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2022

Self Review

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Highlight your results and impact for the year relative to goals and expectations. Include a bullet about how you contributed to building internal community. Speak to what you achieved (i.e., results) and how you achieved it (i.e., skills/behaviors). Hover for more info about Career Expectations.

Context:

I joined the Ads Fairness Procedural Fairness (PF) team in ~ Feb '2022 from PETs external engagement team.

TL;DR

During 2022, I successfully progressed the direction of the Procedural Fairness (PF) team from an unclear state with multiple red flags (SOTU from Feb'22) to a well-defined strategy with validated MVP. As a result, PF & AI Fairness is now seen as an important part of the overall fairness strategy to build a $14b resilient revenue.

I achieved this, despite facing challenges such as lack of XFN capacity, challenging cross team support (due to mis-aligned incentive), and a rapidly evolving regulatory landscape in the ambiguous area of procedural fairness & AI Fairness. I was able to propose and develop MVPs for two new products (CAFE & LOV).

At my level, here is my personal assessment (based on this):

1. Scope

   a. **Exceeds**: AI Fairness is a highly ambiguous area, with no prior industry wide understanding of problem or solution. The AI laws are evolving, and the regulators expectations too. On top of that we are going through a brutal winter in bigtech, which forces us to change direction in the middle to think about business objectives.

      i. Meets All would mean the Clear Org Set up(partially true), Clear Domain context (it was very unclear), Unclear problem (not just unclear highly ambiguous), Unclear solution (there was no solution)

2. Impact

   a. Strategy

      i. **Greatly exceeds**: When I started, the product was a science project, I identified the core area to make progress, identified & trimmed low priority tasks and delivered a strong strategy for the PF with exact proposal and a MVP to back it up within a very highly ambiguous area. Grew my responsibility from PF to Core fairness for defining strategy and bootstrapped a new area "universal access" from concept. Finally defined a way to measure progress. I also proposed to bring in

External engagement as a work stream within Fairness. I also enabled industry evangelization of fairness work.

    1. Meets all or Exceed would mean, identifying project level levers (I identified and proposed workstream and ad level lever - Life opportunity vertical channel) and create roadmap for projects (Identified workstream level products and introduced new areas)

  b. Execution

    i. **Greatly Exceeds**: I met all goals defined in 2022 for the team. On top of that took multiple stretch goals. All of this while we faced severe headwinds (xfn/pxfn capacity missing, headwinds from mastercook), and the team was at risk of missing many of its goals. Defined a new process for the team, and streamlined the PXFN process.

      1. Meets all would mean, 50% of the goal, roadmap creation and project management.

      2. Exceed would mean all of meets all and 90%+ of all goals

3.   Capacity

  a. **Redefines**: Conducted interviews, guided 4300+ PM to interview at Meta (resulting in 146 PM joining), Supported 10+ PMs to find teams (4 in R&P), mentored 3PMs. As well as enhanced our PXFN process which was a major point of problem for the team. All of this when Hiring was one of the highest priority & challenges for the org and company.

    i. Meets all or Exceeds or Greatly would be conducting interviews and supporting org with some of the other org wide

Self Review:

Impact:

- Strategy

  ° **Core Fairness Runway Strategy**: Strategic proposal to safeguard $14b Life opportunity Vertical Ad revenue, while de-risking entire ad revenue from regulatory risk. Defined strategy for core fairness, by proposing a new virtual channel for Life Opportunity Vertical (LOV) using Dedicated ads ranking model. This strategy when materialized can significantly reduce fairness risk for the entire ad system and make ~$14B of ad revenue resilient.

  ° **CAFE (Targeting Fairness)**: Identified the risk in Custom Audience Targeting product, proposed a strategy and defined a product to mitigate the risks (CAFE proposal, learning, plan)

  ° **Modeling Fairness Pivot**: Pivoted execution strategy (with help of engineering) from retrofitting existing ads ranking model to dedicated ads ranking model, hence eliminating the need for support from various MasterCook models

  ° **Labeling Fairness Strategy & Pause**: Identified a long term strategy and path forward for Labeling Fairness, while also making the tough prioritization call to pause this track to enable significant progress in other two tracks (given the limited xfn & engg resources)

° **Measurement Framework**: Proposed & operationalized a [measurement framework](#) (procedural fairness mitigation framework) to measure progress of various interventions

° **Ads Fairness Long Term Strategy (contrib)**: Participated in development of Ads Fairness: [Long term strategy & vision](#), mainly via defining the mission, vision and identifying all the areas related to Equality/PF

° **Bootstrap Universal Access (a new track)**: Proposed bootstrapping a new track within fairness "[Universal Access](#)"

° **Fairness Industry evangelization:** Help organize and participated in industry [Equity Summit](#), this enabled industry wide understanding of the problem included members like Google, LinkedIn, Uber, Airbnb, Pinterest, Snap, Academics and many more ([notes](#) to be published soon)

° **Proposed External Engagement track:** Based on my experience in PETs external engagement, I defined a new track to be added to Fairness track. This track is now created and run by our BPM Sean.

- Execution

° Ads Fairness (most of time was spent here in 2022)

- **Completed ALL the roadmap goals** defined for Procedural Fairness in [H1'2022](#) ([lookback](#)) & [H2'2022](#) ([lookback](#))

- **Exceeded the Expectation** by taking new **stretch goal** in H2'2022 & **completing ALL** of them

° **KR-S1.1.1**: Measure the offline NE gap of the initial version of a consolidated dedicated model for HEC traffic

° **KR-S1.1.2**: Measure the online ads score gap of the initial version of a consolidated dedicated model for HEC traffic

° **KR-S2.1.1**: Early studies of potential downstream impacts for users with zero representation

° **KR-S2.1.2**: (Online) validate a technique to mitigate label gap(s) for one under-represented PC group in HEC ads in the USA

° **KR-S3.1.1**: Expand the backend validation of CA mitigation strategies using Differential Privacy (DP) and budgeted PDB minimization

- **Greatly exceeded expectations**: By delivering all goals and stretch goals while facing external headwinds as well XFN capacity taken away during the project

° We lost TPM, BPM, DS & Partial engg capacity in H2. The PXFN capacity was also very thin. These all XFN support was assumed while setting the goals for the H2'22

° A risk that we highlighted as high risk in roadmap materialized, however we worked closely with MasterCook to arrive at an outcome ([details](#))

- "High Risk: Potential blocker to Modeling fairness track. Partnership/POC with CoreML is not aligned. Being out of sync with CoreML launches and its impact. "

- Delivered a strong roadmap for [H2'2022](#) & [H1'2023](#) for PF/Equality in fairness

- Enhanced processes for effective execution - PXFN, and operating process (product team meeting, HPMs, status)
- Collaborated with targeting, coreAds ML, RAI, FAIR, Ads personalization, Social impact, Internal audit, CDS & Regulated advertiser teams
  ° PETs (Spent ~1 month in 2022 here)
- Secured Mozilla as a partner for IPA and launched (1/6/22) the proposal - this is an significant step towards mitigating long term signal loss (impact not counted in H2'21)
- Supported launch of the new W3C community group (PATCG) - This was approved in Dec'2021 & launched in Feb'2022

Capacity:

- XFN Collaboration
  ° Enhanced team processes and collaboration with other organizations
- Introduced a new PXFN process for entire ads fairness team (before process was adhoc)
- When I joined the team's PXFN process was broken and it was challenging to get any decisions made, it resulted in a lot of thrash among the team and risk of shipping products without pxfn approval or engineering scheduled were delayed. By creating this now we have a smooth pxfn process for the entire Ads fairness organization.
  ° Building XFN capacity for 2022 & 2023 by inspiring them with the problem space and showing concrete impact they can bring
- Org contribution
  ° Mentored 3 PM's
- On boarding mentor - Akanxa Chauhan (PM, R&P)
- Mentored during interview process- Danielle Novy (for role in PM R&P)
- Mentored during joining Meta and there after - Raj Yadav (PM, Privacy)
  ° Supporting organizing RAE PM team bi-weekly meeting along with Danielle Novy (Just started in Dec'22)
- Hiring
  ° Conducted 18 PM interviews or interview training
  ° Hosted **10** PM IQA session - providing interview guidance to **4,342 PM** who were interviewing for Meta PM role, **~146 PMs ended up joining Meta** from this program and **95% PM's found my content useful** (IQA program details, stats)
  ° **10+ PMs joined PM role** either in R&P or elsewhere based on my initial recommendation (can't take complete credit, but heavy influence - names below)
- Arundhati Dutta (introduced to R&P, joined R&P PM team)
- Anuj Gupta (introduced to R&P, joined R&P PM team)
- Kartik Dadwal (introduced to R&P, joined R&P PM team)

- Anshul Singh (introduced to R&P, joined R&P PM team)
- Pooja B (introduced to R&P, joined within FB Ads PM)
- Surbhi Gupta (introduced to R&P, joined IG PM)
- Vishal Maheshwari (introduced to R&P, joined Meta fintech PM)
- Amit Sharma (introduced to R&P, joined IG PM)
- Raj Yadav (introduced to R&P, joined privacy PM)
- Neeru Sharma (introduced to R&P, joined Data Infra PM)
- Help with engg & DS hiring (interviews) within Fairness

Supporting notes

1. PETs detailed work done

   a. Secured Mozilla as a partner for IPA and launched (1/6/22) the proposal - this is an significant step towards mitigating long term signal loss (details)

   b. Secured Mozilla as a partner for IPA and launched (1/6/22) the proposal - this is an significant step towards mitigating long term signal loss

   c. Co-launched the new W3C community group (PATCG) - This was approved in Dec'2021 & launched in Feb'2022

      i. PATCG has now become the default industry forum to discuss all things privacy ads, including Google, Microsoft, Mozilla. Also this is the only forum Apple participates in (although not committed to bring all options here). See Google's recent comment.

   d. Delivered towards the (1 of 2) goal for PETs external engagement in H1'2022 - Capacity billing (transition out of team in Feb)

      i. Goal - "Staff allocated SWE & S&P resources" - [PETs-PAPI H1'22] A1: Web Platform API Roadmap - Msmt

      ii. Aligned on a new team structure, identified the engineering team, Hired EM and created a Hiring plan for engineering, which was the biggest risk for H1'2022 for PETs external engagement.

         1. Hiring plan Web Platform API - Msmt Eng Hiring Plan

   e. Opex Budget for PETs

      i. Completed allocation of PETs OPEX budget with multiple teams

      ii. Identified new owner (Igor Borojevic) and transitioned the OPEX plan

      iii. 2022 PETs OpEx Guide

2. Quotes from #thank you notes and previous h1, q3 feedback

   a. Support for helping multiple folks join R&P and other PM team

      i. Anshul SIngh (PM, R&P) -

         1. Vikash I want to take a moment and appreciate your continued guidance in my journey so far. I appreciate you referring me and getting me excited about Meta. Your guidance through the recruitment process was key to my success and I really

appreciate your feedback in helping make a decision to accept Meta's offer. I am grateful for your mentorship and continued support. And most importantly, you helped me become a better PM!!

  ii. Bhasker (PM) - On helping hire many PM's for RAE

    1. #thanks Vikash for connecting me with and helping me hire two of my star PMs this year! Your mentoring & guidance helped them settle down fast into their roles as well!

  iii. Neeru Sharma (PM) -

    1. #thanks Happy New Year Vikash. As I reflect back to last year, when I joined Meta, wanted to thank you for helping with my onboarding. You helped connect me to many people when I was in bootcamp, gave me good materials to read and offered me tons of good advice. And not only that, whenever I needed, you spared time to talk to me. I truly appreciate your help as I onboarded to Meta and to my current team

  iv. Raj Yadav (PM) - Workplace thanks post https://fburl.com/ew23q7ki

    1. #thanks Vikash Rungta for sharing your deep insights about Meta culture, introducing me to various teams, and available for discussions at all times during my PM bootcamp and onboarding. The frameworks that you shared to help decide teams for maximum impact were super helpful. Please keep the knowledge coming!

b. William su (TPM) - Vikash only joined the Fairness team earlier this year, he was able to quickly ramp up in the space by gathering information and past knowledges from other team members and me, and start delivering impact

c. Maria Ehritt (BPM)

  i. Vikash's leadership style is very inclusive. In team meetings of all types he consistently solicits questions and input from a range of voices and encourages productive discussion which helps drive broader consideration of different perspectives and alignment on solutions/next steps that are more cross-functional than they would have otherwise been.

  ii. I have enjoyed partnering with Vikash on the risk assessment project for HEC Custom Audiences. This is a unique/different type of project and I appreciate how Vikash has embraced ambiguity and created a clear process and next steps for the XFN team to continue to make meaningful progress while we drive to a solution with many broad-scope considerations.

d. Julia Ni (DS)

  i. He did a great job creating and driving the road-mapping process for PF, which had previously been much more unstructured, looping in DS for opportunity sizing as needed, and ultimately getting alignment with XFN on key priorities and results for H2.

  ii. he has lended long-term structure and vision to the PF space – whether it be operational (e.g., setting up weekly x-team syncs) or strategic (e.g., brainstorming about a maturity framework for fairness & end state for measurement reporting in the dashboards)

e.

SWE's- after Labeling Fairness was deprioritized, the two SWE working on it.

    i. Soheil Esmaeilzadeh (SWE)- Thanks Vikash for all your wonderful contributions to the LF SOTU milestone, your dedication to taking this to the finish line was impressive, thanks for all your helps and feedback and coordination along the way. It's been a pleasure working with you and the team.

    ii. Soheil Esmaeilzadeh (SWE) We had a successful RAE review with very positive comments from the leads. The leads called out the depth of the work, and recognized the importance of this work.

f. Soheil Esmaeilzadeh (Research scientist - FAIR) - After he had concerns that we might be solving the problems the wrong way, we reviewed our solution and he was onboard

    i. Working with you all is such a pleasure! Thank you so much for moving in such reasonable directions during an especially productive "emergency" meeting this afternoon. I literally had trouble sleeping last night after having learned of the recently set plans on measures of fairness for housing, employment, and credit ads. But the plan Bahador proposed (setting a threshold on different outcomes while eventually using cumulative, calibration-based methods to assess equal treatment) will ensure that I sleep soundly tonight! We definitely should re-use your solution throughout the company, eventually.

g. Raena Saddler (PM Lead social impact team) - on

    i. It was great to meet you and Vikash and see you connect with so many others focused on fairness across the industry. Looking forward to partnering more in the future!

h. Dimple Abani (PM, RAE) - on sharing the PXFN best practices with the RAE PM team

    i. #thanks for the pxfn slides, I found them super helpful! @Vikash Rungta @Ajoy Bhambani

    ii. And #thanks in advance to @Ajoy Bhambani and @Vikash Rungta for the privacy review discussion. I went through the overview of the privacy review process in my bootcamp, and most folks in the bootcamp were lost. Seemed like a long process, obviously for the right reasons. Will appreciate your help, since we might have to go through it soon.

i. Multiple Recruiting team notes on supporting Diversity & including initiatives in recruitment

    i. Carlos Garcia (recruiting coordinator) #thanks, @Vikash for helping the recruiting team expedite an urgent candidate's interview. We appreciate your partnership and dedication to interviewing

    ii. Andrew Rayner (Program manager, D&I)- Thank you for being a part of ABP's Community Profiles this half! We started the program in an effort to make ABP community members feel more connected during work from home and to teach community members about different cultural celebrations. You helped make that possible! This program would not be possible without you volunteering your time and your willingness to be vulnerable and honest. Thank you for modeling these important traits for our community and making ABP more inclusive for all!

Share 1-3 strengths (work you most enjoyed and excelled at) and 1-3 areas you want to develop or improve next year.

Area of strength:

As a product manager at Meta, I have been working on the highly ambiguous area of Ads fairness for the past year. During this time, I have demonstrated a number of strengths that have contributed to my success in this challenging area. Some of my key areas of strength include:

1. **Strategic thinking:** I have a strong ability to think strategically and identify key opportunities that align with our business goals, while also considering the broader impact on stakeholders and the industry as a whole. This has allowed me to develop and propose impactful solutions to address the challenges in the area of ML fairness. E.g in the core fairness strategy I was able to connect the problem area with business outcomes.

2. **Understanding of ML fairness concepts:** I have a deep understanding of the technical & legal/policy concepts related to ML fairness and how they apply to our Ads products and solutions. This has allowed me to effectively communicate with our technical teams, PXFN, leads and drive our ML fairness efforts forward.

3. **Ability to navigate ambiguity:** Given the rapidly changing and uncertain regulatory landscape in the area of ML fairness, I have demonstrated an ability to navigate ambiguity and make decisions in the absence of clear answers. I approach uncertain situations with a sense of curiosity and the ability to think creatively and critically. E.g. We pivoted the modeling fairness task from retrofitting individual models to dedicated ranking models to allow us to make a larger long term impact.

4. **Ability to prioritize**: My ability to prioritize tasks and initiatives effectively is an important strength that I bring to the team. I am able to assess the level of importance and urgency for different projects, and make informed decisions about how to allocate resources and efforts. This skill allows me to focus on the most critical initiatives and ensure that we are making the most impact with our limited resources. E.g. When I ensured that we cut down on multiple paths the team was planning for Modeling Fairness and focused on only 1-2 specific paths, resulting in us achieving the goal for the half. I also be-prioritized Labeling fairness to ensure we are making strong & meaningful progress in the other tracks.

Area of improvement

As a product manager at Meta, there are several areas where I would like to improve my skills, particularly in the area of stakeholder management.

1. **Stakeholder Management**: I want to enhance my understanding of how to identify, engage and manage stakeholders more effectively. This includes understanding how to align with key stakeholders and identifying key influencers who can help to drive the success of the product. I also want to understand how to manage conflicting priorities among stakeholders more efficiently.

Working on a highly ambiguous area such as ML fairness, Stakeholder Management is a key area for me to focus as it can have a large impact on the success of the product.I believe that by developing these skills, I will be better equipped to drive the success of

our projects and initiatives, and to make a greater impact within the organization.

What new experiences do you want to have and/or what career goals do you want to work toward? This could include developing new skills, moving teams or roles, becoming a people manager, or something else like taking on a new project.

As a Product Manager, one of the new experiences I would like to have is to increase my interaction with external stakeholders and customers. This would give me the opportunity to gain a better understanding of their needs and pain points, and ensure that our products are addressing their real-world issues. This could be accomplished through conducting customer interviews, surveys, focus groups, or other forms of customer research/UXR.

Another experience I would like to have is to work on projects that engage with a wider range of external partners and collaborators, which can bring different perspectives and expertise to the table. This could be accomplished through forming collaborations or partnerships with other companies, non-profits, or academic institutions.

In terms of career goals, I would like to work towards becoming a product leader who has a deep understanding of customers and market trends, and the ability to develop and execute product strategy that aligns with those insights. This would require me to focus on not only understanding the customer and market needs but also have the leadership skill to mobilize the team, partners, and internal stakeholders to work towards a shared vision.