

**EMPLOYEE CORRECTIVE ACTION**

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| Employee ID: | **CA34081** | Date Issued: | **April 3, 2020** |
| Name: | **Mark Atkinson** | Date of Infraction: |  |
| Department: | **Information Technology** | Time of Occurrence: |  |
| Position/Job: | **Senior Automation Engineer** | Location: | Oakland, CA |

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| \*Action: |  | Attendance |  | Misconduct | |  |  |
|  | X | Job Performance |  | Other |  | |  |

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| \*Step: |  | | Verbal Coaching | X | Written Warning | |  | Final Written Warning |
|  |  | Suspension Pending Investigation | | | |  | | | |

**\*Please select only one**

Circumstances:

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| Mark, you are being placed on written corrective action specifically related to lack of accountability, engagement, time management, and key skill development.  Over the past several months, and as recently as your Performance Review on March 4, 2020, I’ve provided verbal coaching and guidance to you regarding your performance. Your 2019 Performance Appraisal was a Meets Expectations, however had areas for improvement identified. While you began to address some performance issues in 2019, the first few months of 2020 presented additional concerns with your ability to meet your deliverables.  As a Senior member of the team, these competency expectations are not being performed to the standard of the organization. You are expected to have a broad and deep background in both test automation and development best practices to be effective in this role and to deliver at the level of quality and expertise of your peers. These gaps in both technical and non-technical skills place an additional burden on our team as they cover these gaps for you.  In our discussions, I’ve provided specific guidance on the competencies where you require immediate and sustained improvement. To recap, the areas of underperformance that we’ve discussed are:   * **Accountability**   + You do not consistently meet commitments or deliver when obstacles arise.   + You fail to follow-up and inform others when commitments cannot be kept.   We’ve discussed several examples where your deliverables were not met, including a visible deliverable to design and deliver training to the ART1 QA staff during the PI5 Innovation Sprint. While you appeared very invested and excited to take this on, you failed to deliver anything, did not notify your stakeholders, and could not provide reasoning as to why you were not able to complete this work. Failure to deliver not only places the burden of your work on others, it also prevents our organization from moving forward on their critical deliverables and progress on quality.  An additional example of your lack of accountability is the delivery of the JavaScript Framework for the ART1 team. Delivery of this framework was requested and needed by the ART1 teams, yet you did not dive this initiative to completion. This places burden on other team members to provide oversight to your work as well as their own. Delays to this framework not only makes it challenging for your teams to progress, other teams are dependent as well.   * **Engagement**   + You miss meetings – accepts and does not show up, departs early; or does not accept or acknowledge meeting invites.   + You lack timely follow-up on meeting requests and emails – sometimes does not acknowledge meeting requests or emails; or responds well outside a 24-hour window.   + You exhibit lack of attention/retention – You are unable to consistently retain details related to team activities and your own deliverables from meeting to meeting.   We’ve discussed a low-level of awareness outside of your immediate deliverables, and passive understanding of how your function fits in with the team at large and our objectives. Your lack of attention seems to prevent you from effectively recalling action items and details in future discussion and meetings. Not attending or paying attention (being present) at meetings and staying abreast of emails compounds your lack of engagement and focus.  Your lack of engagement and focus places additional burden on the rest of the team to deliver where you are not able.   * **Time Management**   + You have difficulty managing, prioritizing multiple/conflicting deliverables   + You show an inability to self-start when unsure or unclear.   + Unless prompted or without constant follow-up, progress isn’t made.   We discussed your specific challenges in the role of an Automation Architect and the need for you to actively plan for and own your success. It appears difficult for you to prioritize and manage your time so that crucial deliverables are met on time.  An example that illustrates your need to improve time management is lack of delivery of the JS Framework. You’ve been unable to work independently and make progress for over a year. It’s taken oversight by a peer to make progress on each step. You are not currently operating at your expected level of competency as a Senior Automation Engineer. While we as an organization value collaboration, we all need to be able to manage our individual contributions.  When you are not able to manage your time effectively, we do not deliver as a team.   * **Key Skill Development**   + You are challenged to adapt to new expectations of expanded role.   + You fail to demonstrate thorough knowledge of key technologies used for automation   We discussed how our roles in Quality Engineering are evolving and, specifically, how your role as a Senior Automation Engineer demands more of you. As our organization, and subsequently our roles, transform it creates some ambiguity that requires you to shift gears comfortably and remain effective and efficient in the face of uncertainty. Specifically, we spoke about your challenge focusing, driving toward results, and that this limits your ability to meet critical deliverables.  Another key skill is driving for operational excellence through continuous learning and improvement. Your role requires a broad range of technical skills and familiarity with technologies used at Delta including Jenkins and SauceLabs. To date, you have not demonstrated any mastery of these technologies and while you have expressed the desire to do so, you have not made it actionable. This causes resources that look to our team, specifically you, for help and support to find alternative sources of support lessening the value that we could offer them. |

**Improvement Required / People Leader Comments:**

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| Deliverables that you are accountable for managing during this time are outlined below. You are responsible for meeting these timelines and managing any challenges that arise during the process:  **JavaScript Framework Version 1.0 delivery plan:**   |  |  |  | | --- | --- | --- | | **Deliverable** | **Completion Date** | **Status 4/3** | | **JS Framework Delivery** |  |  | | -Framework Planning & Prep | 20-Mar | Complete | | -Develop Reporting Plan | 24-Mar | Complete | | -Test/Validate Framework and Reporting | 31-Mar | Complete | | -Implement framework V1 Structure for Users | 6-Apr |  | | -Implement Trace Logging | 15-Apr |  | | -Evaluate ESS and PD scripts for future automation | 20-Apr |  | | **ART1 Automation Architect Deliverables** |  |  | | Determine Automation needs/goals for hCentive and PAD | 20-Apr | Complete | | Determine automation needs/goals for Web CMS | 20-Apr |  | | Outline a strategy/implementation plan for assigned ART 1 teams | 30-Apr |  |   Performance Improvements Required:   * Respond to all email inquiries and meeting invites within 24-hours. * Attend meetings or ensure key team members or meeting organizers are aware when you are unable. * Timely submission of deliverables; meet commitments to complete work on-time. * Communicate, in a timely manner, when you have questions regarding deliverables. This must be done proactively to ensure deliverables are met on or before the due date. * Ensure you have tools to support your retention and focus regarding previous discussions, material covered, and directives given regarding deliverables to minimize unnecessary distraction to your peers as well as delays in your work product. * Effective management of ensuring you have the information you need to produce a quality work product. Follow up if necessary and take ownership of obtaining tools in order to complete work. * Develop an action plan to develop mastery of technical skills required to support your assigned teams.   During this time, you will continue to take guidance on your day-to-day deliverables from your Team Lead. You and I will meet weekly regarding your deliverables and ongoing progress.  Mark, you must make immediate and sustained improvement. Failure to do so may result in further corrective action, up to and including termination of your employment. |

Employee Comments:

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My signature below does not necessarily indicate I agree with the contents of this action but acknowledges receipt of the action and that I have had an opportunity to comment.

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| Mark Atkinson 4/7/2020 |  |  |
| Employee Signature |  | People Leader Signature |
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Employee Relations Signature