

Core Expectations and Behaviors of SWEs

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Career Stages of SWE

Band and Levels	General Expectations (not an exhaustive list)
SWE (L59-60)	<ul style="list-style-type: none">• In developing expertise in core skills and technical domains• Rely on coaching and guidance from their manager and other engineers to grow and deliver
SWE II (L61-L62)	<ul style="list-style-type: none">• Operate fairly independently• Deliver on reasonably scoped work using core skills and technical domain proficiency• With some guidance/help from their manager and/or other engineers
Senior SWE (L63-L64)	<ul style="list-style-type: none">• Step up into leadership• Own and drive a large-scale component or feature area• Core technical skills are developed• Need minimal guidance or oversight from their manager, rely on their manager to set direction and accountabilities• Development focused on leadership capabilities and broader and cross-team impacts
Principal SWE (L65-L67)	<ul style="list-style-type: none">• Widely recognized as leaders in the team• Their impact is expected to span across the org• Has a strong foundation on core technical skills• Highly developed leadership and coordination skills• Role models for aspire-to culture and lead by example
Partner SWE(L68+)	<ul style="list-style-type: none">• Broad impact across Microsoft, partners and the industry.• Can also involve deep technical depth in specific technologies (industry experts)

Core Expectations and Behaviors for SWE & SWE II

Skills and Attributes	Core Focus	Differentiations
Engineering & Technical Excellence	<ul style="list-style-type: none">• Deliver features on time w/ quality• Build tests to ensure proper functioning of feature• Write efficient code• Fundamentals	<ul style="list-style-type: none">• SME for a component/area• Elegant code design w/ quality, scale, perf, testability and operability• Highly effective with tools and processes• Create great documentations
LiveSite & Customer SLA	<ul style="list-style-type: none">• Drive the QoS and meet SLA	<ul style="list-style-type: none">• Drive changes in design, processes, tools to avoid/reduce customer issues• Drive issues to mitigation and contribute to RCA• Effective at troubleshooting issues w/ telemetry & logs

Core Expectations and Behaviors for SWE & SWE II

(cont.)

Customer Obsession & Data Driven	<ul style="list-style-type: none">• Leverage data to make decisions• Seek clarifications of customer needs & scenarios to inform spec/reqs gaps	<ul style="list-style-type: none">• Deep understanding of data for their area and how to use it improve service health• Study usage telemetry to diagnose issues• Develop improvements on data
Growth Mindset		<ul style="list-style-type: none">• Seeks out and brings better approaches• Willingness to experiment and fail-fast towards success
Collaboration	<ul style="list-style-type: none">• Able to work with others on solutions• Contributing to other's success• Leverage the work of others• Help create inclusive and respectful env.	<ul style="list-style-type: none">• Ability work across teams and divisions• Driving re-use• Strong advocacy for D&I

Core Expectations and Behaviors for Senior SWE

Skills and Attributes	Core Focus	Differentiations
Leadership	<ul style="list-style-type: none">• Technical leader and team mentor• Provides clarity on reqs, issues, designs• Creates energy and excitement• Consistently lead coworkers to success	<ul style="list-style-type: none">• Have larger scope of impact, spanning teams• Expert in the engineering discipline,• Drives D&I, clear and effective communication
People Management	<ul style="list-style-type: none">• Effective leading for excellent results• Ensure regular 1:1s,• Understood and coordinate the work for all dirs	<ul style="list-style-type: none">• Consistent grow their team's capability yoy• Great team WHI• Drive hiring, retain and grow diverse and strong talent
Engineering & Technical Excellence	<ul style="list-style-type: none">• Sensible decision on overall system & architecture• Consistently follow best engineering practices• Strong quality focus, proactively drive improvements• Ensure proper documentation	<ul style="list-style-type: none">• SME for a complex feature/subsystem• Simple designs and code w/ scale and perf• Expert in at least one technology• Consistent focus on quality, drives quality innovation

Core Expectations and Behaviors for Senior SWE

(cont.)

LiveSite & Customer SLA	<ul style="list-style-type: none">• Leadership in supportability	<ul style="list-style-type: none">• Eff. driver of complex issues from mitigation to RCA, to prevention• Drive issues across teams and services, on-call expert
Customer Obsession & Data Driven	<ul style="list-style-type: none">• Use data in all decisions,• Partner to enable cstmr validation & feedback	<ul style="list-style-type: none">• Takes a customer-focused innovation approach• Enables experiments that draw conclusions from data• Leverage data tools/data science/ML to draw insights
Growth Mindset	<ul style="list-style-type: none">• Seek new approaches• Willing to experiment and fail-fast twds success	<ul style="list-style-type: none">• Demonstrates curiosity/leaner vs knower• Encourages a growth-mindset env
Collaboration	<ul style="list-style-type: none">• Working well in teams and across teams• Inclusive and value diversity	<ul style="list-style-type: none">• Versatile, openly flexible, and eager to help others• Facilitates dialogs to reach better conclusions,• Work effectively across division in a diverse context

Core Expectations and Behaviors for Principal SWE

Skills and Attributes	Core Focus	Differentiations
Leadership	<ul style="list-style-type: none">Acts as a team coachClear & eff. CommunicatorEnsure a D&I env	<ul style="list-style-type: none">Impact spans across team/service beyond their areaHas proven judgement (product, design, guidance)Core contributor to team's tech&strtg
People Management	<ul style="list-style-type: none">Consistently grow team's capability yoyHas strong WHIAttract top talent, dev. & retain a diverse team	<ul style="list-style-type: none">Recognized as a leadership role modelBuilds strong and high performance teamsLeads talent development
Engineering & Technical Excellence	<ul style="list-style-type: none">Drive engineering agilityContinuously improve the eng. SystemHas quality focus, pushes quality up-stream	<ul style="list-style-type: none">Scope of impact, expertise, sought after x-team & x-divDrives and improves the team's engineering

Core Expectations and Behaviors for Principal SWE

(cont.)

LiveSite & Customer SLA	<ul style="list-style-type: none">• Provides high service quality, operability• Drives consistent and reduction of TTD/TTM• Consistently drives the right RCA for incidents• Drives cont. learning and improvement cycle	<ul style="list-style-type: none">• Engage across the division to drive support/LiveSite innovation• Leads others in driving fundamentals
Customer Obsession & Data Driven	<ul style="list-style-type: none">• Drive insights and impactful change thru data• Leads the team with a data-drive approach	<ul style="list-style-type: none">• Contributes to the broader business context/strategy• Leads on shifting team's culture towards data-driven• Mastery of data tools/data science
Growth Mindset	<ul style="list-style-type: none">• Seek out and bring newer/better approaches• Great willing to experiment & fail-fast twds success	<ul style="list-style-type: none">• Demonstrates curiosity/leaner vs knower• Leads a growth-mindset env
Collaboration	<ul style="list-style-type: none">• Ensure we work as One Microsoft• Versatile, openly flexible, and eager to help others• Collaborate effectively across team & org	<ul style="list-style-type: none">• Leads by example the eff. collaboration w/ LT & other Sr. Technical Leaders• Enable cross-Microsoft, cross-partner, cross-industry collaborations