onelogin

Engineering Career Development at OneLogin

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At OneLogin we value career development. By helping our engineers to master their craft, we not only benefit the engineer by increasing their earning capability, but we increase their productivity, their autonomy, their influence, and their ability to innovate in meaningful ways. We enable them to do work that is more rewarding and that has more value to the company.

We believe that having a formal program of career development will help us to attract and retain the best talent. And it will allow us to build an engineering organization that can scale in productivity faster than it scales in headcount.

Principles

Clearly Defined Positions

At OneLogin, we have a Career Ladder (see below) that describes the positions available for individual contributors or managers at various levels. The goals of the position descriptions are as follows:

1) **Explain and justify the differences between job levels**. Each job level is a different role, not just degree of skill; we want a step function, not a gradient.
2) **Show employees what attributes matter for promotion** (and self-improvement). The job ladder is the career development plan of record, and it explains the criteria we use in employee evaluations.

Promotion Recognizes Achievement

Our philosophy is that a promotion to a higher job level is a recognition that an employee has already been performing at that level for a period of at least three to six months. A good rule of thumb is that a promotion should never come as a surprise to anyone (unless the surprise is that the person wasn't already at that level).

Promotions are based on merit. A promotion is never a test to see if an employee can handle the roles and responsibilities of the next level or can develop the skills and attributes required for that level. A promotion is also never a reward for "time served" at a lower level, nor is it to be used as a retention incentive for an employee who doesn't otherwise meet the criteria.

The Difference between Leadership and Management

In engineering, we consider leadership to be distinct from management. We do not consider "Lead Engineer" to be a job title, but instead that engineering leadership in many forms will become an increasingly important part of an engineer's contribution as they achieve higher levels, whether as an individual contributor or a manager.

One element of engineering leadership is to lead the work of other engineers, including assigning tasks, monitoring progress, and coordinating the work of multiple team members. It is expected that engineers may start to perform this type of engineering leadership at the level of Senior Engineer, and that this will generally be a significant part of the job responsibility of a Staff Engineer or above. The degree to which a Staff Engineer enjoys and excels at managing the work of engineers may be one indicator of whether they should pursue an engineering management role or an individual contributor role.

An engineering manager performs many of the same activities in managing the work of engineers, but will also be responsible for working closely with employees on their career development, providing regular feedback about how well employees are meeting their current obligations, offering praise as warranted, dealing with any performance problems (including establishing and managing Performance Improvement Plans when needed), dealing with any personal issues the employee may have that impact their work performance, handling employee PTO requests, approving employee expenses, etc. Engineering managers are also expected to evaluate their own team members in annual performance reviews, and to play an active role in recruiting new team members. If those tasks are not appealing, that would be a good indication that an engineer should pursue an individual contributor role.

Another aspect of engineering leadership is to contribute strategically to the organization, in areas like architecture, future product direction, high-level planning, system design, tooling, best practices in the areas of engineering management or software development, etc. This form of leadership may also involve interaction with other functions or departments within the company, or with standards bodies, customers, or others outside of the company. We expect to see this kind of leadership coming from both individual contributors (starting at the level of Senior Engineer, and becoming increasingly important at higher levels), and from managers.

Equivalence of Individual Contributors and Managers

No engineer should ever feel that they have to become a manager in order to earn more money, have more influence, get more recognition for their contributions, or to be considered a "leader". We offer parallel opportunities for individual contributors and managers, with identical compensation bands. Individual contributors and managers at the same level are considered peers. As outlined above, there are significant engineering leadership opportunities available to individual contributors.

We feel that engineers should choose a career development path that reflects their interests and aptitudes, and importantly, that leverages their skills and abilities to create the best, most productive and influential version of themselves. We never want to trade a great engineer for an average engineering manager.

We want the decision to pursue the engineering management track to be based on desire and abilities in engineering management, and not as a quicker or easier path to promotion, and as such, the election to pursue the management track will typically not be a promotion, nor would moving back to the individual contributor track represent a demotion.

Active Management Support

A key component of the role for any engineering manager is to work closely and frequently with their direct reports on career development. The manager will work with the employee to understand their skills and experience, along with their aspirations, and then create a customized career development plan for the employee. The engineering manager will work with the employee to progress toward their career advancement objectives, including defining specific advancement goals, mentoring and teaching to those goals, providing support or training toward those goals, giving the employee appropriate work assignments (with guardrails as needed), and providing feedback on the employee's performance.

Engineering managers will not necessarily be evaluated based on the advancement of those under their management, as different engineers have different levels of aptitude and ambition. But engineering managers will be evaluated on the extent to which they support and actively assist their employees in achieving their career advancement objectives.

Ladder

The Career Ladder below shows the Individual Contributor and Manager roles for each level.

Level	Individual Contributor	Manager
1	Engineering Intern	--
2	Engineer 2	--
3	Engineer 3	--
4	Senior Engineer	Associate Engineering Manager
5	Staff Engineer	Engineering Manager
6	Principal Engineer	Senior Engineering Manager
7	Architect / Executive Director	Director of Engineering
8	Architect / Executive Director	Senior Director of Engineering
9	Chief Architect / Technical Fellow	Vice President of Engineering
10	Senior Technical Fellow	CTO

A Note About Titles

The titles used above, and throughout this document, represent the internal titles that we will use to refer to employees, particularly in the context of their career development. Employees may have an external title that differs from their internal title for use in their public persona (business cards, email signature, LinkedIn, etc). External titles may differ from the internal title in the following ways:

1. An Engineer 2 or Engineer 3 will typically omit the level in their external title
2. A modifier may be added to represent the specific engineering function

Example external titles would include "Software Engineer", "Senior Mobile Engineer", and "Principal DevOps Engineer". External titles are at the discretion of the hiring manager for new hires or the engineering manager for existing employees, provided that they do not imply any status or level that is not consistent with the internal title / level.

Both internal and external titles, as well as level, are tracked in our HRIS (ADP). Offer letters will typically use an external title, provided by the hiring manager, per the rules above.

Regardless of their external title, all new hires should understand the level and corresponding job description that they are being hired into. We do not want to have a disconnect between the hiring manager and the employee about where they fit in our career ladder.

Individual Contributor Track

Engineering Intern

Level 1

An Engineering Intern is someone who is currently enrolled in, or who has recently completed, an educational program, but who has little to no professional experience. Engineering Interns typically require significant direction from their manager and their peers.

Engineer 2

Level 2

An Engineer 2 is focused on growing as an engineer, learning the team's tools and current processes, and developing productivity skills, as well as learning about the best-practices of software engineering such as testing, source control, and agile methodologies.

They are capable of taking well-defined tactical sub-tasks from a larger project and completing

these tasks in a reasonable time frame. They are also capable of fixing bugs that are well defined and/or confined to a small surface area.

The Engineer 2 is focused on learning about a specific component or product sub-area and mastering that component.

They communicate status to their manager and team.

Note: This may map to a role that others would call "Associate Engineer", though we have elected not to use that term.

Engineer 3

Level 3

An Engineer 3 will enter this level capable of taking well-defined tasks and completing them in a way that is considered by the team to be high-quality with supervision from more senior team members. The progress through this level is focused on taking tasks of increasing complexity, scope, and importance and completing them with very high quality with a lessening need for lead/manager oversight.

This level is the bread-and-butter level of engineering growth. Engineers at this level should be focused on becoming great engineers, learning how to set high quality bars for their work without sacrificing productivity. All engineers at and above this level should religiously follow stated best practices for the team without excessive hand holding. Engineers at this level will continue to make mistakes, but should be improving the speed at which they learn from these mistakes. By the time an Engineer 3 is ready to be promoted they will have focused on some technology or product area as their expertise and become capable of mentoring interns and new engineers in these areas. They will start to participate more in the technical design process, often with guidance from senior engineers.

Engineers at this level are assumed to be constantly making steady progress on tasks that are assigned to them and know when to ask for help when they are blocked. They can own their independent small-to-medium features all the way through from technical design to launch. They are capable of prioritizing the work in front of them and able to make forward progress, avoiding the temptation to focus on unimportant details.

The impact at this level is focused on task completion and depth in a small area of the code base. Engineers at this level should be capable at release responsibilities for their area as well as on-call support for simple incidents in those areas.

They communicate well and are capable of delivering feedback to peers and their manager. When given a task with unclear requirements they know how to ask for clarification, and ensure

that all assumptions are vetted before work starts to reduce the need for re-work. They understand how their work fits into the larger picture for their team, and use this to identify conflicting requirements to their lead and product manager.

An important focus of this level is developing empathy for the users of their software, whether they be internal employees, customers, or other developers on the team. A team member at this level is seeking out the context they need to understand the why of a particular feature and nurturing this empathy via that understanding.

Note: This may map to a role that others would call "Intermediate Engineer", though we have elected not to use that term.

Senior Engineer

Level 4

The Senior Engineer should be seen as a rock-solid engineer who is a master of their specific domain. The Senior Engineer is capable of owning technical design for projects of moderate complexity, and understands the tradeoffs in creating good software in their area. They hold a depth of knowledge in systems that enables them to debug those systems effectively without flailing. In addition to writing consistently high-quality code they are aware of industry best practices and trends, and have acquired at least one major skill outside of programming, such as monitoring, performance optimization, documentation, integration testing, or visual design.

The Senior Engineer gets a lot done. They are responsible for complex tasks and complete them despite roadblocks, grabbing others for help or insight as necessary. The Senior Engineer requires very little oversight beyond high-level direction; they can take a complex user story, break it down into sub-tasks, and complete their sub-tasks with relative ease. The Senior Engineer shows initiative beyond knocking tasks off a list; they are able to identify and suggest areas of future work for themselves or their teams. They seek evidence to support their ideas and start to build cases for these ideas. They deliver products that they believe are well-baked and bug-free.

The Senior Engineer has end-to-end responsibility for projects of increasing complexity that encompass more than their own development. They contribute to the common code bases and standards for the team. They understand the business that their code supports, and possess empathy for the users of their software; they use this understanding to influence their task prioritization. They assist Quality Engineering in identifying and validating test cases and can identify regression risks in their features. In general, they can identify risks in code, features, and design, and communicate these to the appropriate parties.

The Senior Engineer is known outside of their core team as a technology leader. They participate extensively in code reviews, and mentor others, as well as presenting at Tech Talks and team

meetings. They work effectively with non-tech members of the extended product team (product management, customer success, technical support, etc). They are able to identify problems with requirements and help their team course-correct around these issues.

Staff Engineer

Level 5

The Staff Engineer exhibits leadership and influence well beyond themselves. This leadership comes in the form of team leadership (acting as a lead for a small to medium sized team), exceptionally strong individual contribution, or something between these two extremes (extensive mentoring of junior team members while maintaining deep individual contribution, for example). Given a nebulous project, a Staff Engineer will appropriately scope it, find a solution, implement, and launch that solution.

The Staff Engineer is viewed as the go-to expert in some significant area of the code base, and not just because they are the only person who has ever worked in that code base. They are involved in setting the standards for the entire organization and providing technical advice and decision-making that affects not only their group but other teams or the company at large. They research and propose new technologies, and have a broad understanding of the entire architecture, as well as very detailed understanding of their area. They may not write as much code day to day but they still deliver features and have learned how to balance leadership and individual contribution.

The Staff Engineer helps groups of engineers deliver complex projects. They are known for drama-free launches, and own the technical testing and performance planning side of these projects. The Staff Engineer knows how to do project management. They take long projects or complex groups of user stories and break this work down into milestones to avoid large monolithic deliverables. They strive to deliver software on-time and improve the accuracy of their team's estimations.

Beyond the day-to-day, the Staff Engineer is starting to have a bigger impact beyond themselves and their immediate projects. They identify big issues and opportunities in the technology and organization, and work across teams to create solutions to these issues. They proactively identify and clean up technical debt before it turns into a long-term problem, and encourage and enable their team to do the same. They are setting direction in some major part of the technology for their product or functional area and have a major role in the team's decision-making process.

As a leader, the Staff Engineer contributes widely to making others better via code reviews, mentoring, and training. They will sit on architecture review boards as appropriate and may be asked to provide feedback on projects outside their area. They understand the tradeoffs between technical, analytical and product goals, and strive to create solutions that satisfy all of these goals. They know how to not only identify technical problems and create solutions, but are

also able to get cross-team buy-in for their solutions and manage projects to make these solutions come to life.

While a Staff Engineer, the employee should be considering whether they would like to pursue an individual contributor or manager role, and should then work toward either Principal Engineer or Engineering Manager.

Principal Engineer

Level 6

An engineer at this level has shown strategic impact over some combination of a large team, a very large technical problem, and/or a long time horizon. The problems that the Principal Engineer is solving are very open-ended even to the leadership who presented the problem. Most engineers at the company would not be able to own and solve the problems that this person is attacking.

The Principal Engineer is sought-after for technical guidance across the team. They have a track record of anticipating technical problems that will fall out of major products and designing solutions to overcome those problems. They are deeply knowledgeable in major parts of our technology stack and are the technical owner of large parts of our code base. They have a sustained track record of creating major improvements in large business-critical systems around stability, performance, and scalability.

A Principal Engineer is still acting in a very hands-on role, and as such, they are a prolific contributor to both core projects as well as side and experimental work. When presented with a complex problem, process or existing system, they are consistently able to reduce the complexity in order to get more done with less work. This ability to manage and simplify complexity is the hallmark of the Principal Engineer; working with this person should leave team members feeling like they are going to leave with something significantly better than they came into.

The Principal Engineer has broad impact across the engineering organization. They create architecture that shapes large parts of our business, and ship complex projects including many systems or major pieces of infrastructure. The impact of their work is felt across the team in the quality of the engineering that we produce, the ways we write code, the core libraries that we use, and the underlying design of systems. There are multiple obvious large technical contributions that can be pointed to as originating from this team member.

The Principal Engineer has excellent abilities to influence without requiring reporting authority to do so. They effectively facilitate cross-team work and are influential far beyond their individual group. They are capable of driving groups of disparate interests to decisions, and clearly communicating and seeing those decisions through to impact. The Principal Engineer is capable of setting short to medium term strategic direction for part of the technology stack, identifying

areas of critical need based on future growth and developing roadmaps to attack those problems.

Architect / Executive Director

Level 7 or 8

This person acts as the primary architect for a major area of our business. They have significant strategic vision and can take a high-level 3-5 year plan for growth at a business level and translate that into a strategic technology roadmap. They are deeply technically savvy and their primary job is focusing on the architectural and technology needs to grow the business over the longer-term horizon.

Contributors at this level have typically done something that impacts the entire company or the broader industry at large. They will often be recognized as a leading expert in the field, both inside and outside of the company.

The Architect / Executive Director may report to a VP Engineering or the CTO.

Chief Architect / Technical Fellow

Level 9

Engineers at this level are the elite of the elite. They have made significant contributions to the company, or possibly outside of the company, including to the open source community, academia, or the industry at-large for which they have achieved some level of fame.

Typically, Engineers at this level can be trusted to work on independent research (with full autonomy) and lead major initiatives.

The Chief Architect / Technical Fellow will typically report to the CTO. A Technical Fellow may report directly to the CEO in some cases.

Senior Technical Fellow

Level 10

If the Chief Architect or Technical Fellow are the elite of the elite, then the Senior Technical Fellow is the unicorn of the tech industry. Many tech companies, even larger ones, will not have anyone at this level. The Senior Technical Fellow can work miracles. They can move the stock price of the company working part time. The Senior Technical Fellow may report to the CTO or directly to the CEO.

See: Bill Atkinson (Apple), Guy Kawasaki (Apple), Dave Cutler (Microsoft), Anders Hejlsberg (Microsoft), Jeff Dean (Google)

Management Track

Associate Engineering Manager

Level 4

The Associate Engineering Manager will lead a small to mid-sized team, and begin to learn and practice the skills and duties of an Engineering Manager (see below). While we expect that the Associate Engineering Manager will have coordinated and led the work of other engineers in their work as a Senior or above engineer, this will often be their first direct people management experience. In this role they will lead the work of their team members (much as they might have done before), and they will also develop their own people management and project management skills under the close supervision of their own manager.

It is expected that the people management aspect of this role, including hiring and firing, performance management, behavioral issues, and the career development of their own reports, will be done under the close supervision of their own manager (with that manager literally in the room/conversation, at least in the beginning). For example, the Associate Engineering Manager's own manager might attend stand-ups or one-on-one meetings between the Associate Engineering Manager and their direct reports. Their manager would be similarly involved in a hands-on way in other aspects of people and project management until the Associate Engineering Manager has demonstrated competence in these areas and the ability to perform successfully without that level of involvement from their manager.

Engineers will generally enter this role from the Senior Engineer position, and as such, this role will not represent an immediate promotion, but will instead signal their pursuit of the management track, and help to ensure the focus of the company, including the engineering management team, on assisting in their development as managers. This will usually be the first taste of engineering management (including people management) for an engineer, and not all engineers will thrive in this role. Some will wish to return to the IC track (possibly maintaining the development leadership role, while ceding the people management aspect), which should be supported and not considered as a failure.

Associate Engineering Managers who show promise and commitment, such that their probability of staying with the management track and being successful in that track are very high, will stay in the role and develop into Engineering Managers. We should consider the amount of development, skill-building, and experience that needs to be achieved to be promoted to Engineering Manager as comparable to the difference in levels on the Individual Contributor track

(which is significant), and not something to be easily or automatically gained by being in the position for a short time. When considering promotion to Engineering Manager, we should think of that in the context of the level of skill and experience we would seek in an outside candidate (which is much more than just having managed a single, small team for six months or a year, for example). As such, we should not set career development expectations that the progress through Associate Engineering Manager to Engineering Manager will be quick. While some on the management track may progress more quickly than others, building a level of competence and experience in management takes time. That being said, we may consider the cumulative experience gained at this level to be a combination of time spent as an Individual Contributor at this level (especially if that involved project management or management/supervision of people) and time spent in this role.

Engineering Manager

Level 5

The Engineering Manager has gone from a lead of a small to mid-sized team to the manager of an entire product or functional area's worth of engineering team members. They are comfortable with agile management practices, and proven project managers who have delivered at least one large project successfully. As a technical leader they ensure that they are tracking the team's efficiency and quality of deliverables and regularly adjusting processes and timelines to ensure high quality is delivered. They own a large responsibility for producing software that is high availability, monitorable, and maintainable over time.

The Engineering Manager will spend less time writing code, but there is an expectation that they still engage in small technical deliverables such as bug fixes and small features, without blocking or slowing down the progress of their team. More than writing code, they hold responsibility for identifying bottlenecks in the process and roadblocks to success for their team and clearing these roadblocks.

This role is expected to have a large impact on the success of the product or functional area as a whole. In particular, leaders in this role are capable of identifying the most high-value projects and keeping their team focused on these projects. As part of keeping the team focused the Engineering Manager will partner closely with the Product Manager to manage project scope and ensure the technical deliverables are met. In addition to focusing the team, they are capable of identifying headcount needs for the team and planning and recruiting to fill these needs.

The Engineering Manager is an independent manager. They are comfortable managing team members with different skill sets from their own. They communicate expectations clearly to all team members, solicit and deliver individual feedback frequently (not just in the scope of review periods). In addition to strong management skills, the Engineering Manager acts as a leader for the technical roadmap for product or functional areas. They clearly communicate the timeline,

scope and risks to their partners, and lead the delivery of major initiatives on clear timelines. Additionally, they identify areas of strategic technical debt, do the cost/benefit analysis for resolving this debt and communicate suggested timelines for prioritizing this to the management team.

We would generally expect the Engineering Manager to have one to three years of engineering management experience, with at least one year of direct people management experience.

Senior Engineering Manager

Level 6

The Senior Engineering Manager possesses the skills and performs the duties of the Engineering Manager, but with greater experience and at a higher level.

The Senior Engineering Manager will have held multiple roles managing different teams, over a three to five year period. They will have displayed not just competence over the duties of Engineering Manager, but mastery and excellence. They will introduce and evangelize best practices in engineering management to the organization and to their peers. They have developed a loyal following of engineers, and have maintained very high retention on the teams they have managed. They have delivered multiple large projects over their career with consistent success.

Engineering Managers may also distinguish themselves as Senior Engineering Managers by displaying a high level of technical expertise and skill, consistent with the Principal Engineer level or above on the Individual Contributor track.

Director of Engineering

Level 7

The Director of Engineering is responsible for a significant area of the technology team. The Director of Engineering will typically lead engineers across multiple project teams or functional areas, with both Engineering Managers and individual contributors reporting into this person.

The Director of Engineering is not generally expected to write code on a day-to-day basis. However, they are responsible for their organization's overall technical competence, guiding and growing that competence in the whole team as necessary via training and hiring. They should have a strong technical background and spend some of their time researching new technologies and staying abreast of trends in the tech industry. They will be expected to help debug and triage critical systems, and should understand the systems they oversee well enough to perform code reviews and help research problems as needed. They should contribute to the architecture and design efforts primarily by serving as the technically-savvy voice that asks business and product

questions of the engineers on their teams, ensuring that the code we are writing matches the product and business needs and can scale appropriately as those needs grow.

Directors of Engineering are strong leaders, and set the example for cross-functional collaboration both between technology and other areas of the company, and across the engineering organization. The goal of this collaboration is to create both a strategic and tactical tech roadmap that tackles both business needs, efficiencies, and revenue as well as fundamental technology innovation. The Director of Engineering is a very strong communicator and can simplify technical concepts in a way to explain them to non-technical partners, and take business direction and explain it to the technology team in a way that inspires and guides them.

Senior Director of Engineering

Level 8

The Senior Director of Engineering will typically manage teams across multiple products or multiple engineering functions (development, quality engineering, operations). The Senior Director of Engineering is expected to perform the same duties that would be expected of a Director of Engineering, in addition to the following...

The Senior Director of Engineering is concerned with ensuring smooth execution of complex deliverables. To that end, they focus on ensuring that we continually evaluate and refine our development/infrastructure standards and processes to create technology that will deliver sustained value to the business. They are responsible for creating high performance, high velocity organizations, measuring and iterating on processes as we grow and evolve as a business. They are the leaders for recruiting, headcount management and planning, career growth and training for their organization. As necessary, Senior Directors of Engineering will manage vendor relationships and participate in the budgeting process.

The impact of a Senior Director of Engineering should reach across multiple areas of the technology organization. They are responsible for creating and growing the next generation of leadership and management talent in the organization, helping that talent learn how to balance technical and people leadership and management. They are obsessed with creating high-functioning, engaged and motivated organizations, and they are expected to own retention goals in their organization. Additionally Senior Directors of Engineering are responsible for strategically balancing immediate and long-term product/business focused work with technical debt and strategic technical development.

Senior Directors of Engineering help to create a positive public presence for the company and are capable of selling the company and their area to potential candidates.

VP Engineering

Level 9

Contributes to architectural decisions with a focus on the product and business needs now and in the future.

In partnership with the CTO, CPO, and other business stakeholders, translates the high-level strategic vision into a clear and actionable technology roadmap.

Greatest technical strength is debugging organizations and processes. Knows the right questions to ask to help the team get to the right decision. Actively identifies bottlenecks across the organization and works to remove them.

Ensures that every member of the team understands the business goals for the quarter and has bought into these goals.

Identifies areas for process evolution or clarification, gathers the stakeholders and creates and communicates the strategy for resolving these issues.

Clearly articulates the needs from a personnel and cultural standpoint that will move the engineering organization to the next level.

Capable of identifying business growth opportunities enabled by technology and executing against those opportunities.

CTO

Level 10

The CTO is the senior-most technology executive in the company, and is tasked with making executive technology decisions on behalf of the company, including managing a technology budget and making investments to align the company with their vision for its technological needs. They should be a strategic thinker and an expert in software development and cloud service operations. They should be well-versed in current technological trends and familiar with a variety of business concepts. They should be an excellent communicator and public speaker, effective at communicating to stakeholders within the organization, customers (including at the senior executive level), peers in the industry, as well as other company executives and board members.

The CTO will work directly under the CEO and will act as both a technology and business expert, participating in company strategy, and making decisions that will impact the current and future operations of the company.

Notes

Annual Review Cycle

At OneLogin, career development, including goal setting and performance feedback, is an ongoing, continuous process between the employee and their manager. In contrast to those activities, the annual performance review process is a discrete opportunity to assess employee performance and provide structured feedback, as well as compensation adjustment, where the engineering management team collaborates and considers the performance of all engineering employees, including the performance of employees relative to each other, potentially even across teams or functions.

The engineering career ladder described in this document forms the basis for performance assessment in the annual review, where employees are ranked primarily on two criteria: performance within their current job, and potential for future advancement.

While career development is continuous, and promotions can happen at any time assuming the criteria are met, we do want to separate the career development promotion activity from the annual performance review process. To that end, we should generally not recommend promotions within one month before or after the annual performance review process. This will support the clear separation of these processes, and will also allow employees, their managers, and engineering management, to focus appropriately on the annual performance review process.

Compensation and Raises

Each role has a range of salary and stock compensation associated with it. Depending on compensation when hired, or on raises received as part of our annual performance review process, an employee may be at various compensation levels within the range of their current role. When receiving a promotion to a new level, compensation will increase to the greater of a) the minimum compensation for the new role, or b) the current salary plus 50% of the difference between the midpoints of the ranges of salaries between the previous and new roles. The purpose of this calculus is to provide an incentive and a reward for achieving a higher level, even for employees who have topped out their compensation at their current level.

References

This document was heavily influenced by great work done by others, including:

The Software Engineering Job Ladder (Chuck Groom)

Developer Career Ladder (Camille Fornier, Rent the Runway)

Software Development/Leadership Ladder (Foursquare)

Software Engineer Title Ladder (Charles Krempeaux)

Job Titles and Levels: What Every Engineer Needs to Know (Holloway)