**2019 Performance Review**

Since her start at Mathematica at the end of May, Tishana completed the Angular and .NET Core tutorials and has worked on the Core Set MCQ task on a variety of full-stack features.

On MCQ, a fellow developer has frequently paired programmed with Tishana, providing guidance and help with bugs, and I have reviewed all of the final code submitted. On this task, Tishana has worked on two different code repositories and programmed in all layers of the stack, from SQL scripts to HTML and CSS. Within the stack, SQL scripts are an area of strength and the refactor tickets she completed represent some of her best work on these applications. However, she has struggled to internalize our stack, which differs from what she learned at her boot camp. This has resulted in slow feature development. Additionally, there have been several pull requests in which code submitted does not work and/or does not follow our team guidelines (including not being tested).

Our team has internal benchmarks for B-level developers at 6 months, including (1) consistently following processes for pull requests and JIRA tickets, (2) consistently following coding guidelines (style and unit testing), (3) mastery of debugging our stack, including searching for guidance online and reaching out to peers with targeted questions, and (4) completing medium-sized features independently from technical specifications. In my assessment, Tishana has achieved (1) but needs to make additional progress to meet these benchmarks for the other 3 categories.

Tishana has approached her work with curiosity, enthusiasm, persistence, and openness to feedback. A colleague who has frequently paired programmed with Tishana noted that she has “great energy and [is] pleasant to work with”, is passionate about web development, and is happy to work on any task. They also describe Tishana as “always available to talk”, reaching out when she needs help, and taking feedback well. However, they also described how Tishana often “needs to be told how to do something multiple times (after saying she understands)”, submits code for review without testing it, and has picked up our stack slowly. They recommend prioritizing “[coming] up with a system for herself to learn” since many issues “seem to stem from a lack of strategy in how she absorbs new information.”

In September, Tishana served as a buddy to a colleague in the DC office, who described how “Tishana is always willing to help out, even if it is outside of her job responsibilities” and is “very good at providing support to colleagues and building up their self-confidence and helping them improve.”

At her 6-month review on 12/1, we reflected on areas of difficulty and developed corresponding performance goals. In order to turn these high-level goals into tangible steps to drive improvement, I’ve developed weekly activities in support of these goals. These activities are designed to clarify conceptual concepts, practice implementation in a guided, structured way, and ultimately serve as resources to improve code quality and efficiency. Examples include creating a detailed diagram of our stack with instructions on how to debug each layer and replicating unit tests for an existing Angular component. In addition to improving technical competency, a goal of these weekly activities is for Tishana to reflect on her learning style so that she can articulate the resources, support, and structure she needs and devise an effective system for learning new things. Insight into her learning style will enable us to better support her development.

Tishana started implementing these activities on 12/20. For each activity, she has completed a draft, and then I have reviewed and provided edits and feedback. Tishana has approached these activities enthusiastically and engaged by asking good questions. However, she has not always followed all of the instructions (for example, not sending materials in advance of the meeting or forgetting to complete one of the activities). As intended, these activities have identified some conceptual gaps that we need to address. As a result, some of them, such as the detailed diagram of our stack, have taken several iterations to complete with support from tutorials, documentation, and discussions. Reflecting on these activities, Tishana noted that she feels that they have improved her understanding of web development concepts and application.

In the next several months, Tishana will take on new product ownership tasks, including systems documentation, technical task management using JIRA, deployment of code to our development and production environments, and manual testing coordination.

In summary, Tishana has made significant progress towards learning our stack in the six months since she started, but more progress is needed to reach our benchmarks for this position. It is important that Tishana complete her weekly activities well and leverage them for improvement in feature development moving forward.

**2020 Goals**

* **Write 150 unit tests independently (due 4/10):** In Tishana's 6-month review, we identified unit testing as an area to focus on. She is currently working on an activity to improve her understanding of what, how, and why we unit test. Using this understanding, Tishana should write 150 unit tests independently over the next few months.
* **Master debugging our stack (due 7/10):** In Tishana's 6-month review, we identified debugging as an area to focus on. She has completed a diagram of our stack with information on how to debug each layer. She should use this diagram actively during feature development for more efficient debugging.
* **Develop an effective system for learning new things (due 4/10):** To facilitate continued learning of our stack, Tishana should develop a system for capturing what she has learned in a way that she can easily reference in the future.
* **Strong performance on weekly activities (due 3/10):** In order to identify and address conceptual gaps, Tishana should complete her weekly activities accurately, thoroughly, and in a timely manner. She should actively use artifacts from these activities to improve code quality and efficiency.