



# Global Career Framework

*Leveling Criteria  
Engineering Overlay*

# Global Career Framework Structure

The Career Framework is made up of

2 Career Paths

Management and Individual Contributor



5 Career Bands

Business Support, Technical Support, Professional, People Management and Executive



Multiple Career Levels that show the positioning of the job within each Band

Organizational Level	10	11	12	13	14	15	16	17	18	19	20	21	CEO
Management													
Individual Contributor													

Organizational Level: This universal level applies across the organization.

Career Paths:

The framework is divided into Management Roles and Individual Contributor roles.

Career Bands:

The Career framework is made up of a number of career bands proving logical career progression tracks.

Career Levels:

Each Career Band is split into a number of Career Levels showing the 'positioning' of the job within the Band. Levels reflect increasing degrees of authority, responsibility and scope.

Leveling Criteria: There are 6 common leveling criteria that reflect knowledge, skills and behaviors that are expected of a job across career paths and career bands.



# Using the Engineering Overlay

- The Engineering overlay to the Career Framework leveling criteria is meant to detail specific behaviors and competencies that are applicable to Software Engineering.
- The overlay is **NOT** meant to **REPLACE** the general leveling criteria which include **6 total dimensions** while the Engineering overlay focuses on 2 of the 6 dimensions; **Impact** and **Scope** (*Leadership*).
- The behaviors listed under **Collaboration** can be considered when evaluating an individual's readiness to move to the next level, but not used to determine the level of a role.
- Please use this overlay **in conjunction** with the general leveling criteria when evaluating roles.
- We recommend **starting with the general leveling criteria** and then referring to the Engineering overlay for further detail if you are having difficulty leveling a role.



# Management Band Leveling Criteria - *Engineering Overlay*

People Management Band					
	M1 - Supervisor	M2 - Senior Engineer, Team Lead	M3 - Principal, Team Lead M3 - Principal Program Management, Team Lead	M4 – Director	M5 – Senior Director
<b>Impact</b>	Has direct impact, on the quality of the tasks performed or services provided by the team	Is accountable for the technical output of the team  Upholds a high technical bar while making pragmatic tradeoffs to deliver on schedule  Conducts technical reviews  Leads team to deliver technical impact according to <b>quarterly plans</b>	Is accountable for the technical output of their initiative or organization  Ensures technical designs are properly evaluated for important features or projects and advises teams to improve execution even in the face of uncertainty or ambiguity  Plans and leads team to deliver technical impact on a <b>3-6 month time horizon</b> .	Is accountable for the technical output of their initiative or organization  Ensures technical designs are properly evaluated for important features or projects and advises teams to improve execution even in the face of uncertainty or ambiguity  Develops technical roadmap with a <b>6-12 month time horizon</b> and leads team to deliver against roadmap	Impact affects many teams, many pilots, and Motional's ability to achieve our objectives  Responsible for succession planning and growth of the organization  Mentors senior engineers on strategy, collaboration, execution and other priorities for Motional  Develops product/service strategy with a <b>12-18 month time horizon</b> relative to organizational objectives and leads team to deliver against the roadmap
<b>Scope (Leadership)</b>	Working team leader, spends a portion of time performing the work supervised  Analyzes information to solve on-going problems and implements procedures and approaches to complete work  Responsible for results of the team  Provides direction to team using extensive knowledge of established precedents and practices	Ownership of a single technical domain  Sets and manages execution against goals  Has the demonstrated maturity to manage engineers at higher levels than themselves  Has formal supervisory responsibilities to a small team  Coordinates resources and sets daily priorities to meet operational objectives  Leads a tech team that implements robust engineering solutions	Ownership of an organization or initiative that spans across features, sub-systems, or architectures  Sets and manages execution against goals  Has demonstrated ability to lead people, teams, projects or programs multiple times in different contexts  Manages and coaches one or more generally homogeneous teams  Adapts department plans and priorities to meet short-term service and/or operational objectives  Leads tech team(s) that optimizes, improves, and implements robust engineering solutions	Provides leadership to managers and or multiple teams of professionals within organization or initiative that spans across features, sub-systems, or architectures  Sets and manages execution against goals  Has demonstrated ability to lead people, teams, projects or programs multiple times in different contexts  Manages and coaches multiple related teams, sets departmental priorities and allocates resources to align with business objectives and annual plan  Leads tech team(s) that enables significant technical/competitive advantage for Motional	Provides leadership and direction through Directors, Team Leads, and individual contributors with ownership of a large organization or multiple technical domains  Plans the growth of their organization and scales their teams  Leads the organization to success with little guidance or direction from senior leadership.  Responsible for budgetary decisions and tracking  Leads through subordinate managers; contributes to the development of functional/operational long-term strategy and develops annual business plans to ensure alignment
<b>Collaboration (Expected Behaviors)</b>	Provides day-to-day supervision to a team including coaching on performance, coordinating activities, checking on quality and work progress	Empowers team members to own their work and coaches them on professional development  Collaborates with stakeholders and management to understand priorities, set direction and work through technical roadblocks  Works to resolve conflict  Responsible for recruiting and hiring talent within own team	Represents goals, metrics and successes to senior leadership for all teams reporting to them  Resolves interpersonal and technical conflicts across teams.  Coaches team and technical leads  Develops staffing plan to ensure technical delivery and recruits to fulfill plan	Represents goals, metrics and successes to senior leadership for all teams reporting to them  Resolves interpersonal and technical conflicts across teams  Coaches Team and technical leads  Develops staffing plan in support of executing against the technical roadmap and recruits to fulfill plan	Empowers the technical team members in their organization to own and deliver high quality results  Serves as a coach and mentor across all of engineering  Stays aware of changes around the company to anticipate and prevent obstacles from hindering team performance  Proactively identifies and addresses organization and company needs  Develops staffing plan to fulfill product/service strategy and leads recruiting efforts to execute against the strategy

# Professional Band Leveling Criteria - *Engineering Overlay*

Professional Band - Engineering Overlay						
	P1 - Associate Engineer	P2 - Engineer	P3 - Senior Engineer	P4 - Principal Engineer	P5 - Senior Principal Engineer	P6 - Fellow
<b>Impact</b>	Responsible for delivering high quality deliverables within defined timelines.	Responsible for delivering high quality results within defined timelines.	Has a clear impact to the success of their team to deliver high quality results. Proposes ideas to solve team-level problems and works with their Team Lead and TPM to fold into plans.  Role models engineering best practices within the team.  Leads team to deliver technical impact according to <b>quarterly plans</b> .	Has a clear impact to the success of their department to deliver high quality results. Advises Team Lead, TPM, and PMs insights and recommendations to improve the product and teams.  Role models engineering best practices and sets standards of expectations within the team.  Develops technical roadmap with a <b>3-6 month time horizon</b> and provides technical leadership to deliver against roadmap.	Has a clear impact to the success of all of Engineering to deliver high quality results. Advises senior Engineering Management with insights, recommendations and solutions to improve the product and departments.  Role models engineering best practices and sets vision for engineering excellence within department.  Develops technical roadmap with a <b>6-12 month time horizon</b> and provides technical leadership to deliver against roadmap.	Has and continues to build a track record of company-wide, even industry-wide impact. Impact affects many teams, many partners, and ability to meet our company objectives.  Sets vision for engineering excellence within Motional.  Develops product/service strategy with a <b>12-18 month time horizon</b> and provides technical leadership to deliver against the roadmap.
<b>Scope (Leadership)</b>	Develops, tests and maintains specific artifacts, tools, or processes in support of technical objectives.  May require frequent guidance and support to carry out functional activities	Designs, develops, tests and maintains features or subsystems with guidance from more experienced engineers.  Proficient, needs moderate guidance and support to carry out functional activities	Independently responsible for the full lifecycle of features and subsystems from design, development and testing.  Demonstrates proficiency; able to take up project/activities independently with limited guidance  Typically leads a project and may lead a small team  Provides technical leadership for accountable scope to junior engineers for technical direction, ensuring technical quality and delivery	Is recognized for high quality, impactful technical contributions. Responsible for significant initiatives.  Department and/or site-level recognized SME - "Go-to" person  Typically leads a project and may lead a small team  Provides technical leadership for accountable scope to other engineers for technical direction, ensuring technical quality and delivery	Accountable to set architectural direction, and identify and solve technical problems that affect the whole organization.  Contributes to the success of all of Engineering.  Provides technical leadership for accountable scope to other engineers for technical direction, ensuring technical quality and delivery  Motional-level recognized SME - "Go-to" person; (creates) IP  Typically leads a project and may lead a small team	Identifies/formulates/solves technical problems that no one else can tackle. Accountable for contributions that impact the entire company. Serves as external spokesperson for the organization.  Capable of representing Motional on global platforms; externally recognized; Creates and drives IP initiatives.
<b>Collaboration (Expected Behaviors)</b>	Contributes to team activities and collaborates with the team on what they need for their deliverables.  Participates and contributes in group discussions	Contributes to team activities and collaborates with the team to solve problems  Involves others as appropriate to accomplish individual and group goals.	Works with their team and adjacent teams to solve problems. Escalate problems that have wider scope. Assists and teaches other engineers on an individual basis.  Identifies and proactively works with stakeholders who can add value to team outcomes.	Crosses team and function boundaries to solve problems. Builds relationships with stakeholders including product managers and external partners. Ensures that knowledge is shared amongst the team and does not position themselves or others as a single point of failure. Mentors multiple senior engineers.  Encourages peers and inter functional teams to work together as a team. Builds partnerships with others to meet shared objectives.	Collaborates across teams and disciplines to solve problems and resolve technical debates. Has a track record of success in leading and coaching many senior engineers. Effectively collaborates with senior leadership, ensuring progress and setting the example for others. Proactively identifies and addresses organization and company needs.  Takes lead to simplify, enhance and improve collaboration among peers and inter functions. Fosters teamwork.	Is sought out by many teams, senior leadership and external partners as THE expert. Displays exceptional technical leadership and technical problem solving across functional boundaries. Serves as a coach and mentor across all of Engineering.  Creates culture and environment of trust, where ideas from people of all backgrounds are valued, respected and appreciated.