

# James Johann Sullivan

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I am a developer and a general geek with a passion to use software and IT to improve the lives of people and society. I enjoy using what I've learnt to improve the environment I work and live in while tackling the newest problem to come across my sight. To me IT is an amazing tool and I aim to use it to improve all I can. After 70 years we are only just now starting to see what we can do with it, and I want to push it even further forward.

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## Leadership

As an Engineering Lead at Volpara, I must show leadership every day. I do this by creating an environment where my team feel safe to try out new things without fear of retribution. Where any question is valid and they are supported, and support others, to learn and improve. I show my leadership through making tough decisions when priorities clash, and by being the one responsible for what my team does. I helped build a team that is recognized for its high performance, quality output, and supportive environment. On joining Evolvi I quickly began encouraging the usage of development practices to improve the quality of the code we created. I lead by example by getting every member of my team to regularly review changes I was making. While at the same time reviewing and showing how we could improve the design, scalability, and maintainability of our code. This ended with my push and completion of migrating the entire development, analyst, and test team from older practices and tooling to current best practice usage of tools like Azure DevOps, Git, and build systems.

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## Interpersonal Communication

A core part of my role at Volpara is Interpersonal Communication. I spend much of my time working with people throughout the company to answer questions and provide options for requirements. I work closely with the product, science, and project management parts of the Volpara Imaging Science team to understand new requirements, provide options and estimates for implementation, and translate any technical complications into the terms that each person is familiar with. When the unexpected happens I act as a hub to connect the various technical and subject matter experts together that need to communicate while working with other teams to get any needed resources or explain why an expected timeframe will not be met.

Evolvi has a tight knit team between development and operations, this required that communication be clear and concise. I often worked with support and infrastructure colleagues to chase down odd bugs occurring in the live application. With well over a million users even the smallest of live bugs needed to be fixed quickly and this required me to quickly get information from others and once identifying a fix clearly communicate that to the people that needed to do actions. I also spend a lot of time passing on lessons from the knowledge and experiences I have gained. I have done this through one-on-one reviews with developers and more in-depth presentations to teams. This has included such

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topics as build and deployment automation and improving solution maintainability.

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### Decision Making

In Volpara I am exercising decision making every day. For the solutions I am responsible for I work to triage and prioritize what will be done and when it will be done. When a choice of technology or design must be made, the responsibility of that choice ends with me. I have shown this through responding to urgent questions from the support teams. Reviewing and making choices on what architecture design we will move a vital legacy solution too. Choosing what improvements we can make as a team when some time comes available.

At Evolvi I was responsible for reviewing and deciding upon a Javascript framework and API system to use for new functionality. The framework and API had to not only be functional and easy to use but it more importantly had to fit within the existing WebForms application and mishmash of backend architecture. After spending time researching and experimenting with various options, I built up evidence for a decision and backed it. The later success of the first release of new functionality proved the correct options had been chosen.

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### Solution Maintainability

Being able to maintain the solutions we build is an extremely important part of development. To make solutions easier and cheaper to maintain we need to have explicit focus on them. For an enhancement project I created a developer setup document for the solution that included all the steps needed to go from an empty OS environment to a running solution. This ended up saving us developer weeks of effort as people were brought into the project.

At Volpara I quickly identified several areas in which we could improve our ability to quickly and reliably make changes to our core IP. I started with a focus on establishing a process around good use of task tracking and daily sprint meetings. From here I made use of the time between releases to start paying off the smaller bits of technical debt that could be done within a few weeks. I then worked with several people to create a design to re-architect the 10-year-old mixture of C++ and C# that dated from the founding of Volpara. This was split into a phased approach that could be completed over several releases alongside BAU development. The first phase of this re-architecture was a resounding success. Not only making it faster and more reliable to change the solution, but also a distinct performance improvement.

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### Focus on the User

As software is going to be used by people, creating good and useful software requires a focus on the user. At Evolvi I made a concerted push to improve the usability of the large existing application through smaller quality of life improvements. Simple things such as defaulting date of birth fields to sensible years and making sure new features would guide the user on correct usage.

The user of the software we build does not have to be the customer. I include the person that has to manipulate or understand the source code in the future as a user as well. At Volpara I have pushed my team to improve the quality of our code so that the next developer to see it can quickly pick it up and make changes without fear of introducing bugs. This has often ended up being the developers on my team as they return to some code a year later, where they discover that they have forgotten the original context. By having a focus on the developer as a user of the source code they have been able to quickly understand the code and make changes with confidence.

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## Employment History

**Volpara Health Technologies: March 2019 - Current**  
*Engineering Lead – Volpara Imaging Software*

**Evolvi Rail Systems: June 2017 – November 2018**  
*Senior Software Developer*

**MyClinicalOutcomes: October 2016 – May 2017**  
*Senior Software Developer*

**New Orbit: May 2016 – October 2016**  
*Senior Software Developer*

**Intergen: July 2014 – April 2016**  
*Intermediate Software Developer*

**Intergen: January 2012 – June 2014**  
*Junior Software Developer*

**Intergen: August 2010 – December 2011**  
*Graduate Software Developer*

**Wellington District Court: June 2012**  
*Jury Foreperson*

**Sharesight: November 2009 -- June 2010**  
*Junior Software Developer*

**Xero: November 2008 -- March 2009**  
*Junior Software Developer*

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## Technical Experience

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| <b>Software Design and Architecture</b> | One of my core roles at Volpara has been to evolve and plan the long term design of the core Volpara Imaging Software. This has involved balancing performance, functional, maintainability, and delivery timeframe requirements. I have worked to identify how new technologies can be integrated successfully into existing legacy codebases.  |
| <b>.NET</b>                             | For the past 13 years I have been developing with C# across most projects using technologies such as ASP.NET MVC, WebAPI, Entity Framework, PowerShell, SignalR, .NET Compact Framework, .NET Core, WCF, WPF, and Silverlight.   |
| <b>Javascript</b>                       | Over the past 10 years many projects have required the use of Javascript with most use being through the JQuery framework to assist with development of web applications. I have also integrated SignalR into projects where appropriate and used UI frameworks such as Angular and ReactJS. I have used the Vue.js framework and new functionality added to recent ECMAScript versions. |
| <b>PowerShell</b>                       | Through my work in improving automation of solutions I have built many PowerShell scripts. From moving files around to creating and modifying websites and Windows services.   |
| <b>SQL</b>                              | Almost all the projects I have done since University have also made use of SQL databases either through the use of ORM layers such as .NET's Entity Framework or through direct SQL execution.   |

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## Qualifications and Awards

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### Intergen

2014

Won Central Region Project of the Year

Nominated for Central Region Team Player of the Year

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### Victoria University of Wellington

Bachelor of Information Technology

Major in Software Engineering

Second Class, Second Division Honours

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## Education History

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| <b>2010 – 2011</b>                    | <i>Goethe Institute</i><br>Wellington, New Zealand                  |
| <b>February 2006 - February 2010:</b> | <i>Victoria University of Wellington</i><br>Wellington, New Zealand |

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