Thomas Meadows

Beeline Annual Performance Review - 2021

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Manager review

Jonathan Geist
Director, Software Engineering

1. To what degree did this person meet your expectations for their performance? Did they accomplish their goals?

Think about how happy and impressed you were with their performance during 2021. Did they achieve (generally) all that you'd hoped for them to during this time. Were there areas that you wanted to see more progress or delivery?

Thomas had a good 2021. He was a key contributor in the effort to migrate Direct Sourcing to Azure. He led the effort to plan and implement the interview manager integration. He also helped other team members get up-to-speed and helped the team deal with the loss of multiple team members. Helping the team get through the migration from Mongo in Horizons to Cosmos in Azure was a struggle that the team was able to work through. Thomas continually looks to take ownership of the code and make it better than he found it which is an admirable and desired quality in a developer.

From John Duce:
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What is something that brings this person down, from a performance, communication or relationship perspective? This could be a 'blind-spot' for this person, so be thoughtful and honest in your answer.

> N/A
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5. What areas do you see as specific opportunity for development or potential for this person? How can you help them achieve this growth, as their manager, over the next 6 - 12 months?

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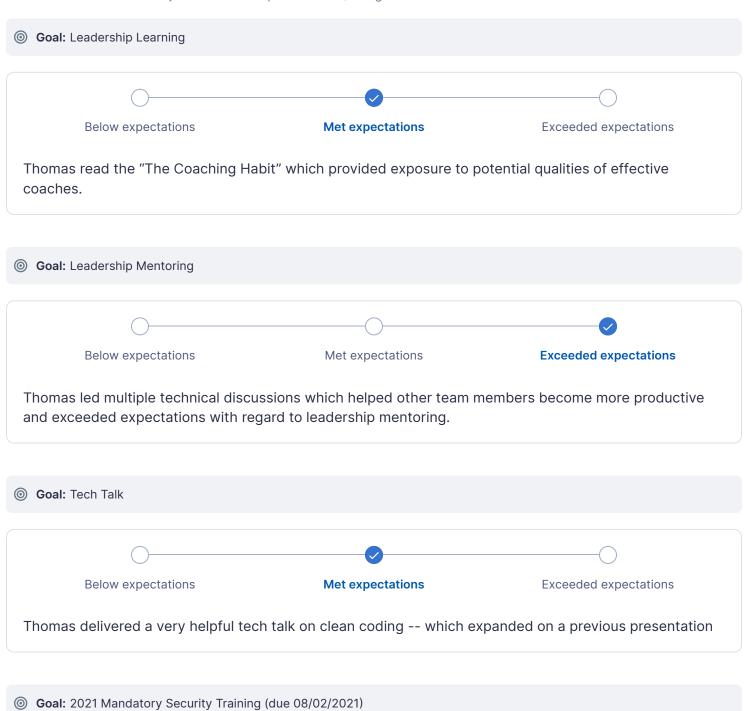
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6. Please rate the extent to which this goal was accomplished last year.

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Met Expectations: Consistently demonstrated effective performance in meeting this goal. Has reliably met, or at times exceeded, the expectations of timeliness and quality associated with this goal or targeted performance. Contributed to the overall objectives of the department and/or the organization.

Exceeded Expectations: Significantly and consistently exceeded expected results for this goal or performance target. Demonstrated initiative in accomplishing this goal or targeted performance, consistently going "above and beyond expectations." Achieved valuable accomplishments in several critical areas of this goal or targeted performance. An exceptional contributor to the success of the overall objectives of the department and/or organization.

◎ **Goal:** Leadership Learning

Below expectations	**Met expectations**	Exceeded expectations

Thomas read the "The Coaching Habit" which provided exposure to potential qualities of effective coaches.

◎ **Goal:** Leadership Mentoring

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Thomas led multiple technical discussions which helped other team members become more productive and exceeded expectations with regard to leadership mentoring.

◎ **Goal:** Tech Talk

Below expectations	**Met expectations**	Exceeded expectations

Thomas delivered a very helpful tech talk on clean coding -- which expanded on a previous presentation

◎ **Goal:** 2021 Mandatory Security Training (due 08/02/2021)

Below expectations ── **Met expectations** ── Exceeded expectations

Thomas completed all required security training.

Self review

Thomas Meadows
Software Engineer II

1. What went well last year? What accomplishments are you most proud of?
Think about the things that you felt made you 'win' the most in 2021 - the things that felt best, and that made you the most proud.

My biggest accomplishment of 2021 was doing the entire planning for the interview manager integration with direct sourcing. Our lead was on vacation and/or too busy to do the tickets, so I wrote and planned our entire roadmap for the 1st quarter. I then created all the tickets and guided the team through the plan. The plan was executed nearly flawlessly with very few issues or unknowns. In addition, our team lost 3 key people. Despite that, I was able to help our new teammates get up to speed on the interview manager integration.

2. What could have gone better?
What didn't make you feel as successful as you'd like? Were there things that you had greater hopes for?

The cosmos migration was not well planned out. It felt as if work was being done on our team's code base without our team's knowledge. There was not enough preparation meetings to explain how our code base would change. The ORM was removed unnecessarily in favor of native SQL queries. Cosmos supports the mongo API, so very little would have needed to be changed in the code base for the code to continue working in with cosmos. Using native SQL also created hundreds of bugs and I would estimate it added over 6 months of extra work. Emotionally, it felt like our team was driving a car at the speed limit and a crazy man jumped in and started driving the car at 120 MPH and then jumped out and told us to start driving again. The entire migration reflects poorly on the team leads and architects and anyone involved in the decision making of the migration effort. We have not just moved to the cloud this year, we have moved to the cloud and created more technical debt. It is no different than what has already been done in the CWS codebase.

3. What area would you most like to improve on in the coming months?
This can be something that is related to specific work tasks, knowledge or skills - or equally, areas that you'd like to improve upon professionally (for example, communication with peers).

I think remote culture is something that is hard to grasp and have work well. I want to focus on doing activities not related to work that help foster team growth and team spirit. I think after all the bugs from the cosmos migration, our team's relationship has been push into a stressful situation.

4. Provide an example of one of our company principles that you really bring to life! Be specific!

Which of our principles do you embody better than anyone else - and why? If there is more than just one that comes to mind, you can definitely include those too!

The major principle which I exhibit best is Direct Communication. I do not gossip behind other people's back. If I want to talk to you about an aspect of your performance or personality, I will discuss it directly with the person as opposed to gossiping about them behind their back. I don't engage in water cooler talk about people's personal lives because it is none of my business. I do my best to only talk positively about people when they are not around and try to chastise those who gossip about people who are not present.

5. Is there a company principle that you think you could spend more time with or improve upon? Which one is it, and why?

Simply, is there one of our Nine Principles that you could focus on doing better with? Be honest, and specific - this is a great opportunity for reflection here.

I would like to improve on the principle of "Performance / Quality" focus. The reason is because I do not believe there is such thing as a perfect person, and we all have room for improvement. I believe we all strive to do the best possible at our job at the end of the day. How I could do better at this would be by doing anything from more manual testing to just reading code more thoroughly before the testing phase even begins. This also applies to helping the team and organization to learn the coding craft better.

6. What are your current growth and / or career objectives? How can your manager support you with achieving these over the next 12 months?

Think about your growth objectives over the next 12 months, be it based on specific areas of professional or personal development, or as it relates to other roles you'd like to explore. Think about, and provide examples for how your manager can best support the achievement of those objectives.

My goals are the same as last year. I would like to take on more leadership-oriented goals. I believe that a good leader should teach something, learn something, and do thing over the course of the year to benefit the business. My manager can help me to determine what is best to continue in leadership learning and mentoring my colleagues to become better software developers.

7. How would you rate the strength of the relationship you have with your manager? Could it be improved in any area?

This is an important check in to see how strong you feel your relationship is with your manager. It's not a trick question, and they're being asked the same thing. This is about understanding where things are great, and any areas you can work on. All relationships need work from time to time, and this aims to support that.

Too New: Still Establishing	Not Very Strong At All	Working Towards Being Stronger	Strong and Growing Further	**Extremely Strong** ✓

I believe my manager and I have an excellent bond. I feel as if I could tell my manager anything without fear of reprisal and they would be willing to listen to anything I had to say. It does not matter the case, if I say something positive or have a problem with how the business is operating, they will listen. I believe they hear my concerns and often put the feedback I have into action to better help the business.

8. How would you rate your achievement against this goal?

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Responses overview by question

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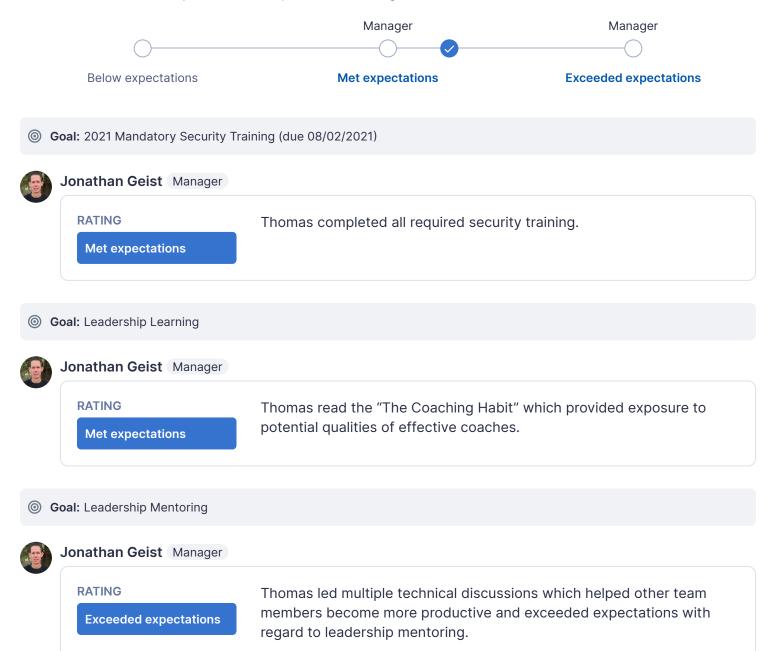
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