Eric Roberts

Winter 2021: Bi-Annual Check-in Self Evaluation and Managerial Feedback

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Summary remarks

Akshata Naikar
Engineering Manager II

Thank you Eric, for your hard work and all your contributions over the past six months. I'm looking forward to our Bi-Annual Check-In conversation next week. Before that, please take a look at the review packet and **note specific sections in the review (with page numbers)** that you'd like to discuss. Also, **note specific competency areas where you'd like to focus on** with respect to growth and professional development. Please **note 3-5 goals for yourself**, which we can discuss and consolidate with my goals for you.

I've booked an hour slot and we will follow the below format.

1. First, I'll give a brief overview of my observations.
2. Next, I would like to hear from you about how the past 6 months were for you, what are the things that you are most proud of and what are the more challenging/biggest areas for growth.
3. We will then move into discussing any of the sections in my review of you that you'd like more context on or want to talk about further, with you leading this portion of the conversation.
4. We will wrap up by making sure we are on the same page about path forward and goals for the next 6 months.

Additionally, if you feel comfortable, please feel free to provide feedback to me and areas where I need to grow in order to better support you as a manager. If not, please feel free to reach out to Jonathan for any specific concerns/issues you may have with me.

Manager review

Akshata Naikar
Engineering Manager II

1. Leadership - Mastery

Developing: "- When engaged by other engineers, provides personal, professional, and technical support. - Often seeks out mentorship and feedback with an eye towards self-improvement. - Is developing and practicing leadership traits, like professionalism, work ethic, honest, productivity, and empathy."

Proficient: "- Often proactively engages other engineers to offer high quality personal, professional, and technical support. - Helps create a safe environment for others to learn & grow. - Takes on small roles that involve leadership (e.g. being an onboarding buddy, a mentor) - Often offers time to coach teammates and facilitate growth in an open, respectful, flexible, and empathetic manner. - Consistently demonstrates strong leadership traits. - Viewed by other peers as a strong engineer and teammate."

Advanced: "- Consistently seeks opportunities to and regularly engages with other engineers to provide high quality personal, professional, and technical support. - Helps create a safe environment for others to learn & grow - Often takes on roles that involve leadership (being a tech lead, onboarding buddy, mentor, etc.) - Almost always demonstrates strong leadership traits. - Is a role model for other engineers. - Participates in evaluating candidates and conducting interviews"

Excellent: "- Raises the bar for leadership across the department. - Consistently creates opportunities to engage with other engineers to provide exceptional personal, professional, and technical support. - Consistently takes on roles that involve leadership (being a tech lead, onboarding buddy, mentor, etc.) - Mentors across teams in an open, respectful, and empathetic manner. Improves the entire organization by teaching others and sharing knowledge. - Fosters a culture of mentorship by creating opportunities for others to showcase and develop their skills. - Is a role model for team members company-wide. - Helps set hiring direction through a combination of candidate evaluation, interviews, and proactive recruiting."

2. Leadership - Trajectory

MULTIPLE CHOICE

✓ **Improving** ↑

B Constant ←>

C Declining ↓

3. Leadership - General Comments

Eric has a strong work-ethic and a desire to learn, grow and excel. He interacts well with other team members which depicts his professionalism. He is able to offer help and support to other team members as required, contributing to the overall growth of the team. Moving forward, Eric should take up additional responsibilities like being a onboarding buddy and mentor an intern. As Eric familiarizes himself with our technical systems, he should continue to make them his own to eventually be a reference for other members in the future.

4. Problem Solving (SE) - Mastery

Developing: "- Demonstrates ability to debug and solve familiar code and systems and a growing knowledge of those systems. - Approaches each task as an opportunity to learn and continually applies learning to subsequent challenges. - Seeks to solve problems by themselves and is sometimes able to solve them. Appropriately reaches out to other engineers for help and guidance when encountering a problem beyond their knowledge or experience. - Participates in technical design conversations and occasionally offers suggestions or advice."

Proficient: "- Demonstrates strong debugging skills and often solves problems in both familiar and unfamiliar systems. - Consistently recognizes own mistakes and uses them as learning and teaching opportunities. Iteratively adjusts problem solving approach to minimize the risk of repeating mistakes. - Often follows ""Fix It the First Time"" where appropriate to avoid recurrence of problems. - Plays a large role in technical decisions involving projects assigned to them. Considers the impact of technical decisions on both the project at hand as well as the system overall. - Proactively anticipates challenges to completing both functional and non-functional requirements. Demonstrates attention to detail and care about all parts of the system in question."

Advanced: "- Demonstrates strong debugging skills and consistently solves problems in both familiar and unfamiliar systems. - Anticipates problems before they occur and often builds systems that successfully mitigate risks and exploit opportunities. - Consistently balances between helping others solve problems and simply solving the problem themselves. - Plays a large role in technical decisions for both their own projects and consults on design for projects that impact the team and system as a whole. - Almost always follows ""Fix It the First Time"" where appropriate to avoid recurrence of problems. - Proactively anticipates and designs solutions for problems that might impact both a particular project and the system overall. - Demonstrates significant understanding of both systems they own and the system as a whole and identifies additional requirements and challenges that would be otherwise overlooked."

Excellent: "- Consistently anticipates and solves problems in both familiar and unfamiliar systems. - Consistently leads design on large scale projects critical to business and builds systems that successfully mitigate risks and exploit opportunities. - Almost always chooses the right balance of solving problems and empowering others to solve problems. - Consistently designs critical architecture that is successful across multiple dimensions, including performance, scalability, robustness, and maintainability. - Almost always designs architecture that is robust against single points of failure, both in terms of systems and people. - Identifies barriers that are slowing down the team and initiatives at Quorum and creates practical technical solutions to increase efficiency. - Demonstrates significant understanding of both systems they own and the system as a whole, and consistently identifies additional requirements and challenges that would be otherwise overlooked."

5. Problem Solving - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

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C　Declining ↓

6. Problem Solving - General Comments

Eric effectively resolves the issues assigned to him. When he explores code unfamiliar to him, he effectively uses debugging techniques to get to the root cause of an issue. He adequately uses tools and technologies to help emulate the production environment in order to replicate and fix an issue. He also supports other team members debug their PRs during his on call shifts, so the issues get fixed and resolved, without causing to revert the build. He has helped the team fix various address-related issues relating to Geocodio, Google Maps and internal address parser. Moving forward, Eric should continue to increase his ability to satisfy the functional and non- functional requirements of a project and have an increased voice in technical design decisions.

7. Process Adherence and Improvement - Mastery

Developing: "- Understands and consistently follows the team's practices and processes (e.g. proper pull request workflow, checking for locks before applying migrations, organizing tickets in Jira, etc.) - Adapts to new processes & systems, thinks critically about their impact, and communicates about them with other members of the team. - Is learning to measure and optimize their individual workflow. - Is learning and occasionally suggests improvements to processes that can benefit the team."

Proficient: "- Consistently follows Quorum's established processes. - Sometimes identifies new opportunities for the team by investigating new technologies and processes where appropriate. With support from other team members and following approval, executes projects to implement new systems and make the rest of the team better. - Often identifies improvements to their individual workflows (e.g., I currently manage my individual To Do List in X way. If I switched to Y way, I think I would increase my turnaround time on tasks.) in addition to improvements in team-wide process."

Advanced: "- Almost always follows Quorum's established processes. - Consistently identifies new opportunities for the team by investigating new technologies and processes. With support from other team members and following approval, executes projects to implement new systems and make the rest of the team better. - Consistently looks for ways to improve the team where appropriate, piloting new systems and pushing them forward to impact the rest of the team. - Consistently identifies and implements improvements to their individual workflows (e.g., I currently manage my individual To Do List in X way. If I switched to Y way, I think I would increase my turnaround time on tasks.) in addition to improvements in team-wide process. - Supports and mentors other members of the team to help them execute processes."

Excellent: "- Almost always follows Quorum's established processes. - Consistently spearheads and delivers on process improvements at the individual, team, department, and company-wide levels (e.g. cross-department incident response practices). - Exhibits strong decision making in choosing the most critical process challenges and prioritizes them based on maximizing business impact. - Has a track record of successfully changing how Quorum engineering functions to meet multiple business critical needs. - Fosters a culture of within the team of continuous improvement on process and consistently supports, mentors, and coaches other members of the team on process improvement and execution, resulting in increased buy-in and team-wide optimization."

8. Process Adherence and Improvement - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ←>

C Declining ↓

9. Process Adherence and Improvement - General Comments

As Eric has familiarized himself with the team's processes, he has integrated them into his workflow and consistently followed best practices. Moving forward, Eric should continue to put efforts in project planning, estimation, tasks prioritization and time management. As he gains mastery over the existing tools and processes, he should begin to think about how the team can modify existing or introduce new processes to improve the effectiveness of the team.

10. Execution of Epics - Mastery

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Developing: "- Attempts to complete epic work on time and with high quality and is able to incorporate feedback and support from other engineers to do so. - Understands what ""high quality"" means and is able to demonstrate that knowledge in their code, though they may require prompting from other engineers. - Understands and acts according to epic task prioritization. - Once feedback has been given about a project, is able to learn from and apply that feedback to the rest of the project."

Proficient: "- Often completes epic work on time. - Consistently completes epic work with high quality according to business and technical requirements. - Often contributes to epic task prioritization to maximize the probability of success and escalates concerns to product or technical stakeholders. - Gives and applies prioritization feedback on epic work. - Often meets inter-project goals and supports relevant project stakeholders (such as product testing sessions)."

Advanced: "- Consistently executes epic work on time without shortcuts. - Almost always completes epic work with high quality according to business and technical requirements. - Consistently plays an integral role in prioritization, project organization, scoping and roadmapping. - Often provides and relays feedback to other engineers within an epic, breaking down knowledge silows and fostering collaboration. - Consistently meets intra-project goals and supports relevant project stakeholders (such as product testing sessions)."

Excellent: "- Almost always executes projects with a stellar degree of quality, timeliness, and without shortcuts. - Almost always completes epic work with high quality according to business and technical requirements. - Independently scopes and prioritizes both high level and low-level tasks, and consistently anticipates and works to resolve problems in project roadmapping. - Provides consistent support to ensure any engineers working on a given project also execute with high quality and timeliness, using tactics such as code and documentation review as well as in-person feedback. - Almost always meets intra-project goals and supports relevant project stakeholders (such as product testing sessions)."

11. Execution of Epics - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ←>

C Declining ↓

12. Execution of Epics - General Comments

Eric took the lead, owned the execution and delivered the Lead Ads project, which benefitted American Petroleum Institute. Post feature launch, Eric has also been actively supporting and fixing issues in that feature. Eric has been instrumental in building the HTML and CSS components of Grassroots product which enables users to extensively customize the look and feel of their action centers. He is currently working on PAC product and consistently delivering on his assigned tasks. Moving forward, Eric should continue to reach out to product team and technical stakeholders to seek feedback and tasks prioritization.

13. Maintenance / Support - Mastery

Developing: "- Is responsive to Opsgenie reporting systems and reactive JIRA tickets and occasionally requires support from other engineers to determine if a report is a real issue or to resolve a particular problem. - Is occasionally proactive in solving problems by preventing the recurrence of many similar issues, and is learning how to spot opportunities to fix issues catagorically. - Is still learning about Quorum's infrastructure how to debug and solve common types of errors across the stack."

Proficient: "- Responds to issues in Opsgenie reporting systems and reactive JIRA tickets without prompting or oversight. - Often demonstrates strong decision making in solving a problem themselves or escalating. - Demonstrates a mix of proactive and reactive solutions to issues and thinks about how to proactively avoid problems in systems they maintain. - Is able to solve most common problems in our infrastructure themselves. Demonstrates strong debugging & problem-finding skills to resolve many uncommon issues."

Advanced: "- Consistently proactively anticipates problems with systems they maintain. - Consistently demonstrates strong decision making in solving a problem themselves or escalating. - Is consistently responsive to bugs and small feature requests and appropriately prioritizes them based on business need. Communicates clearly to relevant stakeholders across teams and departments. - Consistently resolves issues with both their own systems and the system as a whole, and often identifies root causes where possible. - Supports other engineers when problems occur and helps them identify ways to avoid issues in others' systems."

Excellent: "- Almost always proactively anticipates problems with systems they maintain and develops processes and systems to avoid, measure, or anticipate problems. - Almost always demonstrates strong decision making in solving a problem themselves or escalating. - Is exceedingly responsive to bugs and small feature requests and appropriately prioritizes them based on business need. Communicates clearly to relevant stakeholders across teams and departments. - Almost always resolves issues with both their own systems and the system as a whole, and consistently identifies root causes where possible. - Builds systems after problems occur to identify, avoid, and resolve future problems. - Almost always supports other engineers when problems occur and helps them identify ways to avoid issues in others' systems."

14. Maintenance / Support - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

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C Declining ↓

15. Maintenance / Support - General Comments

Eric is now able to independently handle his on-call shifts. He is able to proactively resolve JIRA issues. He helped the team resolve a security issue where passwords were stored in session data, and also fixed performance overhead caused by these old sessions. Moving forward, Eric should continue to learn and support Quorum's infrastructure and monitoring tools.

16. Code Quality - Mastery

Developing: "- Often writes code that meets standards for style and functionality. - Is learning to understand and write topical tests for the full impact of code they write. - Occasionally builds some systems that are abstract, legible, or easy to use by other engineers. - Is learning to write clear and useful documentation and improves them when prompted by others. - Occasionally considers observability and monitoring when writing code."

Proficient: "- Consistently writes code that meets or exceeds standards for style and functionality. - Consistently understands and tests for the full impact of code they write. - Often designs code for robustness and extensibility. - Occasionally builds abstract systems that are easy to interpret and be used by other engineers. - Often writes documentation that is thorough and clear, and keeps it up to date if prompted. - Often considers observability and monitoring."

Advanced: "- Almost always writes high quality code that is legible, performant, robust, and maintainable. - Consistently understands the full impact of code they write. Designs tests that are non-brittle, scale well, are maintainable, and avoid practically all avoidable issues. - Consistently designs code for robustness and extensibility. - Often builds abstract systems that are easy to interpret and be used by other engineers with an eye towards future business needs. Drives adoption of these systems. - Consistently writes and updates documentation that is thorough, clear, and used by others to help themselves. - Consistently considers observability and monitoring."

Excellent:"- Sets the standard for code quality among features, languages, and systems they build and maintain. - Almost always writes high quality code that is legible, performant, robust, and maintainable by themselves and others. - Almost always understands the full impact of code they write. Designs tests that are non-brittle, scale well, are maintainable, and avoid practically all avoidable issues. - Consistently builds and drives adoption of abstract systems that easy to use by other engineers and add critical business value. - Leads initiatives to improve testing infrastructure and considers stability, maintainability, and performance in running testing in both development and production. - Almost always writes and updates documentation that is thorough, clear, and used by others to help themselves. Keeps it up to date without prompting. - Almost always considers observability and monitoring in production and builds legible monitoring tools useful to the entire team."

17. Code Quality - Trajectory

MULTIPLE CHOICE

✓ **Improving** ↑

B Constant ←>

C Declining ↓

18. Code Quality - General Comments

Eric's code quality is pretty good and he adheres to team's best practices regarding code style and in-line documentation. As SWE I engineer he is continuously learning and growing. Moving forward, Eric should continue to think about increasing test coverage, familiarize himself with all the different test suites in our code base (eg. Cypress integration tests, API tests), understand the overall code structure and how it integrates into system architecture, document his code and improve readability.

19. Domain Expertise - Mastery

Developing: "- Demonstrates growing knowledge of key Quorum concepts and technical knowledge. - Seeks out opportunities to improve base skills and demonstrates ability to pick up new technical skills. - Focuses on growing their knowledge of Quorum's systems and technical skill set broadly. - Seeks support from other engineers to learn more."

Proficient: "- Demonstrates strong knowledge of core Quorum concepts and technical knowledge with developing mastery in several areas. - Has learned how to gain additional knowledge about Quorum products and external technical skills. - Often demonstrates strong product knowledge in decision making. - Continues to develop their skills intentionally. - Has in-depth knowledge of immediate systems they've worked on and some knowledge of adjacent systems. "

Advanced: "- Demonstrates high levels of Quorum product and technical knowledge with mastery in many areas. - Has strong, well-founded opinions about how to build software in their respective domain, but is adaptable and open to new ideas. - Continues to develop skills over time, focusing on both breadth and depth of technical knowledge. - Consistently demonstrates strong product knowledge in decision making. - Understands what tools, best practices and relevant industry trends are available and effectively applies them to projects when useful and appropriate. - Teaches teammates that may know less about their domain in a way that is understandable and not condescending. - May occasionally contribute to the technology ecosystem at large."

Excellent: "- Demonstrates high levels of Quorum product and technical knowledge with mastery in most areas - Consistently shares knowledge and seeks opportunities to teach others about their particular domain. - Thoughtfully and practically introduces concepts and technologies from their domain to solve important problems, and empowers teammates to learn and improve on these concepts. - Work based on their expertise is consistently proven lasting and successful. - Almost always demonstrates strong product knowledge in decision making. - Uses expertise to improve Quorum's capabilities in their domain. - Often contributes to the domain ecosystem at large. "

20. Domain Expertise - Trajectory

MULTIPLE CHOICE

✓ **Improving** ↑

B Constant ←>

C Declining ↓

21. Domain Expertise - General Comments

Eric has good grasp of the systems he has worked with like Action Center Themes and Grassroots product. He is now working on the PAC project. He is willing to learn about unfamiliar parts of the codebase as he explores them while working on issues. He should continue to apply this attitude as he explores Quorum's complex systems and leverage the knowledge of other engineers to build his expertise.

22. Self-Organization - Mastery

Developing: "- Often completes small projects with some support or oversight. - Spends time researching a problem before looking to others for support. - Pays attention to how they spend their time, and seeks feedback from others on how to spend time well. - Occasionally goes down ""rabbit holes"" but attempts to identify cases where that occurs to avoid future recurrence."

Proficient: "- Often completes medium sized projects with little support or oversight. - Demonstrates willingness and ability to research and solve problems independently. - Spends time well and balances between major projects, maintenance, team tasks, and other responsibilities. - Thinks proactively about how to spend their time well, and requests support when necessary."

Advanced: "- Consistently completes large projects with little support and oversight - Can take a complex problem, break it down into tasks, and complete those tasks with relative ease - Ensures commitments are realistic, understands priority and urgency of tasks, and delivers on them accordingly - Consistently allocates their time effectively and efficiently - Proactively plans their time in well advance and correctly predicts time expenditure "

Excellent: "- Requires little oversight beyond high-level direction in all projects - Leverages their understanding of business value to spend time where valuable - Almost always allocates their time effectively and efficiently - Consistently plans their time well in advance and correctly predicts time expenditure - Goes beyond knocking tasks off a list by identifying and suggesting areas of future work or systems to save their and their team's time in the future."

23. Self-Organization - Trajectory

MULTIPLE CHOICE

- ✓ **Improving ↑**
- B Constant ←>
- C Declining ↓

24. Self-Organization - General Comments

Eric spends good amount of time investigating issues himself before reaching out to others for support. Moving forward, he should continue to approach larger projects with this perspective, properly balancing individual research with collaboration to ensure his time is being used effectively and projects are completed on time.

25. Communication - Mastery

Developing: "- Demonstrates desire and ability to communicate candidly, accurately, concisely, and regularly - Understands when to keep investigating and when to escalate problems when blocked - Asks for more context when appropriate - Occasionally considers relevant stakeholders and asks for guidance on how to engage them."

Proficient: "- Consistently communicates candidly, accurately, concisely, and regularly. - Collaborates well with team members as both a mentor and a mentee. - Takes in vague requirements and asks the right questions to ensure they are clarified. - Often escalates problems appropriately and considers relevant stakeholders. - Actively listens and seeks input from others to fully understand a problem and give thoughtful responses. - Understands when and how to appropriately and effectively offer feedback. - Seeks out and receives constructive criticism well. "

Advanced: "- Almost always communicates candidly, accurately, concisely, and regularly. - Consistently escalates problems quickly and keeps all stakeholders in the loop. - Facilitates discussion within their team, ensuring everyone has an opportunity to share their opinions and be heard, and that discussion outcomes and expectations tie to business goals. - Quickly extracts core issues from discussions and meetings to make them more productive. - Collaborates effectively with teammates and others outside them team. - Clearly and effectively gives and receives constructive feedback. - Actively and empathetically listens to ensure everyone gets a chance to share their thoughts and feels that they're heard."

Excellent: "- Almost always communicates candidly, accurately, concisely, and regularly. - Almost always escalates problems quickly and keeps all stakeholders in the loop - Facilitates conversations with disparate groups of people to help them collaborate, identify common goals, and reach consensus. Ensures everyone has an opportunity to share their opinions and be heard, and that discussion outcomes tie to business goals. Guides discussion towards decisions and gets buy-in. - Adapts their language to meet the needs of various levels of technical and non-technical audiences. - Clearly and effectively gives and receives constructive feedback. - Has others seek them out for advice on communication and for help giving difficult feedback. - Fosters a culture of effective communication among their team and the company at large."

26. Communication - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ↔

C Declining ↓

27. Communication - General Comments

Eric has effective communication skills, he communicates both proactively and clearly. He is able to ask the right questions to get clarity on the requirements. Lead Ads project was one such example, where he was able to take the unclear requirements, work out the essential details with the stakeholders and was able to deliver the project on time. He effectively leverages JIRA and Slack to reach out to concerned stakeholders to get more context on JIRA issues. Moving forward, Eric should continue to communicate proactively to necessary stakeholders while working on projects and clarify any unclear requirements through the proper channels (eg. JIRA, epic slack channel) to make sure everyone is on the same page.

28. Open to Individual Growth - Mastery

Developing: "Occasionally demonstrates an interest in improving skills relevant to their job, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Occasionally acts on feedback. Does not regularly seek out feedback. Occasionally seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job. Occasionally embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Has not begun building a network of external advisors and mentors."

Proficient: "Somewhat regularly demonstrates an interest in improving skills relevant to their job, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Somewhat regularly seeks out feedback and somewhat regularly acts on that feedback. Somewhat regularly seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job. Somewhat regularly embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Is working on building a network of external advisors and mentors."

Advanced: "Regularly demonstrates a personal commitment to improving skills relevant to their job and to their future career growth at Quorum, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Regularly seeks out feedback, including from other team members, and regularly acts on that feedback. Regularly proactively seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job and somewhat regularly uses them to suggest or implement improvements at Quorum. Regularly embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Is working on building or has built a network of external advisors and mentors."

Excellent: "Almost always demonstrates a strong, personal commitment to improving skills relevant to their job and to their future career growth at Quorum, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Almost always seeks out feedback, including from other team members, and regularly acts on that feedback. Almost always proactively seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job and regularly uses them to suggest or implement improvements at Quorum. Almost always embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Has built and continues to cultivate a network of external advisors and mentors and uses them as resources."

29. Open to Individual Growth - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B   Constant ←>

C   Declining ↓

30. Open to Individual Growth - General Comments

Eric has demonstrated a great desire to improve his skills through both internal and external resources. He consistently seeks out feedback about his performance and looks for resources to help him grow (eg. lwn.net newsletter, PyCharm monthly subscription and other books). Moving forward, he should continue to take ownership over his individual growth and exemplify Quorum's company values through his work.

31. Supports Quorum's Growth - Mastery

Developing: "Occasionally demonstrates an interest in building trust with individuals across Quorum, such as by offering to support other team members. Occasionally executes on quarterly OKRs. Occasionally participates in department- and team-wide conversations."

Proficient: "Somewhat regularly demonstrates an interest in building trust with individuals across Quorum, such as by offering to support other team members. Somewhat regularly executes on quarterly OKRs in a timely manner. Somewhat regularly participates in department- and team-wide conversations. Somewhat regularly sets an example for continuous improvement. Occasionaly demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

Advanced: "Regularly demonstrates a personal investment in building trust with individuals across Quorum, such as by offering to support other team members. Regularly executes on quarterly OKRs in a high-quality and timely manner. Regularly participates in department- and team-wide conversations and somewhat regularly initiates important conversations. Regularly sets an example for continuous improvement that colleagues seek to emulate. Somewhat regularly takes the lead on projects of importance that benefit Quorum, such as company-wide OKRs and other priorities. Regularly demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

Excellent: "Almost always demonstrates a personal investment in building trust with individuals across Quorum, such as by offering to support other team members, including outside their own department. Almost always executes on quarterly OKRs in a high-quality and timely manner. Almost always participates in department- and team-wide conversations and regularly initiates important conversations. Almost always sets an example for continuous improvement that colleagues seek to emulate. Regularly takes the lead and owns the execution on projects of importance that benefit Quorum, such as company-wide OKRs and other priorities. Almost always demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

32. Supports Quorum's Growth - Trajectory

MULTIPLE CHOICE

- ✓ **Improving ↑**
- B Constant ←>

C Declining ↓

33. Supports Quorum's Growth - General Comments

Eric is contributing toward Quorum development team's growth by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. He is able to offer support to other team members and perform code reviews for other developers. Eric should continue to build trusting relationships with other members of the team and suggest improvements to the engineering team, tools and processes.

34. Key Accomplishments
In this section, please highlight the team member's most impactful contributions

- For team members with Career Growth Frameworks:
  Based upon your selections and comments in the Skills Matrix, provide a summary of the team member's performance for the evaluation period. Goal length: 4 - 8 sentences.
- For team members without Career Growth Frameworks: Based upon your comments in the Key Accomplishments and Areas for Continuous Improvement section below, provide a summary of the team member's performance for the evaluation period. Goal length: 4 - 8 sentences.

Example:
Key Accomplishments:
In the last six months, Jasmine rolled out Quorum Odyssey 3.0 to all Quorum clients. The publication of a Business Case helped multiple stakeholders to have a better understanding of the product positioning and how to answer Frequently Asked Questions (FAQs). Jasmine did a strong job of involving necessary decision-makers (e.g., Abu for Business Development Team) and training Customer Support Specialists to support the launch of upcoming functionality. Furthermore, Jasmine took the lead on outlining clear business objectives (e.g., Earn $4,500 MRR within 30 days of launch) that will enable us to determine whether or not the Research and Development investment in Quorum Odyssey 3.0 was worthwhile and validates a real market opportunity. Jasmine took care to not only establish the business objectives but also put together documentation with an exhaustive list of common business objectives for product development that can be repurposed to save time for future product and feature launches.

- In the last six months, Eric has immensely contributed to the Lead Ads feature. With Facebook & Instagram lead ads, we now allow advertisers to collect information from prospects directly from mobile and web ads. Eric took on this project when there was not much clarity on the requirements and technical expectations, he not only owned the execution but was also responsible for the end-to-end delivery of this feature within the expected timeframe.
- Eric has gone above and beyond to support the grassroots product which earned him rave reviews from CSMs and AEM.

- Eric's amazing javascript enabled the client to easily flip back and forth between the two versions of their action center. It is essential to build such a flexible and adaptable system that can stretch to fit our client's needs in almost any situation.
- Eric is now working on PAC project and consistently delivering on his deliverables.

35. Areas of Improvements

In this section, please select three or fewer skills that the team member should spend the most time working to improve over the next six months.

- For team members with Career Growth Frameworks:
  Select two attributes from the Skills Matrix that the individual should focus on for improvement in the six-month term ahead. When possible, provide relevant examples of instances from the past six months in which the individual could have been more successful in achieving a particular outcome. Goal length: 8 - 16 sentences.
- For team members without Career Growth Frameworks:
  Select two to four skills and/or behaviors that the individual should focus on for improvement in the six-month term ahead. When possible, provide relevant examples of instances from the past six months in which the individual could have been more successful in achieving a particular outcome. Goal length: 16 - 24 sentences.

Example:
Areas for Continuous Improvement:
Project Management:
Jasmine regularly completes projects from beginning to end and identifies all necessary stakeholders. Jasmine also proactively creates communications plans, particularly for those with high influence. In the past six months, she has made considerable improvements in delivering results against target due dates. In order to continue to improve at Project Management, Jasmine needs to explicitly define project quality standards (e.g., in our finished product, team members will be able to access Client Health Notes via Salesforce in 20 seconds or less) at the beginning of a project and identify how she wants to measure whether or not she has achieved the quality standards. For example, in order to determine whether or not the Quorum Odyssey 3.0 launch was successful, she will need baseline information about current utilization (0% DAU/MAU, 0% MAU/YAU), identify the goal level of utilization (e.g., 1% DAU/MAU, 10% MAU/YAU), and measure actual utilization at the end of the project in order to determine whether she can close out the project or if she needs to cycle back around to improve the quality.

Process Adherence and Improvement
Eric should continue to consistently follow Quorum's established processes, identify new opportunities for the team by investigating new technologies and processes where appropriate. With support from other team members and approval, continue to execute projects to implement new systems and make the rest of the team better.

Domain Expertise
Eric should continue to build his expertise of the Quorum product and technical knowledge with mastery in many areas. He needs to have strong, well-founded opinions about how to build software in their respective domain, but is adaptable and open to new ideas. He should continue to develop skills over time, focusing on both breadth and depth of technical knowledge, build and use his strong product knowledge in decision making, understand what tools, best practices and relevant industry trends are available and effectively applies them to projects when useful and appropriate.

36. Performance Summary

In this section, please offer a summary of this team member's performance.

-For team members with Career Growth Frameworks:

Provide a summary of the team member's performance for the evaluation period. Goal length: 4 - 8 sentences.

-For team members without Career Growth Frameworks: Based upon your comments in the Key Accomplishments and Areas for Continuous Improvement section above, provide a summary of the team member's performance for the evaluation period. Goal length: 4 - 8 sentences.

The Performance Summary section should be able to double as the verbal summary that you present during department calibration sessions.

Example:

Performance Summary:

Overall, Jasmine is a strong individual contributor who has developed the skills and experience to have an impact on the team beyond herself. She has an advanced level of understanding of all Quorum products and is capable of producing high-quality individual work. She very consistently epitomizes the Customer Success team's purpose and guiding principles and provides a model for other team members to aspire to. Jasmine's greatest areas for improvement in her current role include planning, scoping, and executing on projects, specifically defining and measuring quality standards and avoiding scope creep; retaining clients at or above retention goals; and taking ownership of cross-functional projects that are outside of her comfort zone to expand the breadth of her corporate knowledge.

Eric is a strong individual contributor who has shipped high impact projects in a short span of time. Eric took the lead and owned the execution of the Lead Ads project, where the requirements and technical expectations were not well defined. He was able to execute and deliver the project in the expected timeframe. He then moved on to PAC project where he is executing and consistently delivering his assigned tasks, even after coming into the project halfway through. He has contributed to our codebase in meaningful ways, through action center and lead ads enhancements. He is adequately challenged in his current role. He proactively reaches out to product team on requirements clarifications and feedback, and communicates effectively. I want Eric to continue to grow his technical skills, build his domain expertise, understand the system architecture, work on his deliverables and proactively watch out for due date tickets and escalations, and take on mentoring new interns to enhance his communication and leadership skills. He is very receptive to feedback and actively works on the same. I am glad to have Eric as part of my team and look forward to working with him.
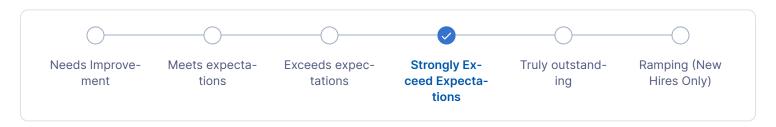
Manager review

Akshata Naikar
Engineering Manager II

1. Overall Performance Score

○ Needs Improvement — ○ Meets expectations — ○ Exceeds expectations — ✓ **Strongly Exceed Expectations** — ○ Truly outstanding — ○ Ramping (New Hires Only)

2. Overall Performance Trajectory

○ Declining — ○ Constant — ✓ **Improving**

3. Overall Performance Stage

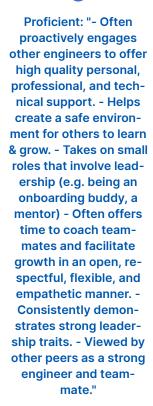○ Early — ✓ **Mid** — ○ Late

Self review

Eric Roberts
Software Engineer II

1. Leadership - Mastery

Developing: "- When engaged by other engineers, provides personal, professional, and technical support. - Often seeks out mentorship and feedback with an eye towards self-improvement. - Is developing and practicing leadership traits, like professionalism, work ethic, honest, productivity, and empathy."

Proficient: "- Often proactively engages other engineers to offer high quality personal, professional, and technical support. - Helps create a safe environment for others to learn & grow. - Takes on small roles that involve leadership (e.g. being an onboarding buddy, a mentor) - Often offers time to coach teammates and facilitate growth in an open, respectful, flexible, and empathetic manner. - Consistently demonstrates strong leadership traits. - Viewed by other peers as a strong engineer and teammate."

Advanced: "- Consistently seeks opportunities to and regularly engages with other engineers to provide high quality personal, professional, and technical support. - Helps create a safe environment for others to learn & grow - Often takes on roles that involve leadership (being a tech lead, onboarding buddy, mentor, etc.) - Almost always demonstrates strong leadership traits. - Is a role model for other engineers. - Participates in evaluating candidates and conducting interviews"

Excellent: "- Raises the bar for leadership across the department. - Consistently creates opportunities to engage with other engineers to provide exceptional personal, professional, and technical support. - Consistently takes on roles that involve leadership (being a tech lead, onboarding buddy, mentor, etc.) - Mentors across teams in an open, respectful, and empathetic manner. Improves the entire organization by teaching others and sharing knowledge. - Fosters a culture of mentorship by creating opportunities for others to showcase and develop their skills. - Is a role model for team members company-wide. - Helps set hiring direction through a combination of candidate evaluation, interviews, and proactive recruiting."

2. Leadership - Trajectory

MULTIPLE CHOICE

- ✓ **Improving ↑**
- B Constant ←>
- C Declining ↓

3. Leadership - General Comments

No response

4. Problem Solving (SE) - Mastery

Developing: "- Demonstrates ability to debug and solve familiar code and systems and a growing knowledge of those systems. - Approaches each task as an opportunity to learn and continually applies learning to subsequent challenges. - Seeks to solve problems by themselves and is sometimes able to solve them. Appropriately reaches out to other engineers for help and guidance when encountering a problem beyond their knowledge or experience. - Participates in technical design conversations and occasionally offers suggestions or advice."

Proficient: "- Demonstrates strong debugging skills and often solves problems in both familiar and unfamiliar systems. - Consistently recognizes own mistakes and uses them as learning and teaching opportunities. Iteratively adjusts problem solving approach to minimize the risk of repeating mistakes. - Often follows ""Fix It the First Time"" where appropriate to avoid recurrence of problems. - Plays a large role in technical decisions involving projects assigned to them. Considers the impact of technical decisions on both the project at hand as well as the system overall. - Proactively anticipates challenges to completing both functional and non-functional requirements. Demonstrates attention to detail and care about all parts of the system in question."

Advanced: "- Demonstrates strong debugging skills and consistently solves problems in both familiar and unfamiliar systems. - Anticipates problems before they occur and often builds systems that successfully mitigate risks and exploit opportunities. - Consistently balances between helping others solve problems and simply solving the problem themselves. - Plays a large role in technical decisions for both their own projects and consults on design for projects that impact the team and system as a whole. - Almost always follows ""Fix It the First Time"" where appropriate to avoid recurrence of problems. - Proactively anticipates and designs solutions for problems that might impact both a particular project and the system overall. - Demonstrates significant understanding of both systems they own and the system as a whole and identifies additional requirements and challenges that would be otherwise overlooked."

Excellent: "- Consistently anticipates and solves problems in both familiar and unfamiliar systems. - Consistently leads design on large scale projects critical to business and builds systems that successfully mitigate risks and exploit opportunities. - Almost always chooses the right balance of solving problems and empowering others to solve problems. - Consistently designs critical architecture that is successful across multiple dimensions, including performance, scalability, robustness, and maintainability. - Almost always designs architecture that is robust against single points of failure, both in terms of systems and people. - Identifies barriers that are slowing down the team and initiatives at Quorum and creates practical technical solutions to increase efficiency. - Demonstrates significant understanding of both systems they own and the system as a whole, and consistently identifies additional requirements and challenges that would be otherwise overlooked."

5. Problem Solving - Trajectory

- ✓ **Improving ↑**
- B   Constant ←>
- C   Declining ↓

6. Problem Solving - General Comments

I've recieved a lot of bug tickets, and have helped others when necessary to try understand what's happening. I've helped debug other people's PRs while on call so we can deploy without fully reverting.

I figured out and solved a problem that was only happening in Chrome while using HTTPS, which is not used by our deveopment environment. After figuring out the problem, I was able to setup an HTTPS on my local machine by proxying through nginx, to emulate the necessary elements of the production environment.

I helped solve various address-related issues relating to Geocodio, Google Maps, and our internal address parsing.

7. Process Adherence and Improvement - Mastery

Developing: "- Understands and consistently follows the team's practices and processes (e.g. proper pull request workflow, checking for locks before applying migrations, organizing tickets in Jira, etc.) - Adapts to new processes & systems, thinks critically about their impact, and communicates about them with other members of the team. - Is learning to measure and optimize their individual workflow. - Is learning and occasionally suggests improvements to processes that can benefit the team."

Proficient: "- Consistently follows Quorum's established processes. - Sometimes identifies new opportunities for the team by investigating new technologies and processes where appropriate. With support from other team members and following approval, executes projects to implement new systems and make the rest of the team better. - Often identifies improvements to their individual workflows (e.g., I currently manage my individual To Do List in X way. If I switched to Y way, I think I would increase my turnaround time on tasks.) in addition to improvements in team-wide process."

Advanced: "- Almost always follows Quorum's established processes. - Consistently identifies new opportunities for the team by investigating new technologies and processes. With support from other team members and following approval, executes projects to implement new systems and make the rest of the team better. - Consistently looks for ways to improve the team where appropriate, piloting new systems and pushing them forward to impact the rest of the team. - Consistently identifies and implements improvements to their individual workflows (e.g., I currently manage my individual To Do List in X way. If I switched to Y way, I think I would increase my turnaround time on tasks.) in addition to improvements in team-wide process. - Supports and mentors other members of the team to help them execute processes."

Excellent: "- Almost always follows Quorum's established processes. - Consistently spearheads and delivers on process improvements at the individual, team, department, and company-wide levels (e.g. cross-department incident response practices). - Exhibits strong decision making in choosing the most critical process challenges and prioritizes them based on maximizing business impact. - Has a track record of successfully changing how Quorum engineering functions to meet multiple business critical needs. - Fosters a culture of within the team of continuous improvement on process and consistently supports, mentors, and coaches other members of the team on process improvement and execution, resulting in increased buy-in and team-wide optimization."

8. Process Adherence and Improvement - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ←>

9. Process Adherence and Improvement - General Comments

I have not always logged all "head down coding" time in Jira, kept the Jira board up to date, or put all my work in Jira. This is something I plan to make an effort to improve in.

10. Execution of Epics - Mastery

Developing: "- Attempts to complete epic work on time and with high quality and is able to incorporate feedback and support from other engineers to do so. - Understands what ""high quality"" means and is able to demonstrate that knowledge in their code, though they may require prompting from other engineers. - Understands and acts according to epic task prioritization. - Once feedback has been given about a project, is able to learn from and apply that feedback to the rest of the project."

Proficient: "- Often completes epic work on time. - Consistently completes epic work with high quality according to business and technical requirements. - Often contributes to epic task prioritization to maximize the probability of success and escalates concerns to product or technical stakeholders. - Gives and applies prioritization feedback on epic work. - Often meets inter-project goals and supports relevant project stakeholders (such as product testing sessions)."

Advanced: "- Consistently executes epic work on time without shortcuts. - Almost always completes epic work with high quality according to business and technical requirements. - Consistently plays an integral role in prioritization, project organization, scoping and roadmapping. - Often provides and relays feedback to other engineers within an epic, breaking down knowledge silos and fostering collaboration. - Consistently meets intra-project goals and supports relevant project stakeholders (such as product testing sessions)."

Excellent: "- Almost always executes projects with a stellar degree of quality, timeliness, and without shortcuts. - Almost always completes epic work with high quality according to business and technical requirements. - Independently scopes and prioritizes both high level and low-level tasks, and consistently anticipates and works to resolve problems in project roadmapping. - Provides consistent support to ensure any engineers working on a given project also execute with high quality and timeliness, using tactics such as code and documentation review as well as in-person feedback. - Almost always meets intra-project goals and supports relevant project stakeholders (such as product testing sessions)."

11. Execution of Epics - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B   Constant ←>

C   Declining ↓

12. Execution of Epics - General Comments

I completed the Lead Ads Epic, which API wanted, and since have been working to support and fix bugs in that feature.

I added custom HTML and CSS fields throughout Grassroots to allow users to more fully customize the look of their action centers.

13. Maintenance / Support - Mastery

Developing: "- Is responsive to Opsgenie reporting systems and reactive JIRA tickets and occasionally requires support from other engineers to determine if a report is a real issue or to resolve a particular problem. - Is occasionally proactive in solving problems by preventing the recurrence of many similar issues, and is learning how to spot opportunities to fix issues categorically. - Is still learning about Quorum's infrastructure how to debug and solve common types of errors across the stack."

Proficient: "- Responds to issues in Opsgenie reporting systems and reactive JIRA tickets without prompting or oversight. - Often demonstrates strong decision making in solving a problem themselves or escalating. - Demonstrates a mix of proactive and reactive solutions to issues and thinks about how to proactively avoid problems in systems they maintain. - Is able to solve most common problems in our infrastructure themselves. Demonstrates strong debugging & problem-finding skills to resolve many uncommon issues."

Advanced: "- Consistently proactively anticipates problems with systems they maintain. - Consistently demonstrates strong decision making in solving a problem themselves or escalating. - Is consistently responsive to bugs and small feature requests and appropriately prioritizes them based on business need. Communicates clearly to relevant stakeholders across teams and departments. - Consistently resolves issues with both their own systems and the system as a whole, and often identifies root causes where possible. - Supports other engineers when problems occur and helps them identify ways to avoid issues in others' systems."

Excellent: "- Almost always proactively anticipates problems with systems they maintain and develops processes and systems to avoid, measure, or anticipate problems. - Almost always demonstrates strong decision making in solving a problem themselves or escalating. - Is exceedingly responsive to bugs and small feature requests and appropriately prioritizes them based on business need. Communicates clearly to relevant stakeholders across teams and departments. - Almost always resolves issues with both their own systems and the system as a whole, and consistently identifies root causes where possible. - Builds systems after problems occur to identify, avoid, and resolve future problems. - Almost always supports other engineers when problems occur and helps them identify ways to avoid issues in others' systems."

14. Maintenance / Support - Trajectory

MULTIPLE CHOICE

✅ **Improving ↑**

Ⓑ Constant ←>

C Declining ↓

15. Maintenance / Support - General Comments

For instance, I discovered an issue where passwords were being stored in session data in an insecure manner, and that old session data was being stored past when necessary. I was able to fix the password issue, and later when the old session data caused performance issues helped in fixing that and ensuring old sessions are deleted.

16. Code Quality - Mastery

Developing: "- Often writes code that meets standards for style and functionality. - Is learning to understand and write topical tests for the full impact of code they write. - Occasionally builds some systems that are abstract, legible, or easy to use by other engineers. - Is learning to write clear and useful documentation and improves them when prompted by others. - Occasionally considers observability and monitoring when writing code."

Proficient: "- Consistently writes code that meets or exceeds standards for style and functionality. - Consistently understands and tests for the full impact of code they write. - Often designs code for robustness and extensibility. - Occasionally builds abstract systems that are easy to interpret and be used by other engineers. - Often writes documentation that is thorough and clear, and keeps it up to date if prompted. - Often considers observability and monitoring."

Advanced: "- Almost always writes high quality code that is legible, performant, robust, and maintainable. - Consistently understands the full impact of code they write. Designs tests that are non-brittle, scale well, are maintainable, and avoid practically all avoidable issues. - Consistently designs code for robustness and extensibility. - Often builds abstract systems that are easy to interpret and be used by other engineers with an eye towards future business needs. Drives adoption of these systems. - Consistently writes and updates documentation that is thorough, clear, and used by others to help themselves. - Consistently considers observability and monitoring."

Excellent:"- Sets the standard for code quality among features, languages, and systems they build and maintain. - Almost always writes high quality code that is legible, performant, robust, and maintainable by themselves and others. - Almost always understands the full impact of code they write. Designs tests that are non-brittle, scale well, are maintainable, and avoid practically all avoidable issues. - Consistently builds and drives adoption of abstract systems that easy to use by other engineers and add critical business value. - Leads initiatives to improve testing infrastructure and considers stability, maintainability, and performance in running testing in both development and production. - Almost always writes and updates documentation that is thorough, clear, and used by others to help themselves. Keeps it up to date without prompting. - Almost always considers observability and monitoring in production and builds legible monitoring tools useful to the entire team."

17. Code Quality - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ←>

C Declining ↓

18. Code Quality - General Comments

No response

19. Domain Expertise - Mastery

Developing: "- Demonstrates growing knowledge of key Quorum concepts and technical knowledge. - Seeks out opportunities to improve base skills and demonstrates ability to pick up new technical skills. - Focuses on growing their knowledge of Quorum's systems and technical skill set broadly. - Seeks support from other engineers to learn more."

Proficient: "- Demonstrates strong knowledge of core Quorum concepts and technical knowledge with developing mastery in several areas. - Has learned how to gain additional knowledge about Quorum products and external technical skills. - Often demonstrates strong product knowledge in decision making. - Continues to develop their skills intentionally. - Has in-depth knowledge of immediate systems they've worked on and some knowledge of adjacent systems. "

Advanced: "- Demonstrates high levels of Quorum product and technical knowledge with mastery in many areas. - Has strong, well-founded opinions about how to build software in their respective domain, but is adaptable and open to new ideas. - Continues to develop skills over time, focusing on both breadth and depth of technical knowledge. - Consistently demonstrates strong product knowledge in decision making. - Understands what tools, best practices and relevant industry trends are available and effectively applies them to projects when useful and appropriate. - Teaches teammates that may know less about their domain in a way that is understandable and not condescending. - May occasionally contribute to the technology ecosystem at large."

Excellent: "- Demonstrates high levels of Quorum product and technical knowledge with mastery in most areas - Consistently shares knowledge and seeks opportunities to teach others about their particular domain. - Thoughtfully and practically introduces concepts and technologies from their domain to solve important problems, and empowers teammates to learn and improve on these concepts. - Work based on their expertise is consistently proven lasting and successful. - Almost always demonstrates strong product knowledge in decision making. - Uses expertise to improve Quorum's capabilities in their domain. - Often contributes to the domain ecosystem at large. "

20. Domain Expertise - Trajectory

MULTIPLE CHOICE

✅ **Improving ↑**

Ⓑ Constant ←>

Ⓒ Declining ↓

21. Domain Expertise - General Comments

No response

22. Self-Organization - Mastery

Developing: "- Often completes small projects with some support or oversight. - Spends time researching a problem before looking to others for support. - Pays attention to how they spend their time, and seeks feedback from others on how to spend time well. - Occasionally goes down ""rabbit holes"" but attempts to identify cases where that occurs to avoid future recurrence."

Proficient: "- Often completes medium sized projects with little support or oversight. - Demonstrates willingness and ability to research and solve problems independently. - Spends time well and balances between major projects, maintenance, team tasks, and other responsibilities. - Thinks proactively about how to spend their time well, and requests support when necessary."

Advanced: "- Consistently completes large projects with little support and oversight - Can take a complex problem, break it down into tasks, and complete those tasks with relative ease - Ensures commitments are realistic, understands priority and urgency of tasks, and delivers on them accordingly - Consistently allocates their time effectively and efficiently - Proactively plans their time in well advance and correctly predicts time expenditure "

Excellent: "- Requires little oversight beyond high-level direction in all projects - Leverages their understanding of business value to spend time where valuable - Almost always allocates their time effectively and efficiently - Consistently plans their time well in advance and correctly predicts time expenditure - Goes beyond knocking tasks off a list by identifying and suggesting areas of future work or systems to save their and their team's time in the future."

23. Self-Organization - Trajectory

MULTIPLE CHOICE

✅ **Improving ↑**

B Constant ←>

C Declining ↓

24. Self-Organization - General Comments

No response

25. Communication - Mastery

Developing: "- Demonstrates desire and ability to communicate candidly, accurately, concisely, and regularly - Understands when to keep investigating and when to escalate problems when blocked - Asks for more context when appropriate - Occasionally considers relevant stakeholders and asks for guidance on how to engage them."

Proficient: "- Consistently communicates candidly, accurately, concisely, and regularly. - Collaborates well with team members as both a mentor and a mentee. - Takes in vague requirements and asks the right questions to ensure they are clarified. - Often escalates problems appropriately and considers relevant stakeholders. - Actively listens and seeks input from others to fully understand a problem and give thoughtful responses. - Understands when and how to appropriately and effectively offer feedback. - Seeks out and receives constructive criticism well. "

Advanced: "- Almost always communicates candidly, accurately, concisely, and regularly. - Consistently escalates problems quickly and keeps all stakeholders in the loop. - Facilitates discussion within their team, ensuring everyone has an opportunity to share their opinions and be heard, and that discussion outcomes and expectations tie to business goals. - Quickly extracts core issues from discussions and meetings to make them more productive. - Collaborates effectively with teammates and others outside them team. - Clearly and effectively gives and receives constructive feedback. - Actively and empathetically listens to ensure everyone gets a chance to share their thoughts and feels that they're heard."

Excellent: "- Almost always communicates candidly, accurately, concisely, and regularly. - Almost always escalates problems quickly and keeps all stakeholders in the loop - Facilitates conversations with disparate groups of people to help them collaborate, identify common goals, and reach consensus. Ensures everyone has an opportunity to share their opinions and be heard, and that discussion outcomes tie to business goals. Guides discussion towards decisions and gets buy-in. - Adapts their language to meet the needs of various levels of technical and non-technical audiences. - Clearly and effectively gives and receives constructive feedback. - Has others seek them out for advice on communication and for help giving difficult feedback. - Fosters a culture of effective communication among their team and the company at large."

26. Communication - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ←>

C Declining ↓

27. Communication - General Comments

No response

28. Open to Individual Growth - Mastery

Developing: "Occasionally demonstrates an interest in improving skills relevant to their job, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Occasionally acts on feedback. Does not regularly seek out feedback. Occasionally seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job. Occasionally embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Has not begun building a network of external advisors and mentors."

Proficient: "Somewhat regularly demonstrates an interest in improving skills relevant to their job, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Somewhat regularly seeks out feedback and somewhat regularly acts on that feedback. Somewhat regularly seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job. Somewhat regularly embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Is working on building a network of external advisors and mentors."

Advanced: "Regularly demonstrates a personal commitment to improving skills relevant to their job and to their future career growth at Quorum, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Regularly seeks out feedback, including from other team members, and regularly acts on that feedback. Regularly proactively seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job and somewhat regularly uses them to suggest or implement improvements at Quorum. Regularly embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Is working on building or has built a network of external advisors and mentors."

Excellent: "Almost always demonstrates a strong, personal commitment to improving skills relevant to their job and to their future career growth at Quorum, which may be identified in Bi-Annual Check-Ins, in Individual Development Plans, and through coaching. Almost always seeks out feedback, including from other team members, and regularly acts on that feedback. Almost always proactively seeks outside resources, such as books, blogs, newsletters, events, and conferences, that expand their knowledge and skills relevant to their job and regularly uses them to suggest or implement improvements at Quorum. Almost always embodies and acts on Quorum's Company Values (Invest in People, Take the Lead, Own the Execution, Embrace the Rumble, and Build Something You're Proud Of) Has built and continues to cultivate a network of external advisors and mentors and uses them as resources."

29. Open to Individual Growth - Trajectory

MULTIPLE CHOICE

☑ **Improving** ↑

B Constant ←>

C Declining ↓

30. Open to Individual Growth - General Comments

No response

31. Supports Quorum's Growth - Mastery

Developing: "Occasionally demonstrates an interest in building trust with individuals across Quorum, such as by offering to support other team members. Occasionally executes on quarterly OKRs. Occasionally participates in department- and team-wide conversations."

Proficient: "Somewhat regularly demonstrates an interest in building trust with individuals across Quorum, such as by offering to support other team members. Somewhat regularly executes on quarterly OKRs in a timely manner. Somewhat regularly participates in department- and team-wide conversations. Somewhat regularly sets an example for continuous improvement. Occasionaly demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

Advanced: "Regularly demonstrates a personal investment in building trust with individuals across Quorum, such as by offering to support other team members. Regularly executes on quarterly OKRs in a high-quality and timely manner. Regularly participates in department- and team-wide conversations and somewhat regularly initiates important conversations. Regularly sets an example for continuous improvement that colleagues seek to emulate. Somewhat regularly takes the lead on projects of importance that benefit Quorum, such as company-wide OKRs and other priorities. Regularly demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

Excellent: "Almost always demonstrates a personal investment in building trust with individuals across Quorum, such as by offering to support other team members, including outside their own department. Almost always executes on quarterly OKRs in a high-quality and timely manner. Almost always participates in department- and team-wide conversations and regularly initiates important conversations. Almost always sets an example for continuous improvement that colleagues seek to emulate. Regularly takes the lead and owns the execution on projects of importance that benefit Quorum, such as company-wide OKRs and other priorities. Almost always demonstrates an interest in growing the Quorum team by conducting interviews, creating a high-quality candidate experience, and submitting scorecards in a timely manner. "

32. Supports Quorum's Growth - Trajectory

MULTIPLE CHOICE

✓ **Improving ↑**

B Constant ↔

C Declining ↓

33. Supports Quorum's Growth - General Comments

No response

34. During this Biannual Check-In Cycle, would you like to be considered for a promotion in your current role?

For this next section, review the career ladder to your role or any other role you would like to consider in your career progression. We are asking team members to self-nominate to begin the dialogue with their managers. This will help guide the conversation to ensure we offer appropriate feedback and resources.

Similar to the Skill Matrix, please review to see if you meet all the qualifications for the role you want to consider. And take the opportunity to offer your reasoning using the comment section below.

MULTIPLE CHOICE

A Yes, I am ready to be considered for a promotion in my current role

✓ **No, I am still adequately challenged and enjoying my development in my current role**

C Maybe, I'd like to talk about what my options are moving forward

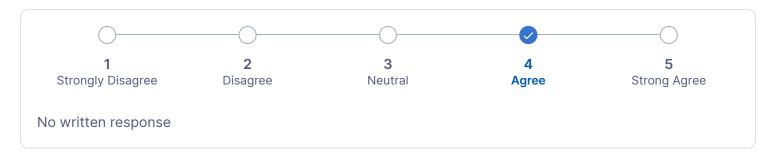## 35. What do you want your next position at Quorum to be? How would your responsibilities change?

I would like to move up on the Software Engineering Career Ladder to an SE II. I would be given more trust to complete projects, have more oppertunities to help other engineers understand problems and design solutions, and work on difficult and impactful projects.

36. What type of career growth is most important to you? (additional responsibility, leading a team, promotion, etc)

Right now I believe having additional responsibility is the best type of growth for my career path. In particular, working on projects that more broadly affect Quorum, and that require collaboration with many team members.
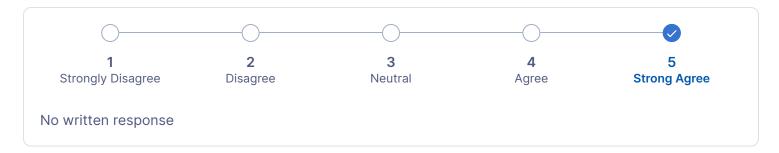
37. I foresee myself working here one year from now.
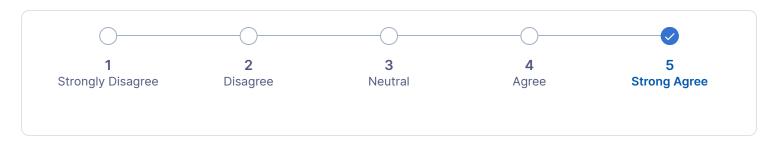Please rate the statement above.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	**Agree**	Strong Agree

No written response

38. I believe I can achieve my full potential here at Quorum.
Please rate the statement above.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	**Strong Agree**

No written response

39. I am excited by the work and opportunities available at Quorum.
Please rate the statement above.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	**Strong Agree**

> No written response

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

> Quorum has a lot of room to grow in the public affairs market, while also showing their ability to be successful. The challenges that come from growing like adding features and fixing issues is going to provide a lot of oppertunities to be challenged and and grow as a developer.

41. Do you have any concerns moving forward?

> The FiscalNote lawsuit, along some with some of the other evens in the public affairs space, show Quorum is large enough to have these threats. I have faith in Quorum's leadership to get through these, but there is a concern these might distract from the technical aspects of my job, and limit the interesting work we can do.