

# Engineering Manager Handbook (Mock) – Alex Rivera

## Purpose

This handbook is a mock internal reference for Engineering Managers. It covers common manager-facing processes: performance cycles, incident leadership, approvals, confidentiality, hiring practices, and documentation standards. Content is intentionally longer (2+ pages) for UI testing.

## 1) Performance & Feedback

Managers are expected to run regular 1:1s, provide timely feedback, and document key outcomes. During the annual review cycle, ensure calibration notes are factual, specific, and free from confidential medical or personal data. Maintain clear evidence for ratings: impact, scope, collaboration, and craft. Use examples tied to outcomes (latency improvements, incidents reduced, project delivery).

## 2) Time Off Approval and Coverage

Managers approve PTO based on team coverage, milestones, and fairness. Avoid requesting unnecessary details about medical leave; route sensitive requests to HR. Ensure on-call rotations are covered before approving extended leave. Document approvals in the HR system within 24 hours and keep a record of temporary coverage assignments.

## 3) Confidentiality & Document Handling

HR documents may include compensation information, written warnings, performance summaries, and other sensitive data. Access must be limited to legitimate business reasons. Do not forward documents to personal email. Use least-privilege access and follow retention policies when uploading or storing documents. Confirm role-based access for managers and log document downloads where possible.

## 4) Incident Leadership

For Sev-1 incidents, assign an Incident Commander, establish a communications cadence, and maintain a live timeline. Run a blameless postmortem within 5 business days. Convert actions into trackable work items with owners and due dates. Track recurrence risk and validate that mitigation is complete before closing the incident.

## 5) Hiring & Team Growth

Hiring decisions must align with headcount plans and role definitions. Use structured interviews with consistent rubrics. Avoid discussing compensation ranges outside approved bands. Keep feedback concise and job-relevant. Ensure interview panels are trained and that scores are recorded consistently for auditability.

## 6) Documentation Standards (Manager Hub)

For manager-owned documents, use clear title conventions, versioning, and tags. Suggested tags: Policy, Compensation, Performance, Planning, Compliance, Incident, Hiring. Keep documents 2 – 3 pages when possible; link to source systems rather than embedding large exports. For policy docs, include: version, effective date, owner, and last-review date.

## Appendix A: Quick Checklists

Quarterly reviews: - Goals: what was committed vs delivered - Evidence: links to PRs, docs, incident summaries - Growth plan: 1 – 2 concrete experiments PTO approvals: - Confirm coverage (on-call, meetings, deadlines) - Confirm handoff notes for ongoing projects Incidents: - IC and comms lead assigned - Timeline maintained - Postmortem scheduled and action items tracked

## Appendix B: Sample Weekly Leadership Update

Wins: - ... Risks: - ... Asks: - ... Team Health: - ... Hiring/Headcount: - ... Next 2 weeks: - ...