

Sergey Pavlov

IT Director | Head of Software Development | Engineering Leader

Moscow, Russia | +7 903 535 0509 | mail@isergi.ru

Date of Birth: May 31, 1986

PROFESSIONAL SUMMARY

Strategic IT Executive with 15+ years of experience leading large-scale, cross-functional engineering teams (100+ FTEs) and managing multi-million dollar IT budgets. Proven track record of driving digital transformation, optimizing IT expenditures, and implementing microservices architecture.

A key member of the executive management team, directly collaborating with C-level executives and product divisions to translate complex business challenges into scalable technical solutions. Specializes in building data-driven engineering cultures leveraging DORA metrics to ensure predictable delivery, operational excellence, and full lifecycle product management — from strategy to production.

KEY COMPETENCIES

- **Strategy & Finance:** IT strategy development, budget management (Capex/Opex), ROI and TCO calculation, optimizing total cost of ownership.
- **People Management:** Building and leading high-performance teams (100+ members), managing distributed teams, talent acquisition, mentoring, implementing performance metrics, Performance Reviews, and 360-degree feedback.
- **Processes & Quality (DORA):** CI/CD pipeline implementation, incident management (MTTR), test automation (Change Failure Rate), reducing time-to-market (Lead Time for Changes).
- **Architecture & Security:** Microservices design, monolith refactoring, cloud solutions (SberCloud, AWS), application security (OWASP, DDoS mitigation, Security Champions).
- **Tech Stack:** Java, Go, PHP, Python, Vue.js, MySQL, PostgreSQL, GitLab CI/CD, Jenkins, Nginx, Docker, Kubernetes.

PROFESSIONAL EXPERIENCE

Jan 2024 - Present

Director of Software Development

PAO "Rostelecom" / OOO "RTK IT", Moscow / Russia

Lead full-cycle software development (Analytics, Backend, Frontend, QA, DevOps, PM). Oversee a 100+ in-house engineering team and coordinate external vendors. Provide strategic IT resource planning and collaborate with top management to achieve business KPIs.

Key Achievements:

- **DORA-Driven Efficiency:** Implemented comprehensive DORA metrics collection and monitoring (Deployment Frequency, Lead Time for Changes, MTTR, Change Failure Rate). Leveraged data insights to reduce Mean Time to Recovery (MTTR) by 40% and decreased Change Failure Rate from 30% to 5%.
- **Process Re-engineering:** Restructured release management processes and team topology, transitioning to unit- and feature-team models. This resulted in a 6-fold reduction in Change Failure Rate.
- **Delivery Predictability:** Introduced Cycle Time and Throughput metrics to accurately forecast delivery timelines. Reduced estimation variance by 60%, ensuring predictable feature delivery for business stakeholders. Boosted team Throughput by 25% by eliminating CI/CD bottlenecks.
- **Team Performance & Culture:** Conducted comprehensive competency audits, implemented Performance Review and 360-degree evaluation systems. Leveraged Cycle Time/Throughput data to design incentive programs, increasing team engagement and productivity by 25%.
- **DevSecOps Implementation:** Enforced secure development policies (production/development environment segregation, Security Champions model), eliminating critical vulnerabilities in the pre-production stage.

- **Infrastructure Scaling:** Built a modern, scalable development infrastructure to support growing business workloads and ensure system reliability.

Jan 2021 - Jan 2024

Head of Development Department **PAO Bank “Otrkritic”, Moscow / Russia**

Managed technical teams building microservices-based applications. Coordinated cross-team collaboration, conflict resolution, and incident management. Ensured high software quality standards.

Key Achievements:

- **Quality Assurance:** Introduced new technical documentation standards and cross-review processes for technical specifications, resulting in a **70% reduction in defects at the QA acceptance stage**, accelerating release cycles and reducing rework costs.
- **Architectural Strategy:** Developed and presented a comprehensive roadmap to the board for migrating a monolithic application to microservices, laying the groundwork for the bank's future scaling capabilities.
- **Talent Retention:** Implemented individual development plans for every engineer, reducing staff turnover by 20%.

May 2019 - Aug 2020

Software Engineer Team Lead **Hotel Don Diego, Olbia / Italy**

Led a distributed development team (hiring, mentoring, motivation, deadline management). Integrated services with external payment gateways, booking systems, and weather APIs.

Key Achievements:

- **CI/CD Automation:** Implemented integration testing and CI/CD pipelines (GitLab CI), reducing deployment time from 4 hours to 20 minutes.
- **Performance Optimization:** Led a complete service migration from Apache to PHP-FPM, upgrading PHP from 5.2 to 7.2, resulting in a 2.5x performance boost.
- **Agile Transformation:** Rolled out Agile methodologies (Scrum, Kanban) across the distributed team, increasing transparency and feature delivery speed.

Dec 2013 - Apr 2020

Chief Technology Officer (CTO) **Pravo.Ru, Moscow / Russia**

Full P&L responsibility for development strategy, architecture, budget, and IT operations. Managed all IT teams. Regularly reported to business founders and aligned product strategy with business goals.

Key Achievements:

- **Architectural Modernization:** Drove migration from legacy frameworks to a modern stack (Symfony, Vue.js) and introduced microservices architecture, speeding up new feature time-to-market by 3x.
- **Budget Optimization:** Slashed annual IT infrastructure and cloud costs by 65% through tariff renegotiation, cloud adoption, and efficient resource allocation (Capex/Opex).
- **Security & Reliability:** Built a comprehensive DDoS protection system using Nginx and proxy servers, achieving 99.99% service availability (SLA).
- **DevOps Culture:** Championed DevOps adoption by integrating automated tests and CI/CD pipelines (Jenkins, GitLab CI), eliminating manual deployments and reducing human error.

Feb 2012 - Dec 2013

Software Engineer **Mail.Ru Group, Moscow / Russia**

- Developed an aggregation system to process data from thousands of suppliers in multiple formats.
- Designed and built a Single-Sign-On (SSO) platform to unify access across all company e-commerce projects.
- Architected APIs for mobile applications using Python, PHP, MySQL, and PostgreSQL.

Aug 2010 - Feb 2012

Team Lead / Software Engineer
Molotok, Moscow / Russia

- Led a development team for a high-load product serving 2.5 million registered users and 350K daily unique visitors.
- Designed REST APIs to enable seamless service-to-service communication.

Aug 2009 - Aug 2010

Software Engineer
Parcsis, Moscow / Russia

- Designed horizontal architecture for exchanging large data archives (65 million documents) using Python, Sphinx, and AWS.
- Built automated deployment systems (Python, Bash) and a data parsing engine for varied markup formats (RegExp).

Aug 2007 - Aug 2009

Software Engineer
CS-Cart.com, Ulyanovsk / Russia

- Tailored and extended product architectures to meet specific customer requirements (PHP, MySQL).
- Ensured software quality and security using HP WebInspect and adhering to OWASP Top 10 standards.

EDUCATION & PROFESSIONAL DEVELOPMENT

- **Moscow Witte University**, Moscow — Business Informatics (Bachelor's Degree), 2014–2018
- **Ulyanovsk Electromechanical College**, Ulyanovsk — Automated Control Systems (Associate's Degree), 2001–2005
- **Certificate “Content Code”**, Habr, Moscow, 2026
- **Diploma in Oratory & Public Speaking, School of Oratory**, Moscow, 2024
- **Certificate "IT Project Management"**, Bauman Moscow State Technical University, 2012
- **Certificate "Communication in SCRUM"**, Bauman Moscow State Technical University, 2012

LANGUAGES

- **Russian** — Native
- **English** — Advanced (C1)
- **Italian** — Elementary (A2)