

Role Definition of the Engineering Manager

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Overview of this document

This document is the Role Definition of the Engineering Manager in Mercari JP and Merpay.

Role and responsibilities

EM is the role of managing the engineer organization and engineers. In order to achieve Vision and Mission of Mercari/Merpay, an EM is in charge of creating a place where engineers can work more active roles by committing to creating organizational mechanisms and solving organizational issues.

Basically, EM is a management role for engineers carrying out the management activities defined by Mercari. items specific to engineering are described in this document.

Basic roles and responsibilities

- Managing Engineering team
 - Plan and implement a team strengthening program
 - Understanding and solving internal and external issues facing the team
 - Contribution to hire engineers
- Managing Engineers
 - Setting goals and evaluating engineers
 - Nurturing engineers
 - Mentoring and coaching, and sponsoring engineers

Required ability

An EM is responsible for managing one or more engineering teams and engineers by utilizing the technical knowledge gained through experience as a Software Engineer. It is expected that they will have the necessary abilities to fulfill that role.

Required ability

- Basic ability as Manager defined by Mercari.
- The technical knowledge gained through experience as a Software Engineer.
- Ability to manage Engineers based on technical knowledge.
- Ability to direct teams in the right direction based on technical knowledge.
- Ability to lead solving problems based on technical knowledge.

Expected actions

EM is expected to play the role of "doing everything to maximize team outcomes for maximizing value provided by mercari service to customers ." Problem solving based on technical knowledge is one of the main daily activities of EM.

Expected roles and actions

- Accurately grasp the issues from a technical point of view
- Sharing accurate situations, including technical views
- Activities to solve problems in the optimal form based on the technical background

Diversity of EM

As technology evolves and the size of the organization grows, it becomes necessary for EMs to have diverse types and roles.

Technology that EM is in charge of

Mercari's product development utilizes a variety of technologies, so it is necessary to collaborate with engineers from diverse backgrounds.

On the other hand, having deep knowledge of each technical area as an organization as a whole is also indispensable as a company.

In such a situation, we're thinking that it is natural that there are various types of EMs. Ones who contribute by grasping a wide range of technologies, ones who contribute by the expertise of specific technologies as strengths. etc..

Number of members that EM manages

Basically, we think around 6 members is desirable per 1 EM. However, other conditions may be acceptable for the situation of the team.

However, other conditions may be tolerated depending on the situation of the team.

For example, EM who also plays as a Role of Tech Lead that manages a small number of people, EM who manages a small number of junior engineers, EM who manages a large number of engineers with getting helps from senior engineers in the team etc.

We think that assignments should be made flexibly according to the situation so that the ability of EM and the power of the team are maximized.

Engineering practice itself

When SWE becomes an EM, the management of teams and members is often the main practice, so many people may wonder if they have to do that as EM, but there are no particular restrictions on EMs activities.

For example, there are also EMs that reduce the number of members to manage and also play the role of Tech Lead.

We believe that the method to maximize the results of the team should not be limited and the optimal assignment should be made.

Relationship with related roles

This section describes the relationship between the job title / role / related to EM. We aim to grow as an organization while organically complementing each other's roles.

Software Engineer(SWE)

SWE is a role that contributes to the organization by performing engineering.

SWE who are oriented toward the role of EM and who have that ability will have the opportunity to become EM.

#Role Definition of Software Engineer will be defined.

※necessary to check company's definition of SWE.

Tech Lead

Since Tech Lead is not a manager, Tech Lead's reporting line is to the EM (in some cases, Manager of Manager, Director, VP).

It's okay for the Engineering Manager to double as the Tech Lead. Considering the state of the team, if possible or reasonable, EM can also have the role of a TL.

#Role Definition of Tech Lead will be defined.

Update of the role definition

The update is planned and discussed on EM Role Definition Issue and task management list.