

Nicholas Hall

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Self-Managing Teams • Agile Process • Continuous Delivery

Proven experience building teams that deliver great enterprise software. Servant leader with a deep understanding of how Agile principles translate into effective team practices. Track record of successfully modernizing legacy tech stack while delivering on business priorities.

InComm Payments, *Financial services company specializing in gift card fulfillment*

- **Director of Software Engineering - 9/2020 – 8/2026**
- Software Engineering Manager - 9/2018 – 9/2020
- Automation Lead - 4/2016 – 9/2018

Promoted through a series of increasingly responsible roles to lead the department responsible for building [Alder](#), InComm's best-in-class B2B software platform for gift card delivery. Led long-term iterative modernization effort with outstanding results.

- ◆ Managed and developed four self-led, **high-performing Agile teams** of twenty engineers and two managers
- ◆ Implemented complete re-set on team processes focused on Kanban, tight integration with Product team, and small, frequent changes
- ◆ Perpetuated high engineering standards through continuous refactoring, **pairing and mobbing**, and substantive code reviews
- ◆ Fueled extraordinary sales growth (**\$700M to \$5B in nine years**) while meeting top key metrics at the **98th percentile**
- ◆ Built a comprehensive test automation suite (modeled on Martin Fowler's [Test Pyramid](#)) and **Continuous Integration** pipeline
- ◆ Used the Strangler Fig pattern to convert legacy monolith to modular microservices (modeled on [Hexagonal Architecture](#)) separated by message queues for resilience and performance
- ◆ Tailored SDLC and feature work to maintain **PCI 4.0, HITRUST and SOC** compliance for security and resilience
- ◆ Tracked and optimized [DORA](#) metrics:

Deploy Freq: 2/day	Lead time: 44m	MTTR: ~ 4 days	Fail rate: 0.78%
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PECI / Clearesult, *Non-profit administering energy efficiency initiatives*

- QA Lead – 11/2013 – 12/2015

Hired to build a QA team, establish modern SDLC, and help **lead the conversion from Waterfall to Agile**; I was converted to individual contributor after this small non-profit was purchased by a larger for-profit company.

- ◆ Mentored Business Analysts in adopting **Product Organization** focused approach to requirements gathering and feature planning
- ◆ Championed responsiveness to business stakeholders by implementing a feature backlog and **coordinating regular refinements**
- ◆ Built out a test framework (Java/Selenium) for .NET based webapps
- ◆ Helped the dev team to integrate unit tests into their workflow and to shift to **Domain Driven Design** approach

Webtrends Software, *Web Analytics and Business Intelligence startup*

- QA Manager - 2008 – 2013
- Lead QA Engineer – 2004 – 2008
- Tech Support Lead - 2000 – 2004

Series of roles of increasing responsibility from entry-level tech support through manual and then automated QA roles to leadership of the Test organization for a large, complex SaaS platform

- ◆ **Led and developed a team** of one manager, four SDETs, and twelve off-shore manual testers
- ◆ Improved production release quality by formalizing change management process centered on lower environment testing
- ◆ Led the transition from all manual, heavily regression focused testing to automated integration tests implemented during the dev cycle
- ◆ Reduced delivery time on completed features from **quarterly to bi-weekly**

Education

BS Physics, University of Illinois at Urbana-Champaign, 1997

Other Interests

When I get away from the computer, I enjoy woodworking, hiking, cryptic crosswords, and over-complicated boardgames. My current for-fun hacking projects are a text-rpg written in NodeJS, adding HomeAssistant support to my Android mirror, and testing out the just-released Qwen 3.8 27B model on my home LLM rig.