

The following dimensions are interrelated, and they form the basis for creating job descriptions, setting expectations, and determining title/compensation. These are not the only things that matter, however they are the most important.

## Responsibilities

### Skill Competency

We are a company of skilled professionals with abilities that the vast majority of the general public do not have. We are, or strive to be, experts in our fields. Those fields include software development, quality assurance, computer networking, information security, graphic design, product management, project management, business management, entrepreneurship, and many more.

### Teamwork

We value collaboration, consensus, learning, and teaching. The technical work we pursue for our clients is complex and benefits from a team effort. It is impossible to over-communicate at **[COMPANY NAME]**. Be active on Basecamp / GitHub / Slack / wherever your projects get done. Participate often and publicly.

### Delivery

As a primarily client-facing firm, **[COMPANY NAME]** needs to meet the goals we set, both internally and externally. Responsibility and accountability for concrete, client-facing deliverables is key to ranking up in any client focused company. Our vision is so create inevitable success, and goals are the bricks of that success. As you progress, you will learn how to set and achieve bigger goals, which will gain you more independence and respect in our organization.

### Ownership

We are a small company composed of individuals who take pride and ownership for their individual contributions. Recognizing that your job isn't over once a task is complete is another key to success. Code that we ship will need to be updated, supported, and maintained in the future. Product decisions that made sense in 2016 might need to change in 2018. Cutting edge designs quickly become passé if not updated. Owning your work over time is invaluable to the team and our clients.

### Influence

Creating inevitable success requires understanding the definition of success. One person can only do so much, but by exerting influence you can amplify your own success and the success of others around you. Focus on creating a positive impact through consistent, professional, and empathetic interactions with everyone you encounter.

### Learning & Growth

Everyone on our team is actively working to learn, grow, and improve; we avoid settling and stagnation. We all promise to be open to learning, teaching, and new ideas. As you advance in rank, you will be expected to both learn and teach at an ever increasing rate.

## Privileges

As your responsibilities expand, so do your privileges. We believe in rewarding our employees early and often in a variety of ways.

### Flexibility

Flexibility is a two-way street. The more independence you demonstrate, the more flexible we can be with things like equipment, working hours, and other work arrangements. In return, we expect you to be enthusiastic about adapting to changing conditions in projects, workflows, and processes in order to improve. As you mature, you will increasingly gain both privileges and responsibilities that require you to and reward you for acting independently.

### Compensation

Base salary is the beginning of negotiations, not the end. We value individuals, and we are prepared to and have a history of defining compensation packages that work for our employees. We don't have to wait until an arbitrary "annual review" but are open to adjusting compensation as often as needed so it's a fair representation of your responsibility level, performance track record and not a distraction from your day-to-day work.

# Junior Level (Ensign)

A junior team member typically has 1-3 years of relevant experience depending on the amount of formal education. They are focused on learning, but are productive and deliver results.

## Responsibilities

### Skill/Competency

I am competent in one set of programming language(s) and tools, or “stack.”

Evidence examples:

- *I wrote five pull requests that were merged on a client project*
- *I built the new happy hour page for our website from our designer’s mockup*
- *I created three unique logo designs for an identity project*
- *I wrote my first open source pull request - although it got rejected :(*

### Teamwork

I am a full-time member of our team and am expected to participate as best as possible in all of our team-wide initiatives, including standups, staff meetings, technical lunches, code reviews, ad-hoc discussions, Slack, client meetings, etc.

Evidence examples:

- *I spent two hours pairing with a colleague on a project*
- *I proactively offered to review a pull request*
- *I helped our office manager break down boxes and organize snacks*

### Delivery

I follow existing processes and protocols and deliver lowercase-d “done” work product to the team on time (as agreed upon).

Evidence examples:

- *A new feature I wrote for a project got shipped to production*
- *I asked for help to get unblocked to ensure I met a client deadline*
- *I met every one of my daily goals for five days in a row*
- *I wrote a blog post and passed it on to our marketing team for editing, and they published it the next day*

### Ownership

I try and find an edge to hang on to, and I aim to become the go-to person for something, no matter how small.

Evidence examples:

- *I noticed a usability issue while using our software and wrote up a feature request in Pivotal*
- *I saw a Rollbar error that was related to code I wrote. I didn’t know how to fix it, but I talked to a senior developer and we hotfixed the solution*
- *I tested my new design on an iPhone and saw that the navigation was messed up, so I logged a bug*
- *I am building estimation skills by timeboxing and scoping out my work*

### Influence

I am friendly and professional in all client communications (virtually or otherwise).

Evidence examples:

- *I went to a meeting with a client. I actively listened and received feedback in a professional manner.*
- *Someone I didn’t know walked into the office, so I introduced myself and helped them get coffee - turns out they were a client!*
- *I am working on creating impact on a project / team level by offering my educated thoughts / opinions during internal meetings*

### Learning & Growth

I’m focused on becoming proficient in my primary competency and take work time for structured learning.

Evidence examples:

- *I set up a Raspberry Pi on my own*
- *I completed a Treehouse course and gave a presentation to the group*
- *I attended a conference and wrote a blog post about what I learned*

## Privileges

### Flexibility

80% on-site in the office. Goals should not change within a day, but direction may change during a two-week sprint. Roughly 40-hour weeks, no overtime.

### Compensation

**[HOURLY RATE RANGE OR SALARY RANGE]**

# Staff (Lieutenant)

A staff team member typically has 3-5 years of relevant experience depending on the amount of formal education. They are focused on owning their stack and delivering consistent on-time, Capital "D" Done work with little oversight.

## Responsibilities

### Skill/Competency

I am proficient in at least one stack, and generally don't need help from the team to perform intermediate tasks.

Evidence examples:

- *I estimate and implement project-level solutions with minimal guidance*
- *I solve a support ticket effectively for a client project, even if it has been some time since I have been in their code base*
- *I presented two unique and thoughtful design directions for a client, one of which was accepted*
- *I implemented a process that was adopted by the company*

### Teamwork

I am a go-to resource for help with my primary stack, and I'm always helping and engaged on Slack, Github, Basecamp, etc.

Evidence examples:

- *I proactively offered to take over a support ticket or bugfix*
- *I cut scope as needed, mitigating risk by shipping frequently*
- *I noticed that there was a communication breakdown within my team and offered to help translate both sides, taking note of their communication styles and how best to approach them*

### Delivery

I'm responsible for delivering finished, tested, working deliverables, on time.

Evidence examples:

- *I delivered my stories capital D "Done" in time*
- *I am working on the ability to break down tasks, plan, estimate, and cut scope to ship on time*
- *I detected a potential problem in the requirements of a client request for a design change and thoughtfully raised it with my team and the client*

### Ownership

I take pride in and ownership of my work, and I monitor and respond to alerts, client requests, and other signals when I can help.

Evidence examples:

- *A client asked for me specifically to vet an idea for a new feature*
- *I shipped a bug, noticed it, and then proactively shipped a fix before a client noticed*
- *I helped a client who hasn't been active lately with a small issue since I was the last one to work on their project*

### Influence

Clients are realizing that I'm the magic behind the scenes, and they may start coming to me for questions.

Evidence examples:

- *I mentored a more junior team member to act as a listening ear and provide positive leadership*
- *I provided visual evidence for a design direction that was adopted by the client*
- *I am an active contributor to estimating, planning and scoping out a project*

### Learning & Growth

Continue to deepen the knowledge of your primary stack (if you want to), and don't get too distracted by the shiny stuff (although make time to experiment).

Evidence examples:

- *I read and actively pursue knowledge consistently all around me*
- *I proactively took a course and introduced a specific application that my newfound skills could have at [COMPANY NAME]*
- *I spoke at a conference!*

## Privileges

### Flexibility

Ownership of my work and visibility and consistency into my achievements allows me more flexibility to focus on client goals. I still follow process, but I'm increasingly focused on outcomes which allows me more flexibility with my working environment. I can work remotely more often, take advantage of "flex" hours (take the afternoon off but work at night), and the team knows that my delivery is not compromised.

### Compensation

[SALARY RANGE]

# Senior (Commander)

A senior team member typically has 6-8 years of relevant experience depending on the amount of formal education. They are leaders in their area of expertise - owning not just their portion of the work but the success of the project itself. They are the go-to resource for direction, ideas and help.

## Responsibilities

### Skill/Competency

I am proficient in multiple stacks and I'm comfortable & effective when working on unfamiliar stacks.

Evidence Examples:

- *I fixed a bug for a client even though I've never used their stack before*
- *I contributed significantly to a community project I'm proficient with*
- *I have a great understanding of our entire architecture, systematically thinking through potential design impacts on other teams and the company*
- *I implemented a robust library that made it easier for my more junior teammates to be efficient*

### Teamwork

I am a leader on my team; I facilitate communication, engage my teammates & stakeholders, and delegate effectively.

Evidence Examples:

- *I delegated a task to a more junior person and then followed through as they completed it*
- *I proactively noticed a teammate struggling and helped them out*
- *I wrote up and presented a report to a client about my team's output over the past iteration*

### Delivery

My team delivers high quality work on time, and I make sure that happens by coordinating, monitoring, facilitating, and doing as much of the work personally as needed.

Evidence Examples:

- *I shipped a major multi-platform feature with minimal management oversight*
- *I designed and implemented a new process that is now used company-wide*
- *I scoped, planned, and executed a two-week iteration that met the client's expectations*

### Ownership

I'm a decision maker now and I implement processes that promote success for my projects and teams.

Evidence Examples:

- *I suggest evidence-based improvements to processes or products*
- *I monitor and respond to after-hours client needs, if they are truly urgent*
- *I made a good decision in the best interest of clients without first needing to consult management*
- *I requested and sought out extra resources for a project that was struggling*

### Influence

As a leader, I'm comfortable interacting with and presenting to my team, clients and other stakeholders.

Evidence Examples:

- *I am a major contributor in planning meetings to help set priorities for myself and my team*
- *I rallied a team around a new initiative for improving a technology or process*
- *I suggested & helped scope out an improvement to a client's product that they ended up implementing*

### Learning & Growth

I'm an expert but there's always more to learn; I practice and study to ensure I'm a well-rounded member of the team.

Evidence Examples:

- *I seek out conferences or events that are outside my primary technical focus that may provide strategic value to the company*
- *I seek out coaching and mentoring outside my areas of expertise*
- *I collaborate with other experts in my field to push the state of the art forward*

## Privileges

### Flexibility

I recognize and reflect on my daily output, and I know by now when I'm most effective at various tasks. I'm empowered to set my own hours and structure my days in such a way that I'm meeting all my goals and obligations, both at work and in my personal life. As a leader, I monitor my team and help out when they need help, and relax when they're firing on all cylinders.

### Compensation

**[SALARY RANGE, PROFIT-SHARING OPTION]**

# Principal (Captain)

A principal team member typically has 6+ years of relevant experience depending on the amount of formal education. They are the final decision makers and own not only projects but the success of the business.

## Responsibilities

### Skill/Competency

My experience with my primary skills is measured in decades, and I'm an expert in at least one technical area.

#### Evidence Examples

- *I created a new technology that helped level up my team or community*
- *My work won a national-level award*
- *I solved a technical problem that was stumping the rest of the team*

### Teamwork

I lead multiple teams, and am available to help anyone on my team with anything, no matter how large or small.

#### Evidence Examples:

- *Swept the floor because it was dirty*
- *Organized a team outing to diffuse conflict between two teammates*
- *I methodically recruited and hired a new teammate that is killing it!*

### Delivery

I do what I say and I say what I do; I can be trusted to deliver on high-level promises.

#### Evidence Examples:

- *I created, scoped out, and met long-term quarterly sales goals*
- *I assembled and deployed a team who executed a 3-month-plus project on-time and on-budget*
- *I proposed, scoped, and executed a nontrivial internal project that is now providing ROI*

### Ownership

I'm responsible for a wide focus area at the company, and I use the resources available to me to grow that focus.

#### Evidence Examples:

- *I brought in a new client from my network that aligns with our skillset and company vision*
- *I started or substantially improved an entire line of business*
- *I signed the deal, put together the team to execute, and consulted throughout to ensure project success*

### Influence

Everyone at the company turns to me for advice, and my actions have direct influence on company-wide culture.

#### Evidence Examples:

- *I proactively wrote and implemented a new policy because I saw a problem*
- *My technical library has become a standard not only internally but externally*
- *People actively come to me for advice and strategic leadership*

### Learning & Growth

"The more I know, the more I realize I know nothing." - Socrates

#### Evidence Examples:

- *I read a book that was pertinent to the business and found takeaways that I implemented with my team*
- *I joined a group or attended an event outside my comfort zone*
- *I listen actively and help to carefully drive people to solutions on their own*

## Privileges

### Flexibility

Get your work done.

### Compensation

**[BASE SALARY, OWNERSHIP STAKE, PROFIT-SHARING]**

## Glossary

**Competency:** A person competent in a particular skill can perform common tasks in that skill without assistance, in a predictable amount of time. They need (and ask for) help for advanced tasks, but are reliable for the majority of tasks in their skill required to complete a project.

**Proficiency:** A proficient person is a leader in their skill. They are leads, and have a level of mastery in their skill that makes them a valuable resource for others. They have a strong understanding of the fundamentals ideas of the skill and can pull from a vast amount of knowledge to help solve novel problems.

**Stack:** A set of tools or technologies that solve a specific problem: for example, "HTML/CSS/Javascript" is a classic front-end development "stack." **[PRIMARY STACK]** is our primary backend stack, and requires skill in **[LANGUAGES]**, etc. There are a number of different devops "stacks" including ansible, chef, puppet, AWS, etc. Executing product roadmaps (personas, user stories, & wireframes) is a nontechnical stack. UX design is a stack.



