

Eric Roberts

Winter 2022 Bi-Annual Check-In Self Evaluation and Managerial Feedback

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Summary remarks



Jonathan Mares (archived)
Engineering Manager

It's been great working with you and seeing you grow as an engineer. Looking forward to speaking with you!

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

You have exceeded my expectations for your role as a SWEI. You have continued to be a reliable member of the team and have substantially contributed to the development of the PAC product. You've improved in your ability to write good code and execute on larger, multi-week projects. You've also helped the team reduce its technical debt by upgrading our Cypress library and helping out with its invocation in CI. You've acted on goals from the last review such as giving a learning lab, contributing documentation, and improving our infrastructure (for example, the Facebook API integration). Finally, you have grown your troubleshooting skills and have consistently been a resource for others on Slack.

2. To what extent does this person embody our company values? Be as specific as you can.

Please use the Quorum company values linked in the instructions when completing this question.

You've clearly embodied our company values. I'll list out some here:

Own the Execution

- I appreciate that you successfully transitioned the lead ads ownership to a different team and that you wrote documentation and were hands on with helping the team address issues as they came up.
- You reliably complete engineering tasks that you are assigned or pick up. I can count on you to do a good job.
- You fix bugs that you find, such as the issues with restricted pages. This is appreciated by everyone.

Take the Lead

- It's great to see that you wrote a new document that parallels the Docker environment setup.
- You've mentored interns and stepped up to help others when they need (for example, helping Ian get acclimated to our frontend development patterns)

Invest in People

- You've helped Ian with transitioning to our fullstack development environment. I appreciate that you've made yourself a resource for Ian to ask you questions about our frontend stack and helping him get acquainted to writing more client facing code.

3. In what areas do you see an opportunity for this person to develop or improve? How could they address these areas for improvement in the next 6-12 months?

Improve the quality and depth of code review

It has been great to see your participation in reviewing PAC team code. To take things to the next level, I'd like for you to give more rigorous code review.

Your next goal as it relates to code review should be to start:

- Questioning assumptions and ensuring correctness of the code
- Suggesting architectural changes or improvements if necessary (for example, [this](#) comment)
- Make sure engineers are following best practices and pattern (for example, [this](#) comment)
- Ensuring adequate test coverage

Take a look at [this](#) PR as an example where you can apply some of the above.

Basically, you should aim to conduct code review with a more scrupulous eye to ensure the code that is merged is high quality. As you grow in your career, reviewing code will increasingly take up more time in your day as you will be asked to provide guidance to newer engineers and feedback to those working on systems you maintain.

Building your leadership skills

As you point out, your career growth will depend on how you give back to others via code review, learning labs, building systems that can be used by others, design discussions, etc.

One example I can think of is the TypeScript project you have recently started exploring. If that project turns out to be successful, it will be on you to help lead the implementation across the team and company. This would involve numerous activities - motivating, teaching, and troubleshooting.

Another example is to help identify and escalate trouble areas or risks to me or the team. As you are "in the weeds", you have the best understanding of what risks exist and are in a position to identify what those are and suggest solutions. I will be increasingly relying on you and others on the team to help me identify what those are.

Finally, I encourage you to be more vocal and suggest technical solutions to problems during Refinement sessions and standup. I will be working to back off gradually so that you and others can build some of these skills.

I look forward to working with you to identify other specific areas where you can build your leadership skills.

Work on anticipating problems and looking for edge cases

Experienced engineers are able to anticipate when problems occur and find ways to address those. They are also capable of identifying edge cases in functionality. I listed this as an area of success and improvement for you because as you work on more complex systems, you'll increasingly need to flex these skills.

Making sure you are on board with requirements for work

Like you mention and we have previously discussed, you have a tendency to try to dive into implementations without clearly understanding the requirements. An example of this was the cash contributions work. You'll be increasingly challenged in your career to chase down and demand clear requirements to the problems you solve. One thing I recommend is that you double check your assumptions more often. This will serve as a good indicator that you understood the problem, particularly with more complex tasks, and give others the opportunity to course correct you if needed.

4. In what areas do you see the most potential for this person? How do you hope to see this person grow over the next 6-12 months?

I hope to see you:

- Increase the thoroughness of your review
- Continue building your technical and leadership skills
- Become more vocal in technical discussions

5. How do you plan to support this person in achieving their goals in the next 6-12 months?

This section is broken out into two parts: A case for Eric's promotion and my plan to support Eric in the future.

Promotion Case

I agree with you Eric, I am going to recommend you for a promotion to SWEII.

Some of the characteristics of a SWEI are:

- developing the skills to make consistent contributions
- require support to complete subtasks
- Require some day-to-day supervision

I believe you have developed a strong set of fullstack engineering skills to make meaningful contributions. You don't require any day to day support and are self-directed and independent. You have been exceeding SWEI criteria for some time now.

The characteristics of a SWEI:

strong individual contributors who have developed the independence & skills to regularly produce high-quality work

This is you. You are highly capable on executing on business and technical requirements and are dependable. Examples of this include getting Docker to work in Travis, upgrading Cypress, adding the functionality to update account balances, donation form and payroll form improvements, etc.

own larger projects that typically require input from others, but work independently on the order of weeks to complete these tasks

Lately, the team has been focused on fixing bugs and making smaller scoped changes, but in the last six months I have seen evidence that you have owned larger multi-week projects and have been able to effectively execute with some input from me and the rest of the team. Examples include the filing authentication CRUD workflow, PAC settings form work, donation form functionality, and CRUD bank account flow.

SWEIs do not require supervision on a daily basis and seek guidance and support where necessary

You don't require supervision on a daily basis and the team can count on you both for help and executing on the work that you take on. One specific thing you acknowledge that you need to work on is to seek guidance when necessary to avoid re-work but I am confident this is something you can adopt.

You have been an important part of the PAC team and have built many of the features that users will find very useful when we launch the product.

Future Support Plan

I'm looking forward to helping you achieve your goals. As we are looking to hire two new roles on the PAC team, I will be looking to you to mentor one of the engineers who will be joining the team. Additionally, I plan to coach you to give your peers more thorough code review and work on documentation. Finally, I hope to empower you to work on your technical leadership skills.

**6. If this person is a people manager, are they setting their direct reports up for success?
Where can they improve as a people leader?**

If this employee is not a people manager, please type "N/A" in the comment box.

N/A

Manager review

JM

Jonathan Mares (archived)
Engineering Manager

1. Winter 2022 Overall Performance



1. How did you make an impact on your team, department, or Quorum? What accomplishments are you most proud of so far?

In the last six months I've worked on PAC and other parts of Quorum, and provided documentation and assistance to other engineers.

Starting from the beginning of the review period (mid-2021), I worked on integration between PAC and Grassroots, including changes to the donation forms. I added a "Restricted Grassroots Pages" feature, a feature important to a client that required integration between the PAC and Grassroots systems, as well as exposing parts of PAC, and completed this in time for the client.

At the beginning of the review period I continued to support Lead Ads and help with client issues. I wrote extensive documentation on how to debug issues with this system, cleaned up code and offered path to improvement before meeting with the CRM team and passing support of the system off. I also presented a learning lab on this system to try and disperse knowledge.

I upgraded Cypress and improved our travis scripts to be more stable and produce more readable logs, and added back limited support for video.

I did numerous projects related to PAC. I continued to work on forms, maintaining the Form 1 Settings, which I built in the last review cycle, and fixing bugs like the prior vs. initial db columns. I overhauled forms for bank account settings (when I started the forms assumed one bank account), creating the list view and adding features such as setting as default bank account. I created the Other Info settings, which required unique logic related FEC credentials (that being there's two possible sets of credentials, and they're encrypted/not sent to the frontend once set). I created validation for cash contributions which, while the result was fairly simple, required deeper learning of the system while the requirements were more complicated.

I solved numerous bugs, primarily on PAC and some on Grassroots before the re-org, such as fixing redirections between GR campaigns, fixing bugs styling bugs on the donation forms page, donation form widgets being broken, issues in PAC search, and many small issues.

In doing all the above I strove to write clean, well-tested code and kept both in-code and external documentation up-to-date. In some cases I went back to add more extensive E2E testing to existing code, like creating a E2E spec for filing flow and getting that to work in Travis.

In doing all my PAC work, I strove to be part of the PAC team and to offer and get constructive feedback on ideas, and to ensure knowledge and context was shared. I made efforts to help others, for instance responding to Slack thread and offering in-person advice, for where I could help accross the entire Dev team. For instance, helping Ian with the frontend setup or helping people over slack fix broken setups. For the latter I wrote and kept updated a doc called "Local Environment Setup without Docker" that's become useful to fullstack developers who don't use docker, and replaced me slacking things to people.

I participated in both team and dev-team wide discussions, and gave my opinion when I thought it would be helpful. Prior to the-reorg while I was on the stack team, I gave input to a stack team discussion about a new on call system, and a lot of the ideas from that discussion ended up being implemented.

Outside of coding I've had the responsibility of vetting candidates for first-round interview and helping to evaluate those candidates if they are passed far enough. I've also participated in our regular on call rotation, and helped debug numerous issues in various parts of the system while on call, as well as spending time triaging tickets.

2. Provide an example of how you embody our Company values. Be as specific as you can.

I've *Owned the Execution* in all the work I've completed. When transferring lead ads ownership, by writing the documentation, presenting to the CRM team and helping the team debug issues after the transfer I ensured I took responsibility of the transfer and ensured the CRM team had the tools to competently address problems.

In another example, I've been pro-active in finding and fixing bugs that I've caused. While working on the restricted pages project a bug caused anonymous grassroots users to experience http 500 errors when visiting any grassroots page. After bugged change was deployed I noticed the problem and did a hotfix to temporarily address the issue. Then, I created a more robust into hotfix which was deployed again later that day. I triaged the issue and from Sentry determined a small number of users had been effected. Finally I wrote E2E tests for anonymous grassroots users which will prevent a regression.

3. In what areas do you see an opportunity to develop or improve? How do you plan to address these areas for improvement in the next 6-12 months?

In working on PAC tickets I've had tickets where the requirements and implementation weren't clear and I have not spent enough time clarifying the requirements or getting feedback before continueing forward. This has led to wasted time and energy when the result is a dead end or doesn't meet the requirement of the project. I've begun and will continue to spend more time reaching out about requirements, and possibly scheduling discussion meeting if necessary. I will try to ask questions during refinement meetings to make sure requirements are clear, but won't limit myself to only getting requirements from those meetings.

4. In what areas did you see the most potential for yourself? How do you hope to see yourself grow over the next 6-12 months?

I see potential to improve and develop my ability to help other developers. The development team is collaborative enough that a developer can have a lot of impact in sharing their knowledge or mentoring others. I view a shift in completing individual tasks to being useful in other's work as a key marker in my career growth.

In the past we've had a question here about promotions. From what I've put, I believe I have worked at a level that would qualify me for a promotion to SWEII. I believe I meet the requirements of "have developed the independence & skills to regularly produce high-quality work", and have worked independently on longer tasks, and my contributions now are a lot more valuable than they were in summer 2020 when I started. Regardless of the decision, I would like a discussion of how I do or can meet that level.

5. What support from your manager do you need to achieve your goals in the next 6-12 months?

Aside from constructive feedback, keeping me on track in taking the right directions and getting feedback when things are amiguous. Additionally, helping me find more oppertunities to mentor or share knowledge with other people, potentially as an onboarding buddy or intern mentor as I did last summer (if we're doing that -- not sure on the status of this program).

6. Overall Self Rating

Please reference the Winter 2022 Bi-Annual Rating Categories linked in the instructions when selecting your self rating.



7. I foresee myself working here one year from now.

If you have additional context around your selection that you'd like to share, please use the comment box provided.

MULTIPLE CHOICE

I enjoy and fit well with the people and culture at Quorum.

- ☐ A Strongly Disagree
- ☐ B Disagree
- ☐ C I'm not sure
- ☐ D Agree
- ☒ Strongly Agree

8. I believe I can achieve my full potential here at Quorum.

If you have additional context around your selection that you'd like to share, please use the comment box provided.

MULTIPLE CHOICE

There's a lot of opportunities to participate in new, or build on existing, projects. There's a lot of knowledgeable people here, and there's a large breadth in technical challenges that need to be solved.

- ☐ A Strongly Disagree
- ☐ B Disagree
- ☐ C I'm not sure
- ☐ D Agree
- ☒ Strongly Agree

9. Do you have any concerns moving forward?

I've been happy with my role at Quorum.