

Engineering Management

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. At a minimum, 1x1s should cover what is is being worked on, review tasks others are waiting on, and career development.</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>