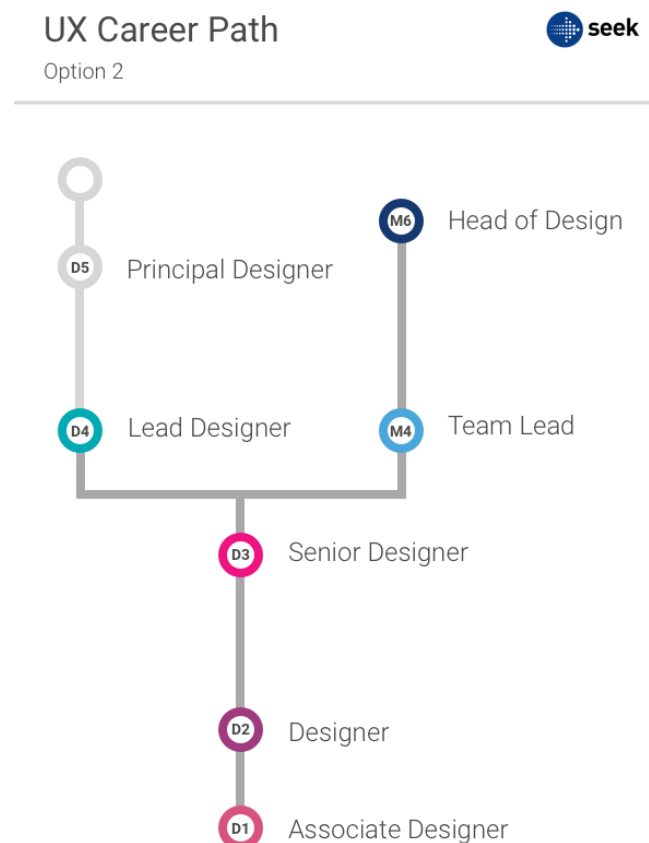


SEEK UX team skills matrix v0.1

This matrix describes the skills and behaviours expected for each level of SEEK UXers on our Individual Contributor pathway. We'll use this information to have open and detailed conversations about professional development needs of the UX team.



The Design team at SEEK:

- we are a high-performance team and it takes a lot to move to the next level
- it is normal and expected that your overall competency profile will fall across two (or even three) levels

About this document

- this matrix is a prototype, we will learn and refine as we go
- this first pass only articulates the Individual Contributor pathway, People Leadership pathway still to come
- based heavily on the work of Peter Merholz at Snagojobs

Overview	Associate UX	UX Designer	Senior UX	Lead UX
In a few keywords	Professionalism, craft, focused effort.	Communication, craft, broadening own vision and influence.	Expertise, process, explain rationale, cross-functional, solving increasingly ambiguous problems.	Depth, expertise, innovation, persuasion, strategic, confidence; mix of programs/portfolios and projects, high ambiguity
In one sentence	A relatively inexperienced designer who is honing their craft and working to understand users, design, and organisational context.	An established performer with strong communication skills who proactively builds relationships.	A high-level performer who confidently balances user and business needs, and demonstrates ability to lead ambiguous and strategically important projects.	A leading performer who thinks holistically about experiences (both sides of marketplace), and prefers to manage projects, programs/portfolios, and processes over managing people.
A high-level description	Work as part of an agile team. Learning about design tools, techniques, and process. Gain an understanding, appreciation of, and empathy for the users of one side of our marketplace. Able to run with small pieces of work but require supervision and guidance. Deliver on key features / experience elements in a timely manner with the delivery team.	A key part of an agile team, responsible for the user experience of a part of our hirer or candidate journey. Use a user centred design process to design delightful solutions that meet business needs. Plan and conduct design and research activities to meet team goals. Needs some guidance and advice on best practice and craft. Deliver on key experiences in a timely manner which enable the delivery team to ship value while also educating the delivery team on UX.	A key leader in an agile team. Establishes the design vision and principles for a product or part of the user journey. Share knowledge with other team members, the wider organisation and design community to build the skills of the team and the profile of design at SEEK. Use influencing skills to impact the product roadmap for your stream. Understands and designs for dual-sided marketplace impact.	Define vision, values, standards, templates, and principles that guide the design of SEEK's products. Champion cross-functional understanding of user needs. Work through the business to help shape the way the organisation can deliver world class UX. Advocate and build passion for design throughout SEEK. Share knowledge with and promote SEEK to the design community.
Achievements (what person has done to arrive at this level at SEEK or elsewhere)	Relatively new to UX, quality portfolio/UCD process, but little to no shipped work.	Contributed to a couple of shipped products, maintaining team's user focus.	Contributed to multiple shipped products ensuring great UX, plays increasing role in discovery as well as delivery work, having dual-sided marketplace impact (and/or ability to demonstrate this trait).	Leads the delivery of shipped products; Delivered successful work at the scope of 'programs/portfolios, focus has shifted to incorporate discovery as well as delivery <multi-platform, multi-customers/users, and/or deep domain expertise>.
Delivery	Associate UX	UX Designer	Senior UX	Lead UX
Core UX Skills (see appendix): User Research Usability Evaluation Interaction Design Information Architecture Technical Writing (Copywriting) Visual Design Prototyping UX Leadership	Capable in 1, advanced beginner in 2 others.	Strong in 2, capable in 2 others.	World-class in 1, strong in 2, capable in 2 others.	World-class in 2, strong in 2, capable in 1-2 others.

Process and practice	Establishing competence in standard design processes.	Strong in standard design processes.	Develops and adapts existing process/approach for tackling a design problem, using known methods; anticipates problems.	Develops and uses facilitation skills to engage cross-functional teams; Explores new patterns and practices, enhancing methodological toolkit; shifts from project planning to program/portfolio planning.
Problem Solving	Learning best practices for common design problems; solutions are solid, though not novel.	Confident in applying best practices to common design problems; solutions are solid, not novel.	Begins going beyond best practices, and starts uncovering novel, unexpected, but still workable and usable solutions.	Develops problem-framing approaches, establishing new starting points that lead to new kinds of solutions, which affects strategic thinking, not just execution.
Scope of impact	Solve specific function-level problems (e.g., "select a classification/sub-class").	Given specific product capabilities that need to be solved (e.g., Apply process, CAJA process).	Leads the solution of a product area; connects that to broader product vision (e.g. Company Reviews and Apply Process).	Leading the discovery and solution of undefined problem spaces (e.g. "How can we reconsider how people find deeper insights in the companies they want to work for?").
Communication	Associate UX	UX Designer	Senior UX	Lead UX
Presentation	Developing skill for communicating decision-making rationale to team members.	Confidently communicates decision-making rationale to team members.	Confidently communicates decision-making rationale to team, steerco and execs.	Accomplished storyteller using persuasion techniques to build trust with steerco, execs and other senior leaders, and establish long-term relationships; comfortable communicating at all levels of the organisation.
Collaborative facilitation	Can facilitate collaborative sessions under supervision, might have done this in the past, but still need practice.	Has demonstrated facilitation competence, and can conduct independently, though still has some learning and practice to do.	Ability to take a diverse set of people and facilitate them towards shared understanding of problems, experiences, and solutions.	Ability to take a diverse set of people and facilitate them towards shared understanding of problems, experiences, and solutions.
Design Critique at SEEK	Learning frameworks for giving and receiving Design Critique.	Comfortable with SEEK critique framework, able to comfortably frame own work accordingly.	Guides team members and stakeholders on how to critique design.	Guides team members and stakeholders on how to critique design.
Leadership	Associate UX	UX Designer	Senior UX	Lead UX
Connect design and business outcomes	Doesn't take requirements as a given; makes sure there's a human perspective brought to bear.	Emerging recognition that it's not all about design, but how design contributes to a broader goal; recognizes business goals and technical constraints.	Clarifies success metrics and ties efforts toward delivering business value, uses great judgement and decision making to make appropriate	Uses understanding of impact and success metrics to focus their team's efforts; synthesises multiple sources of information to surface insight and opportunity.

			trade-offs. Synthesises multiple sources of information to surface insight and opportunity	Emerging understanding of broader organisational context and goals; Developing an ability to articulate a vision.	
Build our profile externally to SEEK	Be active in the design and business community.	Be active in the design and business community.	Actively participate in a range of public events. Demonstrate thought leadership skills. Share our philosophy, approach, and culture.	Actively participate in a range of public events. Demonstrate thought leadership skills. Share our philosophy, approach, and culture.	
Have a point of view	Be curious and start exploring SEEK and UX topics that interest you.	Explore SEEK and UX topics that interest you. Start to make connections and pose questions. What if? Share your ideas internally, on projects, and through blog posts and conversations etc.	Have a strong point of view on certain SEEK and UX topics. Be recognised internally as knowledgeable in this area. Share your ideas internally, on projects, through blog posts, and through conversations at public events.	Have a strong point of view on various SEEK and UX topics. Generate new ideas and frameworks. Be recognised internally and externally as a thought leader in these areas. Share your ideas through various public forums, such as public workshops, conference presentations, publications, etc.	
Team	Associate UX	UX Designer	Senior UX	Lead UX	
Relationship with team(s)	Part of a project team that they've been assigned to, learning to design as a team across projects.	Part of a project team they've been assigned to, begins to balance needs of project team with UX practice (designing within and across projects)	Part of a team they've been assigned to, taking on more of a leadership role; collaborating with cross-functional peers; key part of the discovery phase, trusted by PMs to flesh out problems. Understands and considers design decisions in context of parallel streams of work. Begin mentoring other designers.	Works proactively across teams beyond where assigned, defining the problem cross-functional peers; mentoring contributor-level practitioners (both within and outside of UX function); increasing focus on design at the org/practice level than at project level. Tasked with upskilling UX maturity for both teams and individuals.	
Agile/Lean experience	Learning and adopting agile and lean practices.	Strong and capable engagement in agile and lean practices.	Develops and evolves the process/approach for agile/lean UX and design at SEEK.	UX agile/lean coach - blurs the boundaries between disciplines.	
Build our profile internally	Observe and reflect on what others do to build internal profile.	Observe and reflect on what others are doing to build internal profile. Connect with stakeholders to understand business and discuss design.	Nurture internal stakeholder relationships on and off projects. Draw on thought leadership skills to inspire ideas and generate discussion.	Proactively nurture several internal stakeholder relationships on and off projects. Draw on thought leadership skills to inspire ideas and generate leads.	
Recruiting / Hiring	Associate UX	UX Designer	Senior UX	Lead UX	

Attracting talent	Attends recruiting sessions; able to communicate mission, values, and work of the design team.		Refers people in their professional network for jobs.	Builds new networks of professional colleagues, plays role in introducing potential candidates to Design at SEEK.	Demonstrates thought leadership and promotes company publicly as a leader in design; actively contributes to the UX talent pipeline. Begins to influence non-UX pipeline too.
Interviewing and screening candidates	NA		Participates in interviews	Active in screening and interviewing candidates; trained on best practices of hiring interviews	Developing judgment for evaluation of talent; provides feedback for shape of the overall team

Appendix - Core UX Skills



<http://userfocus.co.uk/articles/8-competencies-of-user-experience.html>

0 - I don't understand this competence or it is non-existent

1 - Novice: I have a basic understanding of this competence, knowledge may be theoretical only

2 - Advanced beginner: I can demonstrate this competence under supervision, I might have done this in the past, but still need practice. It's a stretch.

3 - Capable: I can demonstrate this competence independently, and have worked through it on my own before. I still have some learning to do, and wish I could do this better

4 - Strong: I can supervise other people in this competence, I've had quite a bit of experience and can share this knowledge confidently with the team/company

5 - World-class: I develop new ways of applying this competence, I experiment with intent, I can and want to share with the world