Qu ality
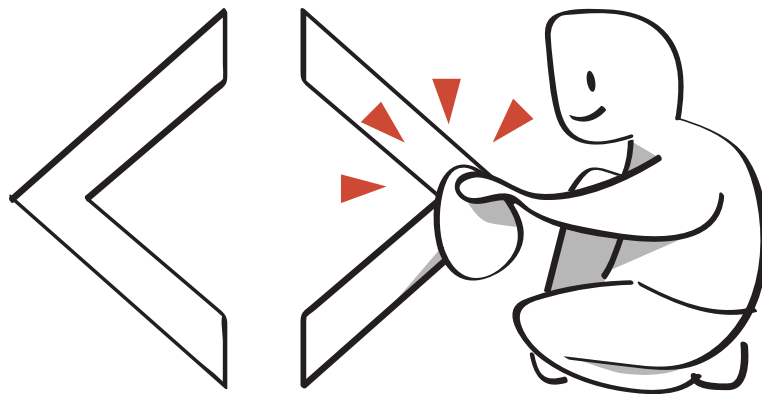
Because payroll is complex and people's livelihoods depend on it

We are owners of each and every feature we build.

We oversee features from specification to production and take responsibility for ongoing maintenance. We care about the overall product experience and like being full-stack.

Code should be seen by a fresh pair of eyes.

Before any commit is deployed to production, it is code reviewed by another engineer. This minimizes bugs and ensures our code maintains a high degree of readability. It also promotes learning and spreads knowledge among teammates.

## High quality code stays that way through tests.

Writing meaningful and automated tests helps ensure our code stays high quality. While we prefer quality over quantity when it comes to tests, we also strive to maintain at least 90% code coverage in our tests.

We take responsibility for the quality of the code we write.

We test our own software and don't rely on a separate QA team.

Qu Hu Pr Co Tr Em

Hu mility & Service

Because software can be used in powerful ways to help others
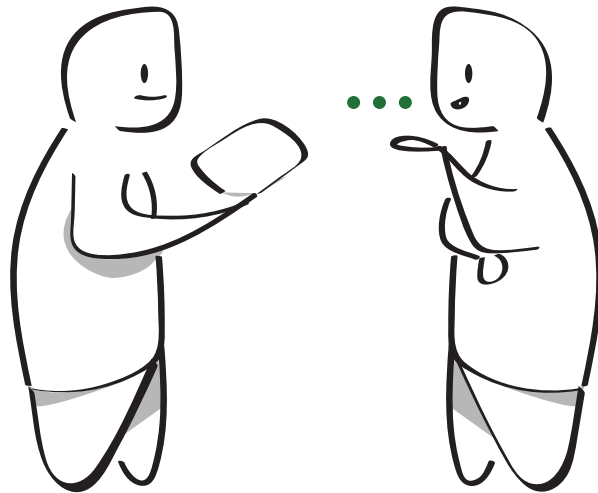
We're here to help.

Software engineers have a very sought after skill, especially in Silicon Valley. This can sometimes lead to them being treated like the "priestly" class in technology companies. We're not the priestly class. Rather, we're here to use software to improve the lives of both our customers and our colleagues in other departments in the company. It's import-ant that we actively look for opportunities to serve them, because they may not know what's possible.

## We take pride in what we accomplish, but we always maintain a sense of humility.

Humility is not thinking less of yourself; it is thinking of yourself less. We're not a "brogram-mer" culture.

We value everyone's ideas.

We foster an environment where the opinions of those who are not as vocal are heard equally.

Qu Hu Pr Co Tr Em

Pr agmatism

Because in the end, we're solving a problem for our customer
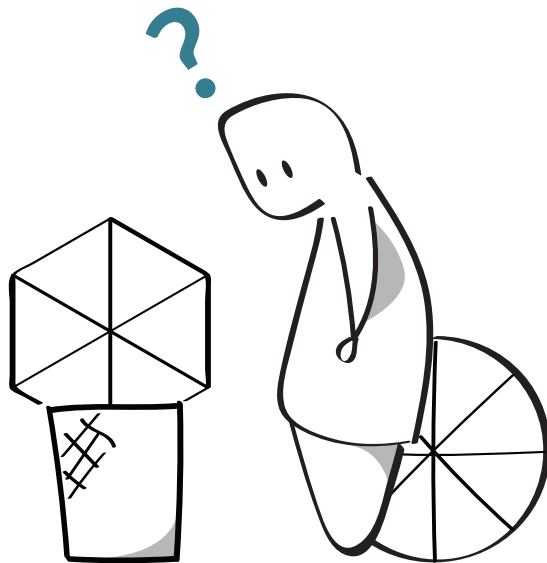
We put customer needs before our wants.

As engineers, we're prone to tinkering with the shiniest tools and technologies. Ultimately, the customer is our North Star, and we've found that using proven tools and technologies often turns out to be best for the customer.

## We focus on what we do best.

Wherever possible, we turn to the best 3rd party services for things like source code management (GitHub), infrastructure (AWS), and continuous integration (Solano Labs). Don't reinvent the wheel.

Code should neither be hacked together nor over engineered.

We straddle the gray area between hacking things together and over-engineering them. We think long-term about the software we develop and we'll never ship if we feel we're risking the customer experience. At the same time, we don't spend time on features if we won't need them.

Qu Hu Pr Co Tr Em

Community

Because we stand on the shoulders of giants and want to give back
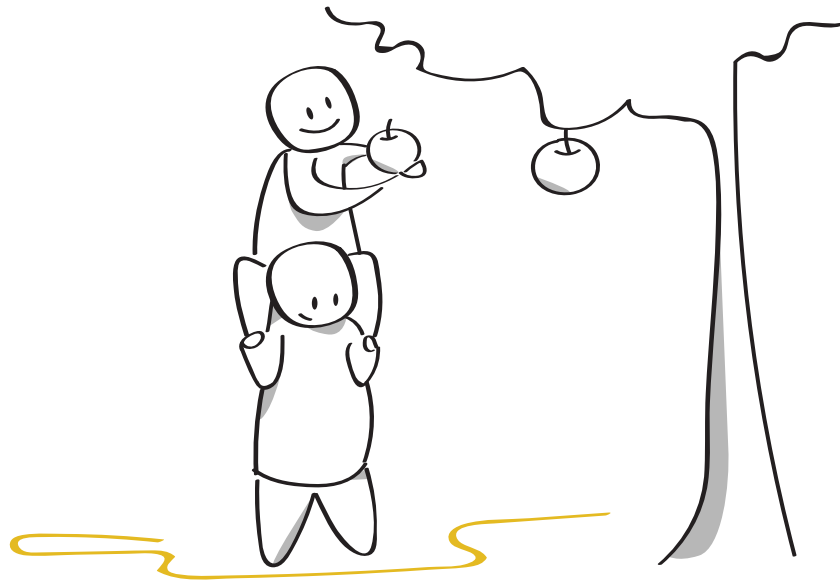
We've built much of our software on top of open source code.

As a way of giving back, we open source some of the software we've written so that others may benefit from it. What we decide to open source should not be driven solely by our business objectives (though it should not result in a major conflict of interest).

### Giving back is important.

More than just through open sourcing software, we also aspire to play a role in the wider software development community, whether it be through sharing learnings or mentoring others. We take time to attend and speak at conferences, post useful information on our engineering blog, and volunteer to help others improve their software development skills.

We love helping our co-workers.

They may sit on a different team and be working on completely different projects, but we welcome being tapped on the shoulder and will happily take time to help track down that bug or pair on that particularly hairy problem.

Qu Hu Pr Co Tr Em

Tr ust

Because rules & bureaucracy melt away when we trust each other
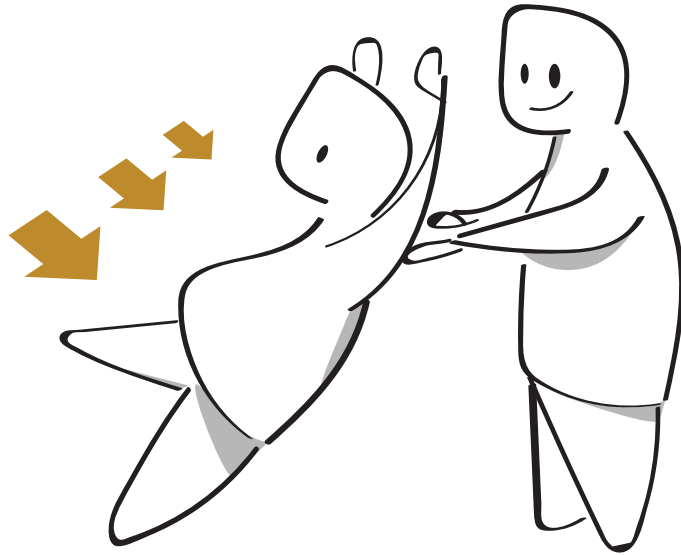
The best teams are built on trust.

We trust that each engineer is innately motivated to do what is best for the team. There's little benefit to setting hard deadlines if you know everyone is doing their best.

Relationships over hierarchy.

Hierarchy is necessary to stay organized, but each engineer's relationship with others is primarily built on trust.

Our processes guide, but don't control us.

We have strong processes in place but we shy away from hard enforcement of rules. Instead, each individual is trusted to follow the processes, since they are there to help engineers do their jobs, not inhibit them.

Qu Hu Pr Co Tr Em

Em ployees

Because life's too short to be just about the money
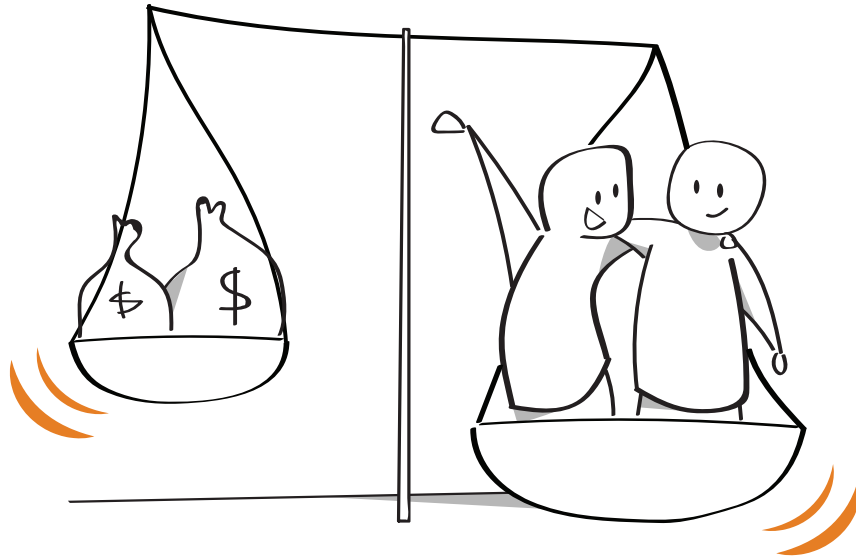
Qu Hu Pr Co Tr Em

Though we're a for-profit business, it's not just about the money.

We deeply value our engineering team culture and want this to be the best place people have ever worked.

We love the people we work with.

We want to work with people who we would hang out with outside of work. Our colleagues are not just co-workers, but close friends.

Be proud of the journey, not just the goal.

Whenever we pause to look back on how far we've come and how much value we've delivered to our customer, we want to be proud of not just what we accomplished, but how we got there.