



July 31, 2017

To Whom It May Concern:

I am pleased to write this letter of support for Aakash Shah. Earlier, this year, I advertised for a part-time programmer to write JavaScript code to run an on-line Psychology Experiment. After interviewing several candidates, I hired Aakash. Aakash was very professional in his interactions with me, keeping a detailed log of his hours and how he spent his time while on the clock. The project ended up being more complex than either of us anticipated, but I was very happy with the results he produced. Aakash took initiative on items that did not require my immediate input but would have slowed down development if he had stopped for instructions at every step—something I greatly appreciated. On other items, he appropriately asked for guidance before wasting time on something that might need to be changed. Although I provided some input initially, Aakash took care, on his own initiative, to understand the logic of the experiment and the underlying mathematical model, and this allowed him to solve problems efficiently and without requiring guidance at every step. The final implementation of the product required my developing some mastery in setting up and maintaining a web server and using GitHub. I was quite new to this, but Aakash patiently walked me through the process and provided step-by-step documents. I would not hesitate to hire him again, and I am sure you would be extremely happy with the quality of his work in your organization and with his outstanding work ethic.

I hope this information is helpful in making your hiring decision on his behalf.

Sincerely,

A handwritten signature in cursive script, reading "John W. Philbeck".

John W. Philbeck, Ph.D.
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