Tim Hordern

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My main summarised resume is available at timhordern.com/resume

I have more than 15 years of corporate experience in Australia and internationally through a variety of senior roles in tech companies and startups. I have worn many hats and can successfully lead Technical and Product teams as a Team Lead, Technical Lead, Engineering Manager or Product Manager. I help build better products with a product management, scalable growth, and quality-driven mindset. Sometimes I just do all the things. I enjoy working in small teams with fantastic people, building valuable products, on interesting technology, in the right culture. I prefer small startups or growth teams inside wider organisations where I can have an outsize impact.

Resume Appendix: Detailed Project/Role Experience

Apr 2020-Apr 2021

Hydro Tasmania

Product & Development Specialist Melbourne, Australia

- Product Manager for Hydro's Virtual Power Plant product, leading development with external software team, delivering first commercial VPP trading in FCAS market.
- Designed and architected integration with Tesla and AEMO VPP APIs. Facilitated registration, site testing, metering and software test engagement for AEMO program. Worked with potential customers to understand value stacks and estimates for battery infrastructure, market possibilities, and ways to facilitate Distributed Energy Resources (DER) being traded by Hydro's trading team.

Jan 2019-Nov 2019

GreenSync: deX Markets

Head of Markets

Melbourne, Australia

- Product and Team Lead for deX Markets at GreenSync. I helped establish digital markets around the world for the trading and management of electrical assets on a cloud-based software platform.
- Designed and architected the Active Network Management integration and deX Market product for integration with UK Power Networks and Smarter Grid Solutions to help manage Distributed Energy Resources (DER).
- Helped design and architect contract types and structure within deX, to enable closed market
 procurement of energy resources in the trial with Simply Energy, SA Power Networks and
 Tesla Energy. Helped form and lead cross-functional team to deliver this highest priority
 delivery milestone. Led workshops with SAPN and Simply stakeholders to confirm process
 and agree on system behaviour.
- Recruited and onboarded team to build ANM integration product and Market platform.
 Facilitated team inception to get team up and running understanding the problem and ready to develop in under a fortnight.
- Product Manager of the Markets product suite. Defined roadmap and strategies for growing and building market integration and trading.

Jun 2018-Jan 2019

GreenSync: deX Team

Team Lead

Melbourne, Australia

- Team Lead for GreenSync's Decentralised Energy Exchange (deX), a digital marketplace that changes the way electricity is produced, used, stored and traded.
- Designed and architected the network mediation functionality of our deX Vision product to allow distribution networks to monitor and analyse electrical asset and dispatch behaviour.
- Planned the development and architecture of the deX Vision product integration with Schneider Electric's Advanced Distribution Management System and an Australian distribution network

- organisation for a much deeper continuous electrical distribution network management process.
- Helped build submission package for successful \$10m ARENA grant. Developed deX Product
 Roadmap for 5 years worth of product development across multiple verticals and industries.
 Worked with Heads of Product and Technology to establish this against broader product
 visions and product strategy, as well as our broader system architecture. Developed use case
 structure for linking product development with technical build and customer requirements.
- Worked with Head of Technology and solution architect to ratify development changes to deX architecture and core product functionality. Led team through numerous system and functional changes to adapt to changing customer milestones and needs.
- Replatformed the deX Developer Centre to better suit internal and external developer needs, improve integration onboarding process, and assist internal teams in developing to the shared deX platform.
- Helped sign new customers to VPP platform, working in collaboration with delivery and project management teams. Prepared extensive responses to security questionnaires and established an inhouse body of knowledge on security practices and testing.

Jan 2018-Jun 2018

GreenSync: Hardware & Integrations Team

Team Lead

Melbourne, Australia

- Team Lead for GreenSync's hardware and software integrations team. Expertise developed as Delivery Transformation led us to transitioning to centrally own hardware development and software integrations across GreenSync.
- Designed and architected integration with Tesla GridLogic system and PowerWall 2, as well as metering providers.
- Managed and configured Google Cloud Platform (GCP) infrastructure, including as owner for 5+ primary systems.
- Primary site reliability engineer and on call and after hours responder for all GreenSync production infrastructure for over 12 months. My time acting in role (as well as continuing as an escalation point) helped establish common patterns and solutions for incident response at GreenSync. I developed formal incident response processes and systems for the technology team to help scale incident response at GreenSync from 2 developers to across the development team, as well as helping develop formal business continuity responses.
- Developed and implemented infrastructure as code for range of environments via Terraform & Chef using GCP, across GCE, GKE and IAM.
- Configured and managed alerting and notification infrastructure, including Datadog, PagerDuty, New Relic, Sentry, Pingdom and Stackdriver systems.
- Led security management and response including establishment of penetration tests and initial analysis of certification responses and answers.

Apr 2017-Dec 2017

GreenSync: Delivery Transformation Team

Team Lead

Melbourne, Australia

- Team lead for GreenSync's internal scaling/optimisation team.
- Led product and operations redesign of Peak Response Unit (PRU) hardware unit for demand response to enable scaling and outsourced manufacturing, leading to the build of 100s of units enabling the primary revenue stream for GreenSync. One of these units currently enables Australia's largest standalone Virtual Power Plant (VPP).
- Led standardisation of Procure-To-Deliver process for turnkey PRU hardware solution including 'Code-Driven' procurement/configuration, fully replacing manual processes. Organised and completed training for Restricted Electrician Class 2 License to allow staff to work in electrical hardware environments and to provide greater onsite support.
- Managed and configured Google Cloud Platform (GCP) infrastructure, including as owner for 5+ primary systems.
- Primary site reliability engineer and on call and after hours responder for all GreenSync production infrastructure for over 12 months. My time acting in role (as well as continuing as an escalation point) helped establish common patterns and solutions for incident response at GreenSync. I developed formal incident response processes and systems for the technology team to help scale incident response at GreenSync from 2 developers to across the development team, as well as helping develop formal business continuity responses.
- Developed and implemented infrastructure as code for range of environments via Terraform & Chef using GCP, across GCE, GKE and IAM.

- Configured and managed alerting and notification infrastructure, including Datadog, PagerDuty, New Relic, Sentry, Pingdom and Stackdriver systems.
- Onsite consultant for Energy Queensland development of VPP for C&I customers. Established
 process for local whitelabeled production of hardware unit. Assisted with product development,
 pricing, and sales.

Jun 2016-Aug 2016

Spotify: Creator

QA Tester and Test Engineer

New York, NY

· Helped implement end to end Dockerized Selenium Java tests.

May 2016-Jun 2016

Spotify: User Insights Tool

Front-End Engineer and Test Engineer

New York, NY

• Front-End Engineer for User Insights Tool: Wrote front-end in ES6 React.js, built via Babel, Webpack, ESLint, Enzyme and Karma. Styled frontend using components to handle internal Bootstrap framework.

Jan 2016-Mar 2016

XO Group: Concierge Planning Tools

Engineer

New York, NY

- Engineer on ES6 React.js and Redux administration tool, built via Babel, Webpack, ESLint, and Jest.
- Engineer on ES6 React.js and Redux A/B experimentation tool, built via Babel, Webpack, ESLint, Enzyme, and Karma.

Dec 2015-Jan 2016

XO Group: Code Style and Architecture

Code Style Guide Lead New York, NY

- Implemented Javascript Style Guide in ESLint as published package for projects to easily lint their code.
- Implemented Ruby Style Guide in rubocop.

Jun 2015-Dec 2015

XO Group: Fashion Administration Tool

Developer & Test Engineer

New York, NY

- Developer & Test Engineer on React.js internal admin tool, reducing data entry time by 50-200%. Built infrastructure, build system, tooling & continuous integration to support team. Built API service contract testing suite in Node.js and Jasmine to allow safe refactoring.
- Built team's first ever Docker application using a continuous delivery pipeline. Rebuilt Jenkins continuous integration environments, for faster feedback & cutting build queues.

Jun 2014-Jan 2015

Intent Media: Reporting Infrastructure

QA Engineer & Product Analyst

New York, NY

- QA Engineer & Product Analyst for reporting team. Wrote automated tests using Cucumber-JVM and helped build our automated reporting tool as the first continuously deployed Docker application in production. Removed the previous manual process entirely, initially with UI macros and email automation.
- Worked with product and technology leads to define priorities, clarify architecture, improve testability, and manage scope creep & organizational challenges.
- Worked with internal stakeholders to resolve production critical issues rapidly and develop messaging for external impact.

2013 - 2015

Intent Media

Agile QA Engineer

New York, NY

• Performed functional, exploratory, and user acceptance testing across Intent's full stack which featured a combination of Javascript, Java, Rails, MySQL, Vertica, S3, MongoDB, iOS, and backend Node applications. Built production tests for service verification. Built first version

of a performance test suite.

Grew QA team, recruiting engineers, building performance test suites, and redefined practices & recruitment processes.

Apr 2013-May 2013 Thought Works Project: iOS (iPhone/iPad) Rail Network Management Application

Product Designer Sydney, Australia

- Designer for organisation-wide iOS application for rail network management. Ran user testing of iOS applications with range of users, including in-situ user testing sessions (onboard train). Built UI interfaces and developed overall user experience for consumers and staff.
- Designed wireframes and prototypes for iOS applications. Developed assets in Illustrator.

Mar 2013

ThoughtWorks Project: Android Health Management Tablet Application

Quality Analyst Melbourne, Australia

• Functional tester for Android tablet application. Performance tested Rails backend on Heroku.

Jan 2013

Thought Works Project: Front-End Prototypes

Developer & Quality Analyst Melbourne, Australia

> • Front End Developer, rapidly built prototypes in Node/CoffeeScript/Jade stack. Designed wireframes and UI components for prototype mockups.

Oct 2012-Jan 2013

ThoughtWorks Project: Customer Portal

Product Manager & Engineer Melbourne, Australia

- · Scoped & managed user stories with acceptance criteria in Atlassian JIRA. Analysed integration systems for future development work.
- Tester for Customer Portal and services, incorporating exploratory testing and automated test development in Selenium. Built Gatling test suite in Scala for SOAP services, microservices and HTML5 front-end. Helped team optimise workflows, Kanban boards and metrics. Developed Bamboo CI dashboard and build light.

Jul 2012-Oct 2012

ThoughtWorks Project: Agile and DevOps Assessment

Agile Consultant Melbourne, Australia

> · Product and Technical Consultant for agile and DevOps fast-track assessment. Conducted project analysis and inception planning for proposed fast-track project. Agile coaching of project team lead. Helped clarify and priotise user stories. Developed Kanban walls for pilot agile teams.

Nov 2011–Jul 2012

ThoughtWorks Project: iOS (iPhone/iPad) Application

Quality Analyst Melbourne, Australia

- Tester for iOS application and .NET webservice, incorporating exploratory testing, accessibility testing, field handset testing and automated test development in Frank.
- Built and managed TestFlight instance for 100+ internal and external beta users. Managed Jenkins instance and build pipeline. Developed build monitor dashboard and build lights.
- Built visual design wall to elicit feedback from organisation in a cohesive product view.
- Provided guidance on iTunes App Store submissions, management and marketing.
- Tester for .NET web application, built automated tests in Selenium and conducted functional and exploratory testing. Worked out production fixes for identified bugs.

Aug 2011-Nov 2011

ThoughtWorks Project: Real Estate Website

Quality Analyst Melbourne, Australia

> Tester for Java/Ruby web application. Developed Cucumber acceptance tests for legacy product and training Java developers in adding tests.

Feb 2011-Jun 2011

ThoughtWorks Project: Advertising/Directory Listing Analytics and Reporting Platform

Quality Analyst

Melbourne, Australia

• Tester for Ruby big data analytics and reporting platform, developed automated testing and conducted exploratory testing. Developed cross-team automated integration tests.

2010 Infosys

Technical Test Lead Melbourne, Australia

Test Manager for SAP SRM Upgrade project, leading onsite and remote testing teams.

Australian Flying Disc Association (AFDA)

Web Developer

Melbourne, Australia

 Developed the 2009 Melbourne Hat tournament website, providing information for participants and other interested parties.

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Web Developer

Melbourne, Australia

 Developed the 2008 Melbourne Hat tournament website, providing information for participants and other interested parties.

Australian Flying Disc Association (AFDA)

Information Technology Consultant

Melbourne, Australia

- Reviewed IT requirements and introduced preliminary project management practices.
- Drafted service management guidelines for dealing with outsource service providers.
- Developed outline for AFDA website redevelopment.

Accenture Project: SAP MM/PM Implementation

Project Manager

Melbourne, Australia

- Project Management Consultant, established and managed project management (PMO) activities
 and planned future project phase resourcing and activities for upcoming transformation of
 \$14bn mining company.
- Developed and implemented PMO approach and procedures guidelines. Created PMO handbook to outline methodology undertaken and codify procedures.
- Developed project issue & risk logs, established regular review processes and facilitated review
 meetings with project leadership. Prepared PMO team and project status reports. Managed
 project Microsoft SharePoint site and integrated issue & risk logs. Created and tracked
 deliverable matrix.
- Revised resource and project plans and assisted in recruitment of project resources. Performed
 project administration including time and expense management.
- Coordinated estimates for \$100+ million of SAP implementation work during intensive re-planning efforts. Established clear process for handling project estimation.
- Developed project organisational chart, streamlining resource plan updates into chart. Developed Design Phase project plan and refined Blueprint Phase project plan and management procedures.

2007-2008 Accenture Project: SAP PM/MM Upgrade

Conversions (Data Migration) Team Lead Australia

- Conversions (Data Migrations) Team Lead, planned and delivered data migration effort for large SAP PM and MM upgrade/implementation, supporting maintenance of 11,000+ vehicles travelling more than 350 million kms. Managed a diverse team of developers, analysts and client SMEs, reporting to senior leadership team.
- Planned and delivered multiple rigorous Test Conversions, delivering a smooth project Go-Live.
 Led Conversions team to successfully convert significant system objects into upgraded SAP environment from multiple disparate environments, including existing SAP custom-developed

2008

2009

2008

2008

module. Worked with business resources to validate processes and converted data and supported in-team client resources. Trained and mentored new Accenture technical and functional resources.

- Developed range of Conversions programs in LSMW/CATT ensuring most appropriate standard/custom transactions chosen for stability of uploads. Identified reusability of Conversions programs for business as bulk upload/change programs. Created extensive databases and spreadsheets to automate data cleansing process, significantly reducing manual input in data cleansing process.
- Provided onsite post Go-Live support across multiple client locations in Australia. Transitioned post Go-Live Conversions activities to Support team.
- Developed Conversions Mapping and Guides to assist team in executing Conversions programs/processes with minimal errors. Developed Conversions Approach and a detailed Project Plan.
- Performed code review/QA including unit/system testing on ABAP, LSMW and Mercury WinRunner Conversions programs. Managed development transport migration in Rev-Trac.

Accenture Project: SAP PM/MM Upgrade

Conversions (Data Migration) and Test Analyst

Melbourne, Australia

- Conversions and Test Analyst, created Strategy documents and planned Conversions work for future phase of SAP MM and PM implementation/upgrade at a large postal client.
- Created Conversion Strategy, setting out guidelines for test and final conversions and exit/entry/success criteria.
- Created Test Strategy, including selecting a preferred test model and performance criteria. Estimated and sized the Conversions team and workload, including developing a project plan estimate for the Conversions team.

2006–2007 Accenture Project: Oracle RPM Implementation

Senior Tester

Melbourne, Australia

- Functional and Integration Test Analyst for the backend Oracle (Retek) Retail Price Management (RPM) implementation and downstream in-store & POS retail systems, for supermarket chain, handling \$35 billion in transactions for 8.8 million consumers.
- Designed FIT test sets from business requirements. Identified technical requirements for test sets and established sample data sets.
- Executed successful manual testing of large test sets above targets without triggering overtime within Retek (across RMS, RDF, RPM instances), POS and client architecture. Accurately recorded and managed test set execution in Quality Center. Identified and recorded defects during test execution and tracked them to closure with Fix teams.
- Supervised team of manual testers through test case development and execution. Generated progress trackers and coverage reporting.
- Assisted test managers in coordinating day-to-day testing with reports, test set analysis and coordination with other technical and business teams. Captured phase Lessons Learnt and presented to leadership team.
- Developed reporting tools for Test managers, utilising Mercury Quality Center and Excel, charting execution rates, defect management/closure and overall testing status.
- Developed and conducted training, including brown bag and induction sessions.

Accenture Project: SAP Retail Bid

Business Analyst

Melbourne, Australia

• Business Analyst for a SAP Retail implementation bid at a large postal client.

Jan 2005-Oct 2005 General Motors Holden

Reporting & System Analyst Melbourne, Australia

- Reporting and System Analyst, analysed SAP R/3 Accounts Payable (AP), invoice management and overall Procure-To-Pay processes.
- Identified KPIs within SAP R/3 and Requisite to track procurement and financial management status. Created executive dashboard and delivered weekly financial and performance reporting to Holden CEO, Board and Executive Directors.

2007

2006

- Produced in-depth analysis and reporting for Executive Director of World Wide Procurement
 using extracts and custom reports within SAP R/3 and Requisite catalogue environments.
 Delivered reporting and functional analysis/testing for SAP teams. Identified root-cause SAP
 MM Procurement issues and drafted solutions for outsourced support team. Tracked and
 reported on issues/defects to closure.
- Helped optimise the invoice processing and Procure-To-Pay processes by identifying faults in the invoicing process, tracing incorrect invoices and tracking data errors.

Nov 2004-Oct 2005

2004-Oct General Motors Holden

Product Owner - Supplier Catalogues Melbourne, Australia

- Product Owner for SRM Catalogue I helped developed, working with key stakeholders to help Holden staff to browse and electronically procure from external vendors.
- Worked with external stakeholders to onboard their electronic product catalogues, identify
 product improvements, and validate their data, and improving onboarding process. Conducted
 end-to-end testing for catalogues through Requisite, SAP SRM and R/3 to trap errors prior to
 user access. Refined electronic catalogue enablement process to improve onboarding timeframes
 for future vendors.
- Managed 2000 users of the Requisite BugsEye and eMerge Intranet electronic catalogue system, providing direct user support and identifying training improvements. Maintained uptime and actioned Level 2-3 support enquiries. Managed database creation and back-end management/updates, including support out of hours.
- Functional and UAT tester for SAP R/3 upgrade to 4.70. Executed end-to-end scenario and regression testing to validate end-user functionality. Conducted Sarbanes-Oxley (SOX) compliance review.

Nov 2004 2004-Dec General Motors Holden

Reporting and Database Analyst

Melbourne, Australia

- Reporting and Database Analyst, delivering reporting for the World Wide Procurement (WWP)
 department. Developed and administered reporting toolsets and redeveloped key database
 to streamline end of month reconciliation.
- Developed reports and databases (within SAP and externally) to assist Business Optimisation team in delivering reductions in category spend. Provided SAP end-user training for WWP.
- Redeveloped Microsoft Access tariff duty database to clarify duty calculations, reduce end of
 month processing time and provide audit logs to assist Business Optimisation in complying
 with Internal Audit team.

Jun 2004 2003-Nov General Motors Holden: SAP MM/SRM Implementation

Supplier Enablement Consultant & SRM System Analyst/Administrator Melbourne, Australia

- Configured, loaded and administered 15 online supplier catalogues across MRO, office supplies and computing equipment in Requisite BugsEye/eMerge. Assisted suppliers in transforming existing product catalogues to suit Holden standards for catalogues. Conducted end-to-end testing through Requisite, SAP SRM and R/3. Data cleansed catalogue masters to match Holden Indirect Material Master data standards.
- Post Go-Live Support and Administrator for 2000+ users of Requisite BugsEye/eMerge Intranet electronic catalogue system. Maintained uptime and actioned Level 2-3 support enquiries. Managed database creation, including support out of hours.

Jun 20 2004

2003-Nov General Motors Holden: SAP MM/SRM Implementation

Conversions (Data Migration) Analyst

Melbourne, Australia

- Conversions/Data Migration Analyst, delivered data migration and go-live capability for the IPMM Project, a large SAP MM implementation. Led Conversions team across multiple rollouts and managed Data Cleansing team.
- Converted 20000+ Open Purchase Orders, 12000+ Vendors, 80000+ Purchasing Information Records, 60000+ materials and associated records across multiple rollouts across Australia and NZ using SAP LSME and custom upload programs. Liased with client SMEs to verify/sense-check.

- Managed Data Cleansing team of Holden Master Data managers. Developed databases & spreadsheets to automate data cleansing process and significantly reduced manual data cleansing effort. Identified and analysed extensive data sets from legacy systems (MIMS & PREP) and ad-hoc databases/spreadsheets relevant for conversions.
- Developed functional designs for Conversions objects. Worked with developers to refine specifications for RICEFW objects. Developed range of Conversions programs in SAP LSMW. Identified reusability of Conversions programs for business as mass create/change programs. Performed code review/QA including unit/system testing on SAP LSMW/ABAP/CATT Conversions programs. Raised issues through SAP OSS.
- Provided on-site post Go-Live support at each rollout site and managed Level 1 issues.
- Reviewed Stakeholder Expectations and identified key expectations to manage. Developed and administered User Readiness Survey using Professional Quest Enterprise survey tool.
- Created Intranet sign-in page for SAP Single Sign-On environment.

Resume Appendix: Additional Work Experience

Pause Fest 2019

2013

2010

2009

Event Volunteer

Melbourne, Australia

- Handled on site event information and directions for visitors.
- Handled scheduling of key industry personnel meet and greets.
- Event setup and teardown. Guiding and headcount activities.

Leaders in Software and Art (LISA)

Event Volunteer New York, NY

Handled on site activities such as seat allocation, registrations, and event setup/teardown.

Pirate Hearts Ninja Ultimate Frisbee Club

Co-Founder

Melbourne, Australia

 Co-founder of club. Handled wide range of tasks for club including registrations, communications, social activities, travel planning, and tournament organisation.

HDS Australia 2009

Field Assistant

Melbourne, Australia

- Monitored traffic volume and provided initial traffic flow analysis.
- · Handled local resident enquiries.
- Liaised with local residents and managed enquiries.
- Acted as public relations contact for regional newspaper.

Beach Ultimate Frisbee Tournament 2009

Tournament Co-Director

Melbourne, Australia

 Director for beach ultimate tournament. Liased with administration officials, council representatives, logistics work, operational support.

Indoor Ultimate Frisbee Tournament

Tournament Organising Committee

Melbourne, Australia

· On site operational support.

Chilly Ultimate Frisbee Club 2008-2013

President

Melbourne, Australia

- Club president. Re-elected for 5 years.
- Handled club administration, communications, social and internet presence, club registration, interactions with league and tournament committees.
- Organised and ran club AGMs and other administrative meetings.

The Choocolate Box 2001-2003, 2005

Retail Assistant / Warehouse Assistant

Melbourne, Australia

- Customer service and direct marketing activities.
- Point of Sale system reporting and administration.
- Store management, merchandising and invoicing.
- · Warehouse management & replenishment activities.

Daytons Accountants

Administrative Asssistant Melbourne, Australia

2003

- Book-keeping duties, including General Ledger management, account reconciliation, tax return preparation and submission.
- Administrative duties.

1998, 1999 Haines Norton Chartered Accountants

IT Technician

Melbourne, Australia

• IT technician, reporting to IT Manager. Technical support representative for office; provided hardware support as well as at-desk user training and support.

1998, 1999 Haines Norton Chartered Accountants

Administration Assistant Melbourne, Australia

- Book-keeping duties, including General Ledger and account reconciliation.
- Administrative duties.

1998 Ansett Australia

Administration Assistant Melbourne, Australia

• Administrative duties.

Resume Appendix: Education

2014 - 2015 Product Management Course

General Assembly - New York, NY

2009-2010 Masters of Public Policy and Management

University of Melbourne - Melbourne, Australia

Incomplete. Returned to work due to change in personal circumstances.

2001 - 2005 **Bachelor of Information Systems**

University of Melbourne - Melbourne, Australia

Originally a double degree of Commerce and Information Systems. I graduated earlier with Bachelor of Information Systems due to a work opportunity opening up.

1995 - 2000 Equivalent National Tertiary Entrance Rank (ENTER) of 98.75

Victorian Certificate of Education (VCE) - Melbourne, Australia

Ranked in the top 1.25% of VCE results, including perfect subject scores in English and Information Processing & Management (50 out of 50), and scores of 44 in Economics and 42 in Accounting.

Resume Appendix: Side Projects

2021 Windows Workstation Builder

A series of PowerShell scripts to build out an Windows desktop environment from scratch on a vanilla Windows 10 machine.

2016 Resume

Converted this project resume and my primary resume to LaTeX.

2015 Quotes on Software Development

A quick hack to play around with React.js. Displays some quotes that I've collected on the art and craft of software development.

2015 Hashtag Testing Slack Chat

The largest QA community on Slack. Runs Slackin to handle registration and realtime user counts.

2014 Workstation Builder

A shell tool to build out an macOS/OSX development environment from scratch on a vanilla machine.