# Professional: Mid-Year review worksheet

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| **Employee name: Mark Atkinson** | | | **Date: 6/28/17** | | | | |
| List objectives and competencies below. | | Midyear rating: | Weighting to total 100% for each section | | Weight based on role to total 100% | | |
| Objectives | Objective 1: Develop and implement an extensible test automation framework to support Page specific Unit Testing and End to End User Work flow testing on multiple browsers, multiple product lines  Requirement is to build out a Test Automation Frame work with a published API that is capable of supporting multiple software applications in the newly developed and released Customer Experience Suite of products. Buying and Acquisitions for the Direct HMO and PPO Channel, and the AARP HMO and PPO Channel, Provider Directory a replacement for the legacy application, Claims Management tool. All of this ability supported by multiple web browsers  By the simple fact that we recently caught up covering all functionality developed by all three products and test across the top three designated browsers, This objective is met 100%  Work is never done. We find failures in our tests, and we find better ways to prove or disprove the application is working correctly. These two areas of mention and the fact that the product under test continue to develop and release new features mean we are always improving our product.  4  Exceeds  Results have consistently exceeded job standards in nearly all areas of accountability. Individuals rated at this level are fully-qualified in all aspects of the job and in addition have made contributions significantly above that expected of the majority of employees doing similar work.  A much simpler and briefer set of tests could have been delivered in quicker time, but I felt it important to stretch beyond the minimum and exceed moderate standards and do a more exhaustive coverage. I think the results of this work have been returned in acceptance in the public | 3 | 25% | 100% | | 80 | 100% |
| Objective 2: Develop and Implement a test methodology to automate testing of the REST Micro services that support the Customer Experience Applications  Requirement is to build out a means of automatically examining and validating correctness of operation and data returned by the Micro service REST APIs that are the core information getters and returners for the Customer Experience Suite of Products.  My success: At the time of the midyear review we were not able to put a rating scale value to the work done. It was too immature and lacking clear though on how to robustly cover the entire information spectrum. With some consultation, discussion and experimentation a massive improvement was implemented, in a very quick period of time, which continues to grow. The addition of this test infrastructure to my suite have multiplied by a factor of three my ability to use the User Interface End To End Test Automation framework.  Our success is measured in the fact that we can quickly tell the health of the underlying subsystems that support our user applications quickly and that we have been able to greatly enhance our user interface testing by having a rigid source of truth to verify the User application against. Without this  === ==================== ================ =============== ============== ===========  4 Exceeds  The coverage that we have met was always planned, the methodology that was to be used would have taken more time versus time it took using the methodology and technologies used. Why this rating exceeds is because of how we can leverage the use of the REST API Micro Service tests in order to enhance the focus and correctness of the other testing frameworks. | ? | 25% |
| Objective 3: Develop and deploy testing infrastructure that will support Automatic test automation in Customer Experience:   * All product lines * Runs on a preplanned schedule * Runs against automated product deployments   There are two distinctly different operational needs to this requirement,  First: is to build out infrastructure and methodologies to run regression testing automatically  Second: is to build out infrastructure and methodology to execute acceptance and functional testing against all new product builds. In both cases the code executed may be exactly the same. But, the timing and reason for the execution is completely different.  The success of the first where regression testing is run automatically and reported continually has worked flawlessly. The test result are not always what we want, but the entire Regression Suite runs every four hours around the clock for Buying and Acquisition, and the Provider Directory Suite of tests has been running every 90 Min around the clock.  The second operational need has been met acceptably but not in an outstanding manner. This can be attributed to a number of external factors and in the timing of my communication of these factors. The work has been completed and has had to be re build with new machines. This will be back up and completely operational by early December 2017 ( one week )  === ==================== ================ =============== ============== ===========  3 Meets Needs  This will simply improve with time and experience with the corporate IT universe. | 3 | 25% |
| Objective 4: Develop an Automated Test reporting methodology that:   * Spans time * Reports in a manner that is valuable to the audience * Persists reported data   Requirement is for the test reporting to span time and present a historical perspective.  The reporting is consumable by a wide audience.  The reported data is persisted and available for review.  Record of all tests run over time, with a reporting of the number tests that are added over time.  The reports are human readable and the failures are clearly understood.  We have a web server attached to each test machine for test report review. But I'm seeing a flaw in this approach. I am implementing a single centralized location where all reporting can be view in its raw data, and in an aggregated manner as well.  This work is ongoing. Previously held opinions of what is or will work well is being challenged and improved.  === ==================== ================ =============== ============== ===========  3 Meets Needs  Lack of a dashboard is keeping this from being exceptional | 3 | 20% |  |
| Objective 5: Complete several “ Take Ten “ professional development external courses  Threshold is three courses  Target is six courses  Maximum measure is Ten Courses  I have met the Threshold, and am showing a pattern to move to past the target. The maximum is attainable but will take some work.  I have already been able to apply multiple skills from each of the courses that I have taken. | 0 | 5% |  |
| Competencies/ Success Attributes | Accountability  With experience gained at DD in understanding the entire IT organization and infrastructure, and developing key relationships with external controllers of my environments, I have been better able to honor commitments, find alternative ways to solve and resolve problems, ultimately delivering more results than previously. | 3 | 25% | 100% | | 20 |
| Collaboration  I am still exceeding and will continue at this level or better. It has always been my approach and manner to develop relationships with colleagues or individuals who can improve or hamper my environment or progress. With an intimate professional understanding of each other we can know what to ask and when to ask it, in order to get the results we need, and also know what not to ask and when not to ask it. I value the people and relationships I develop in my professional existence. | 4 | 25% |
| Communication  Having taken multiple training courses, there have been key competencies that relate directly to communication skills both soft are hard. I am actively practicing these skills on a daily basis and have seen improvement in understanding and a sense of confidence between parties that we have understood each other. | 3 | 25% |
| Discipline around fundamentals  I am pushing my team and myself to tackle each of the items identified in this Behavioral indicator. We discuss how planned choices may cause problems and how we would mitigate a range of outcomes. Our entire professional existence is about repeating the same process identically each time it is called. I continue to drive that same mantra when we reconfigure our systems. Will our customer have the same experience and be able to interpret the results of the test even with our newly added testing features? Any time we cannot clearly answer 'Yes" to that question, we go back to our decision process and adjust our process so the answer is "Yes!"  Today I can say our biggest success in this area is the combined test methodology of using results of the REST API Micro service tests to validate and check the results of the User Interface Automated testing. This has proven itself out numerous times since its inception. | 3 | 25% |
| Optional additional competencies (for development purposes) | Mark is a dedicated and professional Automation Test Lead Engineer. So far what he has done is meeting expectations but I expect a lot more out of him:  Starters come out of his shell. Get early feedback from application and Api teams.  Provide a vision for application automation tests, API tests. Drive that vision. Make this a reality  Coach the India HCL team on the vision and that they understand and work with you towards it. Delegate on the day to day stuff so that you can be more strategic.  Provider a roadmap on automation test suite maturity.  Provide test statistics. Easy access to reports. Create a dashboard or something like that.  What does your ideal organization look like? | | | | | | |

## Success attribute definitions

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| **Accountability** |
| * Taking ownership for what happens — even when it isn’t good. It’s about identifying and solving problems, looking for new ways to do things and not accepting that “we’ve always done it that way.” * Do the right thing, every time. * Honor commitments. * Hold each other accountable. * Go the extra mile, and we walk the talk. * Practice blameless problem-solving. * Find a way. * See it. Own it. Solve it. * Deliver results. |
| **Collaboration** |
| * Build partnerships and bring people together to leverage their skills to achieve a shared objective. * Work together — the opposite of working in a silo. * Know when and how to pull people together – regardless of organizational level, position or title – using everyone’s unique insights, perspectives and experiences to collectively solve tough problems. * Seek diverse ideas. * Build bridges. * Create winning outcomes for the business. |

### Success attribute definitions continued

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| **Communication** |
| * Set clear expectations. * Share information freely. Find it, use it, share it. * Provide just-in-time messaging. * Speak simply. Know your audience. Write and speak in a way that they can understand. Avoid using complicated lingo, internal acronyms and industry jargon. Use the simplest possible language and explanations. * Speak honestly and directly in a way that moves actions forward. * Actively listen. * Get the facts. * Create a tone of friendliness and warmth. * Watch our nonverbal signals. * Know when to repeat. * Reread, and maybe we rewrite. * When in doubt, pick up the phone. |
| **Discipline around fundamentals** |
| * Identifies an obstacle or a problem and deals with it right away. * Deliver a flawless customer experience, every time, with high quality, productivity and expediency. * Do things right the first time * Build repeatable processes where needed * Focus on continuous improvement * Look ahead and anticipate * Take quality personally * Pay attention to the details * Be fanatical about response time * Be organized * Be outcomes-oriented * Measure what matters * Create value for the customer * Is dedicated to meeting the expectations and requirements of internal and external customers. |

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| (1) Summarize the major accomplishments achieved during this performance appraisal period. |
| * Develop a page object model – an object oriented methodology – test automation framework and infrastructure that is robust and extensible * Provide to the consumer confidence that the application under test is working correctly, functionally and user workflows End to End, * Catch all errors and report immediately. * Accommodate the three CX Web Applications, and the Micro services REST Api tests. * Test across multiple browsers. * Implement a test reporting framework and dashboard that aggregates test server health and application test execution results * Bring on a team of three in India, keep them busy delivering valuable results * Bring on an additional staff member here in SF, train them to lead the off shore team. |
| (2) Summarize development goals and programs during this period. |
| * First prove Node JavaScript Protractor is as reasonable if not better than Java and Selenium * Develop knowledge within the team and implement a Page Object Model development methodology * Build out a testing framework based on this development methodology * Capture the needs of the customer as quickly as possible return test scripting to validate the customer’s application * Build confidence and buy-in from external parties |

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| (3) List areas to be further developed in order to increase your expertise or strengthen your job performance. |
| If we are talking about technical development goals, then it would be good to take a couple of external programming courses to brush up on some of the finer points of JavaScript, Node and the Protractor environment.  If professional development goals are the subject of this summarization, then I welcome the challenge of adding staff, project scope, and product responsibility to the mix that is already in place. In fact, I would be disappointed if this didn’t happen. |
| (4) Describe your short and long term career and professional development goals. |
| Short team is to deliver results in a quicker manner and to deliver greater sense of confidence to my consumers.  To do a better job of what we are currently doing, and to successfully implement the good Ideas that have been reviewed and captured.  Longer term goals are to expand my circle of influence, to provide technological knowledge and managerial responsibilities across multiple teams.  As I’ve spoken with my manager, If there were to be a Quality organization that were developed in the CX organization, I would want my name considered and would want the managerial team to take my proposal to manage with serious consideration. The addition of yet another silo within our organization seems to make this a less likely outcome. But, knowing that my director has had an entire business unit added to his responsibility, this same Idea but a Quality and Test Automation organization that spans both business units seems a more likely possibility. A role of this nature has very strong appeal to me.  Either way, I am strongly interested in incorporating my background and experience as a Quality organizer and implementer of solutions that I can bring to the organization, more than just the lead Test Automation brain. |

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| (5) List any additional comments for this performance appraisal period |
| I would like to thank my managerial team for the consideration they've given me by listening to my opinions, and for the opportunity that was presented to me at the beginning of the year |