

Tony Tam

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SUMMARY

As an engineering director with 20+ years of experience, I am a skilled leader and manager with a track record of building large-scale software and growing engineering teams. I have hands-on experience building the world's largest website and believe in fostering a culture of customer focus, ownership, collaboration, and a growth mindset within my teams. I am passionate about driving success for the company and its customers.

I believe the best user and developer experience leads to world-class products. I have a long history of leading software engineering teams to solve challenging engineering problems as a manager and as a software architect. My personal values are empowerment, open communication, and getting things done.

My life's work: Empowering Engineers – Deeply helping people achieve their greatest positive impact by leveraging technology.

My favorite quote: "None of us need to have the whole solution, we just have the part, together we can make it whole"

PROFESSIONAL EXPERIENCE

Director of Engineering, App Developer Ecosystem - Splunk Dec 2022 - Present

- Leading multiple engineering teams to build a delightful app experience for customers

Sr. Engineering Manager, App Developer Ecosystem - Splunk Mar 2022 – present

- Leader of Splunkbase (marketplace for Splunk apps), AppInspect (compatibility & security scanning for apps), Developer Success (Delightful support of apps), Splunk Cloud Developer Edition (developer and test apps), Enterprise SDK (Python, JS, Java standards to build apps) and developer portal (documentation for apps).
- Managing 2 engineering managers, as well as my own scrum team of 26 engineers and 12 contractors. I have a reputation for being an engaged and empathetic leader.
- My organization has standardized on Vercel for the front end, Golang & Python for development, and Kubernetes for infrastructure, with Splunk for observability.
- 80% of products are deployed continuously, enabling our engineers to be happy and productive.
- I have enabled a high-performance culture through technical knowledge sharing, a learning culture, cross-team collaboration, hackathons, dashboards to track OKRs, and weekly operations meetings
- Built strong relationships with product management, program managers, and executives to build and execute quarterly roadmaps to deliver on the highest customer priorities to drive up NPS for developer experience.

Sr. Engineering Manager, Productivity - Splunk Feb 2020 – Mar 2022

- Recruited and built a highly engaged, effective team of 13 full-stack engineers, TPM, Sr. Manager of technical writing, and product managers to deliver services and tools for over 2,000 engineers
- Founded the 'Engineering Productivity' function at Splunk to focus on onboarding, technical talks, community, Voice of the Customer, internal technical writing, and tools

- Rebuilt GO URL Shortener with React and enhanced our NPS score to 81 with over 70% adoption across the company
- Built the first-ever developer portal in the company using OSS backstage.io to be the single place to find people, teams, services, send kudos, and documentation
- Built POC's for federated search, cycle time measurement, distributed compilation, windows automation, hackathon, and various tools to enhance productivity and remove manual toil
- Coached team members through regular 1-on-1's to support and enable them to do their best work.
- Formally mentored more than 12 people at Splunk in engineering roles and non-engineering roles

Sr. Principal Engineer & Engineering Manager, Productivity - Splunk 2016 – 2020

- Trained over 2,000 newly hired engineers with our Bootcamp, receiving a 50 Net Promoter score
- Created a proof of concept for and drove standardized CI tooling at Splunk
- POC and launched productivity tools such as GO URL Shortener, Hands-on Workshop learning platform, Cycle Time application order to measure and reduce manual work for all engineers
- Created the first-ever engineering handbook to enable thousands of engineers to collaborate asynchronously
- Led a team of 40 executives, managers, engineers to coordinate three successful fully remote Hackathons resulting in 200 hack demos, 20+ shipped hacks, 10+ patentable ideas; NPS score of 60 with 90% of participants wanting to participate again
- Part of the mentoring working group for Womxn In Tech ERG, helped founded the Womxn in Engineering sub-ERG, leading a Chinese @ Splunk community

Sr. Principal Architect - Yahoo 2008 – 2016

- Led a team to design and deliver a solution to reduce technical debt for 130 Yahoo websites, leading to 300 engineers being able to ship software multiple times a day
- Launched a technical mentoring program leading to 40 engineers reaching a peer-recognized expert level
- Led a tiger team to shift 900 engineers to continuous delivery for over 150 pipelines from their previous manual release processes
- POC Github Enterprise to shift the company from SVN to Git
- Evangelized automated UI testing using Saucelabs for the entire company

Engineering Manager, Productivity - Yahoo 2013 – 2014

- Created a new team to focus on developer productivity, community, and happiness
- Built a continuous delivery pipeline for all Node.js software for over 200 repositories
- Spearheaded the first coding standards for C++, Java, and Javascript
- Led the effort for the first company-wide bug cleansing day resulting in a 30% stale ticket reduction

Software Architect, Tech Lead - Yahoo Media & News 1999 – 2008

- Designed and built the #1 news website in the world, sustaining the most significant news day in US history, 9/11
- Technical lead and mentor for a team of 30 engineers to deliver news-based products to sustain the most demanding and diverse content needs of the industry
- Hands-on coding and leading teams to deliver Yahoo Weather data to the first iPhone and rearchitected the system to withstand billions of requests a day
- Collaborated with the general managers, advertising delivery teams, product managers, designers, editors, and external content partners (*New York Times*, *Associated Press*, *Reuters*, and 50+

newspapers) to produce and deliver timely and engaging Yahoo news content for 100+ million users.

Member of Technical Staff - SGI 1993 – 1999

- Built the backend for Silicon Graphics's first customer support portal known as Supportfolio
- Was the lead developer for X11 UI software written in C installed on every new workstation to collect customer registration and software inventory
- Led a team to build and support the internal call tracking system, trained all US offices
- Developed tooling to scale Sybase backup, recovery, pruning, replication, and tuning SQL

VOLUNTEER WORK

Founder, impactfulengineer.org - Inspiring engineers through interviews with engineering leaders

OSS Contributor, AntennaPod podcast App - Java-based mobile app - I am the top 2 contributor.

TECHNICAL SKILLS

Java, PHP, Python, Javascript, Docker, Gitlab CI, GitHub Actions, Splunk, Kubernetes, MYSQL, Jenkins, Linux

EDUCATION

San Francisco State University, 2022-

Master Of Arts Education, Instructional Technologies

University of California, Berkeley 1992

Letters and Science, Computer Science