

Home Task

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Revolut

Table of contents:

[Task 1. New process for the Talent Team](#)

[1. Introduction](#)

[2. Observations & problem context](#)

[3. JIRA Workflow & design decisions](#)

[Status description:](#)

[Design decisions summary:](#)

[4. Issue Layout Design](#)

[KPI Request](#)

[Performance Review](#)

[Promotion Request](#)

[5. Roles in the workflow](#)

[New role structure](#)

[Status transition ownership](#)

[Who can update which fields and when](#)

[KPI Request](#)

[Performance Review](#)

[Promotion Request](#)

[6. Process map chart](#)

[7. KPIs & SLAs for the Talent Team](#)

[Team KPIs](#)

[KPIs for Individuals](#)

[Talent Partners - Request Owners](#)

[Reviewers](#)

[Approvers](#)

[8. Process controls](#)

[Process Control Framework](#)

[Control trigger and mitigation](#)

[9. Suggested JIRA automations and operational changes](#)

[10. RCSA](#)

[11. Confluence Process Documentation](#)

[12. MI Dashboard](#)

Task 1. New process for the Talent Team

1. Introduction

Below is a redesign of the process workflow for the Revolut Talent Team that is addressing performance related requests including KPI submissions, performance review outcomes and promotion decisions.

Throughout process development the main focus was on scalability, transparency and quality. I tried to build a process that prevents rework, minimizes delay, streamlines routing and ensures quality is at/above level.

Before jumping to the solution, I would like to point out several major design goals I've established upon studying the task:

- The requests are to be standardized - with no ambiguity for the users.
- Quality and speed should be at a high level. For that validators, role accesses and automation to be implemented in the proposed solution.
- Keeping scaling in mind. Ensure the process doesn't get volatile if the volume increases.

The above goals have led me to take certain decisions which will be discussed later in the workflow. E.g. why split screens were introduced or why some transitions require validators.

2. Observations & problem context

Main types of tickets handled by Talent Team:

Request Type	Volume (12 months)	Avg. Handling Time	Notes
KPI Clarifications	460 (19.3%)	12.05 days	Almost zero rejection rate
Performance Review Inputs	1,667 (70.1%)	1.12 days	Often triggers promotions
Promotion Requests	250 (10.5%)	11.73 days	Takes longest time; lacks visibility

- KPI requests take the longest (12.05 days) to resolve and have almost 0 rejection rate. High SD highlights inconsistency. Assumption: KPI requests have multiple

back-and-forth clarifications and unclear expectations for format or approval. This issue type is identified to have the biggest inefficiency.

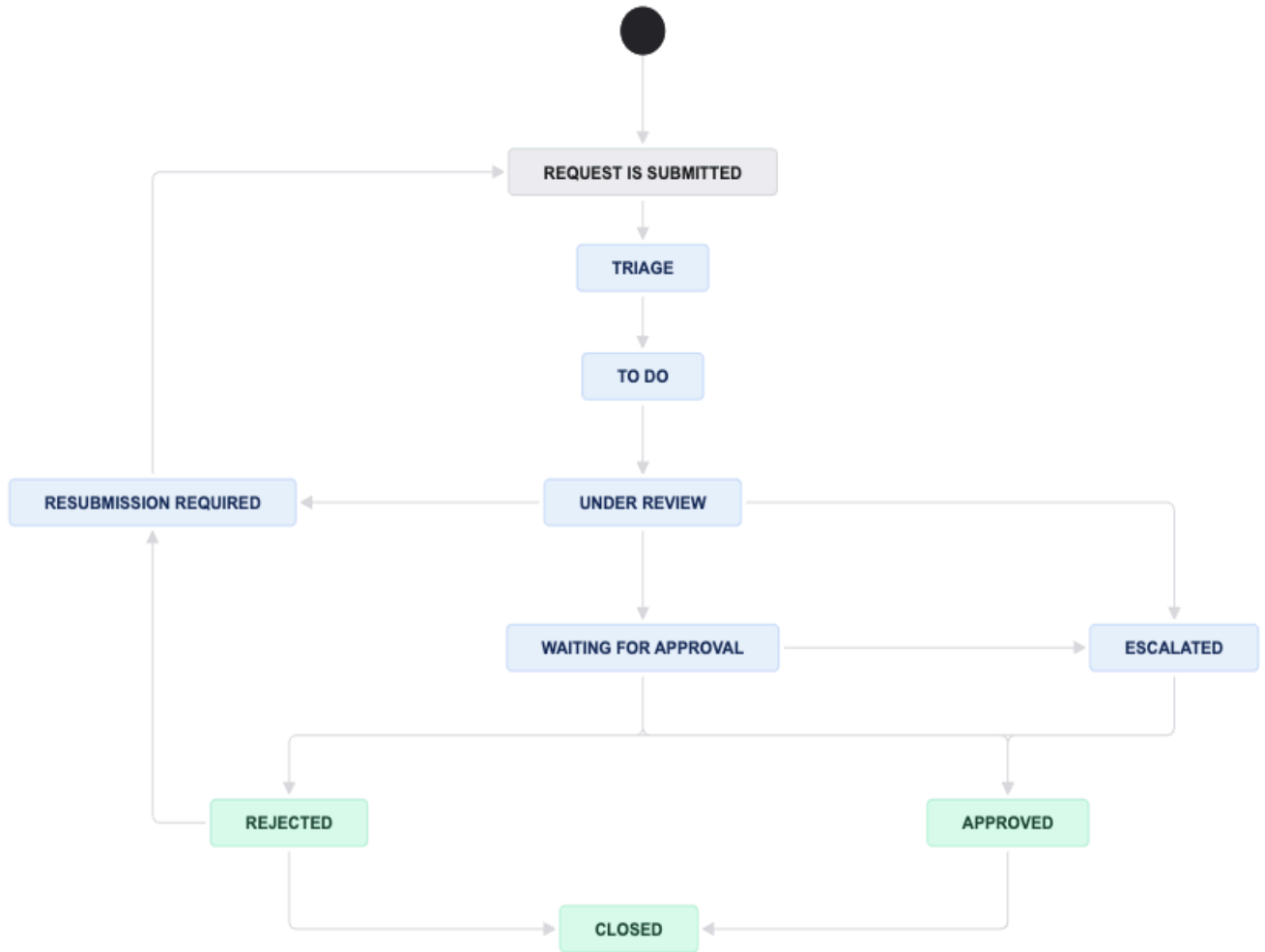
- Performance reviews are fast with low SD, which makes them predictable. Often triggers promotion requests (automation opportunity).
- Promotion requests take long (11.73 days) with medium SD. These requests are likely to be disputed or criticized mostly. Requests are owned by Squad Alpha, which can be unfair. In this request type SLAs and tracking data does matter a lot.

Also worth to note that based on the current process description Squad Alpha takes most of the blame, even for issues that originate in other steps. This leads to lack of transparency and ownership tracking - this will be a core principle in my solution.

3. JIRA Workflow & design decisions

I designed a single workflow that supports all 3 request types. This workflow standardizes the issue lifecycle, but includes branching and conditional controls available only for certain issues types. Each state is clearly defined, validators are at place to avoid missing data and quality input for the next step.

JIRA Link to the workflow: [JIRA Workflow for Talent Team](#)



Status description:

Status	Meaning & Criteria to transition
Request Submitted	Initial ticket created by employee or manager. Screen includes defined fields (justification, request type, etc.). Validators ensure completeness before moving to triage.
Triage	First assessment by squad member or coordinator (automation opportunity). Validates input quality, categorizes the request and assigns a reviewer.
To do	Active backlog, tasks rooted for review, but pending assignment by squad leader
Under Review	The assigned reviewer evaluates the request in detail. This applies to all case types. If data is unclear or incomplete the reviewer can move the ticket to Resubmission Required. Otherwise the reviewer is providing a structured input and routes the request for an approval.
Waiting for Approval	A status used for second-level decisions done by managers confirming and approving the request..
Resubmission Required	Used when a request needs more information, clarification or revised input. Requester can edit fields and resubmit. Used to reduce rejections and redundant escalations.

Escalated	A route when the reviewer cannot resolve the issue on time or needs input from a senior approver due to high complexity.
Approved	Request is validated and confirmed.
Rejected	Final rejection - the request does not meet criteria even after clarification.
Closed	Final state after approval or rejection.

Design decisions summary:

- Escalation and resubmission loops are added for blocked or unclear cases.
- Role-based transitions are implemented. Employees can only submit, reviewers can only advance to approval or return for resubmission, approvers can finalize decisions.
- Custom screens and fields are created per request type to tune data input needed.
- Validators are implemented to ensure submissions have accurate input. E.g. justification needs to be present before triage.

4. Issue Layout Design

Issues are implemented in separate screens per type to tune inputs.

KPI Request

Field Name	Used In Screens	Required?	Notes
Summary	All	Yes	Used as title "KPI X Review JFM"
KPI Name	All	Yes	Employee enters
KPI Description	All	Yes	Explains what this KPI measures
Target Value	All	Yes	Defines success threshold
Unit	All	Yes	Dropdown %, \$, Count. To standardize metric
Timeframe	All	Yes	When KPI is to be measured
Reason for Request	All	Yes	Why the KPI to be updated
Reviewer Notes	Edit	Optional	Optional comments
Approval Comments	Edit & View	Yes	Approved or Rejected

Create



Project *

Talent Team New Process Workflow (TTT) ▾

Work type *

☒ KPI Request ▾

[Learn about work types](#)

Request type *

What's this?

+ **KPI Request**
Requests related to KPI (Review, Submit...) ▾

Fill out all of the fields in the form before submitting the request.

☒ Use request type fields ⓘ

Summary

KPI Name

KPI Description

Target Value

Unit

☐ Create another

Cancel

Create

Performance Review

Field Name	Used In Screens	Required?	Notes
Summary	All	Yes	Used as title "Performance Review JFM"
Review Period	All	Yes	Employee enters
Review Justification	All	Yes	Must justify the request
Reviewer Notes	Edit & View	Yes	Visible only to reviewer
Performance Rating	Edit & View	Yes	Set by reviewer
Promotion Recommended?	Edit	Optional	Triggers automation - new issue for promotion will be created

Create



Required fields are marked with an asterisk *

Project *

Talent Team New Process Workflow (TTT) ▾

Work type *

☒ Performance Review ▾

[Learn about work types](#)

Request type *

What's this?

Performance Review

Request linked with Performance (Request review, clarify...) ▾

Fill out all of the fields below before submitting the request

☒ Use request type fields

Summary

Review Period

E.g. Q1 2025 or Jan-Mar 2025

Justification

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Paste a Confluence link here, and we can help generate the description from the page's contents.

☐ Create another

Cancel

Create

Promotion Request

Field Name	Used In Screens	Required?	Notes
Summary	All	Yes	Used as title "Promotion for Employee John Johnson"
Employee Name (Linked Issue)	Create & View	Yes	Manager fills

Current Role	Create & View	Yes	Manager fills
Proposed Role	Create & View	Yes	Manager proposes
Reviewer Notes	Edit & View	Yes	Reviewer fills
Justification	Create & View	Yes	Rationale behind
Promotion Approved	Edit & View	Yes	Yes/No dropdown
Approval comments	Edit	Optional	Optional feedback/reasoning

Create

Project *

Talent Team New Process Workflow (TTT) ▾

Work type *

Promotion Request ▾

[Learn about work types](#)

Request type *

+ Promotion Request

Suggest promotion to a direct report ▾

What's this?

Fill out all of the fields below to before submitting the request

☒ Use request type fields ⓘ

Summary

Employee Name

Current Role

Proposed Role

Justification

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☐ Create another

Cancel

Create

5. Roles in the workflow

New role structure

In the original setup responsibilities are split between Squad Alpha and Beta. This leads to delays, unclarity in ownership, missing case tracing especially when handing over cases between squads. Therefore, I replaced the squads with a role-based structure that is simpler and easier to scale. This will standardize the case flow to ensure timely and quality reviews.

I introduced a *Talent Partner* role - this team handles all cases end-to-end and takes full ownership of the request. By this we enforce a responsible function to monitor cases, remove barriers and resolve potential issues. So Talent Partner will be responsible for triage, coordination and follow up.

Talent Partner upon review will route a request *Reviewer Squad Manager (KPI, Performance, Promotion)*.

Squad Manager will assign a designated *Reviewer* - they will be experts in one of three case types.

Reviewer will move the task from To Do to Under Review State and will execute the review step. Once done the request will be routed for approval.

Finally a designated *Approver* will make a final decision after the reviewer pushes the case for approval. This will improve quality and transparency on designated team performance.

The above proposed model should work better because it replaces fragmented squad-based ownership with a Talent Partner role that manages each request from end to end, holding case ownership and staying accountable for the whole duration. Reviewers are specialized now, which increases efficiency and transparency on the ownership. Each reviewer is providing comments and advancing cases to approvers for final approval. Overall, the process should be easier to track and scale.

Status transition ownership

Transition	Allowed Role	Why
Create to Triage	Talent Partner	Only the assigned case owner can trigger formal review
Triage to To Do	Squad Manager (KPI, Performance, Promotion)	Squad Manager at this stage assigns the owner to the requests and routes the request to an active queue
To Do to Under Review	Reviewer	Reviewer starts request execution

Under Review to Waiting for Approval	Reviewer	Reviewer validates it's ready for approver
Under Review to Resubmission Required	Reviewer	Ensures request quality or missing data
Waiting for Approval to Approved/Rejected	Approver	Only defined approver can finalize decisions
Resubmission Required to Under Review	Talent Partner	Once resubmitted the case resumes review
Any to Escalation	Talent Partner / Process Owner	Escalation for blockers or exceptions
Any to Closed	Talent Partner / Process Owner	Case owner closes when complete or withdrawn

Who can update which fields and when

Access control was implemented to ensure clear ownership and to prevent unauthorized actions. Talent partners are managing cases progression, Reviewers can handle and validate content, while approvers are to make the final call.

KPI Request

Field	Editable When	Who can edit
KPI Name, KPI Description, Target Value, Unit & Timeframe	On creation or resubmission	Employee / Talent Partner
Reviewer Notes	During review	Reviewer
Approval Comments	During approval stage	Approver
Resolution	Upon approval/rejection	Approver

Performance Review

Field	Editable When	Who can edit
Review Period, Justification	On creation or resubmission	Employee / Talent Partner
Reviewer Notes, Performance Rating,	During review	Reviewer

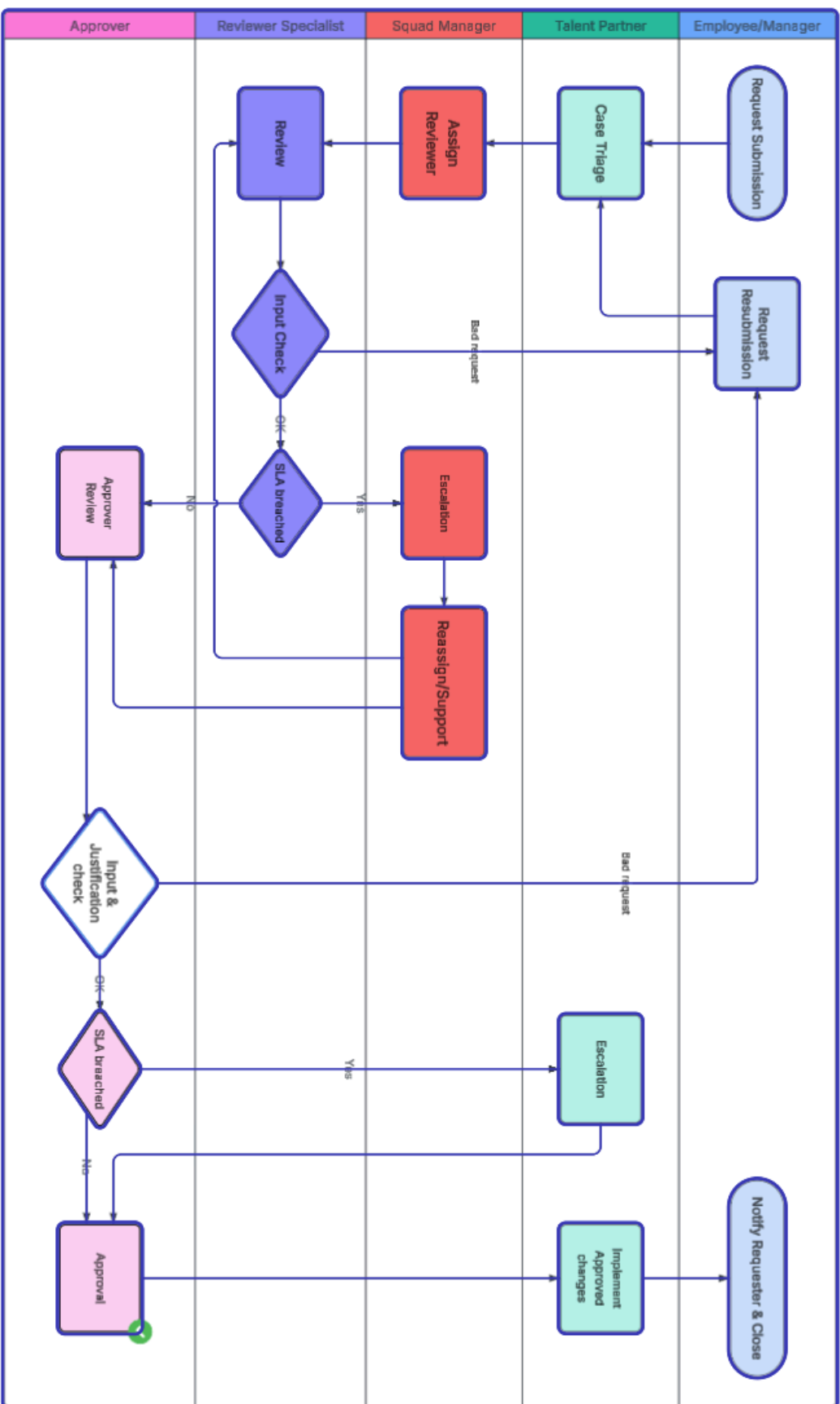
Promotion Recommended		
Approval Comments	During approval stage	Approver
Resolution	Upon approval/rejection	Approver

Promotion Request

Field	Editable When	By Whom
Employee Name, Current Role, Proposed Role	On creation (auto or manager)	Manager / Automation
Reviewer Notes	During review	Reviewer
Justification	On creation	Manager
Promotion Approved	During approval	Approver
Approval Comments	During approval	Approver

6. Process map chart

Link to the Swimlane chart: [Swimlane Chart - New Process for Talent Team](#)



7. KPIs & SLAs for the Talent Team

To ensure the redesigned process delivers measurable results the selected KPIs and SLAs were defined. These KPIs and SLAs are made to drive the following objectives: Efficiency, Quality, Clear Ownership and Risk Mitigation.

Team KPIs

KPI Name	Description	Target SLA	Why Selected
Average Time to Resolution	Average working days from ticket creation to closure	KPI Requests <7 days Performance Reviews <2 days Promotion Requests <7 days	Measures team efficiency. Split based on request type.
First Time Resolution Rate	% of requests resolved without needing resubmission or escalation	>95%	Indicates process clarity & communication
Escalation Rate	% of tickets moved to "Escalation" status	<5%	Shows control effectiveness and issue handling
SLA Breach Rate	% of requests exceeding defined SLA	<2%	Helps monitor time-based compliance
KPI Rejection Rate	% of KPI requests returned or rejected	<3%	Should remain low to reflect good initial inputs

KPIs for Individuals

Measures are defined based on the role split.

Talent Partners - Request Owners

KPI Name	Definition	Target
Cases Resolved per Month	Total number of requests fully resolved	30-50 (depending on complexity)
Average Handling Time	Avg. days from assignment to resolution	<5 days
Collaboration Effectiveness	Feedback from reviewers/approvers	>4.5 / 5

Reviewers

KPI Name	Definition	Target
Reviews Completed	Total number of reviews done per month	30-50
Avg. Review Time	Time from assignment to review submission and routing for approval	<2 days
Review Accuracy	% of audits passing quality target	95%

Approvers

KPI Name	Definition	Target
Approvals Issued	Promotions reviewed and finalized	Varies with the case type and volume
Decision Time	Time from "Waiting for Approval" to decision	< 2 days

8. Process controls

In this section I have developed a framework that captures controls to keep the new process intact and capture potential deviations, arising risks such as accumulating delays, below target quality or increasing number of reviewer mistakes. This framework will help to proactively address such issues and enforce a mitigation plan.

Process Control Framework

Control Objective	KRI	Control Mechanism
Ensure timely request resolution	High SLA breach rate	SLA tracking per request type (KPI, Performance, Promotion) Trigger auto alerts after half and 3/4 SLA is used

Ensure complete & correct submissions	High resubmission rate	Field validators, dynamic forms by case type
Prevent unauthorized transitions	Transitions performed by wrong role	Role-based workflow conditions
Ensure proper approval of promotions	Missing approval or direct closure of promotion cases	Required approval field + status validation before case closure

Control trigger and mitigation

KRI	KRI Threshold	Mitigation
High SLA breach rate	>10% breaches/month	Weekly review within the team, escalate repeated bottlenecks
High resubmission rate	>15% returned per request type	Coach requester or update guidance materials
Transitions performed by wrong role	Any instance	Audit trail & permission fix
Missing approval or direct closure of promotion cases	Any instance	Automation + manual QA

9. Suggested JIRA automations and operational changes

1. Automatic Promotion Request creation when positive review

One automation that is already created in JIRA is to automatically raise a promotion request. This happens when the Performance Reviewer is providing an input in a performance request stating that promotion is recommended. If the field is filled with input "Yes" automation is triggered.

2. Request auto-assignment

When the issue is created it can be automatically assigned to the Talent Team representative with a notification of a newly created request

3. Automation of Triage step

When a request is moved to the Triage step it can be automatically checked for inputs validity - all the fields are populated and are not empty. If the check is successful the request can be automatically assigned to the respective Reviewer Specialist based on a case type.

4. Automated requested escalation

We can implement automatic escalations of all requests that are past the deadline. For this I believe another custom field will need to be used as a deadline and automation can

run vs. it. Once the deadline is in the past, requests will be automatically escalated, labeled and notification will be sent to the executor/manager.

5. Automated reminder on running out SLA

Executors can be automatically notified when 75% of aligned SLA is used, so timely action can be taken.

6. Weekly report for a management team

Another proposed automation is a weekly report for the management team. This can be in the form of a dashboard to track request volume, highlight the amount of cases breaching SLA and the ones in escalation. This could help track deviations and proactively react to volatilities.

10. RCSA

Below I'm providing a list of identified risks and what controls are at place to mitigate those risks. Also function ownership is assigned to ensure proper accountability mapping is at place.

Risk	Control	Who owns
Incomplete or low-quality request submissions	Talent Partner checks request completeness before assignment; JIRA validation rules	Talent Partner
Reviewer delays	SLA tracking by JIRA and automatic reminders on running out SLAs	Talent Partner
Assigned approver is unavailable	Escalation automation after 2 days	Approver Team Manager
Errors in reviews	Introduce quality checks once per week/month taking sample request data and confirming at/above quality level	Reviewer Team Manager
Promotion approvals made on insufficient basis	Review step includes evidence checklist and past performance audit	Approver
SLA breaches not monitored	Weekly snapshot report to the management team on process overview and current request flow dynamics	Dashboard or Process Owner

11. Confluence Process Documentation

The link to the document: [New Process for Talent Team](#)



New Process for Talent Team

By Nikita Zakharov 1 min See views Add a reaction

Active as of Date

18 Jun 2025

Introduction

This document explains how to submit, track and manage Talent requests such as KPI review, performance result review and promotion proposals using new JIRA-based Talent workflow.

Requests types

Request Type	Description
KPI Request	Define or review a KPI
Performance Result Request	Request for a review or clarification
Promotion Request	Propose a promotion your direct report

How to submit a request

1. Go to the [JIRA Board for Talent Team Requests](#)
2. Click New Work Item on the board
3. Select the appropriate Request Type
4. Fill in all required fields
5. Click Create

12. MI Dashboard

The link to the dashboard created: [MI Dashboard](#)

This dashboard is designed to give full visibility into the health and responsiveness of requests such as KPI Requests, Performance Reviews and Promotion Requests. It enables both operational overview and SLA monitoring by visualizing key metrics in real time. The following metrics are created for each request type.

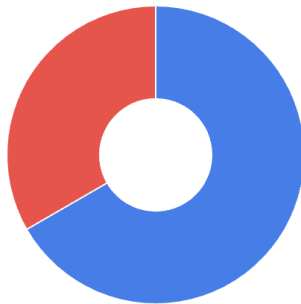
1. Cases Status (Pie Chart)
Displays how many KPI requests are at each stage of the workflow. Good for a quick snapshot of workload distribution.
2. Cases Trend (Bar Chart)
Shows how many requests are created each week over the past month. It helps to see workload trends and periods of increased demand.
3. Open Cases (Filter Counts)
Displays total number of all current requests that are open and in progress. Gives clear visibility what's ongoing workload.
4. Escalated Cases (Filter Results)

Outputs the list of all ongoing escalated cases. To be used for a quick action to support resolution.

5. To Do Number of Cases

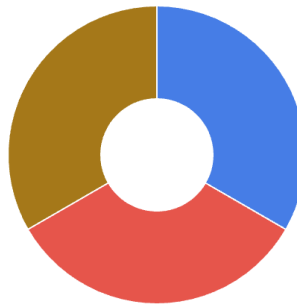
Helps to assess the backlog. Those are the cases pending assignment of reviewers.

KPI Cases status



Status	
Total Issues: 3	
Under Review	2
Request is Submitted	1

Performance Cases Status



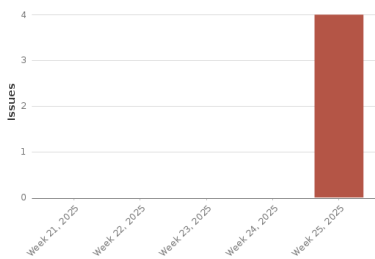
Status	
Total Issues: 3	
Escalated	1
Request is Submitted	1
Triage	1

Promotion Cases Status



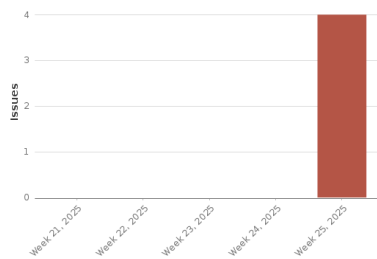
Status	
Total Issues: 3	
Request is Submitted	1
Under Review	1
Waiting for approval	1

KPI Cases trend



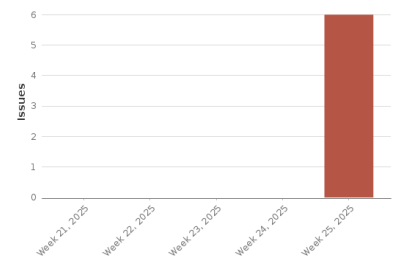
Total Issues: 4
Period: last 30 days (grouped Weekly)

Performance Cases Trend



Total Issues: 4
Period: last 30 days (grouped Weekly)

Promotion Cases Trend



Total Issues: 6
Period: last 30 days (grouped Weekly)

Open KPI Cases

3
Total

Open Performance Cases

3
Total

Open Promotion Cases

3
Total

Escalated KPI Cases

No matching issues found.

Escalated Performance Cases

Summary	Assignee
test	Nikita Zakharov

1-1 of 1

Escalated Promotion Cases

No matching issues found.

KPI To Do

1
Total

Performance To Do

0
Total

Promotion To Do

0
Total

Task 2. Helping FC Squad

Link to GitHub Repo: [GitHub Revolut Home Task](#)