**2023 Performance Review and 2024 Goal Setting**(rev. 3.1)

**Overview:**

The performance review document is sub-divided into 4 sections as follows. The first 2 sections reflect the achievements during the past year, while the 3rd section reflects the goals for the upcoming year. The 4th section relates to feedback for the direct manager. The process is composed of the employee’s self-assessment as-well as the manager’s assessment, as described in more detail moving forward.

The document emphasizes on describing the ratings. Ideally, comments should derive the ratings (not vice versa).

**Rating:**

A scale of 1-5 will be used for the rating as follows. The rating should take into account the employee’s **Job Title** as-well as her/his **employment duration** in the **industry** and **within Magic Software**.

* **1** – Expectations were not met - Significant gap between performance and overall requirements of the job or just manages to meet expectations established sometimes in the performance objectives. Performance Improvement Plan needs to be implemented.
* **2** – Expectations were met with some opportunities for improvement – Performance meets management expectations for the position requirements and the individual’s experience level in the position, mostly due to hard-work. Needs improvement to be able to contribute effectively at the position level.
* **3** – Expectations were met consistently throughout the year. Displays effective contribution, which is executed in an efficient fashion, demonstrating high independence and great team-work. Keep up the good work!
* **4** – Achievement is **highly** above expectation - Performance exceeds most others, and consistently exceeds all of the position and performance objectives expectations in an excellent manner. Displays significant execution vs. what was originally expected from his/her manager. Exceeds expectations often in most attributes.
* **5** – Extremely outstanding achievement. - Consistently takes initiative and produces highest quality work that clearly exceeds management and customer expectations and is outstanding. Consistently sets and achieves stretch goals. A full **role model** for others to replicate and follow.

**Part 1a: Performance of the previous year goals:**

This section reflects how well the previous year goals were achieved during the last year. Employees are required to delineate the goals established in the previous year's performance review and outline their corresponding achievements (bullet points) supporting rating. The manager will provide comments expressing their perspective on the employee's performance against each goal.

**Part 1b: Performance Assessment – Additional Responsibilities Achievements and Opportunities for Improvement:**

This section should denote the **Additional Responsibilities (apart from your responsibilities mentioned in R&R) of** employees aside from the goals the previous year along with the achievements and opportunities for improvement. Employees are expected to itemize the key responsibilities managed in the preceding year and detail their accomplishments (bullet points) supporting rating. The manager will offer comments articulating their perspective on the employee's performance in relation to main responsibilities and achievements.

**Part 2a & 2b: Performance Assessment – Job Title Roles and Responsibilities:**

This section reflects the employee’s performance with respect to the fundamental expectations of the employee’s **job title**. Opportunities for improvement should be specified for items with a rating of below ‘3’. The expectation is to rate R&R for ALL items from current and the previous job title, and whatever is applicable from next title. For non-management positions – table **2a** should be used. For management positions – tables **2b** should be used.

**Part 2c & 2d: Soft Skills and managerial capabilities assessment-**

This section reflects employee’s soft skill requirement with respect to fundamental expectations of the employee’s job title. For all positions table **2c** should be used and table **2d** should be filled by only people manager.

**Part 3: Top-3 Goals for the Coming Year (SMART):**

This section focuses on the **top key goals** that are aimed to be achieved in the coming year. **The goals should be denoted in SMART** (Specific, Measurable, Attainable, Relevant and Time-Bound) format. Up to a total of 3 goals can be specified.

**Part 4: Feedback for Manager’s Improvement:**

This section reflects an opportunity for management improvement based on the employee’s view. The goal is to enable the manager to help the employee to be better set-up for success. Typically, one positive item should be denoted to retain and one item for improvement.

**Part 5: Executive Summary and Takeaways:**This section is an elevator speech of the key takeaways for the employee and the manager. It is filled-in by the manager. (It includes what went well, career aspiration, achievement concern raised, areas of improvement/training need)

**Performance Evaluation Process:**

In parallel

Employee & Manager   
sign-off the document, give a copy to HR **and manage together the goals throughout the year**

Employee   
fills-in the topics of **Part 1** and achieves alignment with her/his manager prior the Performance Review meeting

Manager  
refines   
**Part-3**(based on the performance meeting outcome)

Performance Review Meeting takes place

Direct Manager   
fills-in   
assessment for   
**Part 1** & **Part-2**and also **Part-3** (Goals) and **Part-5**

Employee   
fills-in her/his   
self-assessment for **Part 1** & **Part-2**and also **Part-4** (feedback to Manager)

6

5

4

3

2

1

**2023 Performance Review and 2024 Goal Setting**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Employee Name: |  |  |  |  |
| Employee Job Title: |  |  | Employee’s employment duration at Magic (yrs): |  |
| Direct Manager’s Name: |  |  | Employee’s employment duration in the industry (yrs): |  |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Part 1a: Performance of the Goals for the Past Year (SMART)** | Employee’s  Rating | Manager’s  Rating |
| 1 | [Goal] |  |  |
| [Employee’s Performance Comment] - |  |
| [Manager’s Performance Comment] |  |  |
| 2 | [Goal] |  |  |
| [Employee’s Performance Comment] |  |
| [Manager’s Performance Comment] |  |  |
| 3 | [Goal] |  |  |
| [Employee’s Performance Comment] |  |
| [Manager’s Performance Comment] |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Part 1b: Performance Assessment –Additional Responsibilities, Achievements and Opportunities for Improvement (\*)**  **(Other than Goals mentioned in part 1a & R&R)** | Employee’s  Rating | Manager’s  Rating |
| 1 |  |  |  |
| [Mgr] |
| 2 |  |  |  |
| [Mgr] |
| 3 |  |  |  |
| [Mgr] |
| 4 |  |  |  |
| [Mgr] |
| 5 |  |  |  |
| [Mgr] |

(\*) Provide at least 2 opportunities for improvement.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | **Part 2a: Roles and Responsibilities**  **Core Attributes –**  Refer Annexure A part 1 for description | **Comments- optional** | Employee Rating | Manager Rating |
|  | Associate Software Engineer | Core Engineering Skills |  |  |  |
| [Mgr] |
|  | Process Adoption and Improvement |  |  |  |
| [Mgr] |
|  | Development Practices: |  |  |  |
| [Mgr] |
|  | Debugging Capabilities |  |  |  |
| [Mgr] |
|  | [DEV] Code Improvement (refactoring) [QA] Automation / Test Plan Improvement |  |  |  |
| [Mgr] |
|  | Technical Documentation - Contribution and Integrity |  |  |  |
| [Mgr] |
|  | Software Engineer | Advanced Engineering Skills |  |  |  |
| [Mgr] |
|  | Design Review Contribution |  |  |  |
| [Mgr] |
|  | Code Review Contribution |  |  |  |
| [Mgr] |
|  | Unique Skill-Set Acquisition |  |  |  |
| [Mgr] |
|  | Customer Escalation Handling |  |  |  |
| [Mgr] |
|  | Sr. Software Engineer | Product Management Specification Review Contribution |  |  |  |
| [Mgr] |
|  | Technical Decision Making |  |  |  |
| [Mgr] |
|  | Improving Code reviews via DEV knowledge: |  |  |  |
| [Mgr] |
|  | Coach others and Spread the Knowledge |  |  |  |
| [Mgr] |
|  | Promote and Implement Continual Improvement (corrective and preventive action) |  |  |  |
| [Mgr] |
|  | Lead. Software Engineer | Skill-Set Coverage and Continual Expansion |  |  |  |
| [Mgr] |
|  | Complex Engineering Skills |  |  |  |
| [Mgr] |
|  | Technical Risk Identification |  |  |  |
| [Mgr] |
|  | Promote Improvement via Fact-Based Evidence |  |  |  |
| [Mgr] |
|  | End-Result Thinking |  |  |  |
| [Mgr] |
|  | Comprehensive Coaching and Spreading Knowledge |  |  |  |
| [Mgr] |
|  | Customer Escalation Handling |  |  |  |
| [Mgr] |
|  | Feature Championship |  |  |  |
| [Mgr] |
|  | Addressing Complex Issues via Optimization for Future Design (DEV) / Testing (QA) |  |  |  |
| [Mgr] |
|  | Sharpen the Saw |  |  |  |
| [Mgr] |
|  | Successful Recruitment |  |  |  |
| [Mgr] |
|  | Top Engineering Skills |  |  |  |
| [Mgr] |
|  | Improvement Leadership |  |  |  |
| [Mgr] |
|  | Technical Debt Reduction |  |  |  |
| [Mgr] |
|  | Library and Tool Improvements |  |  |  |
| [Mgr] |
|  | Technical Project Management Capabilities |  |  |  |
| [Mgr] |
|  | Customer Escalation Leadership |  |  |  |
| [Mgr] |
|  | Software Architect | Recognizing Full Business Needs and Tight Partnership with Product Management |  |  |  |
| [Mgr] |
|  | Wide Skill-Set Coverage |  |  |  |
| [Mgr] |
|  | Strategic Improvement Identification and Advisor |  |  |  |
| [Mgr] |
|  | Engagement with the Industry and Technical Community outside the company |  |  |  |
| [Mgr] |
|  | Challenge the Comfort Zone |  |  |  |
| [Mgr] |
| 39. | QA Engineer | Product Management Specification Review Contribution |  |  |  |
| [Mgr] |
| 40. | Technical Decision Making |  |  |  |
| [Mgr] |
| 41. | Generate High Quality QA Test Plans |  |  |  |
| [Mgr] |
| 42. | Coach others and Spread the Knowledge |  |  |  |
| [Mgr] |
| 43. | Promote and Implement Continual Improvement (corrective and preventive action) |  |  |  |

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|  | | **Part 2b: Roles and Responsibilities Management Technical Attributes (\*) –**  Refer Annexure A part 2 for description | **Comment optional** | Employee Rating | Manager Rating |
|  | Team Lead | Customer Escalation Handling via Delegation and Overseeing with End-Result in-place |  |  |  |
| [Mgr] |
|  | Industry Standards and Technology Adoption via Team Building |  |  |  |
| [Mgr] |
|  | Achieving High Quality at a Team Level |  |  |  |
| [Mgr] |
|  | Recognition of High Performers |  |  |  |
| [Mgr] |
|  | Purpose and Focus |  |  |  |
| [Mgr] |
|  | High Talent Acquisition |  |  |  |
| [Mgr] |
|  | Sr. TL / Group TL | Sharpen the Saw - team level |  |  |  |
| [Mgr] |  |  |
|  | Challenge the Comfort Zone |  |  |  |
| [Mgr] |
|  | Manager | Improvement Leadership - Team Level |  |  |  |
| [Mgr] |
|  | Top Engineering Skills - Leveraging, Empowering and Delegating Others |  |  |  |
| [Mgr] |
|  | Technical Project Management Capabilities - Leveraging, Empowering and Delegating Others |  |  |  |
| [Mgr] |
|  | Director | Achieving Clear Product Management Requirements via Tight Engagement and Delegation and Empowerment of Others |  |  |  |
| [Mgr] |
|  | Significant Improvement Identification and Advisory |  |  |  |
| [Mgr] |
|  | Engagement with the Industry and Technical Community outside of the company – Leadership |  |  |  |
| [Mgr] |

(\*) To be used for management positions in addition to table 2a, which includes core attributes for any management role, i.e., management positions should fully  
fill-in table 2a as-well as the relevant rows in table 2c.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Part 2c** Soft Skills Assessment | | | | | | Soft Skill Attributes  Refer Annexure A part 3 for description | **Comments Optional** | Employee Rating | Manager Rating |
| 1 | Software Architect and Above | Lead Software Engineer | Senior Software Engineer | Software Engineer | Associate Software Engineer | Time Management |  |  |  |
| 2 | Initiative |  |  |  |
| 3 | Communication |  |  |  |
| 4 | Continuous Learning |  |  |  |
| 5 |  | Creativity |  |  |  |
| 6 | Organized |  |  |  |
| 7 | Prioritization |  |  |  |
| 8 | Team player |  |  |  |
| 9 | Problem solving and logical thinking. |  |  |  |
| 10 |  | Innovation |  |  |  |
| 11 | Accountability & Ownership |  |  |  |
| 12 | Customer focus |  |  |  |
| 13 | Negotiation Skills |  |  |  |
| 14 | Decision-Making |  |  |  |
| 15 |  | Delegation |  |  |  |
| 16 | Stakeholder Management |  |  |  |
| 17 | Critical thinking |  |  |  |
| 18 |  | Strategic Thinking |  |  |  |
| 19 | Collaboration |  |  |  |

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| **Part 2d** | **People Management Attributes (Team Lead and Above)**  Refer Annexure A part 4 for description | **Comments optional** | Employee Rating | Manager Rating |
| 1 | Establishes Objectives for Department |  |  |  |
| 2 | People development |  |  |  |
| 3 | Effective Evaluation of Staff Performance |  |  |  |
| 4 | Nurturing high performing team |  |  |  |
| 5 | Reinforces Magic core Values. |  |  |  |
| 6 | Recognizes employees' strengths and their contributions. |  |  |  |

\*To be used for people managers positions in addition to table 2d

|  |  |
| --- | --- |
|  | **Part 3: Top-3 Goals for the Coming Year (SMART)** |
| 1 |  |
| 2 |  |
| 3 |  |

|  |  |
| --- | --- |
|  | **Part 4: Feedback for Manager’s Improvement** |
| 1 | (one item that I hope my manager continues to retain) |
| 2 | (one item that I wish my managerwould do, which would help me improve my performance) |

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| **Part 5: Executive Summary and Takeaways [Mgr]:** |

|  |  |
| --- | --- |
| Final Rating – Employee:  Final Rating – Manager: |  |
| Employee Signature:  Date: | Manager Signature:  Date: |

**ANNEXURE- A**

|  |  |  |
| --- | --- | --- |
| **Part 1- Attribute Description** | | |
| 1 | Core Engineering Skills | Develop & review a small-size feature functionality that involves a minimal set of interfaces to other units and is based on a defined design with help of other members in the team.   Work tightly with Customer to understand and achieve the acceptance criteria for the functionality. Deliver this functionality at high quality to the customer and in a timely fashion from a project management perspective. |
| 2 | Process Adoption & Improvement | Adopt modern software methodology, such as SCRUM and/or KANBAN. Demonstrate the execution and actively participate in improving the process, typically via retrospective meetings. |
| 3 | Development Practices: | Demonstrate good coding standards and industry-based development practices. |
| 4 | Debugging Capabilities | Demonstrate the usage of advanced debugging capabilities during the implementation at both the backend and the front end development. |
| 5 | Code Improvement(refactoring) | Contribute to code refactoring activity, under guidance. |
| 6 | Technical Documentation - Contribution & Integrity | Work with the Technical Documentation team to ensure software features and technologies are properly and accurately documented. |
| 7 | Advanced Engineering Skills | Develop & review the feature functionality that involves a **wide** set of interfaces to other units. Provide the overall effort estimates for this functionality and deliver it at high quality and in a timely fashion from a project management perspective. |
| 8 | Design Review Contribution | Participate significantly and actively in technical design reviews |
| 9 | Code Review Contribution: | Participate significantly and actively in code reviews. Leverage your internal knowledge of the DEV implementation to assist review in performing white-box and black-box testing. |
| 10 | Unique Skill-Set Acquisition | Significantly acquire at least one skill outside programming and designing, such as debugging complex backend issues, performance optimization, latest features offerings at the front end that could involve scripting and styling skills etc. |
| 11 | Customer Escalation Handling | Handle Customer-found defects via working tightly with the customer and other stakeholders. Provide quick and top-quality fixes (i.e., do it right the first time) via tight partnership with Customer. |
| 12 | Product Specification Review Contribution: | Actively participate and contribute significantly to project requirement definition reviews. Note the pain areas while working in your development phase. |
| 13 | Technical Decision Making | Participate and contribute to research work for decision-making of functional and design requirements of the Customer, based on deep knowledge of the product offierings at both backend and front end. |
| 14 | Improving Code reviews via DEV knowledge: | Improve code review via identifying important use-cases to be covered and also based on DEV-related knowledge of the products and application. |
| 15 | Coach others & Spread the Knowledge: | Help new developers understand small-size system functionalities and create documents that would help them. Post the generated documents at high quality on knowledge portal in order for others to benefit from them too. |
| 16 | Promote and Implement Continual Improvement (corrective & preventive action) | Promote on-going continual improvement (e.g., preventive actions) in your organization. Typically this is implemented via process improvements, tool implementation improvements and evidence that shows the assimilation of the improvement (i.e., not only raising an idea). For example, promoting improvements to the way the team performs code-reviews in order to raise the overall quality of the deliverables, promoting new tool adoption such as advanced debugging capabilities/tools, adopting new techniques to achieve global solutions or light-weight static code etc.   **Conduct POCs where applicable, e.g., new tool/feature evaluation.** |
| 17 | Skill-Set Coverage & Continual Expansion: | Own a significant range of skill-sets and have a clear plan in-place for acquiring additional skill-sets moving forward. Have historic **evidence** of planning skill-set acquisition in a quarterly fashion and achieving the plan on a quarterly basis (i.e., be in a continual improvement mode regarding skill-set career development). |
| 18 | Complex Engineering Skills | Design and develop applications complex functional/UI requirement at high quality and on schedule despite roadblocks.  Conduct design reviews taking into account most aspects of the application, including (but not limited to) interfaces, performance, debuggability, portability, scalability, etc. |
| 19 | Technical Risk Identification: | Identify risks in application requirement specifications, mockup designs mouding it into the legacy systems. Provide clear rationale for such identified risks at earliest possible stage of the project. |
| 20 | Promote Improvement via Fact-Based Evidence | Propose areas for code refactoring based on facts-based evidence (e.g., number of found defects in that area or complexity-level which is impacting the effort around this area), which will improve the complexity and/or the quality of the proposed area. Evaluate the effort and risk involved in such a refactoring activity. |
| 21 | End-Result Thinking: | Provide solutions to problems via thinking about the 'end-user' interaction with the product. |
| 22 | Comprehensive Coaching and Spreading Knowledge: | Mentor and coach other team members and constantly strengthen the rest of the team by transferring knowledge. This is to be measured via expanding the skill-set matrix of other members.   **Be a significant contributor of knwoledge portal in order to spread the knowledge.** |
| 23 | Customer Escalation Handling | **Lead** the **DEV** handling of customer-found defects via working tightly with Customer and other stakeholders. Provide quick and high-quality fixes as-well as on-going crystal-clear status reports to all internal stakeholders in conjunction with generating action-items for self & others and in conjunction with overall leadership to drive the escalation forward. Generate and ensure an on-going sense-of-urgency around the handling of the issue among all involved members.   In addition to the corrective action (i.e., the defect resolution) - identify the exact 'preventive' action, i.e., the action to avoid similar cases in the future. Share the preventive action with upper management as part of the closure of the issue. In other words, identify how the defect escaped DEV (regardless of internal review). |
| 24 | Feature Championship | Scope the SOW (statement of Work) for small projects. Be the 'right-hand' of the Project Manager (aka 'Feature Champion') for specific complex features. Break large stories into smaller ones, set milestones for achievement, etc. |
| 25 | Addressing Complex Issues via Optimization for Future Design: | Resolve **complex** design issues based on clear business requirements. Propose creating reusable components, where applicable. |
| 26 | Sharpen the Saw (Habit #7 in the '7-Habits of Highly Effective People' book): | Participate in expanding and continually improving skill-set such that it contributes to the work effectiveness and/or efficiency. |
| 27 | Successfully Recruitment: | Interview candidates and promote successful recruitment hiring. |
| 28 | Top Engineering Skills | Based on clear business requirements - turn the business product requirements into an end-to-end technical specification definitions that a development team can continue to break-down into high-level requirements. Relate also to performance requirements, scalability, portability and maintainability (troubleshooting) aspects of the feature. |
| 29 | Improvement Leadership | Bring into the organization industry technologies and methodologies that advance the maturity of the organization such that it increases the organization's effectiveness and/or efficiency. For example, lead the adoption of best practice coding standards, new tool selection, etc. |
| 30 | Technical Debt Reduction: | Proactively identify and cleanup technical debt before it turns into a long-term problem |
| 31 | Library and Tool Improvements: | Identify and decide on new tools, libraries and 3rd party components needed for development and based on a clear analysis (e.g., pros and cons across various options). |
| 32 | Technical Project Management Capabilities: | Effort estimate at a T-shirt level full features end-to-end via breaking them down into smaller estimates, working tightly with QA and consulting with other relevant domain experts. Provide a joint/holistic T-shirt evaluation (DEV & QA) to Management. |
| 33 | Customer Escalation Leadership | **L**ead the **overall** handling of customer-found defects via working tightly with Support and/or the customer. Provide quick and high-quality fixes as-well as on-going crystal-clear status reports to all internal stakeholders in conjunction with generating action-items for self & others and in conjunction with overall leadership to drive the escalation forward. Generate and ensure an on-going sense-of-urgency around the handling of the issue among all involved members.   Be the champion / go-to person for the specific customer-found issue. |
| 34 | Recognizing the Full Business Needs & Tight Partnership with Product Management: | Fully understand the market and the company's business model and work tightly with Outbound Project Management to define together the business requirements. Turn these business requirements into an **end-to-end technical specification** that Delivery-PS can continue to break-down into high-level requirements. **Relate also to high-level interfaces, performance requirements, scalability, portability and maintainability aspects of the feature.**  Establish and maintain productive and healthy relationships with developers, project managers, product team, product management, and other team members. |
| 35 | Wide Skill-Set Coverage: | Own a wide range of significant product skill-sets. |
| 36 | Strategic Improvement Identification and Advisor: | Provide **significant advice** to Delivery-PS management on areas in the organization for improvement within the projects and within the existing processes. |
| 37 | Engagement with the Industry & Technical Community outside of the company: | Be tightly engaged with industry trends and external organizations & community (e.g., Meetups, forums,…) and bring-in those technologies and latest trends into the organization (e.g., containers, micro services,…). Conduct on-going lectures to other team members on these topics. |
| 38 | Challenge the Comfort Zone: | Be known as a member that challenges the de-facto and consistently seeks for significant areas for improvement accompanied by creative methods to make them happen. |
| 39 | Product Management Specification Review Contribution: | Actively participate and contribute significantly to product requirement definition reviews. |
| 40 | Technical Decision Making | Participate and contribute to research work for decision-making of design specifications, based on deep knowledge of the product areas related to the design specification. |
| 41 | Generate High Quality QA Test Plans | Generate QA test plans wish extensive coverage of the tested functionality and via efficient test methods and tight partnership with DEV. Ensure all test plans are formally stored in the QA test repository so that they can be reused in the future |
| 42 | Coach others & Spread the Knowledge: | Help new QA engineers understand small-size system functionalities and create documents that would help them. Post the generated documents at high quality on WIKI in order for others to benefit from them too. |
| 43 | Promote and Implement Continual Improvement (corrective & preventive action) | Promote on-going continual improvement (e.g., preventive actions) in your organization. Typically this is implemented via process improvements, tool implementation improvements and evidence that shows the assimilation of the improvement (i.e., not only raising an idea). For example, promoting improvements to the way the team performs test-reviews (for manual QA) or code-reviews (for automation) in order to raise the overall quality of the deliverables, promoting new tool adoption, etc. Conduct POCs where applicable, e.g., new tool evaluation. |
| **Part 2-Technical Management Attributes Description** | | |
| 23 | Customer Escalation Handling via Delegation & Overseeing with End-Result in-place | Promote **significant** 'customer obsession' within the company with respect to handling customer reported issues. Lead the **overall** handling of customer-found defects via working tightly with DEV and the customer (if needed). Provide the delivery of quick and high-quality fixes as-well as on-going crystal-clear status reports to all internal stakeholders inside Delivery-PS and outside of Delivery-PS and in conjunction with generating action-items for self & others and in conjunction with overall leadership to drive the escalation forward. Generate and ensure an on-going sense-of-urgency around the handling of the issue among all involved members. In addition to the corrective action (i.e., the defect resolution) - identify the exact 'preventive' action, i.e., the action to avoid similar cases in the future. Share the preventive action with upper management as part of the closure of the issue. |
| 24 | Industry Standards and Technology Adoption via Team Building | Build a task force that evaluates and proposes to the organization new industry technologies and / or methodologies that advance the maturity of the organization such that it increases the organization's effectiveness and/or efficiency. For example, build a task force of members that evaluates a new tool, performs a POC, compares it to other alternatives and advises to management what to select. |
| 25 | Achieving High Quality at a Team Level | Guide your team in order to achieve high quality that yields a minimum amount of escaped defects. Continuously promote continual escaped defect exercising within your organization in order to promote lessons learned. |
| 26 | Recognition of High Performers | Recognize high performing performance of your employees - at a 'spot-level' and at a quarterly level, based on criteria published by HR.   Show evidence that you are empowering your team members and putting them in the front seat, while you are supporting them in the back-seat. |
| 27 | Purpose and Focus: | For any activity given to your team members, ensure that the 'purpose' (rationale) is clear to them prior giving them the task. Provide them the ability to focus on their task so that they are set up for success. |
| 28 | High Talent Acquisition | Interview candidates and promote successful recruitment hiring.   In addition, continuously review the performance of the members in your team and provide individual and team-level feedback in order to promote a high performing team. Demonstrate the achievement of a strong and high-level of talent within you team and also a passionate attitude for continual improvement. Take clear actions to achieve the above and share with your manager continuously. |
| 29 | Sharpen the Saw (Habit #7 in the '7-Habits of Highly Effective People' book) - team level | Have your **organization** own an overall wide range of significant product skill-sets. In addition, systematically and frequently manage the skill-sets of your reports via setting clear quarterly goals and assuring that the your reports meet the majority of these goals.   Perform systematic (weekly or bi-weekly) 1:1 meetings with your direct reports in order to receive feedback from them and also to give them continual feedback on their performance (i.e., not only 1-2 times a years, but on a weekly or bi-weekly basis). If you have managers that report to you - then ensure that this is conducted at the next levels as-well.   Assure that the well-being of the members in your organization is monitored and managed and that the members feel fully comfortable to engage you on any issue.   Assure that technical excellency of the domain under your responsibility is continually improving via various methods, technically speaking, e.g., code refactoring, test plan refreshing,.. |
| 30 | Challenge the Comfort Zone: | Be known as a member that challenges the de-facto and consistently seeks for significant areas for improvement accompanied by creative methods to make them happen. |
| 31 | Improvement Leadership - Team Level: | By empowering and coaching your team, provide significant proposals throughout the year for continual improvement within the organization and assimilate them into the organization. Be able to show KPI and / or fact-based evidence for the **need** for the improvement, as-well as the **plan** to monitor the evidence once the plan is assimilated. Make such improvements happen via creative methods, in-spite of road blockers. |
| 32 | Top Engineering Skills - Leveraging, Empowering and Delegating Other | Based on clear business requirements and leveraging & delegating other members - turn business requirements into an end-to-end technical specification that Delivery-PS can continue to break-down into high-level requirements. Relate also to performance requirements, scalability, portability and maintainability (troubleshooting) aspects of the feature. This exercise should be executed via leveraging and empowering the direct reports and peer management engagement. |
| 33 | Technical Project Management Capabilities - Leveraging, Empowering and Delegating Others | Effort estimate at a T-shirt level full features end-to-end via breaking them down into smaller estimates, working tightly with peer organizations and consulting with other relevant domain experts. Provide a joint/holistic T-shirt evaluation to Management. This exercise should be executed via leveraging and empowering the direct reports and peer management. |
| 34 | Achieving Clear Product Management Requirements via Tight Engagement & Delegation and Empowerment of Others | Fully understand the market and the company's business model and work tightly with Outbound Project Management to define together the business requirements. Turn these business requirements into an end-to-end technical specification that Delivery-PS can continue to break-down into high-level requirements, which relate also to performance requirements, scalability, portability and maintainability (troubleshooting) aspects of the feature. Leverage and empower your direct reports as-well as other members, if needed, to achieve the above in an effective an efficient manner. |
| 35 | Significant Improvement Identification and Advisory | Provide significant advice to Delivery-PS management on areas in the organization for improvement within the product and within the existing processes. Drive improvement plans forward via leveraging and empowering you direct reports as-well as others, if needed, within the organization. |
| 36 | Engagement with the Industry & Technical Community outside of the company - Leadership | Be tightly engaged with industry trends and external organizations & community (e.g., Meetups, forums,…) and bring-in those technologies and latest trends into the organization (e.g., containers, micro services,…).   Drive your team members to expand their knowledge skill-set and their overall professional career goals, aligned with the business needs. |
| **Part 3-Soft Skills Attributes Description** | | |
| 1 | Time management | Time management is the ability to efficiently allocate and utilize time to accomplish tasks and meet deadlines. It involves setting goals, planning, and making optimal use of available time to increase productivity and reduce stress. |
| 2 | Initiative | Initiative refers to an individual's proactiveness and willingness to take on additional responsibilities, identify opportunities for improvement, and act independently to achieve goals. Initiative involves going beyond the expected and taking ownership of one's work. |
| 3 | Communication | Communication involves the effective exchange of information, ideas, and feedback with others, both verbally and in writing. It encompasses the ability to convey messages clearly, listen actively (, and build positive and productive relationships through communication. |
| 4 | Continuous Learning | Continuous learning is the commitment to acquiring new knowledge and skills to adapt to changing industry trends and improve performance. It involves a proactive approach to personal and professional development |
| 5 | Creativity | Creativity refers to an individual's ability to think outside the box, generate innovative ideas, and approach tasks and challenges in unique and imaginative ways. Creativity can lead to new solutions, products, or processes that can benefit the organization. |
| 6 | Organized | Being organized involves maintaining a structured and efficient approach to work. It includes creating and maintaining systems for managing information, resources, and tasks, resulting in a more streamlined and productive work environment. |
| 7 | Prioritization | Prioritization involves the ability to assess tasks and responsibilities, determining their relative importance and urgency. It includes making informed decisions about what to address first, ensuring that key objectives are met |
| 8 | Team player | Being a team player involves the ability to collaborate effectively with colleagues, contribute positively to group efforts, and work cohesively within a team. It includes open communication, sharing of ideas, and the willingness to support team goals |
| 9 | Problem solving and logical thinking. | Problem solving is the capacity to identify issues, analyze them, and develop effective solutions. It includes creativity, and the ability to make well-informed decisions in challenging situations. Logical thinking involves the ability to approach problems and decisions with rationality and a structured thought process. It includes making decisions based on evidence, reasoning, and sound judgment |
| 10 | Innovation | Innovation refers to an individual's ability to generate novel ideas, approaches, and solutions to address challenges, improve processes, and drive positive change. It includes thinking creatively, embracing new technologies, and fostering a culture of innovation within the organization |
| 11 | Accountability & Ownership | Accountability and ownership involve taking responsibility for one's actions, decisions, and outcomes. It includes a commitment to meeting commitments, a focus on delivering results, and taking pride in the quality of work |
| 12 | Customer focus | Customer focus is the commitment to understanding and meeting the needs of customers or end-users. It involves actively listening to customer feedback, providing timely and effective solutions, and striving to exceed customer expectations |
| 13 | Negotiation skills | Negotiation skills involve the ability to reach mutually beneficial agreements or resolutions in various situations. It includes effective communication, compromise, and finding common ground |
| 14 | Decision-Making | Decision making involves the ability to analyze information, assess options, and make choices that lead to effective outcomes. It includes considering consequences and making timely decisions |
| 15 | Delegation | Delegation is the skill of assigning tasks and responsibilities to team members effectively. It includes trusting team members, providing clear instructions, and ensuring that delegated work is completed |
| 16 | Stakeholder Management | Involves the ability to identify, engage, and collaborate with diverse stakeholders, including clients, team members, and end-users. Successful stakeholder management requires effective communication, understanding of client needs, and the capacity to align project goals with the expectations of all involved parties |
| 17 | Critical thinking | Critical thinking is the capacity to analyze, evaluate, and solve complex problems or challenges. It includes assessing information objectively and making well-reasoned decisions |
| 18 | Strategic Thinking | Capacity to envision and articulate long-term goals, align technical decisions with organizational objectives, and foresee potential challenges. It requires the ability to analyze complex problems, make informed decisions, and guide teams in the execution of innovative and forward-looking solutions that contribute to the overall success and growth of the organization. |
| 19 | Collaboration | Collaboration is the ability to work effectively with others, share information, and contribute to team objectives. It involves communication, cooperation, and mutual support. |
| **Part 4-People Management Attributes description** | | |
| 1 | Establishes Objectives for Department | This attribute evaluates an individual's ability to set clear and achievable objectives and goals for their department or team within a software company. It includes defining the strategic direction, outlining key performance indicators, and establishing a vision that aligns with the organization's goals and objectives. |
| 2 | People development | This attribute assesses an individual's ability to nurture and develop the skills and potential of team members within a software company. It encompasses providing training and development opportunities, offering clear guidance and direction, and empowering team members to excel in their roles |
| 3 | Effective Evaluation of Staff Performance | This attribute evaluates an individual's ability to assess and appraise the performance of their staff within a software company. It includes conducting regular performance evaluations, providing constructive feedback, setting performance expectations, and identifying opportunities for growth and development |
| 4 | Nurturing high performing team | This attribute evaluates an individual's ability to cultivate a high-performing team within a software company. It encompasses the identification and recognition of high-performing talent, providing them with visibility, motivating the team to surpass benchmarks, fostering team motivation, encouraging team aspirations, and promoting a culture of continuous learning within the team |
| 5 | Reinforces Magic core Values | This attribute evaluates an individual's ability to promote and reinforce the core values and culture of the software company. It involves embodying these values in one's behavior, encouraging their adoption among team members, and aligning team actions with the organization's guiding principles |
| 6 | Recognizes employees' strengths and their contributions | This attribute evaluates an individual's ability to identify and acknowledge the strengths, talents, and contributions of their team members within a software company. It encompasses recognizing and appreciating the value that each employee brings to the team and the organization as a whole |
| **Part 5-Magic Core Values Description** | | |
| 1 | Respect | We cultivate an environment where everyone's contributions are valued. We value and honor diverse perspectives and treats each individual with dignity. |
| 2 | People Development | We invest in the growth and development of our people. Committed to nurturing talent, we provide opportunities for continuous learning and advancement, empowering our team to reach their full potential and contribute meaningfully to our collective success. |
| 3 | Continuous Improvement | We are Committed to ongoing growth towards excellence by refinement and enhancement of our processes, products, elevating our overall performance. This commitment to continuous improvement empowers us to stay ahead in the dynamic landscape of IT, delivering cutting-edge solutions and exceeding the evolving expectations of our clients. |
| 4 | Customer-Centric | Our customers are at the core of everything we do. We listen intently, understand deeply, and respond with solutions that exceed expectations. Being customer-centric is not just a value; it's a commitment to delivering products and services that make a positive impact on our clients' experiences. |
| 5 | Openness and Transparency | We believe in the power of open communication and transparency. Internally, this means sharing information, ideas, and feedback openly across all levels of the organization. Externally, we are transparent with our clients, partners, and stakeholders, ensuring clear and honest communication. By operating with transparency, we build trust and accountability, creating an environment where everyone feels informed, engaged, and aligned with our collective goals. |