

# Experience Levels

**FORWARD-LOOKING DEVELOPMENTS**  
start here.



Engineering

<b>Employee's first and last name</b>	<b>Assessment type</b>
	(self-assessment/lead assessment/external assessment)
<b>People Guide's first and last name</b>	<b>Date of last assessment</b> (only for self- or lead assessments)
<b>Head's first and last name</b>	<b>Date of assessment</b>

The consistent use of female and male pronouns has been dispensed with to improve legibility. Of course, all the wording in the document refers equally to women and men.

## Experience Level model

A distinction is made between seven levels for the Engineering Unit:

**E1 Junior Engineer**

**E2 Intermediate Engineer**

**E3 Advanced Engineer**

**E4 Professional Engineer**

**E5 Senior Engineer**

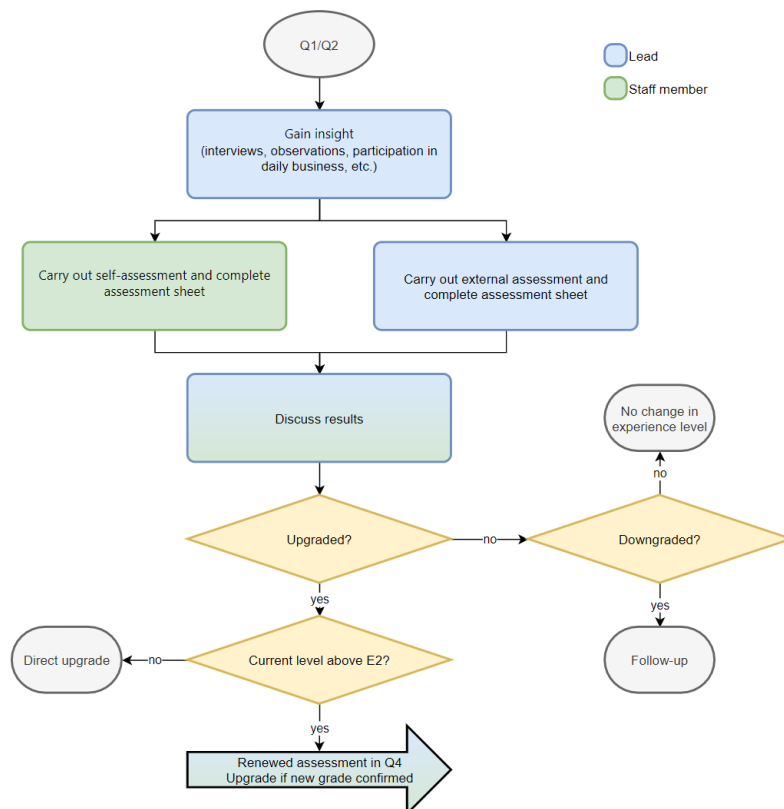
**E6 Lead Engineer**

**E7 Principal Engineer**

## Assessment process

For the assessment and grading, both the staff member and the respective People Guide separately complete an assessment sheet, in which all criteria are evaluated. These are set against each other and an agreement is found during a joint performance assessment meeting. In addition, development objectives are also defined and established in this meeting.

To create a broader external picture, the entire management team will also assess candidates who would be graded E6 or higher based on their self- or the People Guide's appraisal beforehand.



## Assessment sheet

The assessment sheet contains all the criteria used for the appraisal. The option fields are used to evaluate each criterion from 1 to 10 (1 on the far left and 10 on the far right). Statements and examples are given to assist with orientation and assessment for each criterion for the extreme values (1 and 10) and the mean in order to improve and wherever possible facilitate a uniform understanding of the appraisal.

Regardless of the examples given, the personal scope of action should always be considered. The choice of appraisal is significantly affected by whether the actions then impact, e.g. the team, the tribe, the department or even the company.

## Management skills

Dealing with conflicts									
I need assistance from others when dealing with conflicts.			I recognise and resolve personal/potential conflicts unassisted in principle.			I recognise conflicts or potential conflicts at company level and proactively avert them if possible.			
Working and coordinating in a team									
I implement agendas arranged in a team.			I work in a team, recognise and try to satisfy its needs, and can put aside my own needs if necessary to achieve the team's objectives.			I keep sight of the entire team across departments, indirectly take responsibility for it on my own initiative and try to develop it continuously.			
Weighing up priorities, time management and work allocation									
I need clear guidelines for the implementation of tasks (how, when, by when).			I assess priorities correctly and am able to vary my level of performance in accordance with the time frame.			I do whatever is needed to contribute to the company's success. I also attend to cross-company action areas independently to achieve the company's objectives and meet deadlines.			
Communication skills – targeted communication									
I am able to communicate my personal agendas clearly.			I can summarise and present facts within my own target audience (peers) objectively, clearly and convincingly.			I am able to communicate technical issues to different stakeholders in an understandable manner.			

# ADMIRAL EXPERIENCE LEVELS

Assessment  
sheet

## Willingness to learn and learning ability

I want to develop and acquire new information.	I recognise my own development potential and proactively request topic-specific further development or continuing education.	I keep myself informed, learn information unassisted and across disciplines, and continuously strive to develop on a personal and on a professional level. I pass on this knowledge without consideration of self-gain, am keen to contribute it and share it with my colleagues (the permanent exchange of knowledge is a key part of my development strategy).
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## Influencer/role-model effect

I adhere to and live by policies/guidelines/specifications, etc. In the event of uncertainties or suggestions for improvement, I contact the person responsible independently.	I live by the policies/guidelines/specifications, etc. and can influence others positively in individual cases. I constantly work to improve them.	I live by the company's vision and can consciously have a positive influence on a broader group of people across departments, win them over for new ideas/projects, etc., and help to shape them in a constructive and far-sighted manner.
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## Engeneering

Analysis and correction of errors									
I still find it difficult to assist with the analysis and correction of errors.		I independently pick up on problems with components I am familiar with (e.g. resolving SD tickets, various bugs, automated test cases, etc.) and independently take care of finding a solution.				I work on very complex problems (e.g. only occurs at high load) within the overall system and contribute my expert knowledge constructively. I take up problems independently and take care of a solution on my own. Furthermore, I proactively support others in solving problems and thus pass on my knowledge.			
Implementation of new product features									
I regularly need support when implementing and testing new features.		I initially need clear architecture and test specifications, but I can use them to develop and deliver entire PBIs on my own, without having to rely on the support of others.				I create future-oriented, functional and cross-functional architectures or integration and E2E test sets for the overall system in order to handle cross-product, larger projects and accompany these until they are established in the company.			
Software Architecture									
I am not yet involved in our system's architecture.		I have a good overview of the overall architecture and can design it for smaller tasks accordingly (e.g. customise workflow in micro-service chain).				I establish new, high-quality and modern architectural models that function in the existing context, can monitor and stabilise them during their development and collaborate strategically on the overall architecture. I can assess architectures and support the rationale behind decisions to stakeholders. My design addresses edge cases, which could point to deficiencies in quality (high water mark, limit result sets, etc.) and ensures agile development.			

# ADMIRAL EXPERIENCE LEVELS

Assessment  
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## Testing

I actively participate in testing of newly developed or modified components as part of my teamwork.

I independently develop tests and take care of the quality assurance of entire stories my team is working on.

I always take care of the quality assurance of the entire product and work on the overall "testing" concept in the company (e.g. supporting others, test automation, etc.).

Furthermore, I am involved in the integration of test automation into the release cycle and always work on optimizing the automation in terms of efficiency and stability and support others in doing so.

Testability is a key design and architecture driver for me.

## Test Architecture

I am not yet involved in the test architecture of our system.

I have a good overview of our test architecture and can independently integrate new requirements into the existing architecture and find the right test types, test method and test depth for the new or changed functionality.

I proactively work on the test architecture and support others in integrating new features into the existing structure. I can actively participate in the design process and involvement of the CI/CD process.

Additionally I contribute to the software architecture to ensure an efficient testability of our system.

## Approach to working

Agile working									
I follow the team approach to working (e.g. scrum) but am not yet a facilitator and do not work on overarching processes.			I actively participate within the team in the agile, common approach to working and make sure the team works accordingly (e.g. make sure that stand-ups are made, that the DoD is respected, that priorities are considered, etc.).				I work on the overall development process, try to establish an agile way of thinking across-the-board and to help people achieve this.		
Continuous improvement									
I give the best possible support for continuous improvement initiatives (e.g. participation in retrospectives, implementation of improvement tasks, etc.).			I set necessary continuous improvement initiatives in motion both at team and at system and product level unassisted and try to implement them jointly and iteratively. I initiate measures to raise the quality and output of my own team to a maximum.				I call for and promote the continuous improvement of the organisation and of the system and product in collaboration with other colleagues unassisted (e.g. organise training sessions, plan any necessary relevant technical improvements with the product management, etc.).		
Iterative approach to working									
I find it hard to work iteratively and keep my work open to change.			I take great care that my work has short cycles and is therefore very iterative (e.g.: Close branches quickly, run tests continuously during development and extend them constantly, etc.). My work is always open to change and it requires little adaptation to react to it.				I collaborate on the strategy for the iterative approach to working and try to establish the necessary practices (branching and merging strategy, repository structure, CI/CD, use of toggles, versioning, etc.).		
Focusing – simplicity									
I still find focusing difficult. There are times when I get lost in the detail or minor issues and have to be constantly reminded of the key points by my colleagues.			I try to concentrate on the key points but am too far-sighted or complex in my thinking at times and then need assistance.				I always stay focused on the key points and work very openly so as to have options available for questions of detail (e.g. I consider the fact that a special case needs to be addressed later but do not attend to it now).		



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## Understanding requirements

I need to consult with colleagues even outside of scrum meetings so as to develop the feeling of knowing exactly what is required.

I use the possibilities of a scrum meeting extensively, become clear on what is required during such meetings and as such can work unassisted in a team.

Thanks to my experience and specialist knowledge, I only require a few key points for guidance and have little need for further discussion. I assist the team with decision-making and uncertainties, too.

## Clarifying details

I also need help from the team to move forward with my tasks during the sprint.

I organise my work so that I can operate largely unassisted and clarify all points of detail at once, briefly and concisely at relevant meetings.

I often only need a few key points to establish exactly what is required of me. I can clarify necessary details independently and also assist other colleagues with this, which makes me like an extension of the product manager.

## Project involvement

I work on well-prepared work packages within a project.

I am involved in the pre-analysis and planning of the project and always pay attention to technical feasibility and am able to estimate the size and complexity of projects well. Furthermore, I take care of the coordination with other teams during the project implementation.

I take technical responsibility from the beginning in the planning and pre-analysis of the project, actively participate in the breakdown and am regularly called upon by others to assess technical feasibility and estimate size and complexity. I am very focused on keeping time-to-market low without compromising quality (e.g.: MVP definition) and bring a corresponding implementation mentality to the project team.

## Technical expertise

Architectural knowledge									
I am familiar with the interplay of various components.			I can deal with components that I often develop or test confidently.			I have detailed knowledge of the overall cross-product architecture, use it accordingly (e.g. for tool evaluations and decisions (Fiskaltrust for RKS), testing effort and methodology), and share it with other colleagues so as to distribute my knowledge.			
Cross-functional in relation to our components									
I am extremely familiar with one part of our system and try to focus my work on it wherever possible.			I can work unassisted in several areas of our system but need active assistance for more complex tasks in areas that I am not so familiar with.			I have detailed knowledge of our overall system and am therefore often consulted during discussions or decision-making at product and at architecture level. I also try to share the knowledge with others by using appropriate practices (e.g. pair/mob programming or testing).			
Infrastructure and IT systems									
I am still largely unfamiliar with our infrastructure and the adjacent components.			I am familiar with the interplay of software and infrastructure and consider this when completing my work.			I am extremely familiar with the infrastructure of our system and can actively make use of its advantages when creating designs and solutions. My knowledge of this is often requested during architectural and strategic decision-making and I also proactively help with the best possible integration of the infrastructure into our software.			

## Sports expertise

Affinity for sports and sporting disciplines									
I have a good awareness of the most important sporting disciplines but need assistance with a correct and complete presentation for the customer, for example.			I am familiar with the sporting disciplines and markets, etc. that are of most relevance to our sales markets and customers and could visualise them independently so that all relevant information is displayed to the customer.			In the context of sports betting, I am an expert in correctly presenting, delivering, calculating and assessing the widest variety of sporting disciplines and markets, etc. Others frequently consult me on this, too.			
Importing and delivering sportsbook data									
I have a basic knowledge of the architecture responsible for importing and delivering sportsbook data but could not give any detailed information (e.g. on how different providers map data for the same event).			I have a good overview of how the sportsbook data are imported, processed and delivered and have detailed knowledge in some areas (e.g. of how data managed manually by bookmakers are merged with data imported automatically) but would need assistance with implementing the connection of another provider, for example.			I have a detailed understanding of how data from different providers are imported and processed and what is important when delivering fast and frequently changing sports betting data. Colleagues often consult me on this. I also know the approaches and pros/cons of other solutions on the market and incorporate them into our developments.			
Sports betting terminology									
In the case of some sports betting topics that are still new to me, I need help with understanding the requirements and the terms commonly used in the requirements (e.g. simple market types such as over/under, handicap, etc.).			I am familiar with the sports betting terminology used internally (e.g. selection, market, event, etc.) but often lack understanding and the exact meaning in specific discussions.			I am extremely familiar with terms commonly used in the sports betting industry and their meaning (e.g. prices, outrights, meetings, different market types, draw no bet, etc.), as well as their alternatives often used internally at Admiral and others also view me as an expert in this area. It would be no problem for me to have a detailed conversation about sports betting with other experts in the industry.			

# ADMIRAL EXPERIENCE LEVELS

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## Betting processes

I have a rough overview of the betting processes but need a lot of assistance with implementing new features, as I am often not familiar with the detail.

I have detailed knowledge of parts of the betting process (e.g. evaluation and betting slip calculation) but need technical support for certain others (e.g. risk management).

I have a deep understanding of how odds, betting and evaluations work in detail, what risks have to be considered (e.g. regulatory), what bookmakers have to pay attention to especially and how this is mapped in the system. Colleagues and product managers often consult me on this as a sparring partner and architect.

## Display and client handling (terminal, cash desk, Web, info-display)

I have a rudimentary knowledge of the integration of the sports functionalities on our clients but need assistance with implementing new requirements from more experienced colleagues and experts.

I am familiar with the sports integrations on the clients and can customise them unassisted (e.g. new sporting discipline, new filter in grids, etc.).

Others view me as an expert on the integration of sports functionalities on the clients. I am familiar with the details of the implementation and able to carry out relevant optimisations, improvements and new developments (e.g. video streaming integration, BetBuilder, etc.) unassisted, as well as to make decisions. I am familiar with the ecosystem of the clients and also provide assistance with platform customisations (e.g. new .NET framework versions, MSMQ customisations, new Angular version, etc.).

## Portal expertise

Money and bonus (single wallet, transactions, deposits, withdrawals, bonus, etc.)									
I have an overview of our money and bonus system, know the different types of transaction, bonus and deposit/withdrawal method but need assistance with system requirements to be able to implement them.			I am familiar with the functionalities of our money and bonus system, understand the pocket concept, can evaluate and solve problems unassisted and could, for example, integrate new bonus types or a new deposit method into the system.			Others view me as an expert on money and bonuses. I know how all our deposit and withdrawal providers work, know the transaction types used, the bonus types offered and exactly what to do to connect external systems to our wallet, for example.			
Customer handling (registration, login, preferences, customer communication, etc.)									
I am familiar with the basic functionalities of our customer system and can find my way around it but need support when customising certain processes (e.g. login, registration, etc.).			I am familiar with our customer functionalities and interfaces and can implement requirements on them unassisted (e.g. new registration fields with special validations, new block types, etc.).			Others view me as an expert in customer handling. I know all the processes on all mandates (registration, login, settings, etc.), integrations with external systems (CRM, customer sync, etc.) and would feel comfortable connecting an external system to our customer system, as well as to make decisions in this area, e.g. on the subject of synchronisation.			
Regulatory (safe server, Austria's RKS, various legal requirements, RBS, etc.)									
I am aware that the system has implemented relevant legal reporting processes such as the safe server or Austria's RKS, for example, and consider them when implementing new requirements in collaboration with an expert.			I am familiar with our system's legal requirements and consider them when implementing new requirements (e.g. ensure the safe server or RKS still works when the interface is changed, etc.). I can analyse possible errors well and create a relevant report on them (e.g. tickets not sent to RKS, deposit methods not considered in the safe server, etc.).			Others view me as an expert on regulatory topics. I have detailed knowledge of their backgrounds and implementations and have the expert knowledge and experience needed to be able to make critical technical decisions when implementing regulatory requirements (e.g. how the system should act if a government agency's system is inaccessible, what data should be considered for a safe server reset, etc.).			

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## Portal platform topics (terminal, Tapir framework, hardware communication, etc.)

Since the client and platform systems are largely foreign to me, I need relevant assistance with requirements from experts and other colleagues.	I am familiar with the functionalities and their implementation on certain platforms and can also make customisations to them unassisted whenever required (e.g. integrate new printer, new card reader, new Angular version, etc.).	Others view me as an expert on platform-related topics such as terminal, cash desk, Tapir, administration frontend and Web. In the event of relevant client topics, I take charge independently, proactively raise technical topics and requirements with product management and fully attend to implementations and rollouts (e.g. integration of new printers, card readers, new Angular versions, framework updates, etc.) in collaboration with other departments (Systems Engineering, EDP, Terminal Equipment, etc.).
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## Product integration

I have a rudimentary overview of the integrated products and when I am getting in contact with them, I need support from colleagues and experts.	I know the basic functionalities of the integrated products and broadly understand their integration requirements and complexities (e.g.: Sports betting, Casino spin, ratings, locks, etc.).	I know the integrated products in detail and am called in as an expert in case of questions or extensions. Special cases are known to me and I have an overview of them (e.g.: Sports/Casino Cooldown Feature, Rollover Conditions, Bonus Promotions, etc.).
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