

How to say "YES" to saying "NO"!!!

Last Melbourne – Nov'24

Introduction



Pooja Elkunchwar

Data Platform Engineering Manager
at **SEEK** (since 7 yrs)

Mum of 2 with a passion for all things **lean**
and **inclusivity**.



Shivani Arora

Data Services Engagement Manager
at **SEEK** (since 2 yrs)

Fur-mum to 3yrs old Maltese x Shih Tzu
'Poko' and a serial hobbyist (latest quest
learning the **Piano**)

Keeping things **Simple** & **organized**

Agenda

► About us

10 mins

► Strategies we adopted to navigate the noise

20 mins

► Key learnings in a nutshell

5 mins

► Questions

5 mins



About: SEEK

Market leader in online employment marketplaces in Australia, New Zealand and across South East Asia.

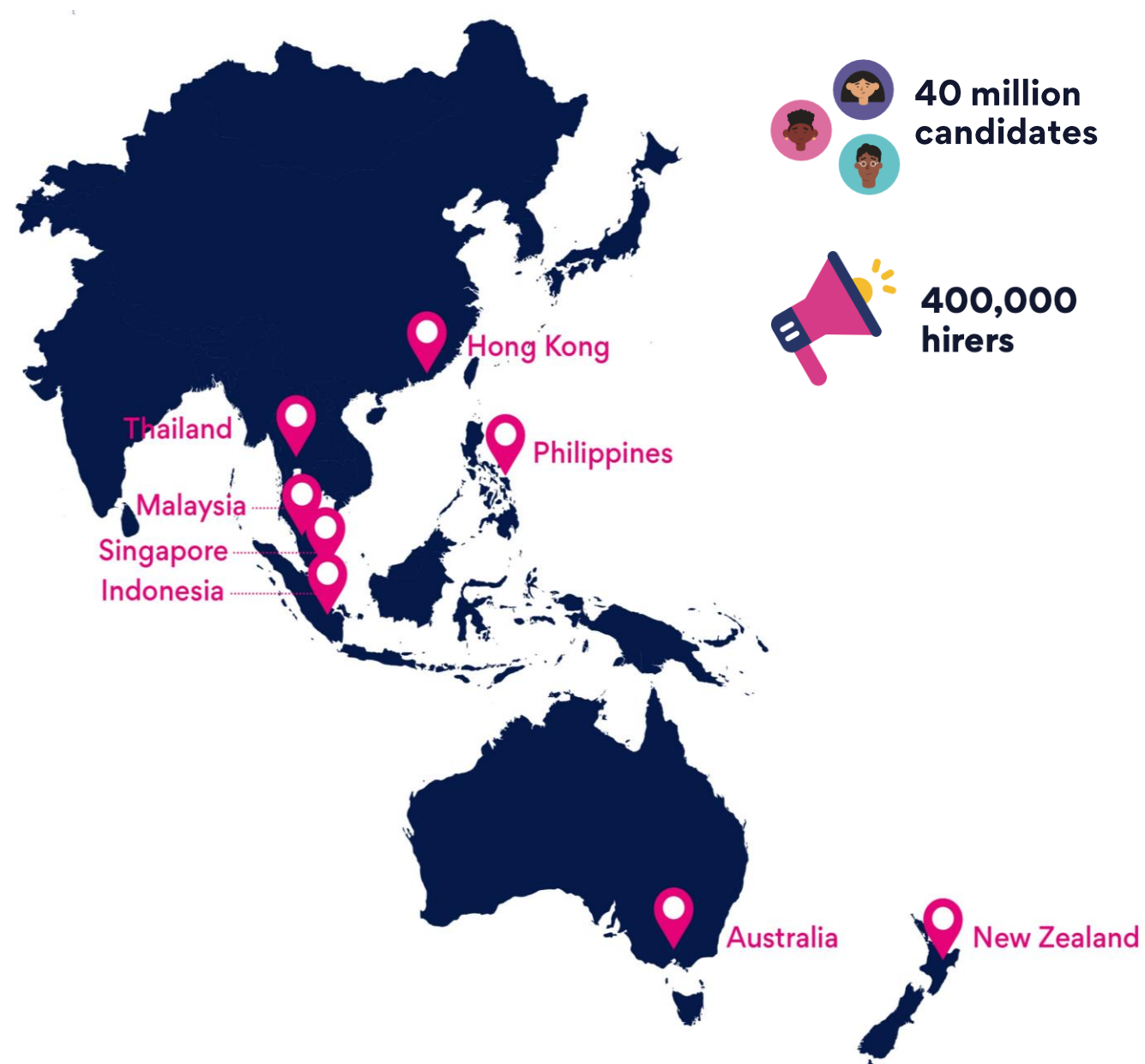
Focused on providing people with all the job opportunities relevant to them and allowing organisations to reach all relevant prospective employees.

Use data and AI to facilitate high quality matching between people and relevant jobs.

Our brands

ANZ	Asia	Global Services
 seek	 jobstreet by seek	 Jora
 seekbusiness	 jobsdb by seek	 sourcr.
 seeklearning	 seekselect	 JobAdder
 seekvolunteer	 JobStreet express	 seek pass
	 JOBKOREA	
	 bdjobs	

Our operations



About: Unification

SEEK's 3-year Digital Transformation Journey
'**Unification**' that unified our online platforms,
customer and finance across APAC.

We did this so we could **scale at pace** and **innovate for customers faster**.

What this meant for Data and AI?

- All major Source systems changed.
- All **reports** across the company **needed new data**.
 - **AI models** needed re-training.

In a nutshell,

Data Team needed to **support 6x the demand without growing 6x**.



About: Data Services

Data Services is an APAC team of ~65 multi disciplinary data professionals

Who are we?

Data Services is the **one-stop shop** for **‘most’ data available at SEEK**

Our Ambition:

Enable every team at SEEK to harness Data and AI to drive innovation & growth at Scale and Speed.

Services offered:

Data Delivery Service

Services that deliver data products for SEEK wide usage

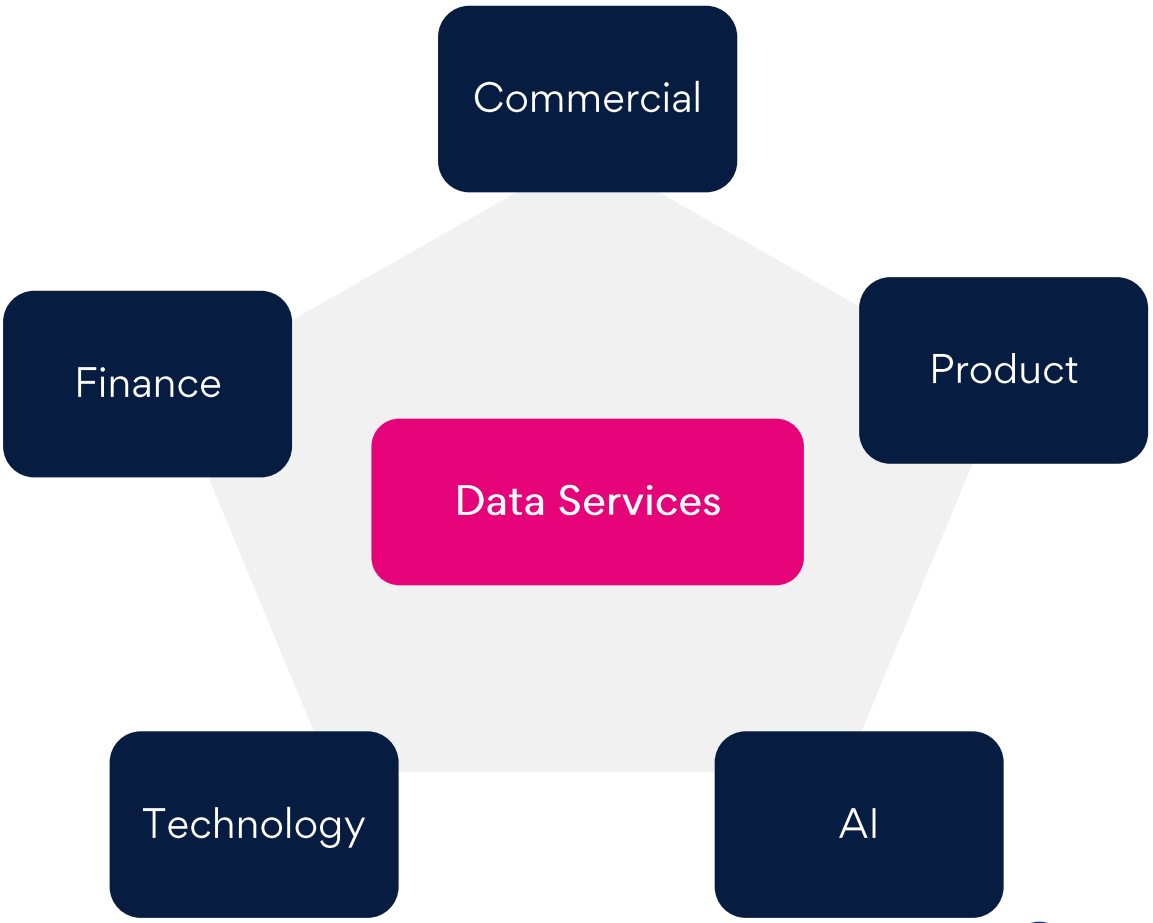
Platform Services

Platforms and tools that enable various Data and BI use cases at SEEK

Data Management, Privacy & Governance

Services that enable how SEEKers use data

Our Consumers



Strategies to navigate the noise

- Customer Demand Prioritization
- Engineering Team Prioritization

Two-part strategy: Demand Management & Prioritisation

Clear entry point for all types of demand

- Get the entire team aligned.
- Shielded engineering capacity from distractions.

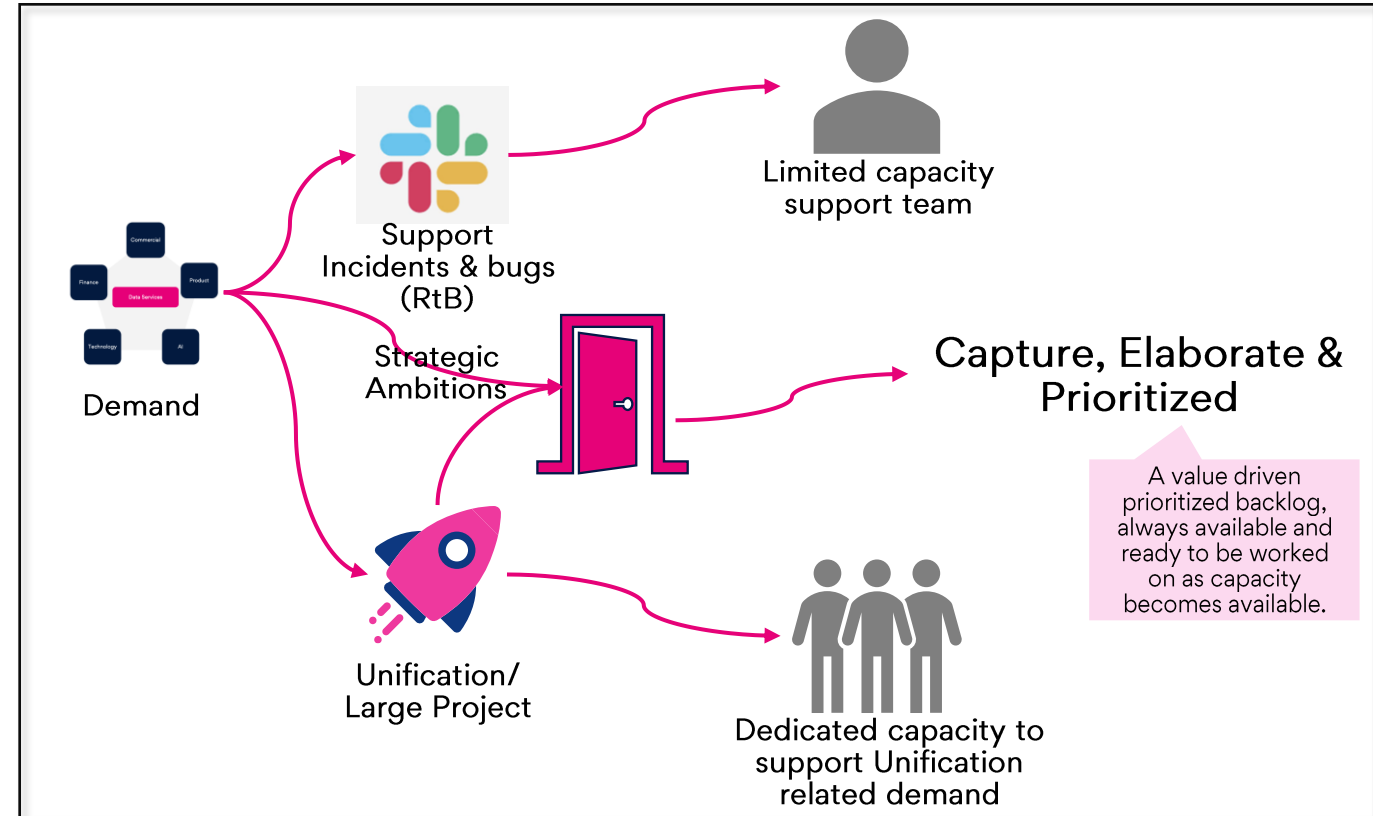
5Ws

- What, When, Where, **Who** & **Why**
- Focus on requirement rather than solution

5Ys

- **Why**, then Ask **Why** again, then ask **Why** again and then maybe you will start to hear the core Why.

Value



Two-part strategy: Demand Management & Prioritisation

A

Modified version of the RICE scoring model – AICE = Alignment – Impact – Confidence – Effort

	Alignment [1 – 10]	Impact [1 – 10]	Confidence [1 – 10]	Effort* [1 – 10]	Score = A*I*C/E
Questions to ask when defining score	- How aligned is this request to SEEK objectives - How aligned is this request to team OKR - How aligned is this request with our BU strategy - Is this something we want to do	- Impact this request will have on SEEK or its customers - Impact this request will have at another SEEK business unit - Impact this request on a colleague	- How confident are we when scoring impact and effort - We have all information needed to score this request	- Determine services required - Person week effort	Bigger the number; higher the rating and Priority
Measurement Scale Guide 1 – 10 [lowest to highest]	10 - 8 Aligned to SEEK OKRs 5 - 7 Aligned to Tech Strategy or BU OKRs 1 - 4 - Others	10 - 8 +ive Impact to SEEK brand or customer 5 - 7 Impact to another SEEK business unit or colleague 1 - 4 Impact to own BU	10 - 8 We are confident we have everything we need to reach it e.g. it uses established patterns 5 - 7 There is a risk we will not reach it, but we believe we can do it. 1 - 4 We are unlikely to deliver it in the current quarter but is worthwhile investing.	1 - 4 < 1week effort to >4 weeks of effort 5 - 7 <5 to >10 weeks of effort 10 - 8 <11 to >18 weeks of effort	

Two-part strategy: Demand Management & Prioritisation

Initiative name	Initiative Description	Status	Dependencies	Priority Rank	Priority Score (A*I*C/E)	Tags	Alignment	Impact	Confidence	Effort
EXAMPLE 1	EXAMPLE 1	In Progress	abc	1	100	xx	10	10	10	10
EXAMPLE 2	EXAMPLE 2	Backlog	abc	2	72	xx	8	9	10	10
EXAMPLE 3	EXAMPLE 3	Backlog	abc	3	63	xx				
EXAMPLE 4	EXAMPLE 4	Backlog	abc	4	60	xx				
EXAMPLE 5	EXAMPLE 5	Backlog	abc	5	50	xx				
EXAMPLE 6	EXAMPLE 6	Backlog	abc	6	40	xx				
EXAMPLE 7	EXAMPLE 7	Backlog	abc	7	30	xx				
EXAMPLE 8	EXAMPLE 8	Backlog	abc	8	29	xx				

Stack ranked prioritized Backlog

B

In the event of a priority conflict, requestor is responsible for coordinating alignment with other requestors who are ahead in the queue.

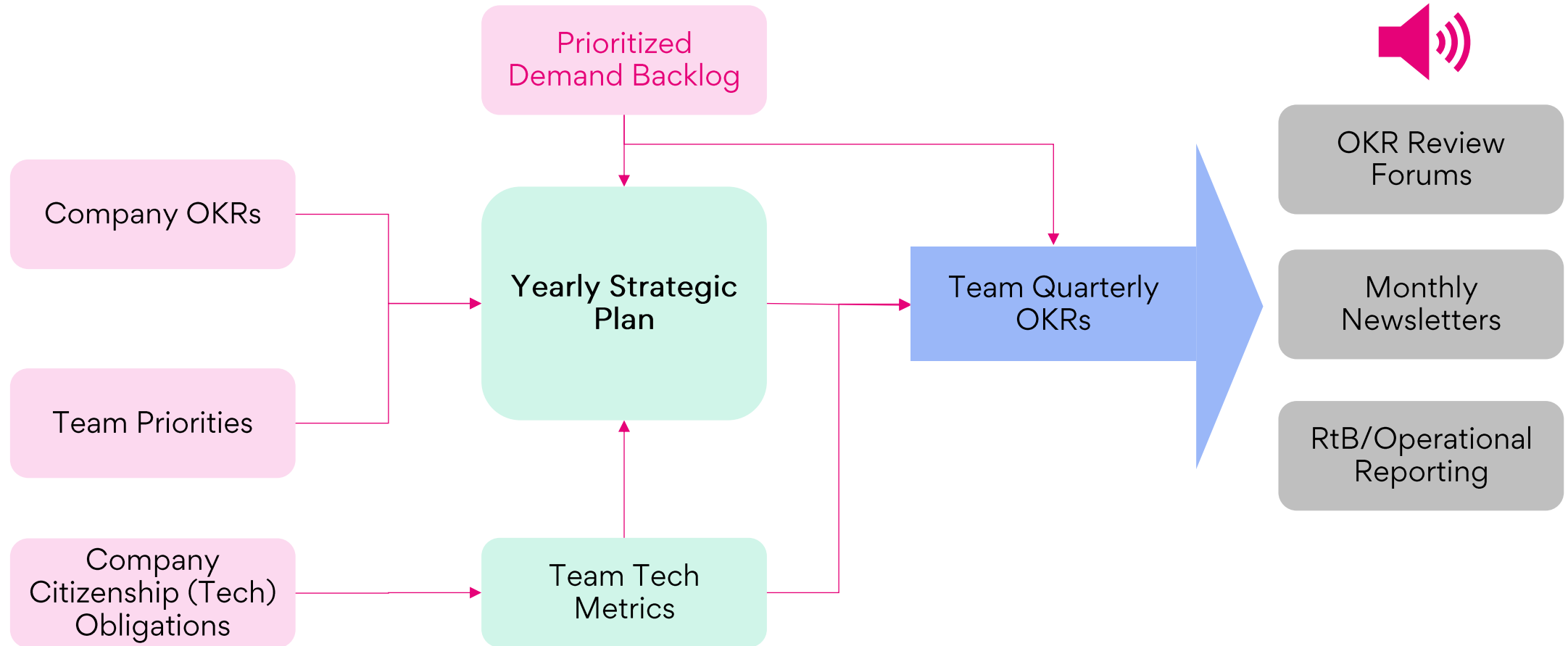


Strategies to navigate the noise

- Customer Demand Prioritization
- Engineering Team Prioritization

Engineering Team Planning Flow

Building a high-level view of our yearly plan



OKR Framework at SEEK

Supporting Team Autonomy

Run the Business



Ensure the teams adopt proactive and holistic management of overall platform tech health

Optimize the Product



Ensure platforms and products are healthy and continually improving, through responding to customer feedback and continuous improvement

Shift the Business



Tech and platform uplifts by introducing new features and functionality that materially accelerate our roadmaps and delivers value to customer

Build sustainable platforms that thrive

Deliver Value

Strategy 1: Empower teams to say No if a tech health is deteriorating

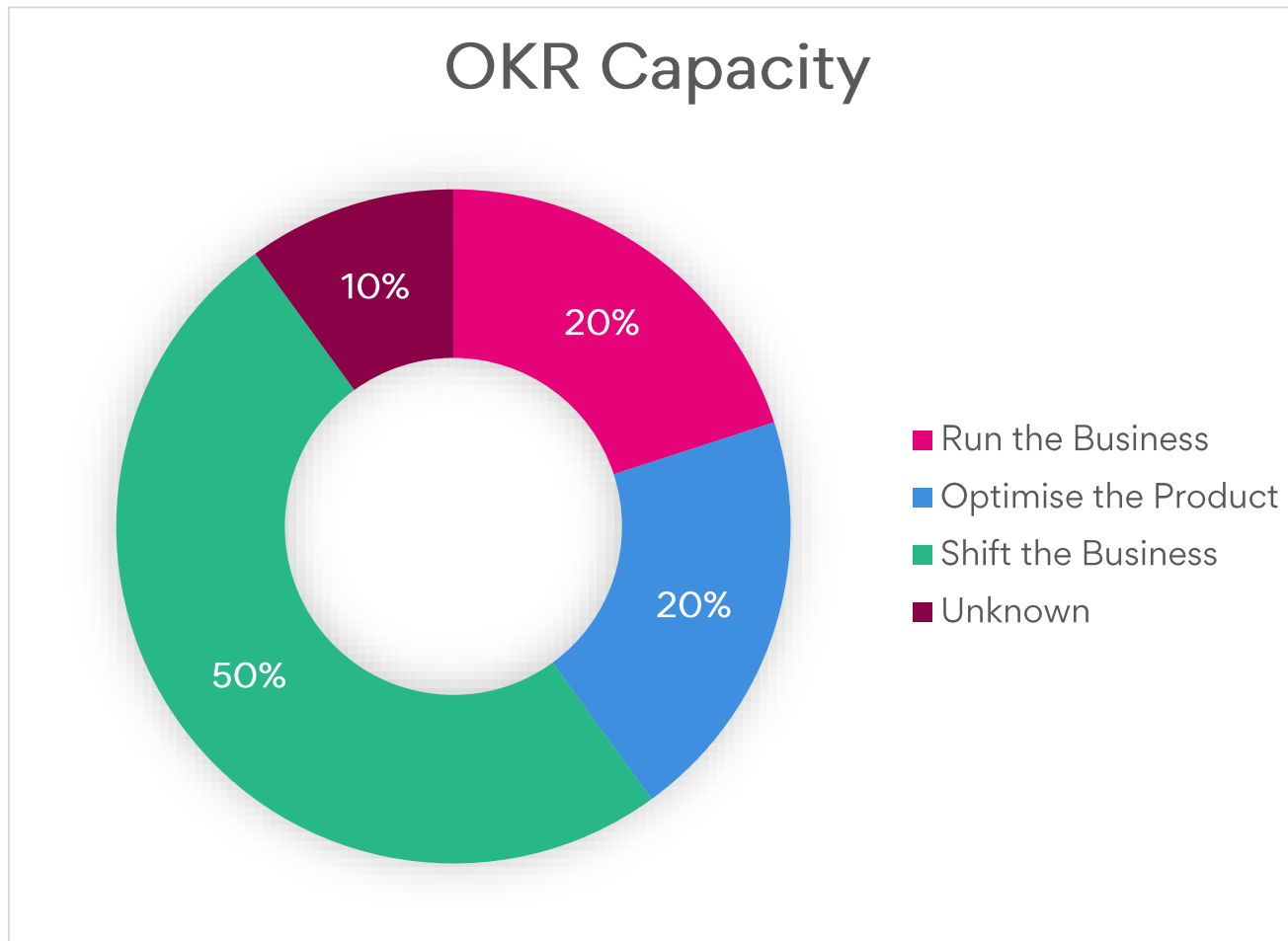


- Set clear what metrics are monitored as team's RtB metrics with clear SLA's.
- **Make them visible** to your leaders and stakeholders.
- As a company, agree that **Run the Business as Priority Zero.**

E.g. Tech Health Metrics

Security	0 outstanding issues
Performance	95th percentile query time <= 200ms
Reliability	Time to restore <= 1 hour (severity 1 & 2)
Efficiency	Budget variation +/- 10%
Availability	Uptime >= 99.95%
Deployability	Time since last deployment < 10 days

Strategy 2: OKR planning to balance innovation with operational stability



- Every quarter, split the team capacity to reserve time to **maintain platform health** and **optimize your platform**.
- Reserve some capacity to **accommodate new prioritize customer demands** from the front door.
- **Make them visible** to your leaders and stakeholders.

Strategy 3: Opportunity -Driven (Platform) Evolution

Turning Insights into Impactful Goals

Step 1: Goal Setting and Success Metrics

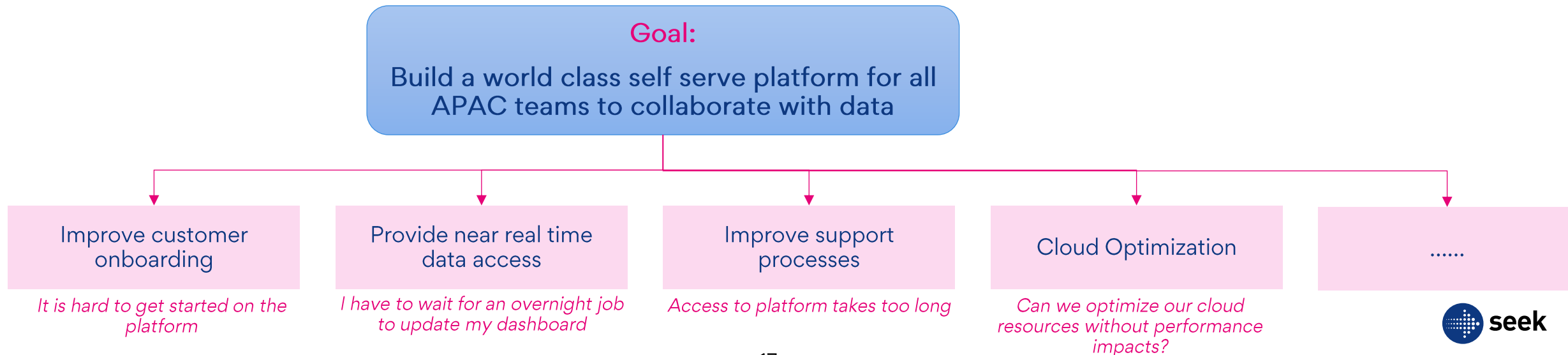
- ❑ What is the **goal** of the team?
- ❑ What are the **key success metrics** that are meaningful to team and my customer and aligned to company KRs.



Opportunity-Driven Evolution

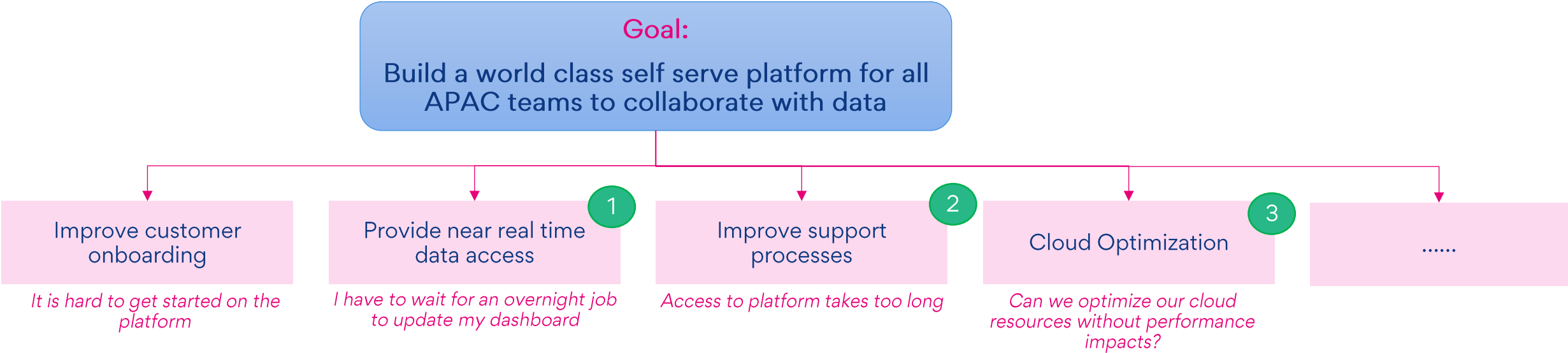
Step 2: Capture all Opportunities

- ❑ Add Optimization from various sources to capture “all” opportunities
 - Run the Business Opportunities
 - Automation improvements based on time spent on maintaining tech health.
 - Privacy and security obligations (E.g. Compliance, Tagging standards etc)
 - Optimise the Product Opportunities
 - Analyse support tickets, alerts and incident management systems
 - Improvements to engage customers on existing features.
 - Shift the Business Opportunities
 - All prioritised customer demands from the front door
 - What were key themes from your customer survey & feedback in customer forums.



Opportunity-Driven Evolution

Step 3: Prioritise based on value based scoring



Opportunity/Criteria	Impact (# of customers affected)	Delivery Effort (weeks per Eng)	Alignment to Strategy (1: Low, 2: Med, 3: Strong)	TOTAL SCORE
Improve customer onboarding	50	8 weeks	2	800
Provide near real time data access	1000	24 weeks	2	48000 1
Improve support processes	1000	10 weeks	2	20000 2
Cloud Optimization	50	10 weeks	3	1500 3

Thank you



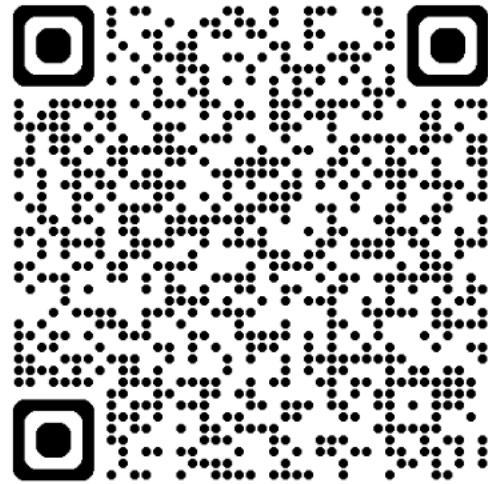


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