Eric Roberts

Summer 2022 Bi-annual Check In

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Manager review

FX **Frank X White, III**
Engineering Manager

1. In the past 6 months, how did this employee meet your performance expectations? In what ways have they accomplished their goals?

Eric has met performance expectations and some so far in 2022. He has continued to be a reliable member of the team and has substantially contributed to the development of the PAC product. His main contributions have been overhauling the receipts and disbursements forms, during which he made various improvements throughout the stack. He's worked closely with the QPAC team and others to accomplish his tasks and share his knowledge, for instance working with Nathalie and Kristen on the design and functionality of the transaction forms. Eric has also continued to do first-round technical interviews with candidates, including two developers that Quorum eventually hired. He has also dutifully continued to participate in our 24-hour on-call rotations, including monitoring potential issues and reacting to Genie alerts. He's also participated in the fullstack Guild, providing feedback on suggestions and improvements to the frontend codebase. Eric has done great work on an initial implementation of Typescript, and via an excellent learning lab developed a plan that highlights its benefits and encourages its gradual stack-wide implementation. Eric has also been active in improving the overall developer experience by helping new developers get onboarded. His hackathon project to automate laptop onboarding was an initial success (which I hope he follows through on). He's also continued to help developers on other teams, for instance with lead ads and jumping into Opsgenie alert threads on Slack to help with and/or solve possible issues. Eric is a stable contributor to the team and -- if I can speak for everyone -- a pleasure to work with.

2. Share specific example(s) on how this employee embodies our company values.

Invest in People
Eric is definitely a team player, i.e. enjoys the company of his fellow developers and is a good mentor. He recently organized a Dev Team Video Game Tournament in office and remote, and is justly interested in taking on more of a leadership role.

Take the Lead & Own the Execution
Eric reliably completes engineering tasks that are assigned to him or that he picks up. He has taken the initiative to improve developer onboarding, e.g. created a quorum-devtools repo as a more appropriate way to share development scripts, config files and other files related to workflow. Eric has also done a fine job documenting where needed, e.g. the non-docker setup guide, which is becoming the de facto standard.

Embrace The Rumble
Eric is continually suggesting and working toward improvements to improve the codebase and developer tooling. He's advocated strongly for Typescript implementation, speaking up in fullstack Guild meetings, presenting the benefits during 1-1s and in a learning lab session to win over supporters.

Build Something You're Proud Of
Eric should take pride in doing a great job overhauling the receipts and disbursements forms in the PAC

product.

3. In what area(s) do you see opportunities for performance improvement in the next 6-12 months and how?

Because he clearly shows potential here, I encourage Eric in his aim to improve his leadership skills both for his team and within the company. As in the Golden Rule, he should focus on being as good a resource for the team as other team members have been for him. To achieve this he should continue to improve the quality and depth of his code reviews, which involves gaining a better understanding of the PAC systems, in particular the backend, so that he can better understand how things come together and more quickly help devs diagnose issues. Eric should also keep an eye out for projects where he can work/pair with fellow team members, and in general aim to be a little more outgoing/vocal/proactive in his approach to solving issues for individuals and the team. He can do this by consistently questioning assumptions, ensuring correctness of code, identifying and escalating risks, spotting edge cases in product functionality, suggesting architectural changes or improvements where needed (e.g. consistent from styling/design), and encouraging best practices and good test coverage. I trust that Eric is up to all of these daily demands.

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

Eric's primary goal in the coming months is to do what's necessary to finish, launch and support an MVP of the PAC product, in the near term completing work polishing the transaction forms. Ongoing, Eric should continue working on tasks to improve the codebase, especially the Typescript project; hopefully by the next review cycle we'll have a mixed JavaScript/Typescript codebase with all the necessary cleanup completed. He should also continue to contribute to the Guild meetings and organize another all dev gaming event like he did recently. Finally, I expect Eric to help onboard and mentor the PACC devs as they transition over to the QPAC team. And I hope that he follows through with his efforts to automate laptop onboarding, which I know from recent experience is still quite tedious and time-consuming.

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

I'm here to provide Eric with all the resources that he needs. I'll help accomplish this through 1-1s of
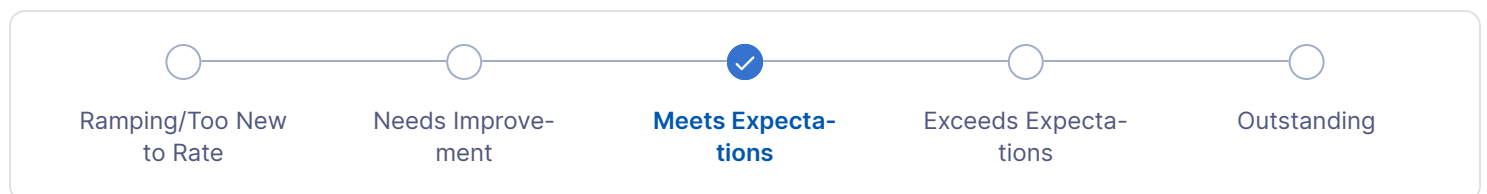
course, as well as any other way I can. More specifically, I plan to assist Eric as needed to better manage his primary development time while simultaneously supporting the Typescript project as well as other efforts to improve processes and tooling -- this can be done. I have encouraged him in his wish to attend an upcoming dev conference in Boston. I will also provide Eric with guidance in understanding the steps required to continue his upward career progression at Quorum; however, that will mainly involve his crossing the finish line for the primary goals he's already set for himself and his teammates during the remainder of the year.

6. If this person is a people manager, are they setting their employee(s) up for success? Where can they improve as a people leader?

If this person is not a manager, write N/A.

N/A

7. Overall Rating for this Employee

| Ramping/Too New to Rate | Needs Improvement | Meets Expectations ✓ | Exceeds Expectations | Outstanding |

Self review

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

Over the past six months I have been focused on improving and preparing the Quorum PAC product. My main contributions have been overhauling the receipts and disbursements forms to the new design, creating embellished CSVs to be sent on failed bulk uploads, properly handling archival with objects related to transactions and various bug fixes and improvements throughout the system. I've worked closely with the QPAC team and others to accomplish my tasks and spread knowledge. For instance, working with Nathalie and Kristin on the design and functionality of the transaction forms and working with Dylan Mann to finish his work on transactions bulk uploads.

I've continued to do first round technical interviews with candidates including two developers that we eventually brought on. I have continued to participate in 24-hour on-call rotations, including active monitoring to recognize potential issues and reacting to genie alerts. I participated in a retrospective where servers suddenly slowed down, briefly causing Gateway Timeout errors and was part of the effort to identify causes and develop a timeline of what happened.
I've contributed to the fullstack guild by providing feedback on suggestions and improvements to the frontend codebase, and have. This work includes the typescript implementation project, where we're trying to move the frontend codebase to support Typescript, as well as clean up old files like unused coffeescript. I've worked on an initial implementation of typescript (though likely to change before being merged), and have developed a multi-part plan to teach the team and encourage implementation. I presented a learning lab about the benefits of typescript and have talked to many members of the team about the project to an overall positive response.

I have been active in improving the developer experience and helping other developers get onboarded. In response to questions from other developers I've actively maintained the Non-Docker setup guide and overhauled this document within the last six months to support arm macbooks, which are becoming more common among developers. This setup followed from my hackathon project to automate laptop onboarding, although that wasn't completed. I have fielded questions about issues with setup, and have been on zoom calls to help with setup and onboarding tasks. When we moved off the legacy Github account, I used the opportunity to create a quorum-devtools repository as a more appropriate way to share development scripts, config files and other files related to developer workflow.

I've continued to help developers on other teams, for instance continuing to help with lead ads and jumping into opsgenie alert threads on Slack to help or suggest possible problems.

2. Provide specific example(s) of how you've embodied our Company Values.

I have *embraced the rumble* by continually suggesting and working toward improvements to improve the codebase and developer tooling. I've advocated strongly for Typescript and made an effort to convince people this is the right path, speaking up in fullstack guild meetings, presenting on the benefits during one and one and talking with developers one-on-one to win supporters. I've been a member of the fullstack guild meetings, where a lot of these discussions are able to take place, and try to encourage others during these meetings to be vocal as well.

Additionally, I have *taken the initiative* with efforts in improving onboarding. From when we introduced the development directory into the main repository I've kept up-to-date tooling there, and created a new repository to fix the issues involved code review standards meant for production code. I've created documentation where we need it, such as the non-docker setup guide. I regularly look for opportunities to take the initiative in improving these areas.

3. In what area(s) do you see an opportunity to improve upon, in your performance? How do you plan to address these areas for improvement in the next 6-12 months?

Over this period I'm looking to improve my ability to be a leader for my team and the company, and understand how I can be a resource to the rest of the team, as many other team members have been for me. This includes creating a better understanding of the PAC systems, in particular the backend, so that I can better understand how things come together and more quickly help people diagnose problems. Also, by looking for projects where I can work with other team members.

4. What goal(s) do you have for yourself in regards to your professional development over the next 6-12 months?

My primary goal in this time period is to do what's necessary to finish, launch and support the QPAC product. This has been my goal and the goal of the team since the last review cycle and it will be important to see the culmination of that work come together. In the near term, this will involve continuing my current work on transaction forms, but I expect there will be a variety of work in the time ahead.

I also plan to continue projects to improve the codebase. The typescript project is ongoing and if all goes well by the next review cycle we will have a mixed javascript/typescript codebase with the necessary cleanup complete, and all the rough spots figured out.

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

I need support in understanding how to manage my time in working on my main projects, while also being able to support the typescript project and other efforts to improve process and tooling. I need guidance to understand how I am doing in my work, where I need to improve and in understanding the steps required to continue my career progression up the ranks of the SWE ladder.

6. Overall Rating for Self

Ramping/Too New to Rate — Needs Improvement — Meets Expectations — **Exceeds Expectations** ✓ — Outstanding

7. What most excites you about being at Quorum moving forward?

Even as we grow and take on bigger challenges like PAC, and work through the obstacles involved in those challenges, Quorum still gives people broad opportunities for autonomy and a culture that makes it easy to learn. I'm looking forward to taking part in the opportunities that come from this growth, and to see what others are able to accomplish in this environment.

8. Do you have any concerns moving forward?

Quorum has an incredibly social culture and I think this has started to slip as we've become more remote. Even as we grow our development team, I still think we're small enough for the entire development team to be familiar with each other. The dev retreat or other in-person events would be very useful in meeting new team members.

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

Strongly Disagree — Disagree — Neutral — Agree — **Strongly Agree**

No written response