



Ahmed, Hafiz Muhammad Usman

Software Engineer

Manager: Muhammad Nazim

Evaluated By: Muhammad Nazim

Annual Performance Review v2.1 -

Technical

Organization: Billing Payments (Muhammad Nazim)

Location: Lahore

11/06/2024 - 11/06/2025

Overall

Manager Overall Evaluation

Calculated Rating: 3.77

Rating: Meets Expectations

Comment: Usman consistently **meets expectations** by delivering high-quality work across multiple projects, including **11x Letters**, **Scheduling Analytics**, and **10g enhancements**. He shows strong **technical skills**, **clear communication**, and dependable **ownership of support tasks** while maintaining accuracy and timely delivery. His reliability, problem-solving approach, and collaboration make him a valuable contributor to CureMD's goals and ongoing success.

Acknowledgement

Manager

Entered by: Muhammad Nazim Date: 12/23/2025

Status: Acknowledge Review

Comment:

Employee

Entered by: Usman Ahmed Date: 12/23/2025

Status: Acknowledge Review

Comment:

Goals

11x Letters

Deliver a reliable, end-to-end **11x Letters** experience—**create** → **preview/edit** → **sign** → **attach to encounters** → **send via email/fax** → visible in **Communication Hub**—with consistent user feedback (**toasters**), standardized **PDF generation** for printing, and complete **audit logs**.

Measurable

- **Feature completeness:** 100% parity for create, edit, sign, attach, print/email/fax, and visibility in Comm Hub (per ACs).
- **Quality:** High-quality delivery by proactively identifying and resolving bugs during testing for smooth end-to-end functionality across all core workflows.
- **Performance:** editor open ≤800ms, save ≤800ms, PDF render ≤2.5s.
- **Reliability:** PDF generation success ≥99.5%; email/fax initiation success ≥99%.
- **Auditability:** 100% of letter actions (create, update, sign/un-sign, attach/un-attach, print, email, fax) captured in logs.

Achievable

Leverage Angular 11x stack, **CKEditor 5** with custom plugins, **HiQPdf** service (PDF), centralized **email/fax integration**, and collaboration with QA/Backend to meet ACs.

Relevant

Advances CureMD's modernization, compliance, and usability goals by replacing legacy flows with a maintainable, auditable Letters experience.

Due Date: 11/06/2025 Status: Completed Completion Date: 11/06/2025

Category: Development Objective

Organization Alignment:

Manager Evaluation

Rating: Meets Expectations

Comment: Usman delivered a complete and reliable end-to-end 11x Letters workflow, successfully covering create → preview/edit → sign → attach → email/fax → Communication Hub visibility. He ensured consistent user feedback (toasters), standardized PDF generation (HiQPdf), and implemented comprehensive audit logging for all key actions.

From the performance sheet, the 11x Letters project reflects strong execution and commitment:

- **Project Effort** - 1073 hours
- **Member Effort** - 326.5 hours
- **Bugs (Dev End)**: 27
- **Fixing Effort (Includes Regression & Other Bugs)**: 88 hours
- **Estimation Accuracy: 102%** — demonstrating precise planning and disciplined delivery.
- **Focus Rate: 99%** — indicating high concentration and minimal context switching.
- **Efficiency: 101%**, showing effective task management and productivity.
- **Internal Bugs: 23, QA INT Bugs: 4**, all within acceptable post-release thresholds for a project of this scale.
- **Project Quality: 77%, Efficiency: 73%, and Overall Project Score: 75%**

Employee Evaluation

Rating: Meets Expectations

Comment: Project Effort - 1073 hours
Member Effort - 326.5 hours
Bugs (Dev End): 27
Fixing Effort (Includes Regression & Other Bugs): 88 hours

I delivered a reliable, end-to-end Letters flow —create → preview/edit → sign → attach to encounters → send via email/fax → visible in Communication Hub—with consistent user feedback (toasters), standardized PDF generation for printing (HiQPdf), and comprehensive audit logs. I upgraded the editor to CKEditor 5 with custom plugins to preserve dynamic HTML inputs and signatures, stabilized drawer behavior (moved to local drawers), and aligned closely with QA/Backend to ensure smooth release quality.

- **Feature completeness:** Achieved full parity across create, edit, sign, attach, print/email/fax, and Communication Hub visibility per ACs. Integrated centralized email/fax, ensured overlays and attachments work as designed, and finalized the drawer-based editing UX.
- **Quality:** Proactively identified and resolved issues during testing and maintained smooth compose → sign → send flows. Partnered with QA to address root causes and prevent repeat defects.
- **Performance:** Tuned editor initialization, save operations, and PDF generation to meet the defined targets for open, save, and render times. Optimized API calls, reduced unnecessary reflows, and streamlined print pipelines.

- **Reliability:**
Standardized the PDF flow with HiQPdf and hardened email/fax initiation paths; monitored post-release behavior and sustained high success rates across core actions.
- **Auditability:**
Ensured complete audit coverage for letter actions—create, update, sign/unsign, attach/unattach, print, email, and fax—so activity can be traced end-to-end.

11x Scheduling Analytics & Reports

Design, build, and launch an interactive **Scheduling Analytics** suite in 11x that includes KPI tiles and charts built with **highcharts** library, with **drill-downs to appointment lists, saved filters/date ranges, and Reports Viewer integration**. Integrate **.NET Core APIs** fed by **SQL Server stored procedures, Angular 17 + Highcharts visualizations, unit/integration tests, and a lightweight data dictionary** for metric definitions.

Measurable

- **Completeness:** Ship the 6 core widgets + drill-downs + Reports Viewer integration with Scheduling Reports
- **Performance:** All charts should be swiftly loaded with smooth animations upon receiving data from the backend
- **Accuracy:** The data plotted on charts and shown in reports must be accurate and real-time data
- **Quality:** Minimal critical issues related to design of charts and tile as well as the data being rendered in charts and reports
- **Reliability:** Charts should be filterable and drillable where required. Reports should also be filterable and filters should be retained for users.

Achievable

Leverage existing 11x stack (Angular 17, .NET Core), your stored-procedure patterns, and prior KPI/Reports-Viewer groundwork; reuse chart scaffolds and drill-down endpoint patterns; coordinate with QA for scripted scenarios and data baselines.

Relevant

Directly advances CureMD's goals for **operational visibility, access to scheduling KPIs, and scalable self-serve reporting**, reducing ad-hoc analytics effort and improving decision cadence for practices.

Due Date: 11/06/2025 Status: Completed Completion Date: 11/06/2025

Category: Development Objective

Organization Alignment:

Manager Evaluation

Rating: **Meets Expectations**

Comment: Usman successfully designed, built, and delivered the interactive 11x Scheduling Analytics & Reports suite, achieving end-to-end functionality from KPI tiles and Highcharts visualizations to drill-downs and Reports Viewer integration. His work ensured seamless data accuracy, interactivity, and performance, fulfilling the project's objectives for operational visibility and analytics.

Employee Evaluation

Rating: **Exceeds Expectations**

Comment: Project Effort: 651 hours
Member Effort: 213.5 hours
Bugs (Dev End): 12
Fixing Effort (Includes Regression & Other Bugs): 26.5 hours

I went beyond the initial ask by prototyping multiple POCs before project kickoff (chart scaffolds, drill-downs, filters, Reports Viewer

scalability.

From the performance metrics:

- **Project Effort:** 651 hours
- **Member Effort:** 213.5 hours
- **Bugs (Dev End):** 12
- **Fixing Effort (Includes Regression & Other Bugs):** 26.5 hours
- **Estimation Accuracy: 100%, Focus Rate: 99%, Efficiency: 100%** — reflecting disciplined planning and effective execution.
- **Internal Bugs: 11, QA INT Bugs: 1** — showing a stable and high-quality release.
- **Project Quality: 73%, Efficiency: 83%, Overall Project Score: 76%**

handoff), which set the technical direction and de-risked core decisions. With **requirements** having **multiple gaps**, I partnered with stakeholders to **shape the product**, defined clear way to moved forward with multiple gaps in requirements, and established standards for the whole Analytics Module. The result is an interactive, accurate, and performant analytics foundation that teams can extend confidently.

- **Completeness:**
I delivered the core widgets with **drill-downs to appointment lists, saved filters/date ranges, and Reports Viewer integration**. My early **POCs** became reusable templates accelerating development beyond the original scope.
- **Performance:**
I tuned chart rendering for **smooth, low-latency updates**—debounced data fetches, minimized redraws, and right-sized payloads. I introduced pragmatic caching and lightweight DTOs so charts animate smoothly as soon as data arrives from the backend.
- **Accuracy:**
I validated chart outputs against **stored-procedure baselines** and spot-checked with SQL, ensuring accuracy of the visualized data. This closed gaps created by unclear requirements and ensured consistent numbers across dashboard and reports.
- **Quality:**
I instituted **unit tests** and **integration tests** (API→UI), plus visual acceptance checks for tiles/charts. By gating changes with AC-linked tests and clear UX states, I kept design/data issues low and predictable.
- **Reliability:**
I implemented **persistent filters, consistent drill-down behaviors** to extend the data to line level visualization.

CureMD v10g Development

Deliver a stable, auditable 10g experience across **financial reporting, document/label printing, scheduler workflows, and security**. Ship enhancements to **bank-deposit reporting** (generic CC inclusion), **eSuperbill filtering, PR-100 outstanding balance logic, provider-note footer details, scheduler “All/Selected” letter printing, and Syncfusion-based document printing**—while **reducing regression defects** and hardening **security**.

Measurable

- **Feature completeness:** All targeted features delivered per ACs (bank-deposit toggle, eSuperbill signed-date filter, PR-100 logic alignment, provider-note footer, scheduler print options, Syncfusion printing).
- **Quality:** minimal critical post-release defects for shipped features; regression backlog reduced through phased fixes.
- **Accuracy:** Financial reports validated against sample outputs/queries with ≥99% field-level accuracy on test sets.
- **Performance:** Report generation and document printing complete within expected SLAs for common ranges.
- **Security:** Security fixes for each Release Deployment, with no new high-severity findings on re-scan.

Achievable

Leverage ASP.NET/C#, SQL Server, Syncfusion for printing, established report pipelines (CureCAM), and close QA collaboration to meet ACs; use phased regression cycles to stabilize surrounding areas.

Relevant

Directly supports CureMD's goals for **billing integrity, clinical documentation reliability, and platform security** in the 10g line.

Due Date: 11/06/2025 Status: Completed Completion Date: 11/06/2025

Category: Development Objective

Organization Alignment:

Manager Evaluation

Rating: Meets Expectations

Comment: Usman delivered a stable and auditable 10g experience across key financial and operational workflows—bank-deposit reporting (with credit card inclusion), eSuperbill filtering, PR-100 outstanding balance logic, provider-note footer details, scheduler “All/Selected” letter printing, and Syncfusion-based document printing. Each enhancement was completed per ACs with strong alignment to CureMD’s billing and documentation standards.

From the performance metrics:

- **Project Effort:** 2167 hours
- **Member Effort:** 324.5 hours
- **Bugs (Dev End):** 7
- **Fixing Effort (Includes Regression, Security & Other Bugs):** 70 hours
- **Estimation Accuracy:** 97%, **Focus Rate:** 97%, **Efficiency:** 97% — showing balanced planning and consistent execution.
- **Internal Bugs:** 7, **QA INT Bugs:** 0, **Live Issues:** 2, with no incidents, demonstrating reliable delivery quality.
- **Project Quality:** 71%, **Efficiency:** 81%, and **Overall Project Score:** 75%,

Employee Evaluation

Rating: Meets Expectations

Comment: Project Effort: 2167 hours
Member Effort: 324.5 hours
Bugs (Dev End): 7
Fixing Effort (Includes Regression, Security & Other Bugs): 70 hours

I delivered the targeted enhancements across financial reporting, document/label printing, scheduler workflows, and security, and kept the release stream stable. I aligned features to acceptance criteria, partnered closely with QA to reduce regressions, validated financial outputs against SQL baselines, and ensured print/report performance stayed within expected SLAs. I also maintained release hygiene with recurring security fixes and clean merges.

- **Feature completeness:** Shipped the scoped features per ACs—**Bank Deposit** (generic CC inclusion), **eSuperbill** signed-date filtering, **PR-100** outstanding balance alignment, **Provider Note** footer details, **Scheduler** “All/ Selected” letter printing, and **Syncfusion-based** document printing. Where helpful, I added small UX refinements to reduce user friction.

- **Quality:**
Worked with QA to triage and fix regressions throughout the cycle, addressing root causes rather than symptoms. Releases for the shipped features were stable with no critical surprises post-deployment.
- **Accuracy:**
Validated financial reports via side-by-side checks against sample outputs/queries and resolved edge-case discrepancies, keeping field-level accuracy high and consistent with expectations.
- **Performance:**
Tuned report queries and implemented the Syncfusion print path so **report generation and document printing completed within expected SLAs** for common ranges. Monitored post-release behavior and adjusted where needed.
- **Security:**
Implemented security fixes with each release deployment and re-verified; no new high-severity findings appeared on re-scan for the shipped surface area. Also, pushed **syncfusion** packages for security testing before deploying on production.

Scaling Reports for ADPH & Crystal Report Queuing

Scale Report Module for **ADPH** with accurate, policy-aligned outputs and multi-parameter filtering; and deliver a resilient **asynchronous report-queuing pipeline** for Extensive Crystal Reports that take time in generation (**RabbitMQ → background C# worker → Crystal PDF**) that stores PDFs in DB, logs every state transition, and supports retries, idempotency, and admin visibility.

Measurable

- **Accuracy:** Ensure data accuracy when integrating new features or scaling features in the Report Module to keep the reporting accurate. Queueing Mechanism should be accurate and there must not be any discrepancy the reports generated via queuing
- **Performance:** Ensure that the new features does not cause any performance hinderance in the Report flows
- **Reliability:** Queuing of reports should be async and the user should be able to continue other work and notified when report is ready in his inbox
- **Auditability:** 100% of jobs should have lifecycle states (Created, Queued, Succeeded/Failed) and a downloadable artifact hash.

Achievable

Use **SQL Server stored procedures** for data shaping, **Crystal Reports** for layout, **RabbitMQ** for durable queuing, a **C# worker** to generate crystal report in pdf/excel formats, and DB tables for status + artifact storage; add targeted indexes and batching to handle ADPH volume.

Relevant

Directly advances CureMD's **public-health reporting** commitments (ADPH) and **operational scalability** by removing synchronous report bottlenecks, time out errors and improving audit/compliance.

Due Date: 11/06/2025 Status: Completed Completion Date: 11/06/2025

Category: Development Objective

Organization Alignment:

Manager Evaluation

Rating: **Meets Expectations**

Comment: Usman **exceeded expectations** by resolving one of the most persistent and high-impact challenges in CureMD's reporting ecosystem —**Crystal Report time-out failures**. He engineered a **scalable, asynchronous queuing mechanism** using **RabbitMQ**, a **C# background worker**, and **database-level tracking** for report status and artifacts. This transformed a fragile synchronous process into a **stable, resilient pipeline** capable of handling high-volume ADPH reports without performance degradation.
From the performance sheet, the **10G – ADPH x Report Queueing** project data reflects his strong technical and quality execution:

- **Project Effort:** 475 hours
- **Member Effort:** 252 hours
- **Bugs (Dev End):** 11
- **Fixing Effort (Includes Regression & Other Bugs):** 32.5 hours
- **Estimation Accuracy:** 104% — precise planning and delivery beyond estimates.
- **Focus Rate:** 100% — sustained focus with minimal context loss.
- **Efficiency:** 75% — exceptional performance and productivity.
- **Internal Bugs:** 6, **QA INT Bugs:** 5, **Live Issues:** 0, **Incidents:** 0 — signifying a clean, stable, and high-quality rollout.
- **Project Quality:** 75%, **Efficiency:** 81%, **Overall Project Score:** 77%

Employee Evaluation

Rating: **Exceeds Expectations**

Comment: **Project Effort:** 475 hours
Member Effort: 252 hours
Bugs (Dev End): 11
Fixing Effort (Includes Regression & Other Bugs): 32.5 hours

I scaled ADPH client reports to deliver accurate, policy-aligned outputs with robust multi-parameter filtering and high-volume readiness. I also platformized reporting by implementing a resilient asynchronous queuing pipeline (RabbitMQ → C# worker → Crystal PDF/Excel) that stores artifacts in the DB, logs lifecycle states, and supports idempotency, retries, and most important solves the long-running problem of large reports being timed-out.

Accuracy:

I validated ADPH logic against SQL baselines and policy rules, adding edge-case guardrails and documenting metric definitions to ensure consistency. I ensured parity between synchronous and queued outputs in the report pipeline and persisted a custom implementation to guarantee integrity end-to-end.

Performance:

I tuned heavy ADPH queries with targeted indexing, batching, and selective pre-aggregation so new features did not degrade report flows. I decoupled long-running generation from the UI via the queue and optimized payloads/concurrency so the application remains responsive while reports render in the background.

Reliability:

I hardened ADPH filters and exports to handle large ranges and complex combinations without failures. I delivered a truly asynchronous user experience in the queue where users continue other work and are notified when the report is available in their inbox, with retries/backoff, health

checks, and DLQ handling to recover gracefully.

Auditability:

I standardized ADPH exports and definitions so results are reproducible and traceable. I captured complete job lifecycle states (Created, Queued, Succeeded/Failed) with timestamps and trace IDs in the queue and stored a downloadable artifact hash for compliance and supportability.

Support Activities

Maintain or exceed support SLAs by keeping **L1 ≥ 85%** and **L3 ≥ 85%** month-over-month through disciplined triage, clear ownership/escalation, proactive customer updates, and preventive fixes that reduce repeat issues.

Due Date: 11/06/2025 Status: Completed

Completion Date: 11/06/2025

Category: Development Objective

Organization Alignment:

Manager Evaluation

Rating: **Exceeds Expectations**

Comment: Usman exceeded expectations by consistently maintaining L1 and L3 SLAs above 85% month-over-month through disciplined triage, quick turnaround, and proactive communication. He takes full ownership of support work, ensuring clear escalation, accountability, and timely follow-ups until issues are resolved. His client communication is professional and transparent, helping build confidence and trust. By identifying root causes and implementing preventive fixes, he has reduced repeat incidents and strengthened overall system stability.
Delivered L3 Support at 96.5% and L1 (Live Issue) at 83%, well above the 85% targets.

Employee Evaluation

Rating: **Exceeds Expectations**

Comment: I exceeded the goal by delivering L3 Support at 96.5% and L1 (Live Issue) at 92%, well above the 85% targets.

Section Summary

Manager Evaluation

Calculated Rating: 3.74

Rating: **Meets Expectations**

Comment: Usman delivered excellent results across all goals, meeting expectations in 11x Letters, Scheduling Analytics, and 10g with high quality, accuracy, and on-time delivery. He exceeded expectations in the ADPH Report Queueing project by resolving long-standing report time-out issues through a robust RabbitMQ-C# worker solution. In support, he

Employee Evaluation

Calculated Rating: 4.02

Rating: **Exceeds Expectations**

Comment:

maintained L1/L3 SLAs ≥85%, handled multiple L3 and live issues efficiently, and ensured proactive communication and follow-ups. Overall, he consistently demonstrates technical depth, reliability, and strong ownership.

Competencies

Learning Agility

- Quickly adapts to new tools, technologies, or processes.
- Actively seeks opportunities to learn and develop new skills.
- Applies lessons from past experiences to new situations effectively.

Manager Evaluation

Rating:	Exceeds Expectations
Comment:	Usman exceeded expectations by rapidly mastering and applying new technologies across multiple projects. He seamlessly transitioned between legacy and modern stacks , built reusable solutions like the HiQPdf PDF service , RabbitMQ-based report queue , and CKEditor 5 plugins , and proactively explored Angular 17–20 migration paths . His ability to turn new learnings into scalable, shared tools demonstrates strong technical curiosity and adaptability.

Employee Evaluation

Rating:	Exceeds Expectations
Comment:	I quickly adopt new tools and processes, actively upskill, and reuse proven patterns in new contexts. I moved between legacy and modern stacks with ease and turned learnings into reusable services. <ul style="list-style-type: none">• I built a HiQPdf HTML→PDF endpoint that's now used across multiple 11x projects.• I designed a report-queue using RabbitMQ + Worker Service + SignalR and Crystal export options to resolve Cloudflare timeouts on large reports.• I integrated custom CKEditor 5 plugins with a custom UI so HTML input fields keep working inside the Letters editor.• I created Syncfusion-based document printing that merges PDFs, images, and other printable docs.• I adopted Highcharts for a KPI dashboard and embedded a browser PDF viewer in Angular.• I took prompt-engineering training to speed delivery and evaluated the Angular 17 → 20 migration path.

Critical Thinking

- Thoroughly analyzes problems before making decisions.
- Considers multiple perspectives when evaluating situations.
- Uses data and evidence to support conclusions.

Manager Evaluation

Rating:	Meets Expectations
Comment:	Usman consistently analyzes problems thoroughly before acting and bases his solutions on data and user impact. He validated financial and AR reports against SQL baselines, introduced asynchronous

Employee Evaluation

Rating:	Meets Expectations
Comment:	I analyze root causes before deciding, consider user/ops/QA perspectives, and back my choices with data.

queueing to balance **UX, infrastructure, and audit requirements**, and ensured logical, data-backed resolutions across Letters and reporting modules. His reasoning reflects maturity and reliability in decision-making.

- For **Bank Deposit (generic CC payments)**, I reconciled UI grouping with backend data aggregation to ensure correct totals.
- I introduced the **asynchronous report queue** specifically to eliminate **server timeouts & Cloudflare errors**, balancing UX, infra limits, and audit needs.
- I delivered **AR Snapshot** and **AR Rollforward** by validating calculations against SQL baselines and real client use cases.
- I resolved **Letters drawer conflicts** by moving to **local drawers** after analyzing component interaction.

Creativity

- Often comes up with innovative ideas or solutions.
- Looks for novel approaches to complete tasks.
- Adapts creatively when faced with obstacles or constraints.

Manager Evaluation

Rating:	Exceeds Expectations
Comment:	Usman consistently demonstrates exceptional creativity , transforming constraints into innovations that benefit multiple teams. He reimagined report generation with an asynchronous queue to eliminate timeouts, engineered custom CKEditor 5 plugins for dynamic editing, and built a Syncfusion document compositor to unify printing workflows. His habit of productizing solutions, like the HiQPdf endpoint, shows visionary thinking that elevates CureMD's technical capabilities. He has received Employee of the Month Award in February 2025.

Employee Evaluation

Rating:	Exceeds Expectations
Comment:	I consistently turn constraints into opportunities, proposing solutions that unlock new capabilities for teams beyond my own. I don't just "make it work"; I design Reusable patterns that raise the bar for how we solve problems at CureMD. <ul style="list-style-type: none">• Reimagined the reporting UX with an asynchronous queue (RabbitMQ + Worker Service + SignalR) so large reports run in the background—eliminating Cloudflare timeouts and letting users keep working.• Engineered custom CKEditor 5 plugins + UI to preserve dynamic HTML field behavior and multi-signature flows inside Letters—capability not available out-of-the-box.• Built a Syncfusion document compositor that merges PDFs, images, and other formats into a single print stream, replacing brittle legacy flows.• Productized a HiQPdf HTML→PDF endpoint now used across multiple 11x projects—turning a one-off fix into a platform service.• Scaled complex filters to a multi-select framework, reducing clicks/time and improving user experience across high-usage reports.

Communications

Exhibits good listening and comprehension. Expresses ideas and thoughts in written form. Expresses ideas and thoughts verbally. Keeps others adequately informed. Selects and uses appropriate communication methods.

Manager Evaluation

Rating: Meets Expectations

Comment: Usman communicates effectively across teams and stakeholders. He maintains **clear, structured updates** through demos, sprint goals, and progress reports, and ensures blockers and rollout plans are well-documented. His communication during the **report queue rollout** and **Letters stabilization** kept teams aligned, minimizing confusion and supporting seamless releases. He has given good **Suggestions to Analysis** team in **Dashboard** project.

Employee Evaluation

Rating: Meets Expectations

Comment: I listen well, keep stakeholders informed, and choose the right channels for clarity (docs, PRs, stand-ups, demos).

- I followed an **improvement plan for Scrum activities** (clearer stand-ups, sprint goals, demos).
- I communicated **report-queue rollout** status, blockers, guardrails, and user messaging with teams and PMs.
- I communicated **central drawer** issues to Application Improvements team so they introduced **local drawers** globally to solve those issues

Collaboration

Displays positive outlook and pleasant manner. Establishes and maintains effective relations. Exhibits tact and consideration. Offers assistance and support to co-workers. Works actively to resolve conflicts. Works cooperatively in group situations.

Manager Evaluation

Rating: Meets Expectations

Comment: Usman collaborates smoothly across teams, displaying **professionalism and reliability**. He partners closely with **QA, Customer Success, and Application Improvements teams** to resolve issues and deploy shared solutions like **HiQPdf** and **Syncfusion printing**. His **willingness to assist teammates**, provide configurations, and support cross-squad adoption ensures cohesive team success.

Employee Evaluation

Rating: Exceeds Expectations

Comment: I maintain a positive, supportive approach and work smoothly across teams to get results. I actively unblock teammates on technical and configuration issues, and I drive shared solutions that multiple squads can rely on.

- I collaborate daily within my team to troubleshoot both **technical and configuration** issues, hosting quick pairing sessions and sharing fixes so others aren't blocked.
- I partnered closely with **QA** to burn down regression bugs throughout the year, preventing repeats by upstreaming root-cause fixes.
- I coordinated with **multiple scrum teams** to adopt the **HiQPdf endpoint** and **Syncfusion printing**, providing examples and guidance for smooth integration.
- I worked with **Customer Success** to deliver client-requested history reports (**AR Snapshot/Rollforward**), aligning on requirements and validating outputs.

- I collaborated with the **Application Improvements** team to stabilize 11x Letters by moving from central to **local drawers**, and verified the solution across affected flows.
- I collaborate with **security team** to provide security fixes after each release deployment and also get approval when using new 3rd party tools to prevent security issues before deploying to production

Productivity

Strives to consistently achieve excellence in all tasks and goals. Maintains focus and perseveres in the face of obstacles. Uses time efficiently and responds quickly and constructively when confronted with challenges. Prioritizes tasks based on importance.

Manager Evaluation

Rating:	Meets Expectations
Comment:	Usman consistently maintains focus, meets deadlines, and prioritizes high-impact tasks. He delivered AR Snapshot, Rollforward, and report queue projects without compromising other sprint work. His efficiency in balancing feature delivery with regression fixes shows strong time management and perseverance under pressure. His overall project productivity is 73% .

Employee Evaluation

Rating:	Meets Expectations
Comment:	I prioritize high-impact work, persevere through blockers, and deliver reliably. <ul style="list-style-type: none"> • I shipped AR Snapshot and AR Rollforward (new report types) while continuously fixing regressions. • I completed the generic CC enhancement for Bank Deposit despite complex UI/data-grouping challenges. • I delivered the report queue project end-to-end without blocking other sprint work. • I extended filters to multi-select across reports to reduce user effort at scale.

Quality

Applies feedback to improve performance. Demonstrates accuracy and thoroughness. Displays commitment to excellence. Looks for ways to improve and promote quality. Monitors own work to ensure quality.

Manager Evaluation

Rating:	Meets Expectations
Comment:	Usman maintains a strong focus on accuracy, reliability, and preventive improvement . He standardized secure PDF storage , ensured field-level accuracy in reports, and implemented robust logging and state tracking in the report queue . His proactive QA collaboration and focus on preventing repeat defects uphold high product quality and compliance standards. His Quality Score is 74% in overall work.

Employee Evaluation

Rating:	Exceeds Expectations
Comment:	I set a high bar for accuracy, reliability, and security , and I institutionalize quality through patterns, validation, and observability. My focus is preventing issues—not just fixing them. <ul style="list-style-type: none"> • I released the 11x Letters module after addressing all QA findings proactively, resulting in a smooth release with seamless compose → edit → sign → print → send flows. • Standardized the “store PDFs in DB before email/fax” pattern for security, auditability and traceability, and applied it across reports module.

- Hardened the report queue with **parallel processing**, **structured logging**, and **end-to-end job lifecycle states**—making failures rare, detectable, and recoverable.
- Validated **AR Snapshot** and **AR Rollforward** against SQL baselines; added guardrails for edge cases to maintain field-level accuracy.
- Unified **print/PDF Viewer** so reports are consistent across 11x, reducing variability and rework.
- Implemented **multiple security fixes** and addressed systemic timeout issues by **architectural change** (queueing) rather than patching symptoms.
- Monitored and burned down **regressions throughout the year**, feeding learnings back into preventive patterns (e.g., POST+JSON for long filters, reusable components etc.).

Section Summary

Manager Evaluation

Calculated Rating: 3.8

Rating: Meets Expectations

Employee Evaluation

Calculated Rating: 4

Rating: Exceeds Expectations

Questions

List your two most significant accomplishments or contributions since your last review.

Manager Evaluation

- Response:
- Asynchronous Report Queue (Crystal Reports)
 - 11x Letters modernization & shared print/PDF services

Employee Evaluation

- Response:
- **Asynchronous Report Queue (Crystal Reports)**
I designed and delivered a background report-generation pipeline (RabbitMQ + Worker Service + Crystal export, with SignalR ready), eliminating large-report timeouts and letting users keep working while reports generate. I added DB-stored PDFs, lifecycle logging, retries/idempotency, and runbooks—turning a recurring pain point into a resilient, auditable service.

- **11x Letters modernization & shared print/PDF services**
I integrated custom CKEditor 5 plugins and UI to keep dynamic HTML fields and signatures working; stabilized multi-drawer behavior by moving to local drawers; created a reusable HiQpdf HTML→PDF endpoint adopted across teams; and built Syncfusion-based document merging/printing—standardizing outputs and improving UX across modules.

List your pending goals and your plan to accomplish these goals.

Manager Evaluation

Response: No goal pending

Employee Evaluation

Response: NA

What do you think are areas of your performance that need improvement and indicate how you plan to improve?

Manager Evaluation

Response: **Better Sprint Planning Estimates:**
Should refine his estimation accuracy by factoring in review, QA cycles, and dependency wait times to ensure more predictable sprint delivery.

Maintain Quality for Urgent Tasks
Needs to focus on **maintaining consistent quality standards** even under pressure and ensure that **Estimated Delivery Dates (EDDs)** for urgent or high-priority tasks are communicated realistically.

Employee Evaluation

Response: • **Advanced SQL performance & scalability Plan:** Recurring deep-dives on query plans/indexing, pair with DBAs on heavy reports, add performance budgets/tests, and refactor hotspots using partitioning/covering indexes where applicable.
• **Deeper CureMD domain expertise Plan:** Keep working on learning and deepening my CureMD Domain knowledge in AR/Billing and other data mining related areas that are used in Reporting.

State two career goals for the next review period and indicate how you plan to accomplish them.

Manager Evaluation

Response: **Modern Reporting Tools:**
Explore, evaluate, and recommend **modern reporting tools and frameworks** to enhance CureMD's reporting module and improve performance, scalability, visualization, and user experience.

Optimize and Maintain Existing Projects in 11x:
Continue optimizing existing 11x modules by improving performance, maintainability, and overall code quality. Focus on consistent

Employee Evaluation

Response: • **Report queue hardening & expansion (v2):** Harden the Report Queue mechanism further with seamless and user-friendly interface. Identify and apply queue mechanism to non-crystal reports and expand the functionality to be full-fledged feature.

delivery, adherence to best practices, and the adoption of modern Angular standards to ensure long-term stability and scalability of the platform.

- **Angular migration:** Complete migration of Reports Projects and Components from Angular 17→20 (or above if required) and learn the new norms and practices of latest tech stacks we are working on.