

Promotion Process



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PROMOTION PROCESS

The way to change the level of an employee at Cabify is through a promotion or an internal recruitment process. In this section, we will talk about the first case.

An employee will be ready for a promotion when after accomplishing all the behaviours related with his/her level in the Career Path, he/she can demonstrate that has been operating at the next level for at least 6 months.

When this happens and there is a promotion opportunity on the team which the Manager endorses, he/she will work in creating a Promotion Case with hard evidence of operation in the next level. If the employee has worked the PDI, then it will be helpful when creating this promo doc.

Given that promotions are considered an investment in the employees' future at Cabify, if at any point in the process they decide to leave the company, then the case will be dismissed. In case the employee sends the notice after the promotion case has been approved, he/she will be informed about the promotion but this won't be reflected in the payslip.

Promotions happen during the salary review windows, although documentation is provided beforehand:

When	Kind	Promo case delivery to Business Partner	Committee meeting
February	Ordinary	January 10th-15th	January 20th-25th
July	Extraordinary	May 25th-30th	June 10th-15th
October	Extraordinary	August 25th-30th	September 10th-15th

(*) Remember that promotions will be exceptional during extraordinary windows based on the salary review policy's requirements.

PROMOTION CASE

A promotion case is a formal document that presents the required evidence for the promotion to happen. This evidence is collected by the candidate, curated and completed with the necessary appendixes by the Manager.

In terms of timing, because *writing is rewriting*, and these documents are particularly hard to write, you should start building this document months before the next ordinary review window (only exceptional cases will be presented in the Extraordinary windows).

In order to start somewhere you can use [this template](#) as a starting point. Remember to rely on your PDI to build your promo case as well as reading again the career path. Also, here you will find some guidelines that will help you out during the process.

Less in more

Keep the document brief and short. Strive for a full length of 3-4 pages in the document in total.

Bring clear examples that evidence you are operating and delivering at the next level.

Try to avoid repetition unless it's bringing new data. Don't try to fill all the career path dimensions with a lot of detail, else you will end up with a really long document that will not translate into a crisp message.

Focus on the impact that your actions had on the team, group/project and business.

Bring the devil's advocate

Particularly for the higher levels, tell us what your improvement areas are. Things aren't 100% perfect, everybody has weaknesses, add them and make your promodoc real.

Show a trajectory

Because everybody has weaknesses, you should use the document to point them out and to show us how this candidate is working to improve and overcome them.

Use samples, or feedback through time, to paint a picture of effort in improving.

Show initiative

We should take collaboration for granted: initiative and ownership is what we are looking for.

Does the candidate just follow what is being told or does the candidate show initiative on the evidence provided?

Work in progress is not delivery

Doing things is not the same as delivering them.

A Promotion Case full of WIP will not really stand a chance as it's not showing that the candidate is operating at the next level.

If you add things that are ongoing, make sure they are showing a trajectory of improvement and recognize this work as something that is not delivered yet, but a promise.

Scope and impact

Depending on the level, the scope of the actions and the impact is different. Be sure that you understand what the expectations are according to your career path and the scopes established for each level.

Be mindful of how the samples you are bringing map in this scope.

Target audience

Make sure you write a promo case that can be understood by anyone who reads it, no matter what their roles are. Keep in mind that your promo doc could be read by people who are not exactly in your field, and in the case of a promotion to L5 or L6,



the promo case will be evaluated by Heads of different teams, so they should be able to make an informed decision.

DECISION PROCESS

In order to be promoted up to level 4, the promo case will be sent from the manager to the Head, who will have to approve it. Then it will be handed off to the PBP who, after checking the Talent Mapping, Performance Review and VPs alignment, will send it to the Rewards team along with the salary reviews, and it will finally pass through the C-Level.

In case of a promotion to level 5 and 6, after Head's approval, the PBP will set up a Promotions Committee before following the approval line explained above.

The sooner the promodoc is sent to the PBP, the better, as questions and clarification requests may arise from her/his perspective. If that happens, these requests will be sent to the Manager to either answer or produce more evidence if needed.

Promotion Committee

In the case of the Technology department, this committee is composed of people from the Tech Guild Committee, which means that there will be people who are extremely technical, and people who aren't (up to 8 people).

In the case of any Business department, the committee will be formed by the VPs and Heads of the area (as long as he/she is not the direct manager). When the department has only one report line, other Heads and/or VPs will be invited due to their close collaboration with the promotion candidate (they will be chosen by the direct VP and PBP).

1. Committee votes

Upon reception of the promotion case, a final reading of the document will be done and each representative of the Promotions Committee will produce a vote which could be Inclined, Not Inclined or N/A in case the person does not feel comfortable



emitting a vote. Each of them will be accompanied with some feedback explaining the reasoning.

If the candidate's manager or skip level are part of the Committee, they won't participate in the votation.

These votes will be collected by the People Business Partner and a debrief will be scheduled to validate the final voting.

2. Promotion Debrief

The debrief begins by sharing the summary of the votes and the main feedback about them. If either inclined or not inclined surpass 80%, then the decision is considered to be made without discussion.

If such consensus isn't reached, then the debrief will switch focus to reaching a final vote, just like it would be in any interview debrief. A discussion will take place and each member of the Committee will have a chance to back the reasons behind their vote. Equal or over 50% Inclined, translates into promotion. Below 50% means no promotion.

Any feedback being discussed during this meeting will be collected in the debrief document to be sent later on to the Promotion Candidate Manager. This feedback must always be about the candidate, or about how the information has been presented. It should always be actionable and constructive.

3. After the promotion debrief

The candidate's Head will send the collected feedback to the candidate's manager in the next few days.

It will be up to the Manager to ask for clarifications to his Head or Group Manager if more context or details are needed, in order to communicate the final result to the Promotion Candidate with actionable feedback in case it is necessary.



Promotion documents final fate

All promotion cases that have been approved will be made visible to anyone inside Cabify.

All feedback documents, denied promotions and clarifications will remain private to the Promotion Candidate Manager to handle with their report.