MSMG Career Framework

About the framework

This framework should be treated as a living document. As we continue to move forward as a technology team, this document should reflect the needs of our teams. Everyone should ask questions, comment and provide feedback to help shape this.

Use this to guide performance conversations with your manager. The focus should be around shaping your impact and the behaviours we expect engineers to bring at each level. This is a tool, not a checklist and we should apply common sense to enable meaningful conversations. Levels are generally cumulative, building on what comes before.

You can also find the responsibilities for each of our roles here.

How to get Started

1. Read the criteria for the level you are at/looking to progress in our Engineer Levels section.
2. Start to think about and write down evidence to show you are consistently demonstrating the required behaviours and skills.
3. Identify any gaps, use your colleagues' feedback to help too. Think about who you have worked with and the +ve and -ve interactions you may have had recently.
4. Discuss with your manager how you could find opportunities to build up your skills in those areas.

For any promotion, managers and engineers will need to be able to articulate how the engineer has demonstrated the required impact for the level they are being promoted to and should have demonstrated experience in the related technical mastery and behaviours in order to have that impact. That will feed into a promotion "panel" which we use to treat people fairly across all our managers.

Engineer Levels

Career Pathways

Engineer Path

Engineers focus on delivering value to the business by building and maintaining software as part of their team. [Associate](), [Professional](), [Senior](), [Tech Lead](), [Test Lead]()

Technical Leadership Path

Here, individuals focus on deep technical expertise and growing and honing their technical skills, leading by example, and developing the team's technical skills and ability to solve problems.

[Principal Developer]()

People Leadership Path

Here, individuals with development and leadership expertise focus on leading, organising, inspiring and growing the teams to deliver value to the business.

[Engineering Manager]()

Associate

Scope -> Task

Roles: <u>Responsibilities of a Developer and QA</u>

Impact

- Able to deliver an item of work with tests, pairing for more complex problems (be that from a testing or developing angle)
- Highlights issues and suggests feedback (could be through 3 Amigos, Reviewing PRs, Retros etc)

Technical Mastery

- Proactively improves the team's code base and test coverage
- Supports the application and provides resolutions to incidents
- Understands the system architecture for their team, how it's used, what the goal is
- Highlights when something isn't working, even when "it's how it's always been done"
- Embraces risk-taking and nimble decision making (i.e. with a new test approach or tool, not with our customers data!)

Commitment

- Doesn't expect others to provide solutions, but finds options and works collaboratively to find the best approach
- Understands the focus of the team and how the team operate and deliver
- Calls out blockers quickly and looks to resolve
- Keen to progress work into production
- Picks up work proactively
- Acts in Moneysupermarket's best interest Wants to improve their craftsmanship

Professional

Scope -> Task

Role: Responsibilities of a Developer and QA

Impact

- Able to solve problems and deliver well-engineered solutions with robust tests
- Provides clear technical feedback or suggestions (e.g. through PR's, pairing/mobbing, Amigos)

Technical Mastery

- Influences and suggests new ideas and solutions
- Writes clear, well designed code that reflects our approach to engineering (including test frameworks)
- Makes pragmatic choices for continual progression vs over-engineering
- Finds and identifies when something isn't working, even when "it's how it's always been done
- Proactively instils quality through testing and improving the codebase

Commitment

- Instinctively documents existing and new features or projects
- Keen to progress work into production and completes tasks on time
- Picks up work proactively and makes consistent, steady progress to get changes into production
- Helps others to solve their problems, is considerate with their time
- Wants to improve their own and their colleagues craftsmanship

Senior

Scope -> Project

Role: Responsibilities of a Developer and QA

Impact

- Develops well-engineered features, components or medium sized projects with robust tests
- Confidently breaks down work and can lead others to deliver the feature or project
- Highlight issues and suggests feedback to ensures performant and secure solutions

Technical Mastery

- Highly proficient in their engineering discipline. Develops solutions regarded as high quality
- Quickly able to diagnose faults and confident to support the application under pressure
- Understands the system architecture, the infrastructure it runs on and technology choices
- Works with the wider technical community to share knowledge and contributes positive changes Identifies risk, potential and future issues with the application and raises tasks to fix
- Identifies improvements in monitoring to ensure observability of their systems

Commitment

- Helps grow engineering teams by participating in hiring, providing insightful feedback to the talent team via our interview templates
- Demonstrates confidence and grit to find solutions when the path is unknown or uncertain
- Unblocks others
- Ensure delivery remains on track and demonstrates inspiring behaviours

Tech Lead

Scope -> Team

Role: [Responsibilities of a Tech Lead](#)

Impact

- Successfully leads and reliably delivers on projects with high complexity and critical business impact
- Inspires and motivates the team to be better through mentoring and constructive feedback Champions and celebrates the success of the team
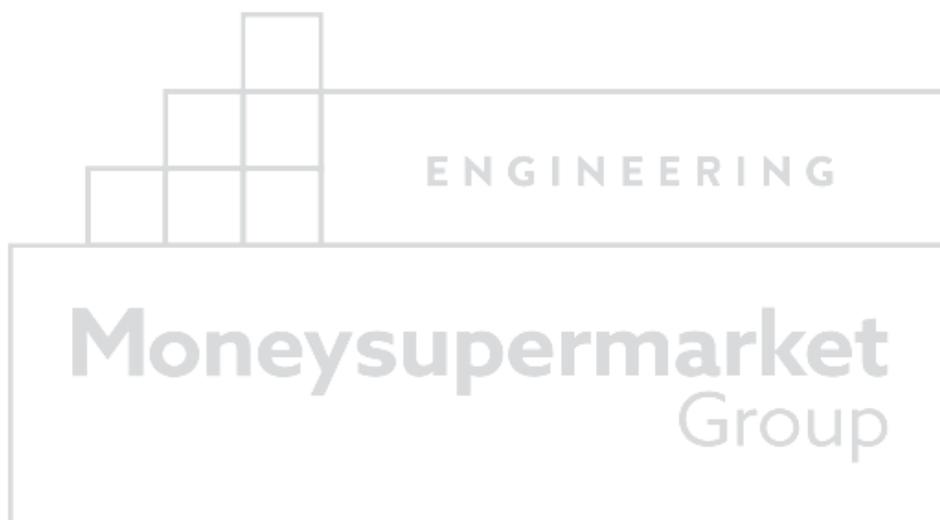- Ensures their team is focussed on the right thing and aligned to deliver on the current objective

Technical Mastery

- Constantly evaluating the fitness of the application, its architecture, the infrastructure it runs on and technology choices
- Is known in their team and collective for effective technical insight and contributions
- Carefully measures the accumulation of technical debt and evaluates the trade-off between continual progression and over-engineering Highlights risk and complexity and can articulate technical lingo to non-technical audiences
- Stays up to date with the latest trends in technology and evaluates their use to solve problems
- Demonstrates technical skills outside of code, and leads the design process for complex technical problems in their team or collective

Commitment

- Committed to the product they work on, aware of its impact and can help steer its vision technically

- Great working relationship with product and design to effectively collaborate on solutions
- Constantly increasing the productivity of the team and reducing the waste on the other end

ENGINEERING

Moneysupermarket
Group

Test Lead

Scope -> Teams

Role: Test Lead

Impact

- Ensures teams are sharing best practices, within your vertical as well as across other verticals within Engineering and we have an effective approach to testing across multiple areas
- Inspires and motivates the testers (and non-testers) in our teams to be better through mentoring and constructive feedback
- Ensures teams are considering all types of risks, including Security, Performance, and Accessibility as well as functional.
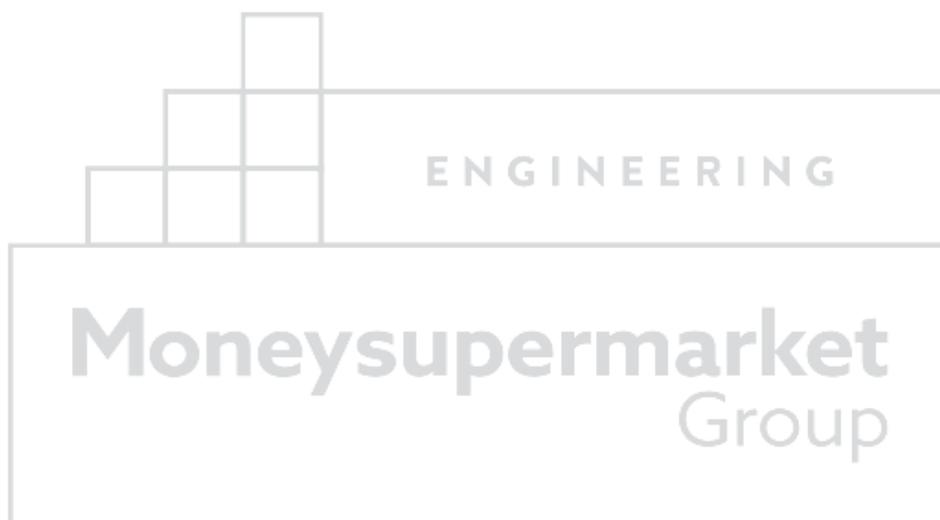- Fosters a collaborative approach to quality assurance and testing

Technical Mastery

- Looks to advance/review our automated testing strategy- identifying opportunities for improvement and ensuring teams are using automation where appropriate
- Is known in their teams collective for effective technical insight and contributions with a testing view
- Advise and guide on the quality and testing approach for major projects and initiatives
- Stays up to date with the latest trends in testing and evaluates their use to solve problems
- Ensures everyone in your area understands quality and testing best practices, both those agreed by your team and in the industry

Commitment

- Helps to drive our internal testing communities and guilds
- Great working relationship with Tech Leads to ensure the right outcomes for our users.

- Along with other technology leaders, drive the development and improvement of our QA and SDLC best practices across all of Moneysupermarket group
- Helps solve problems affecting the team or our customers

Principal Developer

Scope -> Area or Collective

Role: [Responsibilities of a Principal Developer](#)

Impact

- Drives success through innovative solutions, reducing costs, increasing revenue Known as a force multiplier to solve our gnarliest challenges or projects
- Works cross domain, cross team, aligning and defining architecture Demonstrates to individuals a better way of doing things
- Calm and collected and knows how to solve problems with the team effectively Confident to make decisions and communicate them effectively
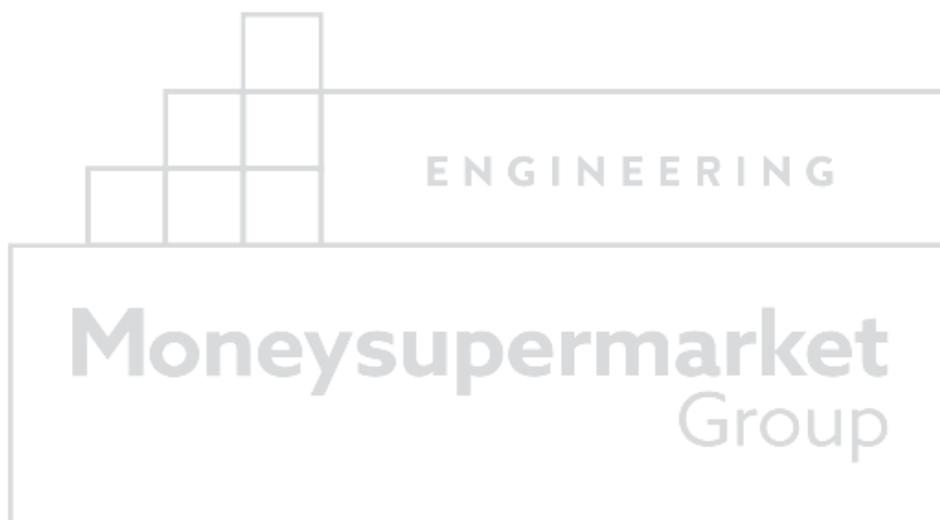
Technical Mastery

- Ensures our products are efficient and scalable for years to come
- Comprehensive coding and engineering skills, able to work across a wide range of platforms & technologies
- Subject matter expert for technology, able to evangelise new platforms and techniques
- Strong understanding of modern industry standards, including cyber-security and cloud development practices
- Able to build solid working knowledge of internal systems, able to design solutions that can integrate easily and effectively where needed Helps us to stop reinventing the wheel with repeating problems in teams

Commitment

- Ensures quality and architectural patterns adopted within their area and the wider group
- Drives successful technical initiatives that improve performance, productivity and quality in a large-scale environment Strives to deliver better platforms and developer experience. Helps teams focus on

finding the most pragmatic approach Takes the initiative to lead, without being asked
- Strong communicator of ideas, an ambassador for Moneysupermarket - promoting the brand as technology leader

Engineering Manager

Scope -> Area or Collective

Role: [Responsibilities of an Engineering Manager](#)

Impact

- Make sure our teams are organised effectively and we have the right people working in the right way on the work that matters most
- Instils a desire to be better and promotes engineering excellence within their teams
- Enables psychological safety in teams to empower them to make and own decisions for speed vs quality
- Quickly onboards new teams members and sets them up for success
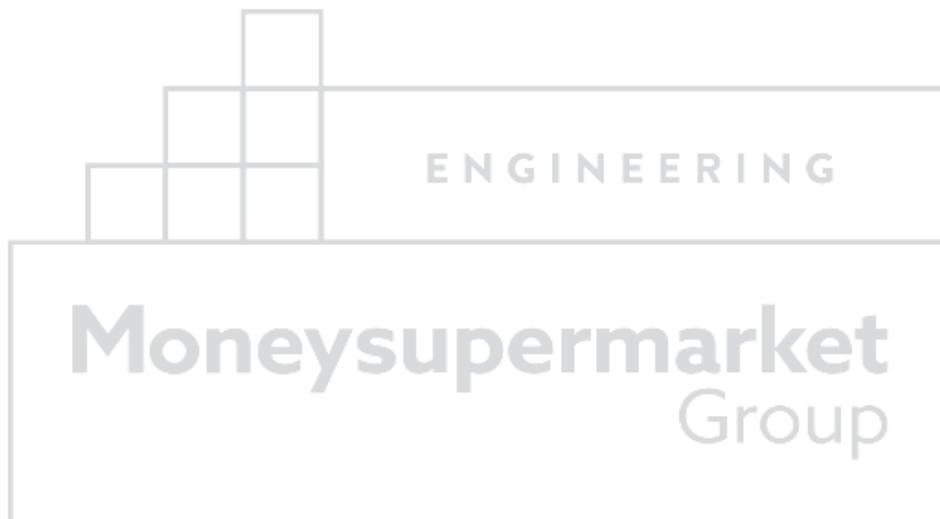
Leadership

- Sets a high bar for individual performance.
- Appropriately manages performance concerns
- Collaborates with teams to help drive our strategy and ensure teams are the best they can be
- Sets meaningful objectives for their reports to enable personal growth and team success
- Helps individuals be better colleagues and better developers through mentoring and encouraging safe, open feedback
- Represents and champions individuals in Promotion Panels

Commitment

- Help Moneysupermarket be an even more awesome place to be
- Aligns team to be customer focussed, striving to save more money for our users
- Actively contributes to our recruitment and retainment of high performing individuals
- Ensures resourcing is never a problem with teams, manages flight risks, identifies and nurtures talent

Roles and Responsibilities

Here you will find all the Responsibilities for each of our levels. This goes into detail of the day to day activities where your [level](#) has a focus on behaviours

Responsibilities of a Developer and QA

(Delivery)

To focus on consistently delivering working software to the standards we expect so that we are always delivering value to Moneysupermarket Group. This is the collective responsibility of my team but I take responsibility as part of my team.

To ensure deliverables meet the acceptance criteria so that we do not waste time reworking them.

To ensure all code is thoroughly tested through automated tests (unit, integration, acceptance tests) before it reaches production so that we have confidence it has met the criteria given, we get fast and reliable feedback and the software is robust enough that we can confidently modify/extend it without breaking the existing functionality.

To only work on features when I am satisfied, I have enough information to do so, so that we do not waste time reworking them.

(Best practices for engineering)

To understand and adhere to the software quality standards and principles agreed by my team and the wider development team so that work is done to the highest possible quality.

To encourage my team members to adhere to the practices and principles my team has committed to and if they are consistently not doing so, to raise this as an impediment so that we are doing work efficiently and of the highest quality.

(Tech Decisions and architecture)

Responsible for being involved in the technology decisions in my team – understanding why we're making the decisions we are and actively

contributing to them so I am able to make good decisions as I carry out my work and have a shared sense of ownership overall.

(You build it you run it)

Responsible for building and maintaining the products and services in my team, they are well supported and kept in a good condition so our services remain stable and reliable for our customers and we're able to produce software of the highest possible quality in the fastest possible time and will be able to continue to do so in the future.

(Break down stories)

Actively engage in the process of refining stores into the technical activities required to deliver the story so that you understand the problems we're trying to solve, are able to influence the way we approach them and able to take a sense of ownership and commit to our delivery.

(Blockers)

To raise any impediments I have to my team and my department so that I'm able to do my work and everyone is aware of any issues I am facing.

To help remove impediments raised by my team and my department so that no one is being held up and we can focus on creating value for the business.

(Grow & Learn)

Accept that continuously learning is part of what it is to be a software developer or quality analyst. **To take the time to improve my skills by taking advantage of other resources available** such as the Grow Platform, so that I am continually improving my ability to do my job and consistently delivering value to MSMG.

(Commitment & Communication)

To be considerate with my time to my team and to help others & turn up promptly to team meetings including stand up, retrospective and

planning so that I am not acting as an impediment for anyone else and we are all able to get the most out of the time we are at work.

To ensure everyone in my team knows what I'm working on and that the progress of my work is visible and accurate so that everyone has a clear understanding of where we are, what's going on and we're able make good decisions based on that information

To execute efficiently any action's that have been assigned to me either from my team or from the department as a whole so that we are effectively continuously improving our working practices and processes.

(Collaboration & Psych Safety)

To be actively engaged and involved in all stages of delivery (discovery, analysis, planning, design, development and testing) and collaborate with all disciplines, so that you understand the problems we're trying to solve, are able to influence the way we approach them and able to take a sense of ownership and commit to our objectives and goals.

To have the courage to say when something is not right and equally to take the initiative to do something about it so that we can deal with disappointment early rather than letting things become bigger problems later on.

To behave as a supportive, collaborative team member so that we are able to produce software of the highest possible quality in the fastest possible time that delivers to customer and commercial need and the MSMG strategy.

Responsibilities of a Test Lead

Building a quality culture..

..Within your area

- Own the quality assurance strategy for multiple squads across your vertical and be constantly driving continuous improvement of quality practices.
- Advise and guide on the quality and testing approach for major projects and initiatives
- Foster a collaborative approach to quality assurance and testing .
- Ensuring teams are considering all types of risks, including Security, Performance, and Accessibility as well as functional.
- Ensure everyone in your vertical understands quality and testing best practices, both those agreed by your team and in the industry
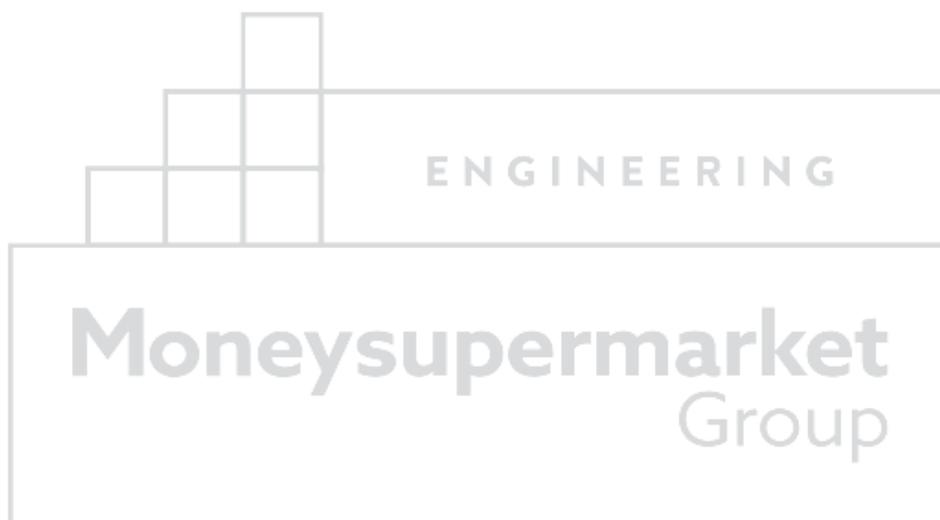- Help solve problems affecting the team or our customers

..Across MSMG

- Ensure teams are sharing best practices, within your vertical as well as across other verticals within Engineering and we have an effective approach to testing across multiple areas
- Along with other technology leaders, drive the development and improvement of our QA and SDLC best practices across all of the Moneysupermarket group

Automation and Tooling

- Constantly advancing our automated testing strategy - identifying opportunities for improvement and ensuring teams are using automation where appropriate
- Researching and experimenting with and recommending new tools, and working with the team to build tooling where appropriate.

Grow and Develop

- Mentoring and Coaching other engineers – not just testers - to help build their skills
- Helping to drive our internal testing communities and guilds
- Keeping up to date with industry developments via blogs / webinars / attendance at conferences, encouraging engineers to do the same, then bringing that knowledge back to your teams and the wider business.
- Helping to bring the right people in to the business and building diverse teams by being a part of our Recruitment process

ENGINEERING

Moneysupermarket
Group

Responsibilities of a Tech Lead

(Blockers)

To remove impediments in the team and to raise the ones I can't to the appropriate person/s outside of the team and ensure they are dealt with so that we are not being held up and can get on with delivering value as efficiently as possible.

(Accountable for the board)
Responsible for ensuring the progress of work the team is undertaking (from story to release) is well managed and clearly visible both to the team and to our stakeholders, so that we are able to effectively track and manage our work

Responsible for ensuring the process we use for managing and tracking our work is effective and we are continuously improving it so we can be confident we are managing our work as efficiently as possible.

(Break down stories)

Responsible for ensuring features/stories are refined into the technical activities required to deliver the story and the team has a clear understanding of how they will be developed and delivered so we have a good understanding of the technical work required to deliver a story and a means of tracking and managing progress.

(You build it you run it/own the code base)

Responsible for building and maintaining the products and services in my team, making sure the team has a sense of ownership ("you build it, you run it"), they are well supported and kept in a good condition so our services remain stable and reliable for our customers and we're able to produce software of the highest possible quality in the fastest possible time and will be able to continue to do so in the future.

To ensure the software my team is responsible for is healthy and that its health is visible to my team and the wider development team so that we can all focus on improving it, know where the most technical debt and legacy code is and best understand how to manage and mitigate it.

(Tech leads contribute code)
Actively contributing to the development and maintenance of the software our team is responsible for so that I have a good understanding of the codebase, able to support the team in decision making and able to use it as an opportunity to coach other developers in the team.

(Best practices for engineering)
It are ultimately my responsibility that all the developers & QAs in my team are adhering to the software standards and best practices agreed by my team and the wider technology team so that work is done to the highest possible quality.

To understand and be able to talk about and explain to my team the importance of principles of good software design and development so that we are able to produce software of the highest possible quality in the fastest possible time and will be able to continue to do so in the future.

To act as example to all the members of my team by being the person who most closely follows the principles and practices, we have committed to so that everyone on my team feels confident they can too.

(Team technology decisions)

Responsible for all technology decisions in my team – ensuring we have an effective process for making technology decisions, there is a good understand of the technology decisions in my team and the decisions are documented so we are empowered to make technology decisions
and everyone on my team feels confident they can too.

Responsible for knowing the boundaries for my team's technology decision making and where decisions may have a wider impact or consequences. When they do, responsible for ensuring others are engaged in that decision making or it is taken to the appropriate forum – so we can be confident and empowered to make technology decisions and they are not diverging from where we have common shared concerns.

(Coaching the engineers in the team)
Responsible for coaching the developers & QAs in my team learn better ways of doing things and helping them improve their skills so that we all become better at our jobs and we are growing our talent.

(Tech debt prioritisation)

Responsible for tracking all operability requirements (e.g. CI/CD improvements, maintenance, security, tech debt), ensuring they are fed into the team prioritisation process and product roadmap and well-articulated so our Product Manager understands the benefits and risks so that we can ensure we have the right balance of operability & feature development, be confident our software is safe, reliable and secure, are able to produce software of the highest possible quality in the fastest possible time and will be able to continue to do so in the future.

(Collaboration & Psych Safety)

Ensuring my team is working effectively as a team. The team is highly collaborative, and everyone is involved in all stages of delivery (discovery, analysis, planning, design, development and testing) so that the team feels highly engaged and there's a sense of shared ownership and accountability for our outcomes.

Ensuring there are high levels of psychological safety and trust in my team. All team members feel safe to speak out and ask questions and challenge each other so that we have an inclusive environment which values diversity of thought and because many studies have shown psychological safety is key to creating high performing teams.

To behave as a supportive, collaborative team member so that we are able to produce software of the highest possible quality in the fastest possible time that delivers to customer and commercial need and the MSMG strategy.

Responsibilities of a Principal Developer

(Technical initiatives)

Responsible for leading the design and development of well-engineered products that meet business needs within your area so that we are enabling success in technical projects with a lens on customer value.

Responsible for providing deep technical knowledge and guidance and for influencing teams in your area so that we can be confident the team are aligned in solving problems and decision making.

Responsible for highlighting complexity or risk to non-technical audiences to ensure we are actively managing delivery expectations.

Responsible for the effective management of technical debt in your area so that we can continually progress but ensure the debt is either repaid or doesn't become a pain point.

(Delivery)

Responsible for ensuring our technology decisions and technology ecosystem enables us to deliver outcomes reliably and quickly so we have technology platforms that allow us to move at pace.

Actively engaging with end to end delivery within your area so you have a good understanding of the technology and code, are able to support and provide guidance with delivery and use it as an opportunity to coach other engineers

(Architecture)
Responsible for ensuring effective architectural patterns and processes are adopted within your area and the wider group so that we can be confident we can continue to make progress without risk to our customers.

Responsible for guiding and enabling teams to be empowered with their technology decisions so teams have a sense of ownership for their applications and we are able to make decisions quickly.

Responsible for instilling evolutionary architecture within teams so that we can enable incremental change but that architectural characteristics are protected as it evolves.

Responsible for ensuring solutions are efficient and scalable for years to come so that products are built on solid foundations for adaption and evolution.

Actively contributing to defining the long-term technical strategy so we can ensure our products and technologies are kept modern and fit for purpose.

Responsible for being part of the wider architecture community, helping to define our wider architectural and technical strategy and ensuring our architectural principles, standards and practices are upheld in your area so that our technology decisions are cohesive and effective across the entire organisation.

(Sharing expertise and insight with other engineers)

Responsible for demonstrating to individuals a better way of doing things so that we inspire impact and reasoned decision making and help others adopt it.

Responsible for building relationships with the wider community so that we are learning from each other and understand where other teams have solved similar problems.

Responsible for deep understanding of legacy and incumbent solutions within their area so that we can provide innovative approaches and solutions to any issues that arise.

Responsible for evaluating existing engineering processes and recommending improvements so that we can all get better and faster at delivering customer value.

(Attracting and retaining talent)
Responsible for promoting our employer brand and representing MSMG so that we can be sure we're promoting our culture and engineering excellence externally.
Actively involved in the recruitment of engineers so that we can be confident we are raising the bar when looking for exceptional talent.

(Collaboration & Psych Safety)

Ensuring my team is working effectively as a team. The team is highly collaborative, and everyone is involved in all stages of delivery (discovery, analysis, planning, design, development and testing) so that the team feels highly engaged and there's a sense of shared ownership and accountability for our outcomes.

Ensuring there are high levels of psychological safety and trust in my team. All team members feel safe to speak out and ask questions and challenge each other so that we have an inclusive environment which values diversity of thought and because many studies have shown psychological safety is key to creating high performing teams.

To behave as a supportive, collaborative team member so that we are able to produce software of the highest possible quality in the fastest possible time that delivers to customer and commercial need and the MSMG strategy.

Responsibilities of an Engineering Manager

(Facilitate high performing teams)

Responsible for ensuring individuals operate as a team to align direction, communication and trust so that they function with a purpose to reach their goals.

Responsible for ensuring teams iteratively deliver and break down and prioritise work correctly so we can ensure value is constantly being delivered to our customers.

Responsible for ensuring teams continually improve ways of working though visibility of team metrics, facilitating ceremonies and instilling a reflective nature so that teams are continually learning striving to improve.

(Align teams to technical roadmap)
Responsible for ensuring the teams are adequately resourced, moving engineers to teams where necessary to make the most impact so that we have the right people in the team to execute against their own roadmap.

(Improve engineering quality and efficiency)
Responsible for ensuring teams deliver safely and with a level of care and craftmanship so that we can be confident we can continue to make progress without risk to our customers.

Responsible for helping teams define their adherence to our SDLC and review regularly so we can be confident that risk is managed and understood.

Responsible for ensuring the process we use for managing and tracking work is effective and we are continuously improving it so we can be confident we are managing our work as efficiently as possible.

(Collaborate with cross-functional peers and leaders)
Responsible for building relationships with the wider community so that we are learning from each other and understand where other teams can help.

(Develop, inspire and mentor individual engineers)
Responsible for the line management of engineers, providing feedback and

holding regular 1:1s so that individuals have specific support, advice and guidance.

Responsible for helping an individual's progression, performance, growth, and wellbeing so that they feel valued and listened to and their successes are celebrated.

Responsible for coaching individuals to learn better ways of doing things and helping them improve their skills so that we all become better at our jobs and we are growing our talent.

(Attracting and retaining talent)

Responsible for the recruitment of engineers in your area and ensuring, there is a high bar for candidates and diversity is front of mind with recruitment decisions

Responsible for onboarding engineers, helping them understand how we work, connecting them so that we can be sure new colleagues can be as successful as possible.

Responsible for helping us improve our recruitment process to drive success and efficiency so that candidates are given the best possible impression when deciding to join us.

Responsible for helping us to become an exceptional place to work so we can attract and retain talented, highly motivated people.

Actively contributing to the development and maintenance of our career framework so that individuals understand how they can progress in their careers.

Responsible for promoting our employer brand and representing MSMG so that we can be sure we're promoting our culture and engineering excellence externally.

(Collaboration & Psych Safety)

Ensuring my team is working effectively as a team. The team is highly collaborative, and everyone is involved in all stages of delivery (discovery, analysis, planning, design, development and testing) so that the team feels

highly engaged and there's a sense of shared ownership and accountability for our outcomes.

Ensuring there are high levels of psychological safety and trust in my team. All team members feel safe to speak out and ask questions and challenge each other so that we have an inclusive environment which values diversity of thought and because many studies have shown psychological safety is key to creating high performing teams.

To behave as a supportive, collaborative team member so that we are able to produce software of the highest possible quality in the fastest possible time that delivers to customer and commercial need and the MSMG strategy.