		L1 — Associate Engineer	L2 — Software Engineer	L3 — Senior	L4 — Staff / Principal	Manager / Director	Manager Comments	Employee Feedback
Planning	*Scoping*	Contribute to identifying scope of work before work begins and communicate it to stakeholders.	Reliably identify scope of work before work begins and communicate it to stakeholders.	Reliably identify scope of work before work begins and communicate it to stakeholders.	Reliably identify scope of work before work begins and communicate it to stakeholders.	Lead team(s) to identify scope of work before work begins and communicate it to stakeholders.		
	Refinement	Use refinement and decomposition techniques to create more accurate estimates.	Use refinement and decomposition techniques to create more accurate estimates.	Use refinement and decomposition techniques to create more accurate estimates.	Use refinement and decomposition techniques to create more accurate estimates.	Lead team(s) in best use of refinement and decomposition techniques to create more accurate estimates.		
	Research	Read and understand research presented by senior team members.	Read and understand research presented by senior team members.	Research third-party services and libraries as requested for future work and document findings.	Refine estimation process by identifying patterns and challenges with our specific estimation needs.	Refine estimation process by identifying patterns and challenges with our specific estimation needs.		
	Pathfinding				Consistently & carefully consider, plan, and socialize plans to iteratively change a system from its current state to the desired one. Account for code, data, and systems compatibility challenges in those plans and document them.			
Proficiency	*Programming*	Demonstrate proficiency in at least one programming language used internally.	Demonstrate proficiency in at least one programming language used internally.	Demonstrate mastery of at least one programming language used internally.	Demonstrate mastery of at least one programming language and ability to work within any other well-represented languages used internally.	Understands relevant programming concepts well enough to discuss technical problems and appropriate solutions.		
	Standards & Principles	Follow team coding standards.	Follow team coding standards. Follow CUPID principles (a more human-oriented SOLID).	Follow team coding standards. Follow CUPID principles (a more human-oriented SOLID).	Follow team coding standards. Coach engineers in application of CUPID principles.			
	Tool Management	Understand existing dependencies. Uses provided tools apprioriately to automate tasks.	Upgrade existing code dependencies regularly. Uses provided tools apprioriately to automate tasks.	Upgrade existing dependencies and navigate complex challenges found in intertwined dependency trees. Build tools to automate repetitive or sensitive tasks. Identify tools and technologies that complement existing tooling to solve problems.	Upgrade existing dependencies and navigate complex challenges found in intertwined dependency trees. Build tools used by the rest of the team to automate repetitive or sensitive tasks. Update best practices based on closely following the wider community's framework use and socialize them internally.	Understand relevant concepts well enough to discuss technical problems and appropriate solutions. Be ultimately accountable for product uptime, reliability, and performance. Find, select, and manage technology vendors used by the engineering department.		
	Framework	Familiar with and references documentation for selected frameworks.	Familiar with and references documentation for selected frameworks.	Consistently research and demonstrate best practices for using selected frameworks.	Deeply understand frameworks used internally and consistently demonstrate best practices for its use. Researches new technologies and vendors as required.	Understand the technical constraints and nomenclature of framework and tools used in-house and participate in technical discussions about their use and best application. Researches new technologies and vendors as required.		
	Observability	Understand access and error logs. Discover application state during debugging by interrupting the runtime.	Proactively reference appropriate logs. Understand traces and successfully use when prompted.	Proactively references appropriate logs and traces. Thoughtfully implement appropriate logging and metrics collection. Suggest observability improvements to the product and toolchain.	Proactively references appropriate logs and traces. Thoughtfully implement appropriate logging and metrics collection. Suggest observability improvements to the product and toolchain. Guide other engineers in comprehensive, fullstack debugging using traces and logs. Incorporates observability improvements into roadmap and maintenance.	Understand and use obserability tools available to the team.		
	Request Lifecycle	Understand generic web request lifecycle.	Understand generic web request lifecycle and appropriate use of HTTP verbs, headers, and basic API design principles.	Understand and consider the entire web request lifecycle from browser to server and back again in-context of our product. Understand interactions with caching layers.	Understand and consider the entire web request lifecycle from browser to server and back again. Fluently discuss and consider all caching layers in troubleshooting defects and performance challenges.	Understand and consider the entire web request lifecycle from browser to server and back again.		
Documentation	*Clear Need*	Prepare just-in-time documentation on request. Avoid writing dead docs.	Prepare just-in-time documentation on request. Avoid writing dead docs.	Prepare just-in-time documentation on request. Avoid writing dead docs.	Prepare just-in-time documentation on request. Avoids writing dead docs.	Prepare just-in-time documentation on request. Avoids writing dead docs.		
	Identify Needs	Use & contribute to inline, README, and team wiki documentation as agreed by team.	Use & contribute to inline, README, and team wiki documentation as agreed by team.	Use & contribute to inline, README, and team wiki documentation as agreed by team. Identify documentation needs to preempt support requests.	Use & contribute to inline, README, and team wiki documentation as agreed by team. Identify documentation needs to preempt support requests and engineer misunderstanding.	Identify documentation needs to preempt support requests and engineer misunderstanding.		
	Respects Audience		Write technically precise documentation that is easily understood by intended audience.	Write technically precise documentation that is easily understood by intended audience.	Write technically precise documentation that is easily understood by intended audience.	Write technically precise documentation that is easily understood by intended audience.		
Code Review or QA Process	*Follows Process*	Follow established and documented best practices in both preparing pull requests for team review, and in providing feedback for others.	Follow established and documented best practices in both preparing pull requests for team review, and in providing feedback for others.	Follow established and documented best practices in both preparing pull requests for team review, and in providing feedback for others.	Consistently demonstrate best practices in both preparing pull requests for team review, and in providing feedback for others.			
	Prioritizes	Conduct timely reviews for teammates. Works on code reviews in order requested by team.	Conduct timely reviews for teammates. Works on code reviews in order requested by team.	Conduct timely reviews for teammates. Clearly differentiate between problems that must be addressed now vs. future or possible enhancements to work.	Conduct timely reviews for teammates. Clearly differentiate between problems that must be addressed now vs. future or possible enhancements to work.			
	Build in Quality	Delivers tested code for review.	Delivers tested code for review.	Delivers tested code for review. Actively participates in overall quality assurance and testing plan as agreed with team.	Delivers tested code for review. Actively participates in overall quality assurance and testing plan as agreed with team. Considers overall quality assurance and testing practices and recommends improvements as warranted.			
	Contextualizes			Tailor code review to individual levels and needs.	Tailor code review to individual levels and needs. Adjust depth of review to meet the needs of the situation (scope, urgency, and sensitivity).			
Personal Growth	*Self-Identifies*	Recognizes and accounts for personal strengths & challenges in day-to-day workflows and discusses with manager.	Recognizes and accounts for personal strengths & challenges in day-to-day workflows and discusses with manager.	Recognizes and accounts for personal strengths & challenges in day-to-day workflows and discusses with manager.				
	Structures Growth	Identify technical learning and growth opportunities for yourself in collaboration with your manager. Commit to personal learning goals on a quarterly basis.	Identify technical learning and growth opportunities for yourself in collaboration with your manager. Commit to personal learning goals on a quarterly basis.	Identify technical learning and growth opportunities for yourself to your manager. Commit to personal learning goals on a quarterly basis.				
	Readiness	Demonstrate willingness to learn from other engineers.	Demonstrate willingness to learn from other engineers.	Demonstrate willingness to learn from other engineers.				
Risk Management	*Security*		Maintains familiarity with security best practices for selected frameworks and understands current OWASP Top 10.	Maintains familiarity with security best practices for selected frameworks and understands current OWASP Top 10. Monitors security alerts for relevant libraries and companies.	Maintains familiarity with security best practices for selected frameworks and understands current OWASP Top 10. Monitors security alerts for relevant libraries and companies. Socializes security practices specific to our products.	Oversee appsec practices, organize regularly security reviews & audits, ensure scoping practices include security considerations, and organize security training for all engineers.		
	Pipeline		Contribute to CI/CD pipeline as agreed with team.	Contribute to CI/CD pipeline as agreed with team.	Control code deployments thru a well-maintained CI/CD pipeline that is iterated on to address challenges and flaws.	Understand and advocate for improved automation.		
	Reversibility		Avoid spending much time on decisions easily reversed or unlikely to matter.	Avoid spending much time on decisions easily reversed or unlikely to matter.	Recognize and identify technical decisions that are "one-way doors" or "pouring concrete" (difficult to reverse or make different choices later) and apply appropriate consideration, including the team in the discussion.	With the most senior ICs, recognize and identify technical decisions that are "one-way doors" or "pouring concrete" (difficult to reverse or make different choices later) and apply appropriate consideration.		
	Resilience			Recommend patterns and practices that prioritize future flexibility and reliability in the areas of the code base most likely to matter in the future (based on environment, team structure, and product goals).	Recommend patterns and practices that prioritize future flexibility and reliability in the areas of the code base most likely to matter in the future (based on environment, team structure, and product goals).			
	Privacy & Access				Advocate for user privacy and implement policies, safeguards, and systems that guarantee it. Considers access management needs with building systems and recommending tools.	Advocate for user privacy and implement policies and systems that guarantee it. Ensure proper access controls for engineering systems. Avoid granting wider access than necessary. Maintain strict access controls on confidential and legally, ethically, or contractually sensitive data.		

		L1 — Associate Engineer	L2 — Software Engineer	L3 — Senior	L4 — Staff / Principal	Manager / Director	Manager Comments	Employee Feedback
Communication	*Discussion Participation*	Participate in engineering team technical discussions on current product priorities and work that matters.	Participate in engineering team technical discussions on current product priorities and work that matters.	Contribute meaningfully to engineering team technical discussions on current product priorities and work that matters.	Focus engineering team technical discussions on current product priorities and work that matters.	Focus engineering team technical discussions on current product priorities and work that matters.		
	Maintain Presence	Maintain presence in communication channels used by engineering and product. Unambiguously note messages received.	Maintain presence in communication channels used by engineering and product. Unambiguously note messages received.	Maintain strong, consistent presence in communication channels used by engineering and product. Unambiguously note messages received.	Maintain strong, consistent presence in communication channels used by engineering and other teams. Unambiguously note messages received and consistently follow up without prompting.	Maintain strong, consistent presence in communication channels used by engineering and other teams. Unambiguously note messages received and consistently follow up without prompting.		
	Use Empathy		Provide useful critiques without being hurtful or disrespectful.	Consistently communicate in ways that respects individual needs.	Consistently communicate in ways that respects individual needs.	Consistently communicate in a way that respects individual anxieties and stresses about top-down communication. Don't bury the lede, default to transparency, and offer the most context possible immediately.		
	Consider Audience			Explain technical challenges to non-technical stakeholders and check for understanding.	Tailor your communication to the recipients based on their purview, interest, and current knowledge level.	Tailor your communication to the recipients based on their purview, interest, and current knowledge level		
	Build a System				Guide team in creating engineering policies or rules based on team goals and defaulting to standards when those goals don't suggest a clear path forward. Avoid dictating based on personal preferences.	With the most senior ICs, guide team in creating engineering policies or rules based on team goals and defaulting to standards when those goals don't suggest a clear path forward. Avoid dictating based on personal preferences.		
	Be Consistent					Communicate similar messages in a consistent format. Build and maintain department communication templates for use by yourself and others.		
Collaboration	*Involve Stakeholders*	Consistently bring ambiguous tasks or goals to the team for group discussion rather than making decisions alone.	Consistently bring ambiguous tasks or goals to the team for group discussion rather than making decisions alone.	Consistently bring complex challenges to the team for group discussion to unblock projects and find solutions that meet everyone's needs, rather than making decisions alone.	Work with domain / team leads across engineering to unblock projects and find solutions that meet everyone's needs.	Work with folks across the company, especially in Customer Success and Sales, to unblock projects and find solutions that meet everyone's needs.**		
	Cross-Team Scope	Consider how your engineering decisions will impact your team and raise issues in team meetings.	Consider how your engineering decisions will impact your team and raise issues in team meetings.	Consider how your engineering decisions will impact other teams and raise issues in team meetings.	Work with Director of Engineering to anticipate how engineering decisions will impact other teams and work with them to mitigate negative consequences and reinforce positive ones.	Anticipate how engineering decisions will impact other teams and work with them to mitigate negative consequences and reinforce positive ones.		
	Constructive Focus	Unambiguously re-engages and asks clarifying questions when they get lost in engineering team meetings.	Unambiguously re-engages and asks clarifying questions when they get lost in engineering team meetings.	Help other engineers present feedback and challenges to the group constructively.	Identify problematic communication styles, contentious relationships, and other collaboration challenges for management to address.	Identify and remedy problematic communication styles, contentious relationships, and other collaboration challenges in engineering.		
	Inclusivity	Solicit and consider input from senior team members. Accurately credit engineers for their technical contributions in both conversation and code.	Solicit and consider input from senior team members. Accurately credit engineers for their technical contributions in both conversation and code.	Support an inclusive engineering culture by soliciting feedback and input from all engineers with a stake in outcomes. Accurately credit engineers for their technical contributions in both conversation and code.	Support an inclusive engineering culture by soliciting feedback and input from all engineers with a stake in outcomes. Accurately credit engineers for their technical contributions in both conversation and code.	Support an inclusive engineering culture by soliciting feedback and input from all engineers with a stake in outcomes. Accurately credit engineers for their technical contributions in both conversation and code.		
	Achieve Depth			Ask open-ended questions to gain understanding of teammates perspectives and opinions.	Ask open-ended questions to gain understanding of teammates perspectives and opinions.	Meet with engineers 1:1 on a regular basis. Ask open-ended questions to gain understanding of team perspectives and opinions and translate that understanding into future action items.		
	Manage Expectations					Manage engineer expectations for their role, performance, and future growth.		
Process	*Organize Work*	Use sub-tasks to organize iterative work in engineering stories and tasks with the assistance of other engineers.	Use sub-tasks to organize iterative work in engineering stories and tasks with the assistance of other engineers.	Independently use sub-tasks to organize iterative work in engineering stories and tasks.	Independently use sub-tasks to organize iterative work in engineering stories and tasks.	Help teams customize processes in a way that optimize for solutions and efficiencies while reducing and minimizing cognitive overhead and bureaucracy. Identify process bottlenecks and suggest improvements to team.		
	Refine Work	Participate in team task refinement by being curious and offering potential solutions.	Participate in team task refinement by being curious and offering potential solutions.	Participate in team task refinement by being curious and offering potential solutions. Assist junior engineers in refining their work.	Lead team in task refinement by asking open-ended questions about scope and potential solutions. Assist junior engineers by pre-refining their work for them as needed.	Advise teams on industry best practices for engineering workflows like Kanban. Oversee, demonstrate, and teach teams best practices for task refinement. Fill in for leads in task refinement meetings as needed.		
	Use Acceptance Criteria	Verify acceptance criteria in your tickets before beginning work.	Verify acceptance criteria in your tickets before beginning work.	Evaluate and refine acceptance criteria and testing scope consistently in your tickets.	Assist engineers with clearly communicating acceptance criteria and testing scope in tickets.	Implement appropriate SDLC best practices. Assist engineers with clearly communicating acceptance criteria and testing scope in tickets.		
	Provide Oversight					Directly manage Individual Contributors of any level, Technical Leads, and/or Engineering Managers as required.		
Feedback	*Objectives*		Identify missing information on assigned tickets.	Identify missing information, tradeoffs, and alternatives to work on assigned tickets.	Give clear feedback to stakeholders when engineering expectations are unreasonable or unclear by identifying missing information or what tradeoffs or alternatives exist.	Give clear feedback to stakeholders when engineering expectations are unreasonable or unclear by identifying missing information or what tradeoffs or alternatives exist.		
	Process		Participate in retrospective sessions with engineer team and provide clear feedback on team process and collaboration challenges.	Participate in retrospective sessions with engineer team and provide clear feedback on team process and collaboration challenges.	Participate in retrospective sessions with engineer team and provide clear feedback on team process and collaboration challenges.	Lead restrospective sessions with team as necessary.		
	Performance			Give clear feedback to management on assigned engineer onboarding.	Give clear feedback to management on individual engineer performance. In coordination with management, give clear and detailed feedback to engineers based on their contributions to the team in the format and forum they prefer to receive it.	Give clear and detailed feedback to engineers based on their performance and contributions to the team in the format and forum they prefer to receive it. Conduct regular formal evaluations of team and individual performance.		
	Remediation					Prepare and execute performance improvement plans (PIPs) as needed to rectify problematic individual performance. An engineer whose performance puts their job at risk must be clear about current and future expectations with measurable and clear-cut definitions.		
Culture	*Tone Setting*			Set an appropriate tone for engineering discussions over any medium. Temper confidence with humility and readiness to learn.	Set an appropriate tone for engineering discussions over any medium. Temper confidence with humility and readiness to learn.	Set an appropriate tone for engineering discussions over any medium. Temper confidence with humility and readiness to learn.		
	Represent Values			Represent company engineering culture and values to other engineers.	Represent company engineering culture and values to outside individuals and organizations.	Represent company engineering culture and values to outside individuals and organizations.		
	Individual Well-Being			Demonstrate a considered work/life balance by taking appropriate time off.	Demonstrate a considered work/life balance by taking appropriate time off. Consider the mental and emotion well-being of individuals and alert manager to perceived challenges.	Ensure the mental and emotional well-being of engineers as it relates to their work life.		
	Provide Definition					Define an engineering culture complimentary to the organization and its unique needs. Drive key behaviors, artifacts, and individual understanding that enable that culture. Identify and moderate challenges to that culture.		
Mentorship	*Outreach*			Assist other engineers in learning skills you feel confident in. Consistently offer to pair with other engineers when they share challenges or uncertainties and provide a positive experience that makes them happy to pair again in the future.	Suggest technical growth opportunities for other engineers. Consistently offer to pair with other engineers when they share challenges or uncertainties and provide a positive experience that makes them happy to pair again in the future.	Assist engineers in researching, identifying, and planning growth opportunities for themselves on a continuing basis.		

		L1 — Associate Engineer	L2 — Software Engineer	L3 — Senior	L4 — Staff / Principal	Manager / Director	Manager Comments	Employee Feedback
	Training			Proactively train self and peers on relevant topics.	Provide just-in-time training on topics that you feel would fast-forward the team in a particular area (e.g. git, Composer, security) that you have expertise in.	Provide just-in-time training on topics that you feel would fast-forward the team in a particular area (e.g. git, Composer, security) that you have expertise in. Organize formal team training opportunities.		
	Advocate			Advocate for best practices in code review and pairing.	Advocate on behalf of less experienced engineers and help them identify communication challenges with stakeholders and how to address them in the future.	Advocate on behalf of less experienced engineers and help them identify communication challenges with stakeholders and how to address them in the future.		
	Onboard			Participate in the onboarding process for new engineers by introducing them to documented process and expectations.	Participate in the onboarding process for new engineers by introducing them to documented process and expectations and help them understand why they are import to the organization.	Identify, support, and guide the next generation of engineering leaders in the organization.		
	Sponsor				Provide or assist in organizing sponsorship for engineers striving for personal growth who may not have the resources or experience to self-advocate.	Provide or assist in organizing sponsorship for engineers striving for personal growth who may not have the resources or experience to self-advocate.		

Alignment

		L1 — Associate Engineer	L2 — Software Engineer	L3 — Senior	L4 — Staff / Principal	Manager / Director	Manager Comments	Employee Feedback
Focus	*Constraints*	Identify and course correct when current work has significantly exceeded its intended scope or allotted time and bring related concerns to the team for discussion.	Identify and course correct when current work has significantly exceeded its intended scope or allotted time and bring related concerns to the team for discussion.	Identify and course correct when current work has significantly exceeded its intended scope or allotted time and bring related concerns to the team for discussion.	Identify and course correct when current work has significantly exceeded its intended scope or allotted time and bring related concerns to the team for discussion.	Identify and course correct when current work has significantly exceeded its intended scope or allotted time.		
	Code	Avoid long-running independent code branches or changes that complicate overall development efforts.	Avoid long-running independent code branches or changes that complicate overall development efforts.	Avoid long-running independent code branches or changes that complicate overall development efforts.	Avoid long-running independent code branches or changes that complicate overall development efforts.	Avoiding taking work on the critical path to delivery.		
	Backlog	Consistently do the work that has been prioritized highest by the team.	Consistently do the work that has been prioritized highest by the team.	Consistently do the work that has been prioritized highest by the team.	Lead team in prioritizing critical and blocking work, considering business goals and how scope may be cut to deliver faster.	Demonstrate and socialize how backlog ordering relates to costs and company revenue targets.		
Product	*Agreed Delivery*	Consistently deliver work that reflects agreed acceptance criteria.	Consistently deliver work that reflects agreed acceptance criteria.	Consistently deliver work that reflects agreed acceptance criteria.	Consistently deliver high-caliber work that reflects agreed acceptance criteria and that has received appropriate self-QA testing and automated test coverage for the scope and complexity of the work done.	Ensure smooth delivery of complex deliverables. Build and maintain a collaborative but adversarial role QA process.		
	Maintenance	Prioritize technical debt by how likely it is to impede future product goals.	Prioritize technical debt by how likely it is to impede future product goals.	Prioritize technical debt by how likely it is to impede future product goals.	Identify technical debt strictly in relation to current and likely future product goals. This means understanding how existing code will make progress slow, complex, and/or expensive and how that can be effectively mitigated with engineering work that yields a positive return on investment (ROI).	With ICs, negotiate, define, and prioritize technical debt.		
	Accessibility	Understand & consider how technical and product decisions impact accessibility for individuals with physical disabilities.	Understand and advocate for best practices to improve how the product works for individuals with physical disabilities.	Center physical and cognitive accessibility in all technical implementations. Research and apply updates to current standards and create appropriate documentation.	Center physical and cognitive accessibility in all technical implementations. Research and apply updates to current standards and create appropriate documentation.	Assign and assist an accessibility stakeholder on the team. Ensure accessibility efforts are documented for internal and external audiences.		
	Team Alignment			Assist product team in understanding technical constraints and considerations for planned product work.	Assist product team in understanding technical constraints and considerations for planned product work. Advocate for product designs that reduce engineering complexity and minimizes ongoing risk for defects.	Assist product team in understanding technical constraints and considerations for planned product work. Advocate for product designs that reduce engineering complexity and minimizes ongoing risk for defects.		
Business Goals	*Company*		Demonstrate familiarity with top-level business goals on a quarterly basis, and understand how engineering goals align with them.	Demonstrate familiarity with top-level business goals on a quarterly basis, and understand how engineering goals align with them.	Demonstrate familiarity with top-level business goals on a quarterly basis, and understand how engineering goals align with them.	Build and guide team in refining team and personal goals that align with top-level business goals on a quarterly basis.		
	Customers		Discuss & understand current work in the context of short- and medium-term company goals.	Understand customer profiles and advocate for improvements that align with them.	Understand customer profiles and advocate for improvements that align with them.	Understand customer profiles and advocate for improvements that align with them.		
	Velocity			Consider and articulate technical choices in the context of department budget and delivery timing.	Consider and articulate technical choices in the context of department budget and delivery timing. Prioritize work that removes internal bottlenecks and inefficiencies across teams.	Orient team to how technical choices affect company budget and delivery timing. Prioritize work that removes internal bottlenecks and inefficiencies across teams.		
	Quick Wins			Provide quick wins for stakeholders where quick collaboration and/or discussion of challenges can unblock or enable them.	Provide quick wins for stakeholders where quick collaboration and/or discussion of challenges can unblock or enable them.	Provide quick wins for stakeholders where quick collaboration and/or discussion of challenges can unblock or enable them.		
Iteration	*Plan for Iteration*			Plan and enable incremental self-contained work that proves iterative value.	Plan and enable incremental self-contained work that proves iterative value.	Guide engineering to plan incremental self-contained work that proves iterative value.		
	Consider Timeframes			Consistently discuss task priority framed in the context of business needs in the short-, medium- and long-term.	Consistently discuss task priority framed in the context of business needs in the short-, medium- and long-term.	Consistently discuss task priority framed in the context of business needs in the short-, medium- and long-term.		
	Prototype				Build prototypes as proof of concept work that demonstrate value to stakeholders while minimizing risk to existing systems and long-term stability.	Control the scope and duration of requested prototypes that demonstrate value to stakeholders.		
Stakeholders	*Negotiate Alternatives*				Participate in high-level roadmap discussions with Product team to identify high-cost (in engineering effort) features and changes, proposing alternatives as appropriate.	Participate in high-level roadmap discussions with Product team to identify high-cost (in engineering effort) features and changes, proposing alternatives as appropriate.		
	Communicate Value				Assist Product team in communicating downstream value of new features and fixes to marketing, support, success, and sales teams.	Assist Product team in communicating downstream value of new features and fixes to marketing, support, success, and sales teams. Drive the narrative around engineering initiatives so executives and stakeholders understand their value and how they align with the organization.		
	Orient to Priorities				Orient stakeholders outside the engineering team to competing priorities and demands on engineering time.	With the most senior ICs, build a technical roadmap that reflects and compliments the organization's business priorities. Orient stakeholders outside the engineering team to competing priorities and demands on engineering time.		
	Resourcing				Work with executives and stakeholders to validate goals, priorities, and strategy. Clear organization-level roadblocks for engineering work.	Work with executives and stakeholders to ensure engineering has the time, space, and resources required to produce quality solutions. Clear organization-level roadblocks for engineering work. Participate in organizational budget process advocating for team needs and priorities.		
Staffing	*Idenfity Gaps*					Identify critical work not being done and gaps in team skillsets. Plan and propose how a new hire might strategically alleviate related bottlenecks.		
	Assess Hiring					Design, refine, and oversee engineering hiring and onboarding processes.		
	Define Roles					Write and maintain job requirements, job descriptions, evaluation criteria, and hiring impact statements for all engineering positions.		