

Revolutionising Engineer Growth

The tech-powered blueprint for career clarity at ASOS Tech

ASOS tech

Gareth Waterhouse

Principal Test Engineer @ ASOS.com

- 16 Years Experience
- Variety of Testing Roles & Engineering Management
- Mobile Apps, Web Apps, CRM, CMS, E-Commerce, Terminals, Document Management Systems
- Family Man
- Sunderland Fan



Ed Collins

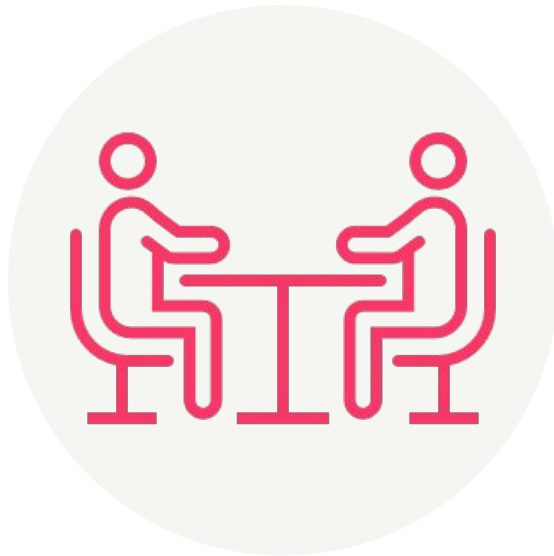
Engineering Manager @ ASOS.com

- Too many years of experience
- Arsenal Fan
- Early background in Lean Six Sigma and process improvement, more recently Agile Delivery and Engineering Management
- Professional Coaching qualification, scrum and lean certified, team health and ways of working, employee engagement and culture champ!



Takeaways

By the end of this talk, you will...



Takeaway #1:

Strategies for navigating constructive career conversations, both for yourself and others



Takeaway #2:

Effective frameworks and resources for constructing competency frameworks



Takeaway #3:

Understanding of which platform of delivery are most effective for career framework



Where we were...

3 Well developed competency matrices ✓

Satisfaction Survey 😞

Promotions Process not clear 😞

TECHNICAL COMPETENCY MATRIX	SENIOR	SENIOR II	LEAD
SOFTWARE ENGINEERING	An experienced engineer with deep technical skills who pro-actively contributes to the team and is passionate about delivering high-quality, well-crafted software.	A highly experienced engineer with exceptional technical skills with the drive and passion to deliver exceptional software. Widely recognised for engineering excellence outside of the team as well as within.	A respected leader and highly experienced engineer with exceptional technical skills and an open, collaborative approach who has the drive and passion to bring out the very best in their team and the software it delivers.
SOFTWARE DESIGN AND ARCHITECTURAL PATTERNS	Able to implement and articulate a broad range of software design and architectural patterns, when they should be used, alternatives which could be considered and the practical considerations of implementing them in a relevant language.	Able to evaluate, implement and articulate the majority of software design and architectural patterns, when they should be used, alternatives which could be considered and the practical considerations of implementing them in a relevant language.	Able to evaluate, select, articulate and implement the majority of software design and architectural patterns, when they should be used, alternatives which could be considered and the practical considerations of implementing them in a relevant language. Guides the team through implementation and approach, ensuring they understand the reasoning and benefits.
ARCHITECTURE	Able to draw and articulate a complete, end-to-end solution architecture, clearly and concisely, including enterprise and integration patterns, transport and security protocols, consistency models and how it supports non-functional requirements such as performance, scalability and resilience.	Able to draw and articulate a complete, end-to-end solution architecture, clearly and concisely, including enterprise and integration patterns, transport and security protocols, consistency models and how it supports non-functional requirements such as performance, scalability and resilience. Able to design and justify a coherent solution architecture to meet a specific set of requirements.	Able to draw and articulate a complete, end-to-end solution architecture, clearly and concisely, including enterprise and integration patterns, transport and security protocols, consistency models and how it supports non-functional requirements such as performance, scalability and resilience. Able to design and justify a coherent solution architecture to meet a specific set of requirements. Able to apply a combination of knowledge and pertinent questioning to comprehend a solution architecture on sight. Able to translate complex, distributed architectures into simple, maintainable, well-engineered software solutions.

Associate QA Engineer Competency

A highly-motivated, self-organising software tester.

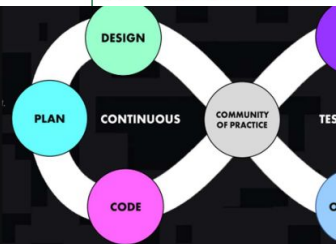
Dedicated to personal development and committed to pursuing a career in software testing. They collaborate effectively with other team members and offer value throughout the software lifecycle. They bring a customer focus and quality mindset to interactions and help the team to deliver value to its customers and the business.

Self-Assessment:

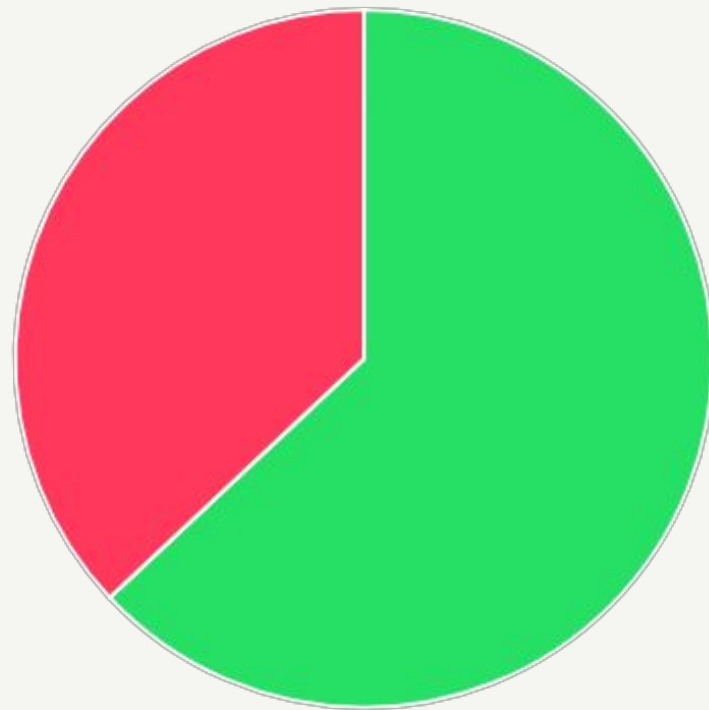
- 1) Begin by reviewing each area, highlighting your strengths and recording evidence of when you have demonstrated each competency.
- 2) If you come across a skill or behaviour that requires some attention, record it and consider what support you may need to improve in this area.
- 3) Discuss with your LSE, LQA/PTE and Engineering Manager and use it to focus your personal development and future objectives.

Feedback:

You are expected to proactively seek feedback from everyone you regularly work and collaborate with. When it comes to the mid-year and end-year assessments all feedback provided will be considered. The following are some key stakeholders whose feedback you should regularly seek.



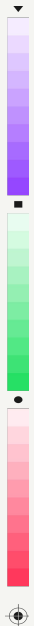
“I have good opportunities to learn and grow at ASOS”



■ Favourable ■ Unfavourable

66% Scored Favourably

-6 against industry benchmark



What we heard



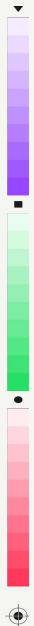
“Can we get away from boring competency lists and have something ‘ASOS-y’ ?”

*“What alternatives are there to the ‘classical’ career paths?
How much will ASOS support this?”*

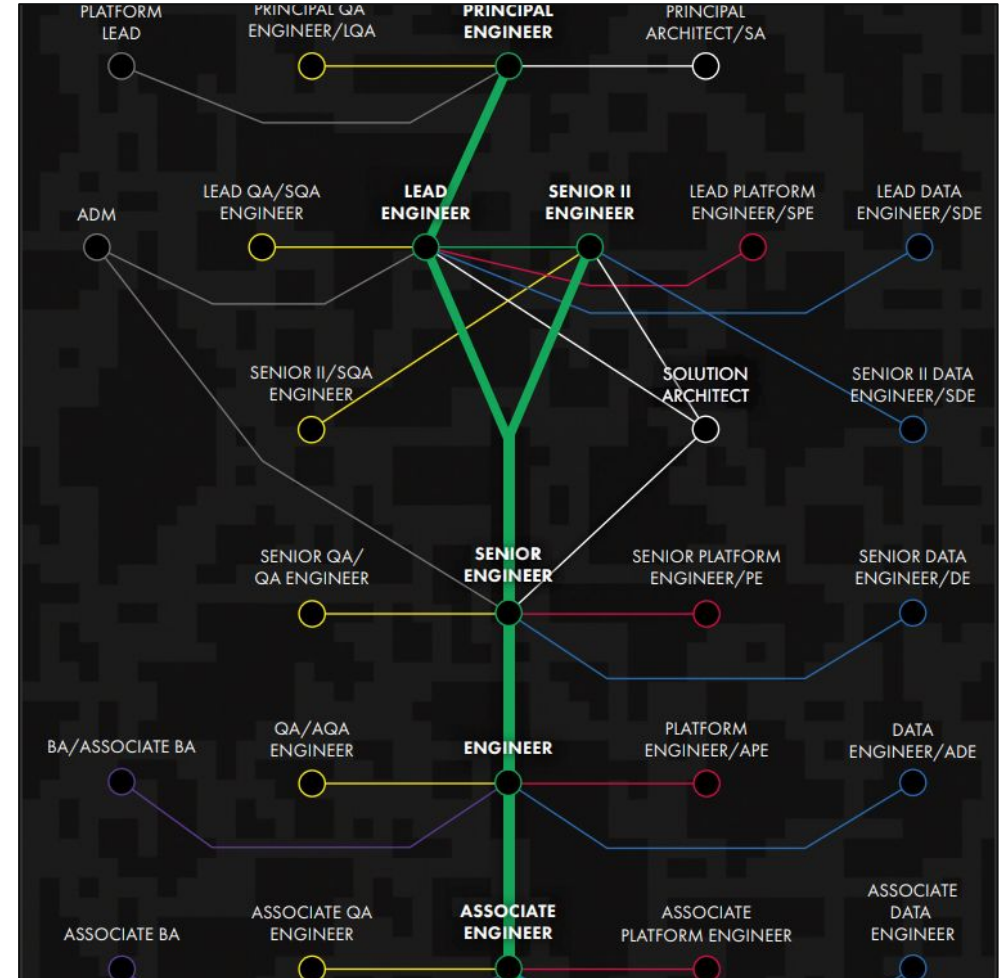
“Career progression is a bit of a mystery”

*“Clearer development opportunities would be appreciated,
as well as clarity on job roles and progression”*

*“There is a need for better support and guidance for your
desired career progression”*



Career Paths



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Focused on the WHAT
but not the HOW

Conversation
Starters 

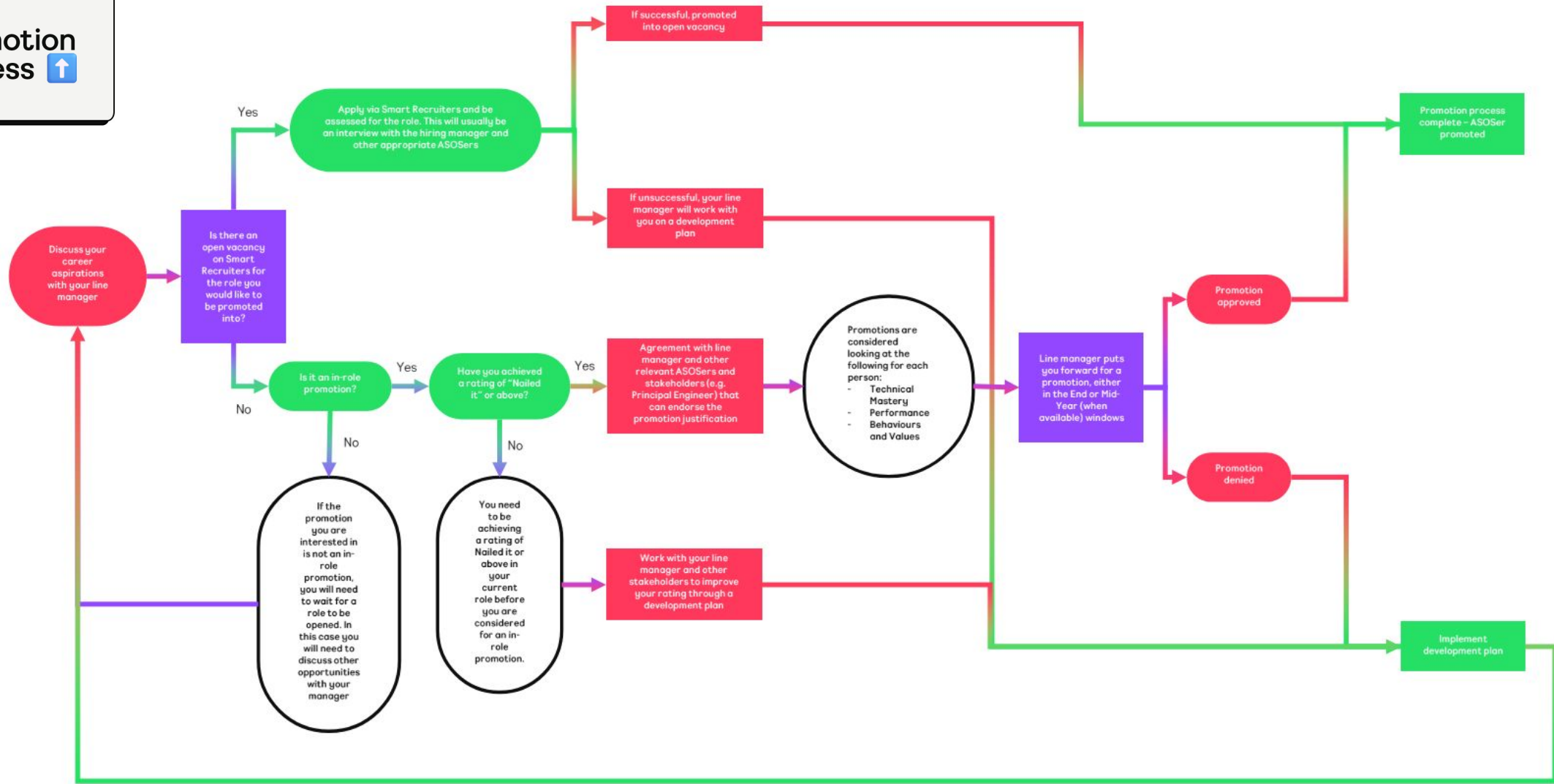
Career Conversation Starters

2 Versions – Engineers & Managers

Covers **Planning**, **Initial Meetings**,
Follow Ups, **Building a Plan** &
Additional Support



Promotion Process ↑



All promotions are subject to business requirement and budget approval.

Agile Delivery Manager

- People Management
- Delivery Management

Engineering Manager

- People Management

Timeline of Events

What does
good look like?

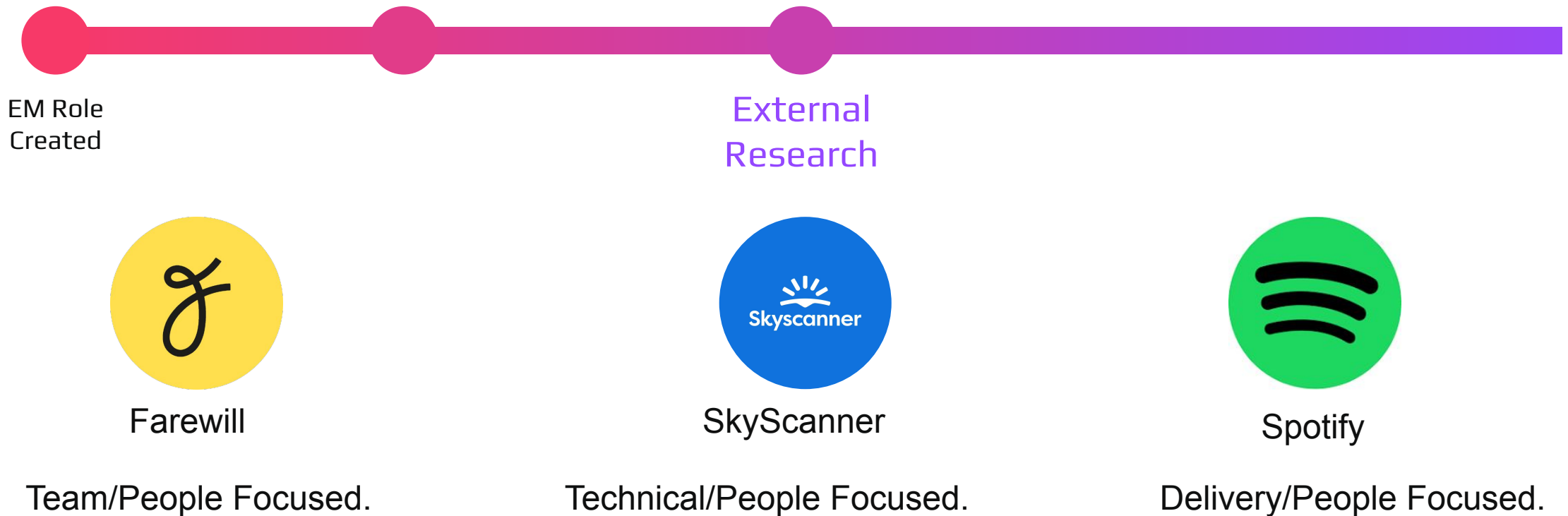


EM Role
Created

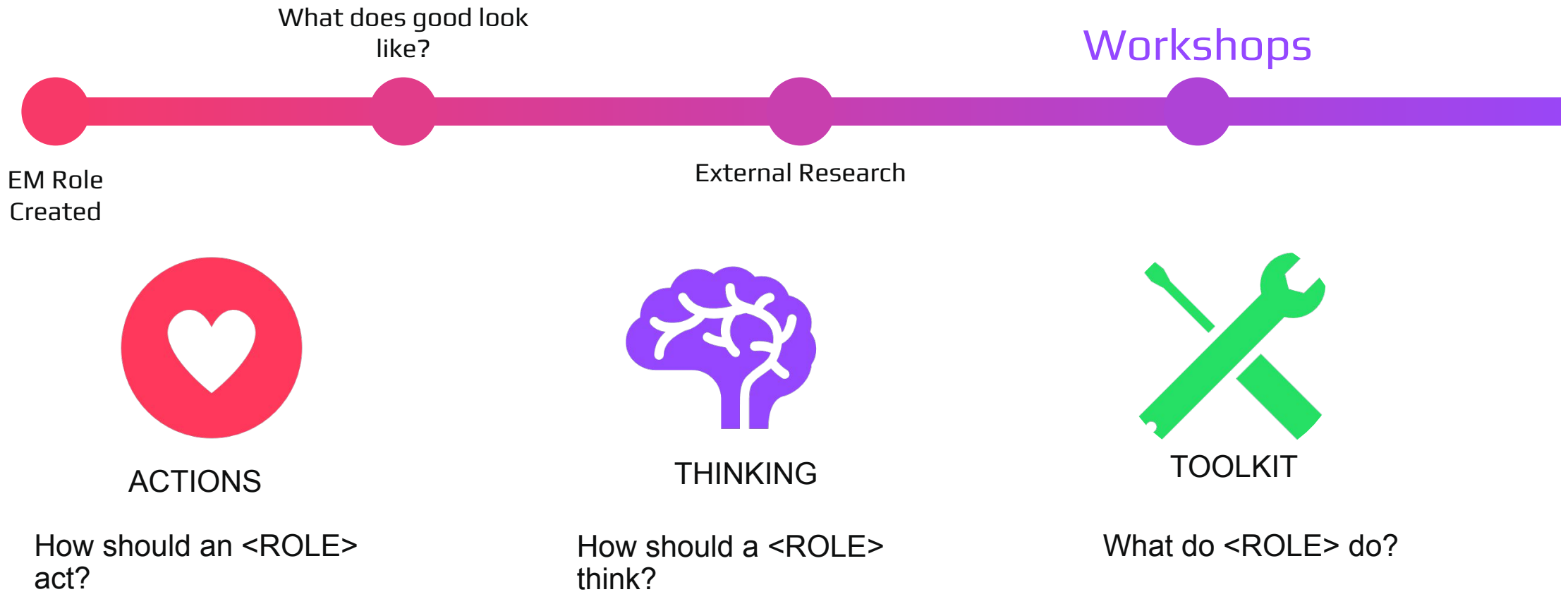


Timeline of Events

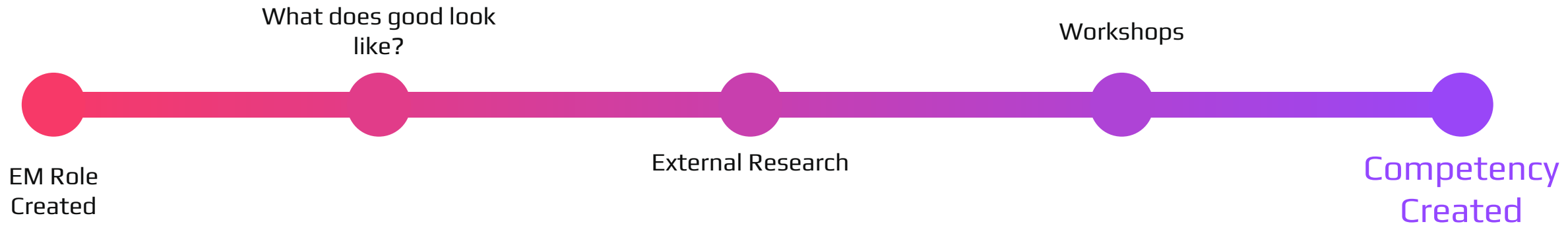
What does good look like?



Timeline of Events



Timeline of Events



TOOLKIT



What EMs do and what they're involved in?
As an Engineering Manager I...

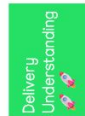


Am actively creating a culture that is befitting of ASOS and their values in my team and ASOS Tech.



How -

- Work with your team and attend team ceremonies and provide feedback based on these
- Provide feedback and suggest areas for improvement based on the ASOS behaviours
- Participate and contribute to Tech Wide initiatives
- Contribute thoughts on projects or improvements if/when asked for feedback
- Encourage engineering practices such as pair programming/testing, ensemble programming/testing



Have a good understanding of the teams immediate and future delivery needs and how they are set up to deliver.



How -

- Work in partnership with the LSE/Platform Lead to understand delivery aspirations
- Work with Engineers to understand skillsets/gaps and identify training opportunities
- Work with the Tech Capability and Competency team to identify future training needs and support ongoing development
- Able to hold conversations around delivery and the implementation details with Engineers

ASOS

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Thinking BIG

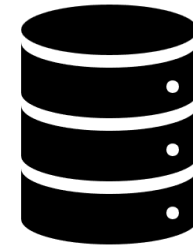
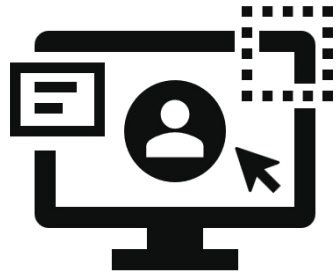
MVP

Blazor Web App
Client Side






Interactive
UX

One Stop
Hosted in Azure

Storage
Results Stored



The framework itself.

- Level Agnostic 
- Tool Agnostic 
- Ability to ignore if not relevant 
- Focusing on growth over progression 
- Loosely followed Dreyfus model of skill acquisition 

README

ASOS Engineering Competency Framework

Visit the [Competency App](#) for the best experience when navigating the Competency Framework.

The *ASOS Engineering Competency Framework* facilitates **purposeful career development conversations** between engineers and engineering managers. It highlights strengths and growth areas, and helps with defining **achievable objectives** and **tangible development plans**.

Competencies

- [Software Engineer](#) — Competencies related to the Software Engineer role
- [Data Engineer](#) — Competencies related to the Data Engineer role
- [Data Science and AI](#) — Competencies related to the Data Science and AI role
- [Business Analyst](#) — Competencies related to the Business Analyst role
- [QA Engineer](#) — Competencies related to the QA Engineer role
- [Platform Engineer](#) — Competencies related to the Platform Engineer role
- [Site Reliability Engineer](#) — Competencies related to the Site Reliability Engineer role
- [Performance QA Engineer](#) — Competencies related to the Performance QA Engineer role
- [Platform Lead](#) — Competencies related to the Platform Lead role
- [Solution Analyst](#) — Competencies related to the Solution Analyst role
- [Engineering Manager](#) — Competencies related to the Engineering Manager role
- [Project Manager](#) — Competencies related to the Project Manager role
- [Solution Architect](#) — Competencies related to the Solution Architect role
- [Agile Coach](#) — Competencies related to the Agile Coach role
- [Finance](#) — Competencies related to the Finance role

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Behaviours

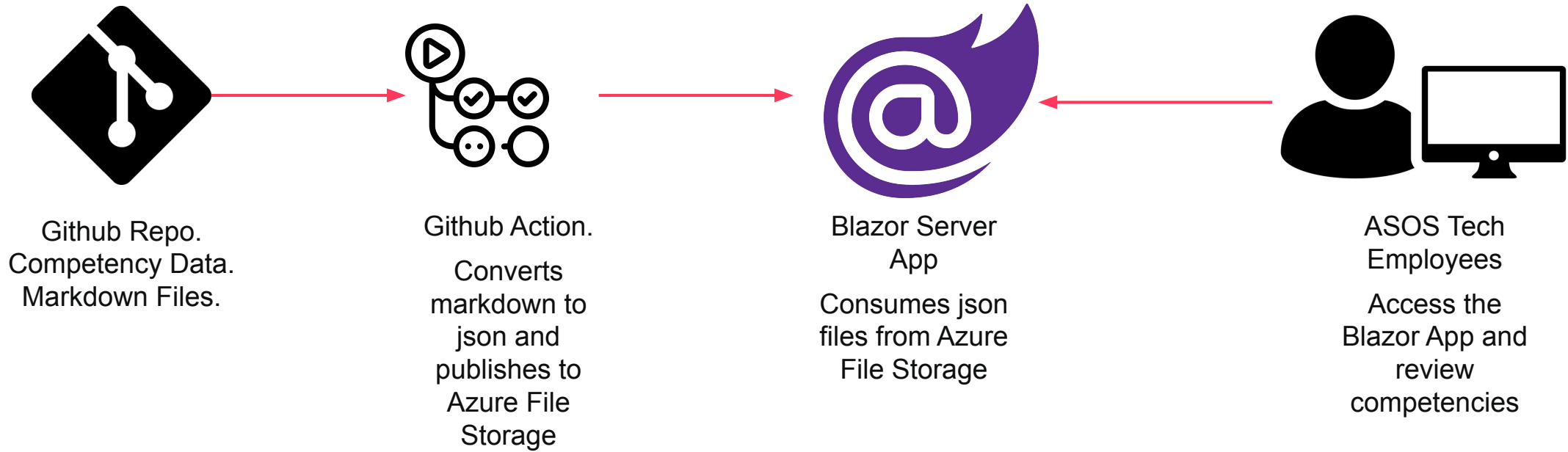
Coaching & Mentoring

1. Understands the benefits of coaching & mentoring (was - Is eager to be mentored and highlights areas where help is required)
2. Actively participating in coaching & mentoring and realises the benefits as a mentee
3. Respected as a coach or mentor
 - ▶ Examples
4. Encourages and supports other engineers to become highly capable coaches & mentors
5. Supports improving coaching & mentoring initiatives across ASOS

Collaboration

1. Engages with the team, contributes ideas, participates in code reviews, listens to and considers the thoughts of others and increase the success of the team

How it all works



ASOS Engineering Competency x

https://internal.asosapps.com/competency/

Competency

- Product
- Finance
- Engineering
- AI & Data Science
- Engineering Manager
- Agile Coach
- Solution Architect
- Platform Lead
- Project Management
- Business Analyst
- Solutions Analyst
- Fraud
- Business & Trade Support
- Feedback

ASOS tech

Supporting people to succeed in their role 🤔 🤔

👁️ 👁️ New Competencies

Updates
The eagle eyed amongst you will notice we now have Business & Trade Support, and Finance Competencies. Take a look and see how your skills map and discover new possibilities for your career.

👋 👋 Welcome gareth.waterhouse@asos.com

Here you can find information about your current role and other roles that may be of interest to you.

Agile Coaches 🧑🏫

Agile Coaching is a collaboration with people in a thought provoking and creative journey using coaching approaches with an agile mindset and principles to help individuals, teams and organisations be the best they can be.

Software Engineering 🧑🏫

.NET, Java & Python engineers

Architecture 🏗️

Architects design and oversee the implementation of scalable and reliable software systems, ensuring they align with the ASOS' strategic objectives and meet technical requirements.

Data Engineering 🧑🏫

Python, Scala, SQL and BI engineers

Platform Lead 🚀

As Platform Leads, we take accountability for our platform; we own the strategy, lead to create future leaders, and drive to build and maintain awesome software for our customers. We are responsible for owning the design, development, operations, and overall happiness of our platform.

QA Engineering 🧑🏫

Our QA Engineers help ensure that all of our software performs as specified and meets the high standard we set for ourselves by taking a risk-based approach to understand the impact of any change to our systems.

Project Manager 📅

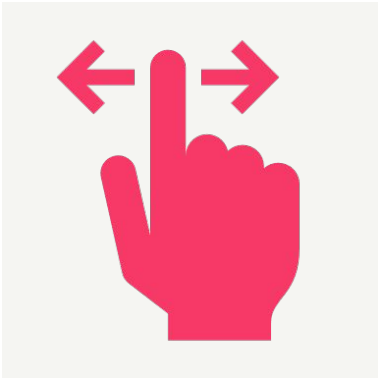
Project management is the process of leading a team to achieve specific goals and objectives within a defined timeline and budget. It involves planning, organizing, and controlling resources and activities to meet project requirements and deliver a successful outcome. Project management also involves communication, risk management, and continuous evaluation and adjustment of

Benefits



Clarity

How it works. Consistency.
Version Controlled.



Engagement

Interactive.



Branded

Make it consistent with other
internal tools and feel like it
was ASOS powered.

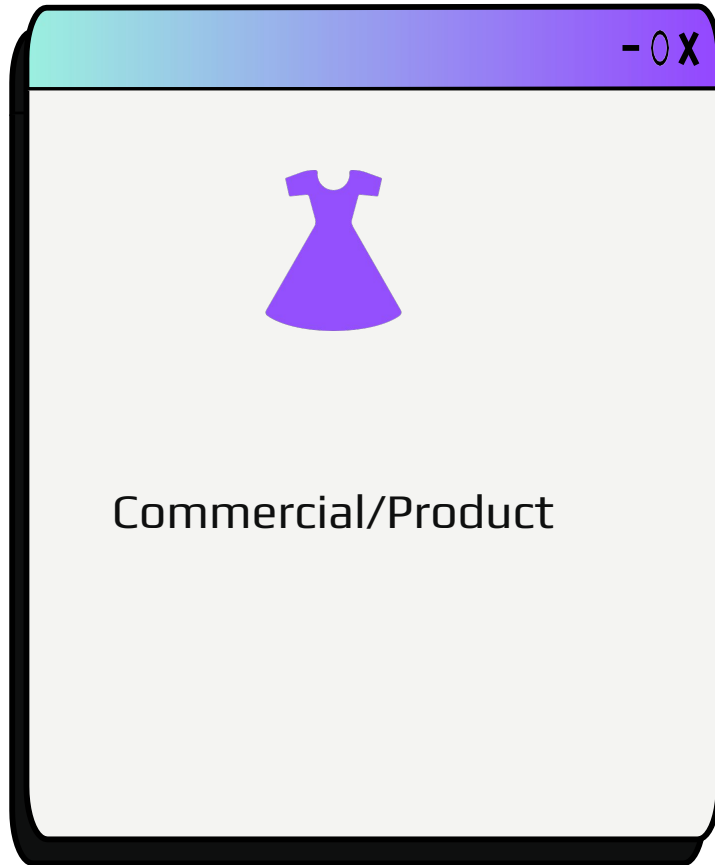


Visibility


Accessible to everyone at
ASOS.



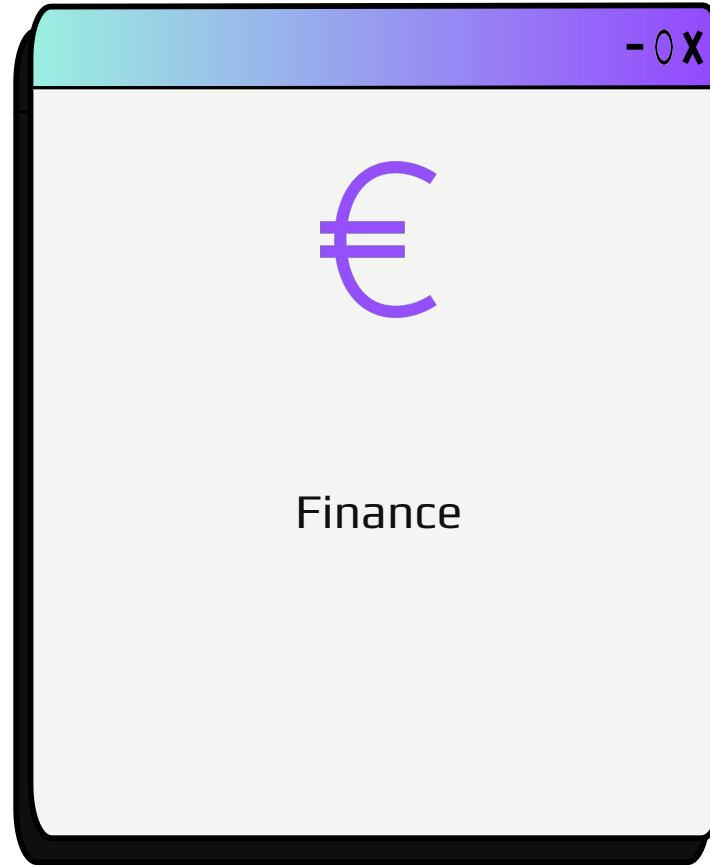
Popularity




- 0 X



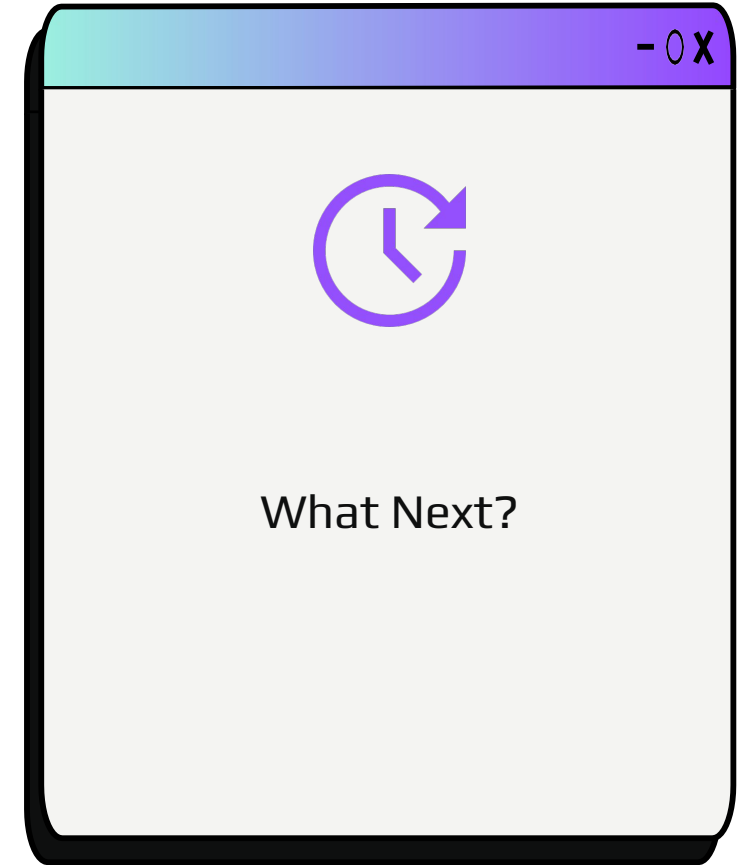
Commercial/Product




- 0 X



Finance



- 0 X



What Next?

Lessons Learned

-OX

Rushed

Local Client Side App ->
Server Side App

-OX

Role

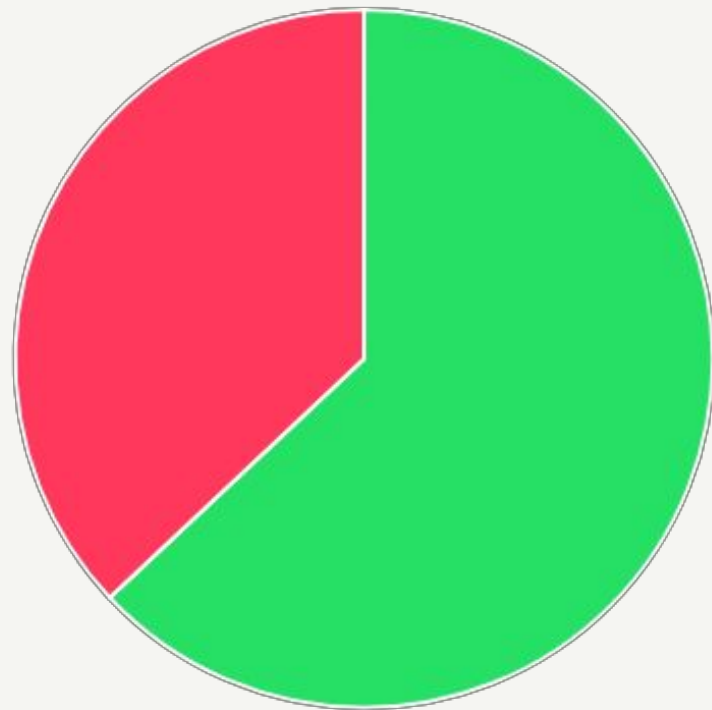
People still wanted to see
what expectations were of
different roles.

-OX

Technical

Inner-sourcing
More people to contribute

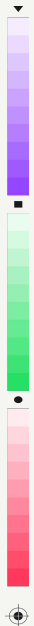
“I have good opportunities to learn and grow at ASOS”



■ Favourable ■ Unfavourable

69% Scored Favourably

-6 against industry benchmark

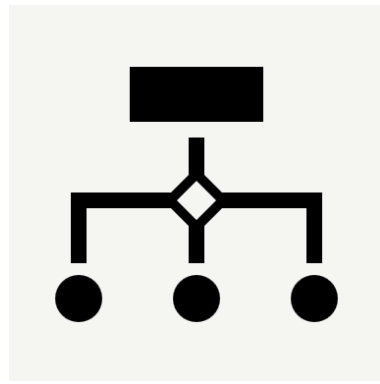


Next steps



Training Materials

Link to training materials from the app.



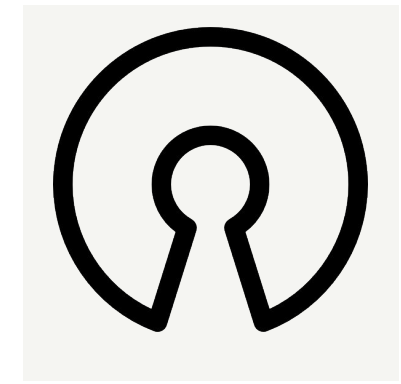
Overlay of Roles

Average out scores for different roles to allow people to see just what other people at certain levels are performing at.



Shared Competencies

Behaviours etc.



Open Sourcing

Share with the wider external tech community.



Takeaways



Takeaway #1:

Strategies for navigating constructive career conversations, both for yourself and others



Takeaway #2:

Effective frameworks and resources for constructing competency framework



Takeaway #3:

Understanding of which platform of delivery are most effective for career framework.



Revolutionising ~~Engineer~~ Growth

*The tech-powered blueprint for career clarity at ASOS
Tech*

ASOS tech

