

Francois Remy

November 2017 Connect

Note: This ongoing feedback is a continuation of the previous Connect document and might look familiar to readers of the previous documents. This is expected given the multi-release nature of projects Francois is working on and ongoing 1:1 conversations we have with him.

I had the opportunity to work with Francois another release (Redstone 4), where we partnered to improve Edge web browser presentational Layout, CSS subsystems. As we've landed Windows 10 Fall Creators Update and are currently working on Redstone 4 release (no public name yet) Francois had a chance to continue working on this first shipping feature – InlineLayoutBuilder, a complex architectural project involving five software engineers, CSS and Unicode specifications and the need to preserve compatibility with existing content. Additionally, he had a chance to continue partnering with him on Accessibility. Francois is also a well-recognized member of the CSS working group and represents our PM team in this group.

I continue to be impressed with Francois' approach to the project and get consistent feedback on his positive impact on the project. His passion and attention to detail are unparalleled and helped the team to achieve the set goals for the release. There are few focus areas I would like Francois to focus on as he grows as a Program Manager and expands his impact.

Here are some of the highlights of Francois' accomplishments since our last Connect discussion:

- 1) **Francois co-lead InlineLayoutBuilder project together with Rossen Atanassov, Peter Salas, Ian Prest and Ethan Jimenez** – the project got a great deal of progress in RS4, up to the point where we even discussed shipping it to the customers. Francois was instrumental to get us there – including his work on analyzing DRTs, writing test cases, analyzing specifications and helping team with prioritization decisions. I look forward to Francois' ongoing impact in this area and ultimately shipping InlineLayoutBuilder to our customers taking them to the modern line layout and typography they deserve. This was the bulk of Francois' work this release and I'm happy with his contributions to the project.
- 2) **Francois continued to co-lead CSS Tables specification effort** – the current document has reached FPWD status and overall this multiyear project is on track with regular checkpoints with the working group. As a testament to Francois' (and his partner Greg) impact here – Google Chrome web platform engine (Blink) engineers have been reaching to Francois (and Greg) to check on the expected behavior in that area.
- 3) **Accessibility** – Francois continued to guide content teams in growing in the area and demonstrated great partnership with Guy Baker and others. He's recognized as one of the leading experts on the EdgeHTML accessibility and has helped many teams meet and exceed compliance goals. Going forward we'll need to transfer the responsibility to an FTE employee we'll need to hire – I look forward to partner with Francois on this transition.

Looking ahead the next year here are three areas I would like Francois to continue to focus on:

- 1) **Continue building effective and lasting relationship with his engineering peers (No change since last Connect)** – Program Manager at Microsoft can only be as successful as overall team is and Francois would need to start investing time and effort to build great and lasting relationship with his peers in PM, Developer and Quality organizations. There would be enough opportunities next year to do that – we’ll work together to prioritize the right ones to maximize the impact. It’s hard to understate the importance of this work – and Francois has many opportunities presented to him to expand his impact and amplify engineering impact. Some practical suggestion I would recommend: continue to be a strong ally to the development organization, helping them deliver best product within time constraints we have. This is complex activity – at the very least we’ll continue to work with Francois together to allow him to present his work and contributions with the required quality to get recognition for his expertise and passion. InlineLayoutBuilder is a great testament to his efforts in this space and the team recognizes his contributions – Francois is certainly on the right track!
- 2) **Continue learning the team, processes and code flow in the browser (No change from the last Connect)** – the Web Platform team consists of more than 200 software engineers of various professions (and growing!) and might be challenging to navigate. There are few key problem space owners on the team that Francois would need to keep building relations with to be an effective Program Manager in the web space. Just like relationship with his team peers – this takes time and effort and I have no doubt Francois can achieve great results with the right investment;
- 3) **Present his engineering team results (No change from the last Connect)** – Feature teams’ results are largely perceived through the Program Managers – as presented on the demos, communicated in mail and similar activities. It’s an important area for Francois growth as he matures as a Program Management and combines several aspects of team results:
 - a. Formal communications – by far the best opportunity to present the work to the large audience and a chance to drive narrative and conversation for the Layout team;
 - b. Informal communications – all the side conversations are great opportunity to talk about Layout team work, approach and strategy. We need to sustain high quality and perception of our work, while being respectful to other teams’ results.
 - c. Public conversations with external partners and competitors – Layout team is special in exposure to the rest of the industry and we have an unparalleled opportunity to drive perception about Microsoft, Edge and Web Platform.
- 4) **Invest in growing people around (No change from the last Connect)** – Francois is an established expert, and his personal contributions are speaking for themselves. It’s critical for our team to invest in growing the team as much (if not more) as in personal contributions. Francois has a lot of expertise to share and I’ll work with him to find the right opportunity to scale this expertise through mentorship, guidance and help he can provide to other team members.

Overall Francois is demonstrating great results, passion and continuous growth as a Program Manager. Francois’ promotion to Program Manager 2 last review cycle is a great testament that he’s on the right track with his career investments and takes feedback very seriously. Our engineering team depends on

Francois to make the right decision in the CSS and Layout area and I'm truly privileged to have him on the Layout team.

I really look forward to our collaboration in Redstone 4,5 timeframe and beyond.

Bogdan Brinza – Principal PM Manager

Web Platform Team – Layout/Rendering/Composition