



Murphy, Brandon

Manager, Software Engineering

Manager: Jeremy Fu

Evaluated By: Jeremy Fu

Performance Review R&D 2024-H2

Organization: Marketplace Expansion and Core Capabilities - CIAM (Jeremy Fu)

Location: Seattle - 2+U

10/01/2024 - 03/31/2025

Overall

Manager Overall Evaluation

- Rating:** Strong (3)
- Comment:** **TAKE/SAN Compliance** ([PerPartyMetadata](#), [IndeedPlus](#), [Glassdoor](#))
- What: Accomplished TAKE/SAN compliance for 3 workflows. Each of them was long-lasting issues within the DREMR system.
 - How:
 - Independently guided the team to finish audit and implementation.
 - (+) Guided the team to [conduct user testing](#) for Glassdoor workflow, which required close collaboration with multiple teams (Glassdoor, Indeed apply, JSBE).
 - Documented the “How-to” to test Glassdoor workflow.
- DREMR Central GEODES compliance**
- [Met with Data Access and Governance team](#) to discuss Dremr Central and Conversation Central compliance.
 - Took an action item to re-up access on a quarterly basis.
 - [Manual message delete post de-couple](#)
 - [In progress] Met with IT to discuss [automating](#) that process.
- Conversation Central Needs for GEODES**
- Explored that [Litigation Hold](#) work could be leveraged to power [displaying Conversation Aliased Messages](#) in Conversation Central.
 - [Shared](#) knowledge with Flow team
- Missing Locale for DREMR Messages**
- What:
 - Drove data gathering to help support triage, understanding, and overall impact analysis. Through this we now know that we have moved the needle from 89% Locale resolution to 94%, and will have another 1% soon.
 - Ex: [Comments from and IQL queries throughout Locale Issue design doc](#)
 - How:
 - Championed prioritization and [definition](#) of fixing Indeed Plus Locale support due to the impact it had both from a [user perspective](#) and [legally](#).
 - Drove precise requirements from Legal by clarifying [use cases](#)
 - (+) [Worked](#) with Legal to understand the urgency and prioritize the efforts
 - Hosted [x-team syncs](#) with CommsPlat and senior leadership to align on objectives and scope.
- [\[CORGI\] PigIndex to Spark Migration](#)**
- Set expectations to break PigIndex work down into manageable deliverables/milestones that ultimately led to successful completion of the project.
 - Reviewed and worked with engineers on refining these deliverables/milestones (example [1](#), [2](#)).
- Other CORGI work**
- What: [64bit Account Id Migration](#), [DREMR MongoDB Atlas migration to v6](#), [ELDARG Migration](#), [HOBO to Docker-Compose](#), [Cross-region backup for all MongoDB Atlas Clusters](#), Unicode Support.

- How:
 - Proactively reviewed CORGI work and independently scoped them by working with CORGI owners ([example](#)).
 - Prioritized CORGI work to ensure work being done on time.

Q1 Planning

- Contributed to technical discovery and estimation work ([Read/Unread for I+](#), [CAPM India Launch](#))

Operational

- [EVNT-6187](#)
 - Was the primary POC for initial stages over the Thanksgiving.
 - Sent out [communications](#)
 - Coordinated the efforts to restore the production ([example](#))
 - Prioritized and resolved post-retro follow up items

Coaching

- Managerial Behaviors Composite Score: 100%
- DEIB+ Composite Score: 100%
- People who reported to Brandon highlighted the following:
 - Valued team well-being, celebrated achievements, and created a positive work environment.
 - Kept the team aligned, adapted to changes, and ensured important tasks were completed.
 - Expressed the need for Brandon to be more hands-on, such as reviewing product and operational health metrics to elevate the system robustness.

(+) Hiring

- What: Interviewed 13 and hired 3 contractors by the end of Feb.
- How
 - Despite a slow start due to low quality of pipeline, worked with the Outpost team to get the hiring progress back on track without sacrificing the bar.
 - Set up a [meeting](#) with Outpost on process and candidate quality improvements. Anecdotally saw quality increase after this and did successfully meet hiring goals.
 - Set up an internal interview process to include a technical round led by our tech lead and shadowed by a senior engineer.

Process Improvements

- Streamlined team processes to utilize a single Jira Project down from ~17 (Ex: [One of the projects we closed](#))
- Moved to a [self service model](#) for Conversation Central and Dremr Central access.
- Proactively aligned work priorities with PM and Messaging LT on [regular basis](#).
- Encouraged reports to demo accomplishments (example [1](#), [2](#))

Employee Overall Evaluation

Rating: Strong (3)

Comment: Here is the following in a google doc so you can comment/ask questions...etc
<https://docs.google.com/document/d/1L62bOYrTcwSi8zknbOYFOs23doEF-5T74Rps13ppgeY/edit?usp=sharing>

Oversaw the completion of the following projects/initiatives

- DREMR Central GEODES compliance
- [PigIndex to Spark Migration](#)
- [64bit Account Id Migration](#)
- [DREMR MongoDB Atlas migration to v6](#)

- [Manual message delete post de-couple](#)
- [TAKE/SAN for PerPartyMetadata](#)
- [TAKE/SAN for IndeedPlus](#)
- [TAKE/SAN for Glassdoor](#)
- [Glassdoor+Messaging user testing/experience](#)
- CAPM, DockedMessaging, DeleteOrphanAttachmentsTool, Push Notifications hand offs
- [EVNT-6187](#)
- [Cross-region backup for all MongoDB Atlas Clusters](#)
- Unicode Support
- [ELDARG Migration](#)
- [HOBO to Docker-Compose](#)

Rubric Dimensions + Evidence

- Ownership
 - Specifically defined and pulled in [DREMR Observability](#) as a SteadyState tangential initiative in order to ensure we can better understand when and how the service is failing.
 - Streamlined team processes to utilize a single Jira Project down from ~17 (Ex: [One of the projects we closed](#)), as well as moved to a [self service model](#) for Conversation Central and Dremr Central access.
 - Engaged with other teams to align on objectives and ownership where it made the most sense.
 - Ex: [Conversation Service ownership and GEODES feature additions](#) (private channel)
 - Pushed to deprioritize our Shield test migration in favor of redefining our e2e tests from the ground up. The current [tests](#) are low value and highly mocked. Can mostly be moved to a mixture of Unit testing and higher fidelity semantic testing.
 - [Tangential Evidence](#) (private channel)
 - [Met with Data Access and Governance team](#) to discuss Dremr Central and Conversation Central compliance. Took an action item to re-up access on a quarterly basis. Met with IT to discuss [automating](#) that process. Waiting to hear back from IT on if this is now possible.
 - Identified the need to bring in help and worked with CommsPlat to confirm their [Litigation Hold](#) work could be leveraged to power [displaying Conversation Aliased Messages](#) in Conversation Central. Later, worked with FLOW to [hand off](#) this work as well as the knowledge of powering it through the Litigation Hold service.
- Organizational Impact
 - Frequently worked across teams to ensure CORGIs, Project work, and Engineer growth was accomplished
 - Ex: [Enable X-Region backup for MongoDB Atlas Clusters](#)
 - Ex: [Mentorship](#) (private channel)
 - Ex: [Email Inbox System](#) (private conversation)
 - Ex: [Take/San Glassdoor](#) (private conversation)
 - Set up a [meeting](#) (private channel) with the contractor sourcing group (Outpost) on process and candidate quality improvements. Anecdotally saw quality increase after this and did successfully meet hiring goals.
 - Interviewed 13 and Hired 3 contractors, set up an internal interview process to include a technical round led by our tech lead and shadowed by a senior engineer. Met end-of-feb hiring goal without sacrificing on candidate quality.

- Independence and Scope
 - Worked with PM and Messaging LT on many occasions to align on priorities - critical due to how small the team is.
 - Ex: Most weeks in our [Check-In](#)
 - Helped keep my team focused and on tasks as can be seen by my 558 jira comments and 126 reported tickets. Source: [Hindsight](#).
 - Utilized MBR demos to have engineers demonstrate project progress
 - Ex: [Take/San for I+](#)
 - Ex: [IMS Notification Migration](#)
 - Conducted monthly hindsight check ins, set specific metric and delivery goals with everyone on the team. Ensured director alignment on deliverables. Ex: [1-1 Notes Nov 14th](#)
 - Was primary POC for initial stages of EVNT-6187 over the Thanksgiving Holiday. This included sending out [communications](#), [tracking and updating action items](#), and [coordinating work](#) to mitigate and correct the failure.
 - Prioritized quality work where appropriate such as
 - Ex: [updating stale Applications/Libraries](#) (1 of many tickets)
- Business Alignment
 - Worked directly with TPM on defining new [PPP layout](#) and timeline visualization
 - Built [visualizations](#) for capacity planning and project timelines/estimations in order to make reporting easier and more accurate.
 - Championed prioritization and [definition](#) of fixing Indeed Plus Locale support due to the impact it had both from a [user perspective](#) and [legally](#). Hosted [x-team syncs](#) with CommsPlat and senior leadership to align on objectives and scope. Handed off the [retrospective](#) and final communications to [Grant Heimbach](#) (PM) due to my child being born.
 - Engaged directly with Legal on multiple occasions to understand impact so we could make a decision on long vs short term investment.
 - Ex. [Tip/Blobby/VirusScan](#)
 - Ex. [Questions related to user locale parsing](#)
 - Ex. [Multiple JS got backfilled into the same conversation](#)
- Skills
 - Set expectations to break PigIndex work down into manageable deliverables/milestones that ultimately led to successful completion of the project. Reviewed and worked with engineers on refining these deliverables/milestones.
 - Ex: [dremrelay](#)
 - Ex: [dremmsg](#)
 - Directly handled technical discovery and estimation work when engineers were busy with other projects.
 - Ex: [Read/Unread for I+](#) (private conversation)
 - Ex: [CAPM India Launch](#)
 - Drove data gathering to help support triage, understanding, and overall impact analysis. Through this we now know that we have moved the needle from 89% Locale resolution to 94%, and will have another 1% soon.

Ex: [Comments from and IQL queries throughout Locale Issue design doc](#)

What and How

“What” Rating: Progress towards my expectations this review period has been...

Manager Evaluation

Rating: Strong (3)

Employee Evaluation

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)

Career Development Snapshot

Career Development Snapshot

Manager Evaluation		Employee Evaluation	
Rating:	50%	Rating:	Next Level

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:	<p>Next Steps</p> <ul style="list-style-type: none">• Enjoy your parental leave! This is a special time and please take care of yourself and your family.• Hand over ongoing tasks to your Rohan and Drew.	Response:	<p>My scope of influence being limited to DREMR as well as my small team are the primary obstacles I see to career growth at this time. Given this, I don't think there is a path to promotion for me within this team/ role.</p>

Career Growth

I understand that with the current size of the team, it may feel like there's no clear path for promotion right now. And you're right, opportunities for advancement may not be immediate. That said, I want to encourage you to shift the focus toward building your skills and readiness so that when opportunities do arise — here or elsewhere — you're fully prepared to step into them.

This is especially important given the critical role your team plays in supporting the platformization of our product, which is a key part of Recruit's strategy to win in the Japan market. The visibility and impact of your work are already significant, and continuing to invest in your growth will only elevate that further. I'd love to partner with you in identifying areas to stretch, skill up, even within the current constraints.

- As your team suggested, establish a routine to evaluate both the product and engineering health. This offers you an opportunity to dive deep into the systems, and effectively guide your team's work. Your team will appreciate your deeper engagement in guiding and setting the technical direction.
- In the past cycle, there were instances where you sought to negotiate the timeline of CORGI initiatives. I appreciate your intent. It was clear you were trying to avoid unnecessary work and reduce wasted effort, which is a valuable mindset. However, the way this was communicated sometimes came across as less constructive. E.g. you would leverage the influence and authority to push an idea forward without fully backing it up with data or analysis. To make these conversations more productive, it would be helpful to take a more evidence-based approach. For example, providing data around the level of effort required, outlining the potential downsides of proceeding, and offering a clear contingency plan would strengthen your position.