Arjun Malhotra Director of Engineering

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PROFILE SUMMARY

- **Director of Engineering** with **15 years** in **legal research and search software**, running Westlaw search engineering at Thomson Reuters: 7 teams and 58 engineers in Toronto and Eagan through 6 engineering managers.
- Fluent in the stack the department runs: **AWS** (EKS, OpenSearch), Java and Python services, React front ends, Apache Kafka, Snowflake for usage data and Datadog for monitoring.
- Strongest in **org design**, **multi-quarter planning with product** and **search platform migrations**, using OKRs and a weekly architecture review with staff engineers to keep 7 teams on one plan.
- Partners with 2 product directors, content operations, finance and the editorial group, and presents the department's roadmap and budget at the VP of Engineering's quarterly review.
- Has promoted 3 engineers into management, runs the Toronto engineering manager circle and wrote the incident review process 2 other product groups now use.

TECHNICAL SKILLS

People Leadership:	Manager of Managers, Performance Calibration, Promotion Cases, Succession Planning, Skip-Level 1:1s
Planning & Roadmaps:	OKRs, Quarterly Planning, Multi-Quarter Roadmaps, Build vs Buy, Design Docs, Jira Align
Hiring & Talent Systems:	Hiring Plans, Structured Interviews, Leveling Guides, Team Topologies, Workday
Budget & Vendor Management:	Headcount Planning, Budget Forecasting, Contractor Mix, FinOps, AWS Cost Explorer
Delivery & Engineering Metrics:	DORA Metrics, Incident Reviews, Developer Experience Surveys, Jira
Cloud & Platform:	AWS (EKS, OpenSearch Service, Lambda), Terraform, GitHub Actions, Datadog
Languages & Data:	Java, Python, TypeScript, Apache Kafka, Snowflake

EDUCATION

University of Waterloo — **Bachelor of Computer Science (Co-op)** — Waterloo, ON · Sep 2006 to Apr 2011

WORK EXPERIENCE

Thomson Reuters — **Director, Software Engineering, Westlaw Search** — Toronto, ON · Sep 2020 to Present

- Rebuilt the Westlaw search department from 4 large teams into **7** with written charters for query, ranking and indexing, then filled the 16-role 2024 hiring plan with finance and recruiting.
- Plan a 4-quarter roadmap with 2 product directors, keeping 20% of capacity for platform work and tech debt, and landed **9 of 10** committed initiatives in 2025.
- Own a C$11M department budget across headcount, contractors and AWS, cutting search hosting costs by **26%** with monthly FinOps reviews and reserved capacity.
- Set up a monthly engineering health review on DORA metrics, on-call load and a developer survey, taking production deploys from 6 a week to **40** across the department.
- Backed the staff engineers' plan to move search off a self-managed Elasticsearch cluster to Amazon OpenSearch Service, cutting p95 query time from 1.2 seconds to **480 ms**.

FreshBooks — **Software Engineer to Senior Engineering Manager, Payments** — Toronto, ON · Jun 2011 to Aug 2020

- Led the payments engineering group of **24 engineers** in 3 teams through 2 engineering managers and a tech lead, reporting to the VP of Engineering.
- Coached 2 tech leads into their first manager roles and set up quarterly calibration for the group, with **4** promotions in 2019 and no regretted departures.
- Ran the in-invoice card payments launch across payments, billing and mobile teams with one dependency plan, lifting invoices paid online from 21% to **34%** in a year.