

| 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. | Owns 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. |