

		Associate	Engineer	Senior	Systems Architect	Technical Manager	Lead Developer
SWE Core Competencies	Software Development*	Direct Application	Direct Application	Enable	Ensure/Advise	Ensure/Advise	Learn by Assisting
	Quality Assurance*	Learn by Assisting	Direct Application	Enable	Initiate/Influence	Ensure/Advise	Learn by Assisting
	Build/DevOps		Learn by Assisting	Direct Application	Ensure/Advise	Initiate/Influence	Learn by Assisting
	Software Design		Learn by Assisting	Direct Application	Enable	Initiate/Influence	Learn by Assisting
	System Design			Learn by Assisting	Direct Application	Ensure/Advise	Learn by Assisting
	Methods and Tools	Learn by Assisting	Direct Application	Enable	Enable	Ensure/Advise	Learn by Assisting
	Sales Support	Learn by Assisting	Learn by Assisting	Learn by Assisting	Enable	Enable	Learn by Assisting
	Specialist Advice	Learn by Assisting	Direct Application	Enable	Direct Application	Ensure/Advise	Learn by Assisting
From Leadership CCs	Knowledge Management		Learn by Assisting	Learn by Assisting	Direct Application	Direct Application	Learn by Assisting
	Learning Delivery		Learn by Assisting	Direct Application	Direct Application	Enable	Learn by Assisting
	Change Management	Learn by Assisting	Learn by Assisting	Learn by Assisting	Learn by Assisting	Direct Application	Learn by Assisting
	Resourcing					Learn by Assisting	Learn by Assisting
	Performance Management				Learn by Assisting	Direct Application	Learn by Assisting
From Operations CCs	Risk Management			Learn by Assisting	Direct Application	Direct Application	Learn by Assisting
	Financial Management					Learn by Assisting	Learn by Assisting
	Relationship Management				Learn by Assisting	Learn by Assisting	Learn by Assisting
	Innovation		Learn by Assisting	Direct Application	Enable	Initiate/Influence	Learn by Assisting
	Strategic Planning				Learn by Assisting	Learn by Assisting	Learn by Assisting

Core Competence
New Skill at Level

* For QA focused engineers, these two should be flipped at the associate level

Learn by Assisting	Get hands-on learning from a teammate who is competent with the skill. This can be in the form of coaching, pair programming, focused code review, etc.
Direct Application	Basically doing the work and being able to do it competently without assistance while at the same time finding ways to involve your teammates, especially where their involvement will help them grow
Enable	Setting up and framing the work so that others can do it, although you might take responsibility for it yourself. Delegate outcomes to less senior members and enable them to achieve them.
Software Development	Designs, codes, verifies, tests, documents, amends and refactors applications, automated tests, and scripts. Applies agreed standards and tools, to achieve a well-engineered result. Collaborates in reviews of work with others.
Quality Assurance	Creates a framework for assuring that when changes are made to the code that there is no negative impact on the application. Each feature/improvement is accompanied with a test plan, unit/integration/component tests, and a user acceptance testing plan - ideally created before the coding work begins. Each member is individually and collectively responsible for making sure that there is high quality in the software we develop (fit for use, fit for purpose, works right for the user the first time). Assists the PM/ QA lead in triaging/prioritizing escaped defects for resolution.
Build/DevOps	Provides technical expertise to enable the configuration of software, other system components and equipment for the systems testing. Collaborates with teams to develop and agree system integration plans and reports on progress. Defines new integration builds. Ensures that the integration test environment is correctly configured. Designs, performs and reports results of tests on the integration build. Identifies and documents system integration components which will be held in the configuration management system. Recommends / implements improvements to processes and tools.
	Designs software components and modules using appropriate modelling techniques following agreed software design standards, patterns and methodology. Creates and communicates multiple design views to identify and balance the concerns of all stakeholders of the software design and to allow for both functional and non functional requirements. Identify and evaluate alternative design options and trade-offs. Recommends designs which take into account target environment, performance security requirements and existing systems. Reviews, verifies and improves own designs against specifications. Leads reviews of others' designs. Model, simulate or prototype the behaviour of proposed software to enable approval by stakeholders, and effective construction of the software. Verify software design by constructing and applying appropriate methods.
System Design	Identifies, documents, and applies appropriate system designs/architecture based on appropriate technical, performance, and commercial trade-offs. Provides input into other's designs and offers constructive feedback and alternative approaches. Selects tools and frameworks which satisfy the need with a bias towards robust and simple.
Methods and Tools	Provides advice / guidance / expertise to support adoption of methods and tools and adherence to policies and standards, process tailoring in line with agreed standards and evaluation of methods and tools. Reviews and improves usage and application of methods and tools.
Sales/Design Support	Communicates effectively with customers remotely and in person. Assists in the technical advice and guidance on matters bearing on the successful use of products and services. Assists in devising solutions to customer requirements and solves straightforward problems during discovery/design phases.
Specialist Advice	Actively maintains recognised expert level knowledge in one or more identifiable specialisations. Provides definitive and expert advice in their specialist area(s). Supervises specialist advice provided by others, consolidates expertise from multiple sources, including third party experts, to provide coherent expert advice to further organisational objectives. Supports and promotes the development and sharing of specialist knowledge within the organisation.