

Self Evaluation - Brandon Murphy

- **2023-Q4-FY:**

- **Role:** SWE/TDM 3

- **Feedback Items:**

- **Dimension Items:**

- **Ownership:**

- **value:**

5.00

- **Organizational Impact:**

- **value:**

5.00

- **Independence and Scope:**

- **value:**

5.00

- **Business Alignment:**

- **value:**

5.00

- **Skills:**

- **value:**

5.00

- **Text Feedback Items:**

- ■ **name:** Overall Rating

- **value:**

4

- **comment:**

- Worked across a majority of Messaging teams, a previously non-Messaging Candidate Connection team, and some Horizon teams to staff and execute on the following projects when we otherwise did not have enough staff on our team to do so. This bullet is the main reason I gave myself exceptional as our team was able to accomplish 3 or 4x as many things as we otherwise could have due to my effort here.

- Horizon M2 (Deliver in April)

- GEODES M0 (Delivered)

- GEODES M1

- Overwhelming Customer Support (Reduced to manageable level)
 - Java 18 upgrade (Delivered)
 - Jenkins to GitLab CI migration (Delivered)
 - 64bit account id Migration (Delivered)
- Drove scope definition and reduction for Horizon M2, specifically on candidate ranking, basic messaging, and ai messaging. Led to reasonable deliverables where previously we would not have been successful.
- My push for Conversation Alias being delivered in smaller pieces was actualized this quarter and we have found it to be very stable and accomplish the goals of M0.
- Identified the need for and staffed effort to create a conversation alias M1 fallback plan.
- After nearly 2 years of coaching, got Yuanyuan promoted. (I'm confident this will go through, but ignore this line if it doesn't)
- Influenced and pushed to get a Messaging triage and support process in place immediately. Launched on March 18, I am confident it would still be in analysis Paralysis if I had not done this.
- ■ **name:** 'What' Rating
 - **value:**
 - 4
- ■ **name:** 'How' Rating
 - **value:**
 - 4
- ■ **name:** Next Steps & Career Growth
 - **value:**
 - Skills I need opportunity to demonstrate for my career goals
 - Manager of managers
 - Lead architect for early stage product
 - More hands on product management work
- ■ **name:** Annual Performance Rating
 - **value:**
 - 3
 - **comment:**
 - Performance rating reasoning: Over the year I gave myself 3 Strongs (3pts) and 1 Exceptional (4pts), $(3*3 + 4*1)/4 = 3.25\text{pts} \sim \text{Strong (3pts)}$

- Maintained high performing team through layoffs and reorgs
- Multiplied our team influence by helping others, identifying and negotiating help we need
- Dove into the arena when it was needed (I did 2.5 months of DFR for my team)
- Delivered several projects
 - Timeline UI
 - Horizon M0
 - Cerberus Deprecation
 - Conversation Alias M0
 - Several Mandates: Jenkins Migration, Java 18 upgrade, 64bit account id migration, AUS DB Migration
 - HQM Realtime Messaging (helped)
 - Participant Management M0 (helped)
 - Global Docked Messaging (helped)
 - Parts of Dremr deprecation (helped)
 - Employer Messaging GQL API (helped)

■ **Integer Feedback Items:**

• **2023-Q2-FY:**

◦ **Role:** SWE/TDM 3

◦ **Feedback Items:**

■ **Dimension Items:**

■ **BUSINESS ALIGNMENT:**

■ **value:**

4.00

■ **INDEPENDENCE and SCOPE:**

■ **value:**

5.00

■ **ORGANIZATIONAL IMPACT:**

■ **value:**

4.00

■ **OWNERSHIP:**

■ **value:**

5.00

■ **SKILLS:**

■ **value:**

5.00

■ **Text Feedback Items:**

◦ ■ **name:** Overall Rating

■ **value:**

■ **comment:**

This cycle I have made headway toward broadening iterative development practices. I have also guided the team to deliver projects independently and mostly within time projections. My team had above average voice results and appear to be happier than other teams in Messaging and more broadly at indeed. I coached members of my team, and as a result Yuanyuan is able to operate and lead an entirely independent team when given a project (timelineui, project horizon, cerberus migration, convo alias). As a manager my main goal is to make my team successful, and while there is a lot of luck involved in having the right people, my perception is that my team is very successful.

Evidence since Feb 2022

TDM 3

Ownership

Self Assessment of Progress through Level: Next Level

Manager Assessment of Progress through Level: tbd

Guide others on how to solve, anticipate, and avoid major production issues. Engage with others outside of your product team to make both teams successful. Takes responsibility for delivery of product and engineering goals. Influence and drive technical direction for your team. Drive process improvements for your team. Work with cross-functional partners to develop quality, reliability, and security strategies within your team.

- **Takes an active role in how the OPs on our team work. I am the primary driver for our unit test coverage being as high as it is (95+) as well as making sure the team has the**

space they need to make things better.

Examples: I empowered Ankit to pursue publishing some code quality guidelines, I push for 20% refactoring time for all work that gets done. Next steps here would be to figure out how to quantify this.

- **Proposed and got buy in from the team on our contrib process. For Indeed, it is uncharacteristically open and has a focus on empowering other teams while not requiring too much attention from us.**
- **Worked with many external teams to have Xiaojie, Yuanyuan, Ankit, Anthony, and Brennen help push forward other projects, even when there was not a direct benefit to our team for doing so. Some examples: Project Horizon, Dremr, Conversation List, Global Docked Messaging.**
- **I have done my best to eliminate process for my team.**
- **I have been an active participant in the E2E testing discussions and have made several recommendations as to how to ensure stability across messaging, while not sacrificing velocity.**

Organizational Impact

Self Assessment of Progress through Level: 75%

Manager Assessment of Progress through Level: tbd

Help other product teams to solve significant technical problems in your area of expertise. Mentor engineers outside your immediate team. Contribute to interviewing and hiring improvements. Evaluate and improve the performance of your team members with guidance from your manager. Interview for multiple roles at multiple levels and interview types. Inclusion and Diversity: Creates and stewards a culture of diversity, inclusion and belonging and mentors

others in doing so (see link.indeed.tech/dib-rubric-behaviors)

- **I have been successful in evaluating and improving the performance of my team totally independently.**
- **Timeline UI and EMPMS have significant external contributors ranging from messaging features to notifications. This is facilitated by the contrib process I worked to set up as well as providing a technical support network via explicit DFR expectation setting.**

Independence And Scope

Self Assessment of Progress through Level: Next Level

Manager Assessment of Progress through Level: tbd

Work with product management to prioritize and plan your team's work items. Coordinate work on initiatives that span multiple product teams. Structure, clarify and define work needed to achieve your team's product and engineering goals. Plan, guide, and measure results for the development work of a team of 1-3 engineers. Participate in on-call rotations and serve as an on-call escalation point for your product(s)

- Our team needs very little direction to be successful and are able to distil complex projects into actionable steps. One recent example is the conversation alias work. I was a primary driver in keeping the scope to a bare minimum and pushed very hard to not tie success to displacing Dremr. Instead we are focusing our attention on offboarding a specific capability that Dremr has.
- I have a team of 8 that I am able to guide and give direction to.

Business Alignment

Self Assessment of Progress through Level: 75%

Manager Assessment of Progress through Level: tbd

Help team members understand how their work relates to company objectives and influence them to work on high priority initiatives. Balance short term results against long-term investment and explain your choices for efforts spanning multiple projects or teams. Be a role model and assist others in balancing short term results and long term investment. Guide team to stay focused on high priority initiatives.

- This was one area of improvement I had last cycle and I have implemented some small changes that I think made a big difference. I keep an updated roster of who is working on what at any given time, and we talk about this as a team any time it changes. In addition, as a team we discuss any new initiatives that crop up as well as their impact.

- During the P0 timeframe I was an advocate for dividing up the work into more manageable pieces despite it being more effort on paper. While we can't turn back the clock, I do still feel strongly that we could have moved faster if we had done that.
- I advocated for not doing TEL, as while it may have been in our long term interest, the added complexity and coordination needed to make that happen ultimately distracted from the focus we had on P0. I made a calculated recommendation to focus more on near term results when it came to this project.
- Both within and outside of my team I continuously bring up the discussion of "Is this this most important thing we can be doing right now?". I ask this question more than I hear others asking it. This is an area I have coached several members of my team on specifically.
- I was a vocal advocate of scoping down pretty much every effort my team has had to date. By keeping the focus tight, we were able to achieve very low leads times.

Skills

Self Assessment of Progress through Level: Next Level

Manager Assessment of Progress through Level: tbd

Guide others in best practices for delivering technically complex projects incrementally and with high quality. Choose appropriate technologies and implementations based on an evaluation of trade-offs and capabilities. Create tools/best practices/changes in process that have

an impact beyond a single complex project or team.

- **I try to look at every MR my team makes and chime in where it makes sense. I have put processes in place to make it really hard to do the wrong things. Some examples are: Code Coverage minimums in MRs, deliberating making time for engineers on my team to improve code quality, building a culture of dissent within my team so that we can question everything.**
- **While I try to empower the leads on my team to make the technical decisions, I do usually ask that a serious effort be made to explore the alternatives. This means that when the TimelineUI is proposed as a service, we are able to drill down and find that it only needs to be a library.**
- **One recent example of empowering engineers to make the decisions that impact how they work while also ensuring that the right things are being considered in that decision:**
<https://indeed-ptc.slack.com/archives/C05Q2LW4ZL2/p1695227009271139>

- ■ **name:** 'What' Rating
■ **value:**

3
- ■ **name:** 'How' Rating
■ **value:**

3
- ■ **name:** Next Steps & Career Growth
■ **value:**

Looking at the rubric I think I can check off nearly every line item for TDM4, but looking outside of there, I think things I could stand to improve on are:

- My knowledge of our legacy systems (I still have to ask Yuanyuan or Xiaojie for a lot of input when requests come in).
- My ability to influence external teams - though as time goes on I am having more success, most notably in the interest I am seeing in iterative development/continuous delivery.

Things I think I do well

- Empowering members of my team to do their job really well
- Distilling ambiguous problems into something with shape
- Directing focus on my team toward the most important things

■ Integer Feedback Items:

• 2023-Q0-FY:

◦ **Role:** SWE/TDM 3

◦ **Feedback Items:**

■ Dimension Items:

■ **Impact:**

■ **value:**

3.00

■ **comment:**

■ Strengths

■ My focus on artifact driven iterative development. Example: I broadened up the weekly IMS demos from just my team to all of IMS specifically to push this mindset at a grass roots level. Seeing what other teams is working on is an additional bonus thing, that should improve collaboration across IMS. I coupled this change with a push to post MRs publicly and pushing my team to do so at least once a day in order to push the broader org more toward iterative development. This has not yet been totally actualized, but I will continue pushing on this flywheel.

■ Needs Improvement

■ Being more aware of the broader IMS project. Example: I was asked if I knew what was causing a delay in other P0

teams, and I had speculation, but nothing concrete.

■ **OWNERSHIP:**

■ **value:**

4.00

■ **comment:**

- Strengths - This is probably my strongest category.

- Brokered multiple team shares within IMS. Examples: Interview Navigator came to our team to help out for a time, worked with ENTMSG to help them out by lending Xiaojie to them, Identified Taylor as a viable source to help JSMSG and worked with both external teams to make that happen.

- Pushed for and convinced my team that iterative development, even when it requires more work, was the best approach to delivery; Coached(ing) my team on breaking projects down to the most important pieces and defining a true MVP, we saw this with the recently active project for example; coached(ing) my team on when it makes sense to just deploy to production and have a rollback plan vs a slower ramp up using proctors when the risk is low, an example of this is the timeline ui components; pushed for 90%+ code coverage on our team, in the timeline ui this has enabled us to move quickly.

- Our primary P0 IMS goal of having all of our components running in production was something I drove. I didn't want components sitting idle in a library and not being exercised.

- Needs Improvement

- My efforts have largely been focused on more grass roots organization. I could approach things I want to solve from the additional direction of top->down.

■ **ORGANIZATIONAL IMPACT:**

■ **value:**

3.00

■ **comment:**

■ Strengths

- I have worked extensively with Yuanyuan to help guide him into being a technical leader on the team. He has went from a SWE2-2 who had only delivered smaller scoped projects to successfully leading the entire Timeline UI project. He has been able to learn to delegate (ex: was struggling with being overwhelmed and needed help), scope work, work externally to find blockers (ex: I would work with him to get him involved as broadly as possible in all of the engineering decisions), push for what the Timeline UI needs when collaborating with other teams (ex: TEL).
- (not actualized) Working with external teams on migrating out of AUS data center, and on a Dradis events exchange migration.
- Working with Interview Navigator team to define and integrate with TEL.

■ Needs Improvement

- I want to see Engineers have product interviews, though we need to start hiring again before this will be able to be actualized.
- Have not yet done any mentorship outside of my team, outside of offering a few tips/resources to a new manager (Jibin).

■ **INDEPENDENCE and SCOPE:**

■ **value:**

3.00

■ **comment:**

■ Strengths

- I have worked with several teams to coordinate the IMS work. This includes
 - Drove consensus for other teams (ENTMSG and JSMSG and IN) to take ownership over a specific body of work we needed to accomplish in the early days of IMS.
 - Worked with IN to sell, hand off, and define the TEL.
 - Our team's IMS work is largely on schedule.
 - Helped to identify and drive mitigations for blockers across IMS. Examples: the interplay between the

timeline ui and the conversation list, building a strategy for not having GQL endpoints available during development, coordinated with JSMSG to deliver a timeline ui that works for both JS and Emp, worked with ENTMSG to ensure they had the expertise they needed to execute on the conversation list and the GQL api.

- Needs Improvement

- Push harder on things I believe are the best approach, examples: not needing the DSL; scope, scale, and complexity of the DSL; IMS team structures; not spending 2 quarters building infra and not delivering value.

- **BUSINESS ALIGNMENT:**

- **value:**

3.00

- **comment:**

- Strengths

- I pushed for my team to deliver code into production in a continuous manner, even if it meant more work. I view this move as one of the main reasons we are making progress as quickly as we are.
 - I have pushed for delivering value earlier and often with specific suggestions across IMS. Examples: for the DSL, I suggested we start with a small library that would just be imported into the build environment for other projects. This would have given us short term gain but left the door open for expansion in the long term if/when it was needed.
 - I have given guidance on multiple occasions to refocus on the highest priority thing, examples: recently online indicator was taking longer than expected and I worked with PM to timebox and end the effort in order to refocus on IMS; We received additional work from other teams (aus shut down among others) and I led the triage on my team to stay focused on IMS and tackle them post P0.

- Needs Improvement

- My team could have a better understanding of what is going on outside of it, Example: Working on, but have not

yet actualized, a more broad, high level progress report at a level that ICs would care about.

- I have a lot of ideas that I think could push this score higher, but I could do a better job of convincing others to see the value in them. Basically, I feel that my scope of influence here has largely just been my immediate team, and not expanded more broadly. I do think some of the things I am doing need to have small success first, so that I can point to evidence that they are successful, so I do expect this score to rise over the next year.

■ **SKILLS:**

■ **value:**

3.00

■ **comment:**

■ Strengths

- Pushed for very high test coverage and improvement on the process: <https://indeed-pte.slack.com/archives/C04D2KRMA4C/p1674510901018149> - I also convinced my team to adopt a 90% test coverage minimum. Pushed for a change of testing framework from RTL to RTR in order to have more confidence in our unit test results (was not successful in making this change however).
- I worked with and convinced my team to take on some additional steps to mock endpoints and set up localization in a way that would could deliver the Timeline UI into production now and not be blocked by these dependencies, but can still go back and implement them in the correct way later.

■ Needs Improvement

- Continue pushing on getting everyone in IMS to be iterative first when they are building products. This is going to take some time as there is a lot of momentum toward large development cycles.
- At a technical level I feel that my skills are really high, but finding the opportunity to demonstrate that has been challenging (I do think this is something a lot of manager struggle with), especially

since my experience is more broad than it is deep.

■ **Text Feedback Items:**

- ■ **name:** Areas for Improvement
- **value:**
 - Getting others onboard with my ideas by getting people to trust me more as a technical individual and not just as a people manager.
 - Get engineers a better understanding of the IMS effort at a broad level.

■ **Integer Feedback Items:**

• **2022-q3:**

- **Role:** SWE/TDM 3
- **Feedback Items:**
 - **Dimension Items:**
 - **Impact:**
 - **value:**

3.00
 - **comment:**
 - Hired one direct candidate with 3 others in the immediate pipeline.

■ **OWNERSHIP:**

- **value:**

3.00
- **comment:**
 - Set up direct working relationship with HQM in order to speed up OH delivery on our end and provide them opportunity to implement features more quickly.

■ **ORGANIZATIONAL IMPACT:**

- **value:**

3.00
- **comment:**
 - Shadowed 2 RDDs, and hosted 4 team match calls.

■ **INDEPENDENCE and SCOPE:**

- **value:**

3.00
- **comment:**
 - Began conversations around team scoping for messaging, but still much to define with the Enterprise team.
 - Worked cross functionally/organizationally on a Messaging strategy and technical vision

ultimately leading to broad organizational alignment.

■ **BUSINESS ALIGNMENT:**

■ **value:**

3.00

■ **comment:**

- 2/3 of the team is focusing on OH migration - this was going to be the case even prior to the tiger team.
- Worked with PM + Eng to make deliberate decision to not prioritize OG migration due to ground up messaging platform rebuild.

■ **SKILLS:**

■ **value:**

3.00

■ **comment:**

- Not much opportunity to demonstrate this yet.

■ **Text Feedback Items:**

- ■ **name:** Areas for Improvement

■ **value:**

- New baby has been a bigger distraction than anticipated.
- Not demonstrated at Indeed yet but something I know I struggle with is broadening my influence (I have some unconventional engineering philosophies that others don't always share).

■ **Integer Feedback Items:**