**Product Development Job Ladder - Ads and Merch**

([go/AdsEngLadder](https://docs.google.com/document/d/1tBqDd1jFuGHF7V-r82rfbJ8HVhNfYh46n2hWQFawTsY/edit?usp=sharing))

*(V1.0) - Published 04/01/2022*

This document summarizes the attributes and characteristics by level for the technical track at eBay Ads and Merchandising engineering, applied research, and quality engineering. The content is intended to guide managers and individuals in performance and promotion discussions. The dimensions being evaluated can be categorized into complexity, leadership, impact, and community. In addition, eBay’s DNA is incorporated into each of the dimensions per level.

For each level, the evaluation is balanced between too broad vs. too specific. If the description is too vague, it becomes difficult to translate into meaningful feedback or evaluation. Whereas a very detailed list can result in providing a checklist which will require frequent updates and unfortunately does not capture the individual’s skills holistically. eBay wants to be able to provide a career path for both managers and individual contributors. For level 25 and above, there will be sections covering manager vs. IC attributes for complexity.

In order to ensure alignment without getting into specifics in this documentation, within the ads organization, each group is responsible for defining the complexity of systems or projects as a baseline during evaluation. Specifically, it is recommended that the manager document the level of system complexity or the size of the project with supporting artifacts before calibrations. For promotions, there will be a panel which will evaluate individuals' performance for each attribute at the next level as well as taking into consideration peer feedback. The panel process determines promotion eligibility.

This document will be amended as needed to clarify any common inquiries or to align with eBay once a company-wide ladder is established.

## Level 22 - Software Engineer I

Software Engineer I is familiar with the immediate team’s product/systems, while starting to get acquainted with eBay technology, platforms, tools and processes. T22 has a strong understanding of programming fundamentals and is able to apply them to projects at eBay. Typically T22s are recently converted RCGs (Recent College Grads).

#### Complexity

* Able to implement features according to the predefined specification by other team members
* Design and implement complete suite of unit tests for their work
* Familiar with the technology stack used by the team

#### Leadership

* Participate in code reviews
* Proactive in learning new technologies both externally and within eBay

#### Impact

* Produce features/improvements that are well tested and free of defects
* Take initiative to support the team as needed

#### Community

* Active participation in org-wide forums
* Being the proactive carrier of team culture and eBay DNA
* Could participate in skunkworks or hackathons with other team members

## Level 23 - Software Engineer II

Focus for Software Engineer 2 is building skills and proficiency with tools, technologies and systems in order to execute against deliverables. T23 can effectively communicate with team members and have awareness of larger systems.

#### Complexity

* Scope of projects are feature enhancements or contributing code to sub-systems
* For defined scope, able to implement end-to-end of a software development cycle such as design, implementation, test, ramp, launch, post launch analysis with some guidance from technical leads.
* Has knowledge and can articulate on basic application behavior, upstream/downstream call stack and adjacent services.

#### Leadership

* At this level, individuals should be able to translate product and design documentations into code and work collaboratively within the core team effectively.
* Individuals are aware of dependencies and can raise issues to leads before these dependencies become blockers for projects.
* Individuals respond constructively to feedback from others in design and code reviews.

#### Impact

* Produces code that is high quality, fits into existing modular hierarchy/framework, follows established design patterns, is easy to read, and well abstracted.
* Individuals can demonstrate impact with launched projects that are stable and fault tolerant.

#### Community

* As part of the eBay technical community, participates in interviews, code and sprint reviews.
* Could be active in university recruitment, including mentoring interns.
* In addition, propose areas for process or system improvements within the team by providing a new perspective derived from their education background.
* May share technical work either internally or externally through publications, tech blogs, or participation in technical conferences.

## Level 24 - Software Engineer III

Software Engineer III demonstrates independent thought, action, questioning, and suggests solutions with point of views. As a T24, individuals should have expanded and solidified technical skills necessary to execute on projects with velocity. The scope of T24 increased to medium projects that span multi-functional teams across domains or lead smaller initiatives within the area of focus while mentoring junior team members if possible.

#### Complexity

* Takes ownership and is accountable for system design and development of medium complexity projects that are extensible and maintainable for future developments. Proactively identify issues in design and code and resolve them through prioritization.
* Within the immediate team, T24s actively participate in architecture discussions and propose solutions to systems and product changes. Start to develop the ability to express point of views and communicate technical risks and trade-offs. In addition, T24s participate in the PR Review process and code reviews.
* Individuals are well-versed in org-wide technical initiatives such as velocity and data management. T24s is able to undertake analysis and debugging tasks across platforms.
* Provide accurate estimates for new feature requests with design options.
* T24s working on models are able to independently work with tools and deploy complex solutions, including identifying missing development tasks.

#### Leadership

* Lead small projects potentially directing the efforts of 1-2 other engineers
* Ability to challenge or defend design decisions and implementation.
* Provide data-driven guidance to Product and other engineering leads on roadmap items.

#### Impact

* Launching projects with measurable results and metrics.
* Reduce friction and increase productivity within T24’s immediate team.

#### Community

* Conduct code interviews for engineering recruiting.
* Mentor other team members and help to onboard new hires.
* Showcase new ideas or projects updates in various forums such as Sprint Reviews, Ads Engineering Forums, etc.

## Level 25 - MTS 1, Software Engineer/Manager 1

Member of the Technical Staff is knowledgeable about many technical subjects and familiar with other technical solutions used at eBay. T25 can address open-ended and ambiguous problems from ideation to launch. T25 takes ownership of a functional area and has an opportunity to manage or collaborate with a small team of engineers influencing prioritizations and scope for the team’s systems.

#### Complexity (Overall)

* Participates in architectural design sessions across the board from immediate teams to broader systems by providing direct input into the design options and architectural vision to ensure scalability.
* Understands the business drivers for their area and how products contribute to the business and fits into the broader picture
* Can triage and resolve complex issues involving interactions between multiple components and teams without supervision.
* Starting to be an advocate for the eradication of tech debt and strive for product excellence.
* T25s are capable of mapping business problems to solutions that will be productionalized at eBay

#### Complexity (IC)

* T25 owns and is accountable for the design and development of one or more applications, product features, service or other system sub-component. As a technical lead, T25 takes large requests and divides them into sub-tasks for ease of execution by others.
* E2E test and capability to debug across domains.

#### Complexity (Manager)

* Ability to recruit and grow a high functioning small team, including support team members with career development.
* Prioritize and set goals for the team that are aligned with the product strategy and roadmap.
* Enforces the code standards through equitable and high quality code reviews.
* Foster diversity, equity & inclusion: Role model inclusive leadership so that everyone, regardless of background or industry experience, feels valued, empowered & engaged.

#### Leadership

* T25 takes ideas and inputs from multiple sources to find creative solutions to challenging problems.
* Foresees potential problems for the team, suggests solutions and sees these solutions through execution.
* Demonstrates technical influence and teamwork that extends outside the immediate team and cross functional areas.

#### Impact

* Driving projects and decisions with velocity to get a favorable result that improves business or technology through a combination of research, focus and influence.
* Improves velocity for their projects through design alignments and by removing potential issues before they become blockers.

#### Community

* T25s displays thought leadership to improve the environment and teams around them by helping to set the vision and technical advancements. They may prefer to do this in more public settings via team meetings or in more private one-on-ones.
* Contribute actively to DEI (diversity, equity, and inclusion) by incorporating the inputs of team members from diverse backgrounds into our way of operating on a daily basis.

## Level 26 - MTS 2, Software Engineer/Manager 2

Member of the Technical Staff 2 is accountable for the design and development of a product or a sub-system of a major business. T26 owns large projects typically spanning multiple domains and multiple teams within ads engineering. T26, although hands-on with direct code contributions, can spend a significant amount of time optimizing for the organization through code reviews, architecture and design reviews, mentoring peers or junior engineers. T26 is recognized as go-to expert and is consulted for design and technical advice on implementation across the org.

#### Complexity (Overall)

* Effectively convey technical concepts by producing clear, well-documented, complete designs for product features or sub-systems, and presents to the team.
* Understands the business and is able to contribute to technology direction that contributes to measurable business improvements.
* Efficient at diagnosing, reproducing, and suggesting solutions for the most complex technical issues in other's code. T26 is often the go-to person for production issues that do not have an obvious cause.

#### Complexity (IC)

* T26 efficiently produces thoroughly tested, exemplar code for the most challenging features and creates deployable solutions to hard problems
* Demonstrates technical mastery such as anticipating future challenges (such as scalability and functional evolution) and foresees these in their designs to avoid rework.
* Sets the bar for code standards and models for modularity by producing reusable frameworks and libraries and directing the code of others. Codes for readability through abstraction and commenting.

#### Complexity (Manager)

* Manages a team that supports a product or a sub-system of a major business. T26s provide technical guidance, prioritization, and career development for the team.
* Able to discern the right thing to work on when there are multiple conflict priorities or time-sensitive deadlines. T26 can articulate decisions on roadmap and technical tradeoffs.
* Able to attract and retain key talents in the organization by building a cohesive and high performing team.

#### Leadership

* Lead a cluster of OA initiatives for the team, including conducting product designs and code reviews of any aspect in their area.
* T26s are responsible for estimating resources needed for multiple OA initiatives that could span multiple quarters.
* Understands the key business metrics and drivers for their area. Obtains and uses data to inform decisions and tradeoffs in product and technical decisions.

#### Impact

* Intimate knowledge of business goals and responsible for revenue and metrics associated with the team’s charter.
* Joint responsibility with PO at the OA level initiatives in both execution and revenue forecast. Able to pivot, negotiate, and iterate on these initiatives in a timely manner to improve customer satisfaction and financial impact.
* Advocate for the eradication of tech debt including allowing the team to execute on projects with minimum tech debt through coding and design decisions. Balance technical tradeoffs with time to market or staffing challenges.
* Reduces fractions and improves velocity for the team by Identifying and evangelizing opportunities for productivity improvements.

#### Community

* Motivate others to be passionate for their craftsmanship and drive for success.
* Able to evangelize innovations, through prototyping or other means.
* May represent eBay in external forums, conferences, or open source communities.

## Level 27 - Senior MTS, Software Engineer/Manager 3

Senior Member of the Technical Staff is responsible for the architecture of a major product or products developed by multiple teams. T27 gives technical direction to the organization, involves in roadmap ideations and prioritization, and actively reduces technical debt. These individuals extend influences across the organization, including finding patterns for productivity and efficiency improvements. T27s are considered advertising domain experts and the go-to person for cross domains and functional teams. In addition, ability to translate business strategy into prioritized feasible technical deliverables through a pragmatic architecture.

#### Complexity (Overall)

* Although T27 can stay proficient in writing exemplary code, individuals at this point could be spending a significant portion of time leading architecture and design reviews across several areas simultaneously. Aside from meeting product requirements, T27 foresees design gaps in performance, security, reliability, failover, recovery, maintainability, internationalization, and scalability limits.
* Translating the future state of a product into a roadmap that trades off time to market with minimal viable product vs. long-term scalable business solution. Shepherds multiple teams through execution of this vision.
* Ability to bridge gaps effectively between abstractions at leadership vs. project level executions; specifically moderates communications and ideations between different stakeholders and roles.

#### Complexity (IC)

* Have a technical point of view on the various systems and their shelf life for replacements. This includes trade off of small improvements to legacy code versus replatforming to the latest technology. T27 is able to create a stop gap or incremental progress initiatives to constantly improve our platforms in between large migrations.
* Aware of the technology landscape for the company and builds solutions that strategically align with the organization's strategic direction.
* Lead and create foundational solutions enabling future expansions for beyond immediate business areas.

#### Complexity (Manager)

* T27 understands the diversity of the team and matches experts to the appropriate areas and delegates work to them.
* Grow key leadership within the organization with the goal to make themselves redundant thus allowing T27s to make headroom for work on more complex issues.
* Lead multiple sub-teams and prioritize and set goals at the team level.
* Grows technical leaders to drive tasks and set technical directions.

#### Leadership

* T27 foresees and analyzes the long term strategic challenges for their immediate area and the contributions to business goals by considering implications of their design approaches.
* Have a firm understanding of the industry trends and standards and guide teams through solutions by keeping sight of the big picture. Able to encourage team participation in order to have diverse ideas and thoughts that lead to clear justification on technology choices for solves.
* Drive complex problems effectively and demonstrate the ability to negotiate, reach decisions and drive continuous improvements both with immediate teams and cross domains.
* T27 understands the implications of important business decisions affecting strategy, team and technology. Individuals will apply change management, including unpopular decisions, to effectively enact the decision to achieve the vision.

#### Impact

* Responsible for a significant portion of the business revenue goals and metrics. Ability to bridge gaps through iterating on existing products or new ideations.
* Contributes indirectly to other domains’ business goals and metrics.
* Wears multiple hats by contributing to other functional teams to bridge gaps in order to improve product quality and development velocity.

#### Community

* T27 shares knowledge through mentoring cross organization or domains. Individuals improve others’ technical knowledge through education which empower the organization.
* Champion of innovation within eBay through thought leadership and empowering others’ participation.
* Shape the culture of the organization by identifying and proposing ideas to improve the working environment.

## Level 28 - Principal Software Engineer/Director Software Engineer

*(out of scope for now)*