

## Michael Welles

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# Michael L. Welles

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I'm reaching out about the Principal Engineer role on the Global Payroll Platform. What drew me to this position is the intersection of compliance-heavy distributed systems and meaningful scale. Payroll is one of those domains where "good enough" isn't acceptable.

At Dayforward, I built the underwriting and policy management platform for a life insurance startup. Insurance shares payroll's demands: multi-jurisdictional compliance, audit trails for every decision, and zero tolerance for calculation errors. We processed applications across different state regulations, built versioned policy state to handle retroactive adjustments, and launched the same day we got regulatory approval. The engineering wasn't glamorous, but it had to be right.

More recently at Raytheon, I led teams building real-time telemetry pipelines for commercial jet engines. We processed thousands of sensors through fault detection models with severity-based alerting. A false negative could mean missing critical engine issues. We designed audit trails that traced every output back to specific code or model versions and ran parallel model evaluation without adding latency.

I'm interested in Rippling because you're treating payroll as an engineering problem worth solving properly. Building a computation engine that encodes compliance declaratively, handles versioned pay runs and retroactive corrections, and scales across 50+ countries is the kind of challenge I find compelling.

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\* Available for immediate start \*