Quarterly Review - 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**:

        Brandon's team had exceptional output over the past quarter, leading a major work stream for GEODeS and driving most of our Horizon work for Messaging. Both initiatives had aggressive timelines. Without Brandon actively leading, focusing, re-prioritizing, and shuffling work assignments throughout the quarter, we would not have been able to achieve our goals with either of these efforts.

        To accomplish these goals, Brandon worked across a majority of Messaging teams and some Horizon teams to staff and execute on projects that needed

staffing beyond his direct team. He helped pivot a new team to Messaging, putting them to work on key initiatives like AI suggested messaging for Horizon, while providing oversight and guidance to help the team onboard to the space.

Highlights

- Effectively collaborated with teams across Messaging, Candidate Connection, and Horizon, significantly boosting the team's capacity to deliver on key projects: Horizon M2, GEODES M0 and M1, and required work including the Java 18 upgrade, Jenkins to GitLab CI migration, and the 64bit account ID migration.
- Spearheaded scope definition and reduction for Horizon M2, focusing on candidate ranking, basic messaging, and AI messaging, which helped keep the work focused and on track.
- Advocated for the incremental delivery of the Conversation Alias feature, resulting in stable releases that met initial project objectives.
- Demonstrated leadership in identifying and staffing the development of a fallback plan for Conversation Alias M1, underlining his proactive approach to project management.
- Played a pivotal role in coaching and advancing team members' careers, notably contributing to Yuanyuan's promotion after nearly two years of mentorship.
- Initiated and expedited the establishment of a Messaging triage and support process, improving our ability to handle inbound customer complaints and identify and fix issues faster.

Justification for exceptional What: juggling Horizon, Conversation Alias, and the main repository of shared UI components for Messaging - the sheer output of the team, across a diversity of (sometimes competing) initiatives.

> Brandon has a lot on his plate, and its clear he has taken on a lot of next-level ownership, especially with Horizon work.
> **- Jason Diaz** (TDM4, newly joining Messaging group)

> Brandon is a steady ship in a raging storm. I would not want to be working on so many large, complex projects with any

other partner. **- Grant Heimback**
(Brandon's product partner)

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

    4

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

    3

- ○   ■ **name**: Annual Performance Rating
  - ■ **value**:

    3

  - ■ **comment**:

    Brandon has a unique leadership style, which has proven effective on his team. He conducts relatively few recurring meetings (no daily stand ups, for example), minimizes process overhead, gives his team a lot of freedom and autonomy, and is obsessive about iterative delivery, decreasing scope to the bare minimum to achieve low lead times.

    He has guided his team to deliver projects independently and mostly within time projections, and his engineers are quite happy working with him. His engineers operate with autonomy and he encourages them to demonstrate leadership, which I believe accounts for much of their output and job satisfaction.

    Key accomplishments this year

    - ■ Maintained high performing team through layoffs and reorgs
    - ■ Multiplied team influence by helping others, identifying and negotiating help when need
    - ■ Creative problem solving and taking responsibility for outcomes (he did 2.5 months of DFR for his team to unblock them to hit aggressive project goals)
    - ■ Delivery contributions:
      - ■ Timeline UI
      - ■ Horizon M0
      - ■ Cerberus Deprecation
      - ■ Conversation Alias M0

- 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)

Career progression

- **Consistency at next level** - Brandon joined Indeed with prior experience as an engineering manager at multiple other companies. In my opinion, he was already at least half way through level to TDM4 when hired and has been consistently at next level for the past 6–9 months.
- **Direct scope** - Brandon built the first Messaging team in Employer from scratch in 2022, hiring and onboarding engineers that have proven to be among our strongest contributors. In the first reorg last year, Brandon took on two additional engineers and a UX Dev, growing his team to 8 ICs.
- **Scope through influence** - Over the past 18 months, Brandon has steadily increased his leadership and influence to extend well beyond his team. He has been a major influence on the entire messaging domain toward iterative development. He also shifted our culture toward cross-team and cross-functional demos of code, docs, designs, and other deliverables— creating what has become our weekly Show & Tell for the bridge team. Finally, he has taken on a leadership role among the 6 messaging TDMs across Employer and Job Seeker, leading a regular sync and helping to coordinate load balancing of engineers across teams.
- **High value work** - Brandon's team is currently leading one of the two major initiatives for our Get Email Out of the Driver's Seat (GEODeS) initiative: Conversation Alias. Additionally, his team is leading our efforts to integrate messaging with [[Project Horizon]]. Finally, he has coached two of his tech leads to take on TLA roles that span multiple teams. Both are performing beyond their level and one has received Transformation the past two cycles as a result of Brandon's coaching and empowerment.

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

    You have clearly demonstrated strengths in setting clear expectations, empowering your team for meaningful work, and unblocking them to get that work done. Your unique leadership style, which emphasizes autonomy and minimizes routine meetings, has been well-received by your current team members, and the team has been quite successful and productive as a result. Everyone reporting to you seems to really appreciate your leadership.

    However, reflecting on the feedback from AJ's recent departure, it's evident that fostering deeper connections within the team could further elevate your leadership. The exit interview I had with him highlighted a critical insight: while your approach effectively supports individual contributions, it may overlook the essential element of team cohesion. AJ's sense of isolation and difficulty in grasping the collective team efforts underscores a gap between operational efficiency and team unity. There may be an opportunity here for you to enhance your leadership by integrating strategies that promote a stronger team bond and a shared sense of purpose.

    I encourage you to explore ways to build more connection and understanding within your team. Here are a few ideas:

    - **Regular Informal Check-Ins:** Beyond the scope of project updates, encourage informal gatherings—virtual or in-person—that allow team members to share not just work updates but personal insights and interests. This can foster a sense of community and belonging. For instance, whether on Slack or Zoom, you could prompt the team to share photos and stories of the eclipse (since we'll all be able to see it, even if we aren't in the main path), or have them give virtual tours of their broader workspace, picking up their laptops and showing the team around - since they probably only ever see each other seated from the same camera perspective. Get creative about ways to pull the team out of their work and build connection.
    - **Transparent Communication:** Strengthening the visibility of individual and team contributions towards the broader goals can

help in building a unified vision. You might introduce a more structured format in your weekly meetings where team members share their progress and personal learnings, not just technical learnings or things they are working on. Leading by example here, and taking the first step in vulnerability can go a long way.

- **Empathetic Leadership Practices:** Encouraging open dialogues about work-life balance, burnout, and mental health can create a supportive environment where team members feel valued not just for their work output but as individuals.

As you continue to lead with a focus on empowering individual contributions, adding these layers of connection and empathy can not only address the gaps identified but also enrich the team's overall performance and satisfaction.

I want to encourage you that your current leadership style is quite effective. Rather than attempting to change the way you operate, think of this as augmenting it with additional layers of connection. Done well, it can not only help the team feel better connected and supported, it can also enhance their productivity and output.

- **name**: Calculated PTL
- **value**: 100%
- **Integer Feedback Items**:
- **2023-Q3-FY**:
  - **Role**: SWE/TDM 3
  - **Feedback Items**:
    - **Dimension Items**:
    - **Text Feedback Items**:
      - **name**: Overall Rating
      - **value**:

        4

      - **comment**:

        As this is a streamlined performance cycle, I'll just provide a few bullets of rationale for the Exceptional overall score:

        - Brandon's team is leading one of the major projects that make up our Get Email Out of the Driver's Seat (GEODeS) initiative: Conversation Alias.
        - When aligning toward our goal of getting 2/3 of legacy DREMR traffic migrated off of DREMR,

> > > this project was the most at risk to block the schedule for the broader project, which spans multiple teams across Job Seeker and Employer.
> > > - Brandon took action to re-focus the team, shuffle priorities and existing work, and even personally took on the team's DFR responsibilities for a good chunk of the quarter to allow his engineers to be 100% focused on the work.
> > > - As a result this project is currently at green status
> > >
> > > I'm scoring the How as exceptional and the What as strong, since the actual output here is still unproven. We are working to launch the new systems this quarter (which comes with all the usual risks of rollout and integration unknowns), but the work to get us where we are today has been exceptional.
> > - - **name**: 'What' Rating
> >   - **value**:
> >
> >   3
> >
> > - - **name**: 'How' Rating
> >   - **value**:
> >
> >   4
> >
> > - - **name**: Next Steps & Career Growth
> >   - **value**: (No comments added)
> > - - **name**: Calculated PTL
> >   - **value**: 0%
> - **Integer Feedback Items**:
- **2023-Q2-FY**:
  - **Role**: SWE/TDM 3
  - **Feedback Items**:
    - **Dimension Items**:
      - **OWNERSHIP**:
        - **value**:

          5.00

      - **ORGANIZATIONAL IMPACT**:
        - **value**:

          4.00

      - **INDEPENDENCE and SCOPE**:
        - **value**:

5.00

- **BUSINESS ALIGNMENT**:
    - **value**:

    4.00

- **SKILLS**:
    - **value**:

    5.00

- **Text Feedback Items**:
    - **name**: Overall Rating
    - **value**:

    3

    - **comment**:

    Brandon has a unique leadership style, which has proven effective on his team. He conducts relatively few recurring meetings (no daily stand ups, for example), minimizes process overhead, gives his team a lot of freedom and autonomy, and is obsessive about iterative delivery, decreasing scope to the bare minimum to achieve low lead times. This has enabled his team to pivot quickly while delivering a steady stream of value including shared timeline components, improvements to attachments, migrating employer messaging services to AWS, messaging FBEs, and multi-recipient fixes.

    He has guided his team to deliver projects independently and mostly within time projections, and his engineers are quite happy working with him. He hired most of his team last year, and has built one of the strongest teams I've seen at Indeed when it comes to independence and delivery. His engineers operate with autonomy and he encourages them to demonstrate leadership, which I believe accounts for much of their output and job satisfaction.

    Highlights

    - **Influence across messaging** - Brandon's influence toward iterative development has had an impact on both TDM and PM leaders across the messaging bridge team. When we needed a leader to drive our evolution away from legacy DREMR aliases to the new

Conversation Alias system, the consensus from the steering committee was that we wanted to do this iteratively and that Brandon was the clear pick to lead this effort successfully. Brandon also created our "Show and Tell" format, which started as his team's demo day and expanded to include all six teams across GMs with presentations from engineering, UX, product, and even clients teams. The engineers from Brandon's team continue to lead this meeting today.

- **Coaching and leadership through significant organizational changes.** As the only fully-formed messaging team in Employer before the reorg, Brandon's played a large role in onboarding many new engineers to the space. He also onboarded several new SWEs to his team through the reorg. We've had several pivots in our prioritization for messaging as we've uncovered issues in our legacy systems that need work, and through all of this change, Brandon's engineers have been engaged and reported high levels of satisfaction with both Brandon and Indeed. I attribute much of this to the culture of trust and transparency he has fostered as TDM and coach to his engineers.
- **Candid disagreement** - Brandon has demonstrated a willingness to speak the truth, especially when he has a contrarian perspective that no one else has voiced. Many leaders might think in their heads "this doesn't make sense" or "I actually think the opposite of what you just said" but few have the courage to say those things out loud or the diplomacy to do so in a way that encourages people instead of rubbing them the wrong way. Brandon has challenged my decisions many times, but does so in a way that feels respectful and helpful. I've learned a lot from him as a result, and shifted the way I view solving problems.

These highlights combine to give Brandon an exceptional rating in the How dimension. His approach is relatively unique and effective, and has had a positive influence on the messaging space as a whole.

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

3

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

    4

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

    Brandon is performing very close to my expectations for a Sr. Manager at Indeed. There are a couple areas where I would like to see him grow to expand his leadership skills and close the gap to TDM4:

    - **More formal mentorship of other leaders.** Brandon has begun having an influence beyond his immediate team, but I think he would benefit from taking on one ore more less-experienced TDMs as a practice ground for eventually managing other managers as well as a way to supplement his first-hand experience with the second-hand experience of others as he coaches them through challenging leadership situations. There are several TDMs that started managing within the last year, many through our coach-in-training program (Jibin is one of these, on the Job Seeker side of messaging)—these could be a good place to start. I am happy to help facilitate these relationships. One goal for Brandon could be attracting others to solicit mentorship based on Brandon's reputation and their observation of his leadership.
    - **More intentional horizontal "peer-mentorship" across messaging.** Most of Brandon's influence has been either downward (to his direct reports) or upward (in providing candid feedback and suggestions to messaging leadership), but he has less interaction and influence on the other team leads in messaging, particularly those that report into Job Seeker. Establishing deeper peer relationships could help him extend his influence while learning from others that may see things differently than him. It would also help him establish more breadth of understanding across the entire messaging space, enabling him to step up into bigger-picture strategy and planning work outside of his team.

Both of these are opportunities to more intentionally expend his influence beyond his team—and pick up some of the skills and experience he might get managing a second team without having to wait for that opportunity to open up after the hiring freeze.

I also think there is opportunity to demonstrate next level business alignment through the exercise we are currently undertaking to re-align our messaging teams around clear charters. I'm encouraging Brandon to step up in informal leadership as we hand off the work to flesh out charters and interfaces between teams to our team leads.

- ○
  - **name**: Calculated PTL
  - **value**: 90%
- **Integer Feedback Items**:
- **2023-Q0-FY**:
  - ○ **Role**: SWE/TDM 3
  - ○ **Feedback Items**:
    - **Dimension Items**:
      - **Impact**:
        - **value**:

          4.00

        - **comment**:

          With this being Brandon's first full performance cycle, it is clear that he has onboarded quickly and is now delivering strong results. Most of Brandon's team is new (he hired them last year) and he has quickly brought them up to speed as well.

          Brandon lobbied for an iterative approach to delivering the messaging work stream his team was responsible for ([shared timeline UI components](#)). Rather than reaching code complete on all modules in February and ramping in March (as we had originally planned), he led the team to iteratively ramp pieces into production as early as January. This iterative approach enabled the team to learn quicker and I believe it contributed to their success hitting this aggressive timeline. These timeline components are now code complete and ramped to 100% in en_US.

          - One Host Migration: led team to complete the rollout of Inbox OH migration world-wide to 100%. This resulted in a 4X drop in page load time improving the load performance.

- Shared messaging timeline UI components
    - Duplication of effort across GM lines - the same components will be used by JS and EMP - they have been designed and built in collaboration across GM lines.
    - Reduced dependency on HTML email content, increasing team velocity and providing more autonomy for message type owner teams for faster experimentation going forward
- Resolved 21 [support issues](#) to fix issues reported through client support
- The team provided support to the following partner teams to help them deliver high quality experiences
    - HQM in adding features such as attachment upload and triage
    - HQM team on Single thread addition
    - Employer safe/trust on typingDNA integration
    - First Conversations team on migrating the ad-hoc interview to OG
    - Enterprise candidate team on ENTCAND-60
    - Data Science team on candidate connection set up their cron job for new responses model

In his own words:

- 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 are 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**:

    5.00

  - **comment**:

    Brandon has shown exceptional behaviors in the area of ownership. He described this as "probably my strongest category." He has taken full responsibility for the messaging P0 work, helped create clear work streams across our 4 GMs to give each team aggressive but achievable engineering goals. He has also led the effort to implement cross-GM processes like the weekly scrum of scums and demo meetings, both of which have been instrumental in getting all of our teams working well together. He has influenced the way all of our messaging teams operate, encouraging faster delivery and responsible risk taking, which has contributed to the success delivering P0 on an aggressive timeline.

    - Pushed cross-GM leaders to set a P0 IMS goal of having 100% of components running in production. This influenced the ultimate OKR we set for all teams across GMs. Brandon's argument was that he didn't want components sitting idle in a library and not being exercised.
    - 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 the team that iterative development, even when it requires more work, was the best approach to delivery; Coached team on breaking projects down to the most important pieces and defining a true MVP and assessing 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
- While working within aggressive timelines, pushed the team for 90%+ code coverage in the timeline ui, which has enabled more rapid iteration over time.
- **ORGANIZATIONAL IMPACT**:
  - **value**:

    3.00

  - **comment**:

    Brandon has done an excellent job coaching the members of his team and advising them on career direction. He also led the hiring and onboarding process for three new engineers, who are all contributing at a high level today.

    - Worked extensively with Yuanyuan to help guide him into being a technical leader on the team. He went from a [SWE2-2](#) who had only delivered smaller scoped projects to successfully leading the entire Timeline UI project.
    - Led a "book report" on [Shape Up](#) as a project management methodology - while we did not directly implement this system, Brandon helped isolate many of the key benefits, and his presentation helped leaders across the GMs get excited about more rapid iteration and regular demos.

    - From his team:

        - "He created a questionnaire and career path tracker doc for better communication progress as well as tracking our career path. He tracked the answers to those questions to make sure we feel happy at work."

        - "He values my growth and treats me with respect."

        - "I would say that Brandon is among the best managers that I have worked with in the years I have worked in this industry."

        - "I believe his heavy emphasis on weekly Demos lends itself to his

> > > strategy of always aiming to have deliverables for work done."

> > ■   "Brandon encourages me to take full advantage of anything I need to support an optimal work environment, such as taking time off to see family or anything for my well-being."

- **INDEPENDENCE and SCOPE**:
  - **value**:

    4.00

  - **comment**:

    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 Interview Navigator to sell, hand off, and define the Timeline Entry Language (DSL).
    - Has led his team's IMS work stream toward on schedule delivery, despite aggressive timelines.
    - 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.
- **BUSINESS ALIGNMENT**:
  - **value**:

    4.00

  - **comment**:
    - Pushed for 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.
    - Brandon has influenced teams across IMS to deliver value earlier and often.

- Brandon has given guidance on multiple occasions to refocus on the highest priority thing, examples: recently online indicator was taking longer than expected and he 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 he led the triage on his team to stay focused on IMS and tackle them post P0.

  - I have seen Brandon leading his team to take calculated risk to expedite delivery of the initiative. For example, pushing out timeline UI per component and scoping changes that really need to be A/B tested. This has shown ability to balance risk and results. - Jessica Lie (TDM4, JS Messaging)

- **SKILLS**:
  - **value**:

    4.00

  - **comment**:
    - Pushed for very high test coverage and [improvement on the process](#) - also convinced his team to adopt a 90% test coverage minimum.
    - Worked with and convinced his team to take on some additional steps to mock endpoints and set up localization in a way that would 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.
    - He's formed a strong partnership with his team lead (Yuanyuan) and given him opportunity to lead team meetings and drive the work. This has contributed to the team's success and given Yuanyuan a chance to grow.

      - He has set up easy and light weight process...Everybody understands what is being worked on and how it impacts the over all IMS goal. I also see him support and mold each engineer into a specific mindset and getting them to focus on their strengths and make them take steps towards their growth. - Karuna

Vemulapalli (SPM partner on SMB Messaging)

- **Text Feedback Items**:
  - ■ **name**: Summary
  - ■ **value**:

    Brandon is a TDM3 on Candidates in SMB. He leads the SMB Messaging team and joined Indeed on 6/6/2022. This is his first full performance review cycle.

    ## Org Details

    - T4 team: Messaging - responsible for modernizing Indeed Messaging
    - 8 cross-functional HC: 1 TDM (Brandon), 5 SWEs, 1 SPM, 1 UX

    ## Coaching

    - 3 SWE2-2s
    - 2 SWE2s
  - ■ **name**: Team Impact Rating
  - ■ **value**:

    N/A

  - ■ **comment**: (No comments added)
  - ■ **name**: Next Steps and Career Focus
  - ■ **value**:

    Brandon has demonstrated a ton of leadership ability. I believe he has the opportunity to be on a relatively fast career track given his potential.

    To grow toward L4, I would like to see the following:

    - Begin taking a more active role in product/ strategy and execution leadership for the broader messaging initiative (as opposed to his individual team), contributing to strategy memos, and taking on an informal leadership role to drive our work beyond the team Brandon directly manages.
    - I also think Brandon could begin mentoring other TDMs and hosting workshops to share his management approach. I have not seen a ton of great content on how to balance the TDM and TLA (tech lead architect) roles in

practice, and this could be a good opportunity for Brandon and Yuanyuan to document their partnership for others to emulate.

- Finally, Brandon's leadership approach is relatively unique. He gives a higher level of autonomy and freedom to his SWEs than is typical, even at a mostly bottoms-up place like Indeed. He is getting great results with this approach on his team. I would love to see Brandon engage with other TDMs to explore whether this approach could work on other teams. Beginning a dialog on this topic in a broader forum could help to shape the way Brandon and other leaders at Indeed think, and make a positive contribution to our overall culture and leadership approach.

- **name**: months_role
- **value**:

  9

- **comment**: (No comments added)
- **name**: Calculated PTL
- **value**: 75%
- **Integer Feedback Items**:
- **2022-q3**:
  - **Role**: SWE/TDM 3
  - **Feedback Items**:
    - **Dimension Items**:
      - **Impact**:
        - **value**:

          3.00

        - **comment**:

Moving OKRs

- **T0 OKR: 100% of traffic through One Host in all markets**
  - Assigned two SWEs to Candidates OH Tiger Team to accelerate migration and ramp to One Host in Candidate space.
  - Significant progress toward OH migration for employer messaging inbox. Should begin to ramp in October or November.

Delivering Long-term Projects

- [Indeed Messaging System Architectural Plan](#) ([Build v. Buy](#))
    - Allocated senior SWE from team to work with messaging domain advocate TF4 in ENT on architectural planning work.
    - Participated in design review for build vs. buy and architectural plans for new messaging system.
    - Milestone achieved: approved design ratified by 4 GMs to begin work on new Indeed Messaging System platform.
- **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.

        - Two successful SWE hires on team, 1 already onboarded, the other starts (9/26).

            - I appreciate Brandon's involvement in the hiring process. He understands the technical market in various locations, i.e. outside of Seattle, and has a "speed to market" mentality. Brandon is open-minded and receptive to alternative approaches. **Kelly Brit (Team Lead, TA)**

            - Although I have only been at Indeed for a short time, Brandon has made my first few weeks streamlined and has resolved any of my questions or concerns. He has been very

helpful and has made me feel welcome at the company! **– Shane MacBride (SWE2)**

- Negotiated the transfer of two SWEs from First Conversation to Messaging team, ensuring continuity of team (both engineers had worked on the code base previously and were excited to work on messaging again).

    - I've worked closely with Brandon since he joined Indeed in July. Our first collaboration was to get me transitioned to the new SMB messaging team. Brandon spent time on talking with me, getting to know my preference and what I am excited about in messaging. He also described the future of the new team, which was very helpful for me to make my decision to join the team. **– Xiaojie Qi (SWE2)

- **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.

            - Brandon joined the team a little over 3 months ago and quickly began to make an impact. He is very good at communicating which has been invaluable in helping the team come prioritize work. He also has a knack for quickly understanding the scope of work and sizing up potential risks and issues. This has helped us avoid potential problems down the road. **– Bruno Roncolato (SPM)**

- **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 SMB Candidates OH Tiger Team.
    - Formed partnership with TF4 employer advocate for messaging in ENT and assigned remaining SWE as his shadow to help flesh out designs for messaging platform.
    - 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**:
    - Guiding progress toward OH migration, effectively focusing team and prioritizing the work. Delivering on this work unblocks work on the new Indeed Messaging System.
    - Partnered with HQM to onboard two of their SWEs to aid in and accelerate OH migration.
- **Text Feedback Items**:
  - **name**: Summary
  - **value**:

    Summary: Brandon is a TDM3 on Candidates in SMB. Brandon heads the newly-formed T4 Messaging team and joined Indeed on June 6, 2022.

Org Details

- T4 team: Messaging - responsible for employer inbox and docked messaging
- 6 cross-functional HC: 1 TDM (Brandon), 3 SWEs, 1 SPM, 1 UX

Coaching

- 2 SWE2s
- 1 SWE2-II

Note on Limited Impact

- Brandon has been in seat for less than half of this six month review cycle. He joined Indeed in June, had 3 weeks of family leave and a couple weeks of PTO moving to a new house (all of which was known and agreed to when he joined Indeed).
- Brandon did not have a single engineer or dedicated product counterpart on the team until August. He spent his time prior to this onboarding as a new hire, recruiting SWEs for his team, and participating in the cross-GM planning effort for the upcoming Indeed Messaging System platform overhaul.

  - **name**: Team Impact Rating
  - **value**:

    N/A

  - **comment**: (No comments added)
  - **name**: Next Steps and Career Focus
  - **value**:
    - I think Brandon has an opportunity to take on more of a leadership role as we move into building P0 of the messaging platform. He could meet regularly with engineering leaders across GMs to help coordinate efforts and ensure we are all moving in the same direction.
    - Brandon also seems to have excellent communication skills, but has not had much opportunity to put them to work yet. With the number of people involved in the messaging initiative, and the number of new folks onboarding to the space regularly, there is an opportunity to collaborate with other leaders to create diagrams, docs, and presentations that help simplify and explain the work to new and less-technical team members.
    - Brandon has shared that his philosophies on engineering leadership are "atypical" but I think we can all benefit from a healthy debate and examination of our leadership principles and values. I'd encourage Brandon to find ways to engage in the broader engineering oraganization at Indeed on these topics, as there is opportunity for significant organizational impact in advancing new ideas and mindsets around leadership.
  - **name**: months_role
  - **value**:

- ■ **comment**: (No comments added)
  - ○ ■ **name**: Calculated PTL
  - ■ **value**: 50%
- ■ **Integer Feedback Items**: