	Guidelines	Notes
1	This matrix describes competencies the engineers are expected to demonstrate at each level	
2	We will use reviews to turn feedback into ratings	**Rating system:** 1. Not meeting expectations 2. Meeting expectations 3. Exceeeding expectation (ready for promotion)
3	Engineer is ready for promotion when he is exhibiting at least 85% of the next-level competencies	
4	Competency matrix is not a checklist, it is a guideline. Small deviations may not stand in the way of promotions if overal growth is observed in the majority of categories.	
5	Promotion will result in a higher percentage of increment as defined by the HR	
6	Engineers, data scientists, BI analytics will have their levels mapped to the matrix in the following way: Senior data scientist, Senior software engineer, Senior DataOps engineer, Senior BI analyst, etc.	
	Competency matrix is modeled largely after CircleCI competency matrix.	

		Level #	E1	E2	E3	E4	E5	E6
		Level Title	Junior Software Engineer	Software Engineer	Senior Software Engineer	Staff Software Engineer	Senior Staff Software Engineer	Principal Software Engineer
Key area		Scaling of competencies	Task	Project	Within the team	Within team and across business or product stakeholders	Across teams	Across the organization
		Leadership title eligibility			Tech Lead - Yes Engineer Manager - No	Tech Lead - Yes Engineer Manager - Yes	Tech Lead - Yes Engineer Manager - Yes	Tech Lead - Yes Engineer Manager - Yes
Technical skill			Writes code with testability, readability, edge cases, and errors in mind. Writes unit tests maybe with the help of seniors. Understands the basics of debugging.	Consistently writes functions that are easily testable, easily understood by other developers, and accounts for edge cases and errors. Uses documentation and comments effectively. Knows the testing pyramid, writes unit tests as well as higher level tests. Is able to debug single modules and find the fix for the root-cause.	Consistently writes production-ready code that is easily testable, easily understood by other developers, and accounts for edge cases and errors. Effectively uses self-documenting code. Proficient in debugging production issues and is able to find the root-cause and fix. Implements observability (monitoring) to ensure the target SLA in production. Has clear understanding of the team's domain.	See E3 + Architects services and systems using well accepted design patterns to allow for iterative autonomous development and future scaling. Designs testing and monitoring plan for the team to achieve and maintain the target SLA. Enforces the best practices to uphold the required security standards within and across the teams. Has clear understanding of the team's domain and other relevant team's domains.	See E4 + Drives the architecture and design for one or multiple projects.	See E4 + Drives the architecture and design for the entire organization.
Communication			Communicates effectively, clearly, concisely and in an audience-oriented way, in written and verbal form. Actively listens to others and ensures they are understood. Pays attention to nonverbal communication.	Communicates effectively, clearly, concisely and in an audience-oriented way in written and verbal form both technical and non technical subjects, to their teammates. Actively listens to others and ensures they are understood. Pays attention to nonverbal communication.	Communicates effectively, clearly, concisely in written and verbal form both technical and non technical subjects, and in an audience-oriented way. Actively listens to others and ensures they are understood. Pays attention to nonverbal communication.	Is able to communicate effectively with a diverse team. Fosters a culture of clear, concise, effective, audience-oriented communication on their team, ensuring teammates actively listen to others and are understood. Actively demonstrates these behaviours. Pays attention to nonverbal communication.	Is able to communicate effectively with a diverse set of teams. Fosters a culture of clear, concise, effective, audience-oriented communication across several teams, ensuring teammates actively listen to others and are understood. Actively demonstrates these behaviours. Pays attention to nonverbal communication.	Is able to communicate effectively across the company. Fosters a culture of clear, concise, effective, audience-oriented communication across the company, ensuring teammates actively listen to others and are understood. Actively demonstrates these behaviours. Pays attention to nonverbal communication.
Teamwork			Helps their teammates when requested. Gives or shares credit where due.	When requested, helps their teammates overcome obstacles, resolve blockers, and complete work tasks. Gives or shares credit where due.	Helps their teammates overcome obstacles, resolve blockers, and complete work tasks. Gives or shares credit where due.	Consistently helps their teammates overcome obstacles, resolve blockers, and complete work tasks. Gives or shares credit where due.	Consistently works across teams to help them resolve blockers, and complete work tasks. Ensures that credit is shared and given where due.	Consistently works across the organization to enable teams to support each other. Ensures that credit is shared and given where due. Proactively analyzes team's highlights and lowlights and 1) help team members avoid future mistakes with improved process or learning 2) give credit to the team members who have contributed to the team's achievements.

		Level #	E1	E2	E3	E4	E5	E6
		Level Title	Junior Software Engineer	Software Engineer	Senior Software Engineer	Staff Software Engineer	Senior Staff Software Engineer	Principal Software Engineer
	Key area	*Scaling of competencies*	Task	Project	Within the team	Within team and across business or product stakeholders	Across teams	Across the organization
	Impact and delivery		Has daily conversation with the team about the progress of their work. Identifies, highlights, and seeks help for the potential blockers from other team members. Delivers on commitments with a sense of urgency.	Commits to a realistic amount of work, and works with their teammates both to ensure they understand priority and urgency, and to deliver upon them accordingly. Escalates any blockers, delays, and cost ballooning to their team daily. Clarifies expectations with their teammates.	Ensures their commitments are realistic, understands their priority and urgency, and delivers upon them accordingly. Anticipates and communicates blockers, delays, and cost ballooning for their work before they require escalation. Ensures expectations within their team are clarified between all parties involved.	Anticipates and communicates blockers, delays, and cost ballooning within their team's projects, before they require escalation. Ensures expectations with their team and external stakeholders are clarified between all parties involved.	Successfully manages cross-team commitments, their progress, and roadmap to delivery. Anticipates and communicates blockers, delays, and cost ballooning across teams, before they require escalation. Ensures expectations across teams and stakeholders are clarified between all parties involved.	Successfully manages organization-wide commitments, their progress, and roadmap to delivery. Anticipates and communicates blockers, delays, and cost ballooning for their work before they require escalation. Ensures expectations across the organization and external stakeholders are clarified between all parties involved.
	Mentoring	*For people managers only*	NA	NA	Mentors their teammates in an open, respectful, flexible, empathetic manner. Seeks out mentoring opportunities specifically to create team redundancy and backfill ability.	Mentors their teammates in an open, respectful, flexible, empathetic manner. Seeks out mentoring opportunities specifically to create team redundancy and backfill ability. Mentors members of other teams as needed.	Mentors across teams in an open, respectful, flexible, empathetic manner. Fosters a culture of mentoring across teams by seeking out mentoring opportunities for themselves and others, and supports others in their growth as mentors.	Mentors across the organization in an open, respectful, flexible, empathetic manner. Fosters an organizational culture of mentoring by seeking out mentoring opportunities for themselves and others, and supports others in their growth as mentors.