

Competency ↓ / Level →	L1 – Junior Software Engineer	L2 – Software Engineer	L3 – Senior Software Engineer	L4 – Staff Software Engineer	L5 – Principal Software Engineer	L6 – Senior Principal Software Engineer
Domain Expertise & Skill	Learning core engineering practices, debugging basics, and beginning to understand the team's product domain.	Solid grasp of software-engineering fundamentals; independently builds end-to-end features and starts suggesting codebase/process improvements.	Mastery of core concepts; connects personal work to team/department goals and mentors others in technical design.	Recognised subject-matter expert for the team's primary domain; sought for advice across teams.	Deep product & technology insight across the whole engineering org; aligns technical strategy for multiple projects.	Defines new technical approaches that unlock company initiatives; aligns strategy with corporate priorities.
Execution & Results	Completes well-defined, tightly scoped tasks under guidance; focus on building craft and reliability.	Plans and delivers small projects/features on schedule with clean, production-ready code.	Leads medium-sized projects end-to-end: breaks work down, sets milestones, delegates to juniors, and keeps stakeholders updated.	Drives complex multi-team projects, evaluating trade-offs and coordinating external partners to hit milestones.	Tackles poorly defined, high-visibility programmes; scopes, aligns opinions, and delivers results noticed company-wide.	Owens execution of strategic bets (new product lines or infrastructure overhauls) while bridging hands-on work and executive direction.
Communication & Collaboration	Shares status, asks for help, and starts learning when to work solo vs. pair; relies on teammates for guidance.	Collaborates with engineers, PMs, and designers during scoping; communicates estimates and trade-offs clearly.	Coordinates cross-functional partners in discovery and delivery; provides clear milestone updates to stakeholders.	Exemplary communicator and mentor; keeps multiple teams aligned through clear plans and regular updates.	Navigates diverse stakeholder opinions, aligning org-level priorities and presenting outcomes in company forums.	Engages executives and broad cross-functional groups, translating strategy into technical directions and vice-versa.
Leadership & Influence	Focus on self-development; no formal leadership duties.	Begins mentoring interns or L1 engineers; sets positive example in quality and reliability.	Mentors multiple engineers; takes ownership of team practices and elevates peers' skills.	Drives best practices adoption across the team and coaches peers at the same level.	Mentors experienced engineers across the org; proactively identifies systemic issues and leads organisation-wide solutions.	Serves as company-wide technical mentor; exercises high autonomy and ownership over mission-critical, high-stakes decisions.
Vision & Strategic Impact	Understands how assigned tasks support immediate team goals; impact limited in scope.	Suggests incremental improvements to product/ process informed by growing domain insight.	Connects projects to broader department objectives and influences solution trade-offs during product discovery.	Delivers solutions that widen beyond team boundaries, shaping technical direction for related groups.	Influences product and technology scope across the engineering organisation; successes (or failures) are visible to executives.	Sets and evangelises company-level technical or business strategy, introducing innovations aligned with top-line goals.