Role / Career Progression Matrix

Guiding Experience band	Global Delivery Head - Cloud & Infrastructure			Global Delivery Head - Digital & product Engineering			Global Delivery Head - Data & Analytics			Global Delivery Head - Customer Experience			Head of Operations - DTC (Local Delivery enablement)		
19+	Practice Head- Cloud & Infrastructure	Delivery Head - Cloud & Infrastructure	Solutions Head - Cloud & Infrastructure	Practice Head-Testing	Practice Head-Digital & product Engineering; Delivery Head - Digital & product Engineering; Delivery Head -Quality Engineering	Solutions Head - Digital; Presales and Solutions Head - QE	Practice Head- Data & Analytics	Delivery Head - Data & Analytics	Solutions Head - Data & Analytics	Practice Head - Customer Experience	Delivery Head - Customer Experience	Solutions Head - Customer Experience	Head of Operations delivery	Head of workforce management	Head of Program Management Office
16-19	Chief Architect	Delivery Director	Chief Architect	Chief Architect; Senior Test Architect	Delivery Director; Director of Engineering; Program Director; Senior QE Delivery Director; QE Delivery Director	Solutions Director; Chief Architect; Senior Solutions Architect QE	Chief Architect	Delivery Director; Director of Engineering; Program Director	Chief Architect	Chief Architect	Delivery Director; Director of Engineering; Program Director	Solutions Director; Chief Architect	Director Operations	Director Workforce management	Director PMO
12-16	Principal Architect	Senior Delivery Manager; Senior Program Manager	Principal Architect	Principal Architect; Test Architect	Senior Delivery Manager; Senior Program Manager; Senior Engineering Manager; Senior QE Delivery Manager; QE Delivery Manager	Senior Solutions Manager; Principal Architect; Pre Sales Lead - QE; Solutions Architect - QE	Principal Architect	Senior Delivery manager; Senior Program Manager; Senior Engineering Manager	Principal Architect	Principal Architect	Senior Delivery manager; Senior Program Manager; Senior Engineering Manager	Principal Architect; Senior Solutions Manager	Senior Manager Operations; Principal Product Owner	Senior Manager Workforce management	Senior Manager PMO
9-12	Architect	Delivery Manager; Program Manager	Architect	Architect	Delivery Manager; Program Manager; Engineering Manager; Senior QE Manager; QE Manager	Architect; Solutions Manager; Senior Pre-sales Consultant - QE	Architect	Delivery Manager; Program Manager; Engineering Manager	Architect; Solutions Manager	Architect; Information Architect	Delivery Manager; Program Manager; Engineering Manager	Architect; Solutions Manager	Manager Operations; Senior Project Manager; Senior Product Owner	Manager Workforce management	Manager PMO; Admin Manager; Site Manager
6-9	Lead Software Engineer	Lead Software Engineer; Lead Customer Support; Project manager	Lead Consultant	Lead Software Engineer	Lead Software Engineer; QE Lead; Associate QE Lead	Lead Consultant; Lead Design Engineer; Pre-sales Consultant - QE	Lead Software Engineer	Lead Software Engineer; Lead Data Engineer; Lead ML Engineer; Lead Analytics Engineer	Lead Consultant	Content Manager; Creative Manager	Lead Software Engineer	Lead Software Engineer; Lead Consultant	Team Lead Operations; Business Analyst manager; Product Owner	Team lead Workforce management	Team Lead PMO; Admin Lead; Lead Market Research
3-6	Senior Software Engineer	Senior Software Engineer; Senior Customer Support Analyst; Tech Lead; Project coordinator	Consultant	Senior Software Engineer	Senior Software Engineer; Senior Quality Engineer	Consultant; Senior Design Engineer; Associate Pre-sales Consultant - QE	Senior Software Engineer	Senior Software Engineer; Senior Data/ML engineer; Senior Analytics engineer	Consultant	Senior Content Writer; Senior Copyrighter; Senior Proof Reader; Senior Animator; Senior Designer	Senior Software Engineer; Consultant	Senior Software Engineer; Consultant	Senior Specialist Operations; Senior Business Analyst; Associate Product Owner	Specialist Workforce management	Specialist PMO; Specialist Market Research; Specialist Designer
1-3	NA	Software Engineer; Customer Support Analyst; Associate Analyst; System Administrator	Business Analyst	NA	Software Engineer; Quality Engineer	Business Analyst; Design Engineer	NA	Software Engineer; Data Engineer; ML Engineer; Analytics Engineer	Business Analyst	Content Writer; Proof Reader; Copyrighter; Animator; Designer	Software Engineer; Business Analyst	Software Engineer; Business Analyst	Specialist Operations; Business Analyst; Junior Product Owner	Analyst Workforce management	Analyst PMO
0-1	NA	Software Engineering Associate; Customer Support Associate; System Administrator Associate	NA	NA	Software engineering associate	Design Associate	NA	Software Engineering Associate	NA	Design Associate	Software Engineering Associate; Software Associate	Software Engineering Associate; Software Associate	NA	NA	NA

Job title mapping — Ancien Job Title (SYNTEC) to new DTC roles by Global Delivery Head function and experience band.

Ancien Job Title -paie	Ancien échelon SYNTEC	Echelon SYNTEC Applicable dans le nouveau DTC	Guiding Experience band	Practice Head-Cloud & Infrastructure	Delivery Head - Cloud & Infrastructure	Solutions Head - Cloud & Infrastructure	Practice Head- Digital & product Engineering	Delivery Head - Digital & product Engineering	Delivery Head - Digital - Quality Engineering	Solutions Head - Digital Presales and Solutions Engineering	Practice Head-Data & Analytics	Delivery Head - Data & Analytics	Solutions Head - Data & Analytics	Practice Head - Customer Experience	Delivery Head - Customer Experience	Solutions Head - Customer Experience	Head of Operations delivery	Head of workforce management	Head of Program Management Office
CONSULT SENIOR 1E / INGENIEUR EN CHEF / INGENIEUR SYSTEME / Delivery Leader / DIRECT. TECHNIQUE / ARCH. SYSTEMES …	3.2 - 210	3.2 - 210	19+	Practice Head-Cloud & Infrastructure	Delivery Head - Cloud & Infrastructure	Solutions Head - Cloud & Infrastructure	Practice Head- Digital & product Engineering	Delivery Head - Digital & product Engineering	Delivery Head - Digital - Quality Engineering	Solutions Head - Digital Presales and Solutions Engineering	Practice Head-Data & Analytics	Delivery Head - Data & Analytics	Solutions Head - Data & Analytics	Practice Head - Customer Experience	Delivery Head - Customer Experience	Solutions Head - Customer Experience	Head of Operations delivery	Head of workforce management	Head of Program Management Office
ING. PRINCIPAL / SENIOR PROJECT MANAGER / CONSULTANT SI / Delivery Leader / Project Director / Project Director / Expert / CONSULT SENIOR 1E / INGENIEUR 2E ECH. …	3.1 - 170 / 3.2 - 210	3.1 - 170 / 3.2 - 210	16-19	Chief Architect	Program Director	Chief Architect	Senior Test Architect	Delivery Director / Program Director / Senior GE Delivery Director / GE Delivery Director	Senior Solutions Architect - QE	Chief Architect / Solutions Director / Chief Architect / Senior Solutions Architect QE	Chief Architect	Delivery Director / Director of Engineering Program Director	Chief Architect	Chief Architect	Delivery Director / Director of Engineering Program Director	Solutions Director / Chief Architect	Director Operations	Director Workforce management	Director PMO
ANALYSTE PRINCIPAL / INGENIEUR / SENIOR PROJECT MANAGER / ADMIN. SYSTEME / CHEF DE PROJET / ING. CONCEPTEUR / CONSULTANT ELECTRO / Delivery Leader / Expert / Project Leader / Tech Lead / CHEF DE MISSION INNOVATION / Project Director …	2.3 - 150 / 3.1 - 170	2.3 - 150 / 3.1 - 170	12-16	Principal Architect	Senior Program Manager	Principal Architect	Test Architect	Senior Delivery Manager / Senior Program Manager / Senior Engineering Manager / Senior GE Delivery Manager / GE Delivery Manager	Pre Sales Solutions Architect - QE	Senior Solutions Manager / Principal Architect / Senior Solutions Architect - QE	Principal Architect	Senior Delivery manager / Senior Program Manager / Senior Engineering Manager	Principal Architect	Principal Architect	Senior Delivery manager / Senior Program Manager / Senior Engineering Manager	Principal Architect / Senior Solutions Manager	Principal Product Owner	Senior Manager Workforce management	Senior Manager PMO
Senior Consultant / Tech Lead Consultant / CONSULTANT SENIOR / INGENIEUR 2E ECH. / ING. INFORMATIQUE / Practice Expert / PROJECT MANAGER / CONSULT CONFIRME / INGENIEUR ANALYSTE / ING. CONCEPTEUR / INGENIEUR LOGICIEL …	2.2 130 / 2.3 - 150 / 3.1 - 170	2.2 130 / 2.3 - 150 / 3.1 - 170	9-12	Architect	Program Manager	Architect	Architect	Delivery Manager / Program Manager / Engineering Manager / Senior GE Manager / QE Manager	Architect / Solutions Manager / Senior Pre-sales Consultant - QE	Architect / Solutions Manager	Program Manager / Engineering Manager	Delivery Manager / Architect	Solutions Manager	Architect / Information Architect	Delivery Manager / Program Manager / Engineering Manager	Architect / Solutions Manager	Manager Operations / Senior Project Manager / Senior Product Owner	Manager Workforce management	Manager PMO / Admin Manager / Site Manager
Senior Consultant / Tech Lead Consultant / CONSULTANT SENIOR / INGENIEUR 2E ECH. / ING. INFORMATIQUE / Practice Expert / PROJECT MANAGER / CONSULT CONFIRME / INGENIEUR ANALYSTE …	2.2 130 / 2.3 - 150	2.2 - 130 / 2.3 - 150	6-9	Lead Software Engineer	Lead Customer Support / Project manager	Lead Consultant	Lead Software Engineer	Lead Software Engineer / QE Lead / Associate QE Lead	Lead Design Engineer / Pre-sales Consultant - QE	Lead Software Engineer / Lead ML Engineer	Lead Consultant	Lead Software Engineer / Lead Data Engineer / Lead Analytics Engineer	Lead Consultant	Content Manager / Creative Lead	Lead Software Engineer / Lead Consultant	Lead Software Engineer / Lead Consultant	Team Lead Operations / Business Analyst manager / Product Owner / Team Lead Workforce management		Team Lead PMO / Admin Lead / Lead Market Research
Ingenieur 1er Echelon / Advanced consultant / Consultant / analyste programmation 2eme echelon / TECHNICIEN 2 ECH. / ANALYSTE CONCEPT. / INGENIEUR D'ETUDES / CONSULT CONFIRME / INGENIEUR / ANALYSTE / PROJECT MANAGER / Senior Consultant / Tech Lead Consultant …	2.1 - 105 (-26ans) / 2.1 - 115 (+26 ans) / 2.2 130	2.1 105 (-26ans) / 2.1 115 (+26ans) / 2.2 130	3-6	Senior Software Engineer	Software Engineer / Senior Customer Support Analyst / Tech Lead / Project coordinator	Consultant	Senior Software Engineer	Senior Software Engineer	Senior Design Engineer / Pre-sales Consultant - QE	Consultant	Senior Software Engineer	Senior Software Engineer / Senior Data/ML engineer / Senior Analytics engineer	Consultant	Senior Content Writer / Senior Copywriter / Senior Proof Reader / Senior Animator / Senior Designer	Senior Software Engineer / Consultant	Senior Software Engineer / Consultant	Senior Specialist Operations / Senior Business Analyst / Associate Product Owner	Specialist Workforce management	Specialist PMO / Specialist Market Research / Specialist Designer
Consultant (e) / Ingénieur informatique / Ingénieur débutant / Ingénieur 1er Echelon / Advanced consultant / analyste programmation 2eme echelon / TECHNICIEN 2 ECH. / ANALYSTE CONCEPT. / INGENIEUR D'ETUDES / CONSULT CONFIRME / INGENIEUR / ANALYSTE / PROJECT MANAGER	1.2 - 100 / 2.1 - 105 (-26ans) / 2.1 - 115 (+26 ans)	1.2 - 100 / 2.1 105 (-26 ans) / 2.1 115 (+26ans)	1-3	NA / Software Engineer / Customer Support Analyst / Associate Analyst / System Administrator	Business Analyst	NA	Software Engineer	NA / Quality Engineer	Business Analyst / Design Engineer	NA	Software Engineer / Data Analyst / ML Engineer / Analytics Engineer	Business Analyst	Content Writer / Proof Reader / Copywriter / Animator / Designer	Software Engineer / Specialist Operations / Business Analyst / Junior Product Owner	Software Engineer / Analyst Workforce management	Analyst PMO
Analyste Exploitation / Chargé Coordination / Consultant (e) / Ingénieur 1er. Echelon / Ingénieur Débutant / Ingénieur informatique	1.1 - 95 / 1.2 - 100	1.2 - 100	0-1	NA / Software Engineering Associate / Customer Support Associate / System Administrator Associate	NA	NA	NA / Software engineering associate	Design Associate	NA	Software Engineering Associate	NA	Design Associate	Design Associate / Software Engineering Associate	Software Engineering Associate	NA	NA	NA