HR - Engineering Competencies

Grade	Interpersonal Skills	Project Management	Problem Solving & Decision Making	Leadership
Associate Engineer	Understand context of every task and communicate effectively Participate in sprint planning	Able to follow guidance without noticeable deviation Provide effort estimation for individual tasks	Able to replicate troubleshooting processes of similar issues with proper guidance Demonstrating adherence to good engineering practices	Displaying good ownership Demonstrating open communication values Self-aware of personal development area and open to feedback and coaching from the team Responsible for any delay in individual task delivery
Engineer	Highlight delays or blockers early Participate in tracking assigned tasks Able to present and discuss work with other engineers and product managers	Execute and deliver own tasks effectively with proper guidance Break down user stories into individual tasks Validate effort estimation for individual tasks	Solve non-routine and simple problems independently with minimum supervision Support RCA/Post Mortem processes	High ownership of tasks and projects Develop mentorship skills by giving guidance to at least one of his/her juniors Accountable for any delay in

| | | and provide effort estimation for user stories

Run project test suite before committing code

Follow code check-in and release process

Incorporate code review comments | | individual task delivery |
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| **Senior Engineer** | Communicate ideas with confidence and collaborate cross team

Anticipate task delays or blockers

Collaborates well with product, business, and other teams

Displaying good mentorship

Seeks input from teammates and outside experts on systems and feature design

Participate in project planning and tracking | Complete tasks, coordinate multiple projects with minimum guidance

Validate effort estimation for user stories

Build and maintain compile/test pipeline

Participate in code reviews

Consistently delivers systems and features that provide significant value | Solve non-routine and simple problems independently or complex problems with minimum supervision

Translate Tech Plan into HLD

Use suitable technology among given choices

Perform RCA/Post Mortem processes and fix identified design problems

Identifies quality and reliability issues in | Perform tasks and projects effectively

Provides detailed code reviews for teammates and helps document idioms and best practices

Can help new hires and interns get up to speed with the team's style and existing code base

Amplify mentorship skills to the extent where the majority of the more junior team members can look up to him |

			systems they maintain	Accountable for any delay in user story delivery
Lead Engineer	Communicate own team interests and collaborate across several teams Participate in cross-functional coordination	Plan around sprint delays and blockers from project management standpoint Participate in PRD reviews Contribute timelines for quarterly plans	Translate business requirements into Tech Plans Identify and fix SDLC process deficiencies Able to spot inefficiency within his/her team and propose the resolution Act as a commendable representative of own services during troubleshooting activities	Operate unsupervised Lead and mentor other engineers to grow their skills Prepare next potential leaders
Associate Principal Engineer	Communicate own team interests and collaborate across several teams Participate in cross-functional coordination Plan around sprint delays and blockers	Plan around sprint delays and blockers from technical standpoint Participate in PRD reviews	Providing technical advices during the process of translating business requirements into Tech Plans Identify and fix technical design deficiencies Anticipate problems and	Execute performance benchmarking and create monitoring tools Strong mentor of specific technical areas related to some areas of expertise Operate unsupervised

			make designs to address them Tackles moderately complex debugging and incident response	Research new tools and framework Regularly interviews candidates in a variety of engineering roles
Engineering Manager	Generate effective collaboration across many teams by facilitating different priorities/interest Participate in cross-tribe coordination Address project delays and blockers Launch new technology initiatives for the company	Define short term strategy and plan for own teams Participate in product strategy reviews Contribute towards annual product roadmap Formulate phased re-architecture plans Evangelize programming best practices Contributes to efforts that cut across teams and projects Educates and informs product, business, and other roles on current engineering efforts, needs,	A commendable presence during troubleshooting activities involving multiple organizations within a group Improves quality of shared engineering processes such as hiring, planning, and operations	Effectively lead few teams (bigger group) Coach and guide the development of their team and peers Identifies and develops emerging leaders Sets goals for team members and tracks progress against them

		and contributions		
Principal Engineer	Effectively collaborate across many teams by recognizing different priorities/interests Participate in cross-tribe coordination Address project delays and blockers Launch new technology initiatives for the company	Work with other leaders to validate short term strategy and plan for the team or projects Participate in product strategy reviews Contribute towards annual product roadmap Formulate phased re-architecture plans Evangelize programming best practices Goes above and beyond basic requirements to support their own team and others	Effectively solve complex (technical) problems related to some areas of expertise and propose solutions for team's decision making Make build/borrow/buy decisions Tackles hard debugging, incident response, and reverse-engineering tasks Helps to identify key gaps in product offerings and functionality that will drive significant revenue and customer excitement	Perform excellent tasks and projects which have impact to multiple teams Defines, documents, and evolves best practices for development in their team's area of focus Shepherds and aids in development of new projects across the organization Provides training and mentoring for multiple team members
Engineering Division Head	Perform excellent collaboration among all relevant stakeholders	Define long term strategy and plan for own teams Participate in product strategy	Guide formulation of business requirements affecting the group in a form	Able to create a compelling sub-visions and develop cultures on ways of working based on group's vision

within a directorate Act as an embodiment of SWEG Engineering values	reviews Work with other leaders to validate long term strategy Able to understand the financial impact of major projects and drive work prioritization based on it	of data-driven BRDs A commendable presence during troubleshooting activities involving extra-group organizations	and culture definition Identifies and addresses key talent and skill gaps through hiring, training, and organization changes Continuously improving the working quality and culture of own team and others