Motivation (5 mins)

First and foremost, I’m highly motivated to be a senior data scientist in RDG driven by my deep-rooted passion for leveraging data-driven insights to address critical challenges in the world. With a background in computer science and a PhD in applied machine learning, I’m an expert in this field, particularly as a large part of my PhD was forecasting of anomalies in time-series data. I feel I truly am in my element when I’m able to harness these skills. I also had the pleasure to participate in the Plausi project for several months on a prior occasion and I found it incredibly interesting – I believe I’d be par for course for it. I found it enjoyable to work on this problem and always felt I did not get to explore all the possibility and ideas I had.

I’ve also matured tremendously as a data scientist and have now have had opportunities where I’ve led small development teams and mentored more junior colleagues. I’ve thus far been a software developer, a researcher in the context of my PhD, and a scientist whose task was to implement my findings from my thesis to a real world large-scale project. In the context of the Bank, I’ve had lots of policy impact utilising my skills as a data scientist. Finally, privately, in a volunteering capacity, I have and continue to lead a small development team that focuses on automated content generation software for social media of small businesses. We focus on agile development with focus on documentation and usage of agile tools like Jira. With my experience and interest in this project given my prior exposure, I find this role to be the natural next step in my career progression. Considering I take more interest in development than in publication of academic papers, a more applied role like this seems very fitting.

Being part of a specialised team that focuses on time-series anomaly detection is very exciting for a few reasons. It allows me to apply advanced machine learning techniques, statistical models, and domain knowledge to build robust anomaly detection systems. This is a problem with wild data, not just a toy problem, and it’s because of this that it’s so interesting. I’m up to the task. The prospect of collaborating with fellow data scientists and domain experts is also very motivating. I’m very eager to contribute my expertise, continue learning, and drive innovative solutions that push the boundaries of our success currently. I’m interested in developing other data scientists and enhancing the skillset of the Bank as a whole more than what I already have done.

In summary, my motivation stems from a genuine interest in the fusion of data science, finance and economics, a desire to contribute my varied skills in computer science and leadership, and a passion for staying at the forefront of technology to address evolving challenges in this field.

I need to figure out how to leverage research

**Prioritisation, Planning and time management.**

**27. Describe a time when you have had to work to a deadline.**

How did you ensure you met the deadline? How did you monitor progress? Would you have done anything differently? If so, what?

Deadlines are in general the bread and butter of modern work – we have to ensure our work is structured so that we achieve our objectives. My general style of work includes specifying tasks and outlining them clearly, estimating how long they would take and their potential benefits, and prioritising them, before communicating them clearly with my team. This is a constant workflow for my research projects in the Bank where at the beginning of the project we decide on some overarching milestones, and afterwards at each meeting we agree on smaller tasks. In a development context, we follow a more structured agile approach where user stories are developed, planning sprints, breakdown of tasks, estimations, development, etc.

For specific example, talk about the Mortgage project. Very documented.

**28. Tell us about a time when you have had to balance competing priorities.**

How did you evaluate and prioritise your tasks? Did you encounter any problems?

It’s rare that one works on a single project at one time and typically there’s always competing priorities, including situations where everything seems to be a priority at once. In the Bank, balancing policy projects and research projects seems to be the hardest part, even though often they seem connected. In these cases, I may depending on the seniority of the stakeholder.

More recently, I’ve been having two competing research projects, one led by a C-level researcher, and another by my manager. Both have tremendous value for the MPC and FPC, but as they are both in the analytical phase, it’s not always been straight-forward to prioritise. In those situations I have been as transparent as possible with all parties involved as however much I want to ensure everything is done, sometimes this is infeasible, but inviting everyone to be a part of the solution is usually very helpful. Still, during this time, there was a request from one of the MA teams, and independently from the PS of Jon Cunliffe, asking for some ad-hoc analysis related to one of these two research projects. I informed my team members that there would be a delay and began immediate work on the policy-related queries.

Of course, liaising with my line manager has been important here as well. While I’ve always come to him with a prepared priority list, receiving his advice has been helpful, too.

**29. Describe a time when you had to prioritise work in order to meet customers’ or stakeholder needs.**

What did you do to ensure that the customer was fully satisfied with your work? What was the outcome?

[Same as above]

**30. Tell us about a time when you managed a busy workload.**

How did you prioritise? What resources did you utilise? What would you do differently next time?

[Same as above]

We were very keen to focus on documenting what experiments had happened and what tasks were outstanding and for whom. In a bigger team, I’d employ a bigger tool maybe like Trello or Jira.

What would I do differently: I’d have a higher priority on ensuring code is well-documented as well. When I had to drop everything, some of the code remained uncommented and other team members who attempted to continue while I worked on policy had some troubles doing so.

**31. Please give an example of when you have maintained the quality and accuracy of your work whilst working under pressure.**

 How did you balance the need for accuracy whilst working under pressure?

32. **Talk me through a time when you had to plan a project**

What was the project? What methods / resources did you use? How successful were you? What would you do differently next time?

PhD: Solo project that required lots of coordination with coauthors, building managers, companies, and other parties.

Autogram: Team effort where we’re developing a tool for automated content generation for social media for small businesses.

**33. Tell me about a time when you needed to organise time and resources to complete a project.**

How did you identify the resources that were required? How did you monitor the progress of the project to ensure it was completed on time?

PhD: Solo project that required lots of coordination with coauthors, building managers, companies, and other parties.

Autogram: Team effort where we’re developing a tool for automated content generation for social media for small businesses.

**34. Please give an example of when you have ensured the appropriate professional standards have been maintained in your team under increased volumes of work.**

 How did you ensure that the quality and accuracy were maintained?

This situation often arises in the Bank when we receive a policy request that requires immediate attention, and in these cases immediate re-prioritisation is required. It’s important to remain professional in these situations as nobody is the best version of ourselves under a stressful time, so the need for clear communication and transparent progress tracking is paramount. This would help address any roadblocks quickly and also preserve the cohesion of the team. It was also important that I encouraged knowledge-sharing and peer reviews. In the context of analysis, it’s important to cross-check each other’s work to ensure no mistakes have been made. It’s also important to closely monitor the stress levels of my team members and if someone seems to be nearing burnout, to try and reprioritise in their favour. How we do things is just as important as the things we achieve.

**Communication and presentation.**

**Tell us about a time when you have adjusted your communication style to suit your audience.**

Why did you have to vary your style? How was the message you were trying to deliver received?

The BEAR conference and the great feedback I got. But I do this in my role constantly (the Bank tends to be very interdisciplinary and I have to explain technical things to economists all the time). Things do get easier as well all upskill and I can speak more of their language while they learn to speak mine.

Both Michael Kumhoff and the Chief Economist were very pleased with my address.

It’s just important to put yourself in their shoes.

**5. Tell us about a time when you have had to present technical information to a non-technical audience.**

[Same as before]

Also examples of the PhD (time series forecasting presented to building managers)

**6. Give us an example of when a piece of written communication that you have produced has had a particular impact.**

**Research papers** usually have this effect (the paper we had with Philippe that became very interesting to the MPC and was even a part of the pre-MPC presentations for the August round). I did not quantify the level of impact but actively participating in the policy debate is the core of what the Bank does, and it means several MPC members knew my name, so I felt quite pleased with it.

**The Experian documentation** which is a highly technical document but I took extreme care to ensure it is accessible to as many levels as possible.

**Tell us about a time when you had to use your verbal communication skills in order to get an important point across.**

What was the outcome of your efforts

**Adapting and coping with changes.**

**Describe a time when you had to adapt your approach in order to achieve a desired outcome.**

How did you adapt your style? How successful were you? Would you do anything differently?

One of my most recent research projects in AA has been truly a challenge in this regard. We set out an experiment as a part of our analysis with a given prior in mind, however once we began doing the experiments results emerged that were inconsistent with what we’d thought would happen. We have had to redesign the analysis almost entirely, though fortunately our code had been written so that we could adapt very quickly.

Also the DataLab to DAP migration.

**Tell us about a time when you have produced a piece of work which has required changes at short notice.**

What were the changes? How did you prioritise/manage your time? What was the outcome?

1. The PSD analysis having to be re-done for a past time series for the previous crisis. This meant new assumptions, adjusting the code to different regulations (internal remortgages not reported), and re-interpreting everything.
2. In these cases it’s best to get everyone on the table immediately and devise a plan.

**18. Tell us about a time when you had to complete a task with limited instructions.**

How did you adapt to the situation? What did you learn?

This is always the case with much of analysis and research in general, however the time when I have ad

**19. Give us an example of when you have had to accept a change initiative which was imposed on you.**

What was most difficult for you in this situation? What did you do to make sure the initiative was fully accepted? How successful did you feel the initiative was?

This has happened many times before. Moving from the DataLab to DAP

We will then spend 20 minutes exploring the following behaviours:

**Acts inclusively – Earns trust.**

**1. Describe the steps you took to gain others’ confidence when working with them for the first time.**

a. What did you take into consideration?

b. How did you adapt your approach for different individuals?

Set expectation and boundaries, create space for psychological safety, demonstrate transparency, have regular one-on-one catch ups or all together, clear and effective communication, admitting when I’ve been wrong and apologising, showing appreciation for their contributions regularly.

**2. Please can you tell us about a time when you have improved a particularly difficult relationship around with one of your colleagues.**

a. What was the issue? b. What was your approach? c. What was the outcome? d. What would you do differently next time?

Arvind underperforming initially but afterwards turning around.

Personal questions with him and ensuring his well-being.

Understanding what motivates him, understanding his other commitments too

Sitting down and coding together.

Next time I’d make fewer assumptions about people’s motives.

**3. Describe a time when you had to advise that a key deliverable would not be achieved.**

a. Why was the deliverable not achieved and how did you manage the conversations?

b. Who did you communicate to and what was your approach?

c. What was the outcome or the overall impact?

The data lab being difficult and slowing things down and the migration into the DAP delaying things for a very long time.

**4. Tell us about a time where someone has given you positive feedback around your inclusive practices/way of working.**

a. How did you feel? b. How did you react? c. What was the result?

Maxwell Green sending an unsolicited email to my manager letting him know that he’d found me very helpful and accommodating and resourceful. I was delighted to see this and thanked him immediately for being so thoughtful to go out of his way to not only think about development feedback but also to offer praise where it is due. It made me think further about to whom I could offer such feedback to and I ended up sending several messages to various people to highlight such elements of when they had been particularly accommodating of me, too. It was quite a pleasant thing to happen and it really enriched our relationships further, building more trust and paving the way towards easy and effective communication.

**Describe a time when you were unable to fulfil a commitment to your team managers/your direct reports.**

a. What was the outcome? b. Knowing your personal values how did you feel? c. If the situation occurred again, how would you approach this?

I have lately had a very heavy workload and this has happened once. We had agreed on tasks previously and I even promised a deadline, however a more immediate task came up from another competing project, and thinking that I could do both, I did not inform my manager. When the day came, I simply explained what had happened and apologised. I felt that I’d disappointed him and was quite apologetic about it, and attempted to remedy it immediately, promising to have the work done at the earliest convenience. If it happened again, I’d make it a higher priority to alert people more early on.

**2. Please give me an example of how you gained confidence and established credibility with a team you started working with them for the first time?**

a. What did you consider, and did you adapt your approach for different stakeholders? b. Did you ask for feedback and if so, how? c. How has that feedback informed your approach to gaining the confidence of those who don’t know you?

CSIRO, but also Bank

Get to know them individually, seeking to understand their roles, experiences, perspectives. Listen closely and ask insightful questions.

Contribute my own expertise and ideas and actively engage while being open to their suggestions and feedback.

I made sure to share my experiences from previously and be very transparent with lessons I’ve learned from similar projects.

Invited them to offer feedback in a free-flowing conversation. It’s always better to have more feedback than less.

**3. Please tell me about a time when you made a significant mistake or failure.**

a. What actions or steps did you take and why

b. What did others know about this and how?

c. How did you overcome this in terms of building trust with your managers/leaders

Thankfully such a mistake has not happened, however smaller things have occurred once in a while. Most recently I discovered that in plotting some results, instead of plotting income and expenses on x and y, I’d plotted them on y and x, which is a small mistake, but it widely skews the interpretation of the results.

It’s important to apologise in these instances and express remorse, as even though it was unintentional, it still caused some inconvenience to the others. I also made sure to change the way I did that particular task, by coding that specific chart rather than relying on a manual approach which is more error-prone. Finally it’s important to continue to make sure good instances are being presented of how mistakes are not made.

**Please talk to us about a situation when you have turned a difficult relationship round over a period of time and what were the barriers you faced?**

a. What was your approach? b. Did you talk to anyone to work this through? c. What was the outcome for you & your team? d. What if anything would you do differently looking back

Arvind underperforming. Personal questions with him and ensuring his well-being.

Understanding what motivates him, understanding his other commitments too

Sitting down and coding together.

Next time I’d make fewer assumptions about people’s motives.

**5. Describe a time you ensured that the organisation met its commitments, no matter what got in the way**

a. How did you ensure you maintained the trust of your shareholders/stakeholders and what mitigations did you consider b. Talk us through those considerations c. What was the outcome? Would you do anything differently?

[Bank context] I’ve produced analysis that has dealt with competing priorities that MPC members have been highly interested in.

[Software development context] Having to deliver the parking ticket system software but without the actual printer. Wrote the code beforehand and did most of the development blindly and then did testing.

It’s important to be adaptable as possible.

**Delivers Outcomes - Achieves results.**

**Tell me about a time you have led others to achieve results that exceeded your own expectations.**

**a. What obstacles did you/teams overcome and how did this impact the results ?**

Autogram: Initially I only wanted to build a regular prototype focused only on functionality.

Over time, despite my explicit consideration, but highlighting maintainability in brainstorming meetings, the code evolved in a different fashion, featuring proper architecture. I was very impressed with my team who were asked to produce something small and functional, but ended up paving the way to a full system.

**2. Leading teams to achieve results can be despite major disruption or significant change ie: Budget cuts, Covid, Brexit, changes to markets, regulations. Describe how you/your team have dealt with such situations?**

a. How did you/your teams monitor progress? b. How was success achieved?

**3. Talk us through how you have led and ensured your team achieved a common goal.**

a. How did you hold others to account to deliver the commitments? b. What was your team’s role in this? c. How did you as a team achieve this work? d. What were the main challenges you faced?

**4. Can you tell us about how you turned around a failing project/programme?**

a. Tell us how you led this, the steps you took? b. How did you identify when things were going wrong/failing? c. What were the challenges you and your team faced? d. How did you/your team measure the success?

I think I am doing this right now, to be honest. [Zombie project] Discovering the identification strategy may not be ideal, which is a core piece that the project relies for its conclusions on. This was raised by a reviewer and we are unable to arrive at the evidence that they seek.

I’ve been trying to read as much as possible on this area of economics so that I can best help my team. I did ask why they had not spotted this problem earlier as this is in their domain, but we’d done many checks and many things pointed in the direction that all was well.

**5. Talk about steps you have taken to create a delivery focussed environment (through your teams).**

a. What measures were put in place to monitor progress? b. How did you identify how your team were doing? c. What feedback did you receive and from whom?

**2. Tell us about a significant barrier or challenge you faced to complete a project/and or achieve results.**

a. How did you assess the barriers/challenge?

b. What made the project successful?

**3. Changing priorities are a key aspect of work at the bank. Can you provide an example when you’ve had to quickly change your priorities at short notice?**

a. What did you need to do, who did you communicate to and why?

b. How did you adapt/alter your priorities?

c. What did this mean to the deadline of the work?

d. What difficulties/challenges did you face or anticipate?

**4. Tell us about a piece of work or project that had shifting priorities and/or deadlines.**

a. What setbacks did you face?

b. How did you escalate and update the changes?

c. What would you do differently next time?

d. How did you communicate the changes to the priorities?

e. How did you work with your colleagues to deliver the results needed?

f. What did this involve for you, your team, colleagues?

**6. Talk about the steps you have taken to create a delivery focussed environment either for yourself or your team.**

a. What measures were put in place?

b. How did you maintain motivation for yourself or the team?

c. Did you seek feedback or help at any point? If so, how did this change the way you/your team worked?

d. What obstacles did you have to overcome and how did you do this?

**Drives Growth – Demonstrates Self-Awareness.**

**1. Describe when you learned the most about your strengths and development opportunities.**

**a. What steps did you take to improve/monitor your development and progress?**

There hasn’t been a single time when I’ve learned about my strengths and weaknesses. I’ve been fortunate to have very strong mentors in my life and have paid deliberate attention to seek others. I presently have three within the bank and three externally. I ensure to periodically check-in with all of them and discuss career progression and personal progression. I tell them instances of events that have happened and how I have reacted and seek to understand where the room for improvement is in their view.

**2. Talk about a time you received some negative feedback.**

a. How did this make you feel? b. What actions did you take? c. Did you feel this was warranted? d. How did you respond?

Negative feedback is simply part of feedback – I welcome it freely as I am far from perfect, and even though I have reached a version of myself that I like, that version may not always be fully aligned with the people I am communicating with. I welcome feedback constantly and ensure people know that they can tell me always, friends and colleagues. There was a time perhaps when a friend let me know that I’d been more harsh than necessary with another friend who had been attempting to be playful. I asked to understand more and what a better version of my phrasing would have been.

In the Bank, colleagues sometimes come with things like “Can you make sure your code is commented or easy to find?” or “You seemed a bit stressed in our call, is everything alright?”.

Also add Sudipto story.

I was recently approached by one of my team members who expressed that in the past 2-3 weeks I’d not communicated well with them.

**3. Give us an example of when you have monitored your performance and identified a training /development need.**

a. How did you go about this? b. What steps did you take? c. How did your performance change?

I monitor my performance continuously and this is not so much a singular event but rather an ongoing background process. In the Bank given my CS background, I’ve recognised the need for development of my knowledge of finance and economics. I have taken courses, asked people for mentorship, read most Bank communication, and actively keep abreast of economic developments. I’m still not good at it, but I have definitely grown.

**Describe the most significant feedback you have been given.**

a. What did you learn about yourself in terms of your strengths and development opportunities? b. What did you share with your teams? c. What have you done as a result of this feedback?

**2. Talk about a time you received significant, negative feedback.**

a. How did this make you feel? b. Did you feel this was warranted? c. How did you respond? d. What did you learn about yourself?

First of all, I always welcome feedback and in my relationships I tend to very early on make it clear that we have a free-flowing conversation and that feedback can be offered at any point in time – that they don’t have to wait until a PRS or a special moment, but anytime is fine. I was recently approached by one of my team members who expressed that in the past 2-3 weeks I’d not communicated well with them.

(The Sudipto story)

**3. Describe a time you took personal ownership of how your style impacts other people and their behaviour.**

a. What did that involve? b. How did you manage this personally? c. Talk us through your development plan.

**4. Tell me about a time when you encouraged one of your leaders to develop their own self awareness and in what way?**

a. How did you approach this with the person? b. What was the outcome?

**5. Tell me about a time you asked a variety of different people to provide feedback to you.**

a. What did this involve?

b. How did you respond?

c. What were the themes that you took action on and why?