The Intent Media Engineering Ladders

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Last year I was inspired by several engineering leaders, including [Camille Fournier](#) (at the time CTO of Rent the Runway) and [James Turnbull](#) (CTO of Kickstarter) to roll-out 'career ladders' within the Engineering organization at Intent Media. The technology team grew large enough, and aged enough, and changed enough that the team members lacked clarity about (a) what expectations everyone had of each other's work; (b) what opportunities people had to grow within the company; and (c) what areas of their work they could focus on in order to best move into those new opportunities.

I read how various teams overcame these challenges (especially Rent The Runway's work [here](#), [here](#) and [here](#), and Kickstarter's work [here](#)) and created, with the assistance of the rest of the organization (especially PJ (Paul Julius), CTO), our own version. In the spirit of giving back to the community that helped to inspire me, I present our model here. Enjoy!

A few notes to give some extra context:
- Our engineering team consisted of about 35 people. Overall the company was a little over 100 people.
- Consider this iteration 1 of our definitions, as I expect these to be refined in future.
- One big change between this and other published versions I read -- the separation of **role** ('hat') and **position** ('job title')**.** I explain more below.
- There are not people in every position in the ladders but felt it important to give a view of how people's careers could develop.
- Shortly before rolling out this program we also made a decision to eliminate 'siloed positions', e.g. Software Engineer in Test, or Tech Ops Engineer. Instead, everyone was categorized as an engineer. Their day-to-day work included elements of work across all activities.
- We break our tech team up into cross-functional 'squads', taking some inspiration from the way [Spotify organize their teams](#).

I'm thrilled with how all of this was received. It's definitely possible to mess up an organizational culture with this kind of change. There's also a chance of making individuals feel slighted when titles or expectations are changed in a way they don't like. PJ and I were clear in the execution of the roll-out that we would assess everyone's 'new' position during soon-in-the-future reviews, to mitigate such concerns. Also positive, it allowed us to massively expand the number of people who could try out a lead 'role' by separating such activities from the more inertial concept of a position / title.

One thing I would change if I were to do this again would be to codify the organization's principles and values **first**, since a good chunk of these practices work better in that context. For example we include 'DevOps' as part of our culture and expect all engineers to engage in support activities - that explains why support duty is included from the most junior position.

Many thanks to Camille, James and the multitude of other technology organizations who have shared their thoughts on this subject - much of what follows was taken or adapted from what others wrote before us. Further, thanks to the entire Intent Media engineering team who contributed to this effort.

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Updates:

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Introduction

Here we provide clarity on the various positions, roles and career growth options within the Intent Media Engineering Organization. This is provided to help people understand the responsibilities of their current position, and the options they have to change roles or grow within the organization.

First up some important definitions:

Position - A position has a job title and associated list of responsibilities, skills and required behaviors. We group positions both by functional path and tier / level. These can be seen on the Career Ladders grid below. Positions are marked throughout in **bold**.

Role - A role is a specific set of responsibilities that are grouped into one overall theme. People in multiple positions may play the same role. Likewise, someone in one position may play multiple roles. Most positions have mandatory roles (e.g. many positions require the ***Developer*** role, an **Engineering Manager** always plays the ***People Manager*** role.) Roles are marked in ***bold italic***.

Career Ladders / Position Summary

Track	Team Contributor	Technical Leadership	Engineering Management
Summary	*Primary focus is being part of a squad, advancing the company through their work with the others on that squad*	*Primary focus is providing delivery and/or technical leadership to a squad or squads*	*Roles include People Manager, depending on seniority also includes technical and/or delivery leadership or significant cross-squad contribution*
Tier 1	Junior Software Engineer		
Tier 2	Software Engineer		
Tier 3	Senior Software Engineer		Apprentice Engineering Manager
Tier 4	Staff Engineer	Lead Engineer	Engineering Manager
Tier 5	Senior Staff Engineer	Director, Technology	Director, Engineering
Tier 6		VP, Technology	VP, Engineering
Tier 7			CTO

We have created 3 different seniority paths, which allow for growth along a particular type of contribution. For example it is not necessary to take on the People Manager role in order to advance to 'Director' level within the company.

Each 'step up the ladder' has more responsibilities and a larger level of impact to the company. Each is typically defined in terms of its next less senior position, with additions and changes relevant to it.

Though we have eliminated the siloed position titles like "Software Engineer in Test", employees are welcome to use whatever title they wish on their LinkedIn profiles, business cards, etc. The only caveat is that the title used in public forums must not be untrue or misleading, for example one cannot title themselves CTO unless they are actually the CTO.

A Delivery Management track is left out at this time. That is an option we have for the future for non-technical positions dedicated to Delivery Lead and similar roles. For now all individuals fulfilling the Delivery Lead role fit into a technical track.

Role Summary

These are described in detail later on.

- ***Developer***
- ***Delivery Lead, Technical Lead, Tech Ops Lead***
- ***Mentor, People Manager, Senior People Manager***
- ***Staffing Manager, Hiring Manager***
- ***Exec***
- ***Head of Technical Operations***

Position Descriptions

Team Contributor Track

Most employees within Engineering at Intent Media will fit into this track. An individual's primary focus is being part of a squad. They advance in the company through their work with the others on that squad. Since Intent Media promotes cross pollination, cross-squad involvement will occur from time to time.

Junior Software Engineer

Junior Software Engineers are at the start of their engineering career. A **Junior Software Engineer** might not be able to fulfill all of the aspects listed below initially, but should eventually be successful in all of them in order to advance to the **Software Engineer** position.

Junior Software Engineers, like all Engineer positions, fulfil the *Developer* role.

A **Junior Software Engineer** quickly develops core understanding of the company's domain, and that of their squad. After the foundations are understood the individual continues to develop understanding, especially that of most importance to their his/her squad.

The individual should have a solid initial understanding of at least one of Intent Media's core languages and be able to perform basic tasks in most of the other languages and technologies used by the squad. The individual continues to expand their knowledge of all languages and technologies used by squad.

Comfort with the squad's development and production technical environments. Easily able to get local environment to stable state, code a change, test change, integrate change with rest of squad's work, validate success of any automated build / test for change, deploy change to production and validate correctness of change in production.

Able to take knowledge of squad's domain and technology and use it to own implementation of basic stories. Very comfortable pair programming on implementation of intermediate stories. Works with product team to clarify details of a change when not already understood.

Able to collaborate with squad in the following ways:

- Can give correct, full and useful update of status
- Able to drive through stories to completion, requesting appropriate help where necessary
- Participates fully in squad meetings (IPMs, retrospectives, daily standups, etc.)
- Starting to participate more in technical design processes
- Shadows an Engineer on pager duty rotation to begin learning about support operations

Software Engineer

Everything of **Junior Software Engineer**, plus:

Solid understanding of the squad's domain. Good at identifying 'what they don't know' and ask questions in any domain conversation to advance their knowledge. Can work with product teams in suggesting iterative changes to product. Understands how a collection of stories are linked and can suggest prioritization and design changes based on understanding of the bigger picture. Able to collaborate with the squad in the following ways:

- Making iterative changes to development and production environments
- Giving examples of how to make bigger changes (e.g. new tools, libraries)
- Working with more senior members of the squad to advance the technical state of the team
- Owning implementation of intermediate complexity stories
- Increasingly effective pair programming, especially on advanced stories
- Identifying and validating acceptance test cases for stories
- Teaching other engineers to a moderate level on all squad's application elements
- Starting to develop areas of technical expertise (tools, languages, process)
- Teaching squad in depth about areas in which the individual possesses domain or technical expertise
- Performing support tasks following Runbooks and can take at least a first step towards production problem resolution.
    - Performs some support tasks to a triage level.
    - Knows when to escalate support tasks for help.
    - Takes pager duty rotation.

May perform the *Delivery Lead*, *Technical Lead* or *Tech Ops Lead* role in an ongoing, or temporary, capacity. (This also applies to all the other more senior positions in the engineering organization.)

Senior Software Engineer

Everything of **Software Engineer**, plus

Is an expert for understanding at least part of a squad's tech stack, along with expert level understanding of the associated elements of the squad's domain. Can be a 'go to' person for the

team's product manager for any element of the squad's technical implementation. While not necessarily being an expert on all elements of the squad's tech stack, the individual is perfectly happy working in all of them and knows where to find expertise.

A **Senior Software Engineer** gets a lot done. They are responsible for complex tasks and completing them despite roadblocks, involving others for help or insight as necessary. A **Senior Software Engineer** requires very little oversight beyond high-level direction; they can take a complex user story, break it down into sub-tasks, and complete their sub-tasks with relative ease. A **Senior Software Engineer** shows initiative beyond knocking tasks off a list; they identify and suggest areas of future work for themselves and their squad. They seek evidence to support their ideas and start to build cases for these ideas. They deliver products with confidence. A **Senior Software Engineer** has end-to-end responsibility for projects of increasing complexity that encompass more than their own development.

Able to collaborate with the squad in the following ways:

- Contributing to common code bases
- Defining and ensuring adherence to squad standards
- Using their knowledge to influence task prioritization
- Identifying regression, code, feature, and design risks
- Using good communication skills to help guide the team, especially to mitigate risks
- Keeping abreast of technical changes on other squads
- Keeping abreast of new tools, techniques, and practices outside of Intent Media
- Helps squad to understand and incorporate aspects from the prior two bullets where appropriate
- Teaching less senior squad members
- Is able to perform any operational support task on the squad, pulling in help where necessary. Can co-ordinate squad support activities.

Recommended reading: http://www.kitchensoap.com/2012/10/25/on-being-a-senior-engineer/

Staff Engineer

Everything of **Senior Software Engineer**, plus

A **Staff Engineer** has strategic impact over some combination of a large squad, a very deep technical problem, and/or a long time horizon. The problems that a **Staff Engineer** is solving are open-ended.

A **Staff Engineer** provides considerable high-level technical guidance across the squad. They can usually anticipate and plan for technical problems. They are highly knowledgeable in major parts of our technology stack and are the technical owner of significant components of our code base. They have a sustained track record of creating improvements in business-critical systems around stability, performance, and scalability.

A **Staff Engineer** is still acting in a very hands-on role, and as such, they are a prolific contributor to both core projects at Intent Media as well as side and experimental work. When presented with a complex problem, process or existing system they are able to reduce the complexity in order to get

more done with less work. They provide guidance, direction and help colleagues build and produce better outcomes.

A **Staff Engineer** has strong abilities to influence without requiring reporting authority. They are influential beyond their individual group. They are capable of driving groups of disparate interests to decisions, and clearly communicating and seeing those decisions through to impact.

A **Staff Engineer** is capable of setting short to medium term strategic direction for part of a technology stack, identifying areas of critical need based on future growth and developing roadmaps to attack those problems.

Senior Staff Engineer

Everything of **Staff Engineer**, plus

A **Senior Staff Engineer** is a Director-level position within Intent Media and so has a very senior status within the company without a permanent leadership role.

A **Senior Staff Engineer** has deep architectural and engineering expertise. They are sought-after for technical guidance across the whole engineering organization. They have a track record of anticipating technical problems that will fall out of major products and designing solutions to overcome those problems. They are deeply knowledgeable in major parts of our entire technology stack. They have a sustained track record of creating major improvements in large business-critical systems around stability, security, performance, and scalability.

A **Senior Staff Engineer** is part of the overall leadership of the tech team and so has the ability and responsibility to influence how we work from both technical and humanistic points of view across the whole engineering organization.

Technical Leadership Track

Individuals in this track focus on using their skills to provide active leadership to a squad or squads. However, they are differentiated from the Engineering Management track in that they do not fulfill a *People Manager* role, i.e. they have no direct reports.

Lead Engineer

A **Lead Engineer** is *at least* equivalent to a **Senior Software Engineer** in technical responsibilities, and furthermore someone who has proven accomplishment, and continued responsibility, as a *Technical Lead* and/or *Delivery Lead* (and therefore satisfies the requirements of one / both of those roles.)

As such the growth expectations of a **Lead Engineer** consist of increasing ability in either the **Staff Engineer** position, the **Senior Staff Engineer** position, or the Lead role(s) they play.

Director, Technology

A **Director, Technology** position can fulfill one of a number of functions:

- Performs the *Technical Lead* role for several squads.

- Performs the *Technical Lead* and/or *Delivery Lead* role for just one squad, but also has a significant impact across the whole technical organization. Also likely fulfills at least the responsibilities of a **Staff Engineer**.
- Performs a subset of the functions of the *Technical Lead* role across several (possibly all) squads for a given specialist area.

A **Director, Technology** is part of the overall leadership of the tech team and so has the ability and responsibility to influence how we work from both technical and humanistic points of view.

VP, Technology

A **VP, Technology** builds upon the **Director, Technology** position by adding the *Exec* role and adding further emphasis on cross-technology organization impact. As such many of the extra requirements of a **VP, Technology** are expressed by the *Exec* role description.

A **VP, Technology** is likely to be someone who, in a Team Contributor position, would be a **Senior Staff Engineer**, but who is also able to take that experience and parlay it effectively to that of cross-organizational leadership.

Engineering Management Track

This track focuses on combining advanced technical acumen with an ability to help other employees through the role of People Manager. Depending on seniority, the positions in this track also include technical and/or delivery leadership or significant cross-squad contribution.

Apprentice Engineering Manager

An **Apprentice Engineering Manager** is someone that is at least a **Software Engineer** but is also starting to learn to be a *People Manager*. This is usually someone who is relatively junior career wise compared to other *People Managers*, but who has unusually advanced empathy and/or coaching skills. The extra requirements (over being a **Software Engineer**) are expressed by the *People Manager* role description.

Engineering Manager

An **Engineering Manager** is someone that has equivalent skills and experience to be a **Senior Software Engineer** or **Lead Engineer**, but also has further responsibility as a *People Manager*.

Like the **Apprentice Engineering Manager**, the extra requirements of an **Engineering Manager** beyond their technical role are expressed by the *People Manager* role description.

Director, Engineering

Everything of **Engineering Manager**, plus has some or all of the following extra attributes or responsibilities:

- Performs the *Senior People Manager* role, and/or
- Performs the *Hiring Manager* role, and/or
- Performs the *Staffing Manager* role, and/or

- Has significant impact on cross-squad technology or delivery leadership

VP, Engineering

Everything of **Director, Engineering**, adding the *Exec* role and expecting that most or all of the other optional roles are also included - it is hard to imagine a **VP, Engineering** who isn't performing the *Senior People Manager*, *Hiring Manager* and *Staffing Manager* roles at some time.

One element of the *Exec* role to highlight is 'Executive representation for individual squads' - it is likely that a **VP, Engineering** will be fulfilling this role for one or more of our squads.

CTO

Apart from taking the *Exec* role, the **CTO** (Chief Technology Officer) has a unique position in the engineering organization, as follows.

Leading our cross functional team of technologists. Develops a technology strategy that's as bold as our business ambitions. Leads exceptionally collaborative technology teams, creating innovative and scalable technology strategy. Successfully scales the teams to support business growth.

Embraces the challenge of data-at-scale. Acts as a true advocate of the technology team. Be recognised as a great mentor, encouraging the team to grow its skills and experience beyond the day to day.

A leader focused on developing an organization's technical brand. Being a powerful champion of recruiting and retaining exceptional talent in an increasingly competitive market. A crisp, inspirational public speaker excited by the opportunity to actively address the diversity gap in technology.

Responsibilities

Scaling the Technology Team

- Growing the technology team to match business objectives and projected growth targets
- Devising a flexible Technology organization and evolving the structure in line with business growth
- Working in partnership with the People team to promote the Intent Media employer brand and to attract a diverse candidate pool
- Working with the People team to champion the recruitment and retention of an exceptional technology team
- Increasing diversity of the technology team at Intent Media and, more broadly, advocating for diversity within the startup sector and technology industry

Owning and Developing Technology Strategy

- Driving a technical architecture and organizational structure that supports the ambition and evolving strategy of the business
- Building and sharing knowledge of emerging technologies and appropriately applying them within the organization
- Inspiring confidence in the technology team through own technical chops

- Unlocking product and process innovation from within the technology team
- Communicating a clear technical vision that helps support the evolving business vision

Leading and Managing

- Empowering the technology team to achieve the technical vision with autonomy
- Cultivating a shared ownership and leadership capability throughout the technology team
- Supporting the team with outstanding coaching and mentoring

Business Partnering

- Supporting the sales process and other initiatives when required
- Digesting business goals and expressing them technically to technical and nontechnical audiences, both internally and externally
- Collaborating with the Product team to help unlock new business opportunities and solve existing business problems - identifying and prioritizing appropriate development initiatives
- Powerfully represent the technology team across the business

Role Descriptions

These are a list of roles that we see within the Intent Media engineering org. It's important to note that many people may perform more than one role, and some people may fairly frequently switch some of the roles they play.

Developer

The ***Developer*** role includes participating in the whole lifecycle of technology development at Intent Media:

- conceiving new features
- designing and coding changes to production systems
- testing
- deploying
- support

Depending on a ***Developer***'s background and expertise (software engineering, software engineering in test, operations engineering) and squad, their work may not be equally distributed across this lifecycle but nonetheless they will hit all these in their work at Intent Media.

All people performing the ***Developer*** role are expected to be able to create technology that is fit-for-purpose both functionally and as part of our living technology that others need to maintain. Obviously depending on their seniority and experience they will need support in both of these aspects.

As a ***Developer***, an individual works within a squad, embracing the principles of the Intent Media engineering organization and the specific practices of that squad.

Worth noting is that most, if not all, members of the IM Engineering Org play the ***Developer*** role at various times.

Delivery Lead

A **Delivery Lead** is (1) responsible for the efficient delivery of valuable software by a squad, or squads and (2) responsible for helping a squad improve their effectiveness. He/she may perform this role by being responsible for the following:

- Helping the squad to constantly improve their process to improve efficiency, predictability and squad-member satisfaction. This includes helping the squad choose and adapt the process practices they want to use given the principles of the IM engineering organization, and the context of the squad itself. This may include facilitating retrospectives, and co-ordinating with the **Technical Lead** as he/she does similarly with technical practices.
- Making sure that the squad has a good day-to-day and week-to-week process of advancing their work. This may include facilitating stand-up meetings and 'iteration planning meetings'. May also include making sure that appropriate people are working on appropriate tasks. Will likely mean co-ordinating time off - individuals should get an 'ok' from their fellow squad members, especially the **Delivery Lead** before putting in a time-off request to their People Manager. In this regard **Delivery Leads** should be making sure the squad has enough people/coverage available for both necessary support and delivery work.
- Observing and seeking out blockers impacting members of the squad, and taking ownership of resolving them
- Coordinating with the whole squad, including product managers, to help determine the most appropriate priority of stories and tasks based on value, cost and inter-dependence (the latter may include amounts of critical path analysis of stories within an epic or epics.)
- Further coordination with the product managers in the process of release planning to provide guidance on delivery dates (for the benefit of product managers and external stakeholders.)
- Taking ownership of any cross-squad inter-dependencies that impact the squad
- Providing appropriate status reporting within the squad and also to stakeholders outside of the squad
- Scheduling of process-oriented squad meetings

Technical Lead

Being a **Technical Lead** is a role that can be taken by a member of a squad - typically someone of at least the position of Senior Software Engineer. It's not necessary for every squad to have a **Technical Lead**, but most squads will have them. It's important to remember that **Technical Lead** is a 'hat' that can be worn and passed around the squad - as long as the squad knows who's wearing it at any one time.

The below activities are some of those of the whole squad, and no one person can or should do all of them. However the **Technical Lead** is responsible for making sure they all happen, and will be an active participant in many / all of them. It's not expected that a **Technical Lead** is perfect at all of these responsibilities from day 1, but they are a good set of requirements to consider as a **Technical Lead** considers how they can be improving.

- **Giving vision to architecture.** This includes giving clear ways of describing the current architecture and how it relates to the team's domain, and also guiding vision of where the architecture is headed.

- **Technical coaching and learning.** The whole team will be involved in this but the *Technical Lead* needs to make sure that learning is continuing across the whole team.
- **Risk management.** This encompasses several areas:
    - Understanding the context that the team's technology lives within (e.g. systems infrastructure that the team's software uses)
    - Evolving an architecture that can adapt to the changing requirements of the team
    - Being aware of different criticalities of business risk, and how different types of change should be managed based on these
- **Code steward.** This activity will change based on the experience of the team, but the *Technical Lead* should have a reasonable understanding of all the team's code, and drive changes where they think there are insufficiencies. Such insufficiencies may include inadequate performance, fragile or insecure implementation, lack of appropriate scalability or poor maintainability.
- **Operational leadership.** Giving energy and momentum to the team addressing how its code runs in a production context, for example aspects like performance and functioning at scale. This also covers cost considerations.
- **Support / Deployment** - this may be covered by a combination of the Tech Ops Lead and even the *Delivery Lead*, but the *Technical Lead* needs to be a significant part of this.
- **Cross-team technology dependencies.** We aim in the structure of our organization to minimize the number of cross-team dependencies but they still exist. The *Technical Lead* should be aware of all such technical dependencies that currently exist (e.g. understanding of service / message boundaries between teams, data formats, versioning schemes) and also be knowledgeable about dependencies of upcoming / in progress work.
- **Team facilitation.** This doesn't necessarily imply process facilitation like IPMs and Stand-ups (that's the role of the *Delivery Lead* if that's a different person), but it does imply meetings for training, design, architectural review, etc. It also means guiding the team through continued review of their chosen technical practices (which may include coding standards, code review, etc.), making sure that the practices fall within the Principles of the larger engineering organization.
- **Product liaison.** Again this is one the whole team should be helping out with, but product managers should be confident in the *Technical Lead* being their default 'go to' for anything about the team's technology, and knowing that the *Technical Lead* can either answer or know who is the best person on the team to follow up with.
- **Resolution of stalemates.** We hope that most of the time team members can reach decisions themselves. Sometimes though people need a little help! A *Technical Lead* should be able to do this either by providing new pathways to a decision or, in extreme cases, by making a decision themselves.
- **Coding!** A *Technical Lead* needs to be an active participant in the team's coding activities.

Resources

- [Pat Kua's Reading List for Tech Leads](#)

Tech Ops Lead

- Advocate for techops projects within your squad and maintain a backlog of techops-related projects from your squad.

- Knowledge transfer
    - Provide transfer of techops knowledge to your squad. It's a squad responsibility to operate the systems they own. It's your responsibility to facilitate that process. You may not know how to do some of the things needed, but you will enable finding that information for your squad.
    - Look for and raise areas of interest and areas of progress to the cross-squad group to facilitate awareness and sharing.
    - Facilitate the transfer of information related to other squad initiatives with your squad.
- Manage monitoring, metrics and alerting for your squad
    - Work with squad with respect to monitoring needs
    - Curate alerts (email & paging)
    - Manage Pager Duty schedules
- Participate in cross squad techops initiatives

Mentor

As a **Mentor** someone helps an individual enhance a set of skills. Includes activities such as:

- Training protégés
- Answering questions about specific topics
- Aiding individuals in finding continued growth opportunities

A **Mentor** is thinking not just about an individual's current situation but their entire career at Intent Media and beyond.

Anyone can be a **Mentor** - it is not limited to those in named leadership or management positions.

People Manager

People Managers are responsible for helping individuals to be successful at Intent Media. In addition to applying their personal touch to the role, **People Managers** are responsible for the following:

- Helping an individual gather and internalize feedback, including from the quarterly introspection process.
- Assisting an individual to set specific goals and following up with them (at least monthly) on their progress.
- In addition to the above goals, suggesting growth opportunities for an individual, based on the **People Manager**'s understanding of the individual. Some of these opportunities may be good topics to discuss with a **Mentor**, and indeed the **People Manager** can recommend potential **Mentors** for the individual.
- Representing an individual during company compensation and performance reviews.
- When necessary guiding the individual through a performance improvement plan.
- Provide a first escalation interface to the company for an individual - of course the People Team is always available too.
- Working with **Staffing Manager** to make sure that an individual is on a squad where he/she can be performing valuable work that engages her/his creativity and where he/she feels valued.

- Giving final sign-off for time off, after a person has first confirmed with their *Delivery Lead*.

A goal with *People Managers* is that they can be relatively persistent for individuals over an extended period of time. As such it is perfectly fine, and in fact likely, that a *People Manager* is not on the same squad as an individual.

Senior People Manager

A person performing the *Senior People Manager* role is responsible for 'people managing *People Managers*'. They may well also perform the *People Manager* role.

Many of the aspects of the *People Manager* role apply to the *Senior People Manager* role, but a key addition is support and feedback for the the person's *People Manager* reports towards them improving as managers. Structurally this may not be any different (1-on-1's, etc.) but it requires significant experience in performing the *People Manager* role oneself, and the ability to share this knowledge effectively with others.

Staffing Manager

A *Staffing Manager* is responsible for *staffing* - i.e. which people work in which squads. Obviously a *Staffing Manager* will not make decisions in a vacuum here but they will have significant input in areas such as the following:

- Which individuals may be enthusiastic to work in which squads
- Whether squads should grow / shrink
- What the requirements are of the squad / who may be a good fit for that squad
- Whether the current squads are the right ones, or whether we should create, collapse or merge squads.

Hiring Manager

A *Hiring Manager* works closely with the People team in the process of bringing new people into the company. Aspects of this role include (and assume the help of the People team throughout):

- Writing of Job Description
- Sourcing candidates. The Hiring Manager needs to be involved with their specific discipline outside of IM and is actively engaging these communities in order to source talented individuals.
- Evaluating candidates throughout the recruiting pipeline, which will include a combination of initial screening, interviewing and interview feedback review. May choose to cease process at any point.
- Definition of hiring process and interview team
- Final recommendation to hire (this decision will ultimately be made by the **CTO**)

Exec

A person performing the *Exec* role is a member of Intent Media's Executive Team. There are many aspects to this, which include

- Participation in weekly Exec Team meetings - includes advocating for entire engineering organization

- Executive representation for individual squads. Each squad should have **precisely one** executive owner that can speak to squad status, needs and performance. This will require close collaboration with the *Delivery Leads* of those squads (or, if necessary, taking the *Delivery Lead* role for a squad or squads)
- Creating, owning and evaluating cross-organizational initiatives. Such initiatives are **at least** valid across the engineering organization but may well impact into the rest of the company
- Using knowledge gained as part of the exec team to better drive thought processes, decisions and execution within the engineering org.
- Owning company Key Results (part of OKR process)

Head of Technical Operations

1. Squad guidance
   a. Give guidance, direction, help techops leads on various squads
   b. Ensure squads are monitoring, managing, improving their own systems
   c. Cross-squad systems architectural guidance
      i. Performance
      ii. Scaling
      iii. Security
      iv. Testing WRT to the above
   d. Facilitate cross squad coordination and learning
2. Corporate priorities
   a. Provide general vision for direction of deployments for new and existing systems
   b. Monitor, manage, evolve general security policy
   c. Minimize unnecessary infrastructure cost
   d. Manage cross-squad techops projects
      i. Many projects will not necessarily be driven from a specific squad's needs (e.g. im-users)
3. Coding
   a. Participate in coding of general techops projects
   b. Participate in squad story work
4. General areas of responsibility
   a. Metrics, Monitoring, and Alerting
   b. Cross-squad infrastructural systems
      i. AWS
      ii. TeamCity
      iii. Artifactory
      iv. PagerDuty
      v. etc