

### Question

This section should be used to highlight completed projects, Key Performance Indicator (KPIs), Measures of Performance (MOPs), significant work projects, metrics, and process improvements that contributed to the organization's goals. This section should not be used to summarize daily tasks. Focus on what was accomplished and how you exemplified BlackBerry's core values (Customer Focus, Innovation, Integrity, Team Work, Mutual Respect, Accountability).

### Employee

#### Answer

This past year has been a whirlwind of activity, progress, and achievements, fueled by a passion for innovation and a commitment to BlackBerry's core values. It wasn't about simply checking tasks off a list; it was about streamlining processes, tackling complex technical challenges, forging impactful collaborations, and ultimately driving the efficiency and innovation within our organization. I've had the privilege of contributing in numerous ways which spanned various areas, from technical expertise and project management to teamwork and continuous improvement. Here's a glimpse into some of my key accomplishments and initiatives that exemplify my commitment to excellence:

#### Innovation at the Forefront: Championing Customer-Centric Solutions

Innovation and customer focus took center stage in my efforts to enhance the BlackFish system. Over the past year, I have worked directly with members of eight different test teams, guiding them through the process of storing their respective test results into BlackFish. In 2023, 46.9K test sessions were uploaded, containing the results of over 48.5M individually executed tests. I also continued to enhanced performance and scalability within BlackFish. For example, I discovered that a database query was taking an average of 72 seconds to complete during one part of uploading a test session. I was able to discover this through metric logging features that I added to the BlackFish backend service this past year. Through investigation and applied knowledge, I was able to reduce this down to an average of 0.4255 seconds. To put that into perspective, this operation which was necessary for each upload of the 46.9K test sessions, would originally have consumed over 39 days of computing time. But with the improvements I was able to implement, this was reduced to approximately 5.5 hours for the year. This wasn't just about technology; it was about putting customer satisfaction first, ensuring smoother product development, streamlining workflows for the test team, and ultimately boosting product quality and enabling faster time-to-market. This aligns directly with BlackBerry's focus on customer satisfaction and cutting-edge technology, as well as demonstrating my innovation and problem-solving skills.

Other areas where I have played a key role within the scope of BlackFish over the past year are in designing and implementing several critical features, including:

- Presentation of various data in the web dashboard
- Test result comparison alignment algorithms
- Viewing of compressed log files from the dashboard
- Integration with JIRA
- Client request metric tracking
- Building the foundation for distributed nodes to enable load balancing and automatic fail-over

I also manage all aspects of the following components in the BlackFish infrastructure:

- Database servers
- Server hardware
- Operating System
- Load-balancers

- Backend REST API Node.js server
- Frontend Nginx web server
- Automated backups and recovery testing
- Creation, managing, and renewal of security certificates for 20+ devices
- Various parsing scripts
- Related GitLab projects and branch management
- Source code static analysis tool configuration (ES Lint)
- Code test coverage reports
- Automated REST API testing
- REST API documentation

Beyond leading these initiatives, I have also been working to document the various aspects of these components. This ensures consistency, knowledge sharing, and ongoing improvement, ultimately creating a valuable, effective reference for the future. The administration of these many systems not only showcases my ability to manage complex projects but also directly contributes to BlackBerry's software development goals. By providing a high-quality, resilient, and efficient tool, the teams can now handle the massive volume of test results much more effectively. They can quickly identify issues, triage them efficiently, and drill down faster to uncover root causes.

Recognizing the time-consuming troubleshooting caused by unreliable serial adapters in our test racks, I took initiative and proposed a new solution, and I am collaborating across the local team and counterparts at other sites in developing a new, reliable connectivity system. This customer-focused and collaborative effort involves teams across different sites. By streamlining this crucial connection point, we'll not only minimize reliability issues and free up valuable time for test teams, but also create a general solution applicable across multiple labs and at lower cost than current options. This initiative directly contributes to BlackBerry's operational excellence goals and demonstrates my commitment to accountability and problem-solving.

#### The Power of Collaboration, Accountability and Growth: Building Bridges, Continuous Improvement, Achieving More

The H [REDACTED] team was struggling to find a solution for uploading their manual test results into BlackFish. They felt limited by the previous and current tools they used for tracking manual tests. After a few meetings with their team to gain a better understanding of their data and processes, I worked with M [REDACTED] to design an initial Excel spreadsheet template, that could capture their test results. From there, I took on the effort of refining the spreadsheet template into a dynamic form that enabled them to capture additional details, including individual sub-test points, notes, metrics, and results, as well as linking with related JIRA tickets. The resulting form should improve data accuracy, as well as efficiency for those performing manual tests. Additionally, I ventured outside my primary expertise by choosing Python as the language when developing the script to parse the manual test result spreadsheet. This demonstrates my willingness to learn, adapt, and place the customer's needs first. Python is a language I have only used a handful of times in my career, but by selecting this language, it provided a jump start for the H [REDACTED] team to not only track and upload their manual test results to BlackFish, but also enabled them to take over maintaining and adding future features into the utility. This work showcases problem-solving skills and initiative, while also contributing to teamwork by supporting colleagues and improving processes.

Teamwork isn't just a buzzword; it is a necessary principle to accomplish meaningful goals, complex tasks, and innovative solutions. My involvement in the planning, coordination, and execution of the move to our new office exemplifies this perfectly. From collaborating with diverse teams across multiple sites and time-zones, to navigating vendor complexities, every hurdle overcome solidified my understanding of the synergy achieved through teamwork and the power of working together with

**integrity and mutual respect.** During the past year, I liaised with various teams, including Facilities, Networking, Storage, Security, and Media, to plan, execute, and troubleshoot various issues during the move. My primary goal was to ensure we had the necessary infrastructure for our work, and to minimize disruption by providing a (mostly) smooth transition for the entire team. **My feedback, technical understanding, strong communication and organizational skills were valued enough that the project lead for our site move also requested that I participate in the equivalent efforts for the new office space in Hyderabad.** My involvement in this move put me in a position where I was able to:

- Identify and address several critical mistakes in the initial shield room plans, preventing costly rework
- Proactively identify network performance issues in the new office and collaborate with the network team to facilitate swift resolution and minimize impact on testing activities before our move-in date
- Work with facilities, the architect, and general contractor to correct many issues related to transitioning the current shield room into the new office space
- Work with vendors to prevent many interruptions to ongoing projects work and to quickly resolve those incidents that slipped through unexpectedly

Despite the many unexpected events and delays, I tracked and reported necessary details to the local stakeholders, managers, and team members, enabling them to focus on customer and project work during this transition, instead of taking on the additional load of following the nuances involved with the move.

Beyond technical prowess, I firmly believe in the immeasurable power of collaboration and open communication. This conviction fueled **my initiative of setting up monthly cross-site meetings, bringing together test lab managers from various locations including Ottawa, Hyderabad, Germany, and Cary.** This platform has fostered a culture of knowledge sharing, open brainstorming, and a collaborative spirit, leading to quicker solutions, improved processes, and a more efficient test team overall. These meetings have led to the beginning of several shared efforts including:

- Creating maintenance protocols for various labs to establish weekly, monthly, quarterly, and annual inspections and actions. This effort is to promote preventative care, and to improve lab and testing uptime in the drive towards continuous, automated testing.
- Investigation and trial of systems to actively monitor the various systems within our test labs. This effort is to promote rapid, real-time detection of failing components to minimize downtime and troubleshooting.
- Collaboration on terminal server solutions and investigation on alternative systems to replace legacy solutions.
- Sharing of lessons learned from long-term power outages, the risk of systems within business continuity and possible solutions to avoid future incidents.
- Forum for general knowledge sharing and beginning to tear down walls that historically have led to many different teams separately working to solve a common problem.

This commitment to mutual respect and knowledge sharing is leading to quicker and common solutions that benefited the entire test organization and contributing to a more efficient and productive work environment.

**Outside my officially assigned tasks, colleagues regularly seek me out to help find solutions to various problems.** To highlight a few examples from this past year:

- Troubleshooting network, computer, and test device issues
- Defining feature requirements and consulting on a replacement booking system
- Participating in code reviews for the P [REDACTED] team and BlackBook prototype

- Reviewing hardware schematics, layout, and design
- Consult with data analysis and presentation
- Reverse engineering Edo-fied setups
- Providing input on new site buildouts
- Optimizing lab layout
- Procuring and setting up additional test racks and lab benches
- Interviewing and training new hires

I enjoy these opportunities because it not only fosters collaboration among the team by working together to find an optimal solution, but also demonstrates my desire to learn and grow alongside my colleagues.

My dedication extends far beyond specific projects and achievements. It's embedded in my proactive approach, accountability, and continuous pursuit of improvement. Nowhere was this more evident than in the \$150K+ cost savings achieved through strategic equipment procurement. By leveraging existing resources and collaborating with other teams, I not only optimized resource utilization but also demonstrated a commitment to maximizing value for the company so that we could allocate those savings towards procuring other resources we needed to improve test automation.

This past year, I have strived to embody BlackBerry's core values in every endeavor. It has been a journey of transformation, collaboration, and impactful contributions. As I look to the future, I am energized by the prospect of building upon this foundation. I am confident that my skills, experience, and accomplishments have contributed significantly to the organization's goals, and will continue to contribute to our success in the years to come and to drive meaningful change and innovation within our organization.

### Question

This section is for identifying opportunities for growth and development to help reach an increased level of performance or step in career. Briefly describe 3-5 areas of opportunity and/or improvements.

### Employee

#### Answer

##### Cross-Functional Collaboration:

Through collaborative efforts like enhancing BlackFish, streamlining test lab operations, and the office relocation efforts, I've witnessed firsthand the transformative power of working across teams and sites. This approach has not only yielded significant improvements for our immediate teams (e.g., improved test efficiency, faster data analysis, robust hardware reservation system), but also contributed to the organization's overall success. Moving forward, I am committed to continuing this collaborative spirit. By leveraging the diverse expertise and perspectives within our teams and across sites, I believe we can achieve even greater things, from optimizing functionalities like BlackFish, to developing innovative solutions that address emerging challenges.

##### Continuous Learning and Skill Development:

My journey in BlackFish development and enhancements, cross-site collaborations, and frequent tasks of assisting coworkers with various issues has continued to fuel my passion for learning and skill development. **I believe staying ahead of the curve in technology and expanding my expertise are crucial for both personal growth and contributing meaningfully to the team and organization.** From proactively learning Python for the H█████ team to mastering advanced MongoDB management for BlackFish, **I actively seek opportunities to expand my knowledge base. This dedication has demonstrably improved**

efficiency (e.g., BlackFish query time reduction), and I'm confident it will continue to unlock new possibilities for both me and our team. Looking forward, I'm eager to delve deeper into areas like DevOps practices, and software architecture, as they hold immense potential for enhancing our testing and development processes. By embracing continuous learning, I believe we can remain agile, innovative, and at the forefront of our field.

#### Hone Leadership Skills:

Leading and facilitating productive collaboration is essential for fostering a positive and successful work environment. For instance, when two colleagues in my three-person team had a prolonged disagreement, I actively facilitated conversations, attempted to help them identify underlying issues, and proposed potential solutions. While this helped de-escalate the situation for a while, irreparable damage had been done requiring reorganization of the team. While it was a valuable learning experience, it also highlighted areas where I can improve my conflict resolution skills. The ability to navigate conflict, foster understanding, and reach mutually beneficial solutions is key to building strong teams and driving positive outcomes. While I hope mediation skills to this recent degree are not needed in the future, the ability to effectively move a team together as one is beneficial in many other roles that I have recently been involved with. By continuously learning and refining my approach, I am confident in becoming a more effective leader who can empower others, navigate challenges constructively, and create a thriving work environment for everyone.

#### Question

This section is for sharing employee career aspirations and the skills and experience that could support these development goals for the upcoming year.

#### Employee

#### Answer

##### BlackFish Improvements

BlackFish has empowered teams by streamlining test results storage, enabling swift retrieval and analysis of results. Now, I'm eager to further optimize the tool by tackling key bottlenecks and decentralizing components to eliminate single points of failure. This collaborative effort will involve gathering feedback from various teams and users, monitoring usage metrics, and deepening my understanding of advanced MongoDB management and REST API server design patterns. By working together, we can ensure BlackFish continues to deliver exceptional value for all stakeholders.

##### Test Automation Improvements

Empowered by BlackFish's new ability to analyze massive test datasets and minimize the risk of undetected issues, I want to continue efforts towards building infrastructure and tools for continuous, automated testing. My recent involvement in coordinating and facilitating the test rack relocation provided a valuable opportunity for stakeholders across all test areas to evaluate our current solutions. I've already initiated discussions with local stakeholders to identify challenges and explore alternative approaches as we plan for additional test racks and equipment in our new software labs. This unique vantage point, combined with my involvement in BlackBook project feature requirements and the cross-site lab forum, uniquely positions me to understand and assemble the necessary components for automated testing, while fostering collaboration to develop solutions that benefit numerous test teams throughout the organization.

## Employee Summary

## Comment

I always hate this section since I'm just repeating items from above, so I fed my list of actions and accomplishments for the year into AI to generate the following summary (with a few edits).

### Technical Expertise and Project Management:

- Led the design and implementation of several key features for BlackFish, improving efficiency and scalability.
- Managed all aspects of the BlackFish infrastructure, ensuring its smooth operation and efficient data handling.
- Championed customer-centricity by streamlining test data upload processes and improving performance.
- Played a crucial role in the successful planning, coordination, and execution of the office move, overcoming challenges, minimizing disruption, and ensuring a smooth transition.

### Collaboration and Teamwork:

- Initiated and facilitated monthly cross-site meetings for test lab managers, fostering knowledge sharing, collaboration, and improved processes across different locations.
- Collaborated with diverse teams across multiple sites and functions for the office move, effectively navigating vendor complexities and ensuring successful execution.
- Regularly assisted colleagues with troubleshooting, code reviews, and various technical tasks, demonstrating strong teamwork and willingness to help others.
- Championed maintenance protocols and system monitoring efforts to promote preventative care and minimize downtime.

### Problem-Solving and Initiative:

- Proposed and collaborated on developing a new, reliable connectivity system to address time-consuming troubleshooting caused by unreliable serial adapters.
- Identified and addressed critical mistakes in the initial shield room plans, preventing costly rework.
- Proactively identified network performance issues in the new office and worked collaboratively to resolve them swiftly.
- Designed an Excel spreadsheet template and Python script to streamline the process of uploading manual test results into BlackFish, improving data accuracy and efficiency for the H [REDACTED] team (and others).
- Saved the company significant amounts of money through attention to detail, proactive investigation, strategic equipment procurement and resource optimization.
- Reduced a query time within BlackFish from 72 seconds to 0.4255 seconds through performance analysis and optimization, demonstrating a significant improvement in efficiency.
- Implemented automated backups and recovery testing for BlackFish, ensuring data integrity and streamlining processes.

## Communication and Continuous Learning:

- Documented various aspects of BlackFish and other projects to ensure knowledge sharing and continuity.
- Actively sought opportunities to learn and contribute beyond specific tasks, demonstrating a commitment to continuous growth and improvement.
- Embraced new challenges by learning Python to develop the script for the H [REDACTED] team, showcasing adaptability and willingness to acquire new skills.

Overall, your accomplishments highlight your technical expertise, problem-solving skills, collaborative spirit, and dedication to continuous improvement. You are a valuable asset to your team and have consistently demonstrated a commitment to BlackBerry's core values.