Engineering Office Vision for FY2022[en]

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JP Engineering Office

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About this slide

This is a document for explaining how and in what direction the mercari Engineering Division, which wants to be a growable organization, is going, with the activities of the Engineering Office.

Mission of Engineering Office

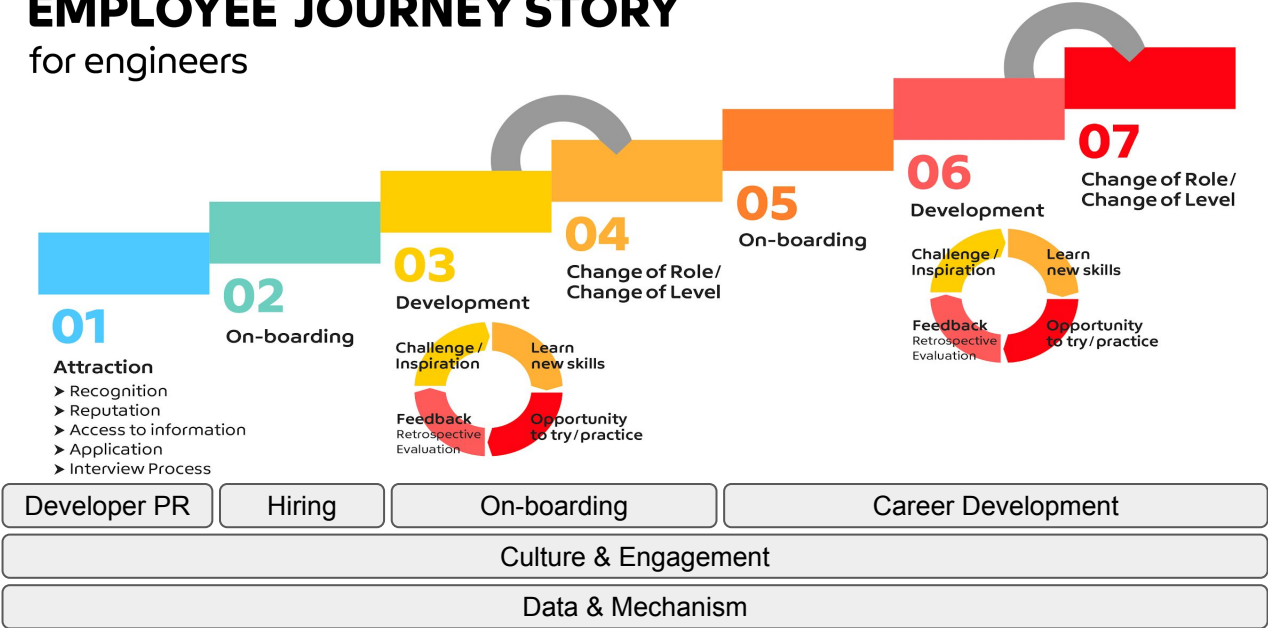## Provide the best employee experience for all engineers at mercari

The value we want to provide

We want to provide 2 things below to the all engineers related to mercari.
- The organization that can provide best experience through the all process
- The environment where engineers can experience growth by taking on challenges and contributing

EMPLOYEE JOURNEY STORY
for engineers

01 Attraction
- Recognition
- Reputation
- Access to information
- Application
- Interview Process

02 On-boarding

03 Development
- Challenge / Inspiration
- Learn new skills
- Feedback Retrospective Evaluation
- Opportunity to try/practice

04 Change of Role/ Change of Level

05 On-boarding

06 Development
- Challenge / Inspiration
- Learn new skills
- Feedback Retrospective Evaluation
- Opportunity to try/practice

07 Change of Role/ Change of Level

Developer PR	Hiring	On-boarding	Career Development

Culture & Engagement

Data & Mechanism

Vision for FY2022

We want to explain how to realize the Employee Journey Story for Engineers [docs] through our activities.

Developer PR

Create a state in which mercari engineering is widely known correctly.

Creating a state where Mercari's engineering organization is correctly communicated to the whole world.

Well known engineering organization in the world
- **Promotion of open organization**
  - Making mercari engineering widely known correctly.
  - Aiming for 80% or more recognition in major overseas hiring markets
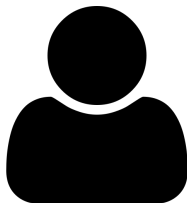
Conference/Community
- **Tech Conference for external**
  - No.1 tech conference as satisfaction rate in Japan
- **Contribution to OSS community**
  - Promotion of OSS contribution by Mercari engineers
  - Strengthen OSS project from Mercari

Hiring

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Building the environment where talented engineers gather and can grow together.

Recruitment is most important to build a sustainable organization. We will do below as hiring activities to keep gathering members who can grow together through product development.

Opportunity

The process that can give additional value for candidates.
We give back the value to the people we meet in recruitment through the recruitment process.
Since we meet each other using time, we will provide meaningful time regardless of the selection results.

Matching

Emphasis on matching candidate and company's mission and values
Our recruitment activity emphasises on matching what candidate wants to do and what company provide.
We emphasis on matching candidate and company's mission/values through interview processes.

Growth

Switch to newgrads internship hiring.
For newgrads hiring, we will switch hiring style to internship hiring for 2022 join newgrads.
We provide to students with learning opportunities and interview process through which they can get to know Mercari

Welcome Back

We support for coming back after their challenge outside of mercari.
Create culture which allows people left the company to take interviews as boomerang employee candidate.
Provide welcome back passport and create community to keep in touch with people left the company.

On-Boarding

Create mechanism in order to provide environment where all new engineers can settle in the team and be assigned to the team smoothly.

We will create great on-boarding experience to all new engineers which provides smooth on-boarding from the orientation to organization/project assignment.

Engineer on-boarding

Target：Engineers
Owner：Engineering div

Overall：
Input of information necessary to work as an engineer at mercari.
- Philosophy of Mercari engineers such as Engineer Principles.
- Information and tutorials necessary for product development as an engineer

Effect:
Through the introduction of Engineer Principle, new joined engineers can learn the basic concepts and values required by mercari. New joind engineer can get information for product development as an engineer at mercari.

Team on-boarding

Target：Engineers assigned to project
Owner：Each project

Overall：
Explain basic information of the project, current situation, and details of how to progress the work.

Effect:
They understand how they can contribute on the team assigned.
They can complete on-boarding in a month and perform well.

Role on-boarding

Target：New EM/New TL
Owner：Engineering div

Overall：
Support to be able to respond smoothly when assigned to a role.
- EM On-boarding
- TL On-boarding

Effect:
New EM and TL will be able to work smoothly when they take on the role of EM or TL.

Sustainable on-boarding cycle
Providing organization and team's on-boarding sustainably when they transfer to other organization or project.

Career Development

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An environment where engineers can feel inclusion and grow through product development.

We will provide environment and mechanism where engineers keep on challenges and contribute to the project.

Encouraging to challenge	**Culture that encourages to have challenge mindset and do new things.** ● Everybody can image how to create successful career plan. ● Culture encourages team member to challenge.
Chance to learn new technology to realize	**Chance to increase each engineers skill and use it to realize what we want to create** ● "Everyone is software engineer" culture which encourages engineers to cover shortage of skills each other in team. ● By effective external contents, provide environment where everybody can learn necessary and strong technical skills which compete with external engineers
Mechanism to support challenge	**Create mechanism which support engineer's challenge.** ● Opportunities and contents to get to know other team. ● Opportunities and contents to know the internal roles of TL and EM and their job. ○ More details in the next slide. ● Mentoring system to support engineers' challenge and their growth ● Giving feedback and improvement action.

Career Development

Mechanisms to support growth

We will provide environment and mechanism where engineers keep on challenges and contribute to the project.

Engineering Ladder / Principle	Mercari's Engineering Culture and Direction	**Assignment**	Mechanisms to support new challenges by oneself
Role & Job Description	Definition of major roles such as SWE, EM, TL	**Skill Development**	Learning assistance in general and mercari specific technologies
Evaluation	Goal setting and feedback for growth	**Talent Management Learning Management**	Managing member outcomes and learning history

Culture & Engagement

Build a strong organization that everyone can do the micro decision

Followed by Mercari Mission/Values, Software Engineer Ladder, and Engineer Principle, we will build organization where everyone decide and take actions.

What is a strong organization we aim for?
- Organization where employee can independently work followed by principlew
  - Everyone can decide and take actions followed by Mercari Mission/Values, Software Engineer Ladder, and Engineer Principle.
  - Their direction of each decision is not missing the points and even though some points are missing, they can amend the mistakes quickly.

In order to build strong organization, we will make the following two points systematic.

Based on our principles, vision and goals	• There are mechanism where engineers can understand what action should be praised or not followed by each team's success story and engineer principles, • There are oppotunitties to talk with CTO and VPs directly and understand the current company situation and executives mind.

quickly sharing current situation	• There are mechanism and system to share the current company issues and organization needs in order to make prompt decision. Also each team can take immediate actions to solve the issues. • When the situation is changed, there are systems to share the changes with appropriate member, and they can take actions for them.

Culture & Engagement

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Organization where engineers work happily, engaged, and motivated.

We will create environment where mercari engineers can work happily, engaged, and motivated, also can feel their improvements of engineering skills.

Inspire

We will provide work environment where everyone are exciting to work and feel improvements of their skills and develop experiences.
- There are a lot of chances and opportunities to learn new things and improve their skills through their actual job and trainings provided by CTO, VPs, senior TLs, and external trainers.
- Work globally in diversity working environment.
- Culture which have member praise other member and improve their skills.

Inclusion

A team where everyone has ownership and feels our place
- Situation everyone understood mission, value and principles.
- According to that understanding, everyone can share their idea to the team.
- Situation everyone can feel that I can impact the team.

Data & Mechanism

Creating a mechanism to continue to provide a good employee experience based on data.

In all cases, we will create an environment where "mechanism based on code of conduct" and "decision based on data" are realized.

Rule design based on code of conduct

- **Rule design based on unified indicators**
- **Clear and fair rule design based on codes of conduct**

Decision making and evaluation Based on data

- **Deciding strategies based on data**
- **Data driven decision-making mechanism**

Mission of Engineering Office

Provide the best employee experience for all engineers at mercari

We want to create mercari with you.