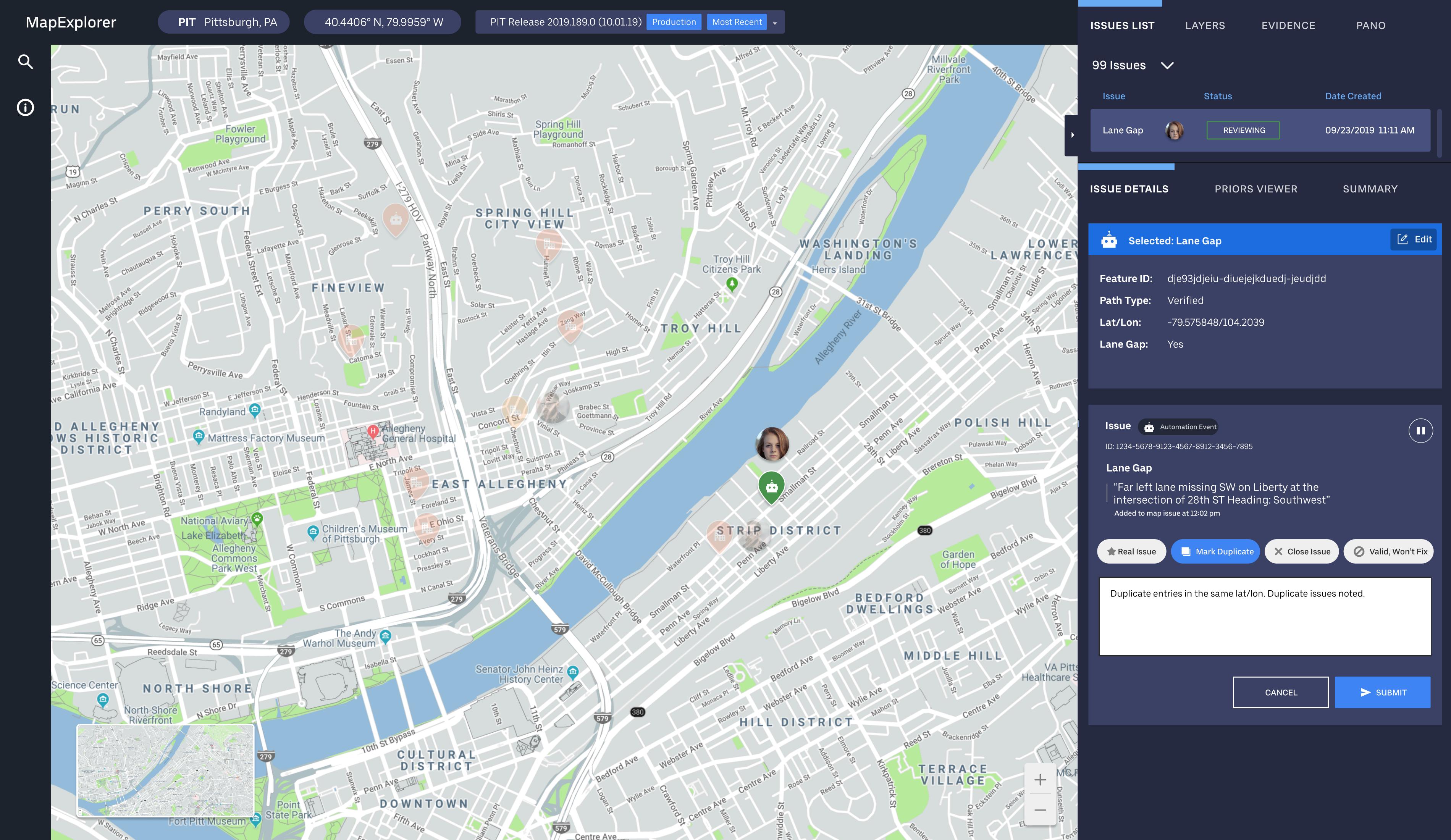


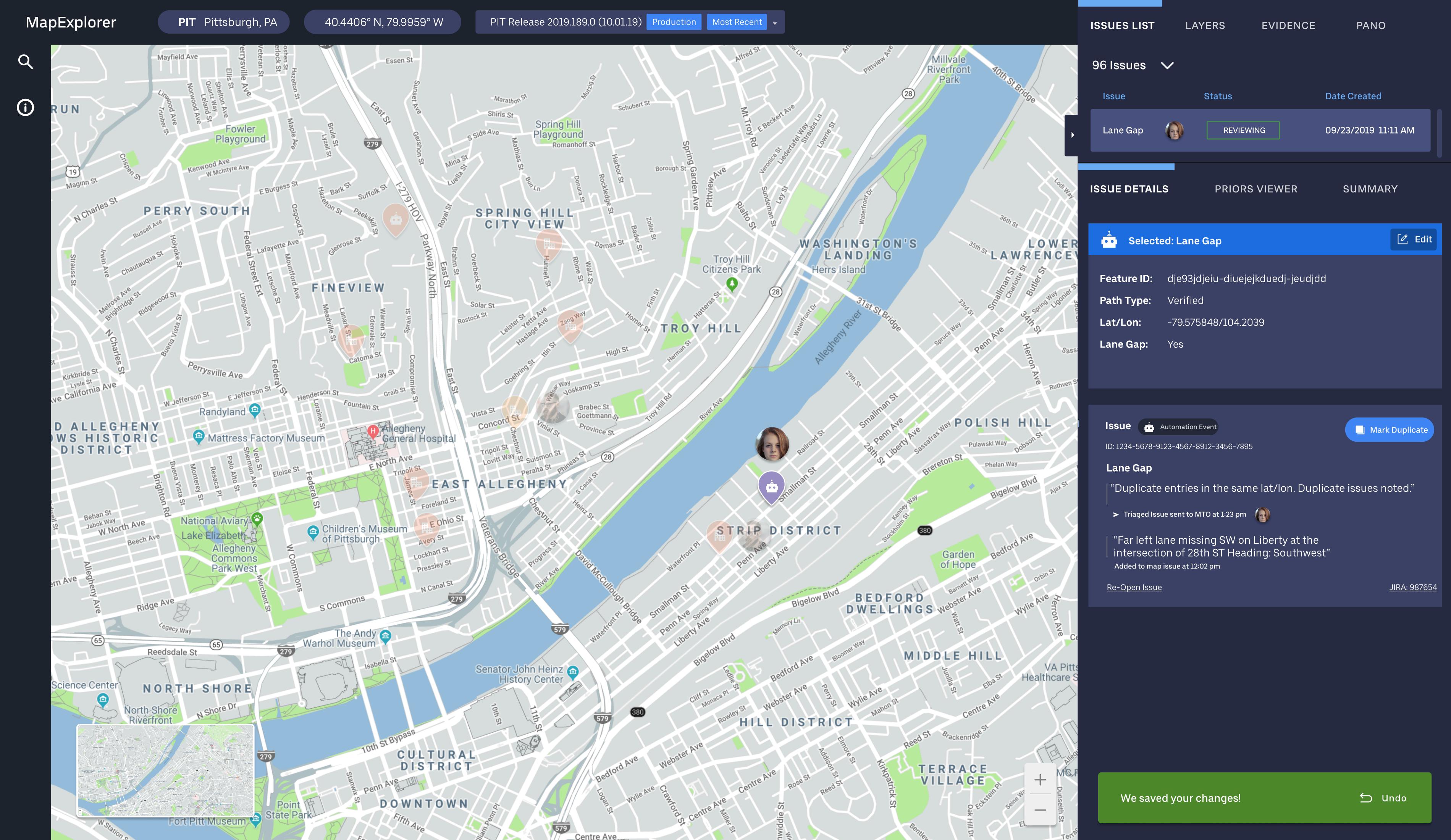


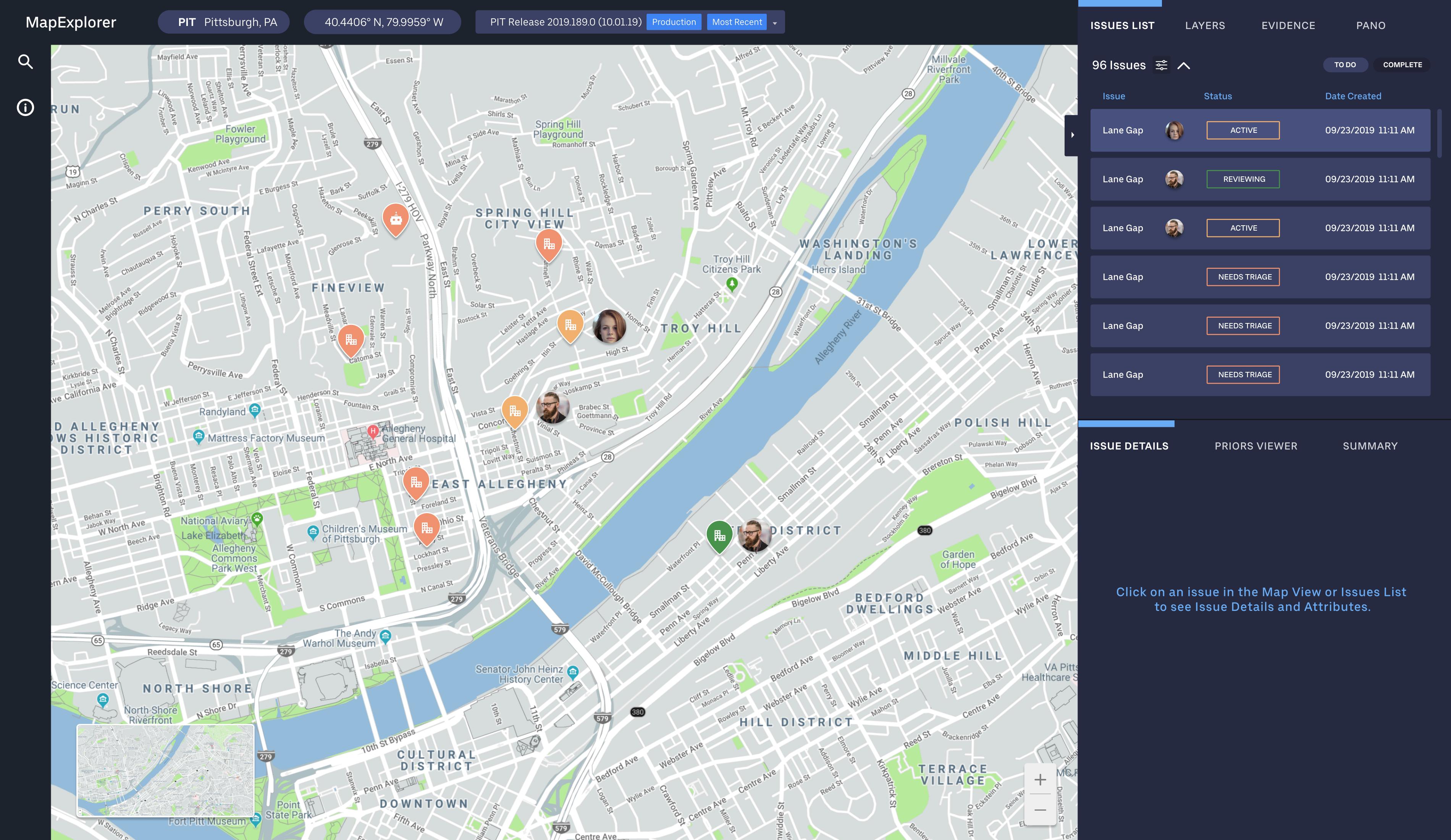


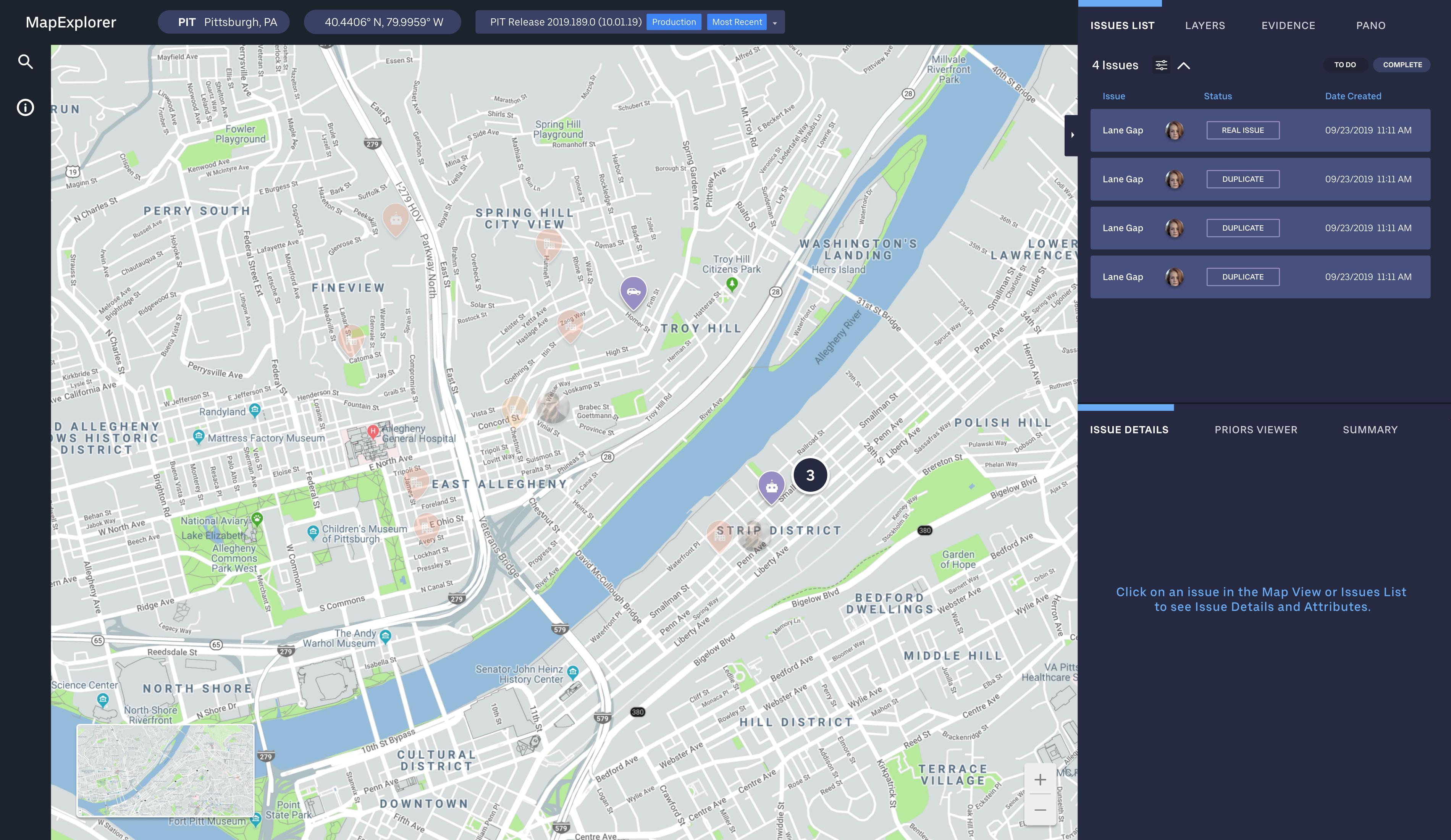


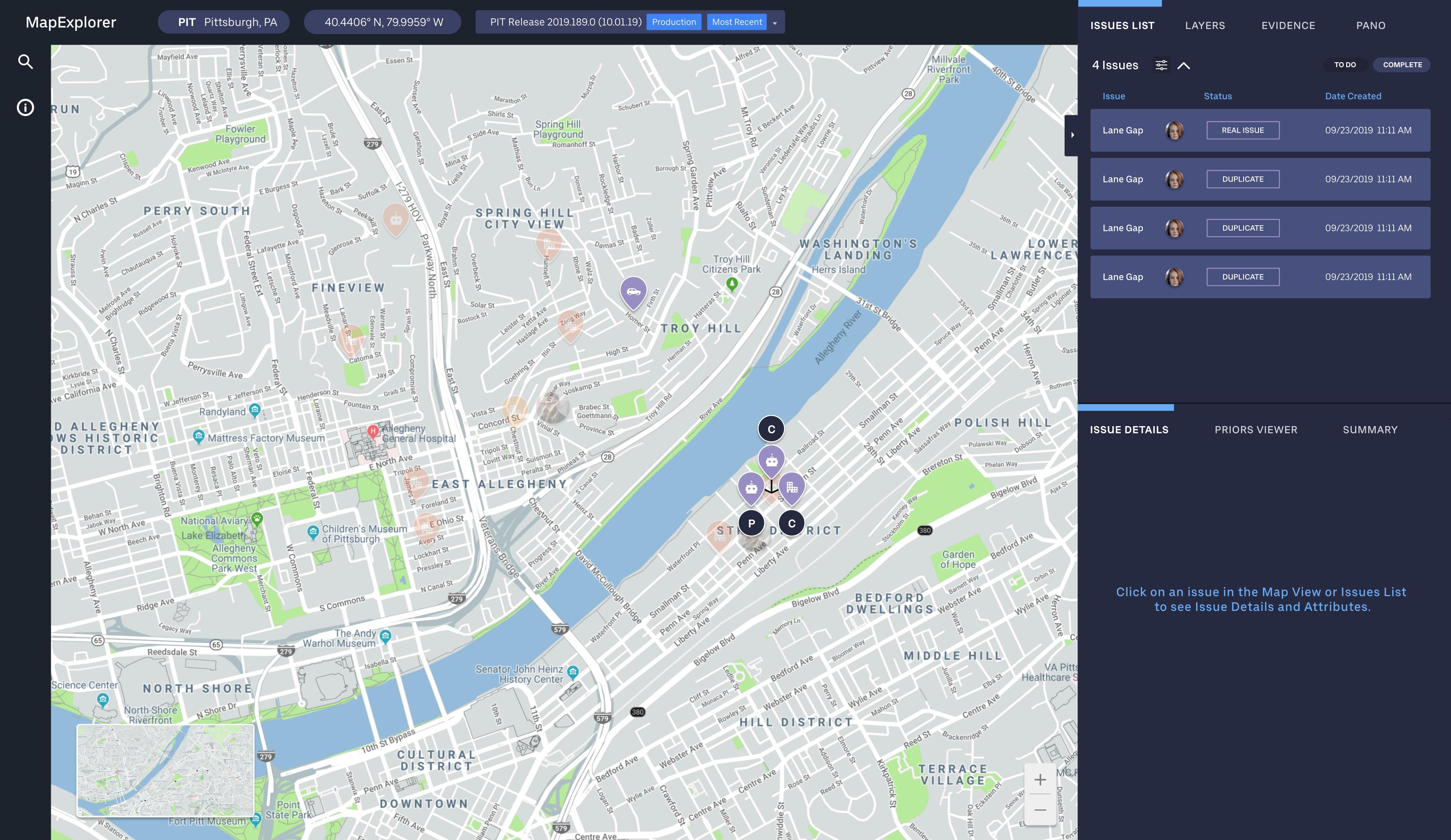




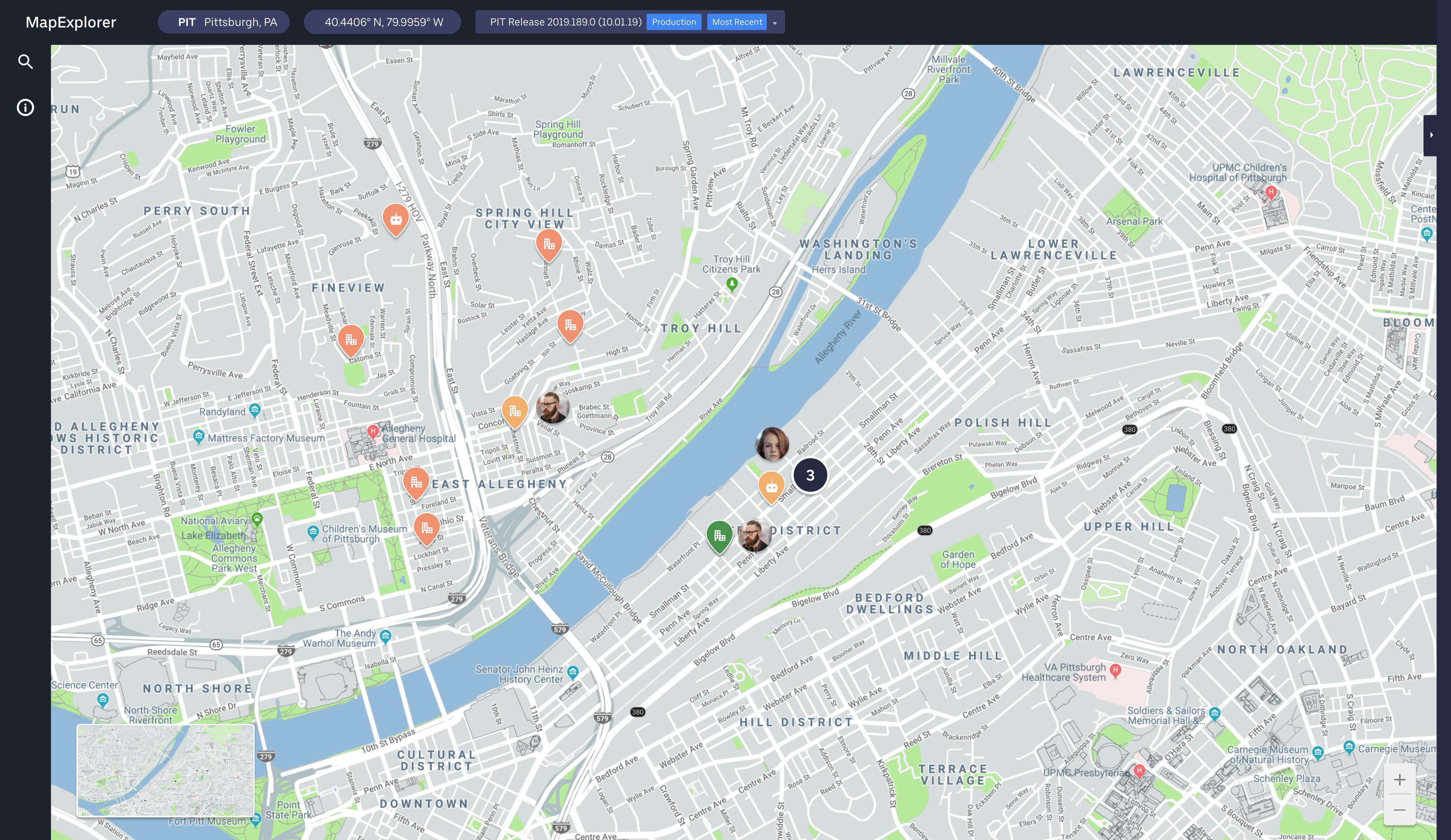




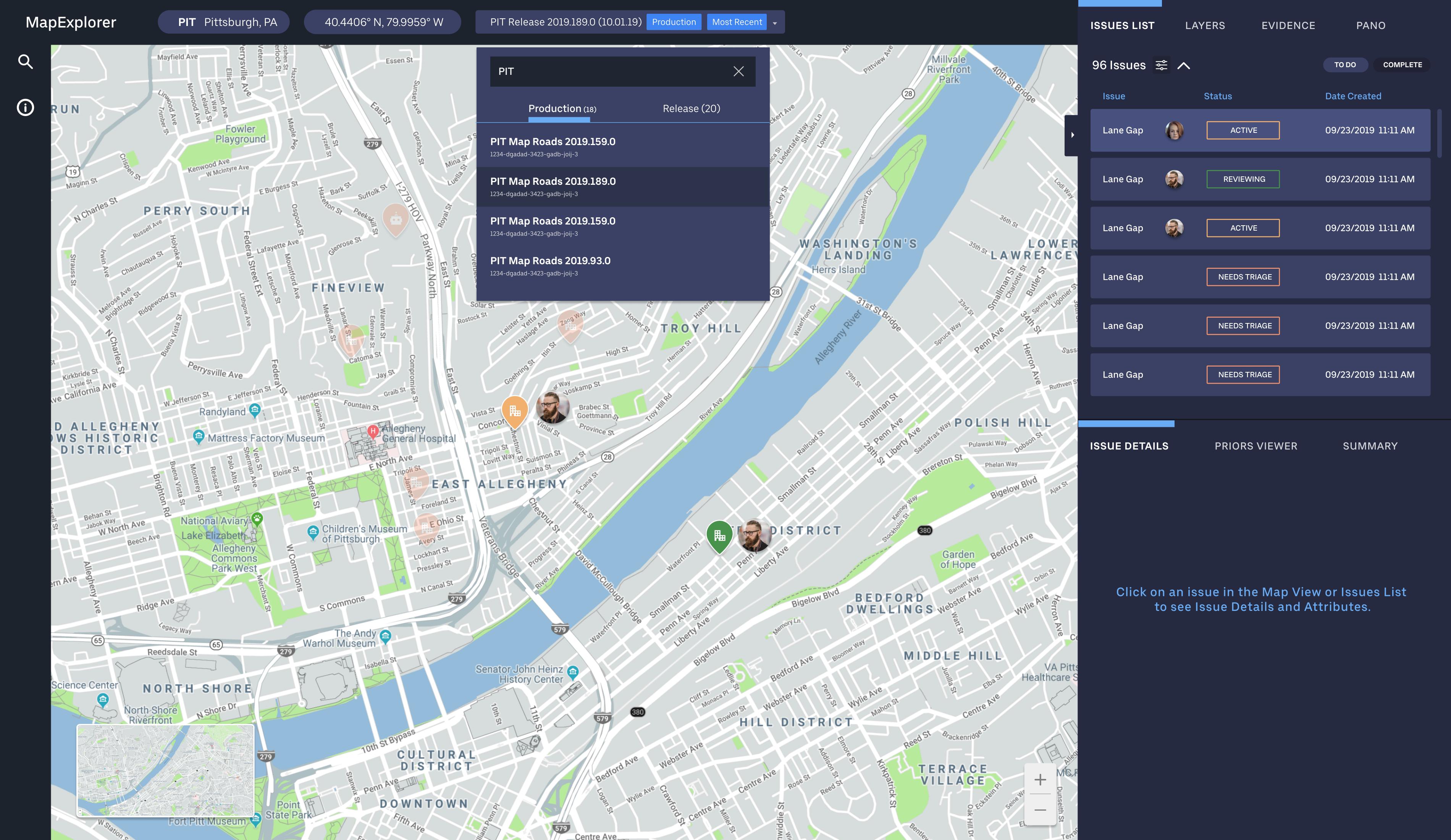


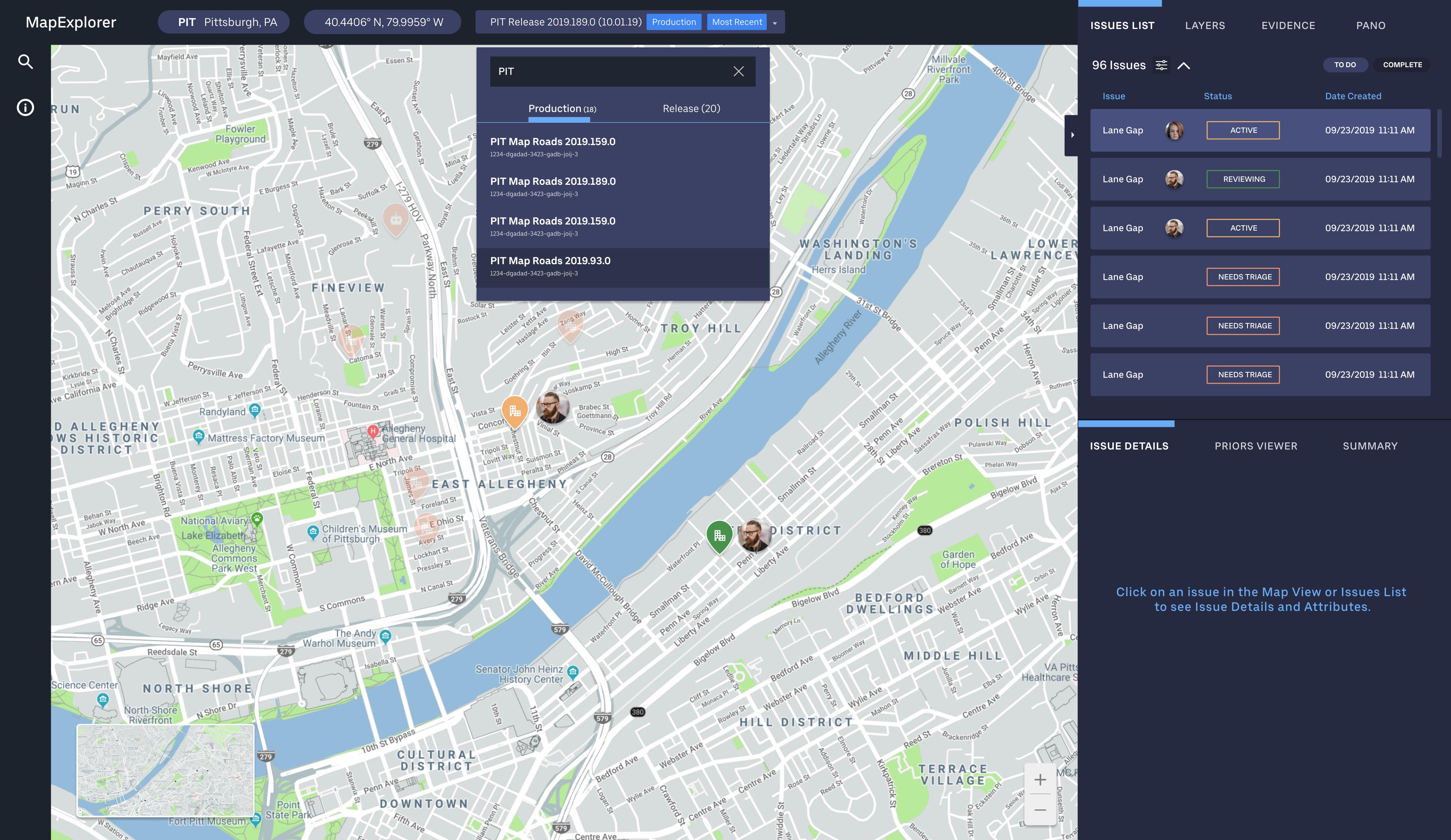


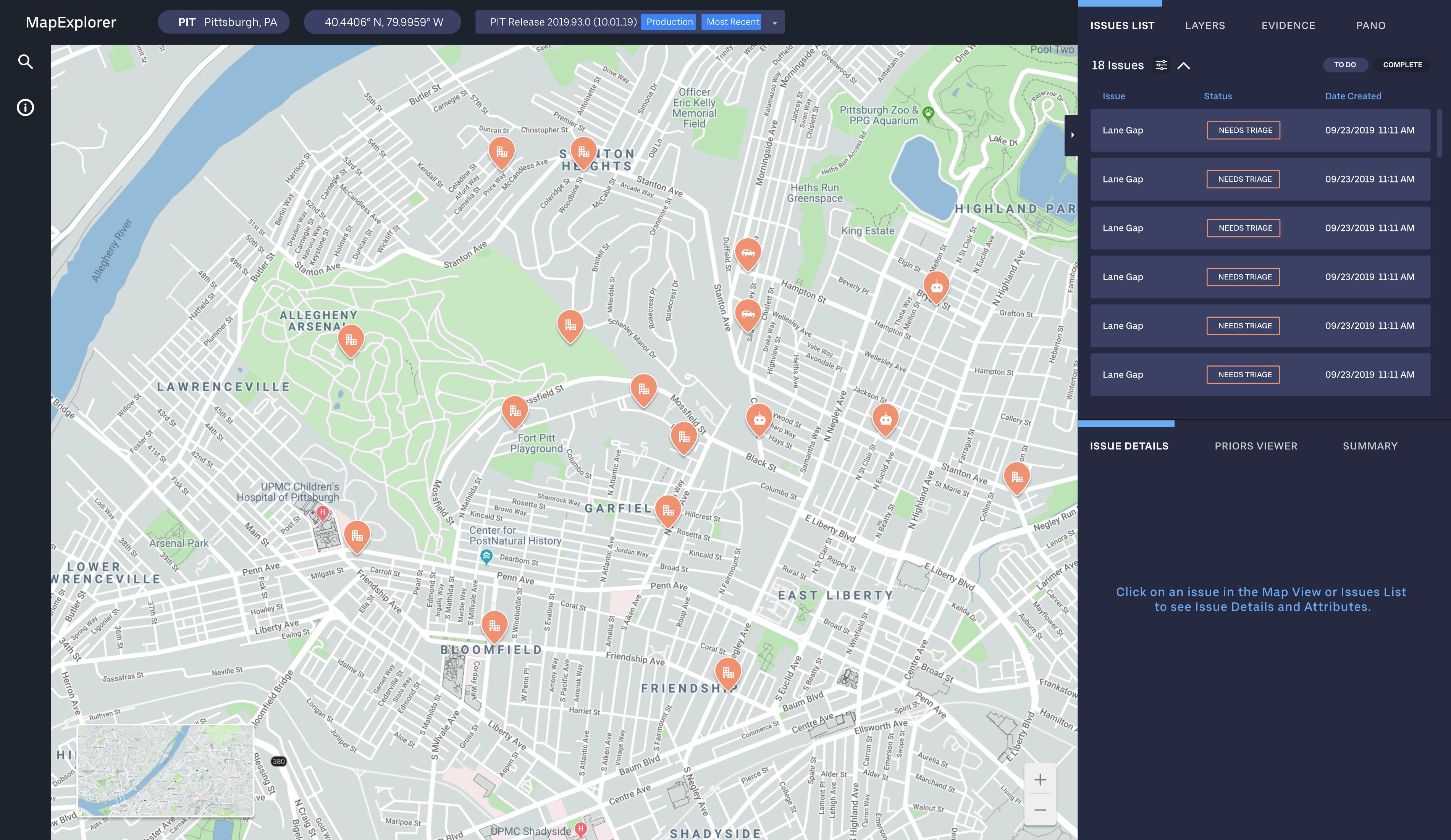
Full Screen View



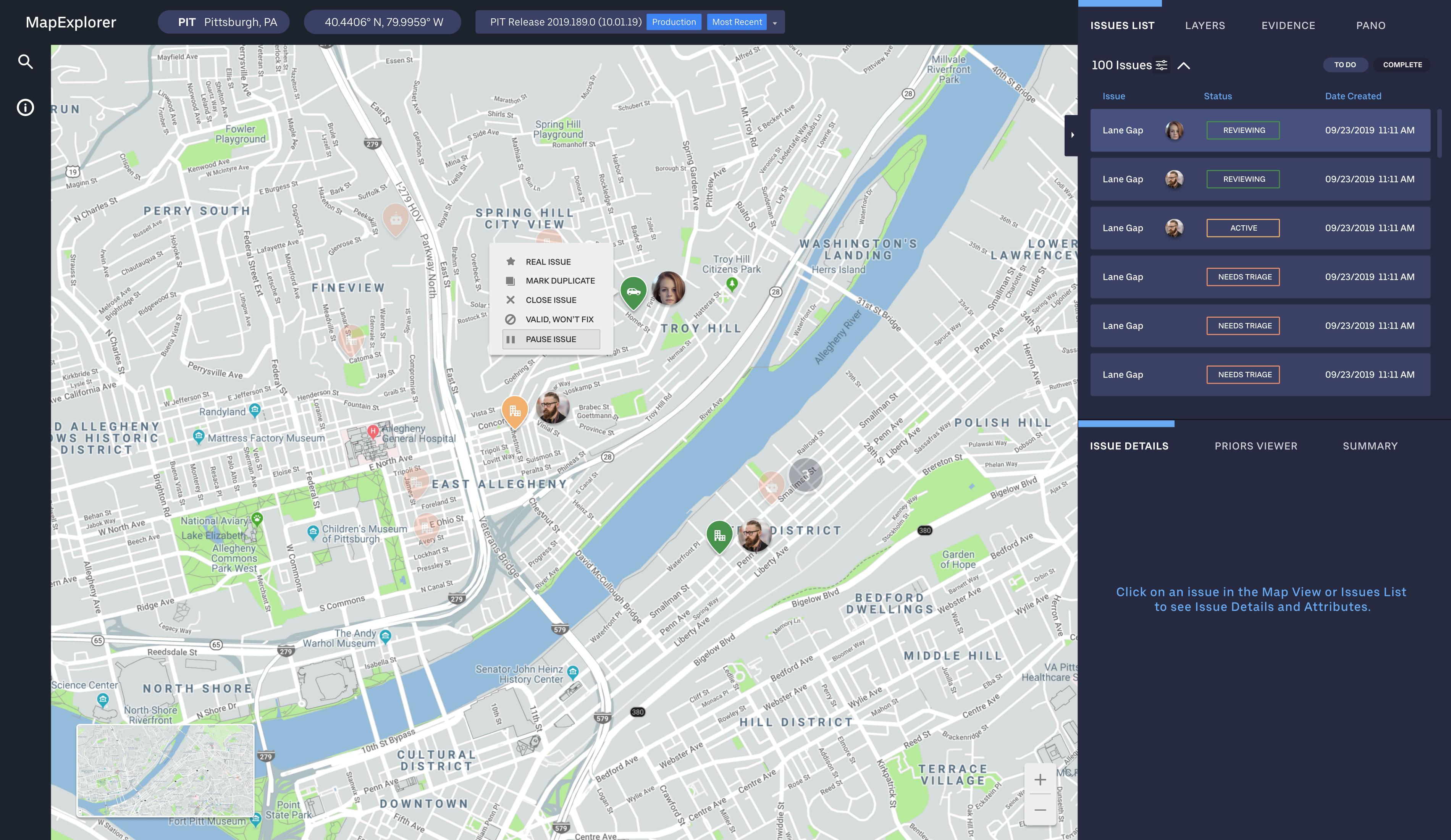
Change Map View

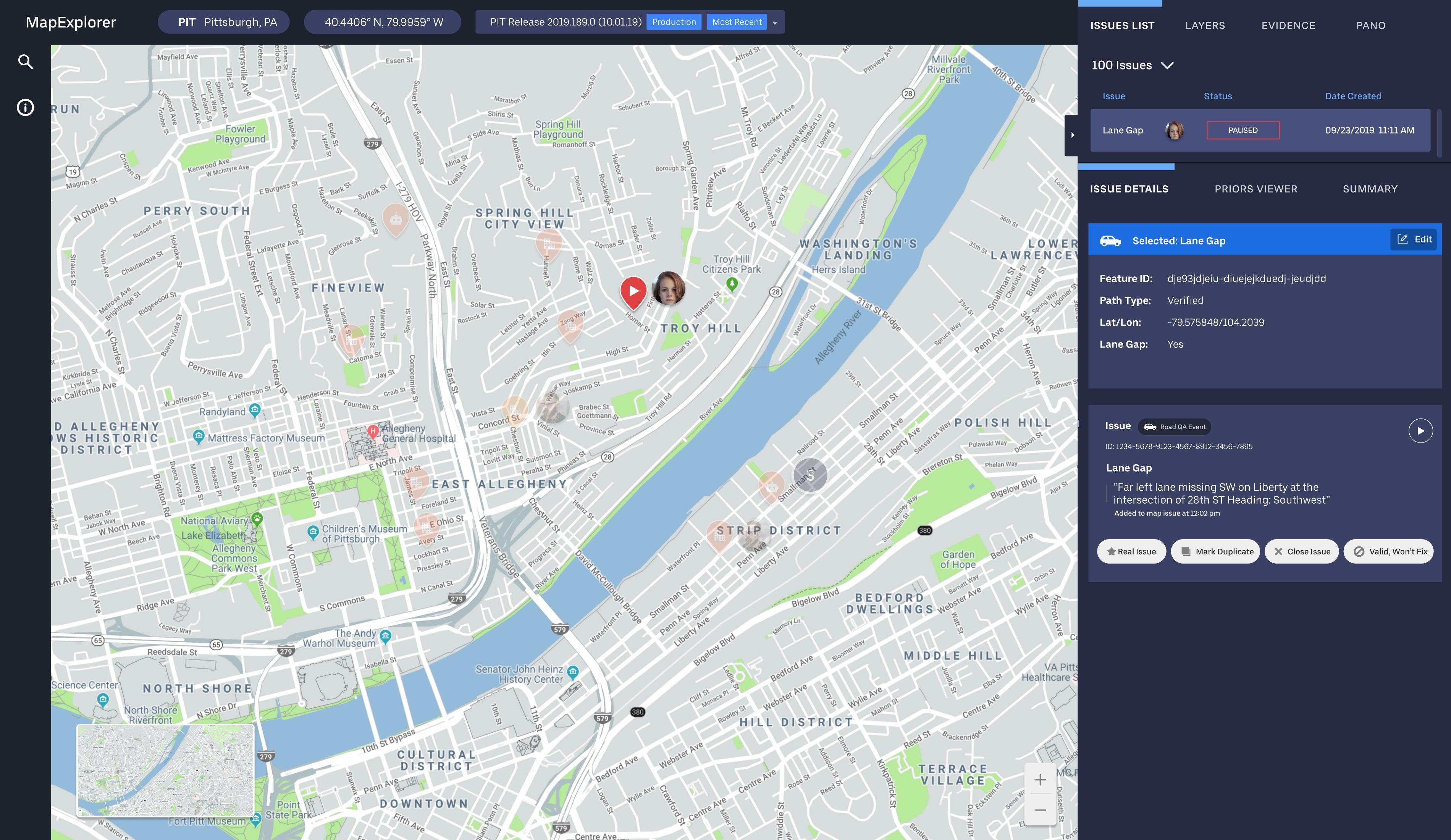


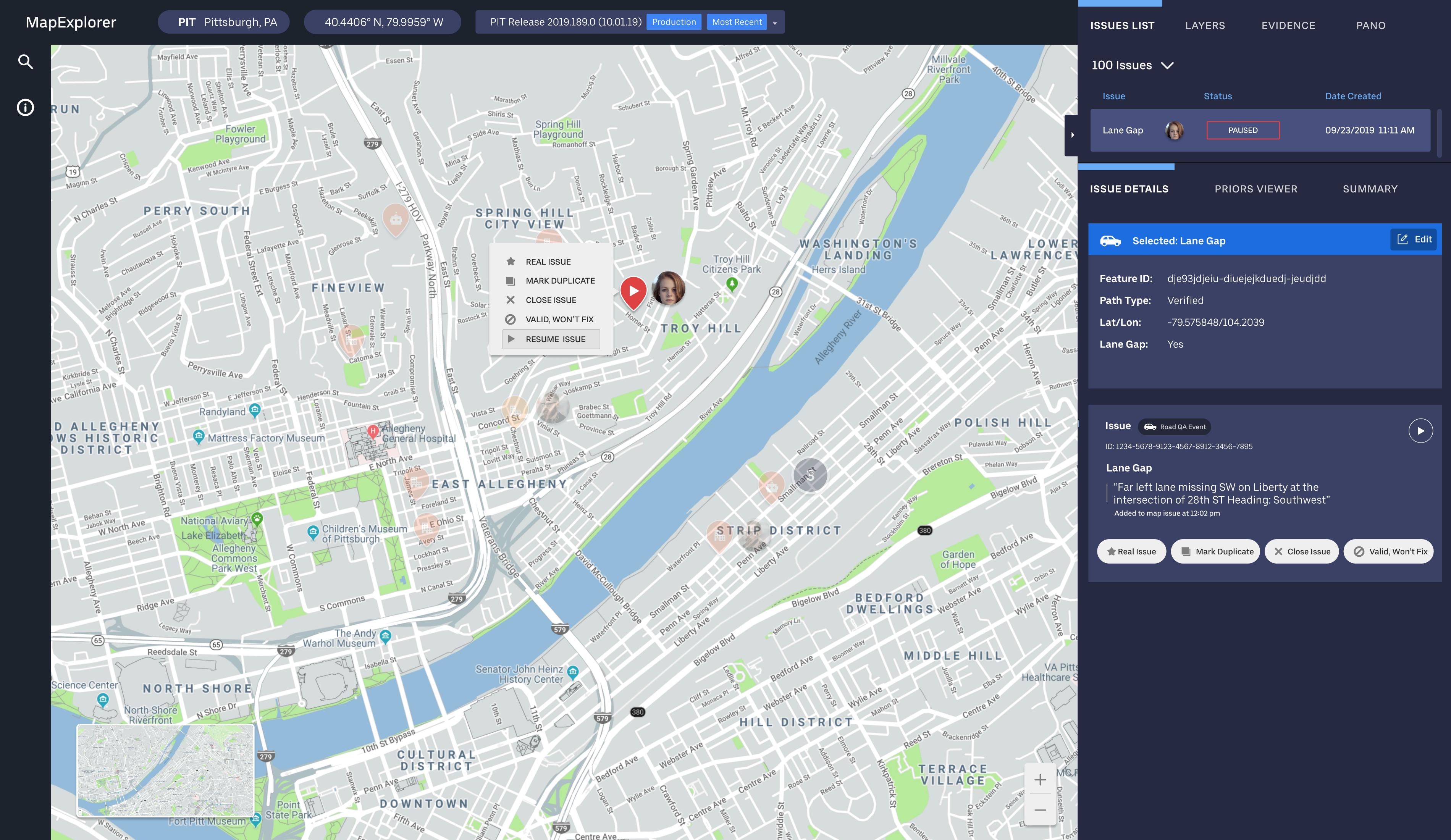


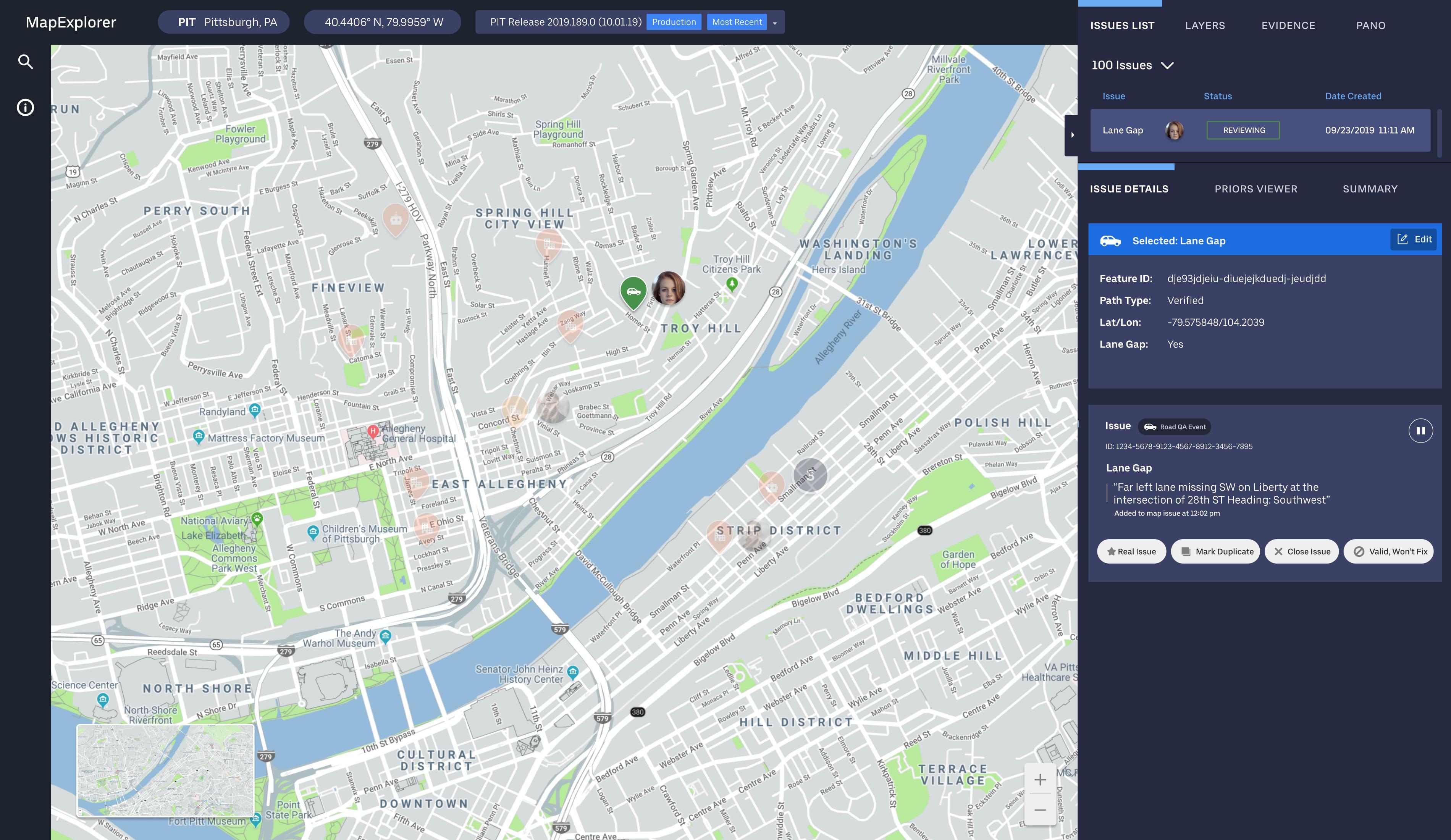


Pause In-Map









Thank you for reading!