Murphy, Brandon

Manager, Software Engineering

Manager: Jeremy Fu
Evaluated By: Jeremy Fu

Performance Review 2024-H1

Organization: Marketplace Expansion and Core Capabilities - CIAM (Jeremy Fu)
Location: Seattle - 2+U
04/01/2024 - 09/30/2024

Overall

Manager Overall Evaluation

Rating: Strong (3)

Comment:

CAPM Roll Out
- Led the efforts to determine target users in the M/L/XL segment for pilot study.
- Coordinated the dogfooding for ATS and prompted the engineer to present findings.
- Deferred the ramp-up of CAMP M1 for a couple of weeks to address team concerns about monitoring, workload, and exhaustion, which were raised during team discussions. Implemented a plan to improve monitoring and hosted a CAPM observability knowledge share session, which helped the team feel ready to proceed with the ramp-up.
- Decomposed the testing of PNO accounts into smaller tasks. An opportunity for Brandon was to ensure a more thorough testing during the verification phase. An oversight on the common scenario due lacking appropriate permissions led to ramping up the test, which had to be immediately paused.

Guided the Resolution of EVNT-5796
- Along with the PM, prepared and sent out incident updates to executives on a regular cadence until the issue was fully resolved.
- Along with the TF3, ensured the retro was filled out and action items were identified.
- Ensured corrective actions not get lost in the latest team shuffle evidenced by MSGFLOW-193
- Streamlined stabilizing EVNT and onboarding new team members by pulling new team members to contribute to end-to-end tests.
- During the clean up phase, effectively explained technical concepts to Legal to come up with a well-informed mitigation plan.
- Kept team members focused on and engaged with highest priorities
- Filed tickets to ensure legal requests were fulfilled
- Transferred next steps of Legal meetings to JIRA tickets

Horizon M2: Delivered Basic Messaging and AI Messaging:
- Identified a staffing shortage that may impact the achievement of the Horizon M2 goal. Influenced other TDMs to loan frontend engineers to deliver Basic Messaging.
- Identified a SWE3 for AI Messaging within the Messaging group and influenced the staff decision to deliver AI Messaging.
- Guided SWE2 to resolve identified bugs in Horizon M2.

Generic Bounce Back Email
- Guided a senior SWE to design the solution and provided feedbacks on the design (example)
- Decomposed tasks and kicked off the project

Technical Enablement
- Called knowledge sharing sessions to equip engineers with sufficient knowledge to perform work items.
- Designated experts so that the team could begin building knowledge even if some didn't have active development planned.

IMS Migration for Asynchronous Consumer - SMBMSG-1257

- Identified the scope of work and delegated to others. This work was needed to prepare for full decoupling between IMS and DREMR.

CORGI
- Advocated for pausing Navi service until the readiness of CRS. Deferring the efforts prevented from building a short-term solutions. And Navi service is not fully decommissioned.
- Attempted to deprecate 2 complex DREMR indexes by asking client applications to migrate to other equivalent sources. The attempt was unsuccessful due to unanticipated EVNT and the challenges to users who manually query DREMR data. Pivoted engineers to focus on Pig index migration.

Coaching & Growth
- Coached 9 SWEs. Managerial Behavior Score: 100% / DEIB Score: 100%
- People reporting to Brandon highlighted that he is a people-servant management style, evidenced by giving team members autonomy in project assignments.
- His reports also appreciated the efforts to keep the team focused and foster a transparent work environment.
- Boosted the team's morale: (1) Prior to the reorg, addressed low-quality external contributions that were affecting code coverage and product stability, successfully staffed and delivered the project via influencing a peer TDM.
- Promoted Yuanyuan to SWE3

Employee Overall Evaluation

Rating: Strong (3)

Comment:
- April: Was able to get Yuanyuan promoted with 0 questions at panel.
- April-July: Successfully led team of 9 through major reorg and product shift. Utilized members of the team and external team resources to be able to get clarity on initiatives fairly quickly given the ambiguity, complexity, and newness of the product area to all of the team.
- April-May: Completed Horizon M2 Basic Messaging and AI Messaging Initiatives (with borrowed engineers). Handed off ongoing Horizon work to ARC.
- May-July: Negotiated and worked on hand offs for product shifts. EMP messaging, JS FE, GEODES Ramp, DREMR...etc. Successfully ramped the team onto these new products and offloaded the old ones. Designated experts so we could begin building knowledge even if we had no active development plans.
- July: Led effort to successfully decommission Navi. Additional Context: I had previously had the foresight to pause this effort knowing that if we waited for the IMS migration to get further along we could avoid parts of the Navi migration altogether and save us a lot of work. By waiting until we were close to the deadline to make the migration, we not only ended Navi with less than a week of work, but also the Reminder Email, which was another bit of tech that we were previously supporting.
- July-Sept: Devised plan to decommission Dremr Indexes. Unfortunately the EVNT ate up our buffer time, and I initiated the switch to migrating the indexes. The flexibility of my plan allowed the seamless pivot.
- Aug-Sept: Led team through an 8 week long EVNT-5796. Ensuring we had sufficient coverage, communication, mitigation, and legal involvement. Worked with legal on follow up and will wrap that effort up and ensure all items have an assigned owner and due date.
- Sept: Led team to ramp GEODES 1.3 S to India at 1% (had to ramp down)
  - Involved coordinating, planning, and communicating the rollout as well as prioritizing and reviewing the work needed to have an understanding of the challenges of the market.
- Sept: Led team to ramp GEODES 1.3 S to 100% excluding Japan and India
  - Involved coordinating, planning, and communicating the rollout, including ensuring the team was both operationally ready and knowledgeable enough to comfortably take on the additional volume.

The list I provided above is not comprehensiveand is at a high level.

Overall I think I did the best I possibly could to keep my team focused and on task given the high rate of change and ambiguity we faced these past 6 months. Not only have we had 2 reorgs, but also the products we owned changed mid-way through as well. This coupled with the EVNT that took up nearly 2 months of engineer time for the whole team to get data for legal purposes hampered our ability to deliver at the same rate that we have historically been able to. Even despite that, I am quite proud of the things we have accomplished. For my part in this, I was a key driving force in keeping the team focused as well as handling most of the change management for them so they didn't need to. I was the one who kept the team's morale fairly high throughout all of this by shielding them from the worst of it as well offering support when overwhelm did occur. One example was that there was quite a lot of anxiety on the team about owning the JS FE because it could be a lot of operational overhead. This never manifested into a sizable amount of work, but the times there were issues with it, I was there to jump in and quickly triage so that the additional work would at least be bucketed in a similar way to everything else we had.

What and How

"What" Rating: Progress towards my expectations this review period has been…

Manager Evaluation	Employee Evaluation
Rating: Strong (3)	Rating: Strong (3)

"How" Rating: The behaviors I demonstrated while progressing towards my expectations this review period have been…

Manager Evaluation	Employee Evaluation
Rating: Strong (3)	Rating: Strong (3)

Next Steps and Career Growth

Identify opportunities for continued development and career growth and outline the actions you plan to take to drive progress.

Manager Evaluation	Employee Evaluation
Response: **Next Steps** • Deliver Pig index migration project. Make sure there is a thorough plan to ensure data parity between 2 technologies. • Develop deep understanding in privacy issues and come up with a concrete plan to ensure a successful decoupling between IMS and DREMR. **Career Focus**	Response: I was put up for promo last cycle but it was denied for business case reasons. I think I have plenty of evidence for each of the next level rubric items, but in the latest reorg my team size, scope, and product area complexity were substantially cut, so I would assume any promo would again be denied for business case reasons. I don't think there is anything I can do at the moment to drive my career growth.

- Develop greater curiosity about data and user behavior: During the CAPM rollout, there were opportunities to gain insights from user behavior through data. For example, understanding why the bounce rate was high for ICER users or how conversation aliases were obtained could have led to valuable learnings. By deepening your engagement with both quantitative and qualitative data, you can enhance your product knowledge and more effectively guide your team through uncertainties and challenges.
- Enhance decision-making communication: During our discussion on the CAPM M1 ramp-up, you raised several reservations about moving forward. However, your concerns did not fully resonate with the leadership team. To improve, I recommend writing down your thoughts=. This will help you clarify your reasoning, explore potential mitigations, and lead to more precise and convincing articulation. By articulating your points more effectively, you will increase alignment with leadership and influence more impactful outcomes.