Engineer Expectations at Target

			Engineer Level 4	Senior Engineer Level 5	Lead Engineer Level 6	Principal Engineer Level 7
		Circles of Influence	Product Team, Managers	Product Team, Business Partners, Cross Product, Managers	Product Team, Business Partners, Cross Product, Managers, Directors, Sr. Directors	Business Partners, Cross Product, Directors, Sr. Directors, VP/SVPs
		Scale and Scope	Leverages Technology	+ Skillful in using Technology	+ Teaches Technology	+ Drives Enterprise Change with Technology
Key Area	**Attribute**	**Competency**				
TTS	**Technical Depth** **Technical skills required to do the job**	**Foundational Technical Skills**	- Ability to apply skills to solve problems, aptitude to learn additional technologies or go deeper in an area. - Able to implement components of a solution with some direction using the chosen framework. - Has good basic programming/infrastructure skills and is able to quickly gather the skills necessary to accomplish the task at hand. - Has understanding of the technology stack – including operating systems, databases, networking, source code management, debugging tools, CI/CD, etc. - Understands value of technology supported. - Writes code with testability, readability, edge cases and errors in mind. - Understands the importance of security and utilizes this knowledge to ask more senior engineers for help making decisions with potential security implications. - Understands open source and how it applies to Target.	- Able to implement new features/fixes within the current framework with little or no direction. - Able to troubleshoot problems and devise solutions for root cause. - Has advanced skills around technology for their area. Examples may include: computing topics, threading models, performance considerations, caching, database indexing, operating system internals, networking, infrastructure systems and operations - Researches the best design and new technologies for given problem. - Evaluates technologies and documents decision making. - Understands how the solution is deployed, examples may include: VMs, containers, clustering, load balancing, DNS, networking, and scalability. - Recommends changes to internal processes and procedures when deficiencies are observed. - Able to articulate the value of a technology. - Approaches all engineering work with a security lens and actively looks for security vulnerabilities within code/infrastructure architecture when providing peer reviews. - Contributes to open source where applicable.	- From a technology standpoint is responsible for all the services / functionality that the team develops. - Ensures the quality of the team's code and/or infrastructure meets standards. - Hands-on development, often taking on the more complicated tasks. - Ownership lies with the lead engineer for the recovery/resolution of owned production issues. - Ensures product observability is in place for reliability. - Ensures solution is production ready, deployable, scalable and resilient. - Able to articulate a technical strategy, value of technology, and impact to the business. - Responsible for ensuring the security of the product and fostering a security first mindset across teams.	go/principalengineeringexpectations
		Testing	- Understands the importance of automated testing. - Writes test plans, sometimes with guidance. - Tests expected edge cases and errors as well as the happy path. - Uses a systematic approach to identify and debug issues located within a single technology or service.	- Understands their team's testing approach, and uses quality metrics to identify gaps, and can help drive a strategy. - Works across the team to recommend solutions that are in accordance with accepted testing frameworks.	- Works across teams to recommend and execute testing.	
		Observability	- Is aware of the organization's observability philosophy and the operational data for their team's domain. - Thinks about how some of the "big picture" aspects such as logging, testing, and instrumentation.	- Helps tune and change the observability on their team accordingly. - Is aware of the operational data for their team's domain and uses it as a basis for suggesting stability and performance improvements.	- Fosters a culture of observability across teams and helps use operational data to improve stability and performance of their domains. - Drives monitoring work on their team based on the organization's monitoring philosophy. - Is aware of the operational data for their team's domain and uses it as a basis for driving changes to the team's services to achieve stability and performance improvements.	
	Technical Breadth **Technical skills leveraged to connect dots across different technologies and systems outside of your area of expertise**		- Technical knowledge that assists in the decision making of a technology and how it can be leveraged - Ability to understand the problem to be solved and can provide recommendations. - Ability to work across product teams to implement solutions. - Understands the technical ecosystem in your area of responsibility. - Understands how this work fits into the overall solution, how it impacts the business, and how it is measured (e.g.. OKRs).	- Has a solid understanding of all the functionality that the product provides. - Is a contact point for their team and is able to help answer questions for other groups and/or management.	- Often meets with other teams when discussing interoperability and solution design. - Has a thorough understanding of the product's functionality, and understands how other groups interact with it. - Has a holistic understanding of how the product fits into overall business solutions.	

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Technical Skills - Apply Based on Role	**Focus Area** **Infrastructure Engineering**		- Fundamental knowledge with limited experience on infrastructure-based technologies (technology examples include: database, end-user devices, compute/cloud, telephony, electrical, data center, and cable plant). - Is familiar with Linux and a programming language that can be leveraged for automation. - Applies documented infrastructure blueprints and patterns to new systems.	- Intermediate knowledge and skills associated with infrastructure-based technologies. - Designs infrastructure solutions that support automation, self-provisioning, product health, security/compliance, resiliency, zero-call aspiration, and are Guest/Team Member experience focused. - Contributes to a technical roadmap.	- Highly skilled with infrastructure-based technologies. - Working proficiency with other domains (e.g. software, security, and operations). - Understands industry trends and the value they may bring to the organization. - Develops and owns a technical roadmap.	
	Focus Area **Operations**		- Broad exposure to an applicable number of infrastructure, software, system, or devices - to recover, monitor or prevent issues. - Experience centric focused recovery of issues/procedures. - Ability to leverage and implement software and automation to solve a system problem in a measurable way. - Supports the reliability, availability, and performance of systems.	- Proficient with the resiliency of systems including automation, chaos engineering, disaster recovery, etc. - Strong understanding of infrastructure/software and how these technologies are used. - Partner with teams to prioritize and improve services throughout the software development lifecycle.	- Highly skilled in the prevention of software/infrastructure issues. - Deep understanding of how applications and infrastructure work and are able to modify for production quality. - Ensures the reliability, availability, and performance of systems.	
	Focus Area **Security**		- Broad exposure to a variety of security controls, technologies, or systems with an understanding of how these technologies can used to detect and/or prevent attacks and vulnerabilities - Understanding of network, host, and application security concepts and how to apply them to their work - Uses software development and/or systems engineering skills to implement, improve, and support security controls and technologies	- Proficient with applying and implementing security concepts such as identifying vulnerabilities in software, creating logic to detect malicious behavior, and analyzing network or host artifacts to identify security risks or attacks. - Understanding of security compliance requirements (e.g. PCI-DSS and SOX), and how to implement requirements at a technology level. - Strong understanding of infrastructure/software and how these systems are secured, analyzed, and investigated. - Partner with teams to prioritize and improve security and reduce risk across enterprise	- Highly skilled with applying and implementing security concepts such as identifying vulnerabilities in software, creating logic to detect malicious behavior, and analyzing network or host artifacts - Demonstrated ability to design and integrate new security technologies and controls into new and existing systems - Recommends or defines repeatable, documented, measureable processes for performing security engineering or operations work	
	Focus Area **Software Engineering**		- Designs basic functions with an awareness of overall service architecture, avoiding duplication across codebases, and interface-breaking changes. - Understands your team's place in the Target Retail platform & Analytics Platform architecture. - Provides and receives feedback from other team members regarding code quality. - Understands when it is appropriate to leave comments, but biases towards self-documenting code.	- Architects services and systems using well accepted design patterns to allow for iterative, autonomous development and future scaling. - Anticipates future use cases and makes design decisions that minimize the cost of future changes. - Consistently writes production-ready code that is easily testable, easily understood by other developers, and accounts for edge cases and errors.	- Works across teams to foster a culture of architecture that allows for iterative development and future scaling. - Guides the team in anticipation of future use cases and helps them make design decisions that minimize the cost of future changes. - Evaluates options, defines pros and cons by working with the team, and identifies the best option.	

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Target Behaviors	**be Accountable** *Own your actions. Focus on goals with clear results. Work under your own direction with integrity. Know the financials and other data that drive the business. Command your career and help others develop.*		- Works independently most of the time but knows when to ask for help. - Accountable for your own work, setting goals with clear meaningful outcomes, and driving to completion within a reasonable timeframe. - Admits and shares mistakes for self learning as well as for others . - Demonstrates openness to receiving feedback. Shares learnings with others.	- Provides mentorship and coaching to other engineers. - Able to plan, estimate, and manage their own work over multiple sprints.	- Accountable for the planning and delivering of work in the team in addition to their own work. - Promotes a learning culture through mentoring and coaching.	- Cultivates the lead engineers of the future.
	be Curious *Imagine the future. Challenge the status quo. Persevere and always be learning. Ask questions and look for the story beyond the data. Seek new experiences. Realize the external landscape.*		- Adopts a growth mindset, investing in continuous learning, asks questions. - Takes full advantage of 50 days of learning. - Gets comfortable with new experiences. - Seeks to learn how competitors and technology companies evolve their technologies.	- Advocates for improvement by challenging traditional assumptions and team norms. - Fosters a deeper understanding and knowledge of technologies relevant to the team.	- Encourages team to adopt a growth mindset. - Educates team about how competitors and technology companies evolve their technologies.	- Encourages the enterprise to adopt a growth mindset. - Engages in external tech community.
	be Bold *Act fearlessly. Create a sense of urgency. Take smart risks and fail fast. Tackle challenging problems. Make decisions that are best for Target. Prioritize work by making tough choices.*		- Advocates for their ideas and listens to feedback. - Demonstrates the ability to grow and learn from setbacks.	- Takes action and makes decisions swiftly with limited data points. - Focuses on what's important to the enterprise, not just on what's important for the team.	- Provides guidance and cultivates solutions for the most complex problems across teams.	- Provides guidance and cultivates solutions for the most complex problems across the enterprise.
	be One Team *Cultivate an inclusive environment. Be open to diverse expertise and approaches. Break down barriers and make connections to benefit total Target. Respect others and trust the experts. Communicate authentically and show humility.*		- Sets aside personal bias when interacting with their team. - Admits mistakes, acts with humility, and is transparent. - Is an active and respectful participant in team interaction.	- Makes connections across the enterprise to build a network of partners and resources. - Listens, is respectful, and is comfortable guiding teams towards solutions that are good for overall Target. - Allows space for all on the team to be heard.	- Advocates for diversity of thought by creating an environment where everyone can be heard. - Is active in the Target engineering community. - Mentors other engineers.	- Makes connections in the industry to benefit Target. - Contributes to the cultivation of technical talent internal to Target and external pipelines. - Is a role model to other engineers. - Champions an inclusive culture across the enterprise.