



# **Career Development In a Box: Introducing a Freely Available Toolkit**

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Game Developers Conference® Online 2011  
October 10-13, 2011 | Austin, TX  
[www.GDCOnline.com](http://www.GDCOnline.com)

**GDC**  
Online

# About the Slides

- The slides are detailed, to ensure the presentation is useful to you after the fact
- Also, see the handouts

- Career Development comes when you offer more value to your employer
- Its hard to get better when you don't know what better looks like

# What is the toolkit?

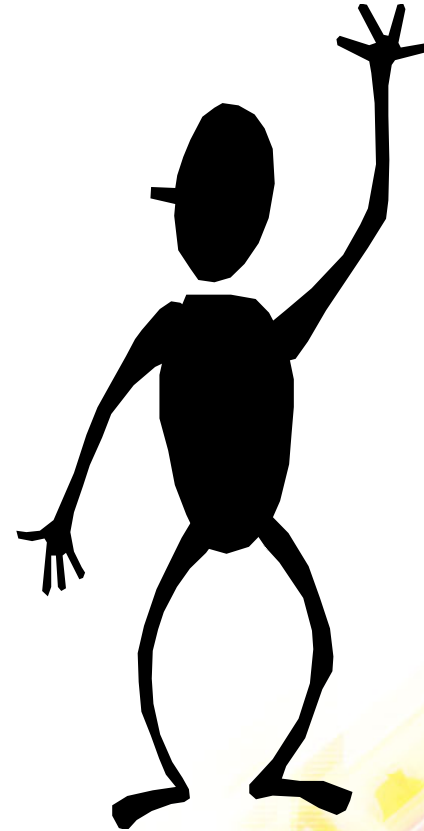
- The Toolkit: “The THUD”
- Created through interviews with dozens of industry veterans
- Toolkit contents
  - Core Competencies
  - Competency Indicators
  - Job Role Framework
  - Job Role Profiles
- Available at [thethud.wordpress.com](http://thethud.wordpress.com) under a Creative Commons license

# Target Audience

People Managers

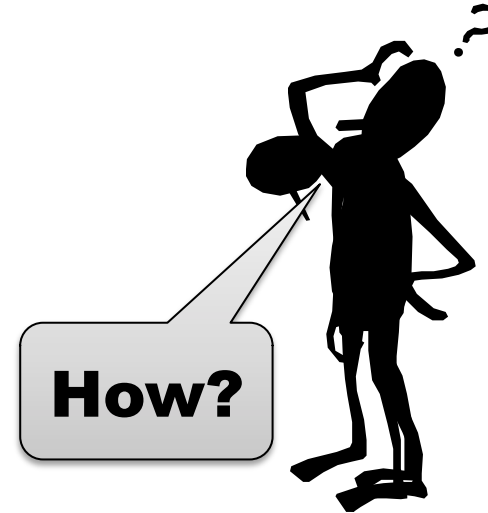


Individual Contributors

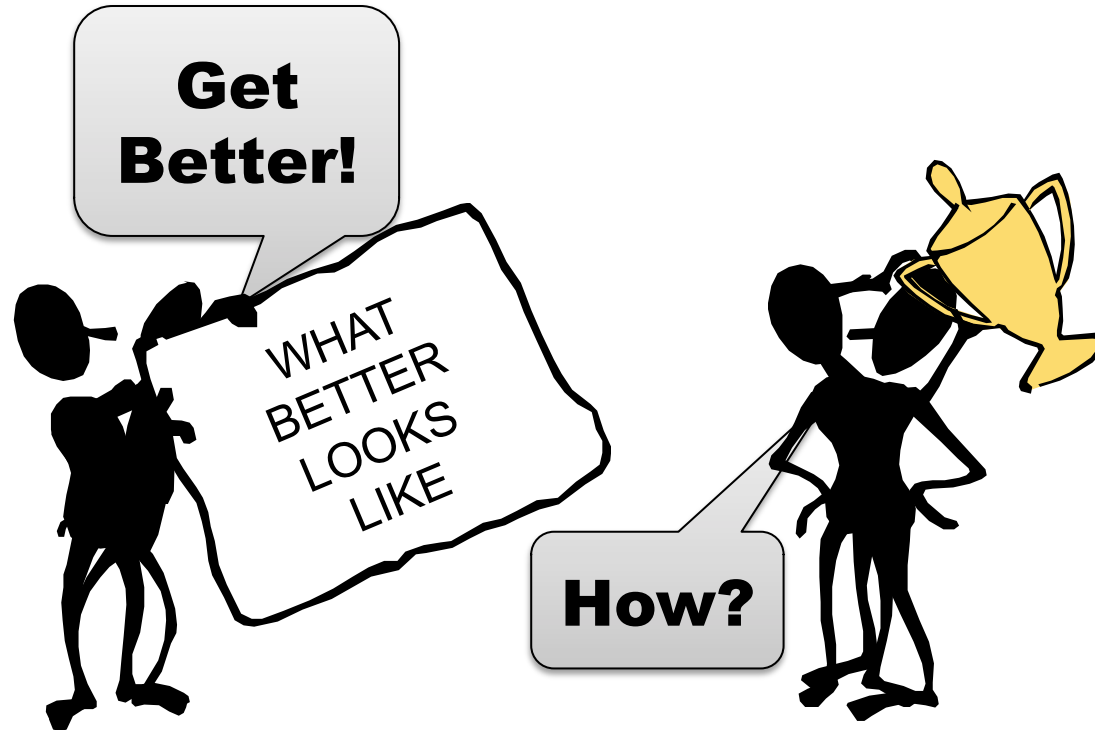




**Boss**



**Employee**



**Boss**

**Employee**

# CORE COMPETENCIES



# What is a Competency

- Competency = a specific skill necessary for success on the job
- Core Competencies = competencies that an organizational considers fundamental
- Competencies describe observable behavior

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Communication

- The ability to interact with others in an efficient and positive manner, in both verbal and written forms.
  - Presentation – Able to verbally interact clearly and concisely, communicating ideas well to others. Demonstrates ability to deliver quality written documentation.
  - Transparency – Demonstrates ability and eagerness to share information and interact with others in a genuine and honest manner.
  - Collaboration – Demonstrates the ability to interact with others for the good of the team. Supports a positive work environment in a manner that fosters teamwork and cooperation. Reacts to stressful or tense situations in a constructive manner.

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Knowledge Application

- The extent to which the individual is able to practically apply their technical knowledge and/or specialty expertise in their role.
  - Knowledge – Has a depth of knowledge in one or more technical and/or specialty areas.
  - Application – Demonstrates the ability to apply knowledge appropriately to job responsibilities.
  - Development – Maintains and develops technical knowledge and/or specialty expertise.

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Delivery

- The ability to consistently deliver results with efficiency, timeliness and precision working individually or as part of a team.
  - Organization – Demonstrates the ability to plan and coordinate efforts to meet deadlines.
  - Accuracy – Demonstrates the ability to produce tangible results that meet the requirements agreed and that fulfill the responsibilities of the role.
  - Quality – Demonstrates a personal commitment to consistent, high standard of quality.
  - Productivity – Demonstrates the ability to perform role with minimal waste of time and effort; delivers expected results on time.

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Problem Solving

- The ability to identify and solve complex issues efficiently within your role.
  - Research & Analysis – Demonstrates the ability to explore relevant sources of information, as well as analyze the most applicable data for resolving an issue.
  - Ingenuity – Demonstrates the ability to seek solutions that are inventive and original, but remain practical.
  - Judgment – Demonstrates the ability to make pragmatic decisions and take intelligent risks to resolve issues within the constraints of the business, schedule and role.

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Drive

- Represents initiative, independence and positive work ethic within your role.
  - Autonomy – Demonstrates the ability to work independently and efficiently within role, minimizing the need for supervision.
  - Passion – Demonstrates the ability to perform role with dedication, tenacity and enthusiasm towards company and project goals.
  - Initiative – Demonstrates the ability to act without prompting.

Communication

Knowledge  
Application

Delivery

Problem Solving

Drive

Management

# Management

- The ability to manage and motivate your team to be efficient and productive.
  - Direction – Demonstrates the ability to drive project vision and set clear goals and targets within available resources.
  - Development – Demonstrates the ability to guide, coach and support individuals, providing them opportunities to learn and develop.
  - Leadership – Demonstrates the ability to motivate the team, provide appropriate encouragement and support, and lead by example.

# Core Competencies

- Communication
- Knowledge Application
- Delivery
- Problem Solving
- Drive
- Management



# COMPETENCY INDICATORS

# Competency Indicators are

- Specific observable behaviors that reflect different levels of proficiency with a given competency
- Example behaviors only, not an exhaustive enumeration of what is expected or possible
- Indicators are subject to interpretation given an organization's specific culture, peculiarities, etc.

# Competency Levels

- Needs Improvement
  - The given competency is insufficiently observable
- Level 5
  - High degree of proficiency with a given competency

# Problem Solving

	Needs Improvement	Level 1	Level 2	Level 3	Level 4	Level 5
Problem Solving						

- The ability to identify and solve complex issues efficiently within your role.
  - Research & Analysis – Demonstrates the ability to explore relevant sources of information, as well as analyze the most applicable data for resolving an issue.
  - Ingenuity – Demonstrates the ability to seek solutions that are inventive and original, but remain practical.
  - Judgment – Demonstrates the ability to make pragmatic decisions and take intelligent risks to resolve issues within the constraints of the business, schedule and role.

## Communication | Transparency

Needs Improvement

Needs to be asked to provide information around status, work progress and current issues.

## Drive | Autonomy

Needs Improvement

Gets easily sidetracked.

## Management | Direction

Needs Improvement

Interested in results and not necessarily in the process or the workflow.

# PROPER USE OF COMPETENCIES & COMPETENCY INDICATORS

- Expecting everyone in every role to be Level 5 in every competency is unrealistic
  - Set high expectations through the competency levels; everyone should aspire to Level 5
  - But decide on minimum expectations for each level of each role
- Should you expect an entry level developer to have the same Communication behaviors as a senior Producer?

# JOB ROLE FRAMEWORK



- A framework with which to understand levels of an organization
- Offers a consistent model of what is generally expected at each level
- Provides context for the detailed Job Role Profiles

<b>Level 8</b>	<ul style="list-style-type: none"> <li>• Create business vision and direction, determining long term strategy <b>AND</b></li> <li>• Lead it's implementation across the organisation</li> </ul>	<b>CEO</b>
<b>Level 7</b>	<ul style="list-style-type: none"> <li>• Develop requirements for, and implement, strategy across business areas</li> <li>• Lead and develop new processes and systems</li> </ul>	<b>VP of Development</b>
<b>Level 6</b>	<ul style="list-style-type: none"> <li>• Plan, design and manage business processes and teams through challenging and interactive work <b>AND</b></li> <li>• Deliver senior level professional or technical advice likely to have an impact on a significant area of the business</li> </ul>	<b>EP</b>

<b>Level 5</b>	<b>Managing</b>	Manager of multiple teams/department, coordinating related activities that ensure the alignment of teams with quality expectations and the techniques and solutions employed to support them. With understanding of business strategy and company culture, able to execute work and deliver results beyond the scope of their departmental area.	<b>OR</b>	<b>Principal</b>	Steers the creative or technical direction of the discipline teams, ensuring that the guidance and advice offered consistently supports the product vision. Works with Managing to set clear quality expectations, as well as to determine the techniques and solutions employed to support them.
<b>Level 4</b>	<b>Managing</b>	Manages a team within relevant focus area. Uses in-depth discipline knowledge, advanced problem solving skills and an awareness of the organization's priorities to translate strategic direction into tactical plans and implementation activities. Guided by standard industry practices, management precedents and professional standards.	<b>OR</b>	<b>Principal</b>	Individual Contributors who possess a breadth and depth of creative or technical knowledge, Principals and practices within a specialized field. Works with a large degree of independence, conferring with manager on the more complex or unusual assignments.
<b>Level 3</b>	Individual Contributors who possess advanced analytical, technical and problem solving skills. They have a strong awareness of larger team/department strategies and customer needs. Within defined parameters, job holders have latitude to consider whether new procedures may have to be developed. Works independently and provides consultative advice within specific creative or technical areas. Manager guidance is readily available. <b>AND</b> May mentor and /or supervise Levels 1-3 team members, having some line management responsibilities for a small number of people.				

<b>Level 2</b>	Individual Contributors responsible for the delivery of creative or technical productivity within a specified field. Posses good analytical, technical and problem-solving skills and abilities. Work is subject to established practices and procedures, as well as defined, company policies.
<b>Level 1</b>	Contributors, new to the discipline, responsible for assisting other team members in their assigned area with day-to-day implementation tasks and documentation. In doing so, these employees gain key and relevant knowledge of their discipline and its functional relationship within overall game development.

# JOB ROLE PROFILES

# Anatomy of a Job Role Profile

- Responsibilities
  - What the role does
- Knowledge
  - What you need to know
- Skills Required
  - What you need to be capable of

# Level 1 Software Engineer

	Responsibilities	Knowledge / Skills Required
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Level 1 Software Engineer

# Level 5 Software Engineer, Principal

**Responsibilities**

**Knowledge / Skills Required**

**Level 5 Software Engineer, Principal**

# Level 5 Software Engineer, Managing

**Responsibilities**

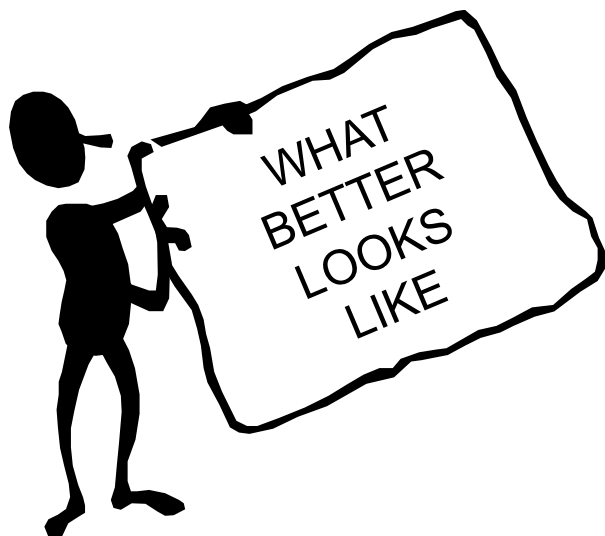
**Knowledge / Skills Required**

**Level 5 Software Engineer, Managing**

- The full toolkit provides additional Job Role Profiles
  - Art, Audio, Design, Engineering, Production, QA, and Staff
  - From Level 1 to Level 5

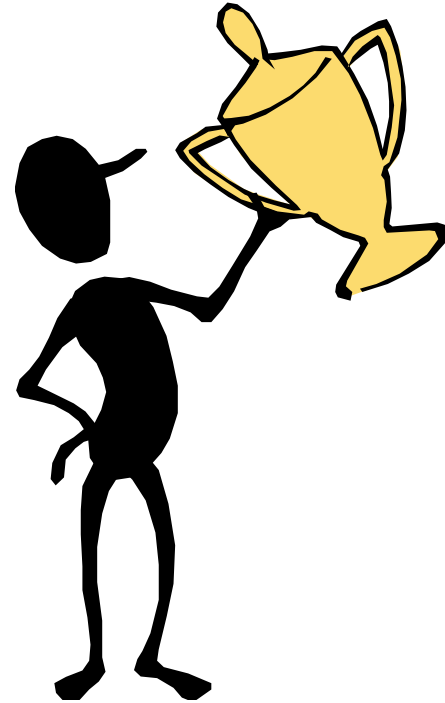


- We reviewed **who** the Toolkit was for
- We reviewed **what** the Toolkit is for
- We reviewed the various pieces of the Toolkit





**CONCLUSION**



# Additional Resources

- Visit <http://thethud.wordpress.com> for the complete toolkit
- Visit my occasional blog on Leadership & Management at <http://thereisnothem.wordpress.com>
- Contact me at [mrjoshuahoward@gmail.com](mailto:mrjoshuahoward@gmail.com)

# Handouts

The following pages compose the handout that was offered as part of this presentation.

# Career Development In A Box

## Supplemental Material

- This handout is part of the GDC Online 2011 talk entitled “Career Development In A Box: Introducing a Freely Available Toolkit” presented by Joshua Howard.



## For More Information

- Visit <http://thethud.wordpress.com> for the complete toolkit
- Contact Joshua Howard at [mrjoshuahoward@gmail.com](mailto:mrjoshuahoward@gmail.com)
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# Core Competencies

Knowledge Application	Communication	Problem Solving
<p>The extent to which the individual is able to practically apply their technical knowledge and/or specialty expertise in their role.</p> <p><b>Knowledge</b> – Has a depth of knowledge in one or more technical and/or specialty areas.</p> <p><b>Application</b> – Demonstrates the ability to apply knowledge appropriately to job responsibilities.</p> <p><b>Development</b> – Maintains and develops technical knowledge and/or specialty expertise.</p>	<p>The ability to interact with others in an efficient and positive manner, in both verbal and written forms.</p> <p><b>Presentation</b> – Able to verbally interact clearly and concisely, communicating ideas well to others. Demonstrates ability to deliver quality written documentation.</p> <p><b>Transparency</b> – Demonstrates ability and eagerness to share information and interact with others in a genuine and honest manner.</p> <p><b>Collaboration</b> – Demonstrates the ability to interact with others for the good of the team. Supports a positive work environment in a manner that fosters teamwork and cooperation. Reacts to stressful or tense situations in a constructive manner.</p>	<p>The ability to identify and solve complex issues efficiently within your role.</p> <p><b>Research &amp; Analysis</b> – Demonstrates the ability to explore relevant sources of information, as well as analyze the most applicable data for resolving an issue.</p> <p><b>Ingenuity</b> – Demonstrates the ability to seek solutions that are inventive and original, but remain practical.</p> <p><b>Judgment</b> – Demonstrates the ability to make pragmatic decisions and take intelligent risks to resolve issues within the constraints of the business, schedule and role.</p>
Delivery	Drive	Management
<p>The ability to consistently deliver results with efficiency, timeliness and precision working individually or as part of a team.</p> <p><b>Organization</b> – Demonstrates the ability to plan and coordinate efforts to meet deadlines.</p> <p><b>Accuracy</b> – Demonstrates the ability to produce tangible results that meet the requirements agreed and that fulfill the responsibilities of the role.</p> <p><b>Quality</b> – Demonstrates a personal commitment to consistent, high standard of quality.</p> <p><b>Productivity</b> – Demonstrates the ability to perform role with minimal waste of time and effort; delivers expected results on time.</p>	<p>Represents initiative, independence and positive work ethic within your role.</p> <p><b>Autonomy</b> – Demonstrates the ability to work independently and efficiently within role, minimizing the need for supervision.</p> <p><b>Passion</b> – Demonstrates the ability to perform role with dedication, tenacity and enthusiasm towards company and project goals.</p> <p><b>Initiative</b> – Demonstrates the ability to act without prompting.</p>	<p>The ability to manage and motivate your team to be efficient and productive.</p> <p><b>Direction</b> – Demonstrates the ability to drive project vision and set clear goals and targets within available resources.</p> <p><b>Development</b> – Demonstrates the ability to guide, coach and support individuals, providing them opportunities to learn and develop.</p> <p><b>Leadership</b> – Demonstrates the ability to motivate the team, provide appropriate encouragement and support, and lead by example.</p>

		Needs Improvement	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Knowledge Application</b>	<b>Knowledge</b>	Depends on others for technical guidance.	Understands the creative and/or technical components of job responsibilities.	Applies creative talent and/or technical knowledge to successfully carry out job responsibilities.	Makes self available to others to help resolve specialty or technical issues.	Can apply creative talent and/or technical knowledge to accommodate new or challenging situations.	Viewed by co-workers as the creative talent and/or technical knowledge subject matter expert.
	<b>Application</b>	Completes one task before able to begin another task.	Adequately allots time for the normal, daily activities in role.	Plans the use of own time relative to set priorities without managerial guidance.	Flexible to modify schedule to accommodate changing priorities.	Negotiates priorities relative to importance vs. available time and resources.	Skilfully differentiates between the urgent and the important, juggling multiple priorities on a daily basis.
	<b>Development</b>	Slow to learn new methods, technologies or skills for improving job performance or quality.	Will happily learn new methods, technologies or skills for improving job performance or quality when asked to do so.	Investigates new methods, technologies or skills that might improve job performance or quality.	Eagerly seeks out new ways to improve job performance or quality by learning new methods, technologies or skills.	Seeks out opportunities to gain additional operational or cross-discipline exposure and experience.	Regularly considers new technologies and/or best practices for improving performance.
	<b>Development</b>	Unaware of how company and product fit and compete within the marketplace.	Familiar with the highest profile companies and competing products.	Knowledgeable of top competing products. Is able to discuss the features that differentiate them from own product.	Aware of changing trends within the industry that are relevant to own area of personal expertise. Seeks out ways to continuously improve performance.	Develops industry awareness regarding other contributing disciplines. Understands how current trends affect them, as well as own area of personal expertise.	Has an excellent understanding of how company products and technology "fit" into the industry overall.

		Needs Improvement	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Problem Solving</b>	<b>R &amp; A</b>	Sometimes needs guidance as to which pieces of information are necessary for performing a task.	Identifies relevant facts and incorporates contextual information when considering options.	Uses "lessons learned" plus facts and contextual information to quickly determine next steps.	Inherently knows which types of information are necessary for diagnosing critical issues.	Analyzes pieces of disparate information, quickly pinpointing underlying causes and most logical conclusions.	Evaluates the significance of factual and/or contextual information. Insightfully determines when certain issues are systemic in nature and will need management level attention to resolve.
	<b>Ingenuity</b>	Rapidly determines solution options without forethought or consideration.	Adapts solution ideas to appropriately address straightforward problems.	Approaches complex issues with creative thinking, considering the pros and cons of alternative solutions.	Effectively contributes to group brainstorming and/or problem solving discussions.	Identifies contributing sources of a problem that are not immediately evident. Makes connections that support value-added solution ideas.	Leads troubleshooting discussions, asking insightful questions and quickly analyzing critical factors.
	<b>Judgment</b>	Depends on manager and/or co-workers for validating choices.	Confidently applies "lessons learned" to solve routine problems quickly and effectively.	Is able to avoid 'analysis paralysis', choosing the most pragmatic solutions for moderately challenging issues.	Efficiently resolves difficult issues that affect self and others within the team. Able to temper decisions with an appropriate level of practicality.	Builds appropriate scenarios that accompany decision options. Challenges lesser experienced staff to think critically and contribute to problem solving.	Manages the process of decision making, making confident choices after evaluating the expected impact on the work/ quality, the people and the timeline.

		Needs Improvement	Level 1	Level 2	Level 3	Level 4	Level 5
Communication	Verbal	When in conversation with co-workers, regularly interrupts and/or shows agitation easily.	Makes effort to adapt communication style relevant to situation or audience. Conscious of jargon / inappropriate language usage and takes action to limit.	Presents self as confident and knowledgeable when communicating with others. Speaks clearly and concisely.	Presents the facts and information in a way that influences others to accept the key conclusions.	Presentations are well constructed and delivered, clearly expressing key points. Makes the effort to ensure that communication is effective.	Gives interesting and well-received formal and impromptu presentations to large and small groups.
	Verbal	Assumes that others understand the meaning of the message. Later has to clarify when miscommunication related issues arise.	Ensures that others understand the overall meaning of what is being communicated.	Expresses ideas and concepts clearly and convincingly.	Communicates in such a way that further clarifies the message in terms of others' roles and responsibilities.	Communication persuades people to take action, quickly gaining support from key influencers.	Communicates confidently and effectively with senior management, positively influencing decisions made.
	Written	Written material is difficult to follow, generating more questions than answers.	Written material provides factual data pertaining to the topic and purpose of the information.	Written material provides factual data and appropriate contextual information relevant for the purpose and the intended audience.	Organizes written work in a manner that is clear and easy to follow by all Levels.	Presents written work such that employees can quickly adopt the concept and are persuaded to act appropriately in support.	Written work is delivered such that affected employees are enlightened, influenced and motivated to respond appropriately.
	Transparency	Needs to be asked to provide information around status, work progress and current issues.	When issues arise, quickly communicates them to manager.	Regularly communicates status, progress and issues to manager and relevant co-workers without being asked.	Regularly communicates with peers and co-workers to discuss current projects and issues, looking for insight or collaboration.	Invites productive and regular exchanges of information among team members and between related teams.	Creates an environment where open, candid and timely discussion is valued and encouraged.
	Collaboration	Does not eagerly engage in conversation for sharing information.	Is easy to approach and will readily share information.	Builds good working relationships. Offers constructive feedback in a positive way. Welcomes constructive feedback from manager and co-workers.	Is trusted and respected by manager and co-workers. Can have meaningful debates when opinions conflict without getting negative or personal.	Accepts bad news without "shooting the messenger." Is able to negotiate conflict successfully, communicating decisions made with sound and articulated reasoning to all affected.	Provides regular opportunities and safe ways for people to communicate problems and concerns. Allows people to vent, addressing their concerns without losing composure.
	Collaboration	Overlooks the views and feelings of others.	Readily listens to the views and feelings of others.	Appreciates the views and feelings of others and considers them while performing job responsibilities.	Actively seeks the views and recommendations of others and applies their feedback to decisions made while performing job responsibilities.	Able to diffuse tension between folks by objectively breaking down issues into their components and finding compromises that meet everyone's needs.	Quickly puts others at ease. Builds trust with and between team members, such that they collaborate more closely together without manager coordination.



		Needs Improvement	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Delivery</b>	<b>Organization</b>	Sometimes needs to be reminded about important tasks.	Keeps top priorities in mind when approaching daily work.	Uses available systems to organize and keep track of information. (e.g., "to-do" lists, calendars, etc.) Sets priorities with an appropriate sense of what is important.	Can readily discuss team priorities and estimate how own priorities and workload will need to adjust in support.	Manages multiple activities in order to accomplish a goal. Readily adjusts priorities as issues arise.	Drives multiple activities efficiently, delegating appropriate tasks to others for continually moving project goals forward.
	<b>Accuracy</b>	Regularly miscalculates time and effort requirements for completing work tasks.	Provides reliable estimates for completing work tasks. Pursues work tasks with energy and focus.	Delivers correct, quality results within the estimated delivery time.	Ensures that own results appropriately compliment those of team members for maximum value.	Inspires others to improve accuracy and quality of work delivered.	Suggests new ways to improve the quality of products or services while looking for ways to work smarter.
	<b>Quality</b>	Completes tasks with poor quality due to the lack of planning or priorities.	Performs responsibilities with a consistent level of quality.	Regularly evaluates and takes responsibility for the quality of own work.	Produces quality work that reliably meets or exceeds required standards.	Results consistently exceed quality standards; always looking for new ways to achieve higher quality results.	Anticipates the impact of possible scenarios on current goals. Determines how best to compensate for the unexpected, ensuring that quality results are delivered on time.
	<b>Productivity</b>	Occasionally focuses time on activities that are not immediately relevant to the team's goals.	Maintains focus on the relevant tasks at hand.	Pursues work with energy, drive and a need for completion.	Consistently delivers quality results while working under pressure.	Leads by example. Holds others accountable for meeting commitments and getting results.	Recognizes quickly when progress toward results is slowing or stalling and takes immediate action for getting back on track.
	<b>Productivity</b>	Randomly misses deadlines.	Is responsible and can be counted on to usually meet goals successfully.	Consistently meets goals. Results can be used as delivered.	Is a strong achiever with a reputation for quality performance.	Can be relied upon to take on challenging work and deliver against tight deadlines.	Is the go-to person for the planning and carrying out of complex or tough assignments.
	<b>Productivity</b>	Needs consistent supervision to stay on track.	Performs multiple work tasks as outlined and prioritized by Manager.	Initiates discussion with Manager and co-workers to further clarify priorities.	Defines assignments and work problems in terms of results to be achieved.	Guides others to define assignments and work problems in terms of results to be achieved.	Anticipates subtle or unusual obstacles and takes steps to minimize their impact on intended results.

Needs Improvement		Level 1	Level 2	Level 3	Level 4	Level 5	
Drive	Autonomy	Gets easily sidetracked.	Thinks ahead to ensure distractions are kept to a minimum.	Stays on a focused, efficient path for achieving results.	Helps co-workers stay on track for achieving results.	Willingly supports others when asked to help overcome obstacles.	Remains aware and eagerly jumps in to help co-workers overcome obstacles.
	Passion	Has difficulty staying motivated throughout the day.	Demonstrates a sincere positive attitude towards getting things done.	Pursues all work tasks with energy and drive.	Without complete information, eagerly anticipates logical next steps. Validates with Manager instead of waiting for additional instructions.	Supports others in their activities with enthusiasm; mistakes are viewed as learning opportunities.	Has a contagious and positive work ethic, inspiring others to have the same.
	Initiative	Tends to "over think" problems or tasks and needs consistent guidance.	Sets own near-term goals and pursues them to completion.	Performs tasks before being asked or before the situation requires immediate action.	Seeks out and/or accepts additional responsibilities in the context of the job.	Offers to take on challenging issues and drive them to resolution.	Encourages co-workers to drive for results, influencing them to persevere when faced with difficulties or setbacks.

		Needs Improvement	Level 3	Level 4	Level 5
Management	Direction	Gives direction when delegating tasks.	Ensures that day-to-day activity contributes to team goals.	Communicates priorities to the team. Leads meetings for developing clear work plans.	Assigns high level priorities to the group. Employees actively collaborate in determining the most effective ways to achieve high quality results.
	Direction	Interested in results and not necessarily in the process or the workflow.	Monitors work, checking on progress, as well as the methods used to achieve results.	Creates an efficient system for progress reporting and results validation.	Recommends useful technologies or industry best practices that should be considered for improving performance.
	Development	Appreciates employees for their value in current roles.	Suggests activities for employees to increase their creative or technical skills.	Is aware of employees' career goals and discusses possible development opportunities.	Works with each employee to create and regularly update their personal development plans.
	Development	Sometimes gives feedback to employees. Individual employee strengths and weaknesses are unclear.	Offers employees feedback, guidance and support when asked.	Readily gives employees both positive and negative constructive feedback regarding job performance.	Provides direct, thoughtful feedback on strengths and weaknesses in the context of current job performance, as well as in the context of future growth.
	Development	Sometimes takes on a challenging issue, when could have delegated it to employees as an opportunity for collaborative problem solving.	Assigns challenging issues that require collaboration to those who are actively looking for growth.	Coordinates with other Managers to create challenging work for employees to tackle.	Creates an environment where employees feel encouraged to identify and take on complicated problems, working together for resolution.
	Leadership	Assumes that team members know and understand performance expectations.	Demonstrates and explains correct procedures to be followed for desired performance and quality of results.	Provides examples and scenarios in a manner where each employee can identify with expected results. Asks questions that help team members recognize the need to work together.	Team members work together directly for finding ways to increase quality and over-deliver.
	Leadership	Management style can sometimes cause disengagement or demotivation of others.	Demonstrates sincere enthusiasm about the team and its work.	Engages and motivates team members. Acknowledges effective behaviors or results immediately following employee successes.	Finds innovative ways to recognize and reward success. Supports employees when issues arise, turning negative results into learning opportunities.



<b>Level 8</b>	Managing	<ul style="list-style-type: none"> <li>• Create business vision and direction, determining long term strategy and Lead it's implementation across the organisation <b>AND</b></li> <li>• Manage senior leaders</li> </ul>	<b>OR</b>	Principal	<ul style="list-style-type: none"> <li>• Create business vision and direction, determining long term strategy and Lead it's implementation across the organisation</li> </ul>
<b>Level 7</b>	Managing	<ul style="list-style-type: none"> <li>• Develop requirements for, and implement, strategy across business areas and Lead and develop new processes and systems <b>AND</b></li> <li>• Manage senior leaders</li> </ul>		Principal	<ul style="list-style-type: none"> <li>• Develop requirements for, and implement, strategy across business areas and Lead and develop new processes and systems</li> </ul>
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<b>Level 5</b>	Managing	<p>Manager of multiple teams/department, coordinating related activities that ensure the alignment of teams with quality expectations and the techniques and solutions employed to support them. With understanding of business strategy and company culture, able to execute work and deliver results beyond the scope of their departmental area.</p>	<b>OR</b>	Principal	<p>Steers the creative or technical direction of the discipline teams, ensuring that the guidance and advice offered consistently supports the product vision. Works with Managing to set clear quality expectations, as well as to determine the techniques and solutions employed to support them.</p>
<b>Level 4</b>	Managing	<p>Manages a team within relevant focus area. Uses in-depth discipline knowledge, advanced problem solving skills and an awareness of the organization's priorities to translate strategic direction into tactical plans and implementation activities. Guided by standard industry practices, management precedents and professional standards.</p>		Principal	<p>Individual Contributors who possess a breadth and depth of creative or technical knowledge, Principals and practices within a specialized field. Works with a large degree of independence, conferring with manager on the more complex or unusual assignments.</p>

<b>Level 3</b>	<p>Individual Contributors who possess advanced analytical, technical and problem solving skills. They have a strong awareness of larger team/department strategies and customer needs. Within defined parameters, job holders have latitude to consider whether new procedures may have to be developed. Works independently and provides consultative advice within specific creative or technical areas. Manager guidance is readily available. <b>AND</b> May mentor and /or supervise Levels 1-3 team members, having some line management responsibilities for a small number of people.</p>				
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<b>Level 2</b>	<p>Individual Contributors responsible for the delivery of creative or technical productivity within a specified field. Posses good analytical, technical and problem-solving skills and abilities. Work is subject to established practices and procedures, as well as defined, company policies.</p>				
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<b>Level 1</b>	<p>Contributors, new to the discipline, responsible for assisting other team members in their assigned area with day-to-day implementation tasks and documentation. In doing so, these employees gain key and relevant knowledge of their discipline and its functional relationship within overall game development.</p>				
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	Responsibilities	Knowledge / Skills Required
Level 1 Software Engineer	<ul style="list-style-type: none"><li>• Maintain or refactor current code.</li><li>• Perform limited development assignments and related tasks.</li><li>• Participate in team development discussions, asking clarifying questions and making appropriate suggestions.</li><li>• Assist Levels 1-5 Engineers in their assigned area with day-to-day tasks and documentation.</li><li>• <u>Growth Opportunity</u>: Perform small, self-contained projects from start to finish, that serve to demonstrate ability and skill development.</li><li>• <u>Growth Opportunity</u>: Within area of responsibility, proactively troubleshoot issues and problem solve effectively.</li></ul>	<ul style="list-style-type: none"><li>• Basic understanding of software engineering and computer science.</li><li>• Competent with object-oriented software design.</li><li>• Competent with programming language(s) used by project.</li><li>• Understanding of standard development tools, such as source control, bug database use, IDE, etc.</li><li>• Able to reliably follow instructions and work with due care and attention, taking responsibility for delivery and quality of work.</li><li>• Able to quickly learn, understand and work within standard company processes.</li><li>• Have strong attention to detail and flexibility for quickly switching between projects as required.</li><li>• Able to work somewhat independently with clear priorities, seeking guidance when necessary.</li><li>• Able to communicate ideas, activities or results effectively, whether verbally or in written format.</li><li>• Able to give and receive helpful feedback; willing to take direction well.</li><li>• Have good time management skills and a strong work ethic.</li><li>• Prepared to be flexible in working practices, within reasonable company requirements.</li></ul>

## Responsibilities

- Own development of a specific feature set or moderately sized sub-system.
- Accurately estimate time and effort required for assigned technical tasks and provide regular status updates.
- Actively contribute to team development discussions by describing, discussing and/or explaining technical issues and possible solutions clearly to other engineers.
- Demonstrate care and commitment to quality software development.
- Contribute to the software design process by understanding, analyzing and troubleshooting requirements for own work.
- Create clear and well-organized technical and process documentation.
- Growth Opportunity: Participate in the requirements development process.
- Growth Opportunity: Drive moderately difficult or complex efforts across disciplines.

## Knowledge / Skills Required

- Very knowledgeable of object-oriented software design.
- Confident and competent working with programming language(s) used by project.
- Able to explain technical solutions clearly to other engineers.
- Able to define and document software engineering processes.
- Able to produce code that is robust, maintainable and efficient without needing extensive help.
- Understanding of standard development tools, such as source control, bug database use, IDE, etc.
- Able to estimate required time/effort, working proactively and seeking guidance when necessary.
- Able to take responsibility for pieces of work that involve coordinating with other people.
- Able to successfully work within standard company processes.
- Able to work independently with clear priorities, seeking guidance when necessary.
- Able to successfully work under pressure in an organized fashion.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to troubleshoot issues and problem solve effectively.
- Have strong attention to detail and flexibility for quickly switching between projects as required.
- Able to present ideas and communicate effectively within the team, as well as across disciplines, whether in verbal or written form.
- Have good time management skills and a strong work ethic; able to self-organize own work relative to set deadlines.
- Able to give and receive helpful feedback; willing to take direction well.
- Prepared to be flexible in working practices, within reasonable company requirements.

**Level 3 Software Engineer**

## Responsibilities

- Own development of multiple features or a large sub-system.
- Play an active role in defining software architecture.
- Lead team development discussions around specific technical options or issues with other Engineers.
- Mentor Levels 1-3 Engineers when necessary and appropriate.
- Demonstrate an awareness of current cutting edge techniques or technologies used within the industry.
- Create informative and helpful technical and process documentation.
- Demonstrate care and commitment to quality software development.
- Assist in the Hiring Process by interviewing candidates and providing feedback to Hiring Manager.
- Growth Opportunity: Contribute creatively and/or technically to help develop and drive product and quality vision.
- Growth Opportunity: Manage a small number of Levels 1-3 Engineers

## Knowledge / Skills Required

- Skilled in object-oriented software design.
- Proficient in working with programming language(s) used by project.
- Strong supporter of high quality software development.
- Confident to seek out and collaborate with other Engineers, making informed decisions that support product quality and team effectiveness.
- Have particular skills for solving the more challenging issues and achieving ambitious targets within focus area.
- Able to create clear processes for others to follow.
- Able to present ideas and communicate within the team, as well as across disciplines, whether in verbal or written form.
- Able to collect, analyze and organize stakeholder requirements; confident in making informed decisions.
- Able to demonstrate a high level of initiative, autonomy and self-sufficiency.
- Solid time management skills and a strong work ethic; able to self-organize own work relative to set deadlines.
- Capable of taking responsibility for pieces of work that involve coordinating with other people.
- Able to successfully work under pressure in an organized fashion.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to troubleshoot issues and problem solve effectively.
- Able to help Levels 1-3 Engineers with advice in their specialty; to troubleshoot issues and find resolutions; as well as to estimate required time/effort for their related work areas.
- Able to give and receive helpful feedback; willing to take direction well.
- Demonstrates a high level of professionalism, both internally when working with fellow employees, as well as externally when representing the company in a public forum.
- Prepared to be flexible in working practices within reasonable company requirements.

## Level 4 Software Engineer, Principal

### Responsibilities

- Own technical direction for large and/or complex feature sets or sub-systems.
- Lead technical discussions with other Engineers to ensure that technologies chosen to support product development provide the most appropriate and robust functionality.
- Actively troubleshoot technical questions or potential issues, preventing bottlenecks in production.
- Provide regular guidance to Levels 1-4 Engineers, to ensure that all teams are producing code that is sound, efficient and maintainable.
- Assist in the Hiring Process by drafting appropriate interview questions; interviewing candidates; and by providing feedback to Hiring Manager.
- Collaborate with other Levels 4-5 within or between disciplines to find the best solutions to all major technical and/or creative challenges facing the team.
- Play an active role in the industry, supporting product vision and goals with recommendations for cutting edge techniques or technologies.
- Be available and suitably prepared for any internal or external product discussions or presentations organized by Management or the team.
- Growth Opportunity: Collaborate with Management to develop Engineering vision and product goals.

### Knowledge / Skills Required

- Thorough understanding of complex software systems.
- Expert working with programming language(s) used by project.
- Expert in a specific and relevant technical focus.
- Knowledge of standard project management and software development methodologies.
- Able to successfully contribute to overall project strategy, while also able to collaborate successfully at the detail level.
- Able to present and communicate across disciplines, to small and medium groups.
- Able to collect, analyze and organize stakeholder requirements; confident in making informed decisions.
- Able to demonstrate a high level of initiative, autonomy and self-sufficiency.
- Able to help Levels 1-4 Engineers with advice in their specialty; to troubleshoot issues and find resolutions; as well as to estimate required time/effort for their related work areas.
- Able to successfully work under pressure in an organized fashion.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to give and receive helpful feedback; willing to take direction well.
- Demonstrates a high level of professionalism, both internally when working with fellow employees, as well as externally when representing the company in a public forum.
- Prepared to be flexible in working practices within reasonable company requirements.



## Responsibilities

- Directly manage a team of relevant and appropriate Levels 1-4 Engineers for large sets of work relative to focus area and product goals.
- Provide regular guidance to team for ensuring that all deliverables directly contribute to product vision and meet quality standards.
- Hold regular 1:1 discussions with all team members.
- Evaluate and provide helpful feedback to team members, managing performance appraisals for own team.
- Manage the Hiring Process for team.
- Manage the resolution of personnel conflict within the team.
- Be aware of Engineering team high-level schedule and workflow as it connects to overall game development.
- Assist in developing a collaborative team structure that best supports team efficiency and software quality requirements.
- Provide high-level technical leadership within specific development focus area.
- Own development for large and/or complex feature sets or sub-systems.
- Lead technical discussions with other Engineers to ensure that technologies chosen to support product development provide the most appropriate and robust functionality.
- Collaborate with other disciplines, representing technical issues and processes. Proactively brainstorm solutions or process changes that will overcome issues while still accomplishing team goals.
- Play an active role in the industry, supporting product vision and goals with recommendations for cutting edge techniques or technologies.
- Be available and suitably prepared for any internal or external product discussions or presentations organized by Management or the team.
- Growth Opportunity: Collaborate with Management to develop Engineering vision and product goals.
- Growth Opportunity: Contribute to cross-team initiatives for developing a deeper understanding of the wider project; the personalities involved, as well as the diplomacy required for keeping everyone moving forward.

## Knowledge / Skills Required

- Able to own deliverable responsibilities, while managing a related team of Levels 1-4 Engineers, providing consistent motivational and directional leadership.
- Able to coach and mentor employees for encouraging growth and development.
- Able to coordinate and assign team member responsibilities and goals, while supporting a very collaborative, open and supportive work environment.
- Thorough understanding of complex software systems.
- Expert working with programming language(s) used by project.
- Knowledge of standard project management and software development methodologies.
- Able to successfully contribute to overall project strategy, while also able to collaborate successfully at the detail level.
- Able to present and communicate across disciplines, to small and medium groups.
- Able to collect, analyze and organize stakeholder requirements; confident in making informed decisions.
- Able to demonstrate a high level of initiative, autonomy and self-sufficiency.
- Able to help Levels 1-4 Engineers with advice in their specialty; to troubleshoot issues and find resolutions; as well as to estimate required time/effort for their related work areas.
- Able to successfully work under pressure in an organized fashion.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to give and receive helpful feedback; willing to take direction well.
- Demonstrates a high level of professionalism, both internally when working with fellow employees, as well as externally when representing the company in a public forum.
- Prepared to be flexible in working practices within reasonable company requirements.

## Responsibilities

- Collaborate with Level 5 Managing and other disciplines to define core product vision and goals. Ensure thorough, well-maintained feature requirements.
- Provide technical leadership for supporting product vision and quality goals.
- Evaluate new developments in engineering techniques and/or technology for relevance to current product strategy or for suitability within current project constraints.
- Be a proactive and dynamic force within the group. Work with Levels 4-5 group members to evangelize the product's Engineering vision, working within the established creative and technical direction.
- Stay on top of techniques and processes being developed and used internally. Help to push these technologies to their limits and get the best visual and technical results possible.
- Collaborate with other Levels 4-5 within or between disciplines to find the best solutions to all major technical and/or creative challenges facing the team.
- Assist in the Hiring Process by drafting appropriate interview questions; interviewing candidates; and by providing feedback to Hiring Manager.
- Play an active role in the industry, supporting product vision and goals with recommendations for cutting edge techniques or technologies.
- Be available and suitably prepared for any internal or external product discussions or presentations organized by Management or the team.
- Be available and ready to communicate with executives regarding the creative and/or technical aspects of current work in progress.

## Knowledge / Skills Required

- Expert understanding of complex software systems. Deep range of technical knowledge.
- Strong knowledge of game design Principals and production lifecycles.
- Able to successfully influence overall product development strategy, while also able to collaborate day-to-day with other managers and employees.
- Able to quickly diagnose and resolve any software engineering or technical issue, minimizing the impact on productivity.
- Knowledge of standard project management and software development methodologies.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to negotiate product requirements and priorities with other Level 5 discipline stakeholders.
- Able to coach Levels 1-5 Engineers with advice in their specialty; to lead troubleshooting efforts and find resolutions; as well as to estimate required time/effort for their related work areas.
- Able to effectively communicate in a variety of formal and informal settings and formats: one-on-one, small and large groups, as well as in email and product related documentation.
- Able to demonstrate a strong level of initiative, autonomy and self-sufficiency.
- Able to successfully work under pressure in an organized fashion.
- Able to give and receive helpful feedback; willing to take direction well.
- Demonstrates a high level of professionalism, both internally when working with fellow employees, as well as externally when representing the company in a public forum.
- Prepared to be flexible in working practices within reasonable company requirements.

## Responsibilities

- Directly manage multiple teams of Levels 1-5 Engineers for large sets of work related to overall product engineering goals.
- Provide regular guidance to group for ensuring that all deliverables meet the overall technical direction and quality bar.
- Evaluate and provide helpful feedback to all team members, managing performance appraisals process for group.
- Organize efficient group structure, managing resource planning and hiring processes for group.
- Hold regular 1:1 discussions with all team members.
- Focus on high-level issue/implementation resolutions with all areas that intersect with Engineering.
- Be aware of Engineering team high-level schedule and workflow as it connects to overall game development.
- Develop collaborative processes that ensure coherent functionality and feature sets across disciplines.
- Manage the resolution for all personnel conflict within the group.
- Determine software engineering policies that ensure consistent quality across teams.
- Working with other disciplines, negotiate development priorities at each stage of the product lifecycle.
- Develop optional development strategies for mitigating risk at every stage of product development.
- Evaluate new technologies for use in product development.
- Collaborate with Level 5 Principal and other disciplines to define core product vision and goals.
- Play an active role in the industry, supporting product vision and goals with recommendations for cutting edge techniques or technologies.
- Be available and suitably prepared for any internal or external product discussions or presentations organized by Management or the team.
- Be available and ready to communicate with executives regarding the technical aspects of current work in progress.

## Knowledge / Skills Required

- Able to coordinate required specialty responsibilities between teams, while directly managing a team of Levels 4-5, providing consistent motivational and directional leadership.
- Able to coordinate individual team overall responsibilities and goals, while supporting a very collaborative, open and supportive work environment.
- Able to lead the coordination of and planning decisions for group within overall product strategy.
- Thorough understanding of complex software systems. Broad range of technical knowledge.
- Knowledgeable of the game design and production lifecycles.
- Able to successfully influence overall product development strategy, while also able to collaborate day-to-day with other managers and employees.
- Able to approach any software engineering or technical issue and quickly get to the root cause.
- Knowledge of standard project management and software development methodologies.
- Able to build effective working relationships and leverage them as appropriate for getting things done.
- Able to negotiate product requirements and priorities with other Level 5 discipline stakeholders.
- Able to coach Levels 1-5 Engineers with advice in their specialty; to lead troubleshooting efforts and find resolutions; as well as to estimate required time/effort for their related work areas.
- Able to effectively communicate in a variety of formal and informal settings and formats: one-on-one, small and large groups, as well as in email and product related documentation.
- Able to demonstrate a strong level of initiative, autonomy and self-sufficiency.
- Able to successfully work under pressure in an organized fashion.
- Able to give and receive helpful feedback; willing to take direction well.
- Demonstrates a high level of professionalism, both internally when working with fellow employees, as well as externally when representing the company in a public forum.
- Prepared to be flexible in working practices within reasonable company requirements.