Flow
2023

How to grow if you are already a Senior System Analyst

Alexander Polomodov

Tinkoff

Hello!

My name is Alexander

- Technical Director of department “Client interfaces, marketing and engagement”
- Responsible for architecture and delivery management in the company

What are we talking about today

- Why can I talk about this theme

What are we talking about today

- Why can I talk about this theme
- Competency matrix for system analysts

What are we talking about today

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- Employee growth process

What are we talking about today

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- Career paths

What are we talking about today

- Why can I talk about this theme
- Competency matrix for system analysts
- Employee growth process
- Career paths
- Summary

Why can I talk about this

Mobile banking - timeline

Flow
2023

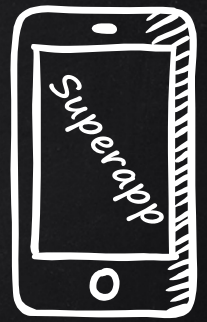
2006
Foundation of the company

2008
Launch of web banking application

2011
Launch of mobile banking application

2015
Mobile banking application as a standalone product

2019
Mobile banking as a platform for business products



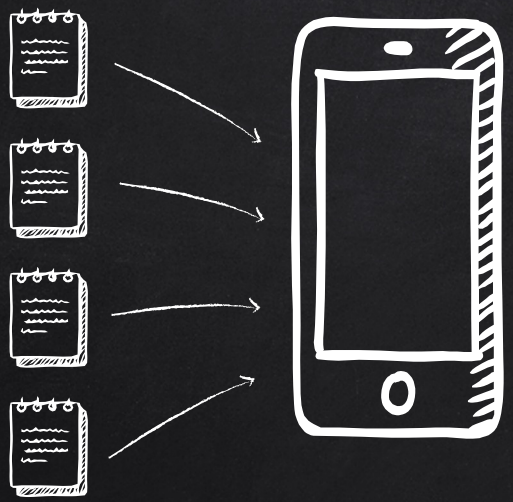
Team structure (standalone product)

Customers

Banking for individuals

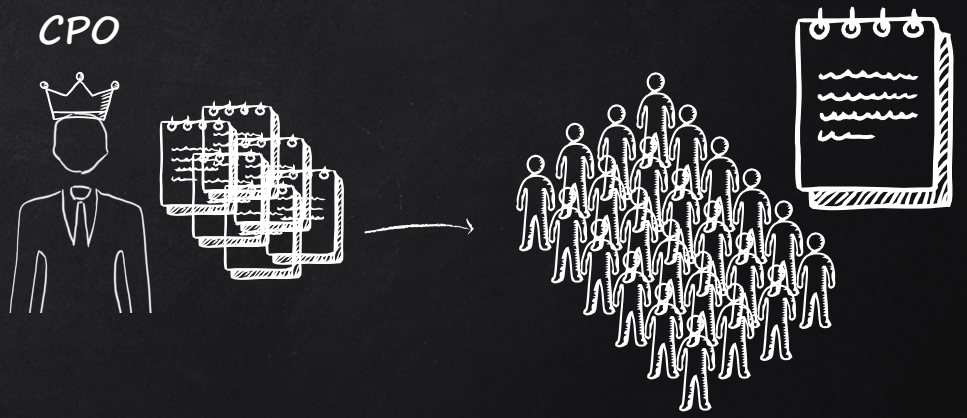
Banking for SME

Non-financial services Insurance



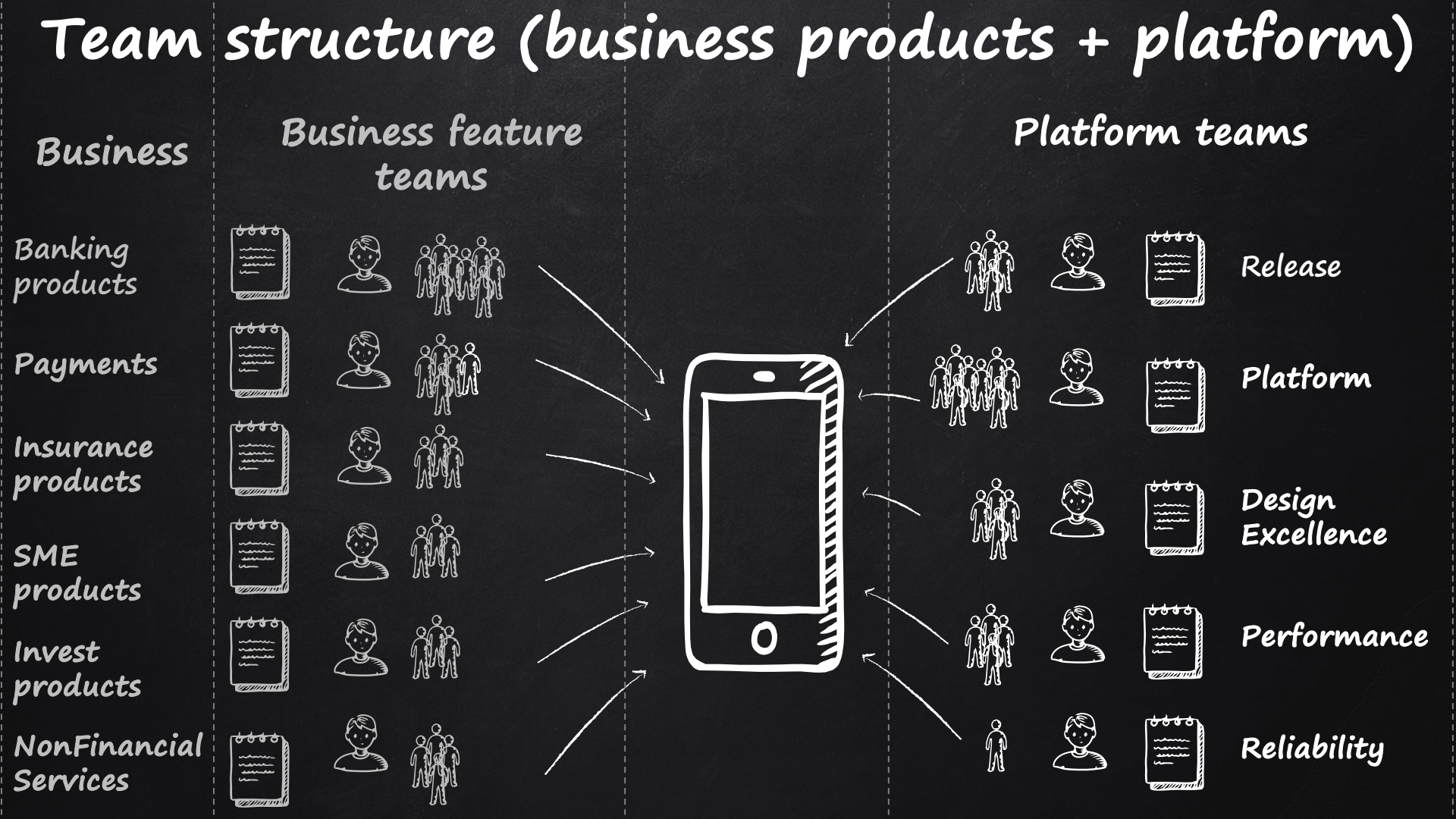
Shared IT team (~ 50 people) with centralized prioritization

CPO



Product managers, designers, analysts, mobile developers, qa-engineers

Team structure (business products + platform)



Stream-aligned team

CPO

Feature team

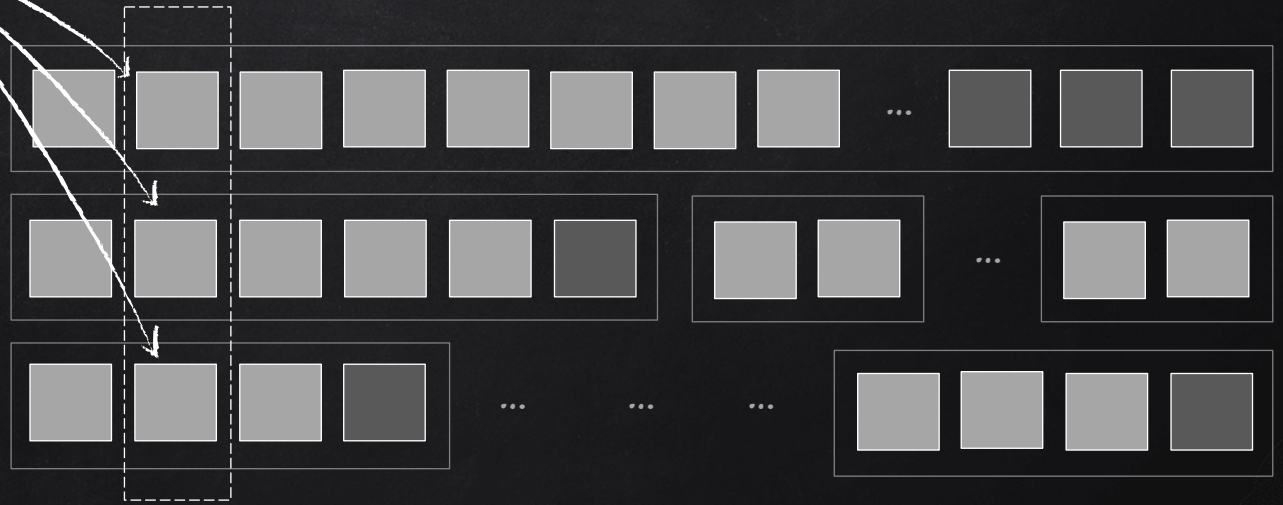
Platform team

Feature teams in all systems

SuperApp

APIs

Backends



Stream-aligned team

CPO

CTO

Delivery Manager

Feature team

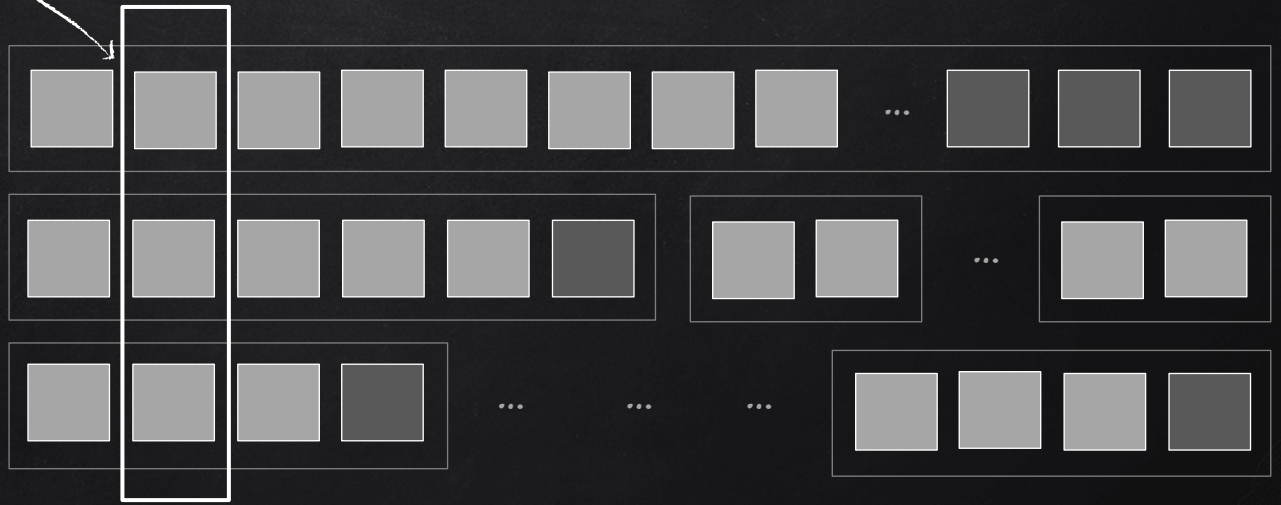
Platform team

Stream-aligned team

SuperApp

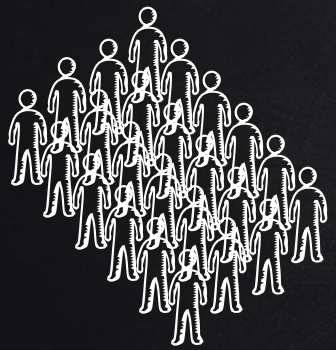
APIs

Backends



As Is (2020)

Universal analysts



Flow
2023

As Is (2020)

Universal analysts

To be

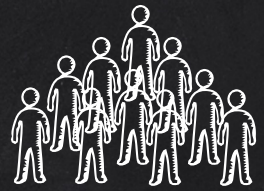
Flow
2023

As Is (2020)

Universal analysts

To be

Business analysts



System analysts

Flow 2023

As Is (2020)

Universal analysts

To be

Business analysts

System analysts

Flow 2023

Product manager

As Is (2020)

Universal analysts

To be

Business analysts

System analysts

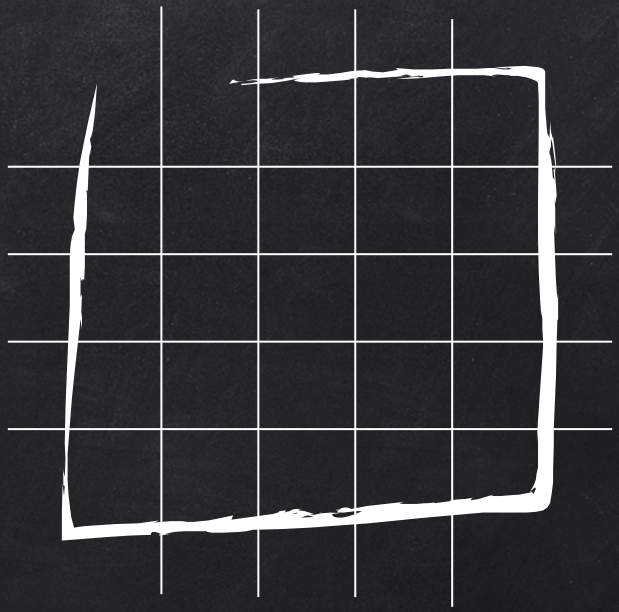
Product manager

Technical product manager

Solution architect

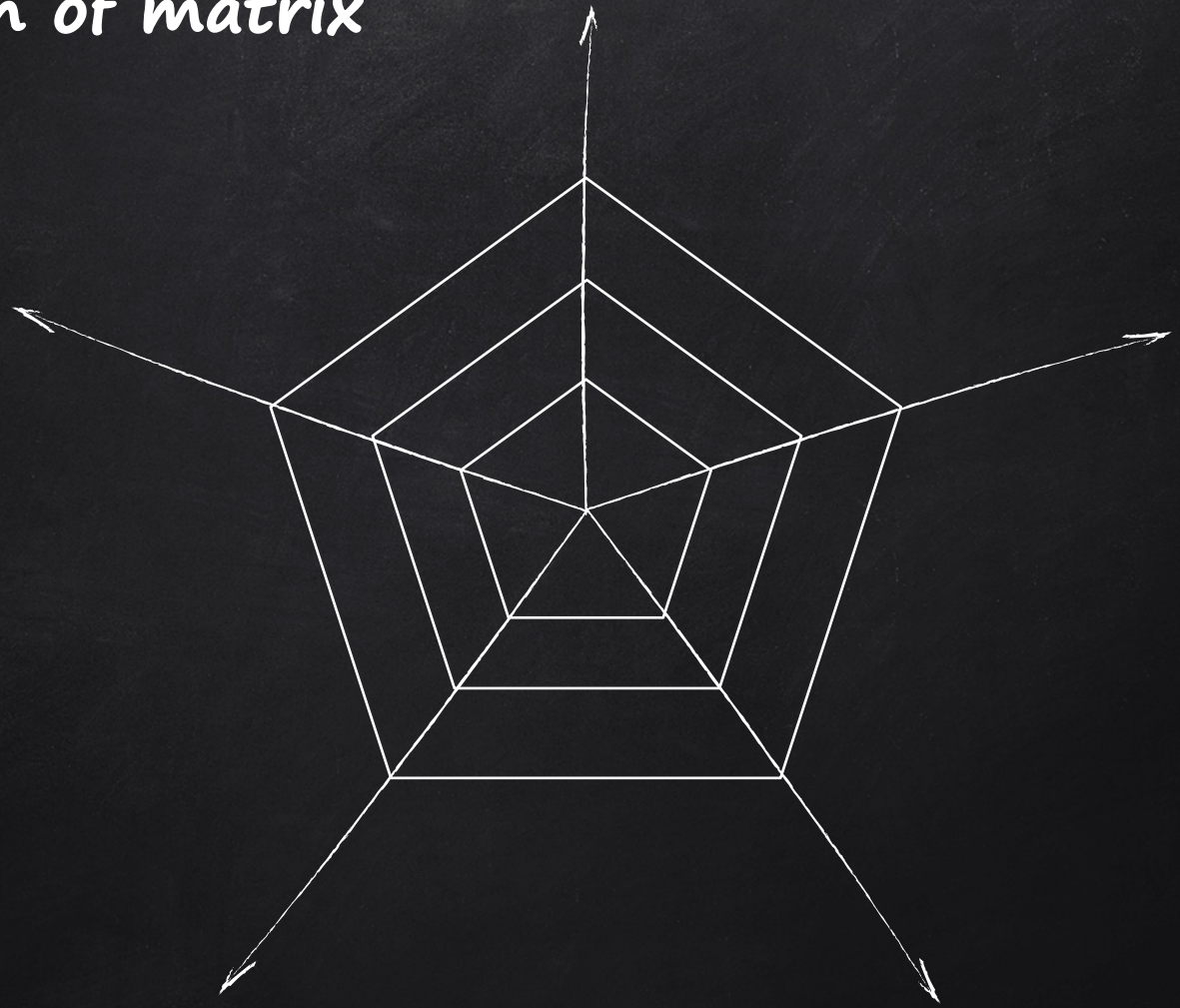
Flow 2023

Flow
2023

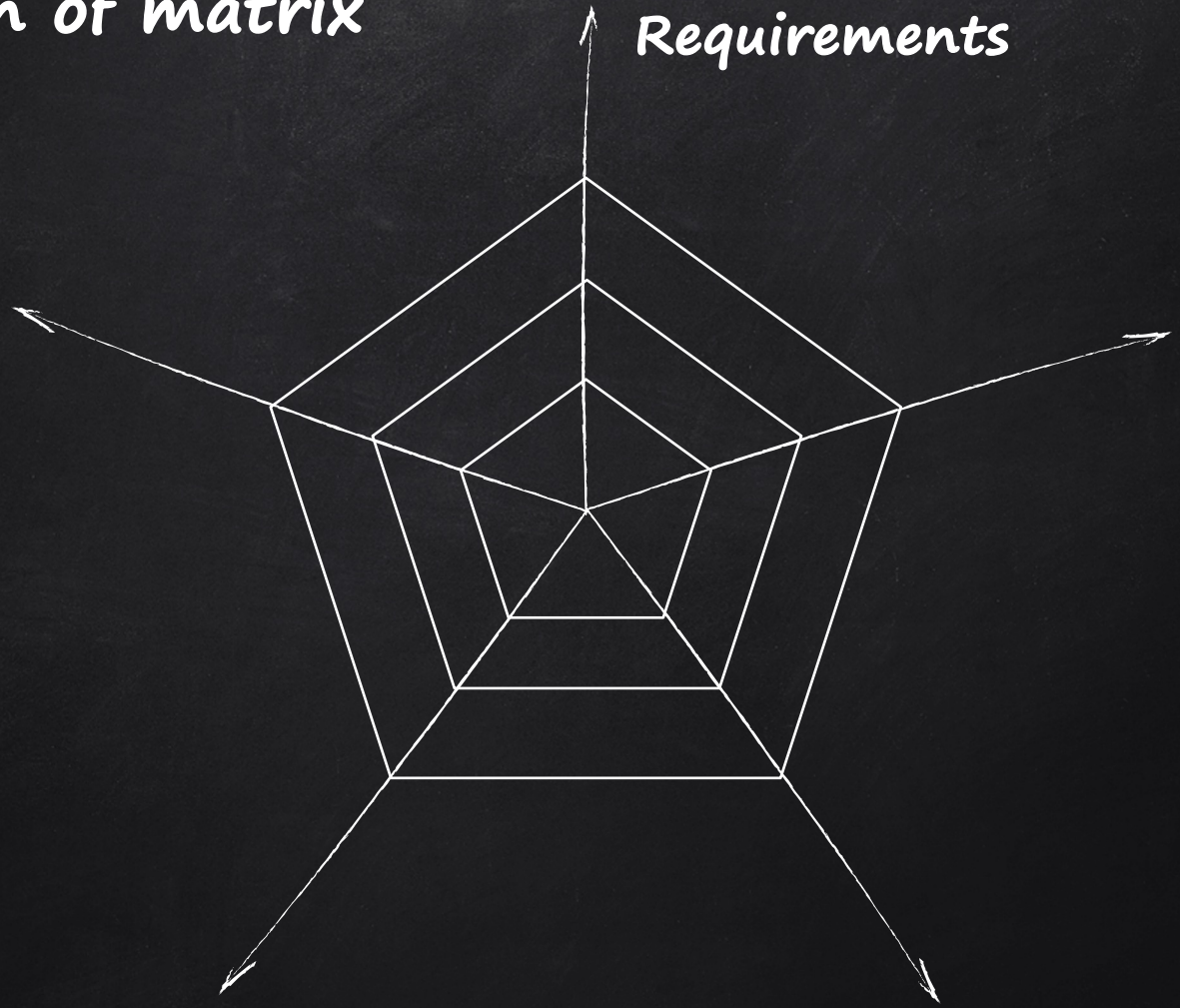


Competency matrix for system analysts

My version of matrix



My version of matrix



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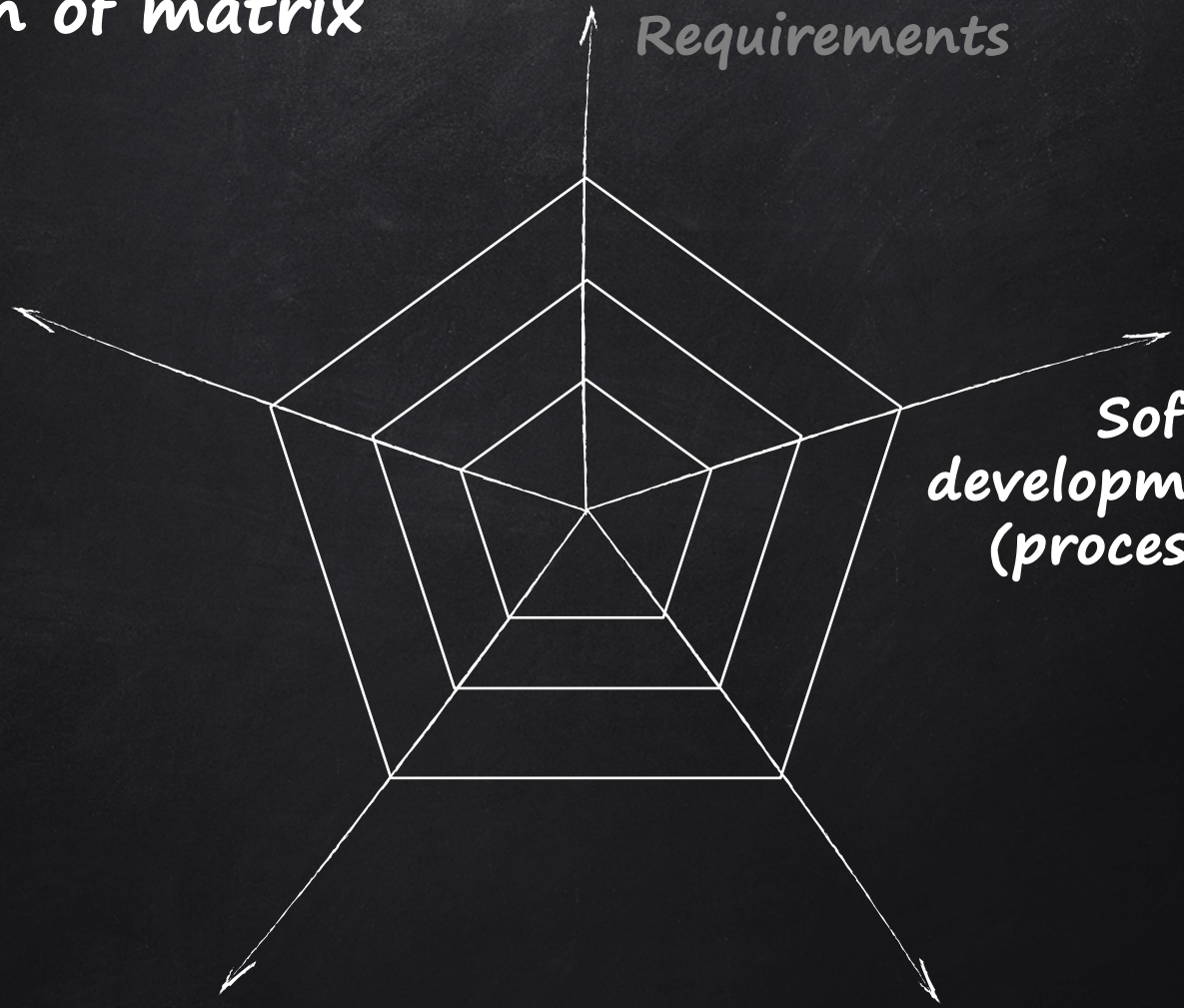

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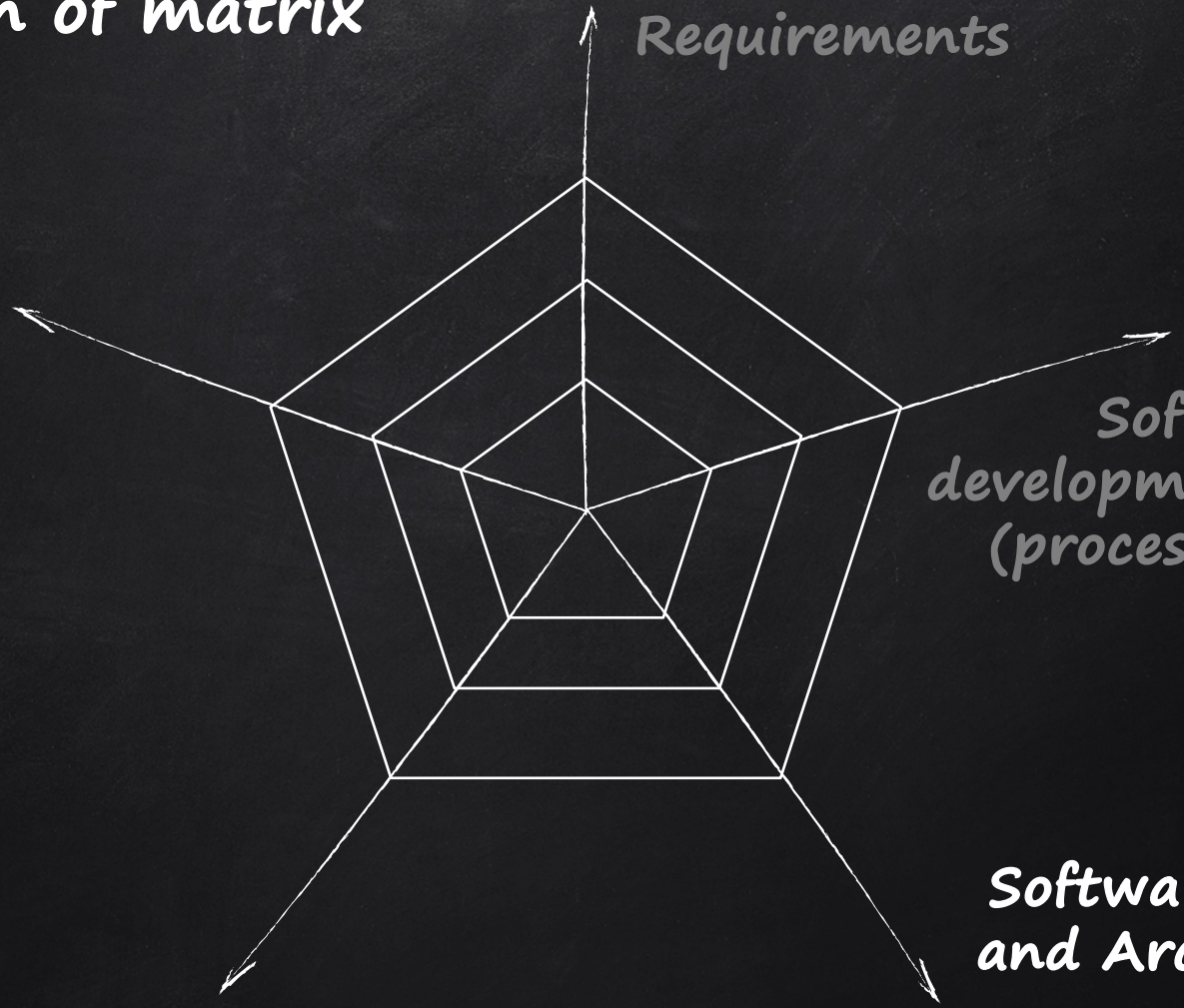

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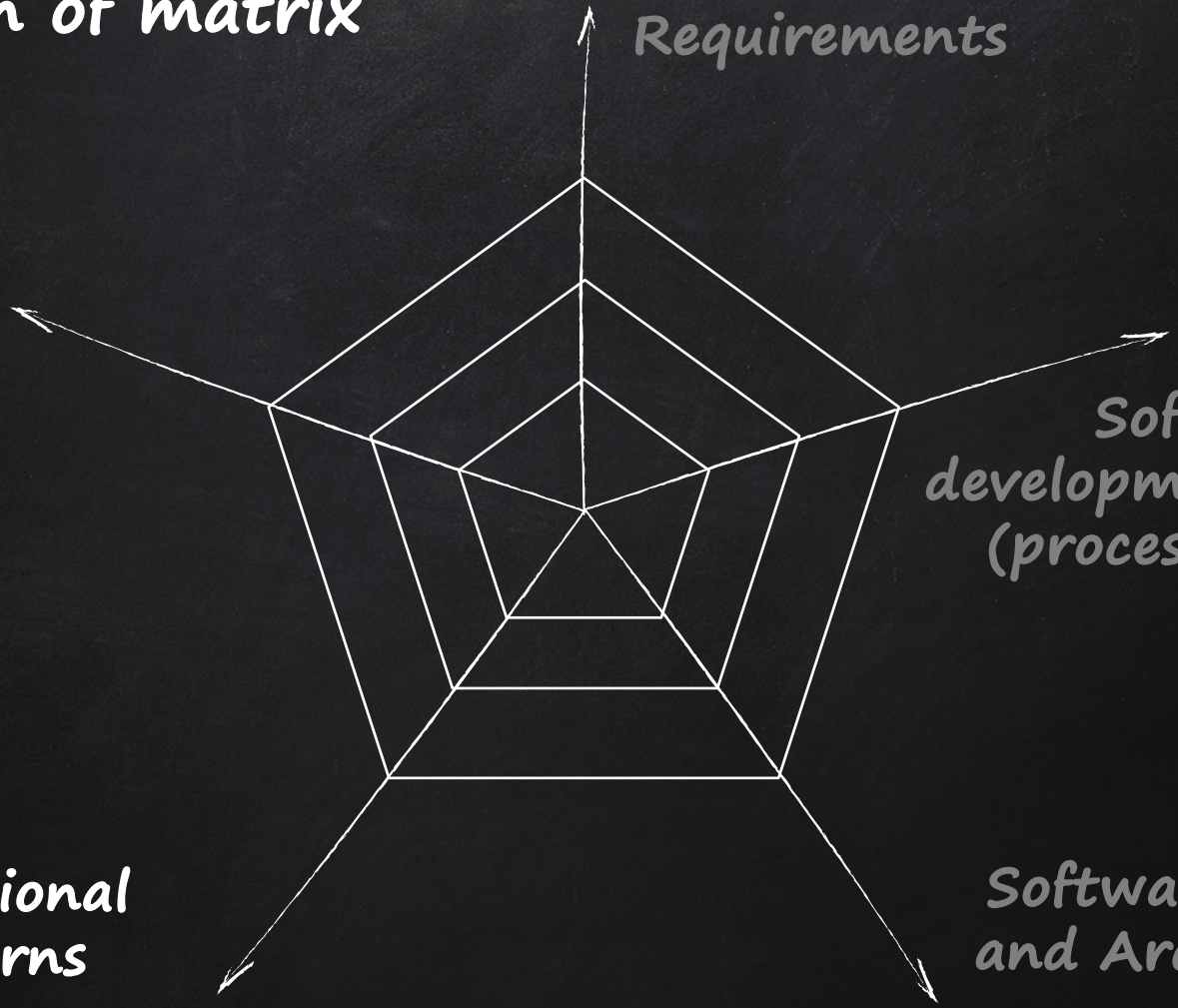

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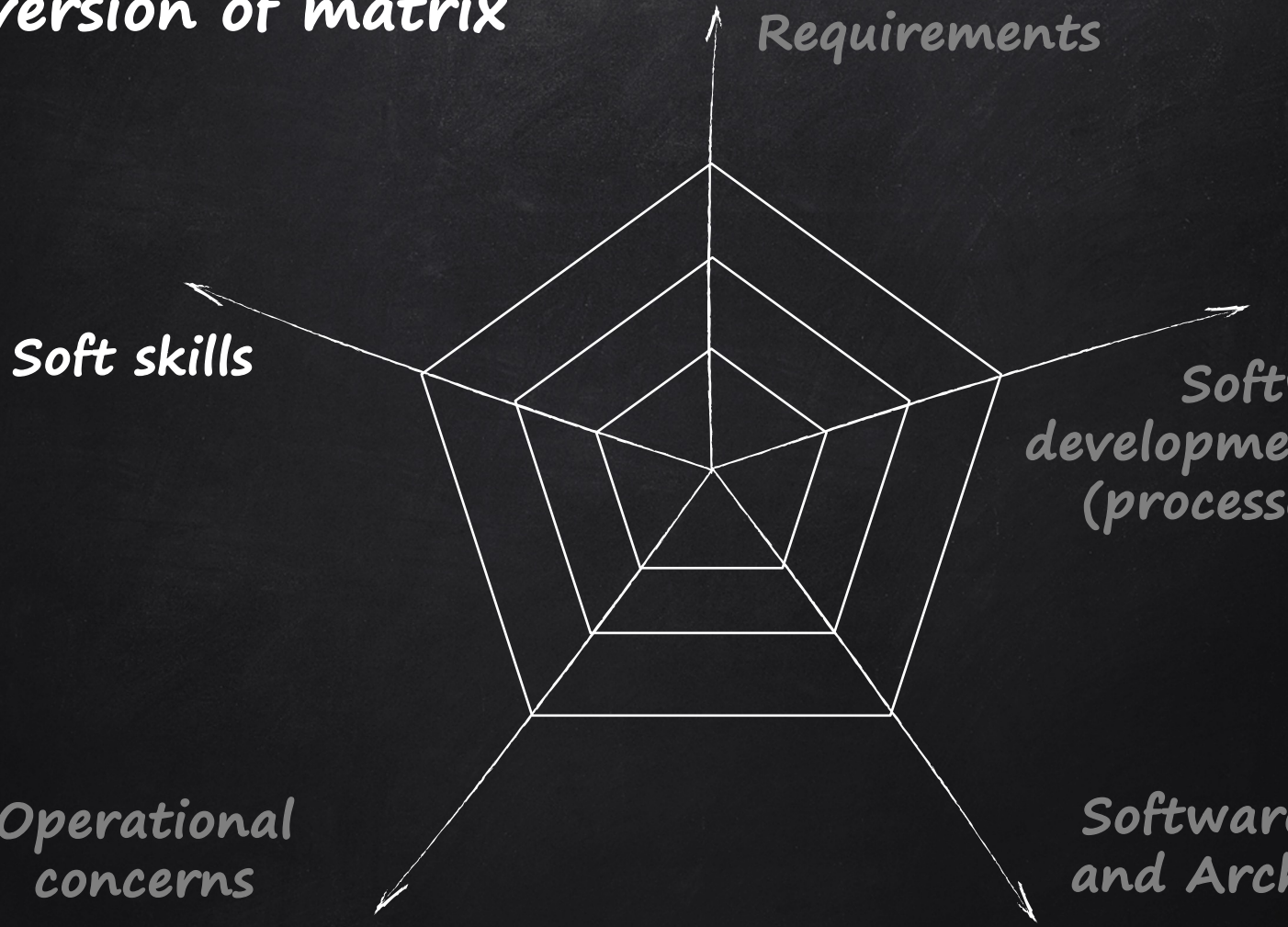

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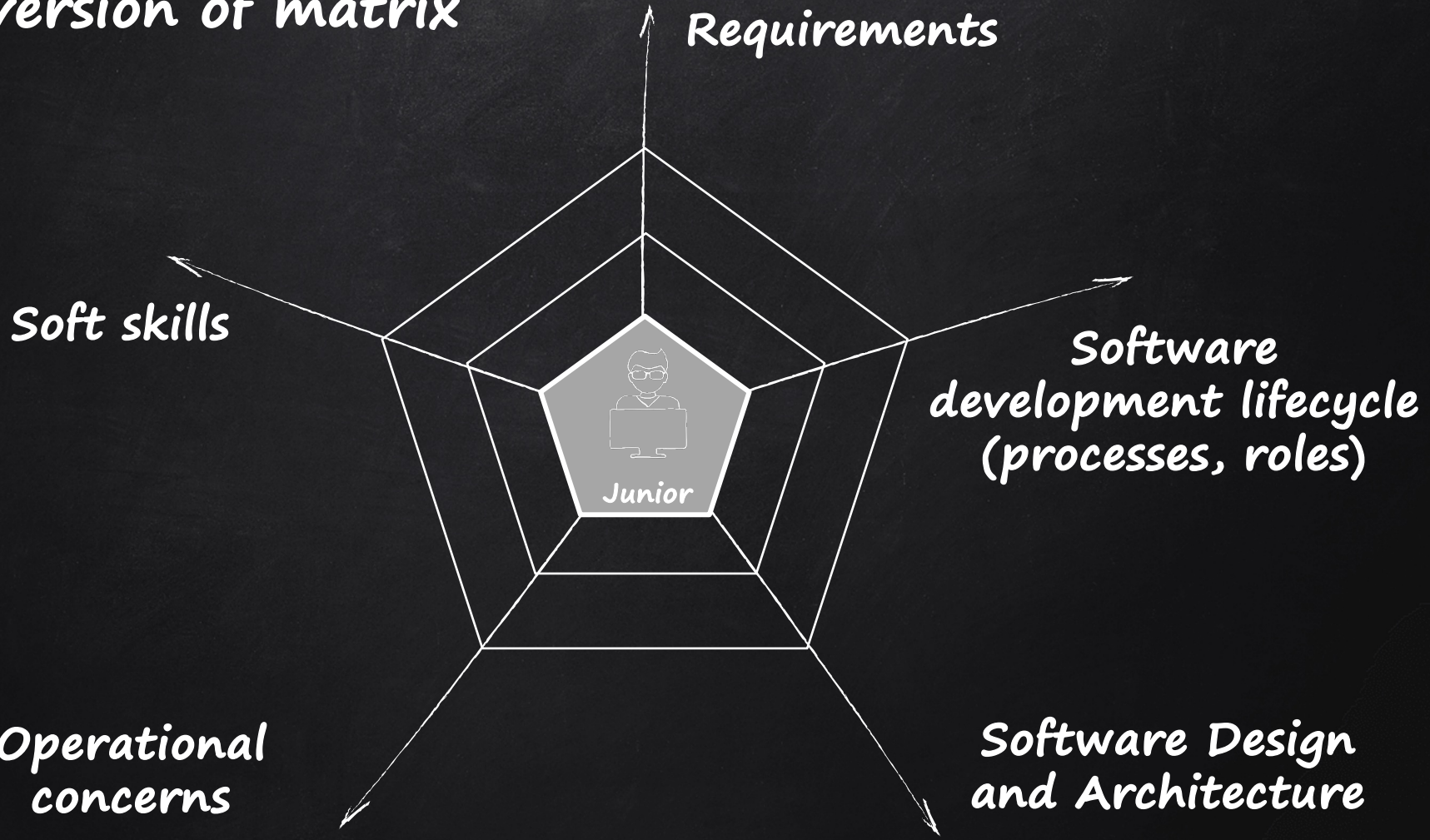


My version of matrix

Requirements

Software development lifecycle (processes, roles)

Software Design and Architecture

Operational concerns

Soft skills

Middle

My version of matrix

Requirements

Software development lifecycle (processes, roles)

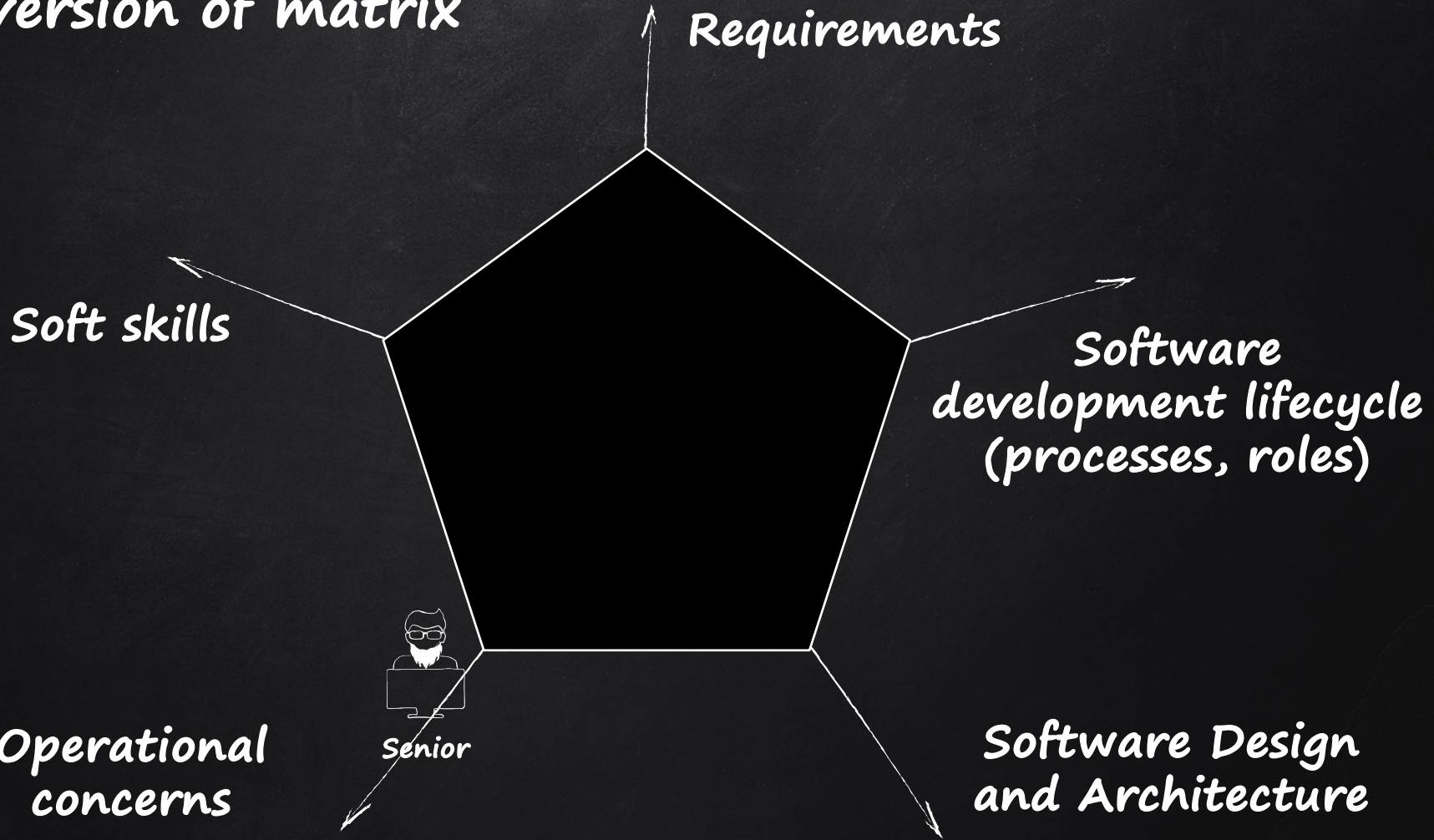
Software Design and Architecture

Operational concerns

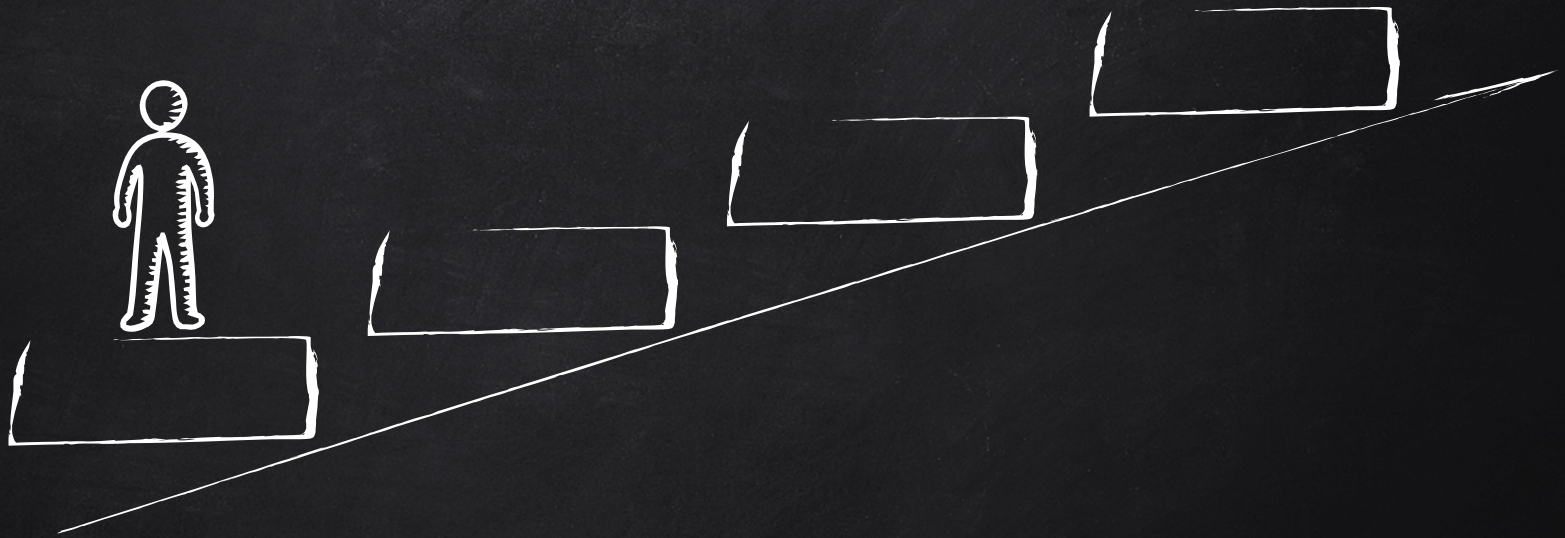
Soft skills

Middle+

My version of matrix



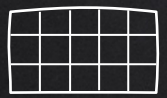
Flow
2023



Employee growth process

1. Explore competency matrix

Analyst



Competency matrix

1. Explore competency matrix

Analyst

2. Complete next level tasks

Analyst

Competency matrix

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Direct Manager

Feedback on one-on-ones

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Feedback on one-on-ones

Direct Manager

4. Complete over 50% of next level criteria

Analyst

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Feedback on one-on-ones

Direct Manager

4. Complete over 50% of next level criteria

Analyst

5. Fill the promotion request

Analyst

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Direct Manager

4. Complete over 50% of next level criteria

Analyst

5. Fill the promotion request

Analyst

6. Review promotion request

Profession leads

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Feedback on one-on-ones

Direct Manager

4. Complete over 50% of next level criteria

Analyst

5. Fill the promotion request

Analyst

6. Review promotion request

Profession leads

7. Do required HR-processes for promo

HR managers and CnB

1. Explore competency matrix

Analyst

Competency matrix

2. Complete next level tasks

Analyst

3. Manager gives feedback about tasks

Direct Manager

4. Complete over 50% of next level criteria

Analyst

5. Fill the promotion request

Analyst

6. Review promotion request

Profession leads

7. Do required HR-processes for promo

HR managers and CnB

8. Give feedback about promo requests

Direct Manager

Career paths

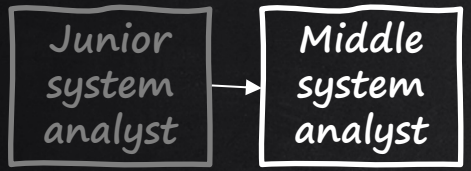
Analyst's Career Path

Flow
2023

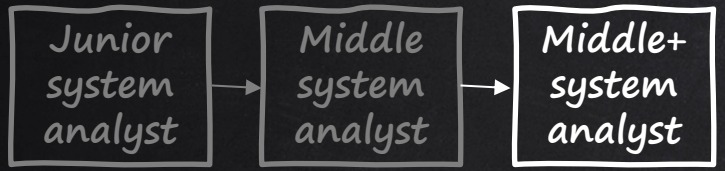
Junior system analyst

Analyst's Career Path

Flow
2023

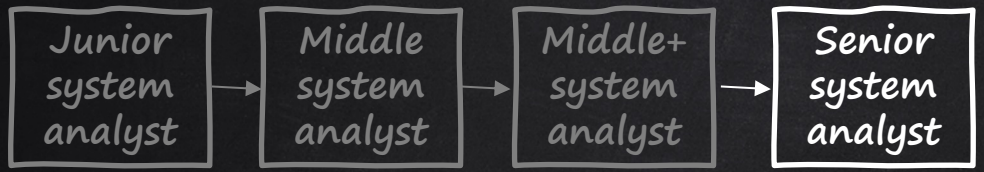


Analyst's Career Path



Analyst's Career Path

Flow
2023

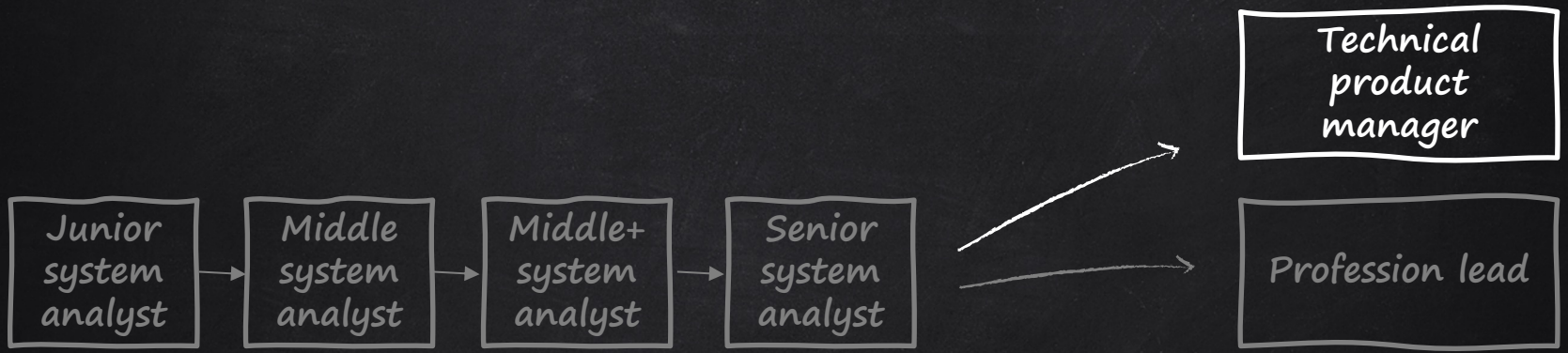


Analyst's Career Path

Flow
2023

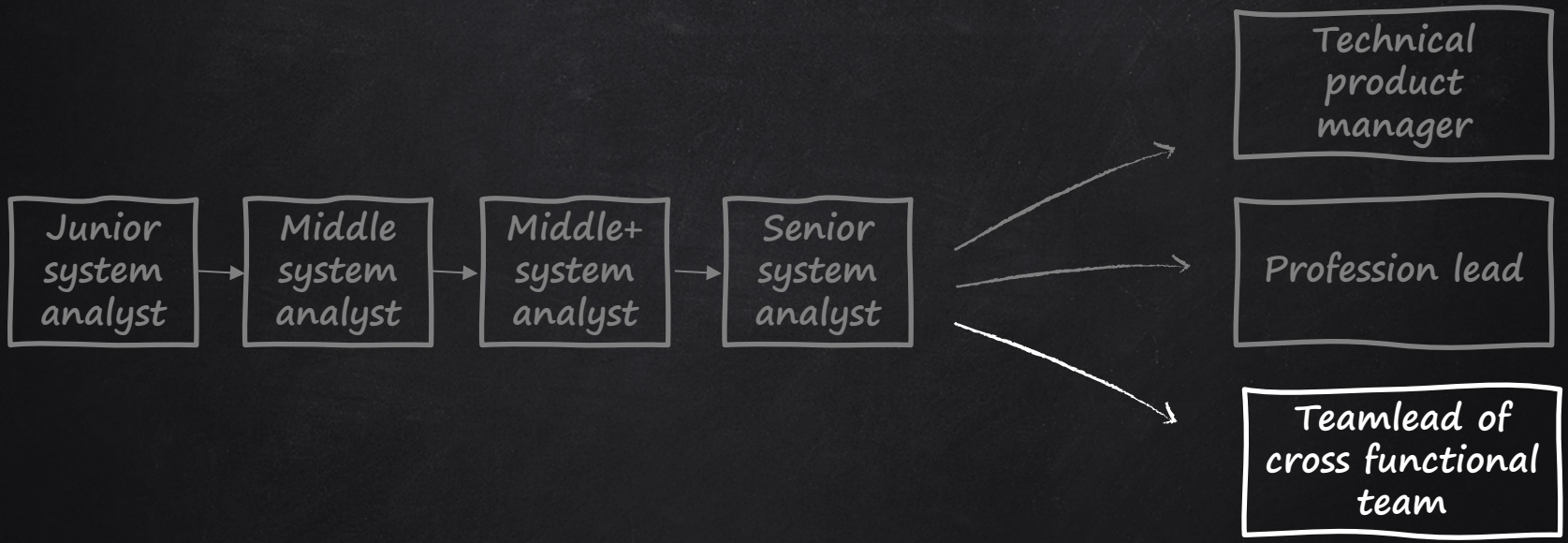
Analyst's Career Path

Flow
2023



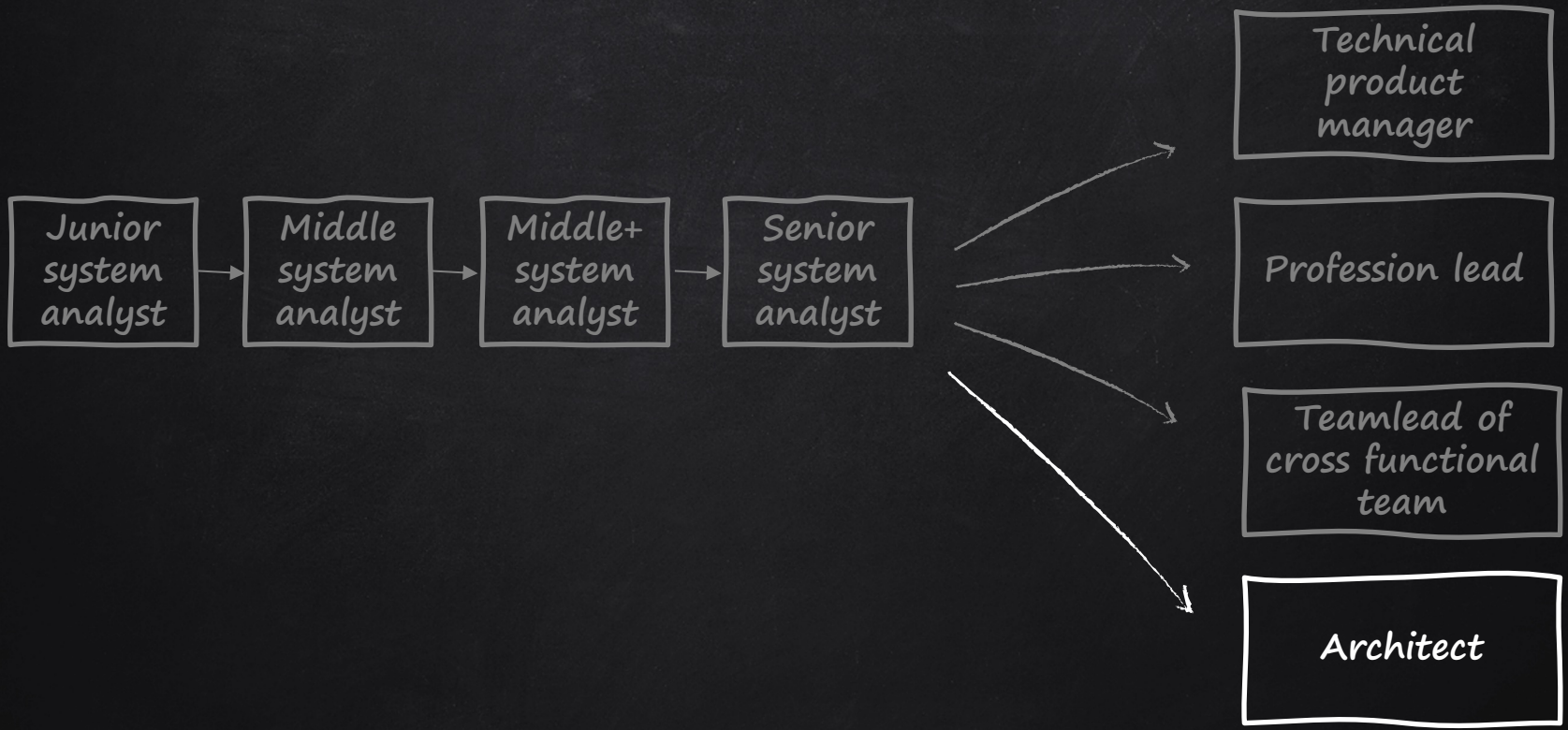
Analyst's Career Path

Flow
2023



Analyst's Career Path

Flow 2023



Flow
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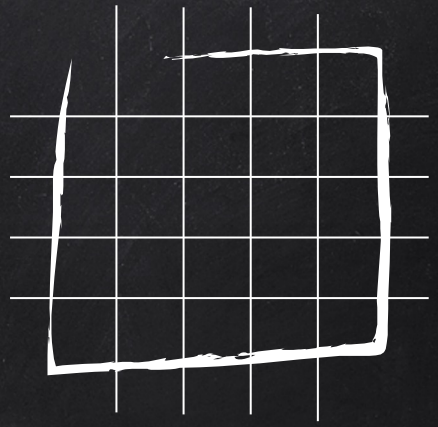
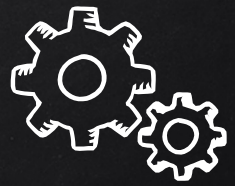




Profession lead

Common activities

- People

Common activities

- People
  - Hiring

Common activities

- People
  - Hiring
  - Goal settings

Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion

Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion
  - Performance review

Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion
  - Performance review
  - Rotation / dismissal / retention

Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion
  - Performance review
  - Rotation / dismissal / retention
  - Devrel

Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion
  - Performance review
  - Rotation / dismissal / retention
  - Devrel
- Technology

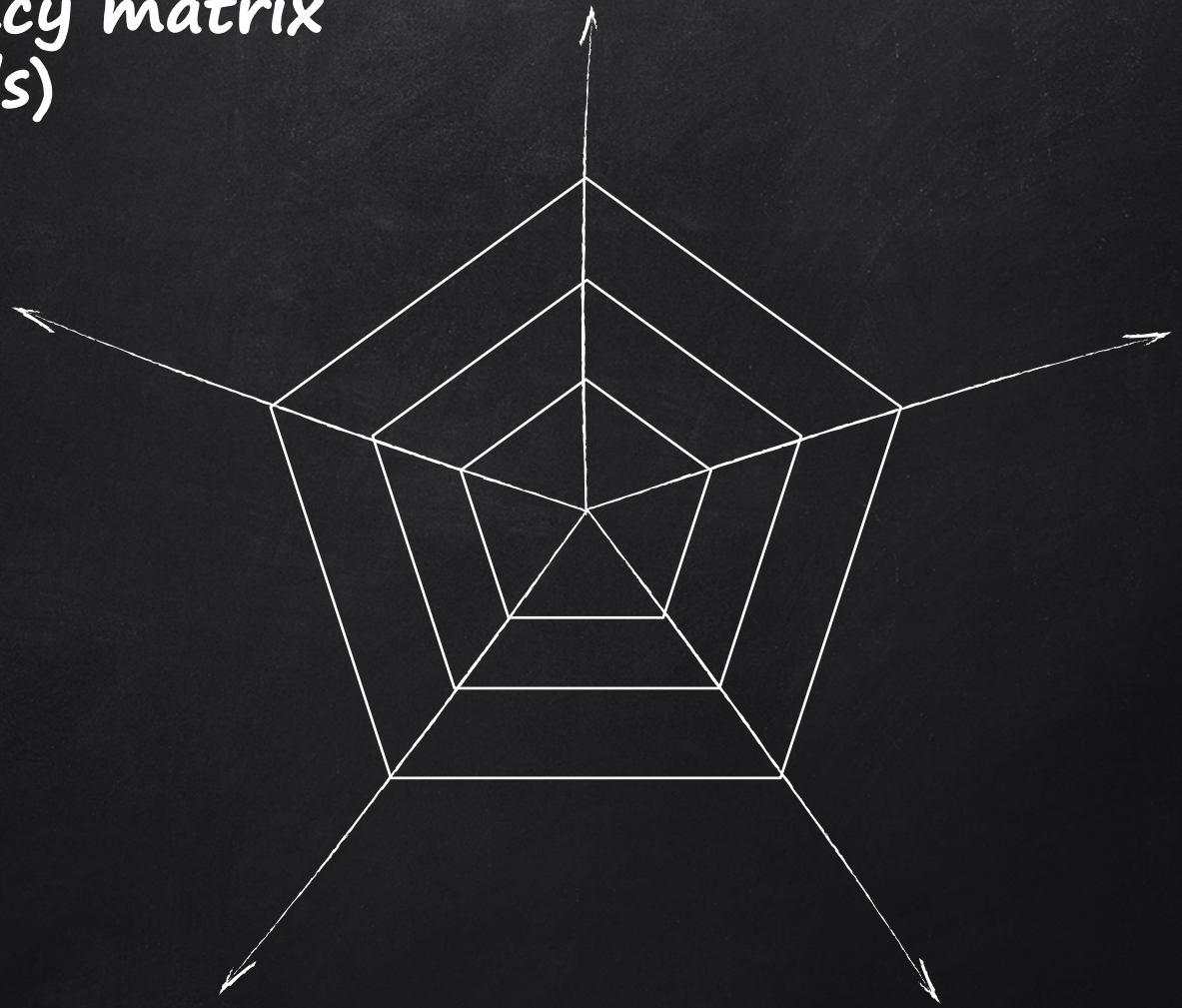
Common activities

- People
  - Hiring
  - Goal settings
  - People development / promotion
  - Performance review
  - Rotation / dismissal / retention
  - Devrel
- Technology
  - Development of standards and too

Flow
2023

Technical Product Manager

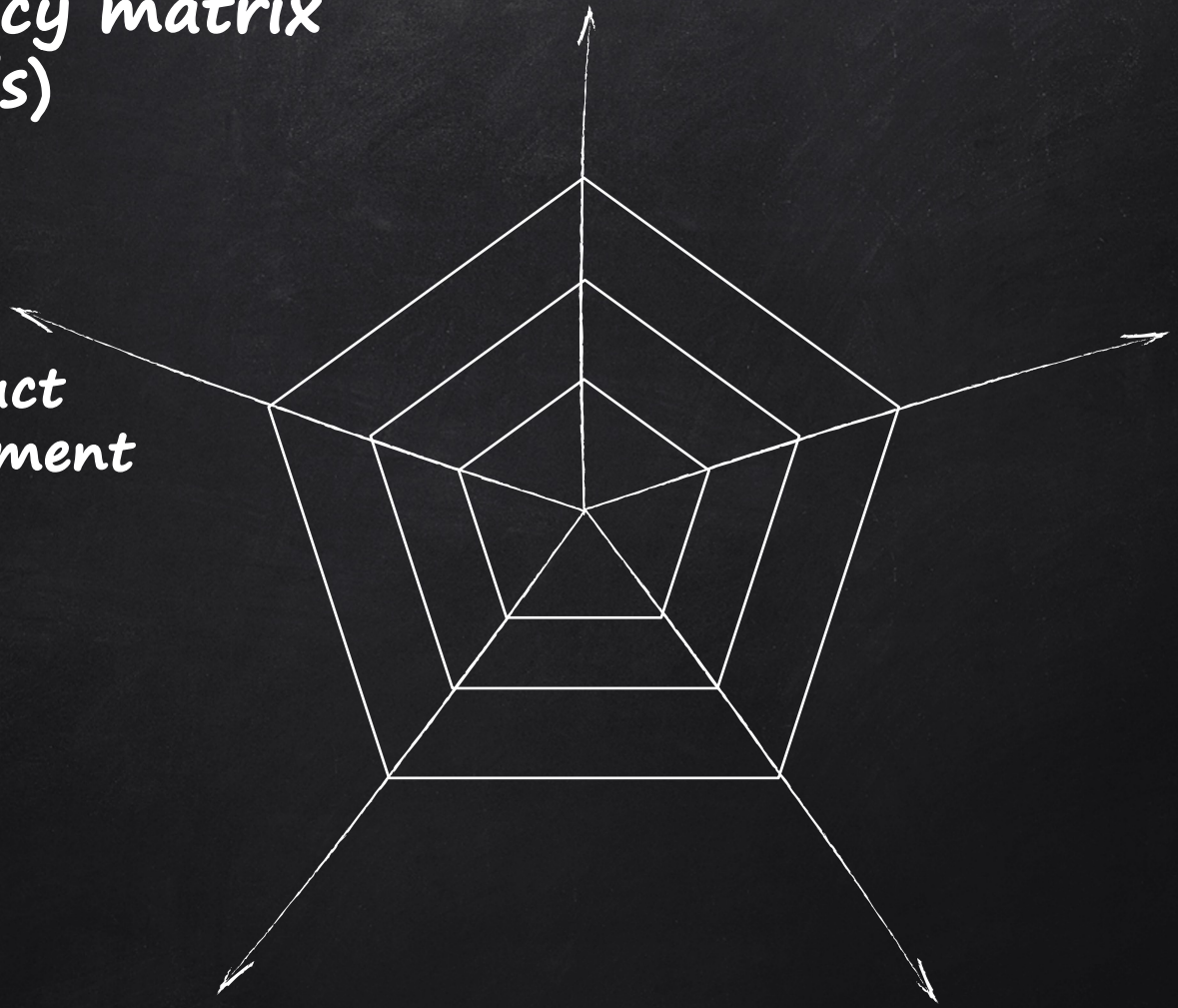
Competency matrix (hard skills)



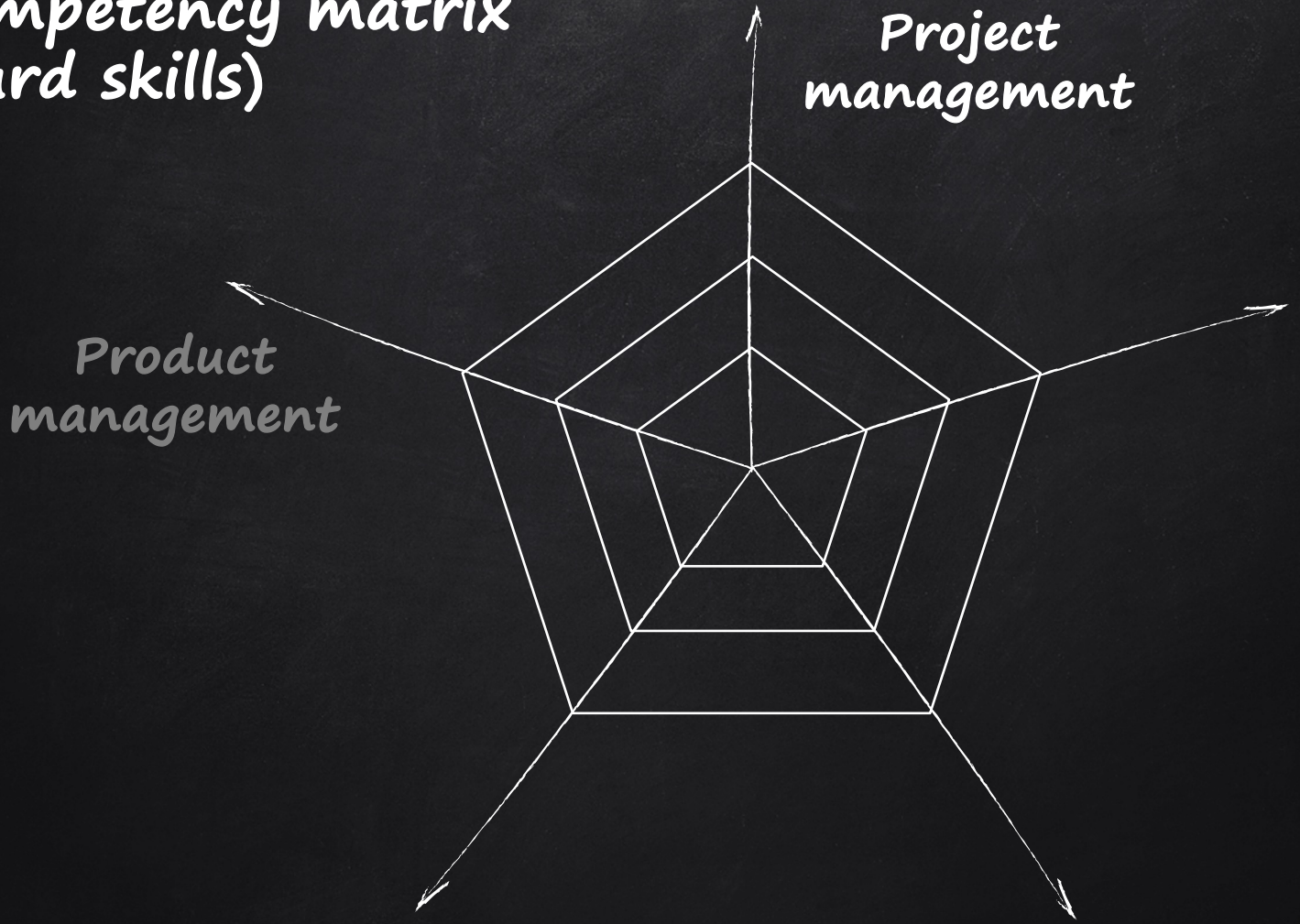
Flow
2023

Competency matrix (hard skills)

Flow
2023



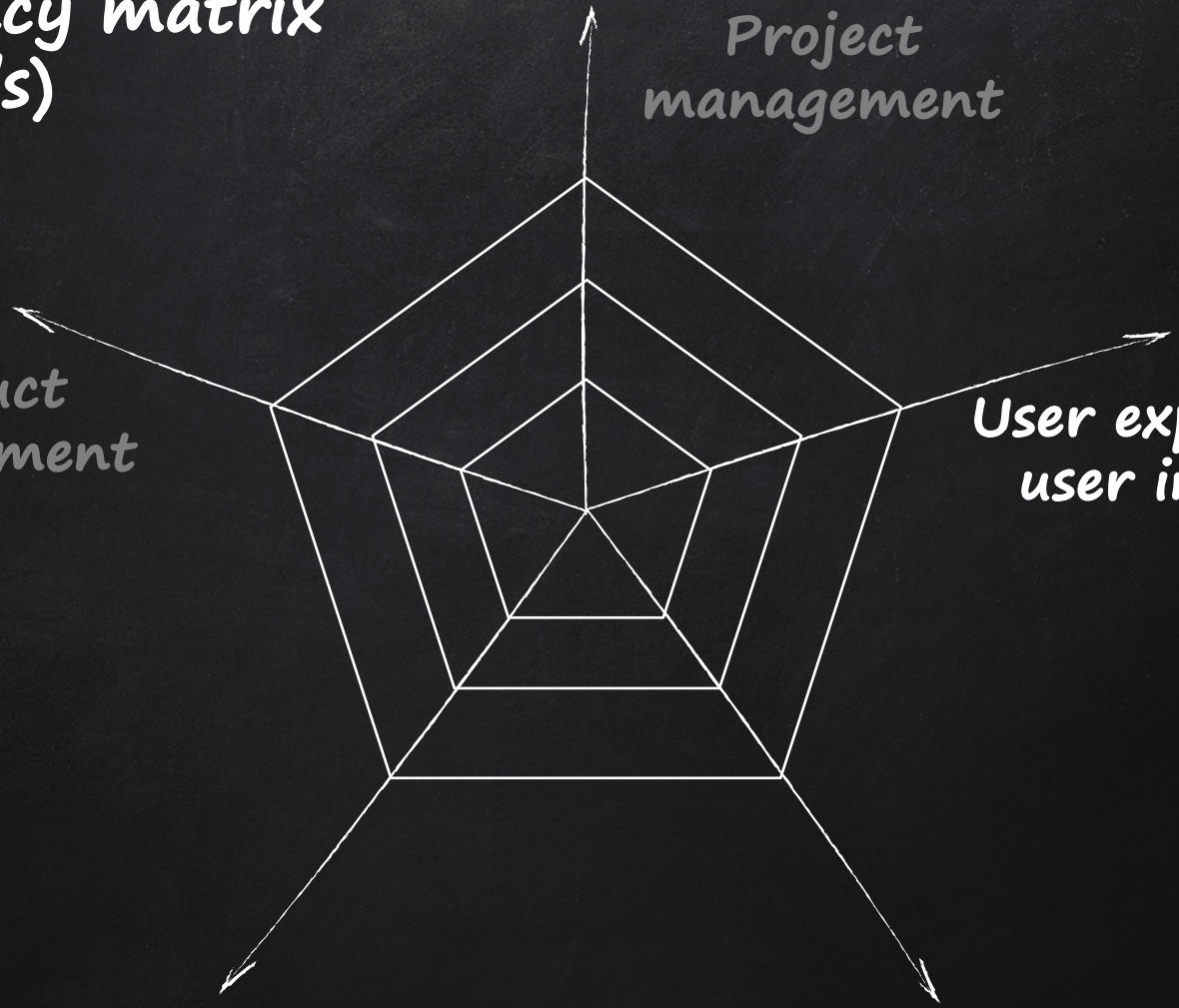
Competency matrix (hard skills)



Flow
2023

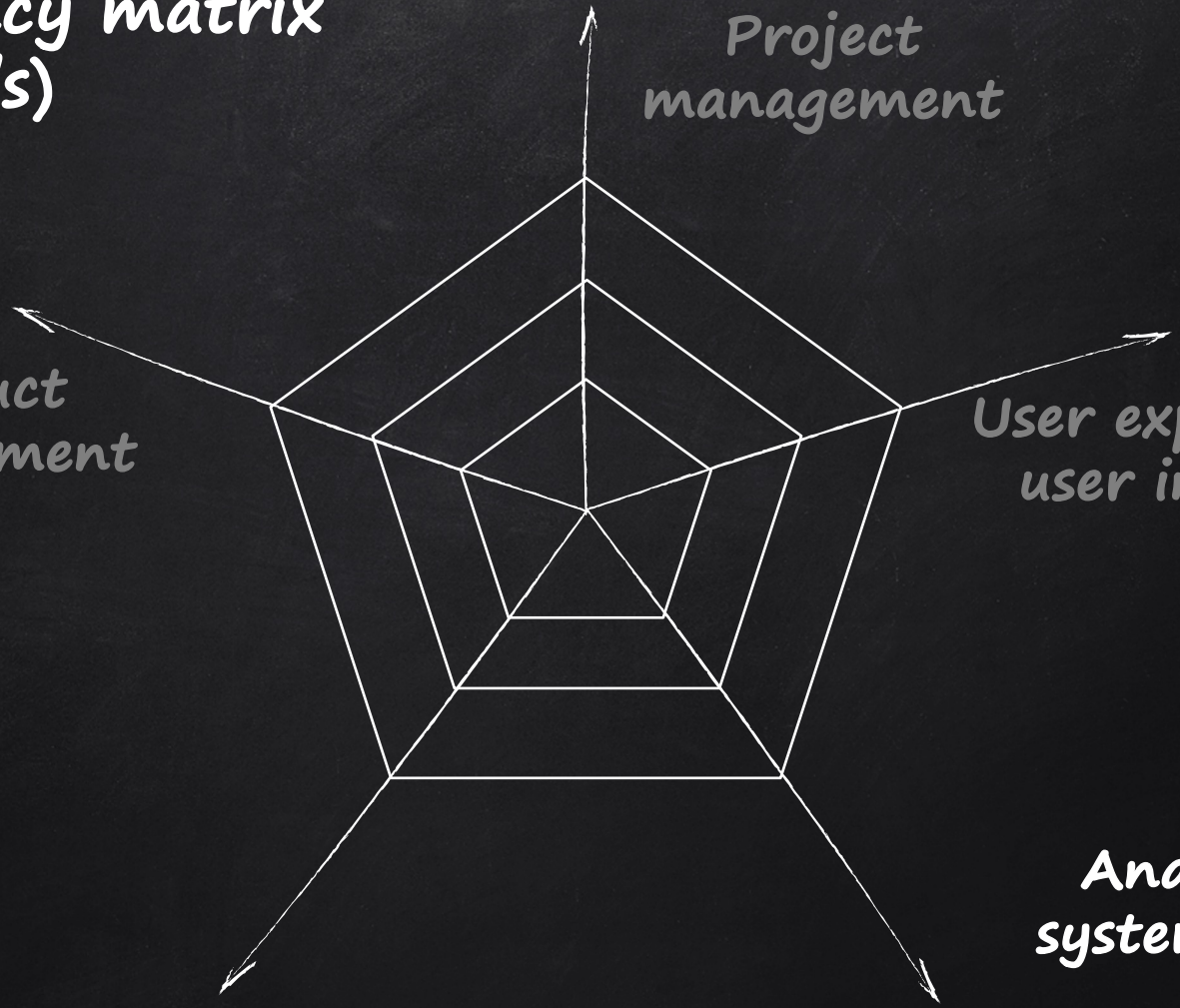
Competency matrix (hard skills)

Flow
2023



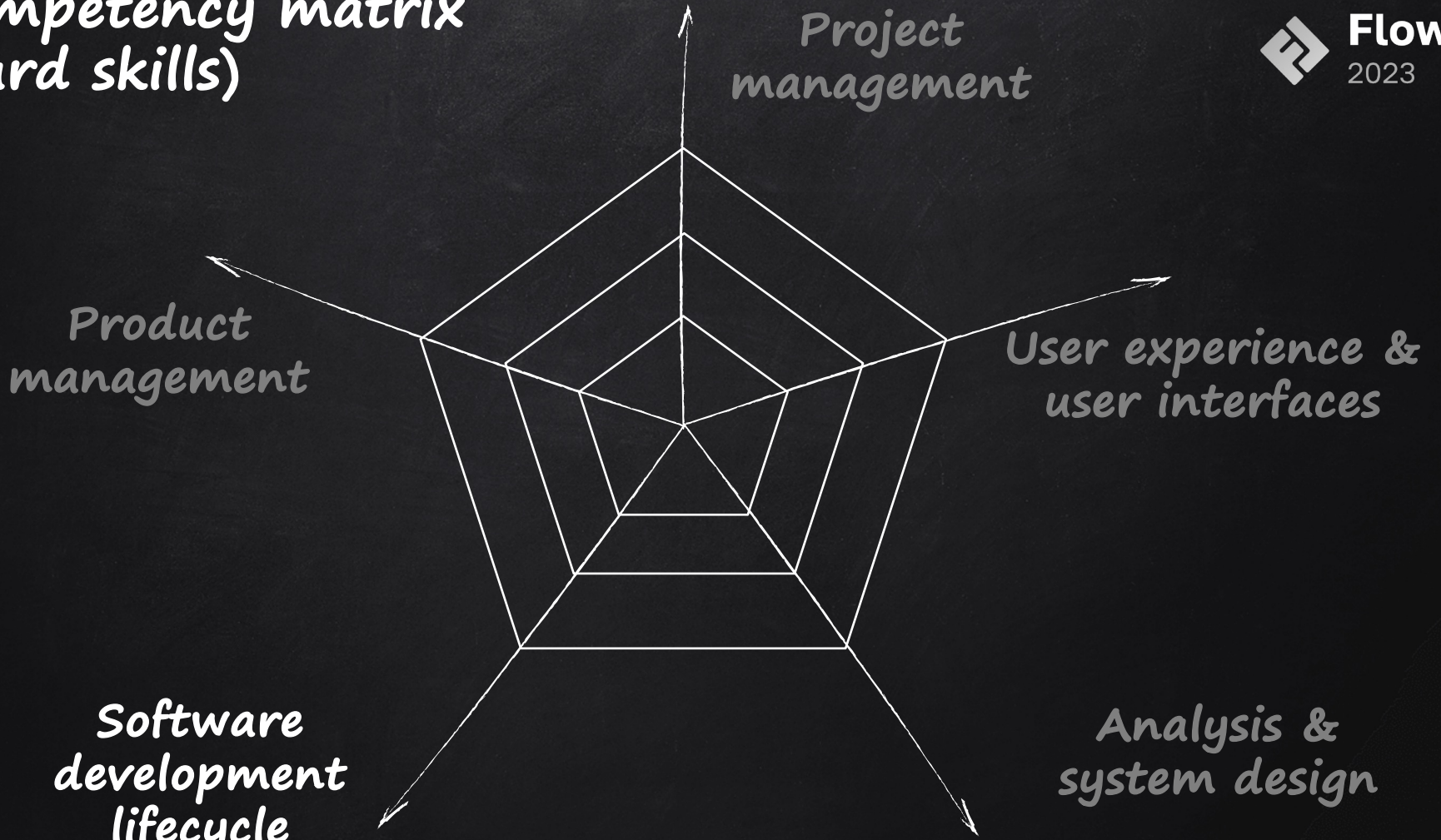
Competency matrix (hard skills)

Flow
2023

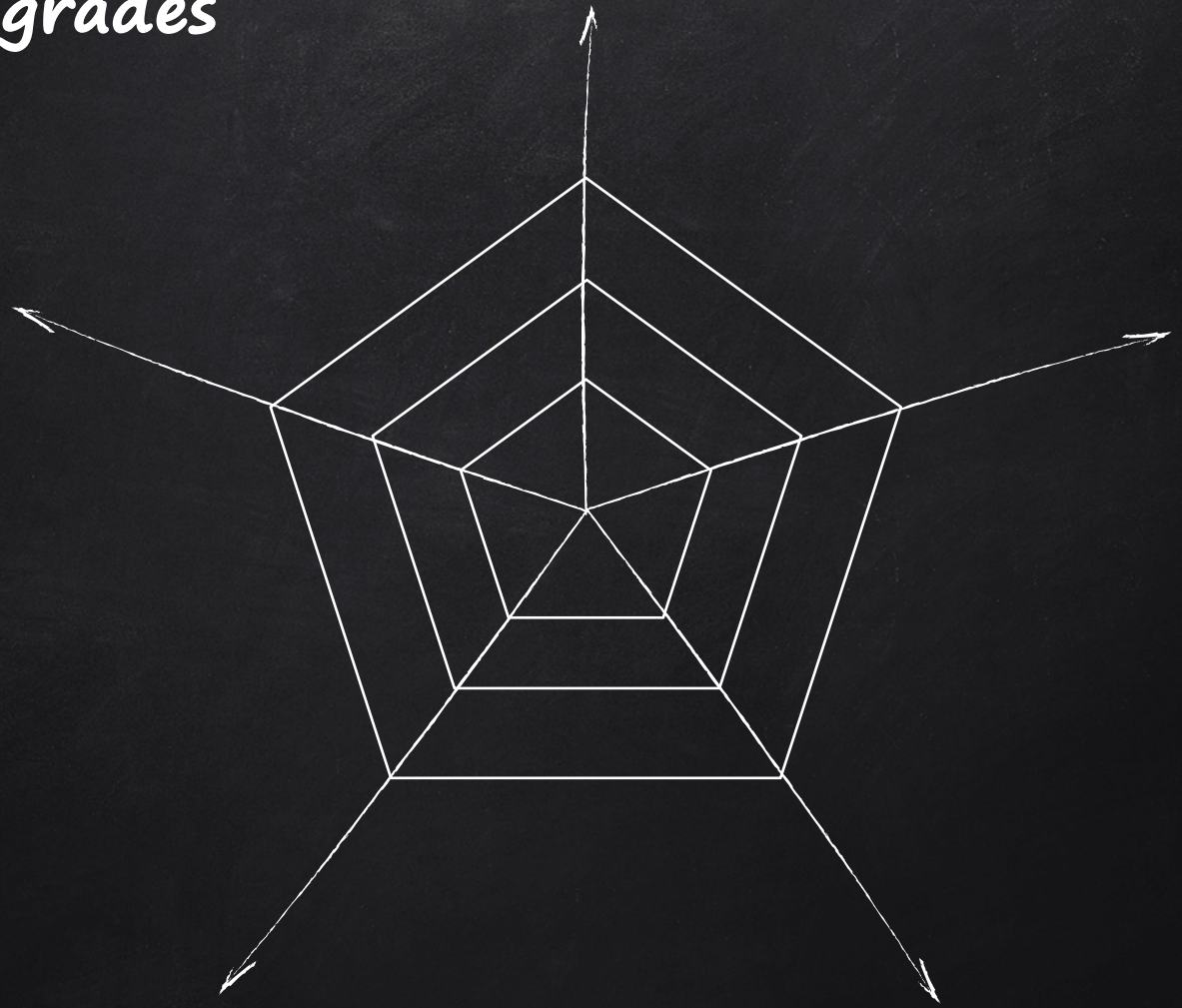


Competency matrix (hard skills)

Flow
2023



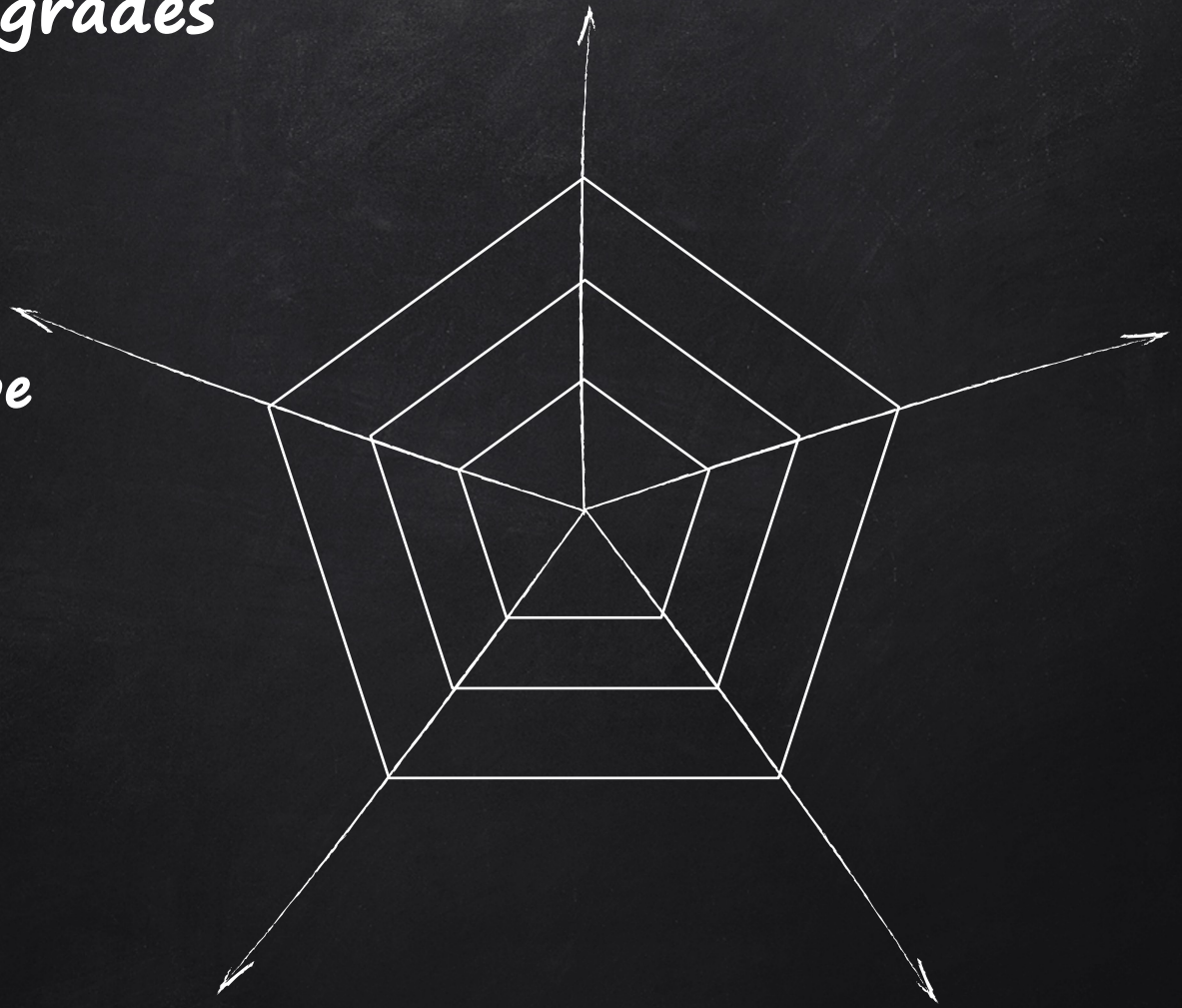
Matrix of grades (SCALE)



Flow
2023

Matrix of grades (SCALE)

Flow
2023



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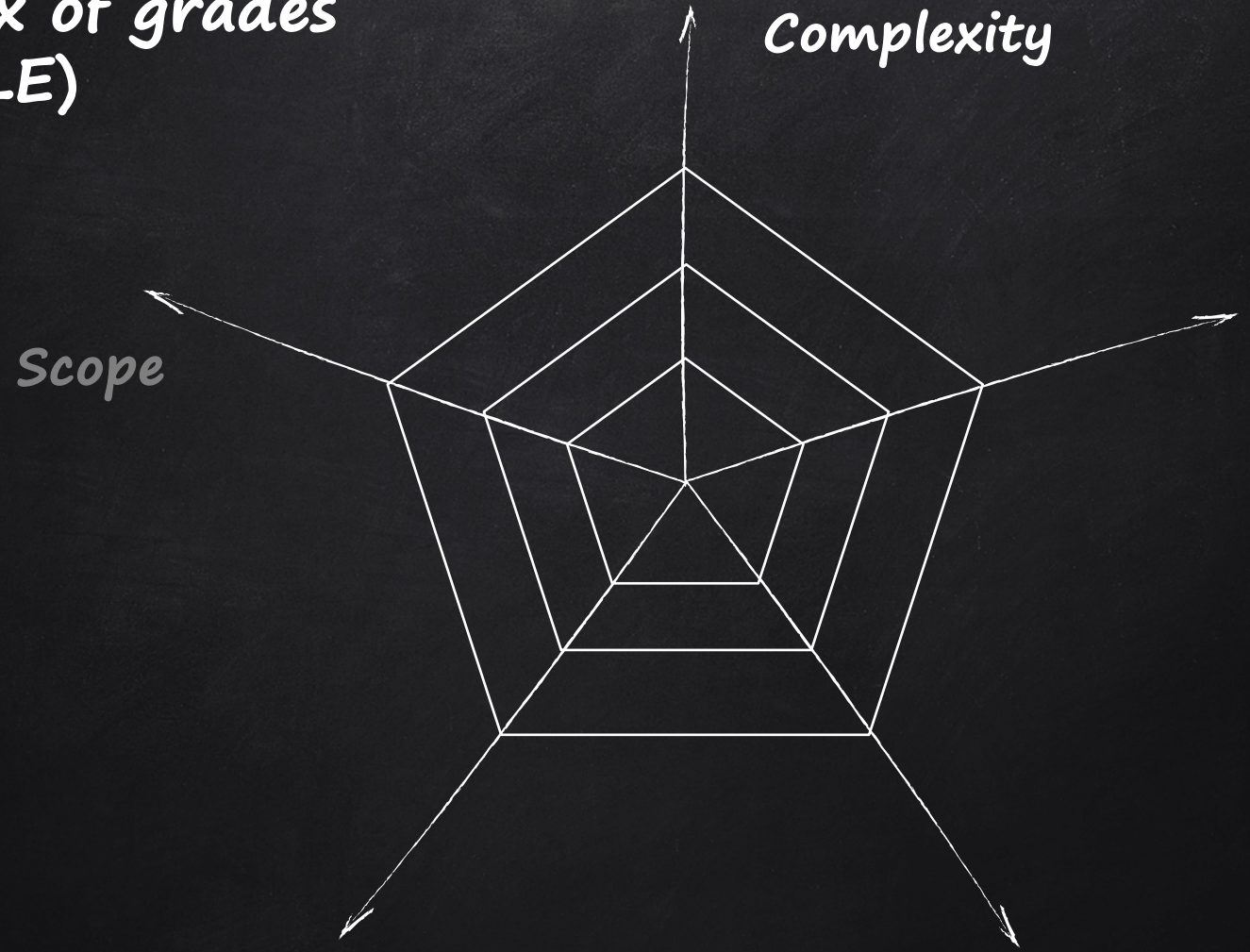
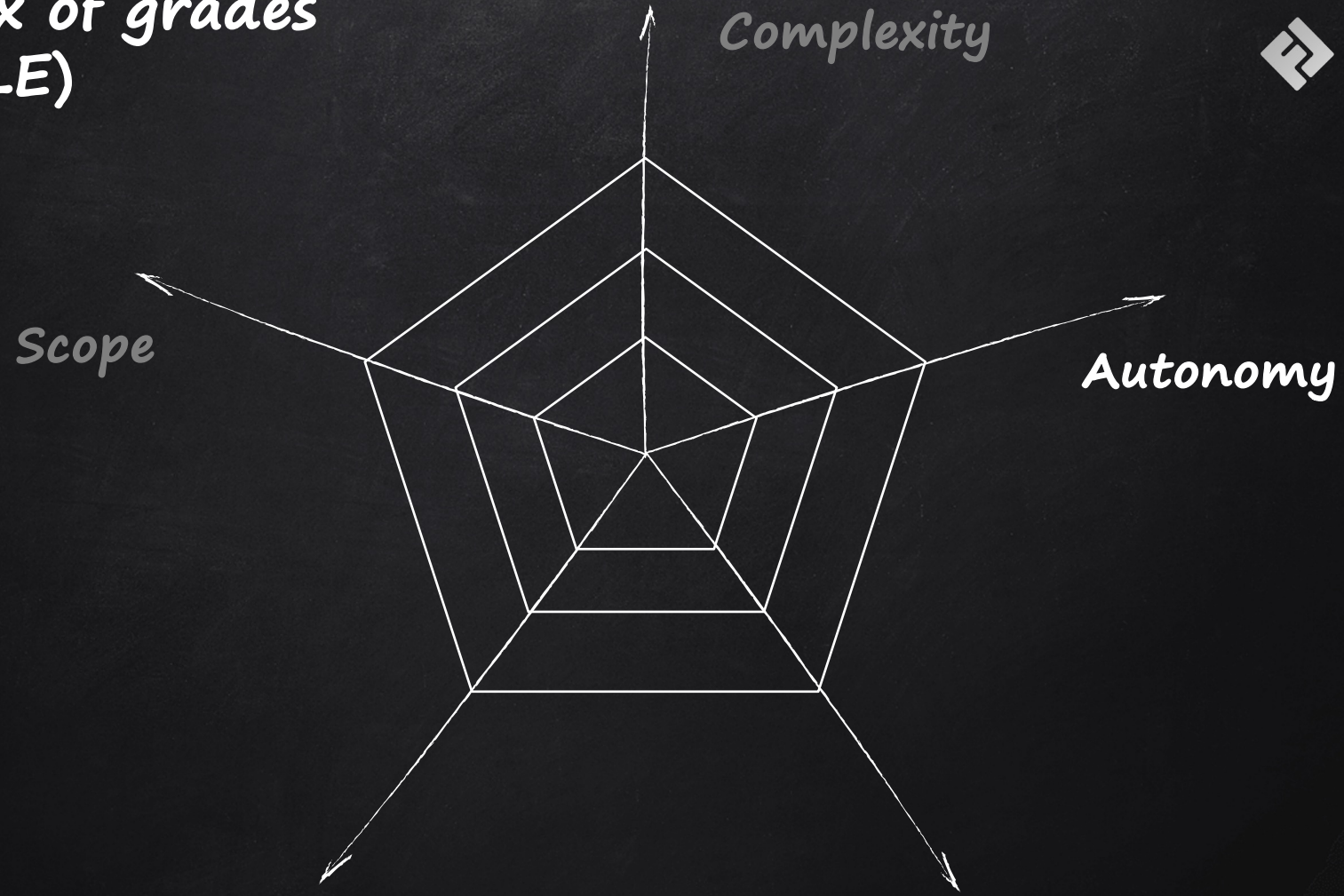


Flow
2023

Matrix of grades (SCALE)

Flow
2023



Matrix of grades (SCALE)

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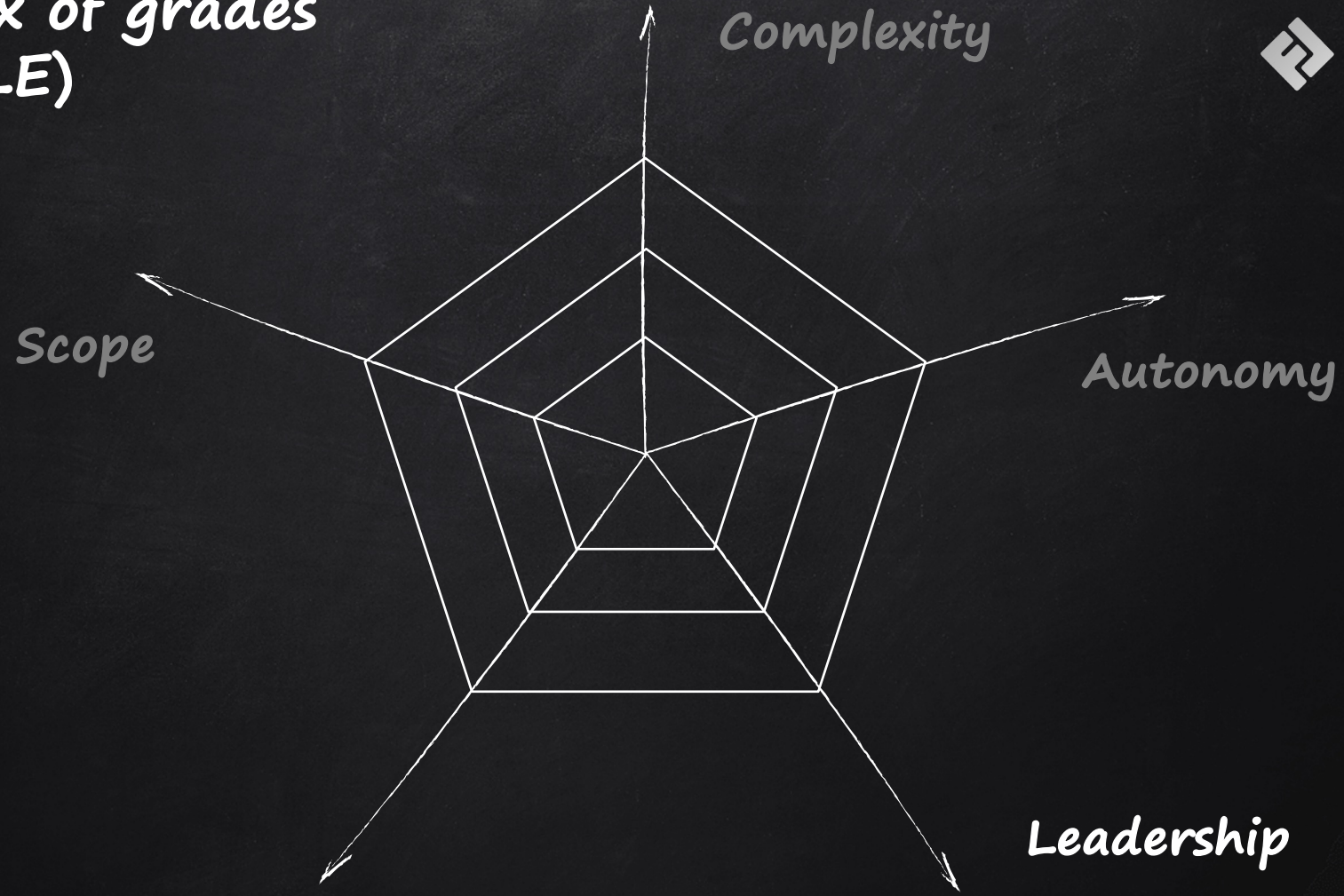
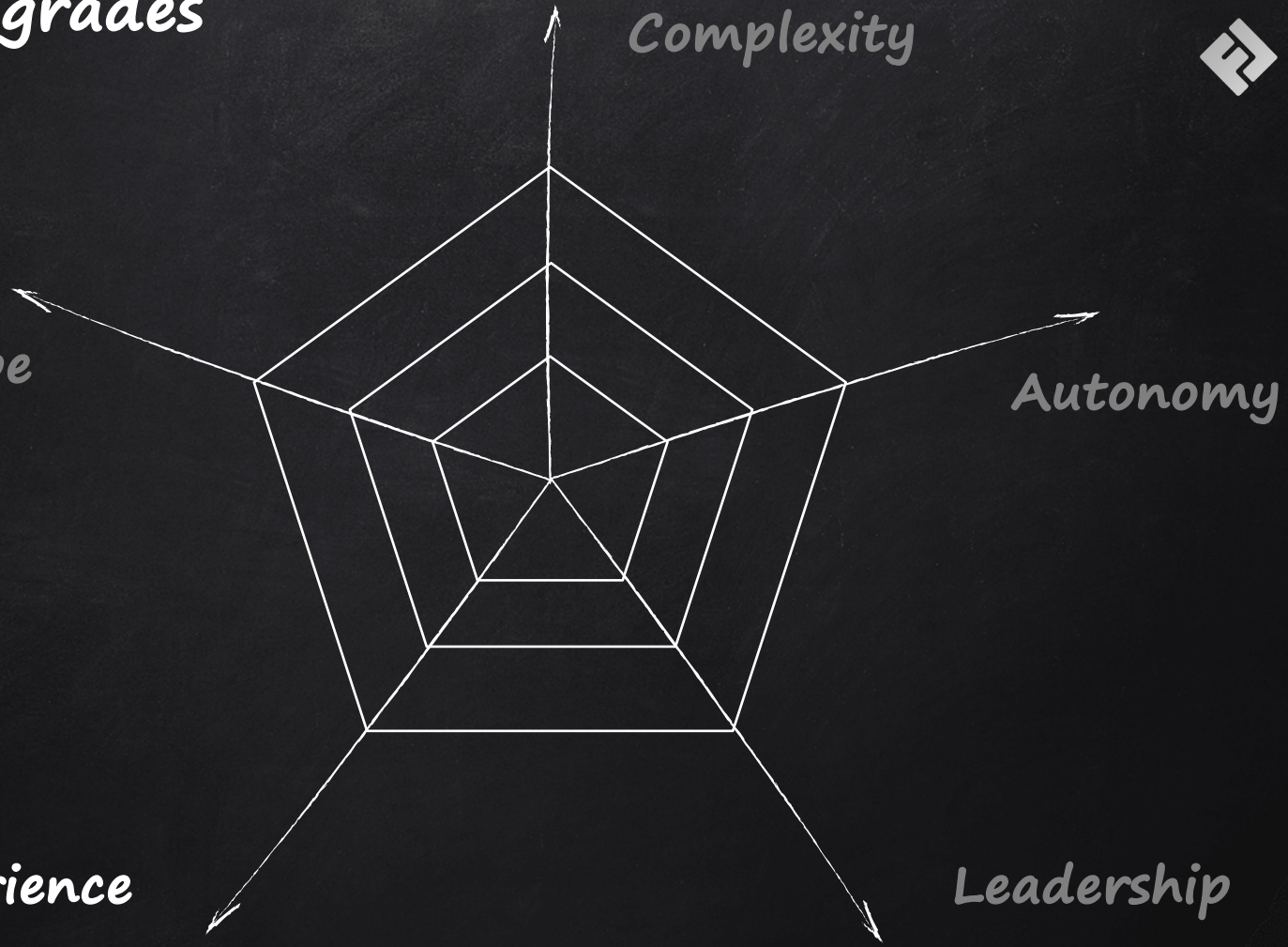
2023



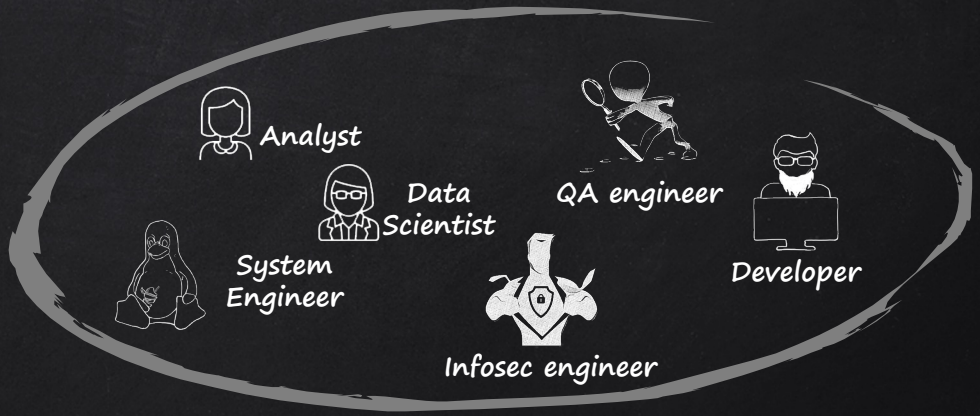
Matrix of grades (SCALE)

Flow
2023

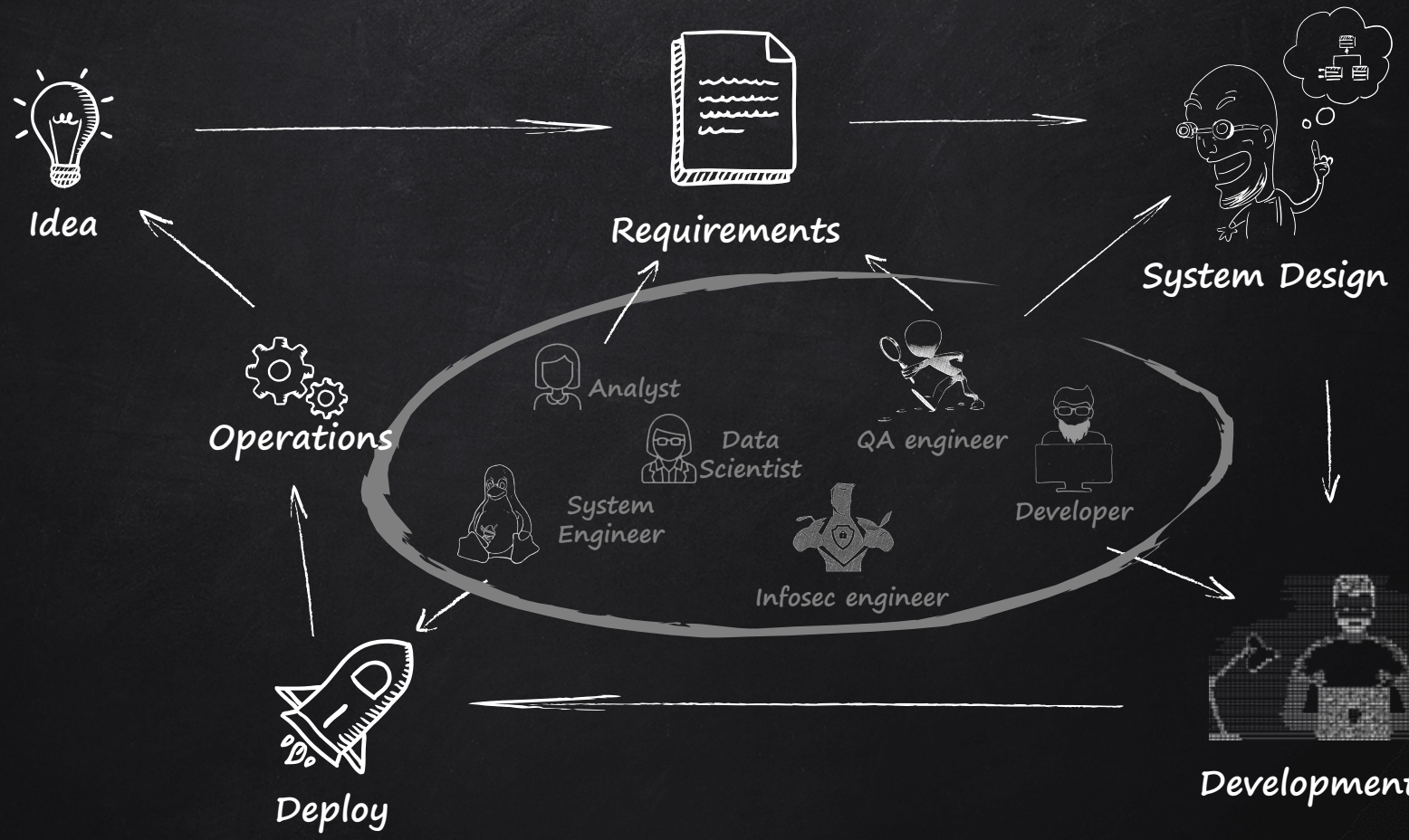


Teamlead of cross functional team

Cross functional team



Software development lifecycle



+ Product manager

Flow 2023

+ Ideal team

Flow
2023

Product manager

Idea

Financial results

Operations

Deploy

Requirements

System design

Development team

Development

+ Teamlead

Flow 2023

Product manager

Idea

Financial results

Requirements

System design

Teamlead

Development team

Operations

Data Scientist

QA engineer

System Engineer

Developer

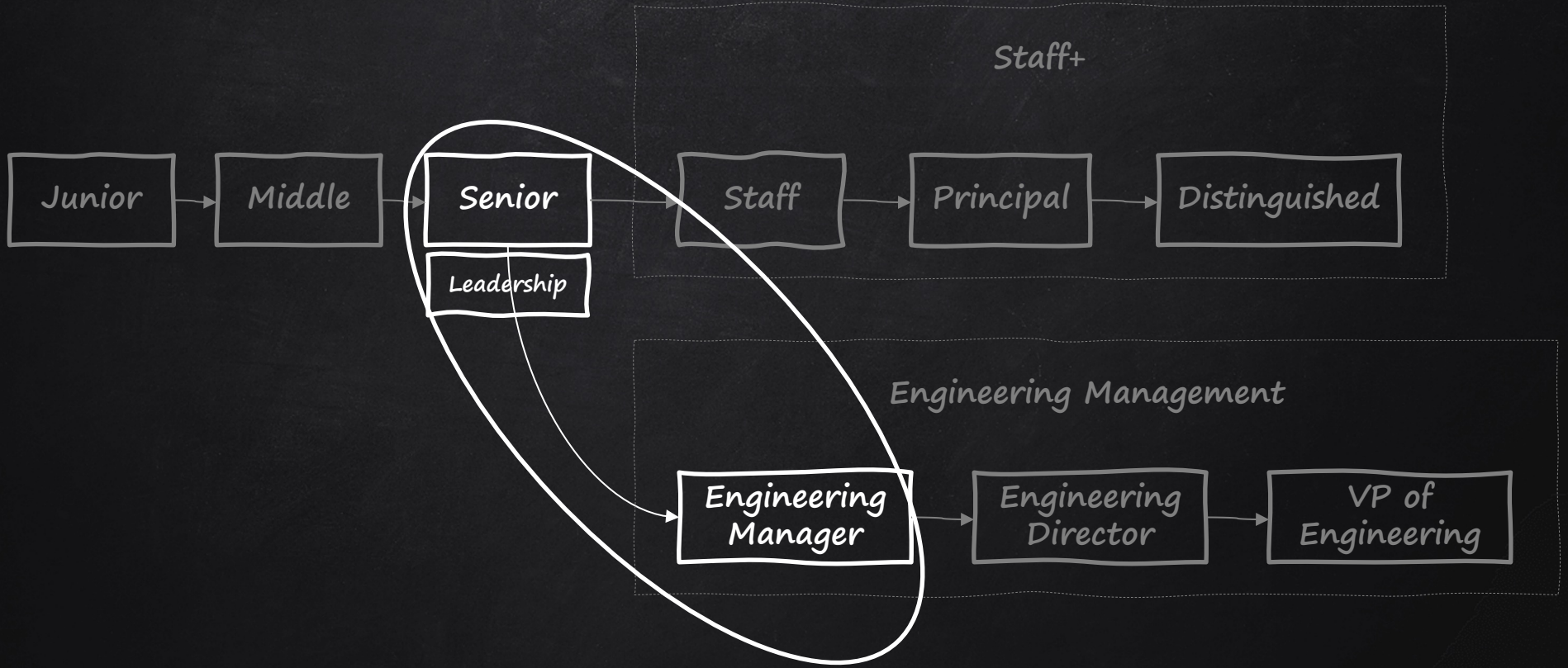
Infosec engineer

Deploy

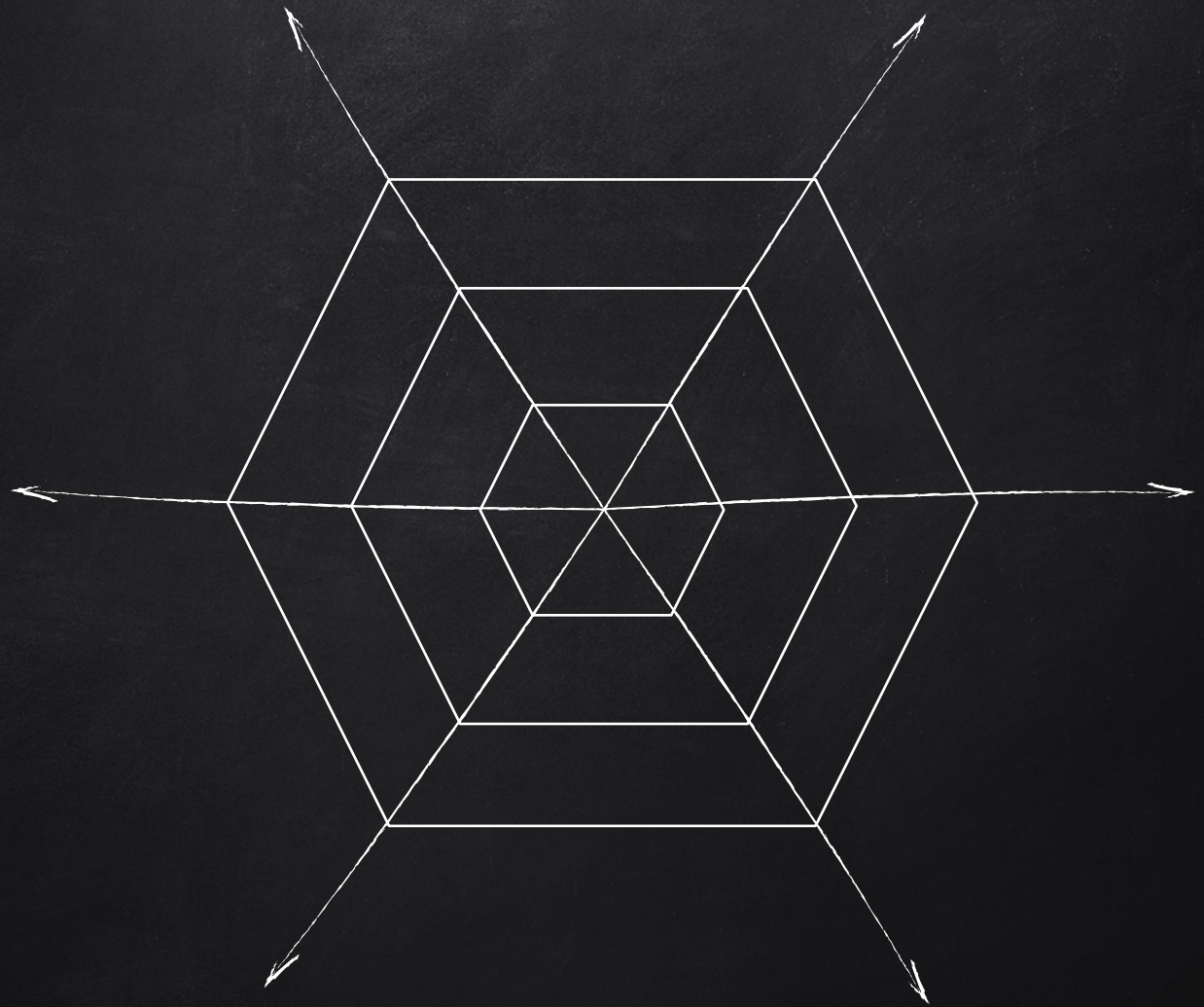
Development

And where is the Teamlead?

Flow 2023



What skills do we check for external candidates

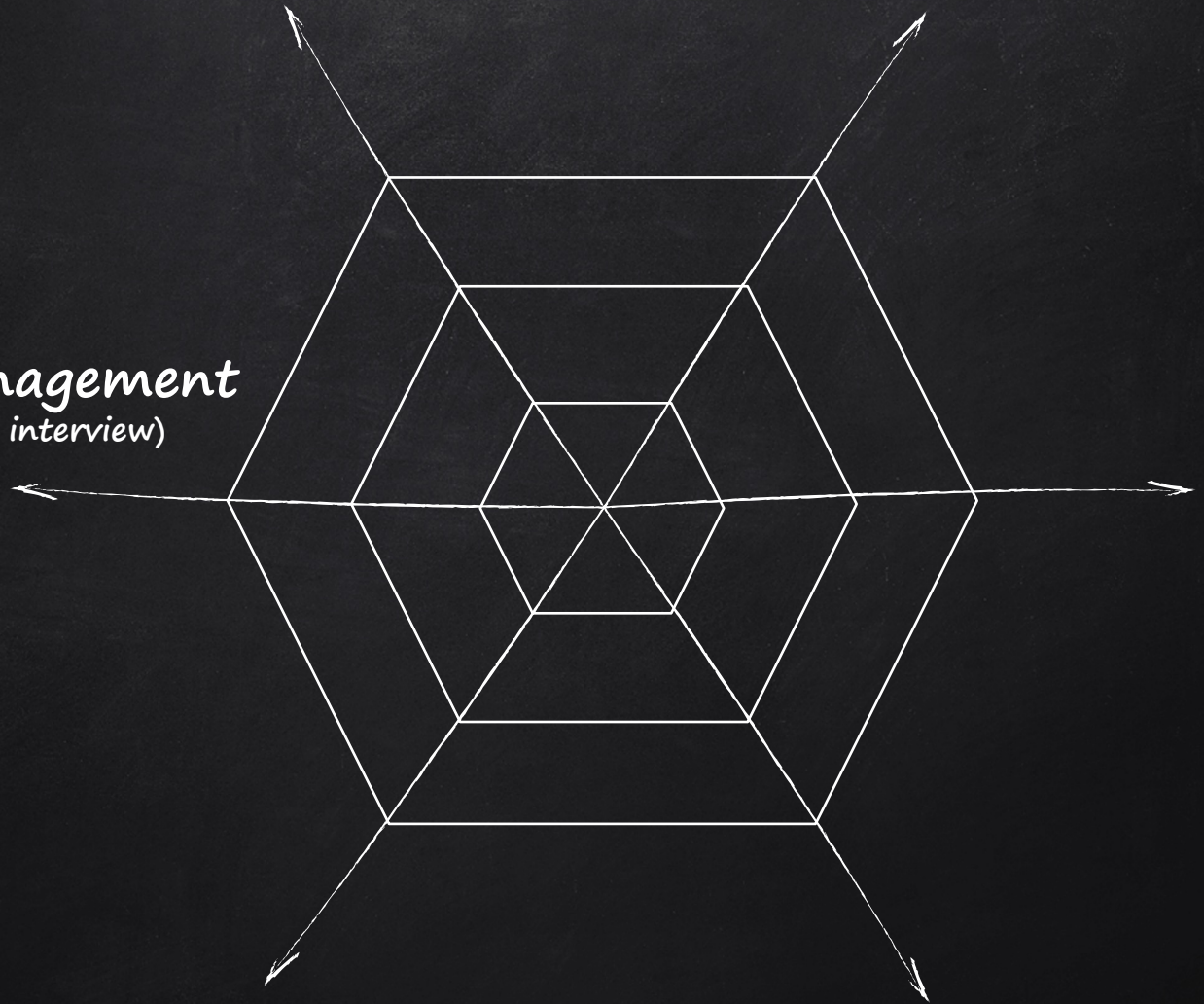


Flow
2023

Flow
2023

People management

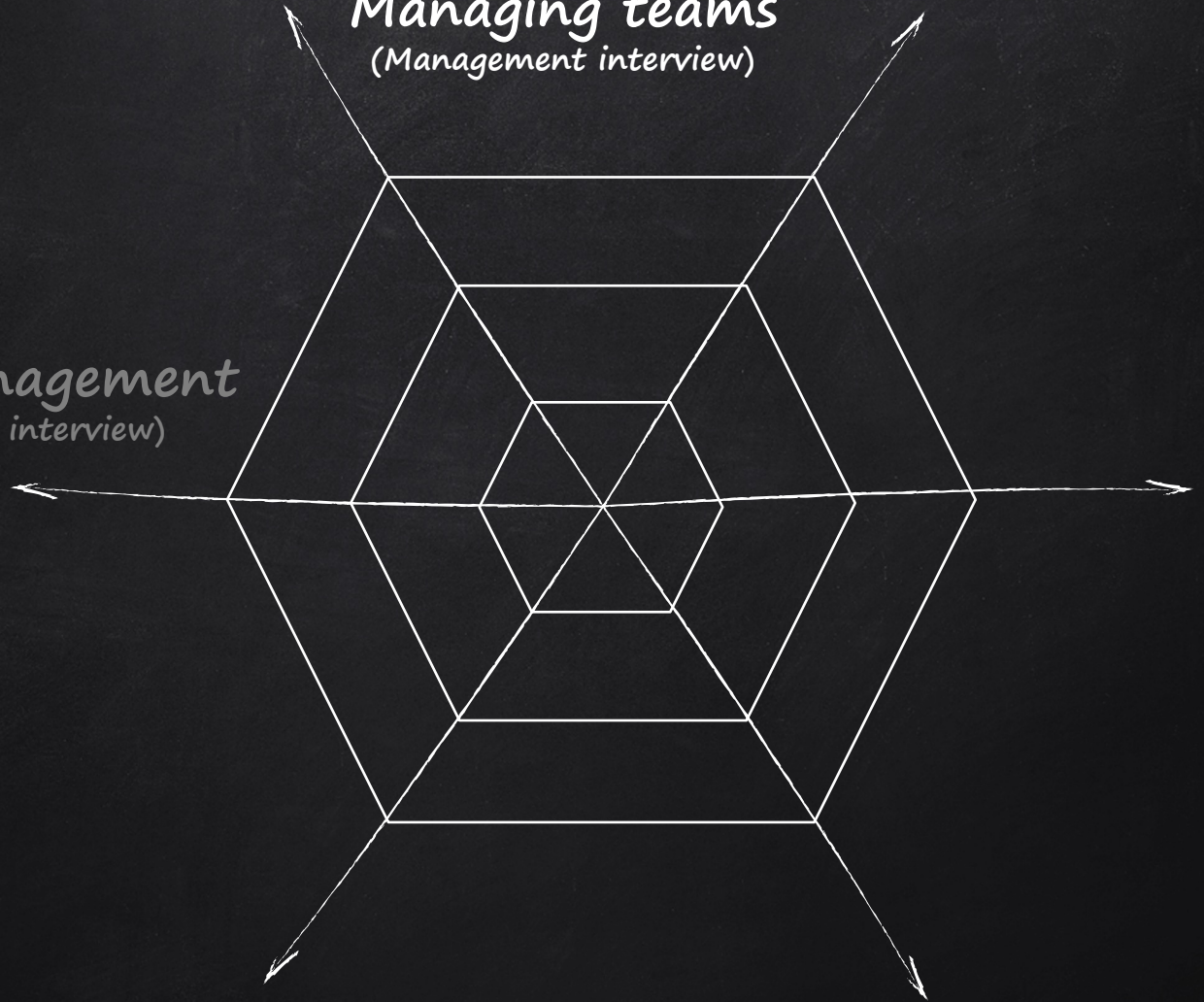
(Management interview)



Flow
2023

Managing teams
(Management interview)

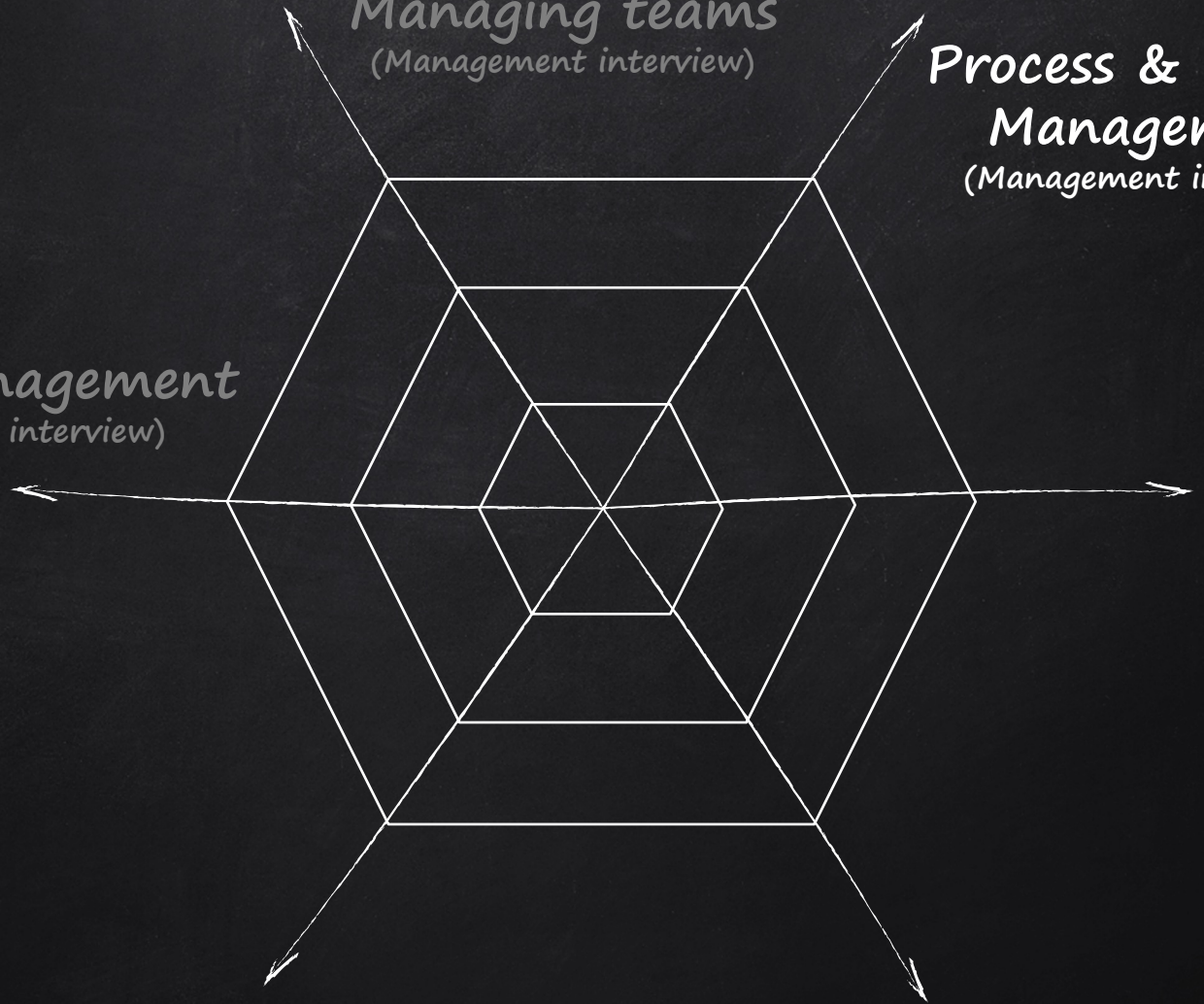
People management
(Management interview)

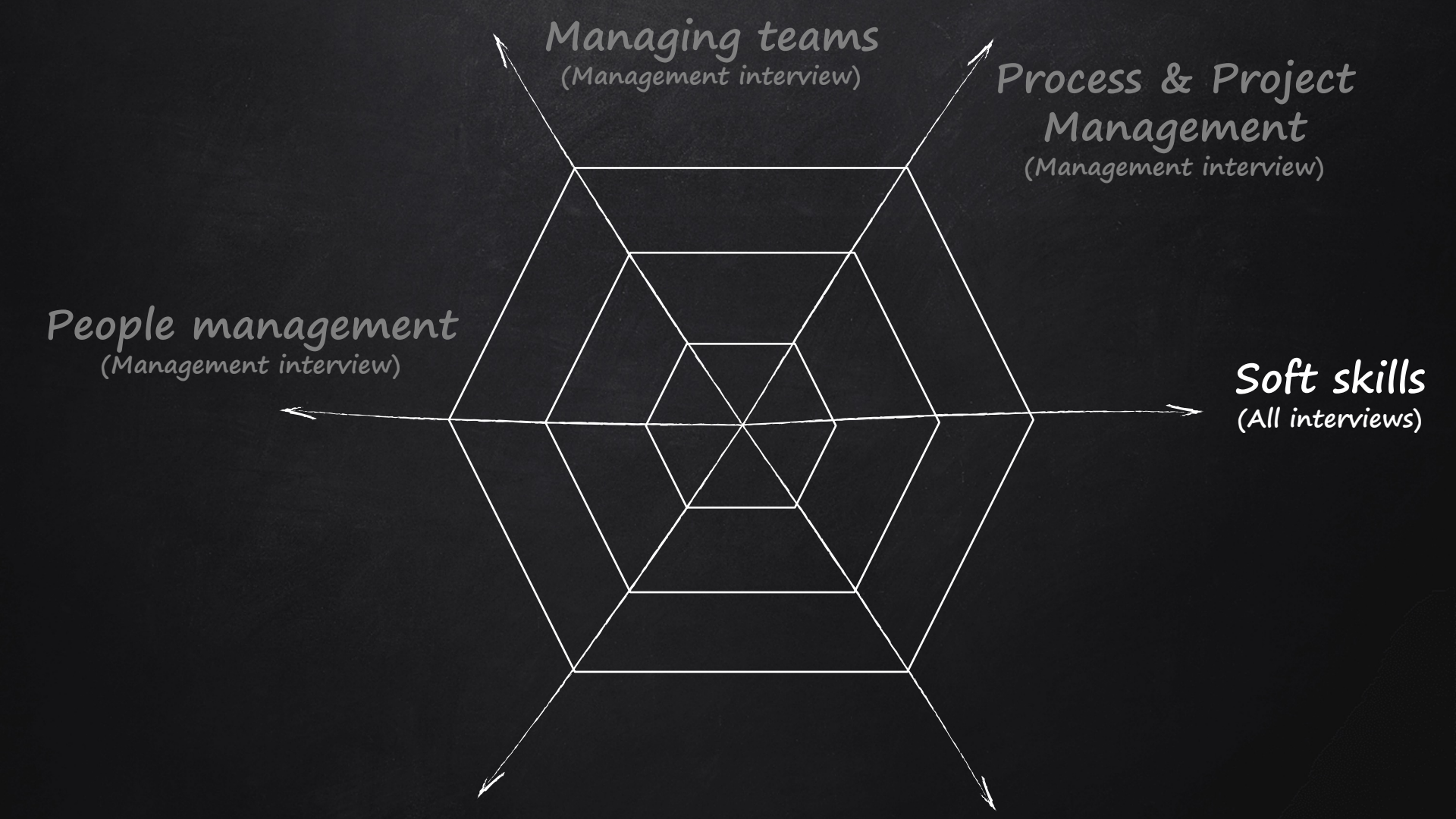


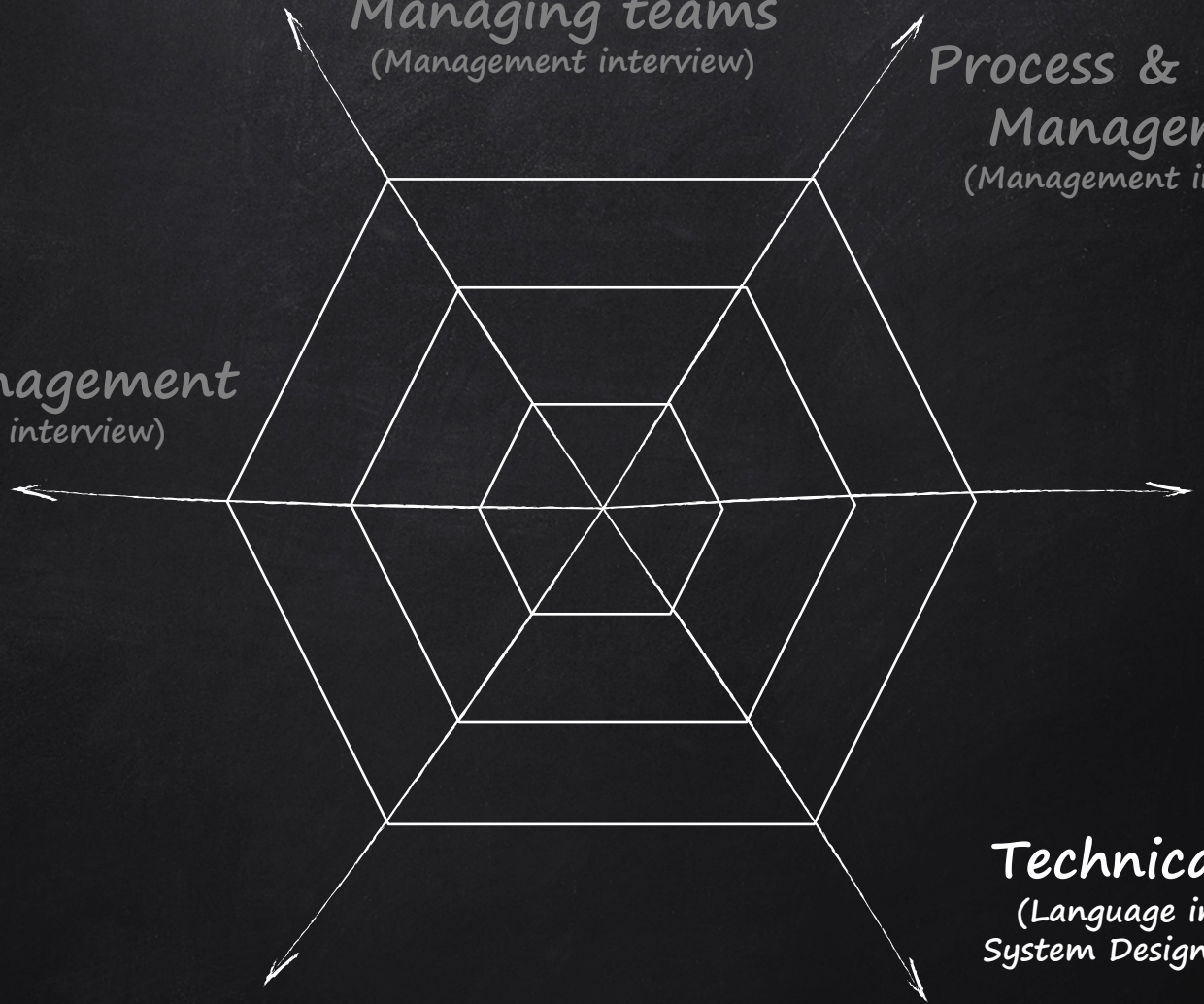
Managing teams
(Management interview)

Process & Project Management
(Management interview)

People management
(Management interview)




Managing teams
(Management interview)
Process & Project Management
(Management interview)
People management
(Management interview)
Soft skills
(All interviews)


Managing teams
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Process & Project Management
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People management
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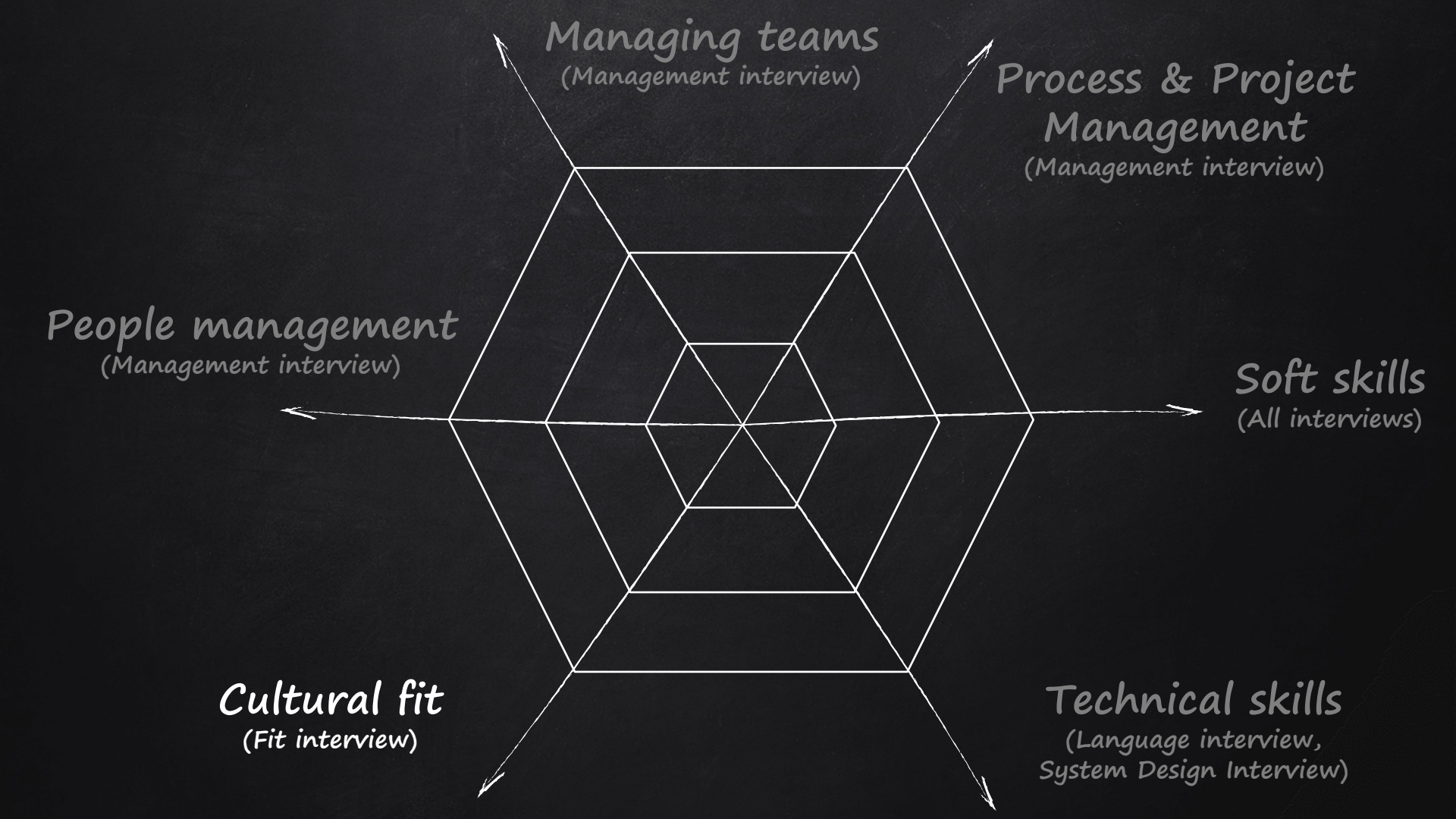
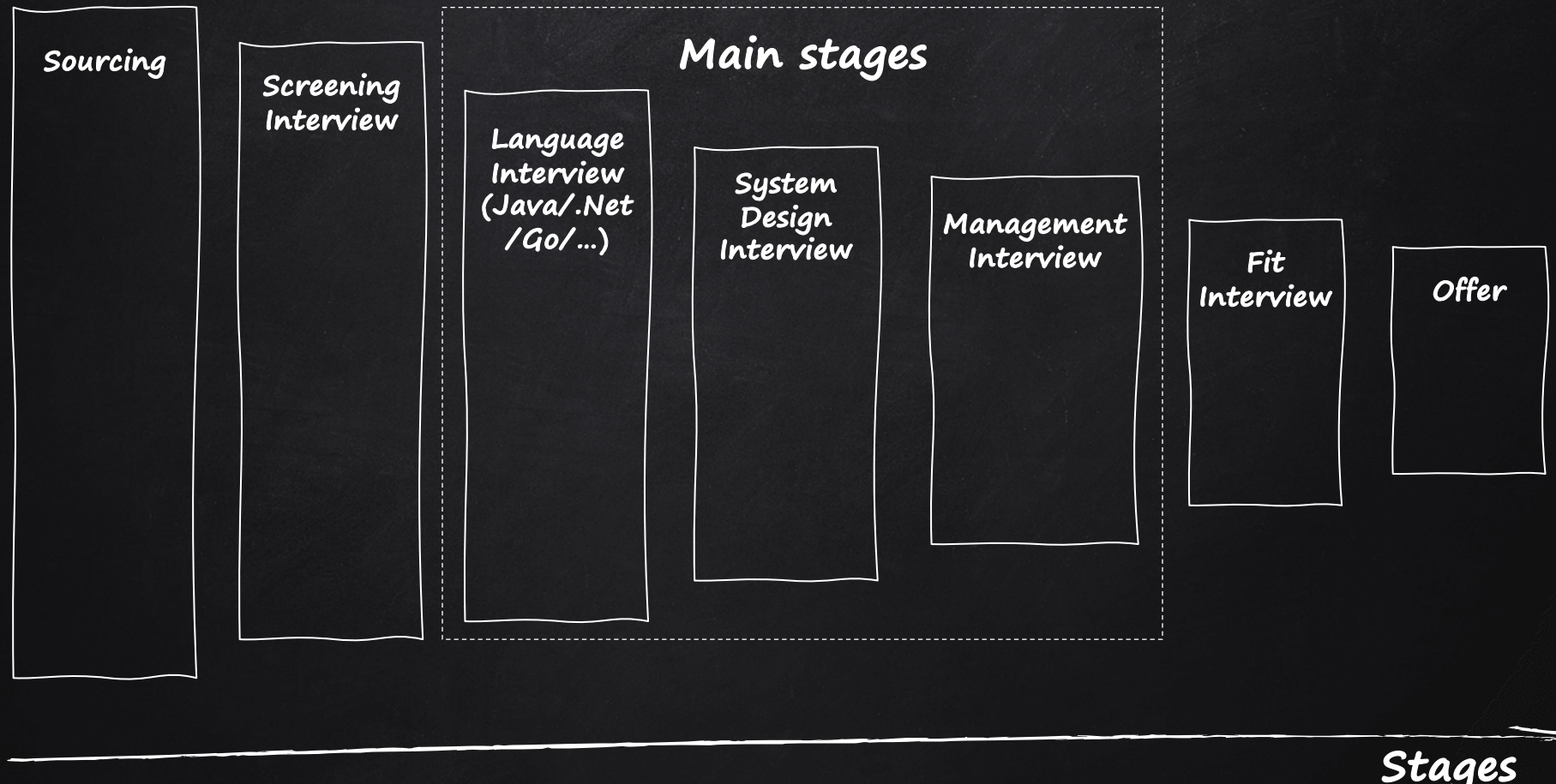
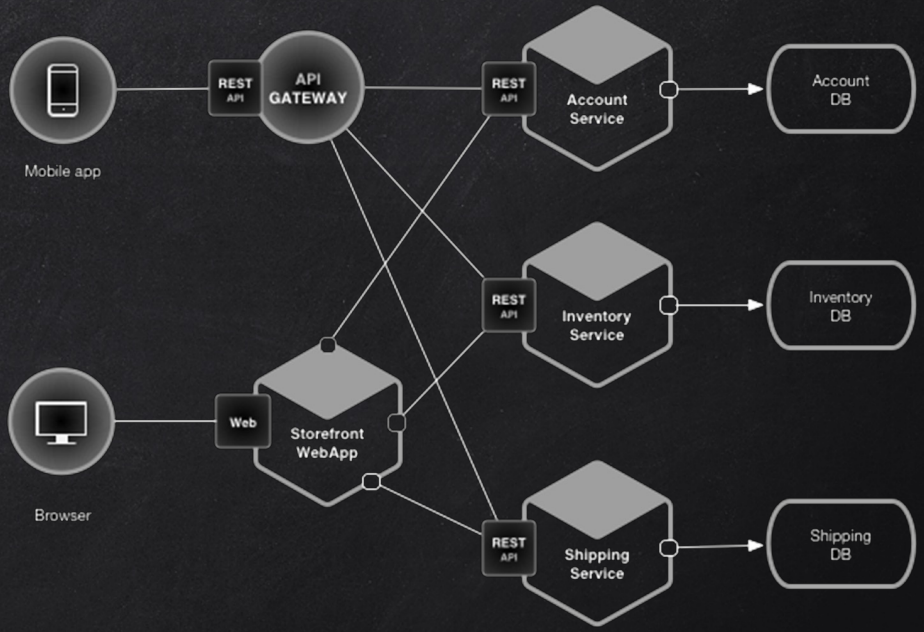
Soft skills
(All interviews)
Technical skills
(Language interview, System Design Interview)


Managing teams
(Management interview)
Process & Project Management
(Management interview)
People management
(Management interview)
Soft skills
(All interviews)
Cultural fit
(Fit interview)
Technical skills
(Language interview, System Design Interview)

Hiring funnel




Mobile app
REST API
API GATEWAY
REST API
Account Service
Account DB
REST API
Inventory Service
Inventory DB
Browser
Web
Storefront WebApp
REST API
Shipping Service
Shipping DB

Architect

Usually for Staff+ Software Development Engineers

Depth

Based on book “Staff Engineer” by Will Larson

Breadth

Techlead

Guides the approach and execution of a particular team. They partner closely with a single manager

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Solver

Digs deep into arbitrary complex problems and finds an appropriate path forward. Some focus on a given area for long periods. Other bounce from hotspot to hotspot

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The architect is responsible for the direction, quality, and approach within a critical area. They combine in-depth knowledge of technical constraints, user needs, and organizational level leadership

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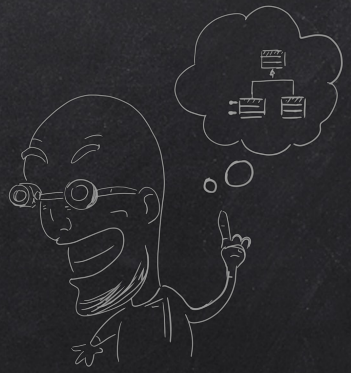

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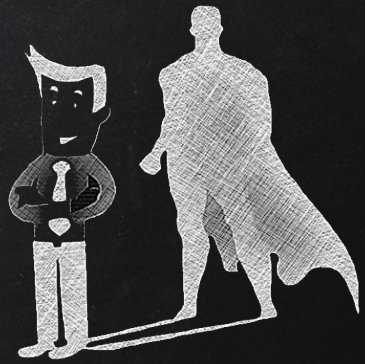

Right Hand

Extends an executive's attention, borrowing their scope and authority to operate particularly complex organizations. They provide additional leadership bandwidth to leaders of large-scale organizations

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Depth

Based on book “Staff Engineer” by Will Larson

Breadth

Experimental approach for system analysts

Flow
2023

Experimental approach for system analysts

- Promotion request

Experimental approach for system analysts

- Promotion request
  - With architectural artifacts that were completed as part of the job duties (through T-Growth process that I described earlier)

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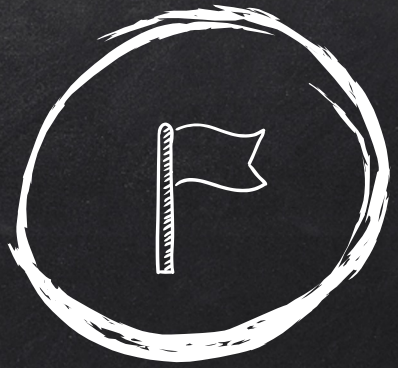
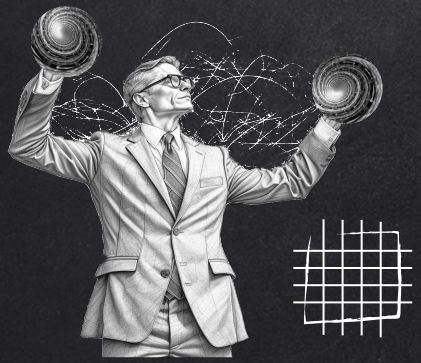
Experimental approach for system analysts

- Promotion request
  - With architectural artifacts that were completed as part of the job duties (through T-Growth process that I described earlier)
- Attestation
  - System design interview
  - Interview about architecture and development processes, where we discuss what modern development processes look like, how to build architectural processes in a department, and how to lead large projects as an architect



Conclusion



Profession lead

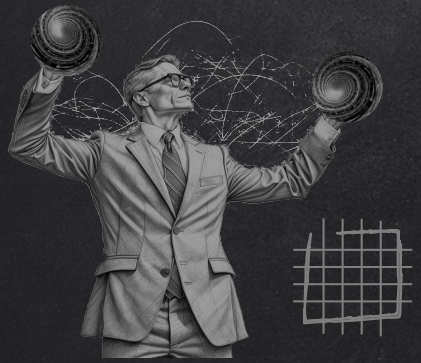
Digs deep into the chosen profession. Works on hiring, promotion, retention, devrel. Also takes part in the creation and development of standards and common tools

Product

Technical

Technical product manager

Such a manager works on products with high technical complexity. For example it can be internal platform products whose users are engineers inside



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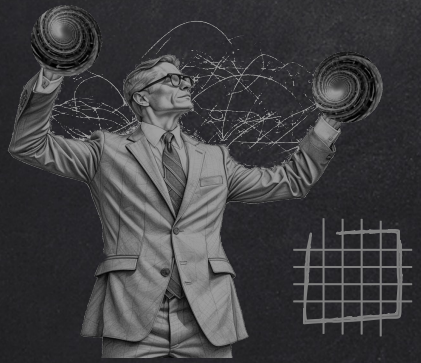

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The teamlead is responsible for the whole team: delivery, people management, engineering practices. This is the first step on the engineering management ladder.

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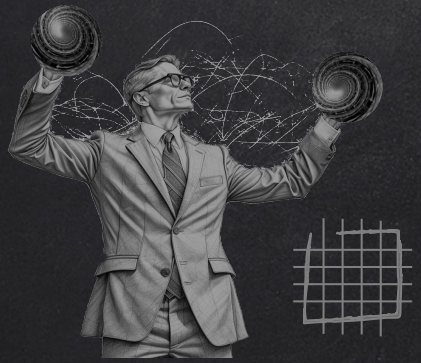

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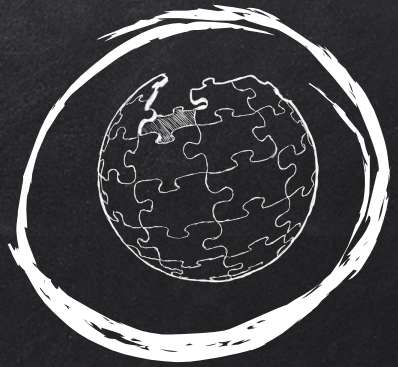

Sources

Flow
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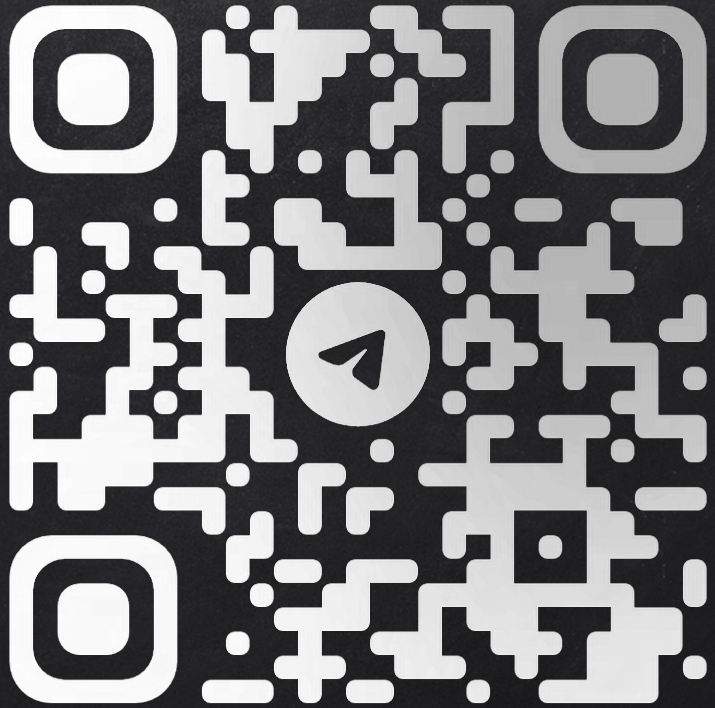

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