Creating pathways for growth

Remove bias from promotions
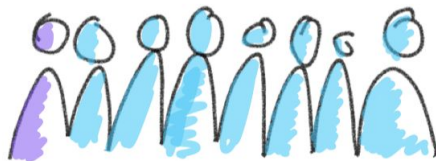
CTO, VP, Director
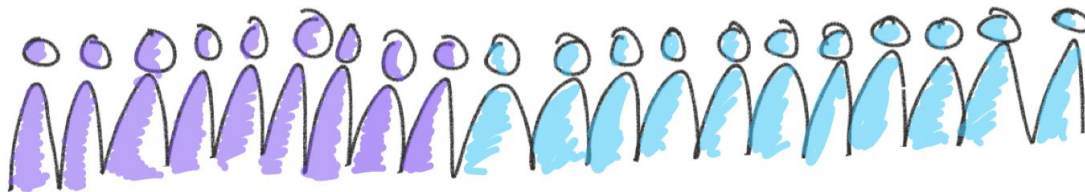
Managery people

Dev lead types

Awesome dev crew
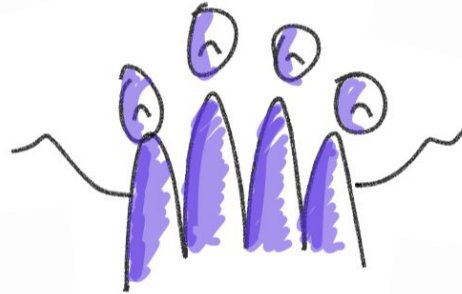
* Attrition problems

* No growth plan for people

* People not contributing

* Homogenous teams

* Lack of teamwork

* Very few women

* Women don't progress
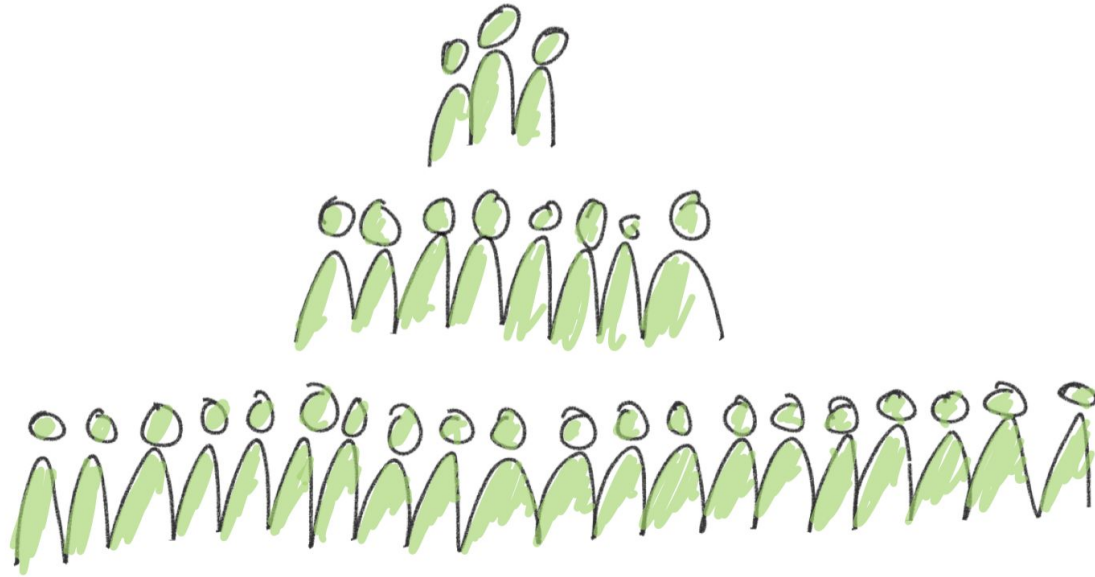
Enter the Framework

Skills	Junior	Mid	Senior
Front End	beginner (1)	proficient (2)	expert (3)
Back End	1	2	3
Database	-	1	2
DevOps	-	1	3
Unit Testing	-	1	2

*Example of what **NOT** to do*

Creating your framework

focus on growth, not leveling

focus on contribution, not competency

focus on the whole, not just tech

focus on the team, not the individual

focus on strengthening, not just delivering

1. list your competencies

What else contributes to a high-performing team?

Coaching	Security
Mentoring	Craft
Agile Practices	Quality
Facilitation	Site Reliability
Wellbeing/Support	Front End
Recruiting	Mobile

2. define your levels

SCOPE

COMPLEXITY

IMPACT
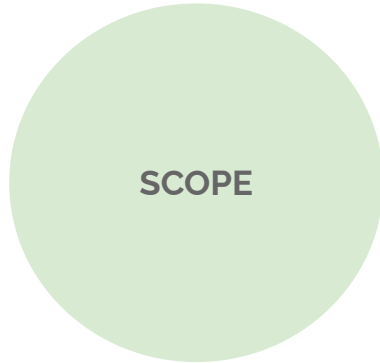
SCOPE

Level 1 … It's about me

Level 2 … It's how I work with those around me

Level 3 … It's how I contribute to the team

Level 4 … It's how I add to the group

Level 5 … It's how I strengthen the organisation

COMPLEXITY

Level 1 … Basic

Level 2 … Intermediate

Level 3 … Int ++

Level 4 … Advanced

Level 5 … Expert

IMPACT

Level 1 ... Participates

Level 2 ... Contributes

Level 3 ... Strengthens

Level 4 ... Creates

Step 5 ... Evangelises

Level	Scope	Complexity	Impact
1	Personal	Basic	Participate
2	Proximity	Intermediate	Contribute
3	Team	Int ++	Strengthen
4	Group	Advanced	Create
5	Organisation	Expert	Evangelise

3. create your assessment

Craft
Increases the robustness and reliability of codebases, and devotes time to polishing products and systems. Writes clean code & practices TDD
- Requested tests for a PR when acting as reviewer   - Ran a brown bag teaching juniors about pair programming   - Added tests for uncovered legacy module
- Follows the campground rule: Improves naming conventions to make code more readable   - Refactors existing code to make it more testable & readable   - Deletes unnecessary code and deprecates proactively

Give your skill a name →

What is the intent? →

What are 3 example tasks ? →

What are 3 examples behaviours ? →

Learning / Recruiting / Community

Learning	Recruiting	Community
Embodies a culture of continuous feedback, learning and coaching/teaching	Helps SEEK become an industry leader of technical recruitment and contributes to acquiring great talent	Builds tech community, putting the needs of the group before their own

1. Is open to feedback and lea... acknowledges others contri...

Example behaviours
- Asks for and attends training opportunities
- Interprets feedback as a personal growth opportunity
- Gives feedback in the moment to recognise positive contributions

2. Proactively manages perso... constructive feedback and i... opportunities

behaviours
- Invites constructive feedback as a mechanism for growth
- Looks for challenges that will create a learning opportunity
- Creates goals and holds self to account for achieving them

3. Role models feedback cultu... and recognises learning op...

behaviours
- Coaches others on giving and receiving feedback
- Coaches others on identifying learning opportunities in...

Mobile Apps / Web / DevOps / Server

Mobile Apps	Web	DevOps	Server
Develops expertise in native mobile platform engineering, such as iOS or Android	Develops expertise in front-end technologies, such as HTML, CSS, and JavaScript	Develops expertise in automation and operational quality to strengthen DevOps practices	Develops expertise in server side engineering and cloud technologies

1. Works effectively within es... platforms, following curren...

behaviours
- Delivers features requiring simple local modifications
- Adds simple actions that call server endpoints
- Reuses existing components appropriately

2. Develops new component... minor improvements to ex...

behaviours
- Modifies existing GraphQL queries to include new properties
- Creates new activities on Android
- Migrates code from old patterns to new patterns

3. Designs major new featur... nuanced understanding of...

behaviours
- Identifies areas for improvement in architectures and code
- Designs and builds reusable components for iOS or Android Apps
- Delivers complex features and solutions

Agile / Communication / Craft / Customer

Agile	Communication	Craft	Customer
Champions agile and lean practices to build a culture of collaboration and continuous improvement	Shares the right amount of information with the right people, at the right time, and listens effectively	Embodies and promotes practices to ensure excellent quality products and services	Considers the customer and shows empathy to their needs, delighting them with innovative ideas

Level 1

Agile behaviours	Agile tasks	Communication behaviours	Communication tasks	Craft behaviours	Craft tasks	Customer behaviours	Customer tasks
Offers suggestions for continuous improvement	Reviewed rules around current work in progress	Collaborates with others with empathy	Gave thoughtful pull request comments	Asks others to pair-program regularly	Refactored own code to be more readable for the next maintainer	Takes time exploring the product with different user scenarios	Regularly attends Product Showcase
Works to understand Scrum, Kanban, or other Agile framework, process, or approach	Read *What is Scrum* on scrum.org	Asks for help instead of sitting on a problem	Asked the team for help on a card during stand-up	Consistently writes readable, self explanatory code	Worked on coding katas to learn coding patterns	Understands how the team's product fits into the overall SEEK vision	Participated in a research insights sharing session

Level 2

- **Agile:** Contributes to agile delivery practices
- **Communication:** Communicates across the wider team appropriately, focusing on timeliness and good quality conversations
- **Craft:** Increases the robustness and reliability of codebases, and devotes time to polishing products and systems
- **Customer:** Improves outcomes for the customer

Examples

Agile behaviours	Agile tasks	Communication behaviours	Communication tasks	Craft behaviours	Craft tasks	Customer behaviours	Customer tasks
Suggests improvements to agile practices	Facilitated breaking epic down into technical stories during scoping session	Practises active listening to deeply comprehend others' ideas and points of view	Let product manager know of a blocker to delivering	Refactors existing code to make it more testable	Requested tests for a PR when acting as reviewer	Asks questions about customer impact rather than making assumptions	Actively participated in a user research session
Runs agile ceremonies	Ran a sprint retrospective and wrote up resulting action cards	Manages project stakeholder expectations effectively	Spoke to domain experts before writing requirements	Adds tests for uncovered areas	Improved the naming conventions in an old class to make it more readable	Advocates for getting better customer outcomes	Suggested an improvement to the CAJA flow
Engages in SEEK's Agile Community of Practice	Wrote technical cards with acceptance criteria and clear descriptions	Chooses the appropriate tools for accurate and timely communication	Ran OKR planning session over zoom to enable remote worker participation	Deletes unnecessary code and deprecates proactively when safe to do so	Refactored bloated code to smaller classes with single responsibilities	Helps to define and create their team's quarterly OKRs	Made a great judgement call to prioritise OKR work over a nice to have technical enhancement

Level 3

- **Agile:** Improves the agile mindset of others
- **Communication:** Improves others ability to effectively communicate
- **Craft:** Improves others' ability to deliver great quality work
- **Customer:** Improves others' ability to deliver great outcomes for customers

Examples

Agile behaviours	Agile tasks	Communication behaviours	Communication tasks	Craft behaviours	Craft tasks	Customer behaviours	Customer tasks
Helps the team to analyse their current process	Reviewed rules around current work in progress	Resolves communication difficulties between others	Created Team Agreement to support remote workers	Adds tooling to measure code quality and suggests practices to improve	Introduced code coverage reports to CI/CD pipeline	Works to deeply understand our customers	Regularly takes notes in user research sessions and questions the insights during sharing sessions
Challenges the teams'	Moved the team's workflow	Encourages quieter team	Mitigated fear by	Holds peers accountable	Added pair programming	Focuses on win win for	Participated in the creation

Go beyond ticking the boxes

		current contribution level				
		1	2	3	4	5
Build & Execute	Software					
	Devops					
	Craft					
	Security					
	Agile delivery					
Support & Strengthen	Communication					
	Wellbeing					
	Coaching & Mentoring					
	Community					
	Recruitment					

		current contribution level				
		1	2	3	4	5
Build & Execute	Software					
	Devops					
	Craft					
	Security					
	Agile delivery					
Support & Strengthen	Communication					
	Wellbeing					
	Coaching & Mentoring					
	Community					
	Recruitment					

Consistent, Proactively,

Clear, Observable

It's the vibe

It's all about the conversation

4. review it every year

LET'S REVIEW!

Guiding Policies

Focus on Growth, Contribution, whole person and the team

Creating Your Framework

Define overall skills and levels in terms of scope, complexity & impact

Get specific

Each skill/level has a defined intent, example tasks and example behaviours

Drive desired behaviours

Get explicit about diversity & inclusion in your framework

Build Consistency

Framework is foundational to all people processes, like hiring, career planning, feedback, reviews and improving diversity