

DEC 2021

DEFINED.AI

Career Model

Shoot for the Stars at Defined.ai

SUMMARY

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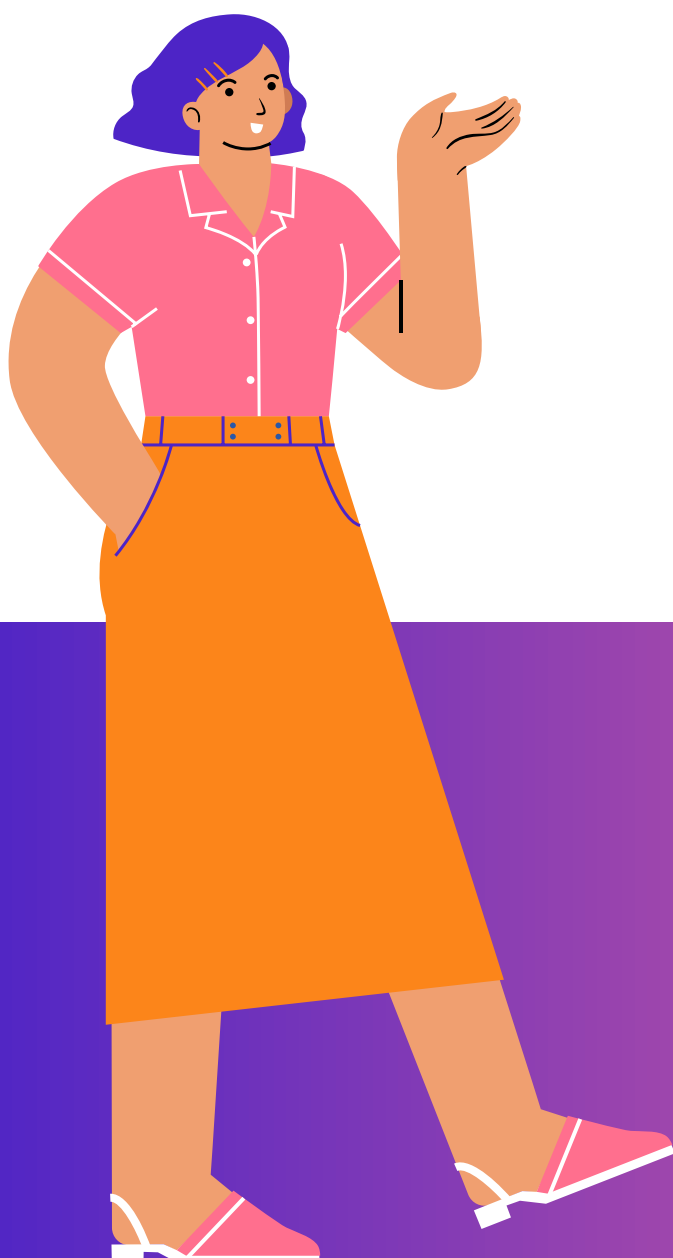
31 Job Model

Career
Model at
Defined.ai



The Foundations

In order to progress in your Career@DAI and make sure you take the best out of your growing path, you need to be familiar with the three foundational pieces of the Career Model.



Dual Career Levelling

With this tool you will understand how Career Levels are defined and used at DAI and how to grow your expertise either as an individual contributor or as a people manager.

Behaviors Matrix

With this tool you will understand which behaviors, aligned with the Company Values, should you demonstrate at each Career Level, and what is expected from you at each step of the way.

Job Model

With this tool you will understand what is the span of seniority of each role we have at DAI and the most common growth paths.

The Principles Behind



Transparency

Brings clarity to **criteria** used for ‘People Management’ decisions, such as recruitment, promotions, salary increases or adjustments.



Fairness

It will serve as a **backbone** for meritocracy and a results driven culture. It will support us all in difficult conversations scenarios and decision making.



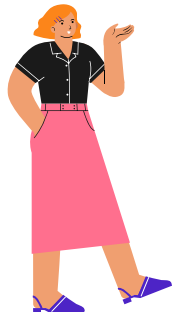
Growing Talent

Combining the different pieces and using the same criteria we will be able to create the set up for success and **map talent** and potential.



Career Paths

A framework that helps us to explore **career options**, and take steps in different directions, explore alternatives and increase impact for DAI.



TEAM MEMBER

You are a solid performer at DAI and you want to expand your professional growth and keep adding value to the company and the business.

You are the ultimate responsible to understand how you want to shape your career at DAI and contribute to creating the right set up for it to happen.



CURRENT MANAGER

This person leads you and your team and is here to support you along your career journey at DAI. They drive performance and growth conversations with you and should be the first to know you are interested in a move or in deepening your skills. They will also help you understand if it's the right moment to make changes, or help you prepare for when the time comes.



PEOPLE DEVELOPMENT

Is the team connecting the dots between you, your manager and business needs. They will be your point of contact for you to better understand the career model. They will also help you to align expectations about possible new roles and transition processes and learning and development moments.

IMPORTANT!

Careers happen in the intersection of:

- Dual Career Levelling
- Behaviors Matrix
- Job Model

And of course, very importantly, Business Context and reasoning.

ACCOUNTABILITY



Dual Career Levelling

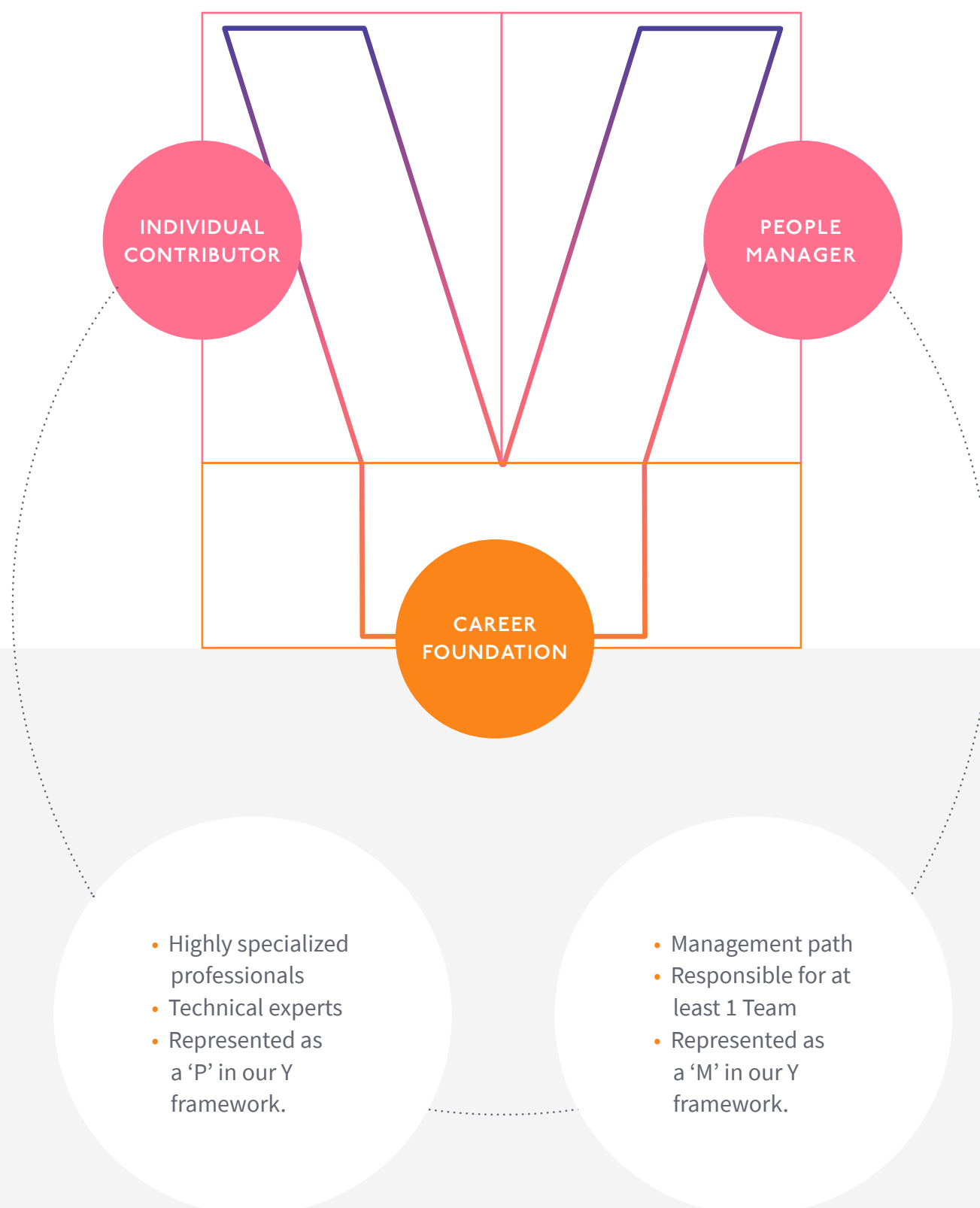


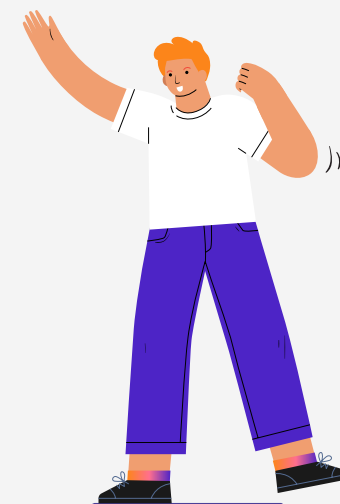
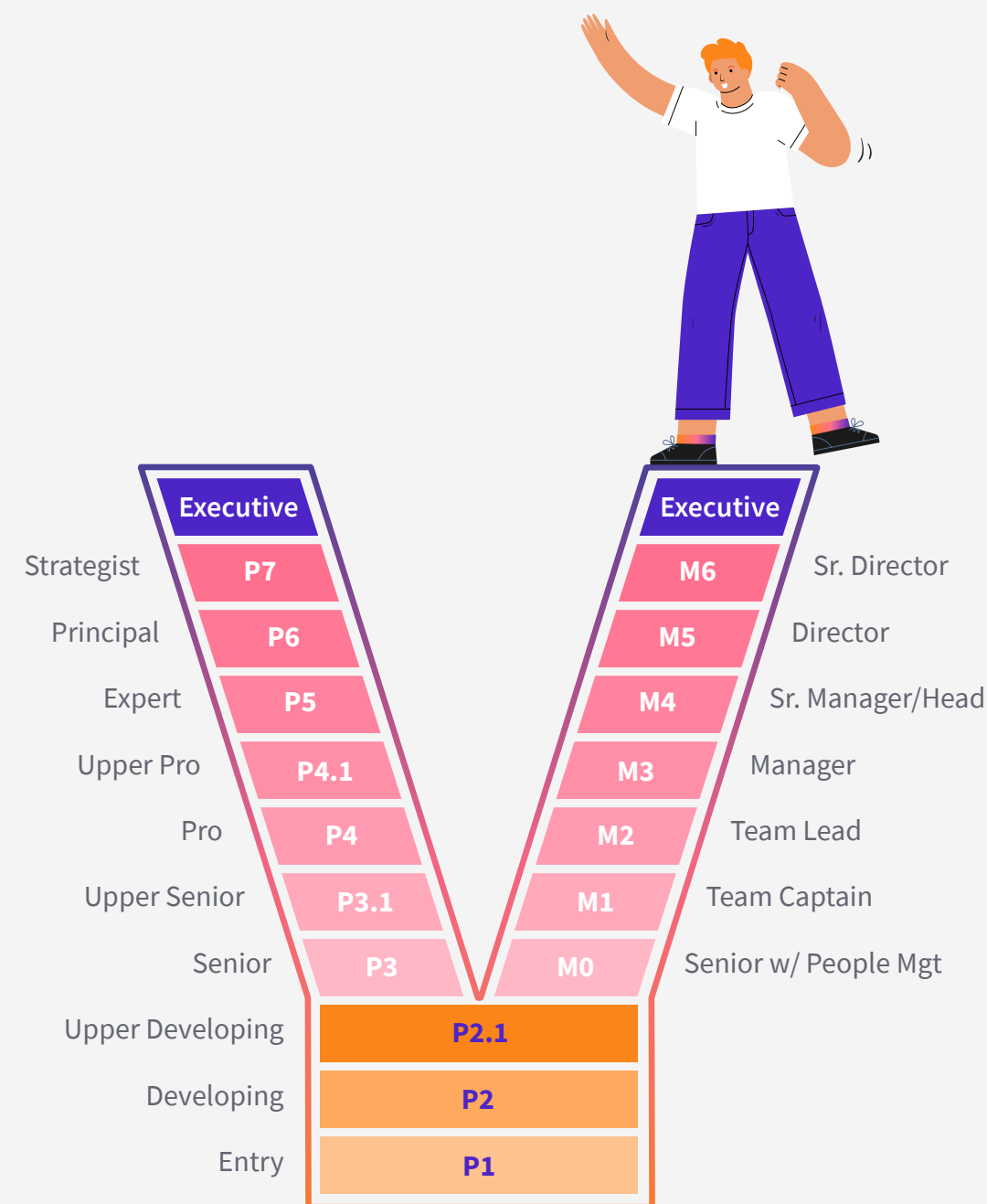
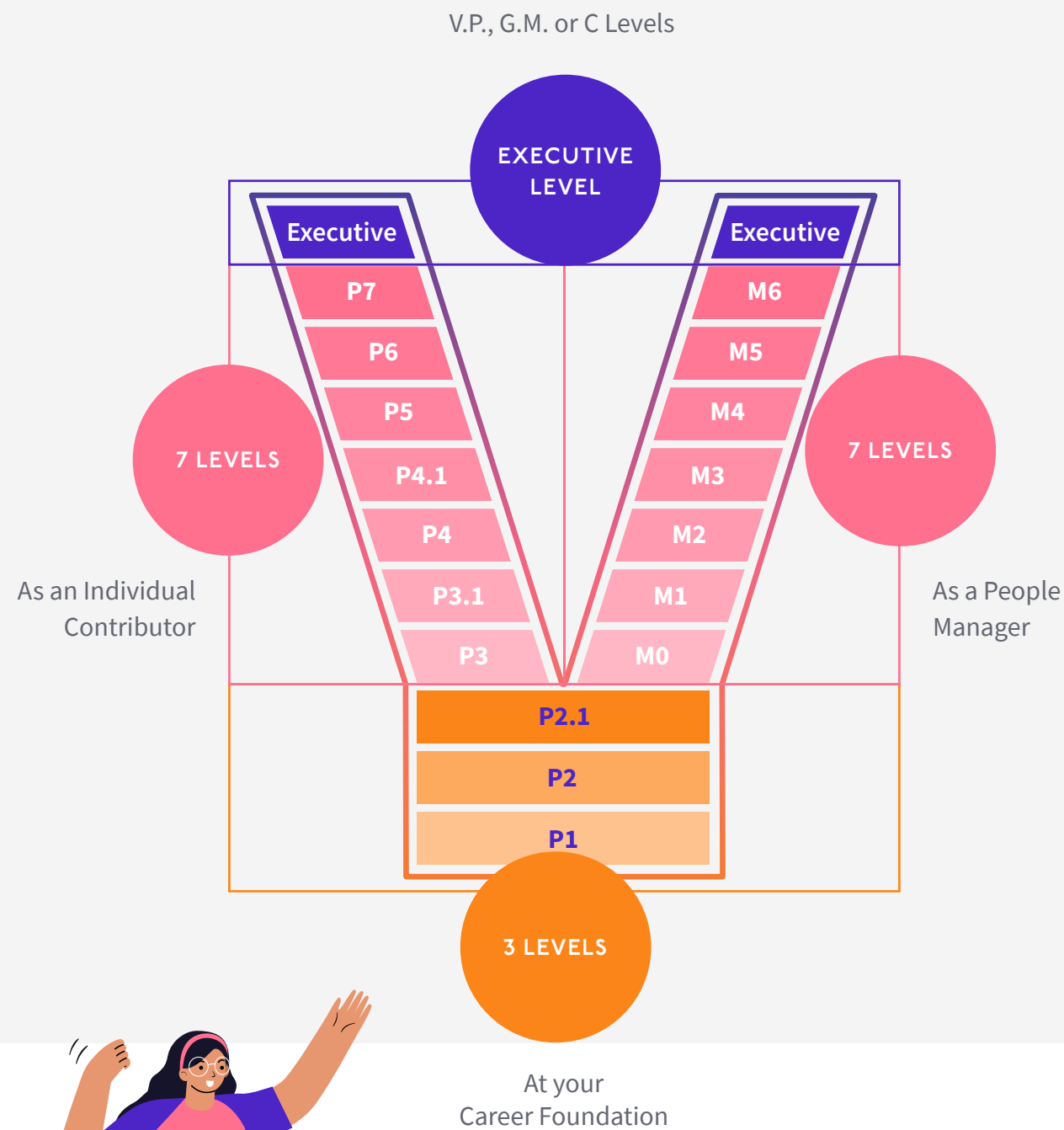
Y Framework

A **flexible model** that allows our Team Members to progress in their careers and rise their talents.



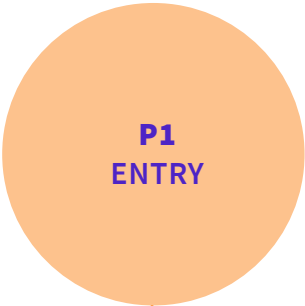
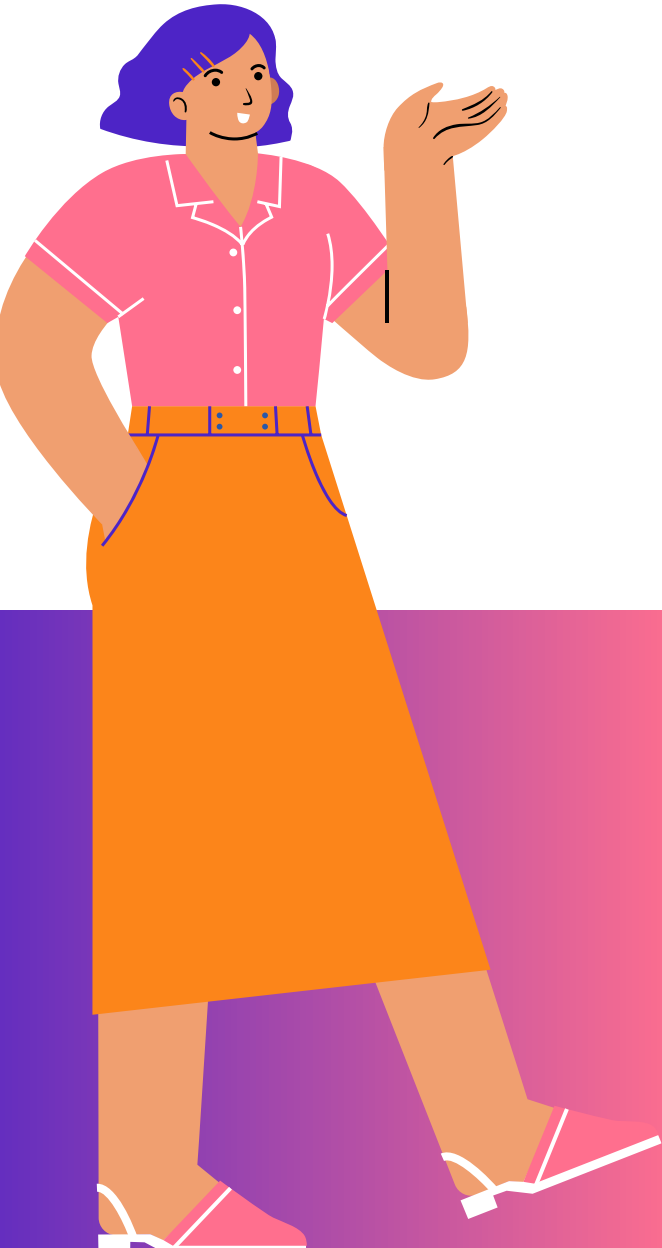
In the Y framework, once you set the foundations of your career, there are **two possible paths** you can follow...





Defined.ai Career Levels

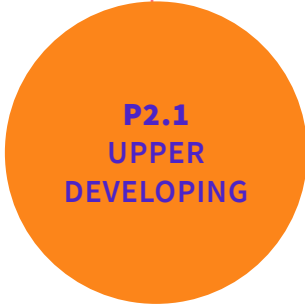
Foundational Career Levels



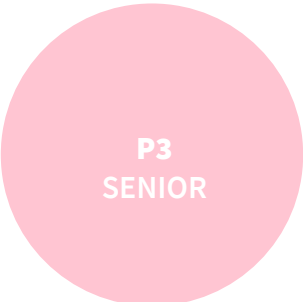
You understand your role and main team objectives. You execute standard tasks and apply basic theories, principles and methodologies to exploratory/developmental assignments. You need significant assistance to solve problems beyond standard tasks. Your technical skills still need improvement. You are learning.



You can apply, concepts, principles and methodologies to conventional assignments. Assignments are given in terms of objectives/deliverables to be met. You're able to identify problems and request assistance to solve them. You work independently within an established framework but still need guidance and validation to make sure delivery is successful. Your technical skills are still in development.



You can apply, concepts, principles and methodologies to more complex assignments. You execute standard tasks and produce quality deliverables that have a significant impact in the overall contribution of the team. You can diagnose and address issues showing a significant level of autonomy, but you still need guidance and validation. Your technical skills are at full speed development.



You can apply a broad range of theories, concepts, principles and methodologies to assignments involving complex tasks/features. You plan and complete given assignments in an autonomous way and your work is reviewed for overall technical accuracy only. You handle relatively complex problems and deliver with good quality. You show strong technical skills.



You can apply a broad range of, concepts, principles and methodologies to assignments involving very complex tasks/features. You plan and complete given assignments in an autonomous way. You handle relatively complex problems and deliver with very good quality. You show strong technical skills. You are an experienced contributor and start to have responsibility in leading some parts of the roadmap from a technical perspective.



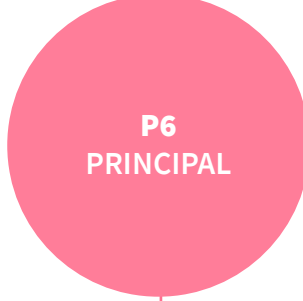
You assist in creating and promoting adoption around new concepts, principles and methodologies within a specialty area. You are given a direction in the form of broadly defined outcomes. You produce and define your own objectives for that specific assignment. Those objectives can involve different parts of your department. You are someone highly proficient and a person that people can come to when they have technical questions or doubts.



You assist in creating and promoting adoption of new concepts, principles and methodologies within a specialty area. You are given a direction in the form of broadly defined outcomes, and you can come up with and define your own objectives for that specific assignment. You can come up with a roadmap that implies involvement of different groups independently. You are a role model in your area of expertise. People come to you as a specialist. You ensure others are aware of and follow best practices.



You generate and promote new theories, concepts, principles and methodologies within your specialty area. Your work is flawless and accepted without change. You define, spread, and enforce effective best practices for your area. You are widely recognized as an expert in your area of influence. You solve problems with high level of complexity.



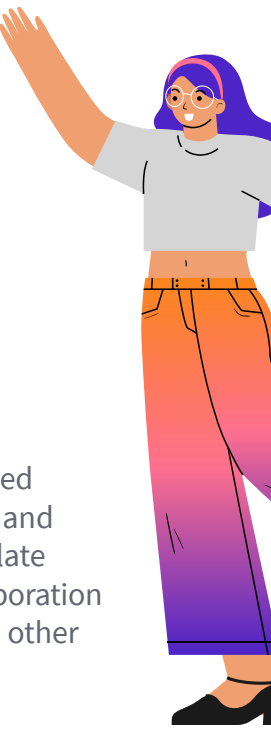
You generate and promote new concepts, principles and methodologies within a specialty area. Your work is outstanding from a technical perspective. You define, spread, and enforce effective best practices for your area. You are widely recognized as an expert in your area of influence. You solve problems with high level of complexity and serve as a sounding board to people across the organization. You often are exposed to external agents (such as customers, partners and users) to share your technical expertise and draft possible technical solutions of high impact.



You are the highest technical expert within your area of expertise and you set industry benchmarks. You strongly influence the overall strategy of the business, and provide consultation to management and other groups across the company.

Advanced Career Levels

Management Career Levels



M0 SENIOR W/ PEOPLE MGT

You are able to apply a broad range of concepts, principles and methodologies to assignments involving very complex tasks/features. You plan and complete given assignments in an autonomous way. You handle relatively complex problems and deliver with very good quality. You show strong technical skills. You are seen as an experienced contributor and start to have responsibility in guiding a few people from a technical perspective towards the teams' objectives.

M1 TEAM CAPTAIN

You are given a direction in the form of broadly defined outcomes and you are able to translate that into specific objectives for yourself. While driving your own performance you can support and guide a small team within specific processes or workflows to achieve positive outcomes. You are directly involved and an important contributor to the day-to-day tasks of your team.

M2 TEAM LEAD

You're given a direction in the form of broadly defined outcomes, and you can come up with a set of objectives for you and your team. You are able to create a technical roadmap and at the same time manage and monitor your team's performance, motivation and growth. Your team sees you as a role model in your area of expertise.

M3 MANAGER

You are able to translate a vision into concrete goals to be achieved by the individuals. Your team recognizes you for your guidance and your style of management as you deeply understand and translate to their reality the function you are leading. You care about collaboration across the company and you frequently engage with peers from other areas to unblock challenges.

M4 SR. MANAGER /HEAD

You are able to translate a vision into concrete goals to be achieved by the different groups of people you lead. At the same time you manage complex projects that will drive high impact within the organization. Your teams and peers recognize you for your leadership skills and the way you remove roadblocks.

M5 DIRECTOR

You head functional groups giving strategic direction that translate the business objectives into department deliverables. You will have Managers as direct reports. You role model leadership skills and you drive collaboration across the company. You constantly engage with peers from other areas to understand how to accelerate results and people.

M6 SR. DIRECTOR

You lead functional units or even a geo. The teams you lead have a diverse background to be able to reach better and wider business goals. You are a role model in terms of leadership. You successfully influence and guide cross-company efforts towards results and impact. You are often exposed to external stakeholders such as partners, users and / or customers and at the same time you are highly involved in meetings with management. You set the tone in terms of industry best practices and influence the way the sector is being shaped.

FAQ

What does it mean to be on the M0 level?

If you are in the M0 level, it means you have skills to pursue a People Management path in your career. You want to manage people and teams. You are considered at a senior level in your role and are ready to start to be exposed to People Manager responsibilities. A specific learning path will be assigned to you (where you will develop skills such as ‘Emotional Intelligence’ or ‘How to Manage a Remote Team’) and you might oversee the work of 1 or 2 Team Members, informally.

What do the intermediate levels mean?

The P2.1, P3.1 and P4.1 levels exist so we can allow a more continuous progression and development. For example, imagine you are a P3.1, this means you were excelling in your previous level and demonstrate that you have what it takes to grow but your just don’t have the proficiency needed yet to be promoted to a Pro level (P4).

Will I know my level?

Yes. But don’t forget, your level will depend on different factors that we explain more ahead.

Behaviors Matrix

How do we get here?

We will use a matrix (our Behaviors Matrix) to explain how each behavior should be lived in the day to day by our **Team Members** and **People Managers** in each of the Career Level.

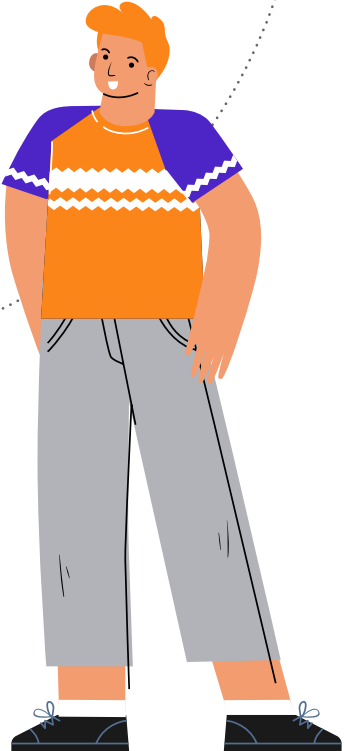
BEHAVIORS

VALUES

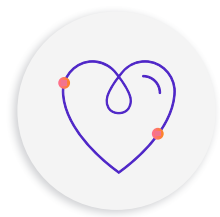
CULTURE
is the living embodiment of our values.

OUR VALUES
are deeply ingrained principles and shared beliefs that guide our everyday actions; they are the cornerstones of our culture.

BEHAVIORS
translate the Values into tangible, observable and measurable elements that can be implemented, assessed and improved.



Remembering the Company Values



BE BRAVE

We do what is right and we have the courage of our convictions.



BE AUTHENTIC

We are our genuine selves, because we know that in diversity, there is strength.



EXCEL

Every day, we try to be better than we were yesterday. Why? We want to be the best!



TRUST

We trust ourselves, our colleagues, and our manager. We work together transparently and openly to make a difference.



OWN IT

We take responsibility for our own space. We're the boss of our section, and we make the best decisions we can for it.

BE BRAVE

COMMUNICATE W/ INTENTION

You speak your mind with an intention and practice active listening.

BE AUTHENTIC

BE AWARE

You are aware of the impact you have on others and how they perceive you.

EXCEL

FOCUS

Time management, team priorities, and results are top of your mind.

TRUST

BE COLLABORATIVE

You cooperate with others to accomplish goals and achieve success.

OWN IT

BE ACCOUNTABLE

You detect problems, own solutions, surpass obstacles and track progress.

BE RESILIENT

You step out of your comfort zone and bounce back from adversity.

PROMOTE DIVERSITY

You value people, diversity, cultural heritage and individuality.

GROW YOUR KNOWLEDGE

You continuously expand your skillset and apply the acquired knowledge.

EMPOWER

You are confident in your own and your teams' capability to overcome challenges.

LISTEN TO THE CUSTOMER

You ensure a positive experience to all your stakeholders.

Our Values, Our Behaviors

How will it look like?

		BE BRAVE	BE AUTHENTIC	EXCEL	BE BRAVE	OWN IT	Defined.ai Values
							Behaviors
ENTRY	P1						Behaviors cascaded into our Career Levels
DEVELOPING	P2 / P2.1						
SENIOR	P3 / M0 / P3.1						
PRO & EXPERT	P4 / P4.1 / P5						
PRINCIPAL & STRATEGIST	P6 / P7						
LEAD	M1 / M2						
MANAGER	M3 / M4						
DIRECTOR	M5 / M6						

NOTE

In the Behaviors Matrix you have a detailed explanation of how to demonstrate each behavior per Career Level.

In the ‘Career Foundation’ levels it is expected that the behaviors are shown and developed more on an individual level and with seniority and career progression you start to demonstrate an impact on the Team and Company spectrum.

The Behaviors Matrix, will serve as a baseline for all our People Programs and it will:

02

Serve as a script for behavioral interviewing and making sure we are bringing in the right candidates in terms of culture fit;

04

Help us have meaningful/difficult conversations when time for Performance Check-in comes up.

01

Bring concrete examples on how to identify key behaviors for each career level;

03

Drive growth and career progression conversations;



Job Model

How does it work?

1

Job Functions* that currently exist or will exist in a near future at DAI are mapped in this tool.

Job Functions are grouped into Job Families**.

2

3

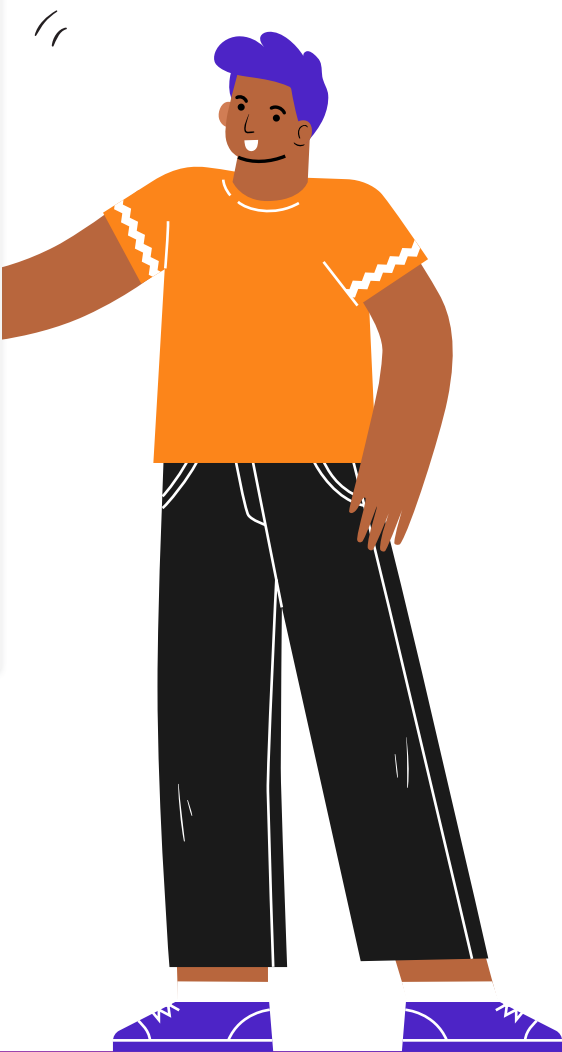
Job Functions are crossed with Career Levelling to understand where they start and end according to seniority.

Job Titles are assigned per Job Function Level.

4

* **Job Function** – A specific occupational area within a Job Family in which the same or relatively similar work is performed and a similar skillset is required, making easier to navigate to other Job Function within the same Job Family.

** **Job Family** – A group of Job Functions, that involve work in the same general occupation. These Job Functions have related knowledge requirements and similar skillsets.



Defined.ai Job Catalog

A Catalog where we can find all the Job Families and Job Functions that exists at DAI.

TECHNOLOGY

Job Family	Job Function
Solutions Architecture	Solutions Architecture
Solutions Development	Solutions Development
Software Engineering	Front-End Engineering
	Back-End Engineering
	Full-Stack Engineering
	Mobile Software Engineering
	Automation Engineering
	Software Engineering Management
	Software Architecture
	DevOps Engineering
	Site Reliability Engineering
	Database Reliability Engineering
	Tech Support Engineering
	Agile Coaching
ML & Data Engineering	Speech Engineering
	NLP Engineering
	Computer Vision Engineering
	Machine Learning Engineering Management
	Data Engineering
	Data Engineering Management
	Data Architecture
	DataOps Engineering
	Data Infrasctruture Engineering
	Business Intelligence Engineering
ML & Data Science	Speech Science
	NLP Science
	Computer Vision Science
	Data Science
Information Technology	Systems Administration
	IT
Security	Information Security
	Security Architecture
	Pentesting
	Application Security Engineering
	DevSecOps Engineering

PRODUCT

Job Family	Job Function
Service Design	Service Design
Product Management	Product Management
	Product Ownership
Product Marketing	Product Marketing
Product Design	Visual Design
	UX Design
	User Research
	Information Architecture

SERVICES AND OPERATIONS

Job Family	Job Function
Sales	Sales
	Inside Sales
	Sales Operations
	Sales Enablement
	Business Development
	Business Intelligence Analysis
	Channel, Partners & Alliances
Customer Office	Customer Success
	Customer Service
Operations and Project Management	Engagement Management
	Operations Management
	Program/Project Management
	Project Execution
	Suppliers & Procurement
Data and Linguistics	Language Services
	Guideline Creation
	Linguistics
	Computational Linguistics
Content	Data Quality Management
	Technical Training
	Technical Writing
Community	E-Learning Content Creation
	Ambassadorship Programs
	Community Management

CORPORATE

Job Family	Job Function
People	Talent Acquisition
	Employer Branding
	Compensation & Benefits
	Learning & Development
	People Partnership
	Global Mobility
	People Services
Marketing & Communications	Marketing Generalist
	Events Management
	Brand Management
	Public Relations Management
	Communications
	Social Media Management
	Copywriting
	Content Management
	SEO Management
	Communication Design
	Creative Services
	Demand Generation
Finance	Field Marketing
	Accounting
	Finance
Legal	Legal Counseling
Facilities	Facilities
Administrative	Administrative
	Chief of Staff

5
Major Categories

23
Job Families

93
Job Functions

Navigating within our

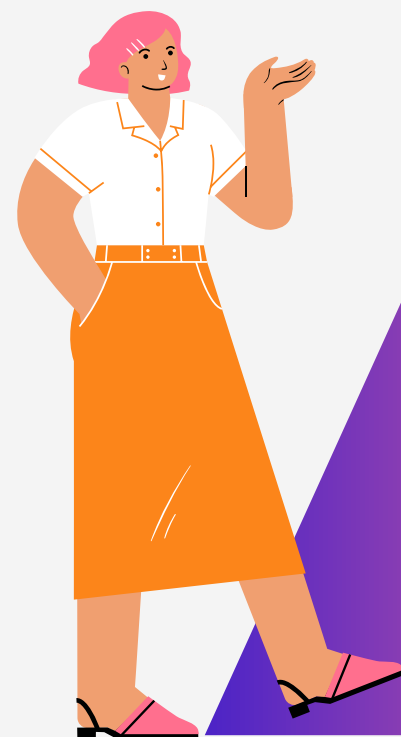
Job Model

Our Job Model will be the baseline to know where we can go. It give us a glance of different career options we might have inside DAI, whether we are working for a job promotion or considering a lateral move.

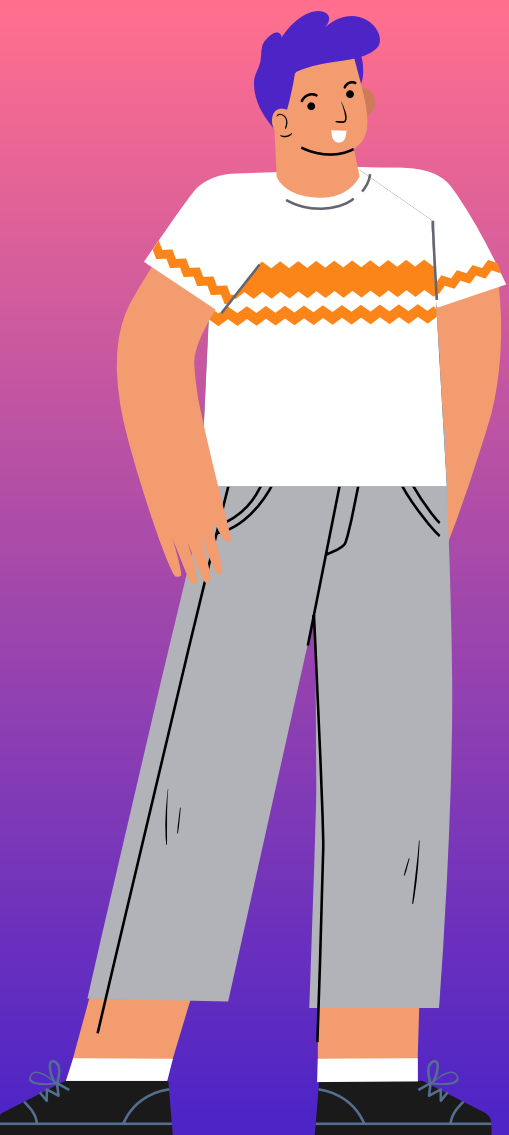
In the Job Model you find all the positions that currently exists at DAI or eventually will according to the business needs.

New opportunities for you to navigate around the Job Model will always arise. Make sure you keep an eye to our [Internal Applications Guideline](#) to know what you need to do if a position catches your attention.

Make sure you and your Manager keep an open conversation about your career goals and which skillset you should develop in order to grow.



FAQ

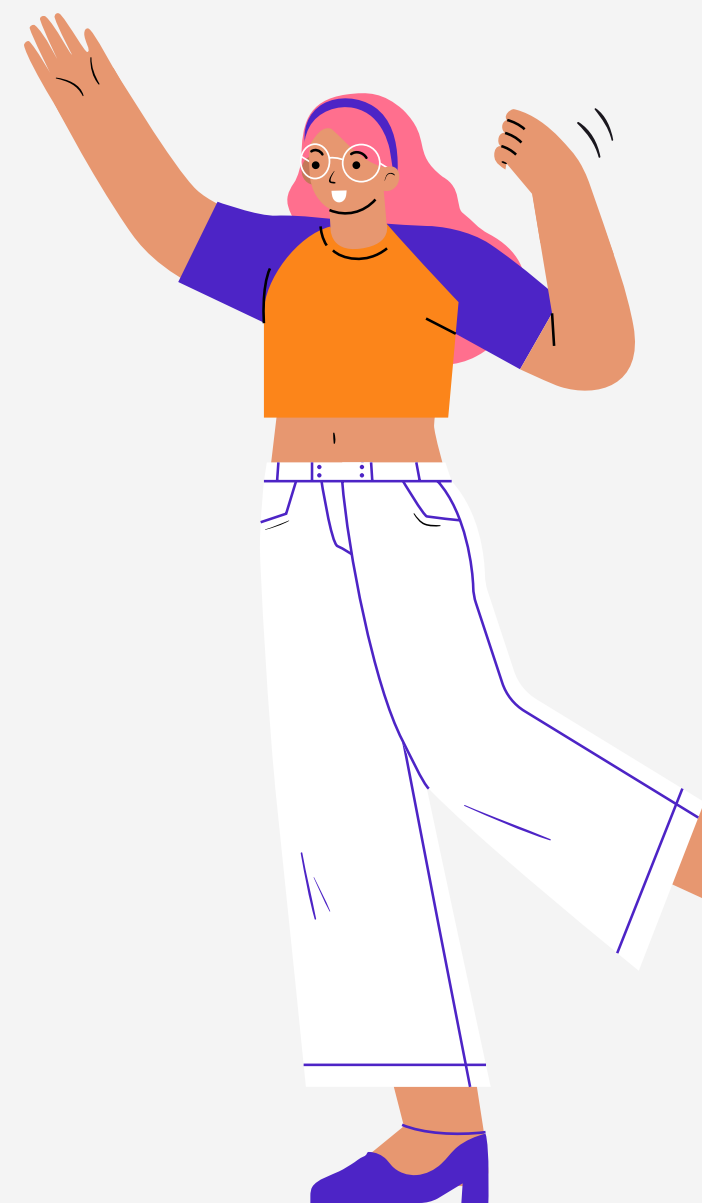


What is the difference between an Events Manager and a Manager, Events?

- An Events Manager is an Individual Contributor that, according to Defined. ai's Job Model, is in the P3 or P3.1 Career Levelling - in the Events Management Job Function - and is accountable for several functional responsibilities related to the Events area. While a Manager, Events is a People Manager (M3 in the Career Levelling), responsible not only for functional processes related to the Events area but also for a Team.
- That Job Title structure is equal for all the Job Functions mapped on our Job Model.

What happens if my Job Function ends on a P3 and I'm already there?

- The Career Levelling range for each Job Function is not linear. There are some functions that start on a P1 and go until a P3, others only start on a P3 level, for instance. This will depend on the skillset needed per each Job Function and how it evolves in the different levels.
- If you are in the last level of your Job Function, and you want to grow, discuss it with your Manager and the People Development Team. It might mean you are in the position of expand your skillset to other Job Function when the opportunity comes.



THANK YOU!

For extra support please contact
the **People Development Team:**

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DEFINED.AI

Career Model

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