

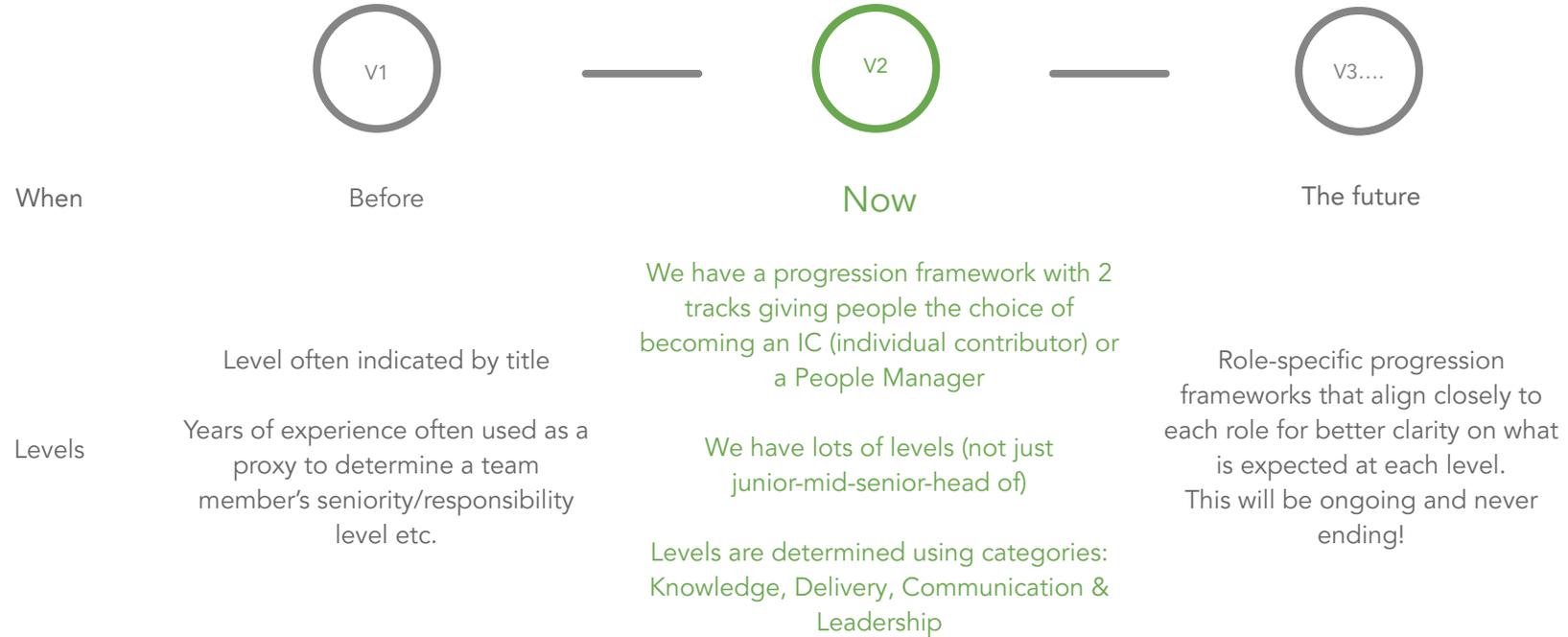
# Charlie's Progression Framework



# A brief introduction



# A little bit of history



# What we're trying to achieve with our framework

1. Giving all team members an idea on their current level within the business and what is expected of them, the framework used to determine this and finally a clear line of sight on future progression and compensation
2. Ensuring Charlie takes a consistent approach to performance and pay
3. Improving clarity on what level to hire people into the business at

# Our approach

A lot of this work has been done before by the likes of Spotify, Songkick, and Monzo.

We've adapted, evolved and combined aspects of some of their work with our own thinking and Charlie-specific context to create our own framework that feels true to us.

This framework - combined with our High Performance Behaviours - is what we'll be calling our High Performance Framework. We use both of these as tools to ensure people have every opportunity to succeed and flourish - whatever level they're at. 

If you want to geek out and read about all the different frameworks then have a poke around this website:

[www.progression.fyi](http://www.progression.fyi)



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Part 1:  
To manage or not  
to manage?



# Are you a People Manager or Individual Contributor?

Our progression framework has levels which are broken down into two different tracks. To work out which you are, ask yourself the following questions:

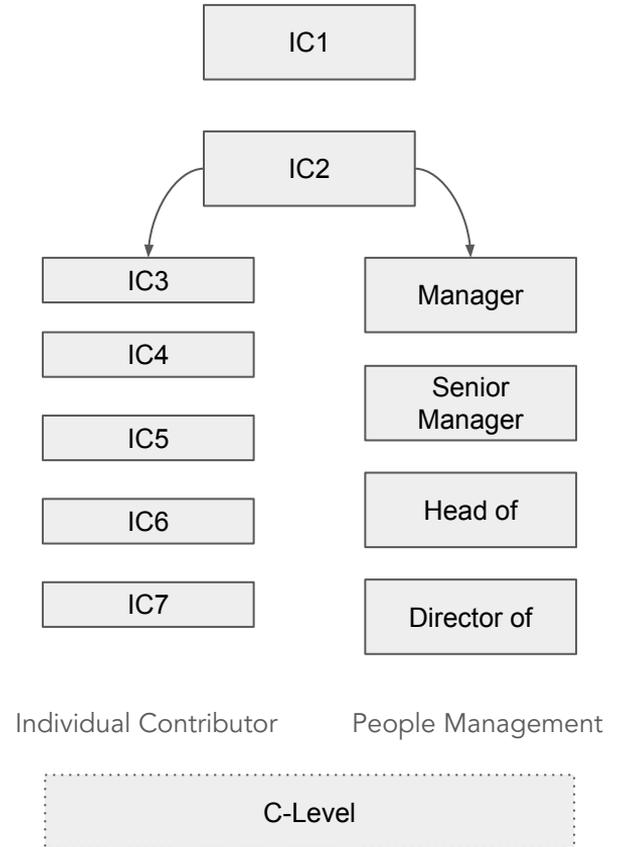
Track 1 - Individual Contributor - IC1-IC7.

- "Do I want to build bigger and better systems and processes?"
- "Do I want to become a thought leader and specialist in my role?"

Track 2 - People Management - Lead to Director level.

- "Do I want to manage bigger and better teams?"
- "Do I want to focus on hiring, team organisation, and helping people progress in the business?"

Different people will naturally fit or prefer different tracks based on personal motivations and preferences. [Leadership comes in many forms and one path is not superior to another. Management should not be seen as a promotion, but a career change.](#)



# FAQs

## Is pay the same for People Managers and Individual Contributors who are at the same level?

- Yes! Pay is equal at each level, regardless of whether you are an IC or People Manager.

## If I take the people management track, do I need to do everything at an IC level as well?

- In order to be a People Manager, you do not need match all the skills of an IC at the same level and vice versa. Skills will vary between each track at the same level.
- As a People Manager, the amount of IC work you do will go down. You'll be spending more time on hiring, developing and leading your team and less time on actual execution of work yourself. The % time spent on people management activities will vary depending on a number of factors such as the amount of direct reports you have, how experienced they are and how much hiring needs to be done. For example (these are rough estimates):
  - 5 direct reports with little experience = 70% People management + 30% IC work
  - 2 direct reports with lots of experience = 20% People management + 80% IC work

## What happens if I want to switch tracks?

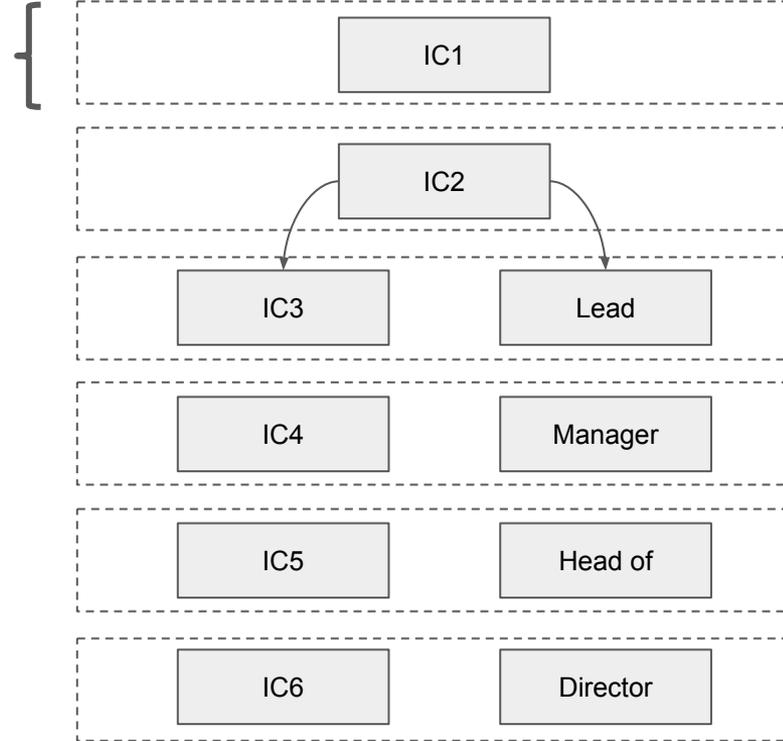
- We are very open to the idea that people could switch tracks (N.B. this is dependent on business needs or context).
- For example:
  - You could be an IC4 and then decide that you may like to explore people management (and the business situation permits that). The expectation is that you will start to hone your people management skills at a Manager level
  - It's important to note changing track won't manifest itself as a drop in salary, nor immediate title change. It will not be viewed as a demotion!
- What level you move to on your new track will be discussed on a case by case basis dependent on prior experience.

# Part 2: What are levels?



# Levels

This is a level



We have created a framework that defines expectations at each level to differentiate between them. To break down these expectations, we're using the following categories:

1. Knowledge
2. Delivery
3. Communication & Leadership

This is to ensure people know what good looks like at a particular level.

# Sub-levels

Within each level there are sub-levels (0,1,2). We ask ourselves: “How established are you in the role at Charlie?”

0 = New

- New to that level
- Doing everything in that level and below (e.g. a 2.0 is doing everything in level 1 and 2)

1 = Established

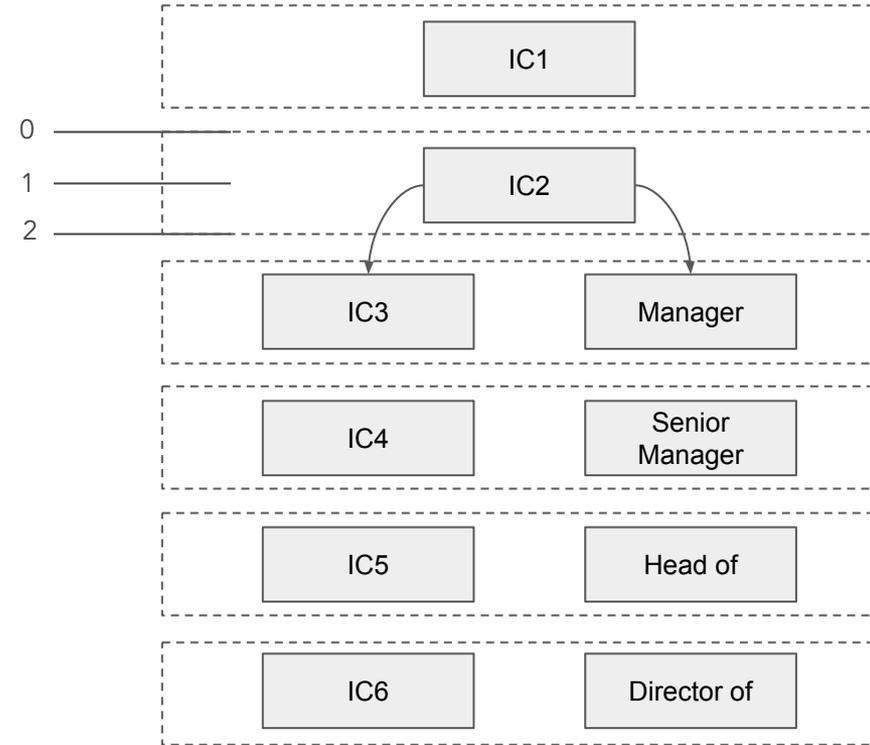
- Starting to take on half the competencies of the level above

2 = Pushing for next level

- Comfortable with most of the competencies in the level above

Think of this as a decimal point in levels e.g. The next level up from ‘IC3.2’ would be ‘IC4.0’

(N.B. The idea of sub-levels is based around TRM (task-relevant maturity) which you can read more about [here](#))



# Part 3:

## So what level am I?



# How do we level everyone?

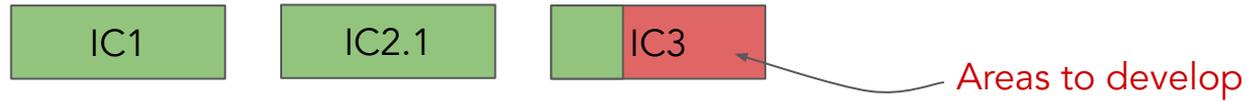
We went through a process in April 2019 where we rolled out the framework and levelled everyone currently at the business. Since then, anyone who joins the business is levelled during the interview process.

When we make an offer to anyone thinking about joining Charlie, we always tell them what level and sub-level their offer is. We have salary data attached to every level and sub-level across all roles so that is also how your salary is decided. You can read more about this in our pay & promotion policy.

# FAQs

## How do I reach the next level?

- First and foremost every person at Charlie is accountable for their own development through the levels
- To reach the next level you need to be nailing everything in the level above before you can move into it; levels are cumulative so each subsequent level encompasses those preceding it.
  - For example, if you are a IC2.1, then you are starting to tick some of the boxes at IC3.



- You will work with your manager to determine what areas you need to develop to reach the next level and track them using a PDP (Personal Development Plans).

N.B. Remember the framework is a guide and not a checklist so a common sense approach should be taken when using it.

# FAQs

## What if I have different skill levels across different categories?

- We expect this to be the case for some people. For example, you may be an IC4 in Knowledge but an IC3 in Communication & Leadership. The job of a manager is to ensure that each direct report is recognised at the most accurate level for their unique skill set and contributions.

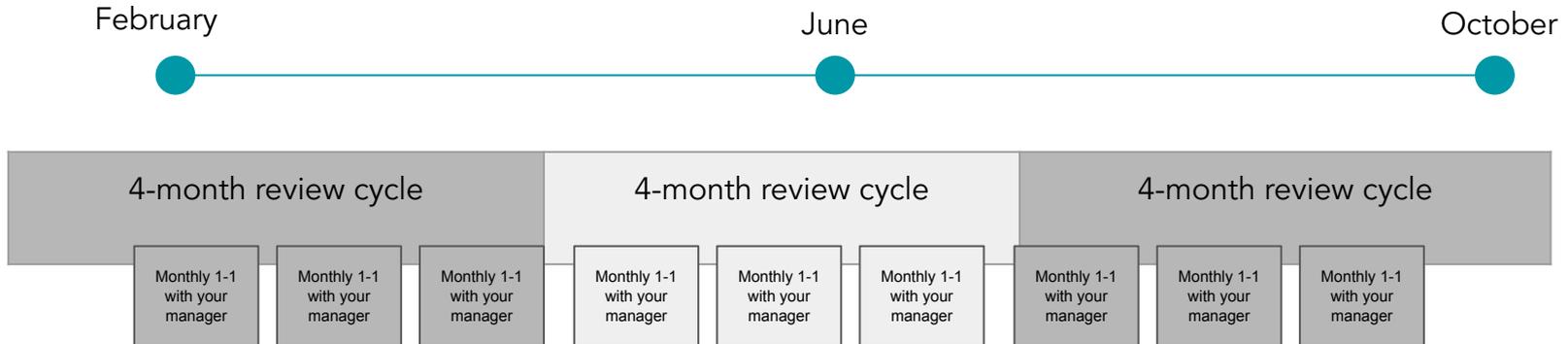
## How long will it take me to progress?

- The framework represents a lifetime's worth of progression. While time taken to progress will vary between individuals, people shouldn't expect to jump through all the levels in a few years. [Here is a great article on how to think about your career progression.](#)
- As seniority increases, time to move up levels will also increase e.g. IC1 to IC2 may only take 1 year, IC2 to IC3 may take longer etc. Remember this will vary from person to person so should only be taken as guide for this first progression framework.

# FAQs

## How often will my level and/or sub-level be reviewed?

- You level and sub-level is reviewed every 4 months
- You can find out more about how this process in our pay & promotion policy
- You will not change level or sub-levels at every possible review point!
- Outside of the more formal 4-month review cycle, there will continue to be monthly 1-1s to check-in on progress



# Levels and salaries

## Where do you get salary data from?

- Salaries are benchmarked externally using market data to ensure we are paying fairly.
- We work with the [People Collective](#) to check this data every 12 months.

## How are salaries calculated?

- Step 1: We work out our salaries for each level by recording the lower (IC1) and upper (Director) bounds for a specific role.
- Step 2: We then calculate the salaries in between these two points by applying a multiplier for each level.
  - The multiplier used at each level is the same no matter what role you are in. Remember no track is superior to another.
    - E.g. a multiplier of 0.1 is applied when moving between IC1 and IC2 for all roles
  - As you progress through the tracks the multiplier increases as we expect you to spend a longer time at each of the higher levels and take on more responsibility.
  - For some roles, market pay fluctuates more often so we may occasionally have to make manual adjustments but we will generally always stick to the above method to calculate salary bandings.

## What salary bands will I see?

- Your manager will share with you the salary band for your current level and the 2 sub-levels above so you have visibility on what future compensation may look like throughout your time at Charlie.

## How often is your salary reviewed?

- Your salary will be reviewed every 3 months as part of the review cycle.
- There is no expectation to have a salary raise at each review point.
- No adjustments will be made outside of the official review cycles.

## What are re-levellings vs. promotions?

- Re-levellings are any moves between any sub-levels
- Promotions are specifically when someone moves into the next whole level, e.g. an IC2.2 to a IC3 where their title will also change and we announce this to the whole company

# Part 4: Introducing our progression framework



		IC1	IC2	IC3	IC4	IC5	IC6
	Themes & Achievements	A supporting-level player who is honing their craft and working to understand organizational context	An established performer with strong communication skills who proactively builds relationships	A high-level performer with strong relationships and the ability to lead projects	A leading performer who prefers to manage projects over managing people.		Indispensable individual contributor.
Category	Description						
Knowledge	This category focuses on breadth and depth of knowledge; how their area(s) of expertise develop over time	Broad, generalist knowledge of core elements or concepts within their role  Focus on learning existing tools, resources and processes at Charlie	Rarely makes the same mistake twice; learns from failure  Begins to focus on attaining expertise in one or more areas of their role  Learns quickly and makes steady progress without the need for constant significant feedback from more senior team members.	Understands and makes well-reasoned decisions and tradeoffs within their area of expertise  Demonstrates knowledge of industry trends and regularly seeks external expertise to accelerate their learning  Clarifies success metrics and ties efforts toward delivering business value  Emerging understanding of broader organizational context and goals  An understanding of impact and success metrics helps to focus their efforts, as well as those of their function	Go-to expert in one specific area of their role  Provides expert advice and weighs in on complex decisions and problems that impact other teams or the company at large  Researches and proposes new tools to facilitate self-, team- and company-wide learnings	Sought out for functional knowledge and guidance; anticipates issues and makes considered decisions to avoid them  Owner of and expert on large parts of their job function  Has a track record of creating improvements across major parts of their department bringing about positive changes to the business  Holistic, integrated understanding of organizational context	Anticipates broad change pertaining to their area of expertise and ensures Charlie is always ahead of the curve  Understands deeply the end to end nature of their job function and is able to articulate clearly the scaling limits in their area, while proposing solutions to them  Uses their expertise to develop ideas that enable many potential futures without knowing exactly what the future is
			Makes steady progress on tasks; knows when to ask for help in order to get themselves unblocked  Able to own small-to-medium tasks from planning/development through completion;  Capable of prioritising tasks; avoids getting caught up in unimportant details  Capable of providing support for their area including parts that they are not familiar with	Persistent in the face of roadblocks; dispatches them efficiently, pulling in others as necessary  Requires minimal direction/oversight  Takes the initiative to fix issues before being assigned them.  Delivers sound solutions that they believe are well researched  End-to-end responsibility on projects of increasing complexity	Able to scope and define work or projects into well-defined milestones and timeframes.  Identifies and proactively tackles future issues before they grow into something even bigger  Regularly delivers projects or work as and when required; if not possible expectations are always managed and the reasons why clearly articulated	Recognised as a prolific contributor to core projects  Consistently able to reduce the complexity of projects, services, and processes in order to get more done with less work	Consistently delivers large projects involving one or more teams' contribution on time at a high level of quality  Quickly breaks down complex problems into potential solutions, knowns, and unknowns, in order to get to solid resolutions faster  Capable of solving the hairiest problems that the team encounters
Delivery	This category focuses on what they're expected to deliver on and how they go about doing that	Develops their productivity skills by learning and refining their working style and time management  Capable of taking well-defined sub-tasks and completing them		Ensures they always communicate decisions at the right time, to the right people and in the right format (kick-off docs, meetings etc.)  Mentors junior team members through sharing learnings or best practices  Communicates and partners effectively across functions; is able to work well with whatever function necessary  Proactively identifies problems (lack of clarity, inconsistencies etc.) for their own work and adjacent work; communicates these issues early to help course-correct	Makes others better through mentorship or guidance on specific areas related to their functional knowledge  Sets direction at a project level  Provides feedback on projects outside of their core area  Identifies and proposes strategies to problems affecting their team and gets buy-in on solutions	Is able to facilitate cross-team work, improving the effectiveness of others  Listens and guides debates to help reach a consensus; once a decision is made, clearly communicates and backs that decision  Sets short to medium-term strategic direction, by looking ahead 6-12 months; identifies the areas of greatest need and creates plans to improve them  Has made an obvious positive impact on the entire company's growth trajectory	Primarily acts as a multiplier by building systems, authoring tools, or introducing policies or patterns that raise the level of productivity of the entire org  Communicates the awesomeness of the Charlie in relevant communities externally via talks and/or blog posts.  Leads the conversations internally about the direction of major areas of their job function, drives team-wide consensus to the adoption of this direction, and uses this direction to inspire other team members  Seen as a role model and mentor to everyone in their team  Decisions have a direct impact on the long-term success or failure of Charlie
			Effective in communicating progress to the team  Asks for and accepts feedback graciously; eager to find ways to improve	Gives timely, helpful feedback to peers and managers  Communicates assumptions and gets clarification on tasks up front to minimize the need for rework  Understands how their work fits in to the larger project and identifies problems with requirements			
Communication & leadership	This category focuses on how they communicate and lead people and/or projects across the business						

		Manager (level 3)	Senior Manager (level 4)	Head of (level 5)	Director of (level 6)
	Themes & Achievements	<i>A high-level performer with strong relationships and the ability to lead people</i>  <i>Typically has 2-4 direct reports</i>	<i>An organized leader and performer who pushes convention and drives change</i>  <i>Comfortable handling up to 7 direct reports</i>	<i>Effective leader focused on building teams and process for high impact results</i>  <i>Significant management experience (teams up to 10 people); recruited and hired teams</i>	<i>Dynamic leader, focused on strategic vision, growing talent and execution</i>  <i>Significant management experience managing managers and multiple teams of up to 15 people</i>
Category	Description				
Knowledge	This category focuses on breadth and depth of knowledge; how their area(s) of expertise develop over time	Develops basic understanding of people management practices, particularly around professional development; actively learning how to handle difficult management situations	Developing proven structure and processes that helps their team achieve outstanding results	A solid understanding of people management strategies and how to develop leaders in that function to be successful	Clear expertise as a manager, leader and operator
		Demonstrates knowledge of industry trends and regularly seeks external expertise to accelerate their learning		Holistic, integrated understanding of organizational context	
Delivery	This category focuses on what they're expected to deliver on and how they go about doing that	Emerging understanding of broader organizational context and goals	Proactive in identifying and clearing roadblocks for the team	Begins to manage managers; coaches them toward strong people management practices	Develops and deploys new strategies for building a high performance function in line with our emerging customer and business needs
		An understanding of impact and success metrics helps to focus their team's efforts		Excels at getting the team to focus on the highest-impact projects	
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	Scales themselves by their emerging ability to delegate work effectively to team members; ensures tasks are completed without micromanaging	Connects team's efforts with savvy grasp of ecosystem and organizational context; prioritises effectively based off business needs	Able to lead and support their function whilst continually achieving impact and improvements across all areas	Drives significant impact and improvements across their function; strategically plans for how people and processes scale
		Focused on and responsible for their team's productivity and collective impact	Continues to contribute to ongoing function work, whilst overseeing the delivery of multiple projects or initiatives on clear timelines	Active in annual and ad hoc headcount planning for the organization; works to secure necessary budget	Owns budget for their department
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	Leads the delivery of team projects or "business as usual" activities	Able to lead hiring efforts for their team and determine headcount	Builds and supports high functioning, motivated teams	Owns budget for their department
		Supports on hiring activities within their function	Proactive in identifying and clearing roadblocks for the team	Begins to manage managers; coaches them toward strong people management practices	
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	Takes ownership of their own development	Creates opportunities for reports to grow and flourish	Leverages past experience and uses strong communication skills to collaborate effectively with all other business leaders to define and prioritise the right work	Makes real change in how the company approaches its business
		Makes independent decisions for the team	Manages independently; communicates context to the team and surfaces requirements to relevant senior people within the business	Owns the OKR setting and review process for teams under their oversight	Confidently articulates vision for the team that excites and inspires leaders and partners
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	Contributes to the career development of others; empowers those around them	Sets clear expectations for team members; solicits, synthesizes and delivers feedback	Proactively nurtures the talent of the senior people in their function and provides leadership to them, particularly around resourcing or personnel issues.	
		Expected to meet regularly with their direct reports, provide frequent feedback on their work, help the individuals set goals and work to ensure employee growth and retention goals	Comfortable managing team members with different skill sets and areas of focus	Sells CharlieHR as a company and their organization as a team to potential candidates	
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	Developing an ability to articulate a vision	Recognised for their impact on team culture; people are excited to work with them	Develops and articulates compelling vision for the team	

# Levels and titles

We believe that titles typically serve three purposes:

1. Helping people understand that they are progressing
  2. Clarifying someone's role within the business i.e. are they a manager or Individual Contributor at Charlie?
  3. Communicating an expected competency level to others
- To make clear distinctions between job titles for the two tracks (IC vs People Management), we have introduced various patterns that titles progress through. The purpose of these is to make sure titles are distinguishable and feel equally weighted.
  - Remember when comparing the same level across the two tracks, neither is superior and we hope the titles reflect this
  - For the full list of titles, you can head [here](#) and choose the one appropriate to your level

# Part 5:

## What about our High Performance Behaviours?



# Charlie's High Performance Behaviours



Engaging in team and company discussions where you might feel out of your depth

Picking up and getting involved in work that gets you out of your comfort zone

Acquiring new skills and/or knowledge that allow you to push yourself and grow within your role



Bringing energy to meetings  
Offering solutions to others' challenges

Starting discussions from a place of possibility rather than impossibility

Finding moments to support others in the business, personally or with their work

Knowing when, where and how you work best to ensure you're using your energy in the best way



Questioning if there's a faster or more efficient way to achieve your desired outcome

Meeting expectations as to when results or goals should be hit

Looking for ways to be more productive with your time



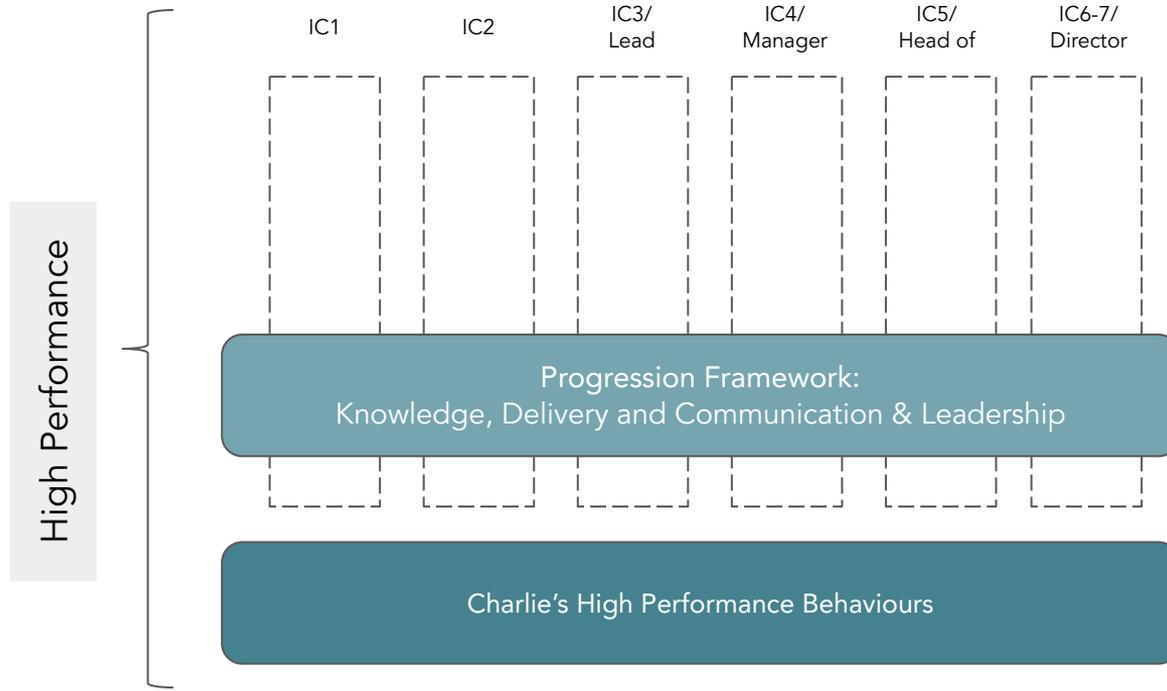
Looking to others both in and outside the business to be challenged on your hypotheses and assumptions

Being open-minded to new ideas and never inflexible with your own

Taking responsibility when you fall short of expectations

Being receptive to feedback and actively seeking it

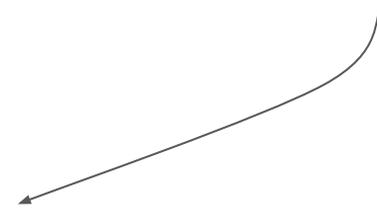
# How Charlie's High Performance Framework works



Charlie's High Performance Behaviours:

These provide the foundations for this framework.

We expect all team members to exhibit these behaviours in their work, regardless of role or level.

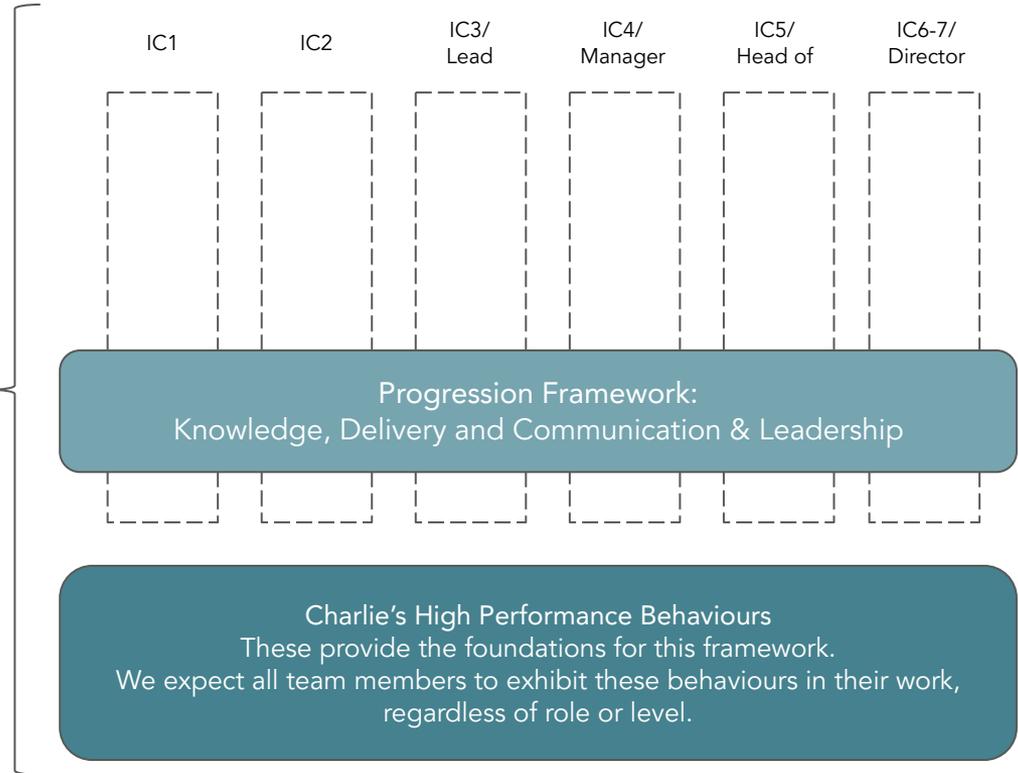


# How Charlie's High Performance Framework works

Our view is that we should focus on the process which produces results and not on results in themselves.

That's why we believe it's much better to focus on the progression framework in combination with our High Performance Behaviours, and in doing so this will lead to the desired results and output

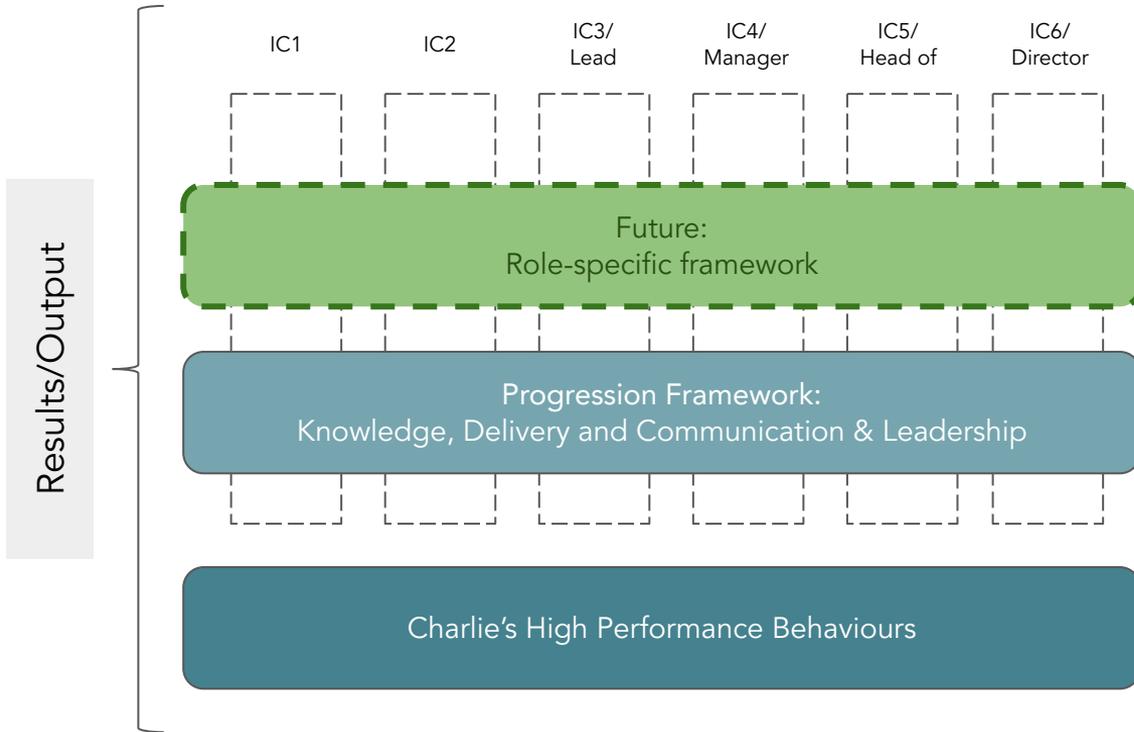
High Performance = Results/Output



# Part 6: The future



# The future...



Remember this is our V1. It's not perfect! We always want feedback to understand what does and doesn't work so that we can evolve the framework in the future. Everyone in the team should ask questions, comment, and provide feedback to help shape this.

Our ultimate goal is to produce competency frameworks for each specific discipline that align closely to each role for better clarity on what is expected at each level.

# Progression Framework

