

Professional Growth

We believe in "learn one, do one, teach one". Every individual at Emumba has a designated Technical Mentor and a Manager. Understanding the difference between the two is important for career growth as well as for navigation within Emumba.

In some cases, one person can assume both roles i.e. be a Technical Mentor as well as the Manager of a subordinate. It is of utmost importance for an individual to have absolute clarity on who is playing these two roles for him. In case of ambiguity or dissatisfaction, an individual is expected to contact the respective vertical head or the HR. During the on-boarding of a new hire, HR shall explain these roles to the new joiner and also set up the introductory meetings.

Our culture promotes employee development by providing knowledge-sharing platforms, effective 1:1s, sponsored certifications and access to diverse online courses.

1 to 1 Mentoring

A 1:1 session is a dedicated slot on the calendar and in your mental map for open-ended and anticipated conversation between you and your manager. Unlike status reports or tactical meetings, 1:1 session is a place for coaching, mentorship, motivation check, or even venting.

In order to make the 1:1s effective, make sure you do the following;

As a Manager

- Lock a time slot on calendar for your team members
- Get most out of 1:1s by making it an interactive session
- Make people feel heard, safe and empowered

- Don't feel confined to a meeting room, you may conduct 1:1s over a cup of tea or a walk outside
- Create a space where individuals feel comfortable to discuss the issues and concerns on their mind

As an Individual

- Prepare and organize the topics you would like to talk about and discuss with your manager
- Remain open to discussing what's really going well and where you need your manager's support
- Remember, no one can read your mind! Hence, be open about your concerns

1:1s are also encouraged between team members to resolve conflicts, foster relationship-building and allow greater collaboration - both within a team as well as between cross-functional teams.

SIGs

"Learn or become extinct" is our mantra. We believe in constantly creating avenues to facilitate learning at Emumba.

Our monthly SIGs (Specialized Interest Groups) are there for those thirsty for knowledge. The members cooperate and share knowledge within their particular field of interest.

Once a month, a meeting invite is sent to everyone at Emumba via email and anyone who wishes to join the SIG can RSVP. Each SIG has a central repository of resources from each session (including presentations and video recordings) that can be accessed at request.

Some SIGs are open to all while others are exclusive to the teams that created them. By now you must be a part of at least one of the following SIGs.

- Front-end (open to all)
- Back-end (open to all)
- Design Thinking (open to all)
- Management
- DevOps
- Markup
- C/C++

Certifications

Education never ends - nor should it. At Emumba, we encourage you to obtain certifications to stay up to date on all of the best work practices that your domain has to offer and significantly increase your work value.

Emumba realizes that education, training and up-skilling are important to those who become innovators and leaders of tomorrow, and thus sponsors certifications as an investment in your long term career path. We've bagged numerous certifications in the **Networks, QA, AWS** and **Cloud** domains.

Certifications in Networks

- A10 Networks
- Fortinet
- Azure Public Cloud

Certifications in QA

- ISTQB - Certified Tester Foundation Level
- ISTQB - Agile Tester Extension
- Professional Scrum Master (PSM-I) - [Scrum.org](https://www.scrum.org)

Certifications in Cloud & DevOps

- AWS (Cloud Practitioner, DevOps Engineer, Solutions Architect to name a few)
- Microsoft Azure
- Kubernetes

Emumba always encourages her people to complete relevant certifications, whether such certifications are the need of the project/team or would enable the individual to up the ante and bring more value to the table. All you need to do is identify the certification you need and discuss it with your manager. Once approved, Emumba will give you full support and provide you the tools you need. Upon successful completion, you will be fully reimbursed for the certification cost.

Courses on Plural Sight

With the rapid pace of innovation, it is a must for us techies to stay updated with latest skills and technologies. To keep up with this pace, Emumba encourages you to learn and grow through online courses and certifications.

There are plenty of online courses on [PluralSight](#) that will keep your skills sharp, your knowledge fresh, and will keep you on the cutting edge of what's going on in your side of technology.

Emumba has a repository of multiple courses (related to front-end, back-end, Cloud, Networks, UI/UX) available for you, just a click away. You can access them [here](#).

In case you don't find the course you have been looking for in the Google Drive list, contact HR. Just let us know the name of the course you are looking for and we will download it and share it with you. Since there are multiple download requests in queue, we will share your requested course within 1-2 weeks.

Responsibilities of a Vertical Head

Head of a vertical (Frontend, Backend, DevOps, QA, etc) is expected to perform the following (randomly ordered) duties. It is of utmost importance that the vertical head has enough time to carry out these tasks with focus. If that means taking some day to day activities out of her plate, then the vertical head should actively and urgently strive to achieve this by working with relevant stakeholders.

1. Review bench capacity numbers, required vs available, every month, by talking to CTO, VP of Engineering, Director of Engineering and other stakeholders
2. Ensure on-boarding plan is regularly reviewed and updated if required
3. Ensure bench capacity by doing proactive hiring
4. Use well networked people (Affan, Waqqas, Owais, HR, etc) and colleagues to identify smart individuals and companies with clusters of quality people. Contact identified people through LinkedIn or mutual connections. Meet them (individually) at Emumba and/or Coffee Shops to break the ice, to pitch Emumba. Gauge their areas of interests and ambitions to be able to map and highlight relevant parts of Emumba in order to get to the answer: *Yes, I am interested in joining Emumba, evaluate me.*
5. Ensure that every person in the vertical has a mentor and a manager
6. Ensure that 1-1s with mentor and manager are being conducted effectively and regularly
7. Identify 2-3 people to form vertical's core group and meet with them regularly. Discuss challenges, share ideas to advance the group, discuss what is working and what isn't, identify new technologies that can be relevant to the company and invest time & resources on it

8. Ensure that knowledge sharing is being done within the vertical. Identify and encourage people to share knowledge. Pick topics that are of use and interest to the team. Encourage relevant people to join the sessions
9. Have a mental model around people, their strengths & weaknesses, who can be useful where, who is stuck in terms of learning and can be enabled to take on more/different challenges, who is technically solid, who can talk to technical and/or non technical customers, who is the architect material, who has the potential to become a mentor and/or a manager, who should attend toastmasters, who can be a technical lead, who can do project management
10. Talk to project managers and program managers to proactively identify the upcoming hiring needs
11. Ensure that quality checks are in place related to the databases, APIs, technology selection, system design, UI/UX, code, etc. Ensure that every project has the supervision of at least one seasoned person (100% allocation is not must) to guarantee technical quality and team guidance.
12. Ensure that there is a suitable number of technical architects and technical mentors present in the group
13. Ensure that every person in the group has a technical roadmap for career growth and learning
14. Identify areas of reusability to increase agility, quality, and identify possibilities to carve out product/libraries/scaffoldings

Vertical	Head
Frontend	Jabir Hussain

Backend	Muhammad Wasaaq
DevOps	Fahad Hassan
Networks	Tayyab Awais
Design	Nimrah Ahmed
PM	Raihan Usmani
QA	Shahzad Saeed

Responsibilities of an Account Manager

An account manager has following (randomly ordered) responsibilities:

1. Identify opportunities of business growth within the customer organization
2. Proactively identify upcoming resource needs and coordinate with relevant vertical heads to fulfill those needs timely
3. Ensure high customer satisfaction through effectively coordinating with customer-side stakeholders and the respective Emumba project manager(s). Measure and track customer satisfaction routinely
4. Actively work on understanding customer's business domain, its customers, and insights around business dynamics

Responsibilities of a Manager

A manager is expected to perform the following duties (randomly ordered) in the context of her subordinate(s).

1. Establish and maintain a healthy relationship built on trust, respect, confidentiality, and openness. The manager should be the first person that comes to an employee's mind in face of any issue related to Emumba or (bonus or) otherwise. Some example issues are:
 - I do not like the project I am working in
 - I am unable to build a good chemistry with the team
 - I do not like the place I sit in
 - I want to switch to the other domain
 - I am not satisfied with my current salary, how can I ensure my increased financial growth at Emumba
 - What are next career opportunities for me at Emumba
 - I am looking for a switch
 - I have a new job offer
 - I want to resign
 - I do not have a good internet at home
 - I have too much commute time, I can't attend the daily standup in the morning
 - My friends are making more money than I am
 - I am thinking about going for a masters
2. Invest time in self improvement of people skills such as
 - Choice of words
 - Empathy
 - Ice-breaking
 - Personal relationship building
3. Put 1-1s on calendar and always honor your calendar commitment
4. Follow-up on the topics discussed in previous 1-1s
5. Ensure there is a technical mentor assigned to the subordinate and technical mentoring is being done properly
6. Make a (6 to 12 month) plan for subordinate's career growth in collaboration with the subordinate.
7. Do groundwork for performance reviews
8. Deliver performance reviews
9. Conduct performance reviews
10. In case of conflicts, encourage 1-1s
11. Prepare a mental model against each subordinate's
 - Personality type
 - Strengths
 - Weaknesses
 - Ambitions
 - Family background

12. Identify people who are a good sounding board for managerial advice and decision-making
13. Prepare a plan beforehand for new hire's training, on-boarding, mentor assignment and manager assignment
14. Approve/reject the time-off requests
15. Find out the best way to communicate with the subordinate
16. Anticipate if the subordinate is planning to leave

Responsibilities of a Project Manager

We consider Project Manager as a role and not as a designation. This means that someone whose designation is not PM can play the role of Project manager. This also means that a person who is playing the role of Project manager in one project can work as QA or Software engineer in some other project in future.

A project manager has following (randomly ordered) responsibilities

1. Have complete clarity and necessary documentation on project requirements
2. Should be able to answer (directly or after talking to client) any queries design and development teams might have
3. Proactively set client expectations by regularly communicating project status, roadblocks, internal and external dependencies, any unexpected hiccups, resource availability, resource capability, etc.
4. Effective project tracking that is visible to customers and internal stakeholders by efficiently using a project management tool that helps in monitoring, tracking and reporting.
5. Anticipate resource needs and talk to relevant vertical head to give a heads up on upcoming needs
6. Ensure late sittings do not become a routine event through effective project planning and client expectation management.
7. Ensure a good team chemistry and friction-less coordination between the team members
8. Ensure that each team member understands what is expected of her
9. Ensure that each team member understands why success of the project is important for the company (as each project might have its own context).

Similarly, make sure every team member knows the impact in case of project failure

10. Build a solid understanding of project's business domain and proactively work on improving the domain knowledge
11. Ensure projects have the technical oversight (code reviews, UI/UX reviews, architecture reviews, testing, etc) required to deliver the project with high quality. Coordinate with the relevant vertical head(s) to ensure trustworthy resources (not necessarily 100% allocated) are overseeing the project
12. Ensure that the customer is highly satisfied with all (applicable) aspects of project execution (requirement gathering, mocks, UI/UX design, development, QA, iterative deliverables, etc)
13. Educate customer in areas where customer's preference in one or more project aspects (technology choice, UI/UX, unreasonable deadline, etc) can cause more harm than benefit to the project
14. Be aware of client dynamics (stakeholders with conflicting interest and/or opinion, politics, monetary constraints, cultural biases, etc) and act accordingly to ensure continued business success for Emumba
15. Continuously work on the improvement of project management skills, including but not limited to, written and verbal communication, planning and estimation, team building, iterative and agile development
16. Proactively identify and do project planning accordingly in case one or more team members plan to take some time off

Responsibilities of a Technical Mentor

A mentor is expected to perform the following (randomly ordered) duties in the context of her mentee(s).

1. Set up recurring calendar meetings and strictly honor the meeting commitment
2. Do technical assessment through discussions and (frontend, backend, devops, etc) roadmap sheets
3. Identify the mentee's strengths, interests, and ambitions
4. Set technical goals, short and long, quarter-end and year-end, within the project or outside the project. If the current project has opportunities to increase the technical learnings then utilizing this channel is preferable

5. Follow-up on the items discussed in the last meetings
6. Encourage knowledge sharing through SIGs, blogs, etc
7. Encourage the mentee to approach in case technical design discussions are needed and be available
8. Regularly share blogs, videos, articles, courses, and other easily consumable learning material
9. Discuss the mentee's project, problem being solved, technologies being used and role of mentee in the project
10. Talk about your problems, challenges, and accomplishments