BRENNA FLOOD

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QUALITY-FOCUSED INFRASTRUCTURE ENGINEERING LEADERSHIP

MANAGEMENT TOOLBOX

- Event Leadership and Facilitation
- Blameless Retrospectives
- DEI-Focused Leadership
- Standards Development
- Cross-System Integrations
- Collaborative Hiring / Onboarding
- Mentorship / Coaching
- Scrum-Certified
- Remote-first team communication practices
- Data-Driven Decision-Making
- … and more!

SOFTWARE COMMUNITY CONTRIBUTIONS

Books - Technical Review
Modern System Administration - Jennifer Davis

Certifications
Certified ScrumMaster (CSM)
Scrum Alliance - expires December 2024

Collaborating Fellow
BePlucky, 2020 - 2021
Ada Developers Academy, 2014 - 2018
Chef Community Summit, 2017

Conference Organizer
Open Source & Feelings (OSFeels), 2016 - 2018

Continuing Education
The Grand Leadership Forum, 2023
LeadDev Together Workshop Series, 2020
BePlucky - So Now You're a Manager (Management Workshop), 2019

Speaker
SeaGL, 2017
Internal Disney forums, 2016-2018
Keep Ruby Weird, 2014
CascadiaITConf - panel with Dr. Nicole Forsgren, 2013

EXPERIENCE

Zapier, remote

Engineering Manager - Embedded SRE Teams
SEPTEMBER 2022 - NOVEMBER 2023

Stitch Fix, remote

Engineering Manager - Build Infrastructure
AUGUST 2021 - FEBRUARY 2022

Splice, remote

Senior Engineering Manager - Production Engineering (SRE and QA Organizations)
SEPTEMBER 2020 - NOVEMBER 2020

Engineering Manager - Production Engineering (SRE, QA, Security Groups)
JULY 2019 - SEPTEMBER 2020

Engineering Manager - SRE

APRIL 2019 – JULY 2019

npm Inc., remote	Engineering Manager - Infrastructure AUGUST 2018 - DECEMBER 2018 Senior SRE MAY 2018 – AUGUST 2018
The Walt Disney Company, Seattle	Software Build and Release Engineer Lead JULY 2016 - MAY 2018
Ex Libris (née ProQuest, née Serials Solutions), Seattle	Software Build/Release Engineer Lead APRIL 2013 – APRIL 2016 Software Build/Release Engineer JANUARY 2012 –APRIL 2013 Software Test Engineer Lead JANUARY 2009 – MAY 2012 Software Test Engineer III MAY 2005 – DECEMBER 2008
Microsoft, Seattle	Software Test Engineer III JANUARY 2005 - MAY 2005
PopCap Games, Seattle	Software Test Engineer / Lead NOVEMBER 2002 - OCTOBER 2004
Riverdeep, Seattle	Software Test Engineer Lead JANUARY 2002 – SEPTEMBER 2002

NOTABLE ACCOMPLISHMENTS ACROSS ORGANIZATIONS
- **Building new teams**
  - Hiring and onboarding plans
  - Cadences for plan review and modification
  - Hiring teams, building strategy and communications
  - Hiring strategy
    - Applying DEI principles
    - Creating, Applying, and Measuring against success metrics
    - Pivoting strategy based on the team maturity (Tuckman cycle)

- **Building audit and review team cultures**
  - Squashing technical debt
  - Gaining higher confidence in the overall project prioritization and management
  - Gaining higher confidence in software quality

- **Successful management of large initiatives / architectural work / refactors**
  - Deep knowledge of the overarching dependencies, scoping, sequencing

- Asking key questions of project team members and stakeholders at various gates in the project to uncover and resolve key problems early
- Pivoting accordingly to assert initiative success
- Engaging with the team on what can and should be measured, then using that telemetry to drive down cycle time in CI (build, test, etc.)
  - In one example, I identified and applied a 83% reduction (from 90 minutes to 15 minutes)

- **Management / Technical Coaching for SRE, Ops, and SQE/QA/SDET groups**
  - Training and education for groups that had no prior experience
  - Creating focus group collaboration and strategy through Guilds
  - Forming cross-team engagements on SLAs, frameworks, procedures

- **Introduction, education, adoption, and standardization of:**
  - SLAs/SLOs/SLIs, and Error budget handbooks
  - Observability tooling
  - Devops philosophy and practices
  - Engineering Organization Onboarding material using Lessonly
  - Educational workshop events and focus groups
  - Industry-standard QA methodology practices and procedures

- **Identifying and eliminating waste**
  - Examples:
    - Collaborating with Tech Leads and Principal Engineers to analyze and correct AWS instance sizing (over $480,000 USD Annual savings in one case)
    - De-duplicating tooling, dependencies, as well as engaging in other efforts in stack-centric simplification
    - Deprecating third party products not in use, reducing costs and honing focus

- **Successfully negotiating the pricing for annual 3rd party contracts**
  - In some cases, saving thousands USD; in others, $60K USD annual savings
  - 3+ years experience as the primary account holder for 3rd party contracts/vendor management, managing 10+ concurrent contracts

- **Keeping systems compliant:**
  - 12 Factor app (https://12factor.net/)
  - SAML authentication
  - Threat modeling review and engagement
  - Secrets encryption at rest and in transit (KMS, Vault, SSL/TLS HTTPS, etc.)
  - CI/CD-based security and vulnerability scanning (snyk, SonarQube, etc.)
  - PCI DSS (Payment Card Industry Data Security Standard)
  - SOX (Sarbanes-Oxley Act)

- **Fostering and maintaining crucial cross-team partnerships with Support, Ops, Security, and Engineering**