

Developer Career Path

		Developer 1	Developer 2	Development Manager	Senior Developer 1	Senior Developer 2	Staff Developer	
Strength	Delivering software and related materials effectively and reliably.	Tools	<ul style="list-style-type: none"> - Comfortable working with at least 1 editor. Able to navigate quickly to files/methods/etc. and generally find what they're looking for. - Understands basic Version Control operations with Git including committing, branching, merging. 	<ul style="list-style-type: none"> - Usually uses more advanced Git features, including re-basing and resolving merge conflicts. - Understands the build system(s) relevant to their work, and can investigate and repair failing builds. - Has developed fluency with at least 1 editor. Familiar with many shortcuts and lesser known features. Able to configure their editor to suit the needs of their project. 		<ul style="list-style-type: none"> - Sometimes investigates and shares new tooling enhancements/suggestions with the team. 	<ul style="list-style-type: none"> - Demonstrates creative or otherwise noteworthy techniques they use in their workflow to their teammates on a regular basis. - Is involved in CI/CD design and implementation. 	<ul style="list-style-type: none"> - Regularly investigates and shares new tooling enhancements/suggestions with the development team.
		Writing Code	<ul style="list-style-type: none"> - Strives to write clean code that is reliable and correct, with testability, readability, edge cases, and errors in mind. - Delivers code that meets specified style guidelines. - Shares their work early and often with others, and regularly incorporates code review feedback from more experienced developers back into their work. 	<ul style="list-style-type: none"> - Has begun to develop expertise in one or more areas of the stack relevant to their work, ie. Ruby, JS, etc. - Makes steady progress on PRs without need for constant significant guidance from more senior developers. - Writes unit tests and functional tests when appropriate, and is familiar with the testing pyramid. - Usually writes code that is testable, easily understood by other developers, and has considered edge and error cases. - Provides helpful, timely code reviews. 		<ul style="list-style-type: none"> - Understands their team's testing approach, and uses quality metrics to identify gaps. - Usually helps guide their team towards high quality solutions in design, testing, and implementation of features. - Usually offers meaningful feedback on code reviews to those on and outside of their teams. 	<ul style="list-style-type: none"> - Is opinionated about testing strategy, and helps guide the evolution of testing throughout the development team. - Sets the gold standard for code quality. - Is relied upon for code reviews across the development team. 	<ul style="list-style-type: none"> - Is a primary driver of testing strategy throughout the development team.
		Debugging	<ul style="list-style-type: none"> - Is familiar with some basic debugging techniques and approaches. - Sometimes includes all necessary context and history when asking for debugging support. 	<ul style="list-style-type: none"> - Can independently debug common issues using a debugger or other techniques with a clear goal and strategy in mind. - Usually includes all necessary context and history when asking for debugging support. 		<ul style="list-style-type: none"> - Capable of debugging the most challenging issues throughout the entire stack, regardless of environment, in order to clearly articulate the root cause and establish a fix or workaround. - Always includes all necessary context and history when asking for debugging support. 	<ul style="list-style-type: none"> - Often demonstrates masterful debugging techniques to the development team in order to help others learn. 	
Perception	Identifying opportunities and initiating solutions individually, within your team, and for the wider Financeit organization.	Process Thinking	<ul style="list-style-type: none"> - Understands and operates in accordance with their team's practices and processes. - Makes a strong effort to contribute meaningfully to established processes and team rituals. 	<ul style="list-style-type: none"> - Sometimes thinks critically about team practices and processes and discusses improvements with their team. 		<ul style="list-style-type: none"> - Usually thinks critically about team practices and processes and discusses improvements with their team. - Solicits process feedback from more junior members of the team. 	<ul style="list-style-type: none"> - Always thinks critically about team practices and processes and discusses improvements with their team. 	<ul style="list-style-type: none"> - Always thinking critically about practices and processes that affect multiple teams. Works across boundaries to design and drive implementation of meaningful improvements.
		Facilitation		<ul style="list-style-type: none"> - Sometimes takes the initiative and facilitates meaningful and/or difficult conversations within their team regarding issues they have encountered. 		<ul style="list-style-type: none"> - Usually takes the initiative and facilitates meaningful and/or difficult conversations within their team regarding issues they have encountered. - Always ensures discussions within their team remain respectful and productive. Solicits participation from those less vocal on the team and encourages quiet participation from those who tend to dominate. 	<ul style="list-style-type: none"> - A force multiplier for their team and others by facilitating cross-team collaboration and initiatives. 	<ul style="list-style-type: none"> - Always initiates and facilitates discussions across teams when required. Ensures relevant parties are included in discussions, both from within and outside of teams involved.
		Product Thinking	<ul style="list-style-type: none"> - Has a clear understanding of how the product(s) they work on operate. - Can clearly articulate most of the types of users and use cases related to their team's area of work. 	<ul style="list-style-type: none"> - Clearly understands the team's goals, and how they are meant to fit into the larger corporate objectives. - Sometimes makes pragmatic suggestions for how to improve the product, and follows through to ensure their successful implementation. 		<ul style="list-style-type: none"> - Usually initiates discussions when their team's work does not appear to align with their stated goals. - Usually makes pragmatic suggestions for how to improve the product, and follows through to ensure their successful implementation. - Has a basic understanding of the goals and mandates of other teams. - Clearly understands the business model of their product area. - Sometimes collaborates with the product team on roadmap design and revisions. - Usually looks for opportunities to simplify product and technical design. - Engages with the appropriate stakeholders within the wider organization to collaborate when required. 	<ul style="list-style-type: none"> - Always initiates discussions when their team's work does not appear to align with their stated goals. - Helps the product team with evaluation of new features. - Helps the product team with the creation of the product roadmap through continual feedback and the proposal of new and/or improved product abilities. - Always simplifies product and technical design through proactive conversations. 	<ul style="list-style-type: none"> - Always makes pragmatic suggestions for how to improve the product, and follows through to ensure their successful implementation. - Has a clear understanding of the goals of multiple teams and how they interrelate to drive the larger corporate goals. - Helps product team maintain roadmap accuracy based on emerging technical strategy and constraints. - Always looks for opportunities to simplify product and technical design. - Proposes new and/or improved product abilities that require cross-team solutions.

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Endurance Pursuing goals with drive while remaining positive and solutions-oriented when faced with challenges.	Accountability	<ul style="list-style-type: none"> - Has regular discussions with their team regarding the progress of their work. - Sometimes understands and takes an interest in the work being undertaken by the rest of the team. - Raises their hand and asks for support or discussion whenever uncertainty arises. - Delivers value consistently, holding themselves accountable, while developing their estimation skills. - Ensures that any significant changes in their estimations are surfaced to and understood by their entire team. - Capable of taking well-defined sub-tasks and completing these tasks. - Responds to and clears notifications, emails and other communications on a regular cadence. 	<ul style="list-style-type: none"> - Understands that the accountability of the team matters more than individual accountability, and operates to ensure the team's success. - Usually understands and takes an interest in the work being undertaken by the rest of the team. - Always ensures that anything belonging to them is being actively worked on, or consistently communicates why it is not. - Has at least a rudimentary system in place to handle personal organization and time management. 	<ul style="list-style-type: none"> - Ensures that their reports clearly understand the expectations of their roles. - Ensures that their reports are regularly demonstrating behavior pursuant to their level across all competencies. 	<ul style="list-style-type: none"> - Ensures everyone else on the team is progressing well, and can confidently support or challenge others' estimates as their work proceeds. - Can weigh the priority and urgency of competing initiatives of the team, and will help guide the team to work together to deliver the more important items when necessary. - Usually anticipates blockers, delays, and other risks to the work their team is involved with and ensures these risks are being communicated to the wider engineering organization. 	<ul style="list-style-type: none"> - Always understands and takes an interest in the work being undertaken by the rest of the team. - Has a tested and trusted system in place to handle personal organization and time management. Occasionally demonstrates their system to help others learn their approach. - Leads their team to anticipate blockers and delays early, and ensures they are being communicated through the appropriate channels. 	<ul style="list-style-type: none"> - Understands that the accountability of the organization matters more than any one team's accountability, and drives mobilization of resources to ensure the success of the company when required. - Always understands and takes an active interest in the work of all teams that they work with.
	Ownership	<ul style="list-style-type: none"> - Takes responsibility for any work that they deliver, and attempts to understand the interplay of their work with the existing system(s) impacted. - Able to effectively deliver small features and improvements under the guidance of more senior colleagues. - Does their best to ensure that others are not adversely affected by their work in development (code design/reviews/CI), in test environments, and in production. - Responds quickly to reported issues and doesn't hesitate to ask for support when debugging live issues. 	<ul style="list-style-type: none"> - Considers themselves a long term owner of any code that they deliver, and provides support for subsequent fixes and improvements to affected code. - Able to own medium sized features all the way from technical design through delivery and support. - Ensures relevant documentation has been updated whenever their work is part of a significant release. 		<ul style="list-style-type: none"> - Able to own any development task, all the way from technical design through delivery and support. - Able to work autonomously when necessary, and to find and deliver value without clear instructions or direction. 		<ul style="list-style-type: none"> - A respected expert and owner of large sections of our applications who is always called upon for consultation when making significant changes to those areas. - Has a long record of creating sweeping improvements in maintainability, performance, and usability across our products. - Has pioneered the design and implementation of multiple major business critical systems.
Charisma Effectively working with and striving to have a positive impact on others at Financeit.	Communication	<ul style="list-style-type: none"> - Polite and respectful at all times. - Always able to clearly articulate thoughts regarding non-technical issues, both written and verbally. - Usually able to clearly articulate technical issues. - An active listener. 	<ul style="list-style-type: none"> - Always able to clearly articulate technical issues. - Takes an active interest in ensuring that communication within the team is occurring effectively. 		<ul style="list-style-type: none"> - Takes an active interest in ensuring that communication between their team and external parties/teams is occurring effectively. 	<ul style="list-style-type: none"> - Is able to modify their communications into an audience-oriented fashion. 	<ul style="list-style-type: none"> - Communicates effectively across a wide set of teams and departments, helping translate between less technical and highly technical audiences.
	Collaboration	<ul style="list-style-type: none"> - Regularly discusses their progress with teammates without prompting, both within team rituals and ad hoc. - Familiarizes themselves with existing documentation, and makes small contributions when able. - Actively raises concerns or need for clarification. 	<ul style="list-style-type: none"> - Clarifies requirements, and shares assumptions making before proceeding with development. - Actively works to build strong relationships within their team. 		<ul style="list-style-type: none"> - Actively works to build strong relationships with their team's relevant stakeholders to enable closer collaboration. - Proactively identifies areas of inadequate documentation and organizes their team to address the shortfalls. - Regularly delivers praise as well as constructive feedback to their team, both publicly and privately, unprompted. 	<ul style="list-style-type: none"> - Writes comprehensive technical design documentation in advance of any major development, and ensures alignment on the approach with other senior developers. 	<ul style="list-style-type: none"> - Actively works to build strong relationships with other senior developers in the company to enable coordination on larger development initiatives.
	Coaching & Development	<ul style="list-style-type: none"> - Develops their comfort in proactively seeking out both positive and negative feedback from colleagues. - Always gracious when receiving feedback and makes a point to address concerns, both written and verbally. 		<ul style="list-style-type: none"> - Always has their reports' career growth top of mind, and helps ensure they are progressing in the competencies in which they would like to develop next. - Identifies coaching opportunities for their reports and ensures appropriate coaching relationships are in place. - Has a good understanding of their reports' strengths and works with them to utilize these abilities. - Has a good understanding of their reports' weaknesses and works with them to improve in these areas. 	<ul style="list-style-type: none"> - Identifies opportunities for coaching within their team and address gaps with targeted assistance. 		<ul style="list-style-type: none"> - Identifies opportunities for coaching throughout the technology organization and ensures appropriate coaching relationships are in place.

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Intelligence	Developing knowledge surrounding software design and delivery.	Software Design	<ul style="list-style-type: none"> - Committed to becoming familiar with the components of our systems that they work with regularly, or that are adjacent to components they are working with. - Actively learning the fundamentals of our stack and architecture. - Has a strong knowledge of the core computer science fundamentals required for the job, including standard data structures such as lists and maps, sorting and searching, etc. 	<ul style="list-style-type: none"> - Is becoming proficient at decomposing high level requests into smaller improvements that can be delivered independently. - Is able to coordinate with teammates to scope and design solutions for small and medium complexity challenges. 		<ul style="list-style-type: none"> - Has a broad knowledge of core computer science fundamentals, including time complexity, networking, operating systems. - Regularly incorporates improvements in system design into their daily work, as well as makes time for more intensive refactorings. 	<ul style="list-style-type: none"> - Anticipates future use cases and proposes system design modifications to ensure their quick and safe accommodation. - Is able to independently coordinate with stakeholders to scope and design solutions for the most large and complex challenges. 	<ul style="list-style-type: none"> - Advocates for strong software design and architecture across teams, and helps identify the areas of the system most in need of improvement. - Guides others within the team and across the organization towards making design decisions that minimize the cost of future changes.
		Observability	<ul style="list-style-type: none"> - Is familiar with the observability tools used most frequently within the technology team. - Sometimes investigates production behavior using observability tools both before and after development/release of a change. 	<ul style="list-style-type: none"> - Usually investigates production behavior using observability tools both before and after development/release of a change. 		<ul style="list-style-type: none"> - Always investigates production behavior using observability tools both before and after development/release of a change. - Ensures appropriate monitors/alerts/dashboards etc. are setup in order to ensure stability and performance for their team's areas of concern. 	<ul style="list-style-type: none"> - Ensures product analytics data is being captured appropriately for their team. - Ensures the creation of additional monitoring in our observability platform, and creation/adjustments of any relevant business analytics metrics whenever delivering significant changes. 	<ul style="list-style-type: none"> - Proactively investigates and tunes observability tools across an entire platform. Identifies areas of concern with regards to stability and performance, and directs the relevant teams on how to remedy the situation.
		Security	<ul style="list-style-type: none"> - Has completed developer security basic training and understands the high value of security at a financial company like Financeit. - Usually invites more senior or security focused individuals to give feedback on a PR or new design that could present security concerns. 	<ul style="list-style-type: none"> - Knows the best practices for methods and mitigations of common security vulnerabilities. - Usually considers the security perspective when designing their solutions. 		<ul style="list-style-type: none"> - Always considers the security perspective when designing their solutions. - Security is top of mind when performing code reviews and otherwise browsing source code. 	<ul style="list-style-type: none"> - Ensures that a security-first mindset is present in all members of their team. - Works with security experts throughout the company to inform and improve on their team's approach to security. 	<ul style="list-style-type: none"> - Uniquely able to identify security threats due to their comprehensive understanding of how systems interconnect and their deep knowledge regarding implementation of many features.
Agility	Responding to the needs and pressures of changing situations.	Economic thinking	<ul style="list-style-type: none"> - Has a clear understanding of the 12 principles of agile organizations. - Understands the relationship between cost and value of their work. - Invites more senior members of their team to help them optimize their approach to minimizing cost and maximizing value. - Understands the value of breaking work down into smaller deliverables. 	<ul style="list-style-type: none"> - Sometimes helps others within their team with useful suggestions on how to make their work more economic. - Before beginning work, ensures their tasks are sized appropriately for rapid incremental delivery. 	<ul style="list-style-type: none"> - Regularly explores different agile principles with their reports and helps them to develop and internalize an agile approach to their work. 	<ul style="list-style-type: none"> - Usually guides the team towards maximizing the teams overall economy. - Regularly reviews tasks of others on the team to ensure they are appropriately sized, and actively offers support to break things down when others are struggling to deliver incremental value. - Recognizes that simplicity, the art of maximizing the amount of work NOT done, is essential. 	<ul style="list-style-type: none"> - Always guides the team towards maximizing the team's overall economy. - Regularly helps decompose larger projects and initiatives into more manageable sub-projects or deliverables to facilitate incremental delivery of upcoming work. 	<ul style="list-style-type: none"> - Ensures that cross-team work is being broken down appropriately and helps minimize the possibility of wasted effort between teams.
		Prioritization	<ul style="list-style-type: none"> - Engages in work according to the priorities laid out to them by their team. 	<ul style="list-style-type: none"> - Always reviews the priority and progress of work being undertaken by others on their team before beginning any new pieces of work. - Takes an interest and listens actively in the prioritization and roadmapping meetings of the team. Clarifies any uncertainty they have about why certain prioritization decisions are being made. - Identifies areas of improvement, bugs, etc. in their domain and advocates for their prioritization. 		<ul style="list-style-type: none"> - Ensures that work in progress across the team as well as work in the backlog has been appropriately prioritized. - Actively participates in or leads prioritization and roadmapping related meetings within their team. - Regularly checks that team prioritization is aligned with team's stated objectives. 	<ul style="list-style-type: none"> - Seeks input from stakeholders when uncertainty regarding prioritization arises. - Promotes timelines within the team that prioritize targeting areas of strategic technical debt on a regular cadence. - Regularly deprioritizes/culls the roadmap/backlog after conducting YAGNI analysis. 	<ul style="list-style-type: none"> - Looks to identify systemic issues in the team that lead to frequent priority changes, or last minute high priority items, and works to mitigate them. - Avoids becoming a bottleneck whenever urgent, high priority work arises. Identifies alternatives to their involvement and organizes others to step up and address the issues.
Luck	It's good to be lucky, and we're lucky to be good.	Gratitude	<ul style="list-style-type: none"> - Recognizes that whatever path they took to arrive here, they are fortunate to be a part of Financeit, and that Financeit is fortunate to have them in its ranks. 		<ul style="list-style-type: none"> - Works with their reports to ensure they feel grateful and valued for their continued opportunities at Financeit. 			
		Allyship	<ul style="list-style-type: none"> - Sensitive to the feelings and concerns of others, especially those with different backgrounds and life experiences. 	<ul style="list-style-type: none"> - Takes an active interest in the feelings and concerns of their team throughout standups, retrospectives and other team activities. 	<ul style="list-style-type: none"> - Solicits concerns of marginalization from their reports and ensures they are addressed promptly. 	<ul style="list-style-type: none"> - Takes an active interest in ensuring the diversity and inclusion goals of Financeit are being consistently pursued. 		