

	<b>L3 IC</b> <b>A new engineer with potential</b>	<b>L4 IC</b> <b>A solid engineer</b>	<b>L5 IC</b> <b>A strong independent engineer</b>	<b>L6 IC</b> <b>A team leader</b>	<b>L7 IC</b> <b>An organizational leader</b>	<b>L8 IC</b> <b>A company leader</b>
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience).	Relevant Bachelor's degree (or equivalent practical experience) plus 2 years of relevant industry (or additional academic) experience.	Relevant Bachelor's degree (or equivalent practical experience) plus 5 years of relevant industry (or additional academic) experience.	Relevant Bachelor's degree (or equivalent practical experience) plus 8 years of relevant industry (or additional academic) experience.	Relevant Bachelor's degree (or equivalent practical experience) plus 12 years of relevant industry (or additional academic) experience.	Relevant Bachelor's degree (or equivalent practical experience) plus 15 years of relevant industry (or additional academic) experience.
<b>Notes</b>	<i>For graduates, this is typically a person's first full-time engineering job.</i>				<i>The work of L7+ individual contributors usually differs qualitatively from that of earlier levels. L7+ scope and impact can be reached through a number of routes, including deep technical work, technical work that is highly leveraged or valued across Block, or non-coding activities that impact Block.</i>	
<b>Scope &amp; Impact</b>	Develops features with supervision and support.	Designs, develops, ships, and maintains features with support.	Designs, develops, ships and maintains medium-sized features independently.	Leads medium-to-large features, multi-person efforts that usually cross engineering team boundaries.	Has a track record of leading strategic or complex initiatives that have a clear impact on the success of their organization.	Has a track record of leading strategic or complex initiatives that have a clear impact on the success of the company.
<b>Technical Contributions</b>	With supervision, implements code that is clear, concise, and tested.	With support, implements code that is clear, concise, and tested.	Independently implements code that is clear, concise, and tested.	Makes high quality, impactful technical contributions.  Analyzes and resolves technical obstacles for their team.	Makes high quality, impactful technical contributions to achieve the goals of the organization.  Identifies and leads the analysis and resolution of technical obstacles for their organization.	Makes high quality, impactful technical contributions, requiring deep technical foresight and experience, to achieve broad company goals.  Identifies and leads strategic, technical decisions across the company and helps organizations adopt and implement them.
<b>Expertise</b>	Is learning one or more technical areas.	Is proficient in one or more technical areas.	Is highly proficient in one or more technical areas.	Is an expert in one or more technical areas.  Is an excellent source of insights and wisdom within their team.	Is an expert in technical areas of significant impact to their organization.  Is an excellent source of insights and wisdom within their organization.	Is a company-wide expert in a range of technical areas with mastery of one or more.  Is an excellent source of insights and wisdom across engineering.
<b>Design &amp; Architecture</b>	With supervision, participates in engineering design for features and bug fixes.	With support, contributes to engineering design for features and bug fixes.  Provides meaningful feedback on other engineers' code.	Creates or co-creates engineering designs.  Provides meaningful feedback on other engineers' designs and code.	Leads engineering designs, soliciting feedback and building consensus.  Provides meaningful feedback and guides other engineers to resolve open questions in their designs and code.	Leads engineering designs with organizational impact that succeed long term.  Guides architectural direction for their organization and helps evolve systems toward it.	Leads engineering designs with company-wide impact that succeed long term.  Guides company-wide architectural direction and helps evolve systems toward it.
<b>Ownership</b>	Is responsible for development and testing of their code.	Is responsible for development, testing, rollout, and maintenance of their code.	Is responsible for the successful delivery of their projects, including planning, risk management, design, development, testing, rollout, and maintenance.  Is responsible for improving the health and quality of code they are working on.	Is responsible for the successful delivery of their projects, including coordination, planning, risk management, design, development, testing, rollout, and maintenance.  Is responsible for the long term health and quality of their team's codebase and systems.	Is responsible for the successful delivery and evolution of projects with organizational impact, including coordination, planning, rollout, and maintenance.  Is responsible for the long term architecture, health and quality of their organization's codebase and systems.	Is responsible for the successful delivery and evolution of projects which have company-wide impact, including initiation, coordination, rollout, maintenance.  Is responsible for the long term architecture, health and quality of technical assets and engineering practices across the company.
<b>Collaboration</b>	Collaborates within their team seeking support as needed.	Collaborates within their team seeking support as needed.	Collaborates within their team and with adjacent teams.	Drives collaboration with their teammates, partners and stakeholders to advance team goals.  Fosters an environment of collaboration and knowledge sharing within their team.	Drives collaboration across teams and disciplines to advance organizational goals.  Fosters an environment of collaboration and knowledge sharing within their organization.	Drives collaboration with other company leaders to advance company goals.  Represents engineering in partnering with cross-functional peers across the company.
<b>Mentorship</b>			Assists and teaches engineers on an individual basis.	Lifts the skills and expertise of those around them.  Cultivates learning and growth within their team.	Levels up the capabilities of teams and individuals around them.  Cultivates mentorship, learning and growth within their organization.	Levels up the capabilities of teams and individuals across engineering.  Cultivates mentorship, learning and growth across the company.
<b>Team Building</b>			Conducts engineering interviews.  Participates in activities to attract and retain talent, including building community inside or outside of Block.	Conducts engineering interviews.  Participates in activities to attract and retain talent, including building community inside or outside of Block.  Contributes to a culture of inclusion and psychological safety within their team.	Conducts engineering interviews.  Participates in activities to attract and retain talent, including building community inside or outside of Block.  Contributes to a culture of inclusion and psychological safety within their organization.	Conducts engineering interviews.  Participates in activities to attract and retain talent, including building community inside or outside of Block.  Contributes to a culture of inclusion and psychological safety across the company.
<b>Leadership &amp; Strategy</b>				Guides the technical direction of the team to ensure success.  Is a technical representative for their team's systems.  Exemplifies and upholds software engineering standards within their team.	Drives and influences the technical direction of their organization to ensure success of strategic initiatives.  Is a technical representative for systems that span multiple teams or have organizational impact.  Exemplifies and upholds software engineering standards within their organization.	Drives and influences the technical direction of engineering to ensure success of company goals.  Is a technical representative of large systems that span multiple organizations or have company-wide impact.  Exemplifies and upholds software engineering standards across the company.

	<b>L5 EM</b>	<b>L6 EM</b>	<b>L7 EM</b>	<b>L8 EM</b>
	<b>A new team leader</b>	<b>A team leader</b>	<b>An organization leader</b>	<b>A department leader</b>
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 5 years of relevant industry (or additional academic) experience. <i>Is new to people leadership. Has demonstrated success leading technical projects, and was nearing IC6 readiness.</i>	Relevant Bachelor's degree (or equivalent practical experience) plus 8 years of relevant industry (or additional academic) experience. <i>Typically has managed for at least 2 years, or has demonstrated success as a team technical lead.</i>	Relevant Bachelor's degree (or equivalent practical experience) plus 12 years of relevant industry (or additional academic) experience. <i>Typically has managed for at least 4 years, and has managed 3+ managers for the last 1-2 years.</i>	Relevant Bachelor's degree (or equivalent practical experience) plus 15 years of relevant industry (or additional academic) experience. <i>Typically has managed for at least 8 years, has managed multiple organizations in the past for at least 2 years.</i>
<b>Notes</b>	<i>L5 EM is traditionally a transitional role at the beginning of a management career. L5 EMs are expected to level up to L6 EM or L6 IC with Reports as they progress in their career, or return to IC5 if the role is not a good fit. We do not externally hire L5 EMs, except for in exceptional circumstances.</i>			
<b>Scope &amp; Impact</b>	Directly responsible for one or more features, tools, or infrastructure. Demonstrated success leading multi person projects, with support. Creates a safety and inclusion culture for all people.	Directly responsible for one or more products, significant features, tools, or infrastructure. Demonstrated success independently leading people, teams and projects multiple times in different contexts. Creates a safety and inclusion culture for all people.. Applies their domain knowledge and technological expertise to multiply their team's effectiveness in delivering impactful products.	Accountable for multiple products, significant features, tools, or infrastructure. Demonstrated success leading teams delivering organizational-level projects, with ownership of large, strategic, or complex areas within an organization. Creates and leads a safety and inclusion culture for all people Is a recognized domain expert in their organization. Applies their domain knowledge and technological expertise to multiply their organization's effectiveness in delivering impactful products.	Accountable for critical products, platforms, or infrastructure for their department. Demonstrated long-term success leading organizations delivering department level programs, with ownership of large, strategic, or complex areas within a department. Is a recognized leader for creating a safety and inclusion culture for all people in their department. Is a recognized leader in their domain. Ensures that domain and technological expertise is used across their business unit to deliver impact.
<b>Team Scale</b>	Manages a team with support.	Independently manages a team that may contain multiple engineering disciplines.  May be managing an emerging team.	Manages multiple teams, typically through multiple managers.  A track record of managing teams of importance to the company or business unit, which should eventually evolve into organizations or departments.	Manages multiple senior managers and teams across multiple organizations or multi-disciplinary engineering teams, and may also manage non-engineering disciplines.  A track record of managing teams of strategic importance to the company or business, which will probably evolve into departments.
<b>Prioritization &amp; Execution</b>	With support, ensures the team is working on the right things in service of their customers.  With support, proactively responds to change and urgency to maximize the team's long term impact, focus and sustainability.	Directs their team to work on the right things in service of their customers. Assigns ownership and facilitates team decisions.  Proactively responds to change and urgency to maximize the team's long term impact, focus and sustainability.  Has a track-record of strong execution and meeting team goals.  Instills a sense of customer empathy within their team.	Shapes their organization to work on the right things in service of their customers while holding them accountable for organizational goals.  Recognizes, influences, and resolves critical issues that jeopardize their organization's focus and direction.  Has a track-record of strong execution and meeting organizational goals.  Instills a sense of customer empathy within their organization.  Adjusts urgency and commitments to maximize the organization's long term impact and sustainability.	Shapes their department to work on the right things in service of their customers while holding them accountable for departmental goals.  Is a recognized leader for resolving critical issues that jeopardize their department's focus and direction.  Has a track-record of strong execution and meeting company goals.  Instills a sense of customer empathy within their department.  Proactively balances urgency, staffing, and budgets to maximize the department's long term impact and sustainability.
<b>Reliability &amp; Health</b>	With support, accountable for the long-term reliability and quality of their team's codebases and systems.  With support, proactively monitors and suggests improvements to codebases and systems in service of uptime and operational excellence.	Accountable for the long-term reliability and quality of their team's codebases and systems.  Proactively monitors and suggests improvements to codebases and systems in service of uptime and operational excellence.	Champions reliability and system health, is responsible for the long-term health and quality of their organization's codebases and systems.  Holds their teams accountable for proactively monitoring and suggesting improvements to codebases and systems in service of uptime and operational excellence.	Champions and holds their department accountable for the long-term health and quality of codebases and systems.  Holds their organizations accountable for proactively monitoring and suggesting improvements to codebases and systems in service of uptime and operational excellence.

	<b>L5 EM</b>	<b>L6 EM</b>	<b>L7 EM</b>	<b>L8 EM</b>
	<i>A new team leader</i>	<i>A team leader</i>	<i>An organization leader</i>	<i>A department leader</i>
		Works with their team, including cross-functional partners, to proactively identify and resolve tech debt or blockers that will impact quality or execution.	Ensures their teams are taking the time to proactively identify and resolve tech debt or blockers that will impact quality or execution.	Ensures organizations are taking the time to proactively identify and resolve tech debt or blockers that will impact quality or execution or be an existential risk to the business.
<b>Technical Expertise</b>	<p>Is a representative for their team's systems and goals.</p> <p>With support, ensures technical designs are properly evaluated and communicated in the context of team goals.</p> <p>With support, helps shape the architectural direction for their team.</p>	<p>Is a representative for their team's systems and goals.</p> <p>Ensures technical designs are properly evaluated and communicated in the context of team goals.</p> <p>Drives the architectural direction for their team and helps evolve systems toward it.</p>	<p>Is a representative for their organization's systems and long term goals.</p> <p>Champions initiatives across the organization to ensure technical designs are properly evaluated and communicated in the context of organizational goals.</p> <p>Drives architectural direction for their organization and helps evolve systems toward it.</p>	<p>Is a recognized technical leader for their department's systems and long term goals.</p> <p>Champions initiatives across their business unit that evolve technical designs, vendors or tools to further department goals.</p> <p>Drives architectural direction for their department to ensure the right long-term technology investments are made.</p>
<b>Strategy</b>	<p>With support, works with their team to define what success looks like, creating buy-in, tracking progress and maintaining consistency with larger organizational goals.</p> <p>Contributes to a compelling team technical vision, communicating and evangelizing it with their organization and external stakeholders.</p> <p>With support, organizes their team to maximize its impact, flexibility, and resiliency.</p>	<p>Works with their team to define what success looks like, creating buy-in, tracking progress and maintaining consistency with larger organizational goals.</p> <p>Sets team direction, communicating and evangelizing it within their organization and external stakeholders.</p> <p>Organizes and evolves their team to maximize its impact, flexibility, and resiliency.</p>	<p>Is a recognized strategic leader for their organization clarifying success, creating buy-in, tracking progress while being consistent with department goals.</p> <p>Defines a compelling organizational vision, communicating and evangelizing it within their department and external stakeholders.</p> <p>Designs and evolves their organization, advocates for department-wide changes to maximize impact, flexibility, and resiliency.</p>	<p>Is a recognized strategic leader that defines success, creating buy-in, tracking progress while being consistent with company goals.</p> <p>Works across functions in the business unit to define a compelling departmental vision, championing it within their business unit.</p> <p>Proactively designs and evolves their organizations, leads business-unit wide changes to maximize impact, flexibility, and resiliency.</p>
<b>Collaboration</b>	<p>Contributes to a productive environment of collaboration and knowledge sharing across their team and stakeholders.</p> <p>With support, identifies and resolves conflicts with other teams.</p>	<p>Creates a productive environment of collaboration and knowledge sharing across their team and stakeholders.</p> <p>Builds relationships with stakeholders, partners, and peers.</p> <p>Anticipates and resolves conflicts with other teams, inside and outside of the organization.</p>	<p>Fosters a productive environment of collaboration and knowledge sharing across their organization and stakeholders.</p> <p>Proactively builds long-term strategic relationships with stakeholders, partners, peers.</p> <p>Anticipates and resolves complex or ambiguous situations between teams, organizations and disciplines.</p>	<p>Is a recognized leader for fostering a productive environment of collaboration and knowledge sharing across their business unit and stakeholders.</p> <p>Directs their business unit by proactively building long-term strategic relationships with stakeholders, partners, peers.</p> <p>Leads the resolution of complex or ambiguous situations between disciplines, departments, organizations, and teams.</p>
<b>Culture &amp; Inclusion</b>	<p>With support, creates and fosters a culture and environment of inclusion and psychological safety for all people, including people from all genders, races, and other protected classes within their team.</p> <p>With support, ensures their team achieves Block's diversity and inclusion goals.</p>	<p>Creates and fosters a culture and environment of inclusion and psychological safety for all people, including people from all genders, races, and other protected classes within their team.</p> <p>Ensures their team achieves Block's diversity and inclusion goals.</p>	<p>Ensures their organization achieves Block's diversity and inclusion goals.</p> <p>Has fostered a psychologically safe and inclusive environment for all people, including people from all genders, races, and other protected classes within their organization.</p> <p>Is recognized as leading, improving, and exemplifying their organization's culture.</p>	<p>Ensures their department achieves Block's diversity and inclusion goals.</p> <p>Has fostered a psychologically safe and inclusive environment for all people, including people from all genders, races, and other protected classes within their department.</p> <p>Is recognized as leading, improving, and exemplifying their business' culture.</p>
<b>Team Building</b>	<p>Collaborates with recruiters to define and appropriately fill open roles for their team, with support.</p> <p>Conducts engineering interviews, including selling for their team.</p> <p>Participates in activities to attract and retain talent, including building community inside or outside of Block.</p>	<p>Collaborates with recruiters to define and appropriately fill open roles for their team.</p> <p>Conducts interviews, including selling and closing offers for engineers and EMs.</p> <p>Participates in activities to attract and retain talent, including building community inside or outside of Block.</p>	<p>Collaborates with leadership and recruiters to allocate, prioritize, and appropriately fill key roles for their organization.</p> <p>Conducts interviews, including selling and closing offers for senior engineers, EMs, and other leaders.</p> <p>Participates in activities to attract and retain senior talent, including building community inside or outside of Block.</p>	<p>Creates space for teams and leaders to grow, collaborating with leadership and recruiters to allocate, prioritize, and appropriately fill key roles for the business.</p> <p>Conducts interviews, including selling and closing offers for senior engineers, senior EMs, and other senior leaders.</p> <p>Defines roles and creates opportunities to attract and retain senior cross-functional talent, including supporting community inside or outside of Block.</p>

	<b>L5 EM</b>	<b>L6 EM</b>	<b>L7 EM</b>	<b>L8 EM</b>
	<b><i>A new team leader</i></b>	<b><i>A team leader</i></b>	<b><i>An organization leader</i></b>	<b><i>A department leader</i></b>
	With support, manages low performers on their team to recovery or exit, and keeps high performers engaged and productive.	Manages low performers on their team to recovery or exit. Keeps high performers engaged and productive.	Manages low performers on their team to recovery or exit. Keeps high performers engaged and productive. Holds leaders accountable for the same.	Ensures high performers are engaged and productive. Holds leaders accountable for performance management.
<b>Career Development &amp; Mentorship</b>	With support, facilitates growth with appropriate promotions, role transitions and recognition across their team.	Facilitates growth with appropriate promotions, role transitions and recognition across their team.	Facilitates growth with appropriate promotions, role transitions and recognition across their organization.	Enables leaders across their department to grow with appropriate promotions, role transitions, and recognition.
	With support, gives regular feedback to their reports.	Gives regular feedback to their reports.  Levels up and builds the expertise of leaders around them.  Creates the space for senior ICs to flourish.	Gives regular feedback to their reports. Holds leaders accountable for the same.  Levels up the capabilities of teams and leaders around them.  Creates the space for senior ICs and EM's to flourish.	Creates frameworks and gives regular feedback to their reports. Holds their department accountable for feedback and recognition.  Is a recognized coach and mentor across the business unit.  Creates the space for senior ICs and EM's to flourish.

	<h1>L3 IC</h1> <p><b>A new engineer with potential</b></p>
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience).
<b>Notes</b>	<i>For graduates, this is typically a person's first full-time engineering job.</i>
<b>Scope &amp; Impact</b>	Develops features with supervision and support.
<b>Technical Contributions</b>	With supervision, implements code that is clear, concise, and tested.
<b>Expertise</b>	Is learning one or more technical areas.
<b>Design &amp; Architecture</b>	With supervision, participates in engineering design for features and bug fixes.
<b>Ownership</b>	Is responsible for development and testing of their code.
<b>Collaboration</b>	Collaborates within their team seeking support as needed.

	<b>L4 IC</b>
	<b>A solid engineer</b>
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 2 years of relevant industry (or additional academic) experience.
<b>Scope &amp; Impact</b>	Designs, develops, ships, and maintains features with support.
<b>Technical Contributions</b>	With support, implements code that is clear, concise, and tested.
<b>Expertise</b>	Is proficient in one or more technical areas.
<b>Design &amp; Architecture</b>	With support, contributes to engineering design for features and bug fixes. Provides meaningful feedback on other engineers' code.
<b>Ownership</b>	Is responsible for development, testing, rollout, and maintenance of their code.
<b>Collaboration</b>	Collaborates within their team seeking support as needed.

<h1>L5 IC</h1> <h2>A strong independent engineer</h2>	
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 5 years of relevant industry (or additional academic) experience.
<b>Scope &amp; Impact</b>	Designs, develops, ships and maintains medium-sized features independently.
<b>Technical Contributions</b>	Independently implements code that is clear, concise, and tested.
<b>Expertise</b>	Is highly proficient in one or more technical areas.
<b>Design &amp; Architecture</b>	Creates or co-creates engineering designs. Provides meaningful feedback on other engineers' designs and code.
<b>Ownership</b>	Is responsible for the successful delivery of their projects, including planning, risk management, design, development, testing, rollout, and maintenance. Is responsible for improving the health and quality of code they are working on.
<b>Collaboration</b>	Collaborates within their team and with adjacent teams.
<b>Mentorship</b>	Assists and teaches engineers on an individual basis.
<b>Team Building</b>	Conducts engineering interviews. Participates in activities to attract and retain talent, including building community inside or outside of Block.

	<h1>L6 IC</h1> <h2>A team leader</h2>
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 8 years of relevant industry (or additional academic) experience.
<b>Scope &amp; Impact</b>	Leads medium-to-large features, multi-person efforts that usually cross engineering team boundaries.
<b>Technical Contributions</b>	<p>Makes high quality, impactful technical contributions.</p> <p>Analyzes and resolves technical obstacles for their team.</p>
<b>Expertise</b>	<p>Is an expert in one or more technical areas.</p> <p>Is an excellent source of insights and wisdom within their team.</p>
<b>Design &amp; Architecture</b>	<p>Leads engineering designs, soliciting feedback and building consensus.</p> <p>Provides meaningful feedback and guides other engineers to resolve open questions in their designs and code.</p>
<b>Ownership</b>	<p>Is responsible for the successful delivery of their projects, including coordination, planning, risk management, design, development, testing, rollout, and maintenance.</p> <p>Is responsible for the long term health and quality of their team's codebase and systems.</p>
<b>Collaboration</b>	<p>Drives collaboration with their teammates, partners and stakeholders to advance team goals.</p> <p>Fosters an environment of collaboration and knowledge sharing within their team.</p>
<b>Mentorship</b>	<p>Lifts the skills and expertise of those around them.</p> <p>Cultivates learning and growth within their team.</p>
<b>Team Building</b>	<p>Conducts engineering interviews.</p> <p>Participates in activities to attract and retain talent, including building community inside or outside of Block.</p> <p>Contributes to a culture of inclusion and psychological safety within their team.</p>
<b>Leadership &amp; Strategy</b>	<p>Guides the technical direction of the team to ensure success.</p> <p>Is a technical representative for their team's systems.</p> <p>Exemplifies and upholds software engineering standards within their team.</p>



<h1>L7 IC</h1> <h2>An organizational leader</h2>	
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 12 years of relevant industry (or additional academic) experience.
<b>Notes</b>	<i>The work of L7+ individual contributors usually differs qualitatively from that of earlier levels. L7+ scope and impact can be reached through a number of routes, including deep technical work, technical work that is highly leveraged or valued across Block, or non-coding activities that impact Block.</i>
<b>Scope &amp; Impact</b>	Has a track record of leading strategic or complex initiatives that have a clear impact on the success of their organization.
<b>Technical Contributions</b>	Makes high quality, impactful technical contributions to achieve the goals of the organization. Identifies and leads the analysis and resolution of technical obstacles for their organization.
<b>Expertise</b>	Is an expert in technical areas of significant impact to their organization. Is an excellent source of insights and wisdom within their organization.
<b>Design &amp; Architecture</b>	Leads engineering designs with organizational impact that succeed long term. Guides architectural direction for their organization and helps evolve systems toward it.
<b>Ownership</b>	Is responsible for the successful delivery and evolution of projects with organizational impact, including coordination, planning, rollout, and maintenance. Is responsible for the long term architecture, health and quality of their organization's codebase and systems.
<b>Collaboration</b>	Drives collaboration across teams and disciplines to advance organizational goals. Fosters an environment of collaboration and knowledge sharing within their organization.
<b>Mentorship</b>	Levels up the capabilities of teams and individuals around them. Cultivates mentorship, learning and growth within their organization.
<b>Team Building</b>	Conducts engineering interviews. Participates in activities to attract and retain talent, including building community inside or outside of Block. Contributes to a culture of inclusion and psychological safety within their organization.
<b>Leadership &amp; Strategy</b>	Drives and influences the technical direction of their organization to ensure success of strategic initiatives. Is a technical representative for systems that span multiple teams or have organizational impact.

# L7 IC

**An organizational leader**

Exemplifies and upholds software engineering standards within their organization.

<h1>L8 IC</h1> <h2>A company leader</h2>	
<b>Typical Experience</b>	Relevant Bachelor's degree (or equivalent practical experience) plus 15 years of relevant industry (or additional academic) experience.
<b>Scope &amp; Impact</b>	Has a track record of leading strategic or complex initiatives that have a clear impact on the success of the company.
<b>Technical Contributions</b>	<p>Makes high quality, impactful technical contributions, requiring deep technical foresight and experience, to achieve broad company goals.</p> <p>Identifies and leads strategic, technical decisions across the company and helps organizations adopt and implement them.</p>
<b>Expertise</b>	<p>Is a company-wide expert in a range of technical areas with mastery of one or more.</p> <p>Is an excellent source of insights and wisdom across engineering.</p>
<b>Design &amp; Architecture</b>	<p>Leads engineering designs with company-wide impact that succeed long term.</p> <p>Guides company-wide architectural direction and helps evolve systems toward it.</p>
<b>Ownership</b>	<p>Is responsible for the successful delivery and evolution of projects which have company-wide impact, including initiation, coordination, rollout, maintenance.</p> <p>Is responsible for the long term architecture, health and quality of technical assets and engineering practices across the company.</p>
<b>Collaboration</b>	<p>Drives collaboration with other company leaders to advance company goals.</p> <p>Represents engineering in partnering with cross-functional peers across the company.</p>
<b>Mentorship</b>	<p>Levels up the capabilities of teams and individuals across engineering.</p> <p>Cultivates mentorship, learning and growth across the company.</p>
<b>Team Building</b>	<p>Conducts engineering interviews.</p> <p>Participates in activities to attract and retain talent, including building community inside or outside of Block.</p> <p>Contributes to a culture of inclusion and psychological safety across the company.</p>
<b>Leadership &amp; Strategy</b>	<p>Drives and influences the technical direction of engineering to ensure success of company goals.</p> <p>Is a technical representative of large systems that span multiple organizations or have company-wide impact.</p> <p>Exemplifies and upholds software engineering standards across the company.</p>

<b>Engineering Manager Level 5</b>	
	<b><i>A new team leader</i></b>
<b>Typical Experience</b>	<p>Relevant Bachelor's degree (or equivalent practical experience) plus 5 years of relevant industry (or additional academic) experience.</p> <p><i>L5 EMs are traditionally a transitory role at the beginning of a management career. L5 EMs are expected to level up to L6 EM as they progress in their career, or return to IC if the role is not a good fit.</i></p>
<b>Scope &amp; Impact</b>	<p>Directly responsible for one or more features, tools, or infrastructure.</p> <p>Demonstrated success leading multi person projects, with support.</p> <p>Creates a safety and inclusion culture for all people.</p>
<b>Team Scale</b>	Manages a team with support.
<b>Prioritization &amp; Execution</b>	<p>With support, ensures the team is working on the right things in service of their customers.</p> <p>With support, proactively responds to change and urgency to maximize the team's long term impact, focus and sustainability.</p>
<b>Reliability &amp; Health</b>	<p>With support, accountable for the long-term reliability and quality of their team's codebases and systems.</p> <p>With support, proactively monitors and suggests improvements to codebases and systems in service of uptime and operational excellence.</p>
<b>Technical Expertise</b>	<p>Is a representative for their team's systems and goals.</p> <p>With support, ensures technical designs are properly evaluated and communicated in the context of team goals.</p> <p>With support, helps shape the architectural direction for their team.</p>
<b>Strategy</b>	<p>With support, works with their team to define what success looks like, creating buy-in, tracking progress and maintaining consistency with larger organizational goals.</p> <p>Contributes to a compelling team technical vision, communicating and evangelizing it with their organization and external stakeholders.</p> <p>With support, organizes their team to maximize its impact, flexibility, and resiliency.</p>
<b>Collaboration</b>	<p>Contributes to a productive environment of collaboration and knowledge sharing across their team and stakeholders.</p> <p>With support, identifies and resolves conflicts with other teams.</p>
<b>Culture &amp; Inclusion</b>	With support, creates and fosters a culture and environment of inclusion and psychological safety for all people, including people from all genders, races, and other protected classes within their team.

<b>Engineering Manager Level 5</b>	
	<b><i>A new team leader</i></b>
	With support, ensures their team achieves Block's diversity and inclusion goals.
<b>Team Building</b>	Collaborates with recruiters to define and appropriately fill open roles for their team, with support.
	Conducts engineering interviews, including selling for their team.
	Participates in activities to attract and retain talent, including building community inside or outside of Block.
	With support, manages low performers on their team to recovery or exit, and keeps high performers engaged and productive.
<b>Career Development &amp; Mentorship</b>	With support, facilitates growth with appropriate promotions, role transitions and recognition across their team.
	With support, gives regular feedback to their reports.

<b>Engineering Manager Level 6</b>	
	<b><i>A team leader</i></b>
<b>Typical Experience</b>	<p>Relevant Bachelor's degree (or equivalent practical experience) plus 8 years of relevant industry (or additional academic) experience.</p> <p><i>Typically has managed for at least 2 years, or has demonstrated success as a team technical lead.</i></p>
<b>Scope &amp; Impact</b>	<p>Directly responsible for one or more products, significant features, tools, or infrastructure.</p> <p>Demonstrated success independently leading people, teams and projects multiple times in different contexts.</p> <p>Creates a safety and inclusion culture for all people.</p> <p>Applies their domain knowledge and technological expertise to multiply their team's effectiveness in delivering impactful products.</p>
<b>Team Scale</b>	<p>Independently manages a team that may contain multiple engineering disciplines.</p> <p>May be managing an emerging team.</p>
<b>Prioritization &amp; Execution</b>	<p>Directs their team to work on the right things in service of their customers. Assigns ownership and facilitates team decisions.</p> <p>Proactively responds to change and urgency to maximize the team's long term impact, focus and sustainability.</p> <p>Has a track-record of strong execution and meeting team goals.</p> <p>Instills a sense of customer empathy within their team.</p>
<b>Reliability &amp; Health</b>	<p>Accountable for the long-term reliability and quality of their team's codebases and systems.</p> <p>Proactively monitors and suggests improvements to codebases and systems in service of uptime and operational excellence.</p> <p>Works with their team, including cross-functional partners, to proactively identify and resolve tech debt or blockers that will impact quality or execution.</p>
<b>Technical Expertise</b>	<p>Is a representative for their team's systems and goals.</p> <p>Ensures technical designs are properly evaluated and communicated in the context of team goals.</p> <p>Drives the architectural direction for their team and helps evolve systems toward it.</p>
<b>Strategy</b>	<p>Works with their team to define what success looks like, creating buy-in, tracking progress and maintaining consistency with larger organizational goals.</p> <p>Sets team direction, communicating and evangelizing it within their organization and external stakeholders.</p>

<b>Engineering Manager Level 6</b>	
	<b><i>A team leader</i></b>
	Organizes and evolves their team to maximize its impact, flexibility, and resiliency.
<b>Collaboration</b>	Creates a productive environment of collaboration and knowledge sharing across their team and stakeholders.
	Builds relationships with stakeholders, partners, and peers.
	Anticipates and resolves conflicts with other teams, inside and outside of the organization.
<b>Culture &amp; Inclusion</b>	Creates and fosters a culture and environment of inclusion and psychological safety for all people, including people from all genders, races, and other protected classes within their team.
	Ensures their team achieves Block's diversity and inclusion goals.
<b>Team Building</b>	Collaborates with recruiters to define and appropriately fill open roles for their team.
	Conducts interviews, including selling and closing offers for engineers and EMs.
	Participates in activities to attract and retain talent, including building community inside or outside of Block.
	Manages low performers on their team to recovery or exit. Keeps high performers engaged and productive.
<b>Career Development &amp; Mentorship</b>	Facilitates growth with appropriate promotions, role transitions and recognition across their team.
	Gives regular feedback to their reports.
	Levels up and builds the expertise of leaders around them.
	Creates the space for senior ICs to flourish.
	Levels up the capabilities of teams and leaders around them.

<b>Engineering Manager Level 7</b>	
	<b><i>An organization leader</i></b>
<b>Typical Experience</b>	<p>Relevant Bachelor's degree (or equivalent practical experience) plus 12 years of relevant industry (or additional academic) experience.</p> <p><i>Typically has managed for at least 4 years, and has managed 3+ managers for the last 1-2 years.</i></p>
<b>Scope &amp; Impact</b>	Accountable for multiple products, significant features, tools, or infrastructure.
	Demonstrated success leading teams delivering organizational-level projects, with ownership of large, strategic, or complex areas within an organization.
	Creates and leads a safety and inclusion culture for all people
	Is a recognized domain expert in their organization. Applies their domain knowledge and technological expertise to multiply their organization's effectiveness in delivering impactful products.
<b>Team Scale</b>	Manages multiple teams, typically through multiple managers.
	A track record of managing teams of importance to the company or business unit, which should eventually evolve into organizations or departments.
<b>Prioritization &amp; Execution</b>	Shapes their organization to work on the right things in service of their customers while holding them accountable for organizational goals.
	Recognizes, influences, and resolves critical issues that jeopardize their organization's focus and direction.
	Has a track-record of strong execution and meeting organizational goals.
	Instills a sense of customer empathy within their organization.
	Adjusts urgency and commitments to maximize the organization's long term impact and sustainability.
<b>Reliability &amp; Health</b>	Champions reliability and system health, is responsible for the long-term health and quality of their organization's codebases and systems.
	Holds their teams accountable for proactively monitoring and suggesting improvements to codebases and systems in service of uptime and operational excellence.
	Ensures their teams are taking the time to proactively identify and resolve tech debt or blockers that will impact quality or execution.
<b>Technical Expertise</b>	Is a representative for their organization's systems and long term goals.
	Champions initiatives across the organization to ensure technical designs are properly evaluated and communicated in the context of organizational goals.



<b>Engineering Manager Level 7</b>	
	<b><i>An organization leader</i></b>
	Drives architectural direction for their organization and helps evolve systems toward it.
<b>Strategy</b>	<p>Is a recognized strategic leader for their organization clarifying success, creating buy-in, tracking progress while being consistent with department goals.</p> <p>Defines a compelling organizational vision, communicating and evangelizing it within their department and external stakeholders.</p> <p>Designs and evolves their organization, advocates for department-wide changes to maximize impact, flexibility, and resiliency.</p>
<b>Collaboration</b>	<p>Fosters a productive environment of collaboration and knowledge sharing across their organization and stakeholders.</p> <p>Proactively builds long-term strategic relationships with stakeholders, partners, peers.</p> <p>Anticipates and resolves complex or ambiguous situations between teams, organizations and disciplines.</p>
<b>Culture &amp; Inclusion</b>	<p>Ensures their organization achieves Block's diversity and inclusion goals.</p> <p>Has fostered a psychologically safe and inclusive environment for all people, including people from all genders, races, and other protected classes within their organization.</p> <p>Is recognized as leading, improving, and exemplifying their organization's culture.</p>
<b>Team Building</b>	<p>Collaborates with leadership and recruiters to allocate, prioritize, and appropriately fill key roles for their organization.</p> <p>Participates in activities to attract and retain senior talent, including building community inside or outside of Block.</p> <p>Manages low performers on their team to recovery or exit. Keeps high performers engaged and productive. Holds leaders accountable for the same.</p> <p>Has demonstrated success leading their organization through team change, by understanding company priorities, organizational skill sets and motivations.</p>
<b>Career Development &amp; Mentorship</b>	<p>Facilitates growth with appropriate promotions, role transitions and recognition across their organization.</p> <p>Gives regular feedback to their reports. Holds leaders accountable for the same.</p> <p>Levels up the capabilities of teams and leaders around them.</p> <p>Creates the space for senior ICs and EM's to flourish.</p>

<b>Engineering Manager Level 8</b>	
	<b><i>A department leader</i></b>
<b>Typical Experience</b>	<p>Relevant Bachelor's degree (or equivalent practical experience) plus 15 years of relevant industry (or additional academic) experience.</p> <p><i>Typically has managed for at least 8 years, has managed multiple organizations in the past for at least 2 years.</i></p>
<b>Scope &amp; Impact</b>	<p>Accountable for critical products, platforms, or infrastructure for their department.</p> <p>Demonstrated long-term success leading organizations delivering department level programs, with ownership of large, strategic, or complex areas within a department.</p> <p>Is a recognized leader for creating a safety and inclusion culture for all people in their department.</p> <p>Is a recognized leader in their domain. Ensures that domain and technological expertise is used across their business unit to deliver impact.</p>
<b>Team Scale</b>	<p>Manages multiple senior managers and teams across multiple organizations or multi-disciplinary engineering teams, and may also manage non-engineering disciplines.</p> <p>A track record of managing teams of strategic importance to the company or business, which will probably evolve into departments.</p>
<b>Prioritization &amp; Execution</b>	<p>Shapes their department to work on the right things in service of their customers while holding them accountable for departmental goals.</p> <p>Is a recognized leader for resolving critical issues that jeopardize their department's focus and direction.</p> <p>Has a track-record of strong execution and meeting company goals.</p> <p>Instills a sense of customer empathy within their department.</p> <p>Proactively balances urgency, staffing, and budgets to maximize the department's long term impact and sustainability.</p>
<b>Reliability &amp; Health</b>	<p>Champions and holds their department accountable for the long-term health and quality of codebases and systems.</p> <p>Holds their organizations accountable for proactively monitoring and suggesting improvements to codebases and systems in service of uptime and operational excellence.</p> <p>Ensures organizations are taking the time to proactively identify and resolve tech debt or blockers that will impact quality or execution or be an existential risk to the business.</p>
<b>Technical Expertise</b>	<p>Is a recognized technical leader for their department's systems and long term goals.</p> <p>Champions initiatives across their business unit that evolve technical designs, vendors or tools to further department goals.</p>

<b>Engineering Manager Level 8</b>	
	<b><i>A department leader</i></b>
<b>Expertise</b>	Drives architectural direction for their department to ensure the right long-term technology investments are made.
<b>Strategy</b>	Is a recognized strategic leader that defines success, creating buy-in, tracking progress while being consistent with company goals.
	Works across functions in the business unit to define a compelling departmental vision, championing it within their business unit.
	Proactively designs and evolves their organizations, leads business-unit wide changes to maximize impact, flexibility, and resiliency.
<b>Collaboration</b>	Is a recognized leader for fostering a productive environment of collaboration and knowledge sharing across their business unit and stakeholders.
	Directs their business unit by proactively building long-term strategic relationships with stakeholders, partners, peers.
	Leads the resolution of complex or ambiguous situations between disciplines, departments, organizations, and teams.
<b>Culture &amp; Inclusion</b>	Ensures their department achieves Block's diversity and inclusion goals.
	Has fostered a psychologically safe and inclusive environment for all people, including people from all genders, races, and other protected classes within their department.
	Is recognized as leading, improving, and exemplifying their business' culture.
<b>Team Building</b>	Creates space for teams and leaders to grow, collaborating with leadership and recruiters to allocate, prioritize, and appropriately fill key roles for the business.
	Defines roles and creates opportunities to attract and retain senior cross-functional talent, including supporting community inside or outside of Block.
	Ensures high performers are engaged and productive. Holds leaders accountable for performance management.
	Has demonstrated success leading their department through team change, by understanding company priorities, departmental skill sets and motivations.
<b>Career Development &amp; Mentorship</b>	Enables leaders across their department to grow with appropriate promotions, role transitions, and recognition.
	Creates frameworks and gives regular feedback to their reports. Holds their department accountable for feedback and recognition.
	Is a recognized coach and mentor across the business unit.

# Engineering Manager Level 8

*A department leader*

Creates the space for senior ICs and EM's to flourish.