**BCS Digital Industries Apprenticeship**

**Employer Reference**

**Level 4 Software Developer Apprenticeship**

**Elizabeth Coady**

**18th December 2019**

## Employer Reference

**Apprentice Details**

|  |  |
| --- | --- |
| Name | Elizabeth Coady |
| ULN number |  |

**Training Provider Details**

|  |  |
| --- | --- |
| Contact name | Carina Jones |
| Company name | Makers Academy |
| Company address | 50 Commercial Street,  Spitalfields,  London,  E1 6LT |

**Employer Details**

|  |  |
| --- | --- |
| Name | Cognizant |
| Company address | 1 Kingdom Street,  Paddington,  London,  W2 6BD |
| Signed by:  Print name: Decland Horlick  Job title: Full Stack Developer  Date: 18/12/19 | |
|  | |

**Section 1**

**Starting the Apprenticeship**

**Role Title**

Full-Stack Developer

**Role Profile**

The primary role of a full stack developer is to build and test, high-quality code across UI/UX, logic and database layers. Specific to Cognizant we also add a layer of infrastructure to this and the idea of automated deployment. Allowing our developers to be involved in the full lifecycle of development. A developer will always be working as part of a larger team, in which they take full responsibility for the delivery of specific tasks within the project. We work in an agile environment and all developers on the team will always be available for questions or to help one another to avoid dependencies or loss of productivity. The developer will need to be able to interpret design documentation and specifications, then decide upon task implementation with reassurance around more complex tasks. The business requirements will be defined and agreed by domain experts, such as a business analyst or a technical architect.

**Section 2**

## Technical Competencies Overview

* **Logic:** writes good quality code (logic) with sound syntax in at least one language.
* **User interface:** can develop effective user interfaces for at least one channel.
* **Data:** can effectively link code to the database/data sets.
* **Test:** can test code and analyse results to correct errors found using either V-model manual testing and/or using unit testing.
* **Problem solving:** can apply structured techniques to problem solving, can debug code and can understand the structure of programmes in order to identify and resolve issues.
* **Design:** can create simple data models and software designs to effectively communicate understanding of the program, following best practices and standards.
* **Analysis:** can understand and create basic analysis artefacts, such as user cases and/or user stories.
* **Deployment:** can understand and utilise skills to build, manage and deploy code into enterprise environments.
* **Development lifecycle:** can operate at all stages of the software development lifecycle, with increasing breadth and depth over time with initial focus on build and test.
* Can **apply good practice** approaches according to the relevant paradigm (for example object oriented, event driven or procedural).
* Can **interpret and follow:**
  + software designs and functional/technical specifications;
  + company defined ‘coding standards’ or industry good practice for coding;
  + testing frameworks and methodologies;
  + company, team or client approaches to continuous integration, version and source control.
* Can **respond to the business environment** and business issues related to software development.
* Can operate effectively in their own business’s, their customers’ and the **industry’s environments**.
* Can **apply the maths** required to be a software developer (e.g. algorithms, logic and data structures).

**Technical Competence Evaluation/Evidence**

**Competence – Logic**

**Logic: writes good quality code (logic) with sound syntax in at least one language.**

|  |
| --- |
| Lizzie has demonstrated this throughout her time at Cognizant. She has shown excellent understanding of Java and its frameworks and implementing the SOLID principles.  She has picked up multiple new languages, another being angular TS and applies sound syntax to all her coding.  Whatever task she is working on whether that be connecting to Database or creating an API service her code is always written excellently avoiding unnecessary compilation.  One example to speak of where she researched graph databases and how to structure them. She then picked to implement a Neo4j database into the application. She made use of spring boot to make models and nodes and the relationships between them. She then made use of the Spring Neo4j repository to make CRUD operations to this DB and also custom queries.  She has wrote logic to connect to different AWS components including S3 and Cognito. All of this has been achieved whilst maintaining code quality.  NOTE: this box will expand as required |

**Competence – User Interface**

**User interface: can develop effective user interfaces for at least one channel.**

|  |
| --- |
| Prior to joining Cognizant Lizzie had limited front end experience and preferred working on the back end. So I thought we could start off with an opportunity to see how quickly she could adapt to HTML JS etc. She worked extremely hard picking up the language and learning the syntax. The quality of the code she produced proved her ability to learn and produce quality front end work rapidly. Lizzie completed a form screen for our Most Valuable Product phase within her first client engagement. This screen was demonstrated in a client review session and was very well received. Unfortunately I cannot disclose the code or look of these screens.  Lizzie took this knowledge she had picked up and applied it to Angular TS in her new project. Where she has worked completing an entire front end UI for an application with very little support. She reached out to me around technology choices and she already had an idea of what to use. I reviewed her choices and she decided to use a tool named Ionic. It was a great choice and the front end application she has developed is excellent. Ionic gave her the ability to develop an application that works for both computers and mobile devices. She has picked up all these new languages and technologies and produced quality. Lizzie has no problem picking up new complex requirements and is always willing to accept a challenge.  NOTE: this box will expand as required |

**Competence – Data**

**Data: can effectively link code to the database/data sets.**

|  |
| --- |
| As I mentioned earlier Lizzie loves picking up a challenge. A senior gave her a task of implementing a graph DB allowing more insights into the relationships between data. She began by researching graph databases and how to structure them. She then picked to implement a Neo4j database into the application. She made use of spring boot to make models and nodes and create the relationships between them. She then made use of the Spring Neo4j repository to make CRUD operations to this DB and also custom queries. She has also implemented a user login system to the application which connects to the AWS component Cognito to manage users and creates an entry to the Neo4j DB for a secure registration and login process.  This entailed a lot of research to produce all of which Lizzie did without support and accomplished the full implementation.  NOTE: this box will expand as required |

**Competence – Test**

**Test: can test code and analyse results to correct errors found using either V-model manual testing and/or using unit testing.**

|  |
| --- |
| All developers that work within our team are expected to test their code. Lizzie was more than happy to do this working in an agile manner and implementing TDD wherever possible.  A specific example I would like to highlight is how Lizzie tested her Neo4j database locally. She used a tool called Docker to spin up a local container of Neo4j which is only built before the test run, and then closes the container after test completion.  She has also created unit test within spring using plugin like Junit and Mockito. When locally testing API’s she also has experience using a tool named Postman. Allowing you to check that response and request objects format and the API behaves correctly.  NOTE: this box will expand as required |

**Competence – Problem Solving**

**Problem solving: can apply structured techniques to problem solving, can debug code and can understand the structure of programmes in order to identify and resolve issues.** (Note – this has a requirement for using a minimum of two problem solving tools)

|  |
| --- |
| Problem solving is a key skill to have as a developer and Lizzie possesses this in abundance. The project Lizzie is working on is only in its proof of concept stages, but with her being the only developer it has been an amazing opportunity to show off her problem solving skills. I will discuss some examples below.  **First:**  As I mentioned her project is only in its proof of concept stages so Lizzie must do small pieces of work to evaluate different solutions. She was faced with the task of having the same application load with the UI formatted differently for mobile and PC screens. Lizzie had to evaluate the framework options that would allow for this functionality, she ended up choosing a framework called Ionic. She evaluated the framework, researching its capabilities and creating components which would load a specific front end format on a PC screen and another formatted UI for a mobile screen. She achieved the requested feature and proved that Ionic was a viable solution for the front end. She researched this entire implementation by herself and created an impressive product. Overcoming any problems she faced with her diligence and problem solving skills.  **Second:**  A second example I can speak of is when she worked on the deployment of her application. She went with the approach of using AWS Beanstalk. She researched how to use this component and found out how to deploy her back end application. There were issues with deployment at the begging where she analysed the logs to find out the cause. She also used a tool called cloud watch to analyse the deployed service and to make sure there are no issues with the application.  NOTE: this box will expand as required |

**Competence – Design**

**Design: can create simple data models and software designs to effectively communicate understanding of the program, following best practices and standards.**

|  |
| --- |
| From an architectural standpoint Lizzie has a firm understanding of technical design. She initially joined our project and was involved in multiple architecture sessions. Gaining an overview of the application and how the components interact. Lizzie carried this experience into her next engagement where she was the technical lead of developing an internal POC called EcoSystems. She received requirements from the business side of her team and then decides the entirety of the technical solution.  She produced a development plan for the POC clearly outlining what would be achieved by when, and working on components which could be built without dependencies to maximise her velocity.  She also created a Trello board for the project to facilitate the management. This allowed the creation of user stories and being able to record progress. It also was a platform on which Lizzie could socialise her designs for the system. This was shared with all the team members in project.  She has been asked multiple times to demonstrate specific features of the application from the AWS components she’s used, the logic within the code or how the services all communicate. Generally this is done through a PowerPoint demonstration often having architectural diagrams, or through a live demo. Showing the Front-end input and how the application interacts with the backend services and AWS components. Lizzie has done this with some very senior stake holders within Cognizant.  From more of a technical standpoint Lizzie understands data structures and the importance of these especially when dealing with graph databases. This is clear when she demonstrated her Neo4j implementation in this project, outlining the relationships of the data.  NOTE: this box will expand as required |

**Competence – Analysis**

**Analysis: can understand and create basic analysis artefacts, such as user cases and/or user stories.**

|  |
| --- |
| Lizzie initially participated In the early design stages of a client project when first joining Cognizant. Helping analyse the existing system and capturing the functionality with the entire team. We went over the key flows of the application and from this created the base Epics and features. We also used these key flows to capture the events we would use for our domain driven design.  When working on her EcoSystems project she also managed the user story creation which I mentioned in the previous section. Not only creating these users stories but being able to analyse the requirements and then work out a technical solution for these. Which is a very good skill to have so early in her developer career.  NOTE: this box will expand as required |

**Competence – Deployment**

**Deployment: can understand and utilise skills to build, manage and deploy code into enterprise environments.**

|  |
| --- |
| Lizzie demonstrates code management skills daily with her interaction with git and GitHub. Managing local branches and raising her own merge requests. She is also extremely familiar with building applications locally or in the cloud environment. She has mainly been using spring boot, which allows the creation of a deployable jar file but can also be ran locally on a built in tomcat server.  Since moving to her smaller team she has had to manage the integrity of the code base.  Lizzie has also been involved in the deployment side of development. Working with AWS components like Elastic Beanstalk and CloudFront. She used elastic Beanstalk to implement blue green deployment to her back end service. Which is triggered by a merge to her master branch within GitHub, this then takes down the live application and replaces it with the new jar file. The old jar is then saved just in case the deployment faced any issues, that way the service can easily be resumed and downtime is minimal. She used CloudFront to host her front end code which gets served from an S3 bucket within the AWS environment. These services being deployed allowed demos of the application to happen from a live environment.  NOTE: this box will expand as required |

**Competence – Development Lifecycle**

**Development lifecycle: can operate at all stages of the software development lifecycle, with increasing breadth and depth over time with initial focus on build and test.**

|  |
| --- |
| Lizzie has been exposed to some stages of the development lifecycle. She has mainly been working in a Development phase. She did have some experience early MVP stages of a client engagement when it was mostly design, proof of concepts and infrastructure. When the client hadn’t initiated the full development and ROI’s etc were still being discussed. She worked on this project as it moved from a sandbox environment to a live DEV environment managed by the client.  Unfortunately she could only remain on this project till this stage, as an opportunity came up to work on the EcoSystems project, which could really showcase her potential.  She has worked on this EcoSystems project since in mainly a development setting where a lot of the process of a fully-fledged project were managed by Lizzie. I would like to expose Lizzie to more project work as part of a larger team so she can see more stages like SIT and finally getting code to production. This should happen shortly as they are planning on growing the current development team on the project. That being said she maintains true to the software development lifecycle, making sure to outline clearly her definitions of done, and achieving unit test on all parts of functional code.  She has also worked in sandbox environment where we could experiment with AWS components getting familiar with how to create EC2 instances, Databases and code management through code commit.  NOTE: this box will expand as required |

**Competence – Applying Good Practices**

**Can apply good practice approaches according to the relevant paradigm (for example object oriented, event driven or procedural).**

|  |
| --- |
| Lizzie applies good practices wherever she can. She adopts a Test driven development approach, where she tests the logic of the code before writing it. This allows the functionality to be fully understood before the implementation and helps code be cleaner. She has also got familiar with plugins like Mockito and Junit within spring boot to help achieve this.  She is very strong when It comes to writing reusable code and extracting logic and encapsulating it in other classes. Her code quality is extremely high due to her implementation of the DRY principles. All her current development is approached in an object oriented manner.  NOTE: this box will expand as required |

**Competence – Interpret and Follow**

**Can interpret and follow:**

* **software designs and functional/technical specifications;**
* **company defined ‘coding standards’ or industry good practice for coding;**
* **testing frameworks and methodologies;**
* **company, team or client approaches to continuous integration, version and source control.**

|  |
| --- |
| Lizzie showed that she could interpret and follow software design and apply coding standards when she first joined our client project. Since then she has spent the majority of the time designing the specifications and then implementing them, and for someone with so little experience that is very impressive.  She applies good coding standards to all code I have reviewed. During her Eco Systems project she has managed the source code through GitHub. She has collaborated with one other developer setting up some of the AWS infrastructure. As her project progresses further she will be exposed to versioning.  When she first worked on the client engagement she followed the teams branching and merging strategy. Firstly taking the most recent development branch using git, pulling the most recent source code and creating a feature branch from this. Once the feature had been completed and tested she would then raise a merge request back into the development branch and await a code review. Once the code had been reviewed it was merged into development. She did this when creating the front end form component.  She has also defined the testing strategy within her Eco Systems project. Using both JUnit and Mockito to test the java code. She also made use of Docker to run a local Neo4j DB allowing to test the integration locally.  NOTE: this box will expand as required |

**Competence – Respond to Business Environment**

**Can respond to the business environment and business issues related to software development.**

|  |
| --- |
| Lizzie has led the technical engagement with senior members within Cognizant during her Eco Systems project. She has taken their business requirements and structured the technical solution to achieve these. She then explained how she was building it to the members of her team before pitching it to the key stakeholders. She then went on to develop this application in an evolving environment where requirements can grow. Having constant feedback from the business side, and adapting the solution to this feedback. |

**Competence – Industry Environment**

**Can operate effectively in their own business’s, their customers’ and the industry’s environments.**

|  |
| --- |
| Lizzie has clearly shown she can adapt to her surrounding within a team project but also work effectively on her own. Designing the environment from experience of her first engagement and from her own research. It’s amazing to see how well she has taken business requirements and created the entire application they required with very little technical support from anyone.  I would like to give Lizzie a little more experience working in a client environment just to experience some of the constraints and benefits this can have.  NOTE: this box will expand as required |

**Competence – Application of Mathematics**

**Can apply the maths required to be a software developer (e.g. algorithms, logic and data structures).**

|  |
| --- |
| In terms of mathematical algorithms I don’t believe Lizzie has had to implement any so far. She has created API’s and focused on object creation and data structures. Designing specific structures to allow relationships between the data. Within her Eco Systems project this is allowing them a more detailed insight into their data.  She has implemented multiple different sections of logic within this application. Creating a secure login functionality, creating graph DB integration, designing and building an angular front end and then integrating this with the login process and back end services, loading specific data and displaying it to the users.  NOTE: this box will expand as required |

**Section 3**

**Behaviours, Business Skills and Level of Responsibility Evaluation**

Please provide an evaluation as to the level of responsibility of the apprentice you are providing a reference for using the tables below. Under each heading is a list of proficiencies that a competent apprentice should display.

**Proficiency – Business Skills**

* **Demonstrates an analytical and systematic approach to issue resolution.**
* **Takes the initiative in identifying and negotiating appropriate personal development opportunities.**
* **Demonstrates effective communication skills.**
* **Contributes fully to the work of teams.**
* **Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures.**
* **Appreciates the wider business context, and how their role relates to other roles and to the business of the employer of client.**

|  |
| --- |
| **How has your apprentice demonstrated competence in these areas? (please give examples)**  **Demonstrates an analytical and systematic approach to issue resolution:**  Lizzie demonstrates this on a daily basis within her EcoSystems project. She works with little support required, which in turn proves she must have very good problem solving ability. She also knows when to ask for help or raise concerns around a specific tool choice. She uses the debugging tools available within IntelliJ IDE to be able to discover issue causes. She also had to resolve issues around her deployment looking into log files and breaking the problem down, writing to the logs to find out how far the deployment had got and what caused the crash. Lizzies approach to issue resolution has greatly added to speed at which she has been able to create this application.  **Takes the initiative in identifying and negotiating appropriate personal development opportunities:**  Lizzie is always looking to progress her personal development, something that is extremely key especially in these early stages of her career. Unfortunately with the work load from makers and her client site it has become quite difficult to achieve additional certifications. That being said she has obtained her Java Oracle certification which is an achievement in itself. She also researches multiple different areas of technology in her own time. She researched Angular TS and the tool Ionic to create the entire front end for her Ecosystems project, and is constantly picking up new technologies within this project.  **Demonstrates effective communication skills:**  This is essential to a developer working within a team setting. Lizzie has demonstrated this from a team level, taking the requirements from business members of her team. Then building the application they requested. Having review sessions with the business to make sure all is aligned. She has also been involved in presentations to internal stakeholders. Lizzie demonstrated the application in a live setting, showing the capabilities of the application and her understanding of the technologies used.  **Contributes fully to the work of teams:**  When Lizzie originally joined our client engagement. She picked up whichever tasks were asked of her and became an integral part of the team. Once it had been decided she would join the EcoSystems project, the team missed her and the contributions she gave.  Once joining her new project she demonstrated her ability to work with very little technical support. Being the key person in the team for all technical design. Explaining what can and can’t be achieved to the business within the timeframe. She also collaborated with the team for the entire duration of the development. Taking feedback and discussing any issues encountered. She has contributed greatly to that team and they wouldn’t have a demo-able product without her.  **Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures:**  Throughout this document I hope it has become clear that Lizzie is capable of working comfortably with very little support and can collaborate extremely well with a team. Lizzie manages the entire technical development side of her current project, it is a small team but it has demonstrated her ability to manage deliverables while designing the development phase. She has used multiple tools for managing stories and progress one of which was Trello but has recently migrated this to AzureDevops. Within her EcoSystems project she has managed to reach every deliverable, and has received very positive feedback from the project lead.  **Appreciates the wider business context, and how their role relates to other roles and to the business of the employer of client:**  Whilst Lizzie was part of our client engagement her professional manor was excellent and she did participate in one client demo. Lizzie prefers to work directly on the programming side but took this challenge in her stride. Initially she was nervous around speaking to the client about how she had built the front end screen but grew into the presentation and did very well. She demonstrated what she had built during the client visit to a warm reception. Since this she has went from strength to strength in terms of her business understanding. Engaging with stake holders in her Ecosystems project discussing technical design and deadlines.  She clearly knows her role in that team and the roles of those that work with her.  I would like to get Lizzie some more client facing engagements when they complete the ecosystems project. I believe she will excel has she has with all task asked of her.  NOTE: this box will expand as required |

**Proficiency – Complexity**

* **Performs a range of work, sometimes complex and non-routine, in a variety of environments.**
* **Applies methodical approaches to issue definition and resolution.**
* **Undertakes all work in accordance with agreed safety, technical and quality standards, using appropriate methods and tools.**

|  |
| --- |
| **Performs a range of work, sometimes complex and non-routine, in a variety of environments:**  Lizzie always stretched to achieve the complex features the stakeholder ask for, there has never been a time where she has not achieved what was committed at the beginning of the sprint. She managed both the design of the application whilst also building it. She was asked to create the AWS environment, something she had no experience with. She researched the components and gained a firm understanding f how to deploy both front and back end application within the AWS environment. She also has excelled in her application demos, something she did not feel comfortable when first joining the company. She has achieved everything that has been asked of her no matter how complex.  **Applies methodical approaches to issue definition and resolution:**  Lizzie has worked on bug fixes in our client engagement. Fixing issues with existing front end screens. Firstly pulling down the most recent source code then running the application locally and observing the issue. Then she would check the requirements of how exactly it should be and make the required changes. During her EcoSystems project she has overcome countless obstacles and technical decisions. All of which wouldn’t have been possible without lizzies methodical approach.  **Undertakes all work in accordance with agreed safety, technical and quality standards, using appropriate methods and tools:**  Lizzie has always worked within accordance with Cognizant’s security protocols around data integrity, as do all our associates. She always applies best practices when taking on tasks and since the application is greenfield, she has been involved in the tool assessment process. Analysing tooling options based on their use in the market and by conducting proof of concepts. I would like to expose Lizzie to some of the technical, safety and quality requirements on client site and the issues or benefits this can bring.  NOTE: this box will expand as required |

**Proficiency – Autonomy**

* **Works under general direction.**
* **Uses discretion in identifying and responding to complex issues and assignments.**
* **Usually receives specific instructions and has work reviewed at frequent milestones.**
* **Determines when issues should be escalated to a higher level.**

|  |
| --- |
| **Works under general direction:**  Lizzie can happily work under general direction. Picking up tickets and bugs within our client engagement. Building specific features from the details from both the user story and TDD. One example being the Front end screen she created. She has also demonstrated her strength in working with very little technical direction. She has defined how the EcoSystems project will be structured, confirmed these designs with the business and then implemented them. One example of this is her research around Neo4j, and final implementation of the Graph DB  **Uses discretion in identifying and responding to complex issues and assignments:**  Lizzie has shown her ability to respond to complex assignments within her EcoSystems project. One example being when she was asked to create a front end that could load, perfectly formatted on both a PC screen and a mobile screen. She did a lot of research around the tools/frameworks which would allow this to be possible. She did a number of POC’s to find the bets solution  **Usually receives specific instructions and has work reviewed at frequent milestones:**  During her time in the client engagement she received her task instructions through a tool named Azure Devops. This defines the criteria of the story she has picked up. During her EcoSystems project she has worked adhering to a delivery timeline. Where she has to achieve set milestones in the applications development. These milestones are reviewed by the project lead. At Cognizant we also complete a quarterly goals target and record significant deliverables she accomplished within that quarter. This is on an internal tool called GoPerform, and helps for internal evaluation of her performance.  **Determines when issues should be escalated to a higher level:**  Lizzie know the importance of raising escalations especially when working in a time critical project.  She very rarely has raised any issues during her EcoSystems engagement which is a compliment to how resourceful she is with very little support. There have been times when she has raised concerns about business design not being fully documented and broken down before tasks are created. Working together with the business side of her team to resolve these issues and agree the exact functionality.  NOTE: this box will expand as required |

**Proficiency – Influence**

* **Interacts with and influences colleagues.**
* **Has working level contact with customers, suppliers and partners.**
* **May supervise others or make decisions which impact the work assigned to individuals or phases of projects.**
* **Makes decisions which influence the success of projects and team objectives.**

|  |
| --- |
| **Interacts with and influences colleagues:**  Lizzie is someone within a team that everyone feels comfortable to interact with. She’s very calm and understands how important good communication is within a project setting. She has become the main point of contact for her entire team as she is building the application. They initially selected Lizzie from a number of candidates, and the reason being was her communication skills and how well she understood technology. She has become someone on which many can rely. I feel the hard work she has put into the Ecosystems project has been reflected by her team and the progress they have made on that application this year is very impressive.  She has had to influence her team on countless technical decisions, putting across her research in small samples of working code, which proved her solutions.  **Has working level contact with customers, suppliers and partners:**  Within Lizzie’s time at cognizant she has not has too much interaction with customers, suppliers or partners. She has attended sprint review sessions in which she demonstrated what she had developed during that sprint to key client stakeholders within her first assignment. She was also selected by another sector within Cognizant to join the EcoSystems project. During this engagement she has had a lot of contact with very senior individual within Cognizant. Discussing the design of the application and demonstrating what she had built.  **May supervise others or make decisions which impact the work assigned to individuals or phases of projects:**  Lizzie has proved this throughout the entire Eco Systems project. She also had a group of developers join her for a week. During this time she managed the tasks of the other developers and got them familiar with the application. She created user stories for these tasks and assigned them to each developer using a tool called Azure Devops. She also supported them with the tasks answering any queries they may have.  **Makes decisions which influence the success of projects and team objectives:**  During Lizzies EcoSystems project she has made all the technical decisions. This has directly impacted the success of the project and has led to her being able to create a very impressive application. She has taken the responsibility for decisions in terms of coding languages and infrastructure. She made most of these decisions based off her own research and proof of concepts, without requiring any assistance. Without her in that team I do not think the project would have been as successful.  NOTE: this box will expand as required |

**Overall Impressions and Constructive Feedback**

This section is an opportunity for you to provide written feedback outside the rigid competency structure.

It is a free text field to allow you to share general thoughts on the apprentice’s performance in case you were unable to say everything you wanted to say using the structured template.

For example, you may want to highlight some of the areas where you have not been able to give the apprentice the exposure they would have liked.

We would welcome any general constructive development advice you may wish to give.

|  |
| --- |
| Lizzie has only just began her journey into the world of development, but has excelled above and beyond all expectations. She has shown amazing leadership skills and understanding of high level architecture design.  Lizzie initially was involved in a client project in the early stages. She then went on to work on an internal application called EcoSystems, in which she led the development. It started as just a POC but with the ability Lizzie possess, they have continued to evolve this POC to the point where Lizzie has built a fully functioning web application, hosted on AWS. Something I am extremely proud of her for.  One point I would also like to mention is how well Lizzie has coped with all this responsibility. Most people would have not felt comfortable to take on such a massive challenge, but with just a little support she was happy to accept it. Watching her then control the entire development side of this project and practically never requiring any help has been inspiring.  I would like to expose Lizzie to another client engagement. Just so she can observe the benefits and restrictions to working within their environment and in much larger teams, she will get this opportunity soon.  I think Lizzie has made the perfect choice moving into Development and I am sure she will achieve great things within this industry.  NOTE: this box will expand as required |

## Please accept our sincere thanks for the support that you have provided to your apprentice.