

## Core Requirements – Technical Program Manager (TPM) L5/L6

The world contains both technical and non-technical program managers and we are seeking only those Program Managers who have technical experience. When you source for this role, make sure you're looking at resumes for people with some prior technical experience in a role such as Software Engineer or Software Design Engineer in Test. They should also have current experience managing projects where software is being created, heavily modified, or custom-built features are added. Carefully read the job description when sourcing for job requisitions for this role.

Item	Description
<b>Job Tenure</b>	Look at the length of time in each role. Not traditionally a people manager but manages a process.
<b>Job Responsibility</b>	They should have previous experience as a software engineer and current experience managing software development projects. Should be currently managing projects where software is being created, heavily modified, or custom built features being added
<b>Other Descriptions</b>	Architecture, design, patent, or creation.
<b>Verbs</b>	Look for verbs describing the type of actions that leaders would take: designed, architected, and developed are some of the terms you could look for.
<b>Specific Software Languages</b>	TPMs don't code but should do well on a technical deep dive.
<b>Specific Software Design Experience</b>	Service Oriented Architecture (SOA), distributed systems, mobile (sometimes OK but it depends on your industry partner)
<b>Leadership Qualities</b>	Have backbone; Disagree and Commit, Earns Trust, Deliver Results. Dive Deep, Bias for Action, Ownership, and Invent and Simplify. Also look for cross-functional leadership, feature negotiation, and software systems design. Also look for more senior roles where they have a larger scope across multiple features, not just a "one trick pony" kind of product or manager.

## Technical Program Manager – L5/L6

- Coding – TPMs typically do not write code and will not be assessed in this area. However, at some point in their career, they must have written production or test code.
- Current experience managing software development projects
- Often has project management experience in the form of cross-functional teams leadership experience, prioritization, and feature negotiation responsibilities
- Does NOT formally manage people typically, but manages a process
- Can influence without authority

### How do we assess?

- Automated test – Data points on: software systems design, Have Backbone, project management, Insist on High Standards
- Recruiter Screen – Data points on: Earns Trust, Delivers Results, cross functional leadership, feature negotiation, and software systems design

### Resume

- Software systems design should appear as architecture, design, patent, creation or feature ownership in current or very recent role
- Previous software engineering experience: the candidate should indicate that they formerly wrote code in a strongly typed object-oriented language (Java, C++, C#, Ruby, Python, Groovy)
- The candidate should be currently managing projects where software is being created, heavily modified, or custom-built features are being added.

### Debrief Non-Negotiables (typically)

- Systems Design
- Technical Dive Deep
- Have Backbone; Disagree and Commit
- Earns Trust
- Deliver Results
- Ownership

