

uCertify

Our Beliefs & expectations

Part A
(being an uCian)

Beliefs

*Our beliefs
become our thoughts,
Our thoughts become our words,
Our words become our actions,
Our actions become our habits,
Our habits become our values,
Our values become our destiny.*



— Mahatma Gandhi
uCertify

Our Mission & Culture

Mission

We are building the world's best learning company
Wow our customers with our service, platform & titles

Culture

We keep our word

Everything we do is to benefit our customers

Go for highest quality, don't settle for less - ever

We treat everyone as we would want to be treated
ourselves

Our Policies

1. Meritocracy
2. Open door policy
3. Transparency
4. Multiple chances
5. Commitment to learning
6. Promotion from within
7. Recognition
8. No discrimination
9. No retaliation
- 10) Preserve dignity and ensure safe & professional environment
 - a) Respect & fair treatment
 - b) No rudeness, scolding or shouting
 - c) No personal jokes or attacks
 - d) No touch

Expectations of being an uCian

It's about quality & execution (getting things done)

We value quality work and you are expected to deliver excellence on time

- It is not “8 to 5” job
 - If your daily/weekly goal is incomplete you are expected to work after hours or over the weekend
 - Ability to deliver projects and results will be recognized, appreciated and rewarded
- Do what you say you will do, no excuses...
 - No “level best”, No “try”. Just get it done

Excellence & Execution

1. Produce **QUALITY** and meet **ETA** - without fail
2. Over-communicate
 - a. Keep project plan and 2 week plan up to date
 - b. Provide daily status based on weekly goals
 - c. Alert immediately, if ETA is going to be missed
3. Be responsible for product quality
 - a. Test completely and thoroughly
4. Work on bugs first before anything new
 - a. You must fix any bugs you created immediately

QQs & EQs

1. QQs - Quality Questions

- 1.1. Who reviewed? Why did they not catch the error?
- 1.2. Who worked on it? Why this error happened?
- 1.3. What else did we missed...review everything again**
- 1.4. What is the Plan/ETA to fix all such issues?
- 1.5. What can we do avoid this in future (training, knowledge-base, process, tools)**

2. EQs - ETA Questions

- 2.1. When did you know you will miss the ETA?
- 2.2. Why was this not reported on time?
- 2.3. What is the plan to get back on track?

Meetings & Communication

1. Come prepared in meetings
 - Review & focus on your weekly goals everyday
2. Be specific (what & when)
 - Provide ETA & Scope
 - GOOD: Jun 7, 2014 NOT GOOD: soon
3. Be Complete
 - Answer every email, chat or phone call within 24h
 - Respond to everything & every point in an email or chat
4. If you have to ask for help - tell/write
 - A- what have you tried so far. B- what do you suggest
5. If you are stuck or waiting for a decision...
 - Remind everyday. You are still responsible for getting it done

Ethics @ uCertify

1. **DELIVER** your weekly goals with **QUALITY**
 - This is the reason we hired you
2. Use your judgement in anything that affects uCertify
 - Leave, project delivery, confidentiality, social media
3. Do not violate the trust uCertify places in you
 - Lack of trust leads to restrictions
4. Building the clock is better than telling the time
 - So that everyone can tell time
5. Care for uCertify - like an owner
 - Taking responsibilities will result in promotions, better grade, better pay

Meaning of DONE

- ETA = Estimated time of arrival, used for milestones dates
- IFC = In front of the customer
- Release ETA = IFC = DONE!
- We do not consider anything DONE unless it is fully tested and release to the customer.
- Calling something DONE not fully tested or not released to customer is lying.

Performance Rating

A: Amazing

- is for amazing execution, quality & consistency
- is for “building the clock” & taking uCertify to next level
- for a manager, is for developing a high performance team

B: Meeting Expectations

- is for doing QUALITY work, meeting ETA and following process without supervision or reminders

C: Not There Yet

- is sloppy work, poor quality OR
- Needs supervision or reminders for completing tasks

Direction: “+” going up. “-” going down.

Good things happen to A people

Games some employee play,
mostly unknowingly

A guide to recognize such behaviour

DO NOT DO IT

The person from the future

Employee gives status report in future tense. Rather than talking about what was achieved in previous weeks, he/she talks about he/she is going to do.

The ETA Gymnast

The employee follows this unethical & dishonest process:

First week:

1. Monday and throughout the week: Sir I am on track and get it done by the week
2. End of the week: Nothing released or reported

Next week:

3. Monday: Sir, only a few things left, will be done by lunch
4. Tuesday: Sir, I got stuck and will be done by end of the day
5. Wednesday: Sir, it is done but not released
6. Thursday: Work reviewed by the manager, it is half done and full of bugs. Employee promises to finish everything by the end of the week
7. Next Week: Process repeats... sometimes for months

“The Waiter”

“Sir, I thought I will ask you in the status meeting”

Work is not done and employee waits for the status meeting to
engage in technical discussions

Sorry sir/ma'am or I will try sir/ma'am

1. Person is quick to say sorry or that she/he will try ... and adds that it will never happen again
2. ... But does not try or change anything to improve and continues to make same mistakes

The Jumping Jack

1. Jumping from one task to another and finishing nothing
2. While reporting, jumping from topics to topics and not going through items one at a time

The Ostrich (Hiding)

Ostrich work-flow

1. Commits to do a task without giving ETA
2. Manager asks for ETA, ETA is given
3. ETA missed, task remains incomplete, no status
4. Manager has to ask after the ETA date is passed
5. Quick Excuses (usually whatever comes to mind at that moment)
6. Go to #2 and repeat

The Pinocchio

Employee fails to provide proper status and argues...

"Sir, should I provide status or finish work with quality?"

Failing to provide status or not alerting about missed ETA
is lying

We expect highest level of quality and it has nothing to do with
status reporting

Everyone is likely to miss ETA sometimes, this is expected
and acceptable, but please follow the process

Unqualified Employee

“Sir I didn’t produce quality as I had an ETA to meet”

This is the worst thing an employee can do

Every ETA assumes highest level of quality

The employee is unqualified to work at uCertify

It is like saying the operation was successful but patient died

Go for highest quality
- don't settle for less - ever

The Professional Victim

"All my problems are due to someone/something else" attitude

The Postman (unqualified manager)

While reporting, manager comes unprepared and suggests that he will ask his team and provide answers

1. Manager has no clue about his or his team's work
2. When asked, goes back to his team and ask the same
3. Manager has no shame in passing the blame

Manager is unqualified to manage and can't even understand that he/she is responsible for the team's performance



Let's build world's greatest learning company together

Thank you!

The Teller

(But Sir, I told so & so)

1. Employee does not follow the process or communicate
2. If (and only if) confronted - tells that he told so and so
(normally his best friend, not the manager)