

# Promotion process principles

Guard fairness & transparency

The committee evaluates based on the macro-process principles & practices – e.g. promotion feedback assessment (completeness, quality, etc.)

The committee does not make decisions based on the subjective opinion of its members

Committee is not voting for promotion but identifying if process is OK or not (if not there are blockers noted)

Decisions (process ok/not ok & supports / doesn't support) are done by "Consent Decision Making". If there are blocking concerns from any committee members, they should be resolved for promotion to happen

Help people in teams grow, the committee transparently shares lessons learned from each round, including

What are behavior & actions that lead to success (recognized by others)

How to provide feedback in a way that helps a person grow/helps the committee to make a decision

Individual competency models used as an integral part of the self-evaluation and peer-feedback. Follow the link for more details

Support engineers that didn't pass the current round of promotions

Summarize the feedback in a way that explains what is needed for the next level

Recommend best practices for how to get help to move to the next level (e.g. engage your team, coaches, people who are already performing on that level, etc)

To support transparency and learning, every 3 rounds of promotions there is a call for committee members rotation

constraint - max 1 representant per team

constraint - HR business partner and budget controller are permanent members of the committee

	Junior	Medior	Senior	Principal
Sum Skills:	~20	~40	~60	~70
Min Skills:	One Hard over 2	One Hard over 4	One Hard + One Soft over 6	Two hard, one soft over 6 + Business partner and/or equal or over 7

0. Read the promotion path, rules and principles first

If you are going to the promotion process the first time or something is not clear, contact your HRBP

1. SELF-Evaluation:  
Where am I as employee?  
Am I on the right level? (use the Self-evaluation part of [the form](#))

Am I in right level? Yes/NO

YES

Discuss with your team how you can grow to the next level using [coaching](#), [mentoring model](#) & team maturity model)  
Hint: you can ask for individual coaching to help accelerate your growth

NO

2. Ask others for feedback (using [the form](#)). Get intermittent feedback results

Based on feedback decide if you want to continue with promotion or withdraw (if needed consult with your coach to help make the decision)

withdraw

Ask for data from HRBP

continue

3. Share your nomination officially by filling Promotions Nomination page for current period  
Now it's opened for additional feedback from the rest of field group.  
Want to provide a feedback - use [the form](#)

Proposal evaluated by promotion committee (at least once a quarter), [Promotion committee role & guidelines](#)

Salary approval: based on band & available budget

Decision communicated back to individuals & the group



