

# Engineering Managment

Level	Product Output	Communication/Writing	Team Development	People Development
Team Lead	<p>Team ships software on time with low regressions. When delays occur, they are communicated early and transparently.</p> <p>Team consistently assesses and front-loads risk.</p> <p>Team has low firefighting load.</p> <p>Proposes quarterly goals based on customer feedback, platform performance, and operational toil.</p>	<p>Understands and can communicate team mission and quarterly focus to engineers. Engineers all understand team and individual success criteria.</p> <p>Can deliver cross-team projects on time.</p> <p>Runs effective 1x1s with the team. Effective 1x1s should have a meeting log attached to the meeting invite which is used to provide feedback with links to the levels guide and development plans. In addition, each 1x1 should cover what is being worked on, what is waiting review, and what is coming up next for the engineer.</p>	<p>Manages a single team.</p> <p>Team works together effectively as demonstrated by consistently delivering on quarterly goals.</p> <p>Team has a low attrition rate.</p> <p>Leads interview panels and hires for team needs.</p> <p>Engineers that are underperforming are identified early and provided actionable feedback to improve performance. If performance is not improved, underperformers are provided a Performance Improvement Plan (PIP) with clear deliverables and deadlines for improvement.</p>	<p>Identifies and develops future team leads.</p> <p>Can effectively delegate tasks to reports by articulating scope of the project, success criteria, and timeline.</p> <p>Provides actionable feedback to reports that is objective and focused, timely, helps them improve, and avoid anti-patterns.</p> <p>Writes clear and concrete development plans for all reports.</p>
Director of Engineering	<p>Teams all ship software at a regular cadence (quarterly, monthly, weekly).</p> <p>Teams effectively prioritize work. Teams focus on items that make the product commercially successful, with high adoption, and happy customers.</p> <p>Works closely with Director of Product to make Teleport commercially successful.</p> <p>Proposes quarterly goals based on customer feedback, strategic needs, and market trends.</p>	<p>Leads feedback and support sessions with high profile customers.</p> <p>Effectively communicates problems and solutions to peer teams in Engineering and Product.</p> <p>Presents at Engineering All Hands.</p>	<p>Manages multiple teams. Maintains appropriate distribution of junior and senior engineers on teams.</p> <p>The team is not afraid to speak up and provide feedback.</p> <p>Maintains a high performance bar for new and existing engineers.</p> <p>Fixes and improves issues that span the entire engineering organization. For example, develops interview challenges, improves levels guides, fixes and scales tool usage.</p>	<p>Identifies and develops future Directors of Engineering.</p>
VP of Engineering	<p>Works closely with the VP of Product to make Teleport commercially successful, has high adoption, and happy customers.</p> <p>Effective at communicating risks and mitigations to SLT.</p>	<p>Communicates status of the engineering organization across the company in weekly updates.</p> <p>Presents at Company All Hands.</p> <p>Effectively communicates with other parts of the organization (Sales, Marketing, BizOps).</p> <p>Works with CTO to define engineering levels, engineering practices, compensation, and team structure (mission and focus).</p>	<p>Manages entire Engineering organization.</p> <p>Responsible for engineering hiring. Works with recruiting to build and track hiring pipeline.</p>	<p>Identifies and develops future VPs of Engineering.</p>