

Mike Hall

STRATEGIC LEADER · IT · OPERATIONS

8723 SE Claybourne Street, Portland, OR 97266

☎ 503.333.0109 | ✉ mike@puddingtime.org | 🏠 mike.puddingtime.org | 📞 pdxmph | 📺 michaelhallpdx | 🐦 @pdxmph

“Listen like you don’t know the answer.”

Summary

I’ve led cross-functional groups across software engineering, web development, IT operations, IT services, project management, and technical publications. I’m passionate about creating safe, diverse, equitable teams.

Work Experience

Puppet

Portland, Oregon

SENIOR DIRECTOR OF INFORMATION TECHNOLOGY

Aug 15, 2021 - Present

- Developed a tool governance working group coordinating the efforts of Compliance, Finance, IT, and Revenue Operations to ensure additions and changes to the Puppet portfolio were reviewed for compliance and security and prioritized for delivery.
- Led a strategic initiative to operationalize SaaS delivery models for new products and incubations, coordinating a cross-functional team of go-to-market, engineering, IT, product, customer success, and HR leaders. Led strategic leaders across the company to develop and execute on OKRs and coordinate efforts between backoffice and product engineers.
- Led efforts to radically simplify networking and infrastructure for Puppet corporate IT, shifting to zero-trust security principles, a 50 percent reduction in data center footprint, and increased use of DevOps practices between IT and engineering teams.

Portland, Oregon

SENIOR DIRECTOR OF OPERATIONS, CHIEF OF STAFF FOR RESEARCH AND DEVELOPMENT

Apr 1, 2019 - Aug 15, 2021

- Developed and led a cross-functional tech governance working group to provide company-wide decision-making on key technology and security issues, including digital transformation, open source policy, technology procurement process, and network security.
- Drove a continuous integration improvement program that reduced developer feedback times from 10 minutes to 45 seconds through aggressive test reduction, cross-functional collaboration, and improved measurement.
- Reorganized developer services to include on-site support for international software development centers.
- Led a cross-functional revamp of internal security communications, ensuring engineering, customer success, and corporate infosec teams are fully engaged within hours of discovering a new vulnerability instead of days.
- Led the reinvigoration of open source practices through ownership of a company-wide open source development initiative, doubling contributions to upstream open source projects.
- Drove the refocus of technical documentation from a software-manual-oriented approach to emphasize user time to value.

Portland, Oregon

SENIOR DIRECTOR OF BUSINESS OPERATIONS, DIRECTOR OF BUSINESS OPERATIONS

Oct 1, 2017 - Mar 31, 2019

- Introduced network change testing practices to IT operations that drove down outages to core user services and allow for faster, more confident change. Major outages of key services caused by a lack of testing dropped from an average of 2.5 outages per quarter to zero per quarter for four quarters running.
- Led the development of cloud reporting and automation efforts for AWS, GCP, and Azure, providing portfolio-level reporting of cloud expenses.
- Recast the Puppet help desk from a pure customer service organization to a multi-function team able to deliver technical projects such as the addition of Windows as a supported desktop platform, the replacement of an on-premises telephony service for a 30 percent reduction in voice services costs, and project management services. Post-transformation, the team maintained an average customer ease rating of 4.8 (out of 5).

Portland, Oregon

DIRECTOR OF ENGINEERING

Nov 1, 2015 - Oct 1, 2017

- Director of Puppet’s platform engineering and technical publications groups, with four managers and 37 staff; responsible for the development of the Puppet language, Puppet Server, PuppetDB, Hiera, Facter, and Bolt, using Ruby, Clojure, and Rust.
- Developed and directed a collaborative working group of staff and managers to redevelop an organizational structure of 170 employees, including the production of change management resources, workspace planning, team assignments, and training material.
- Led a project management team, implementing an agile practices group that helped coach and guide scrum teams on Agile practices in the absence of a dedicated scrum master group.
- Served as an acting vice president of engineering during an interim period, with six direct reports including managers of UX, project management, engineering operations, and technical publications.

Portland, Oregon

DIRECTOR OF TECHNICAL PUBLICATIONS, MANAGER OF TECHNICAL PUBLICATIONS

Jan 1, 2014 - Nov 1, 2015

- Led a ten-person technical publications team providing writing services across Puppet: technical documentation, reference architectures, API documentation, user quickstart guides, marketing copy, HR material, and board reports.
- Led the development and implementation of a Puppet-wide style guide, used by the technical publications, marketing, and education teams to ensure consistency of voice and language across the company.
- Rearchitected the technical publications site to help a customer base transitioning from early adopters to early majority quickly find technical content while still serving our open source users with complete documentation of our upstream technologies.

Portland, Oregon

MANAGING EDITOR AND CONTENT LEAD

Apr 1, 2013 - Jan 1, 2014

- Led the Puppet content marketing team to increase traffic to the company blog by 68 percent, increase the percentage of new visitors by 45 percent year-over-year, and drop the bounce rate by 12 percent year-over-year.
- Increased the conversion rate for company blog content by 91 percent through development of new content and design practices.
- Created custom Drupal taxonomies and integrated them with Google Analytics, producing automatic reporting with no need for collation from the content staff.

Social Media Today, LLC

Portland, Oregon

DIRECTOR OF TECHNOLOGY

May 1, 2011 - Oct 1, 2012

- Led website performance optimization efforts, using proactive performance monitoring to cut site load-times in half.
- Reduced new feature deployment times and errors by building virtual test environments that accurately reproduced production environments on developer desktops.
- Managed external support teams, standardizing version control (SVN) best practices.
- Configured and maintained LAMP-based development and staging environments.

QuinStreet

Portland, Oregon

SENIOR MANAGING EDITOR, MANAGING EDITOR

Sep 1, 2000 - May 1, 2011

- Reduced editorial staff monthly reporting time from dozens of hours per month to five minutes per editor by designing, developing and managing a Rails-based content analysis application tracking 40 websites and thousands of articles. Staff received regular automated reporting on content cost, revenue and performance metrics with minimal effort.
- Managed a team of seven writers as the senior managing editor on three websites, commissioning freelance assignments, managing monthly budgets, editing content, conducting SEO audits and advising redesign efforts.
- Piloted the deployment of Google Analytics and wrote extensive analytics automation using the GA API and Ruby on Rails.

Writing

Open Door Policy Guides

https://github.com/pdxmph/open_door_guides

AUTHOR

2016

- Led a cross-functional team of managers and individual contributors, developing guides that clarified how Puppet’s open door policies worked in clear, simple language that helped employees to understand their rights when engaging in difficult open door conversations, and managers to understand their responsibility for confidentiality, safety, and coaching. Led manager training on the guides.

The Joy of Linux

Prima Publishing

AUTHOR

2001

- The Joy of Linux is an alternative to a manual on Linux operating systems, offering a conversational and celebratory look at the history and evolution of Linux, as well as its cultures, communities, and controversies.

Education

Manchester University

North Manchester, IN

PHILOSOPHY AND JOURNALISM

1986 - 1990

- Editor in Chief of the student paper
- Indiana Collegiate Press Association Best Column Award, 1989 & 1990

Skills

- Organizational** Organizational communication, change management, management coaching, continuous improvement
- Technical** Ruby, Ruby on Rails, PHP, Git, HTML, CSS, HAML, Drupal, MiddleMan, AppleScript