Title	Influence	Category	Expectations	Typical Experience	Rough Equivalent
Definitions		Technical	Designing, scoping, and building features and systems. Helping others to make technical decisions.		
		Strategic Alignment	Recognizing how your work fits within larger initiaives and makes progress towards company goals.		
		Leadership	Providing clarity and mentorship. Making decisions. Motivating people and driving work. Making others more effective.		
		Communication	Bringing people together to discuss problems and form concensus.		
Associate Engineer G03	Project		**Solves scoped problems**	< 1 year	**Microsoft**: 59-60, Eng **VMWare**: MTS 1 **Google**: T3, Eng II **Amazon**: Lvl. 4, SDE I **Yahoo**: IC2, Associate **Twitter**: SWE I **Facebook**: E3, Eng 3
		Technical	Implements and maintains product or system features in order to solve scoped problems. Asks for guidance when necessary.		
		Strategic Alignment	Communicates with their manager if they need clarification or disagree with the strategic reasoning.		
		Leadership	Objectively represents their feature area in cross-team settings. Has a strong working knowledge of their individual domain.		
		Communication	Effectively communicates their individual work. Asks clarifying questions to confirm understanding of problems and/or next steps and follows up if necessary.		
Engineer G04	Team		**Contributes to projects without close supervision**	1 - 2 years	**Microsoft**: 61-62, Eng 2 **VMWare**: MTS 2 **Google**: T4, Eng III **Amazon**: Lvl. 5, SDE II **Yahoo**: IC3, Engineer **Twitter**: SWE II **Facebook**: E4, Eng 4
		Technical	Scopes and implements individual-level technical solutions with minimal guidance. Ensures quality of code within team.		
		Strategic Alignment	Evaluates trade-offs and effectively prioritizes tasks within team in alignment with strategic initiatives and company goals.		
		Leadership	Takes ownership of their technical solutions. Identifies opportunities to help teammates in achieving team goals.		
		Communication	Adapts message and sets appropriate context for a diverse technical audience. Initiates conversations to get the support/clarity necessary to carry out a task. Identifies appropriate form of communication given the specific situation. Participates in the hiring process, and delivers clear and concise feedback on candidates.		
Senior Engineer G05	Team		**Owns well-defined projects from beginning to end**	2 - 4 years	**Microsoft**: 63-64, Senior **VMWare**: Senior MTS **Google**: T5, Senior Eng **Amazon**: Lvl. 5-6, SDE II-III **Yahoo**: IC4, Senior **Facebook**: E4-E5, Eng 4 or 5
		Technical	Independently scopes flexible technical solutions. Anticipates technical uncertainties. Trusted to design and implement team-level technical solutions. Guides team to improve code structure and maintainability. Garners resources required to complete their work.		
		Strategic Alignment	Considers the effects of their work across multiple teams and proactively manages potential issues to advance strategic initiatives and company goals.		
		Leadership	Identifies metrics to measure impact and support broader strategic initiatives. Identifies team-impacting problems, suggests solutions, and drives resolutions. Mentors junior engineers both technically and culturally.		
		Communication	Effectively communicates complex technical issues to a cross-functional audience. Engages in productive dialogue involving multiple viewpoints or conflicting perspectives both inside the team and between teams.		
Staff Engineer G06	Functional Area		**Responsible for strategically important projects or core systems (either by leading others or demonstrating extraordinary individual ownership)**	> 4 years	**Microsoft**: 65-66, Principal **VMWare**: Staff **Google**: T6, Staff Eng **Amazon**: Lvl. 6, SDE III **Yahoo**: IC5, Principal **Facebook**: E5-E7, Eng 6 or 7
		Technical	Leads technical decisions in the team and functional area. Expertly designs and owns technical solutions for broad or complex requirements with insightful and strategic approaches. Describes, analyzes, and convinces others about major technical tradeoffs and decisons.		
		Strategic Alignment	Identifies, defines, and solves strategically important problems. Can interpret, add to, and execute against cross-functional strategies. Works with key stakeholders to make critical decisions.		
		Leadership	Leads initiatives and meetings within the team and functional area. Motivates and empowers teammates to achieve a higher level of performance. The quality of all work done by the team is indistinguishable from the engineer, regardless of who did it. Garners resources for the whole team to complete its work.		
		Communication	Initiates and facilitates meaningful discussions around complex issues. Influences decision making and prioritization across multiple teams. Trusted to communicate the Engineering brand externally. Analyzes the interview and onboarding processes, and suggests any needed improvements.		
Senior Staff Engineer G07	Company		**Demonstrates leadership and expertise across the engineering organization**	> 8 years	**Microsoft**: 67-68, Partner **VMWare**: Senior Staff **Google**: T7, Senior Staff **Amazon**: Lvl. 7, Principal **Yahoo**: IC6, Senior Principal **Facebook**: E5-E7, Eng 7
		Technical	Leads technical decisions in the company. Owns at least one large, mission-critical project or multiple complex, team-level projects. Solves complex, mission-critical problems with an approach that lasts.		
		Strategic Alignment	Actively collaborates with other functional areas to design and build solutions. Proposes and prioritizes projects and guides future planning for the company. Recognizes when an approach has outlived its usefulness and figures out the correct way forward.		
		Leadership	Leads initiatives across functional areas. Leads by example and inspires others with an emphasis on broad, organization-wide initiatives. Builds leaders within the team and functional area.		
		Communication	Clearly communicates technical issues and contributes ideas to the overall technical vision of the engineering organization. Actively works to recruit strong engineers to the company.		

Title	Influence	Category	Expectations	Typical Experience	Rough Equivalent
Principal Engineer G08	Industry		Advances Engineering. Leads technical direction across the organization and carries the engineering brand	> 15 years	**Microsoft**: 69-70, Partner **VMWare**: Principal **Google**: T8, Principal **Amazon**: Lvl. 8, Sr. Principal **Yahoo**: IC7, Distinguished **Facebook**: E8-E9, Eng 7 or 8
		Technical	Recognized leader in the industry. Anticipates future company needs and creates a compelling technical vision to realize them. Responsible to company for complex mission-critical systems.		
		Strategic Alignment	Influences company goals and strategy while being responsible for key metrics.		
		Leadership	Leads complex strategic initiatives to solve long-term company problems. Builds other leaders inside the company.		
		Communication	Effectively communicates complex technical issues to audiences both inside and outside the company. Promotes the engineering brand externally. Is the kind of engineer who draws others to the company.		