

# Organization

How to make internal R  
packages a part of your team



data access  
server connection  
proxies, ssh, ssl

right problems  
tribal knowledge  
intuition

team norms  
meetings  
communication



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server connection  
proxies, ssh, ssl

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communication



**Internal  
Packages**

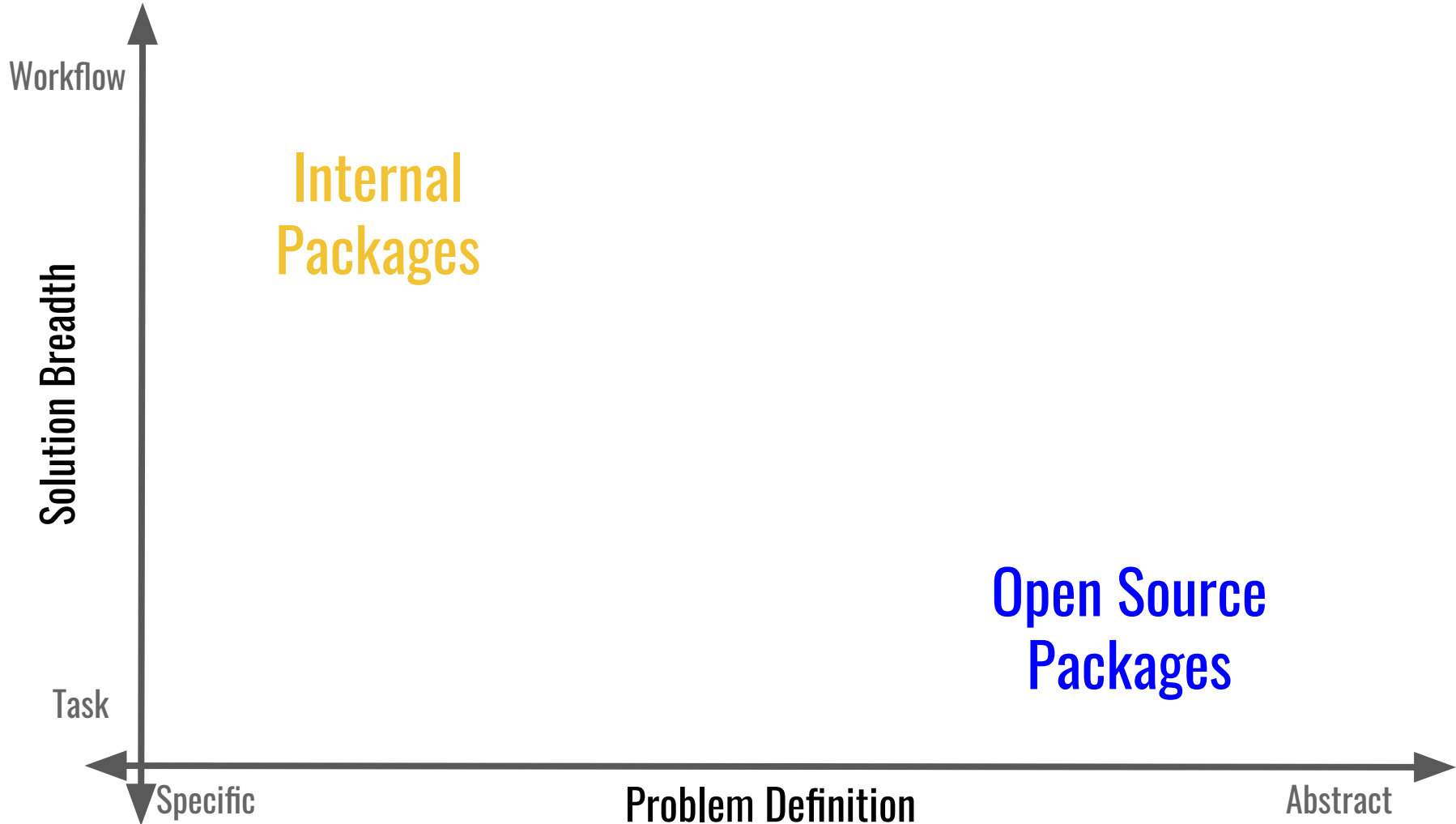
**Open Source  
Packages**



Specific

Problem Definition

Abstract



## utilities packages

data access  
server connection  
proxies, ssh, ssl

e.g. abstraction layer for  
infrastructure

## analysis packages

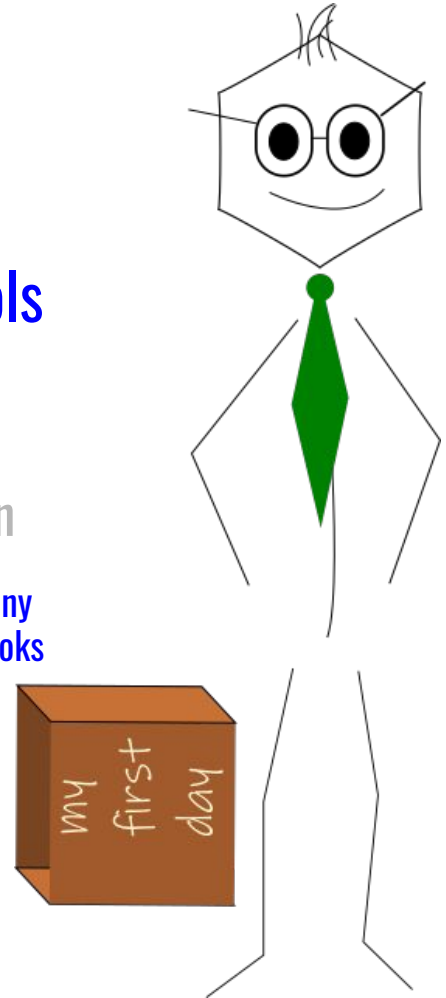
right problems  
tribal knowledge  
intuition

e.g. curated workflow, tailored  
function calls, automated  
result generation

## developer tools

team norms  
meetings  
communication

e.g. color palettes, Shiny  
modules, linters, git hooks



# Jobs-to-be-Done

We

**hire a product**

to do a

**job**

that helps us make

**progress**

towards a goal



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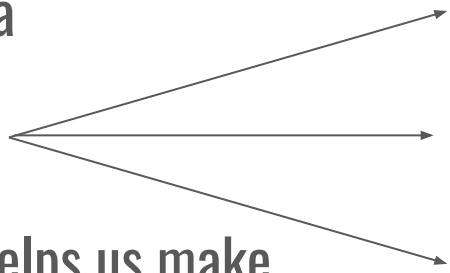
**progress**

towards a goal

**functional**

**social**

**emotional**



# Jobs-to-be-Done

We

**hire a product**

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that helps us make

**progress**

towards a goal

**functional**

**social**

**emotional**

Let's

**build a team of packages**

to do the

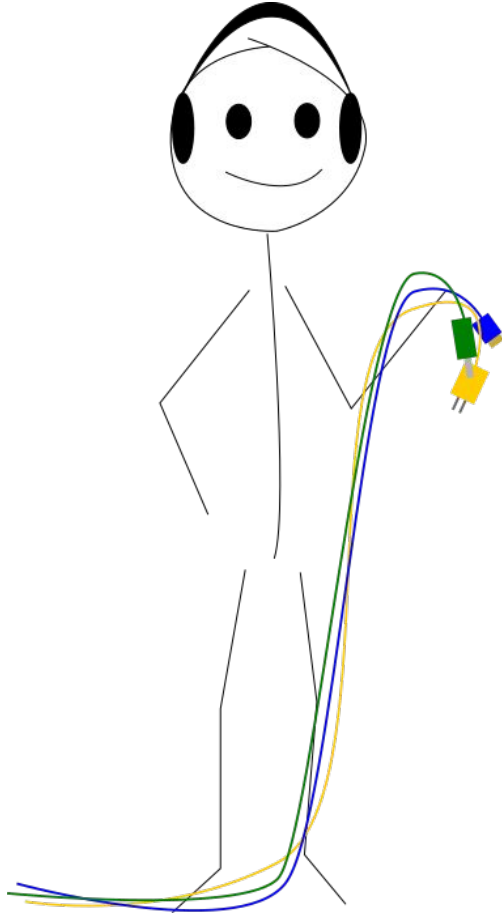
**jobs**

that helps our org

**answer impactful questions**

with efficient workflows

# The IT Guy

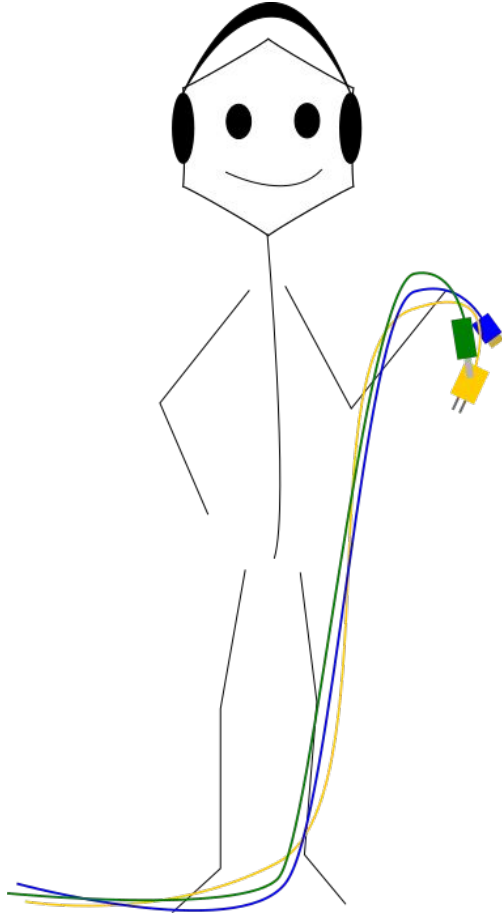


**functional** handle quirks of infrastructure

**social** promote or enforce good practices

**emotional** avoid frustration or stress of time lost

# The IT Guy



**functional** handle quirks of infrastructure

**social** promote or enforce good practices

**emotional** avoid frustration or stress of time lost

-> utility functions

-> opinionated design

-> helpful error messages

```
get_database_conn <- function(username, password) {  
  
  conn <-  
    DBI::dbConnect(  
      drv = odbc::odbc(),  
      driver = {driver name},  
      server = {server},  
      UID = username,  
      PWD = password,  
      port = {port number}  
    )  
  
  return(conn)  
  
}
```

```
get_database_conn <- function(username, password) {  
  
  conn <-  
    DBI::dbConnect(  
      drv = odbc::odbc(),  
      driver = {driver name},  
      server = {server},  
      UID = Sys.getenv("DB_USER") username,  
      PWD = Sys.getenv("DB_PASS") password,  
      port = {port number}  
    )  
  
  return(conn)  
  
}
```

```
get_database_conn <- function() {  
  
  if (any(Sys.getenv(c("DB_USER", "DB_PASS")) == "")) {  
    stop(  
      "DB_USER or DB_PASS environment variables are missing.",  
      "Please read set-up vignette to configure your system."  
    )  
  }  
  
  conn <-  
    DBI::dbConnect(  
      drv = odbc::odbc(),  
      driver = {driver name},  
      server = {server},  
      UID = Sys.getenv("DB_USER"),  
      PWD = Sys.getenv("DB_PASS"),  
      port = {port number}  
    )  
  
  return(conn)  
  
}
```



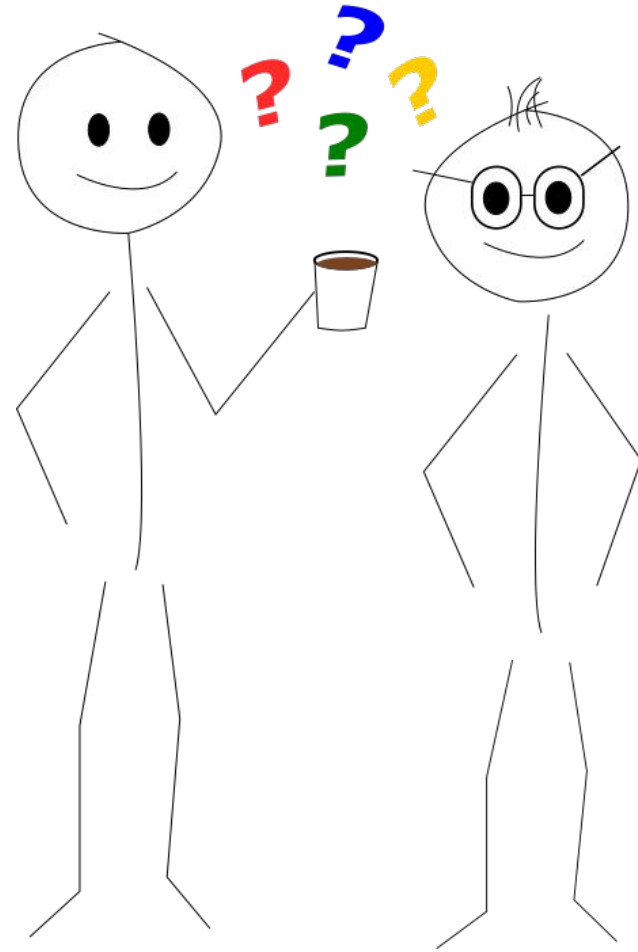
```
get_database_conn <- function() {  
  
  if (any(Sys.getenv(c("DB_USER", "DB_PASS")) == "")) {  
    stop(  
      "DB_USER or DB_PASS environment variables are missing.",  
      "Please read set-up vignette to configure your system."  
    )  
  }  
  
  conn <-  
    DBI::dbConnect(  
      drv = odbc::odbc(),  
      driver = {driver name},  
      server = {server},  
      UID = Sys.getenv("DB_USER"),  
      PWD = URLencode(Sys.getenv("DB_PASS"), reserved = TRUE),  
      port = {port number}  
    )  
  
  return(conn)  
  
}
```

# The Junior Analyst

**functional** perform work with reasonable assumptions

**social** flexible to feedback, trying new things

**emotional** builds trust so you can focus on other things



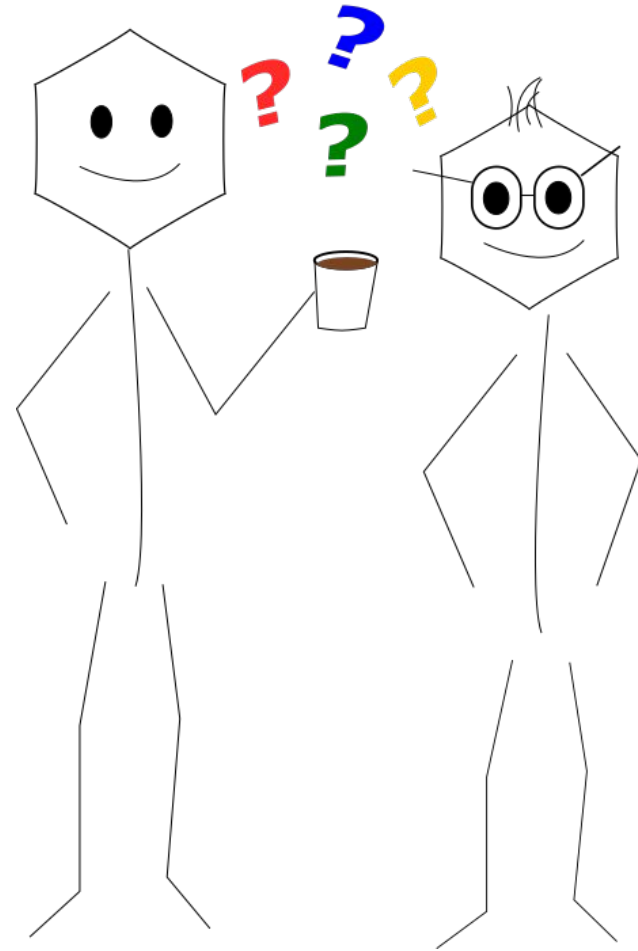
# The Junior Analyst

**functional** perform work with reasonable assumptions

**social** flexible to feedback, trying new things

**emotional** builds trust so you can focus on other things

-> default arguments  
-> reserved keywords  
-> ellipsis



```
viz_cohort <- function(data, time, metric, group) {  
  
  gg <-  
    ggplot(data) +  
    aes(x = .data[[time]],  
        y = .data[[metric]],  
        group = .data[[group]]) +  
    geom_line() +  
    my_org_theme()  
  
  return(gg)  
  
}
```

```
viz_cohort <- function(data, time, metric, group) {  
  
  gg <-  
    ggplot(data) +  
    aes(x = .data[["MONTHS_SUBSCRIBED"]],  
        y = .data[[metric]],  
        group = .data[[group]]) +  
    geom_line() +  
    my_org_theme()  
  
  return(gg)  
  
}
```

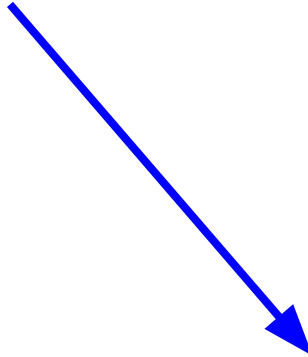
```
viz_cohort <- function(data,  
                        metric = "IND_ACTIVE",  
                        time = "MONTHS_SUBSCRIBED",  
                        group = "COHORT") {  
  
  gg <-  
    ggplot(data) +  
    aes(x = .data[[time]],  
        y = .data[[metric]],  
        group = .data[[group]]) +  
    geom_line() +  
    my_org_theme()  
  
  return(gg)  
  
}
```

```
viz_cohort <- function(data,
                        metric = "IND_ACTIVE",
                        time = "MONTHS_SUBSCRIBED",
                        group = "COHORT") {

  gg <-
    ggplot(data) +
      aes(x = .data[[time]],
          y = .data[[metric]],
          group = .data[[group]]) +
      geom_line() +
      my_org_theme()

  return(gg)

}
```



**Reserved Keywords:**

TIME\_SUBSCRIBED  
CUSTOMER\_COHORT  
CUSTOMER\_SEGMENT  
...

```
viz_cohort <- function(data,
                        time = "MONTHS_SUBSCRIBED",
                        metric = "IND_ACTIVE",
                        group = "COHORT",
                        ...) {

  gg <-
    ggplot(data) +
      aes(x = .data[[time]],
          y = .data[[metric]],
          group = .data[[group]]) +
      geom_line(aes(...)) +
      my_org_theme()

  return(gg)

}
```



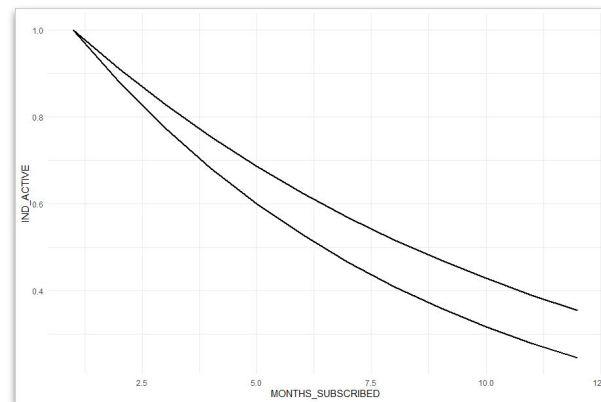
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```

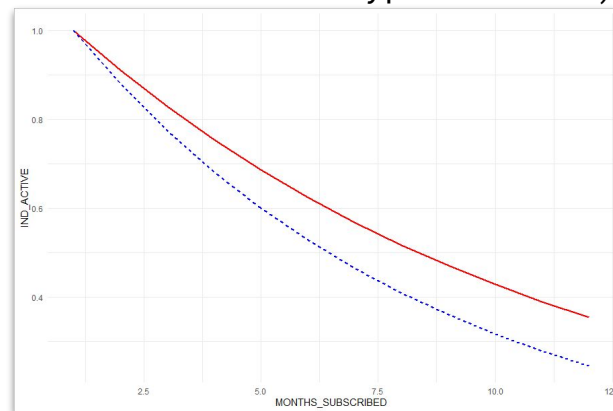
```
  return(gg)
```

```
}
```

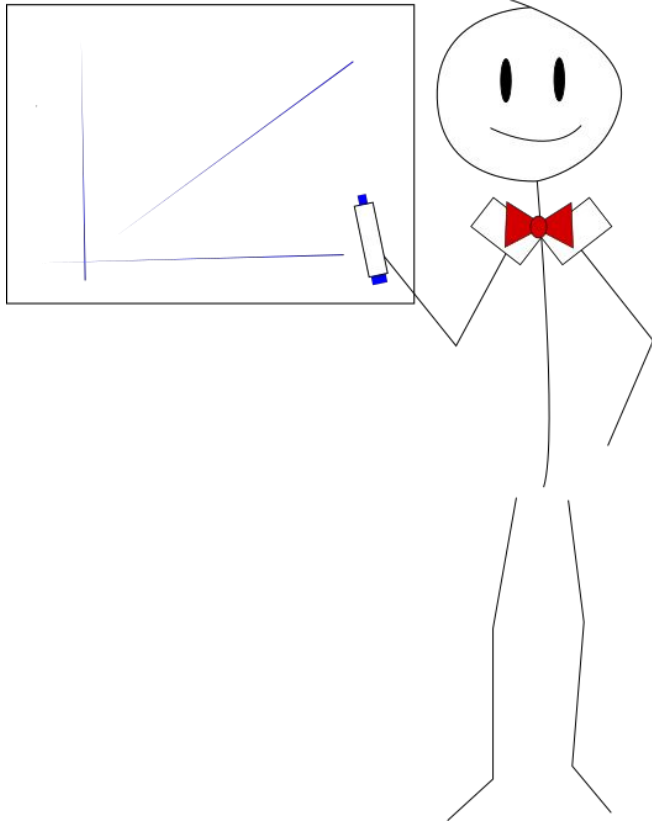
```
> viz_cohort(my_data)
```



```
> viz_cohort(my_data,  
             color = COHORT,  
             linetype = COHORT)
```



# The Tech Lead

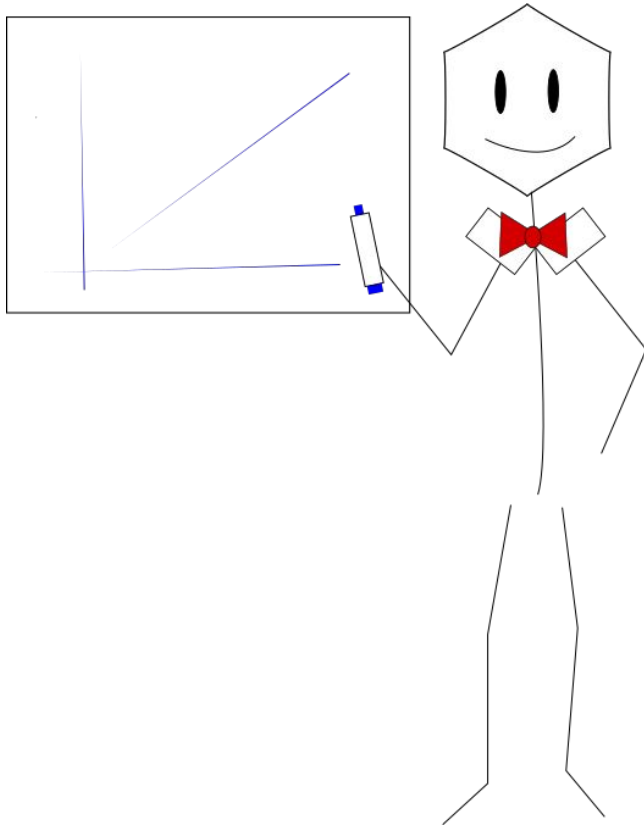


**functional** coach you through issues & alternatives

**social** share collected knowledge

**emotional** inspire you to do your best work

# The Tech Lead



**functional** help navigate common issues & alternatives

**social** share collected knowledge

**emotional** connect to latent community of practice

-> vignettes

-> templates

# Vignettes as a time capsule for knowledge transfer

## Concordance

Terry Therneau, Elizabeth Atkinson

September 25, 2020

### 1 The concordance statistic

Use of the concordance statistic for Cox models was popularized by most used measure of goodness-of-fit in survival models. One advantage it is well defined not just for survival models, but also for logistic as well. In general let  $y_i$  and  $x_i$  be observed and predicted data values, in the linear predictor from a fitted model. The concordance is defined as the probability that the prediction  $x$  goes in the same direction as the observations  $i, j$  is considered concordant if the prediction and the observations,  $(y_i > y_j, x_i > x_j)$  or  $(y_i < y_j, x_i < x_j)$ . The concordance is the For a Cox model remember that the predicted survival  $\hat{y}$  is longer so we have to flip the definitions of concordant and discordant. For use the usual definition for exposition.

One wrinkle is what to do with ties in either  $y$  or  $x$ . Such pairs (treated as incomparable), treated as discordant, or given a score  $T_{xy}$  be a count of the pairs that are concordant, discordant, and tie ( $y$ ), tied on  $y$  (but not  $x$ ), and tied on both. Then

$$\tau_a = \frac{C - D}{C + D + T_x + T_y + T_{xy}}$$
$$\tau_b = \frac{C - D}{\sqrt{(C + D + T_x)(C + D + T_y)}}$$
$$\gamma = \frac{C - D}{C + D}$$
$$d = \frac{C - D}{C + D + T_x}$$

- Kendall's tau-a (1) is the most conservative; essentially treats
- The Goodman-Kruskal  $\gamma$  statistic (3) ignores ties in either  $y$
- Somers'  $d$  (4) treats ties in  $y$  as incomparable; pairs that are 1/2. The AUC measure commonly used in logistic regression

All three of the above range from -1 to 1. The concordance is  $(d +$

1

## Crash course (dplyr)

### Introduction to dplyr

When working with data you must:

- Figure out what you want to do.
- Describe those tasks in the form of a computer program.
- Execute the program.

The dplyr package makes these steps fast and easy:

- By constraining your options, it helps you think about your data manipulation challenges
- It provides simple "verbs", functions that correspond to the most common data manipulation tasks, to help you translate your thoughts into code.
- It uses efficient backends, so you spend less time waiting for the computer.

This document introduces you to dplyr's basic set of tools, and shows you how to apply them to data frames. dplyr also supports databases via the dbplyr package, once you've installed, read `vignette("dbplyr")` to learn more.

#### Data: starwars

To explore the basic data manipulation verbs of dplyr, we'll use the dataset `starwars`. This dataset contains 87 characters and comes from the [Star Wars API](#), and is documented in `starwars`

```
dim(starwars)
#> [1] 87 14
starwars
#> # A tibble: 87 x 14
#>   name      height  mass hair_color skin_color eye_color birth_year sex   gender
#>   <chr>   <int> <dbl> <chr>   <chr>   <chr>   <dbl> <chr> <chr>
#> 1 Luke...   172    77 blond  fair    blue    19    male  mascu.
#> 2 C-3PO    167    75 <NA>   gold   yellow  112   none  mascu.
#> 3 R2-D2    96     32 <NA>   white, bl. red  33    none  mascu.
#> 4 Dart...  282   136 none   white   yellow  41.9  male  mascu.
#> # ... with 83 more rows, and 5 more variables: homeworld <chr>, species <chr>,
#> #   films <list>, vehicles <list>, starships <list>
```

Note that `starwars` is a tibble, a modern reimagining of the data frame. It's particularly useful for large datasets because it only prints the first few rows. You can learn more about tibbles at <http://tibble.tidyverse.org>; in particular you can convert data frames to tibbles with `as_tibble()`.

#### Single table verbs

dplyr aims to provide a function for each basic verb of data manipulation. These verbs can be organised into three categories based on the component of the dataset that they work with.

## Method Overview (survival)





# Vignettes as a time capsule for knowledge transfer

## Conceptual Overview

## Workflow & Key Questions

## Process Documentation

## Technical Overview

## Methods Comparison

## Lessons Learned

## Past Examples

### Concordance

Terry Therneau, Elizabeth Atkinson

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#> [1] 87 14
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#> # A tibble: 87 x 14
#>   name height mass hair_color skin_color eye_color birth_year sex gender
#>   <chr> <int> <dbl> <chr> <chr> <chr> <dbl> <chr> <chr>
#> 1 Luke 172 77 blond fair blue 19 male mascu
#> 2 C-3PO 167 75 cmk gold yellow 112 none mascu
#> 3 R2-D2 96 32 cmk white, bl red 33 none mascu
#> 4 Dart 282 136 none white yellow 41.9 male mascu
#> # ... with 83 more rows, and 5 more variables: homeworld <chr>, species <chr>,
#> #   films <list>, vehicles <list>, starships <list>
```

Note that `starwars` is a tibble, a modern reimagining of the data frame. It's particularly useful for large datasets because it only prints the first few rows. You can learn more about tibbles at <http://tibble.tidyverse.org>; in particular you can convert data frames to tibbles with `as_tibble()`.

#### Single table verbs

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# Expand your reach with pkgdown

```
> pkgdown::build_site()
```

pkgdown 1.6.1 [Home](#) [Get started](#) [Reference](#) [Articles](#) [News](#)

## Introduction to pkgdown

Source: vignettes/pkgdown.Rmd

The goal of pkgdown is to make it easy to make an elegant and user package website with a minimum of work. You can get a basic website up and running in just a couple of minutes:

```
# Run once to configure package to use pkgdown
usethis::use_pkgdown()
# Run to build the website
pkgdown::build_site()
```

While you'll get a decent website without any additional work, if you want a website that really pops, you'll need to read the rest of this vignette. It works through the main components of a pkgdown website:

1. Metadata
2. Home page
3. Function reference
4. Articles
5. News

## Metadata

You can override pkgdown's defaults with a YAML file called `__pkgdown.yml`<sup>1</sup>. Options that affect the entire site are documented in `build_site()` and include:

- A `bootswatch` theme that affects the overall appearance of the whole site.

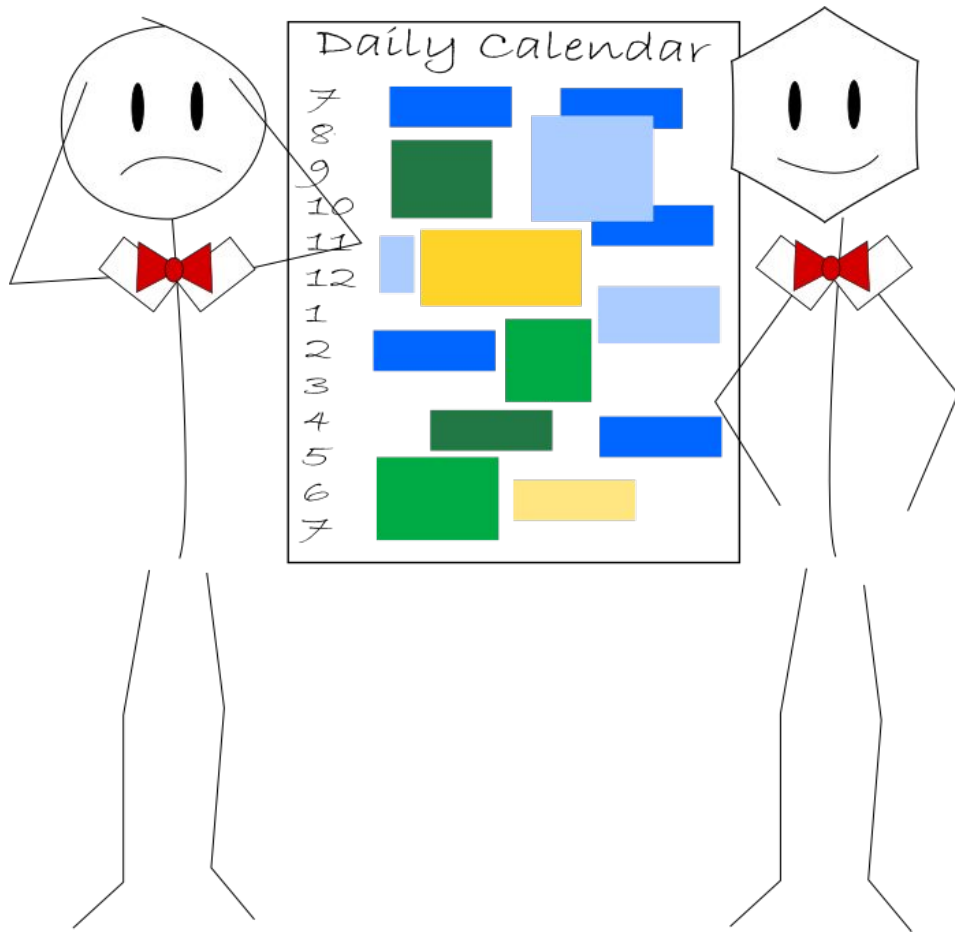
```
template:
  params:
    bootswatch: cerulean
```

- A Google analytics user ID if you want to track the people who are using your site

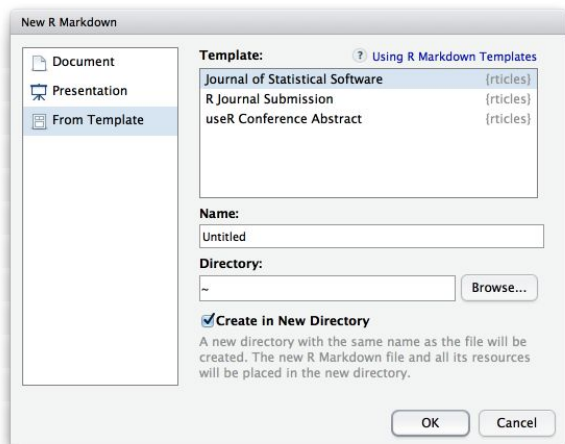
**Contents**

- Metadata
- Home page
- Reference
- Articles
- News
- Publishing
- Promoting





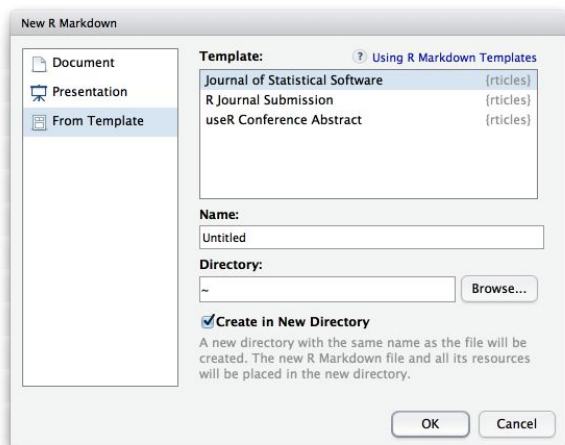
# Templates as coach



## Structure (flexdashboard)

```
---  
title: "Untitled"  
output:  
  flexdashboard::flex_dashboard:  
    orientation: columns  
    vertical_layout: fill  
---  
  
```${r setup, include=FALSE}  
library(flexdashboard)  
```${r}  
  
Column {data-width=650}  
-----  
  
### Chart A  
  
```${r}  
```${r}  
  
Column {data-width=350}  
-----  
  
### Chart B  
  
```${r}  
```${r}
```

# Templates as coach



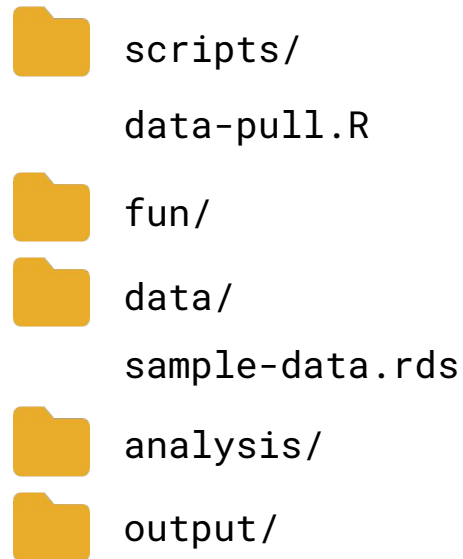
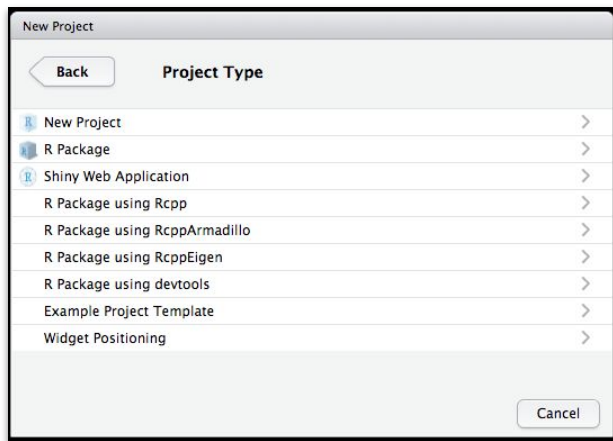
## Process walk-through

```
---  
title: "Data Validation"  
output: html_document  
---  
  
## Censored Data  
  
Run the following code to visualize how many  
observations were censored. Depending on what  
you find you will want to...  
  
```${r censored}```
```

## Analysis outline

```
---  
title: "Final Report"  
output: html_document  
params:  
  month: September  
---  
  
## Final Report  
  
TODO: UPDATE COMMENTARY SUMMARIZING TRENDS  
  
```${r dashboard}```
```

# Templates as code reviewer

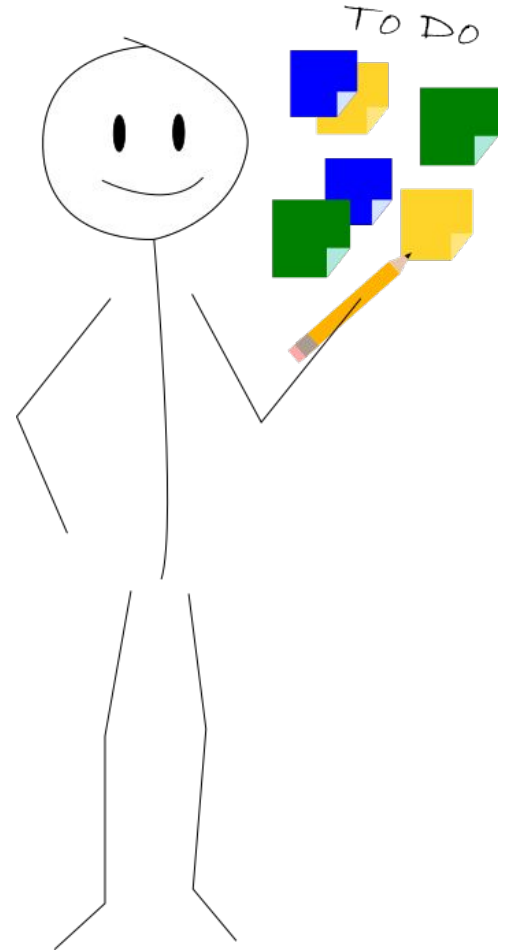


# The Project Manager

**functional** integrates work

**social** finds common ground

**emotional** meets you where you are



# The Project Manager

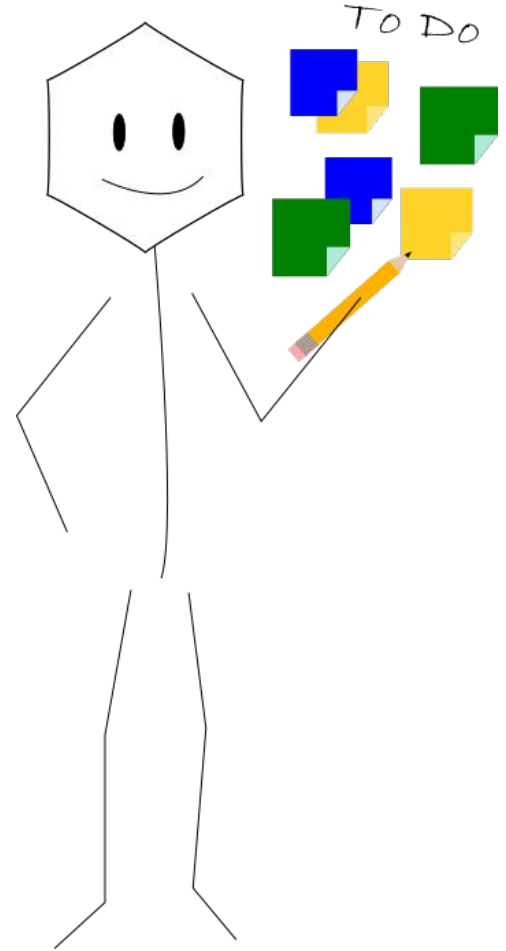
**functional** integrates work

**social** finds common ground

**emotional** meets you where you are

-> modularized workflow

-> IDE support



# Modularization

```
---  
title: "My Document"  
output: html_document  
---  
  
````{r setup, include=FALSE}  
knitr::opts_chunk$set(echo = TRUE)  
````  
  
## Section 1  
  
````{r cars}  
summary(cars)  
````  
  
````{r child = "commentary.md"}  
````
```

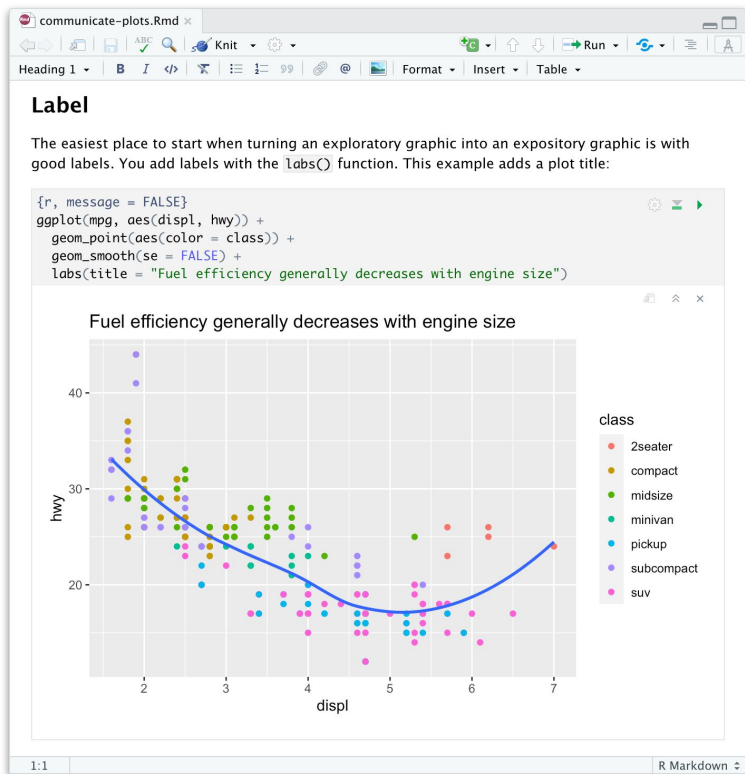
**Main R Markdown**

**commentary.md**

```
### My observations  
  
This is what we noticed...
```



# IDE Support



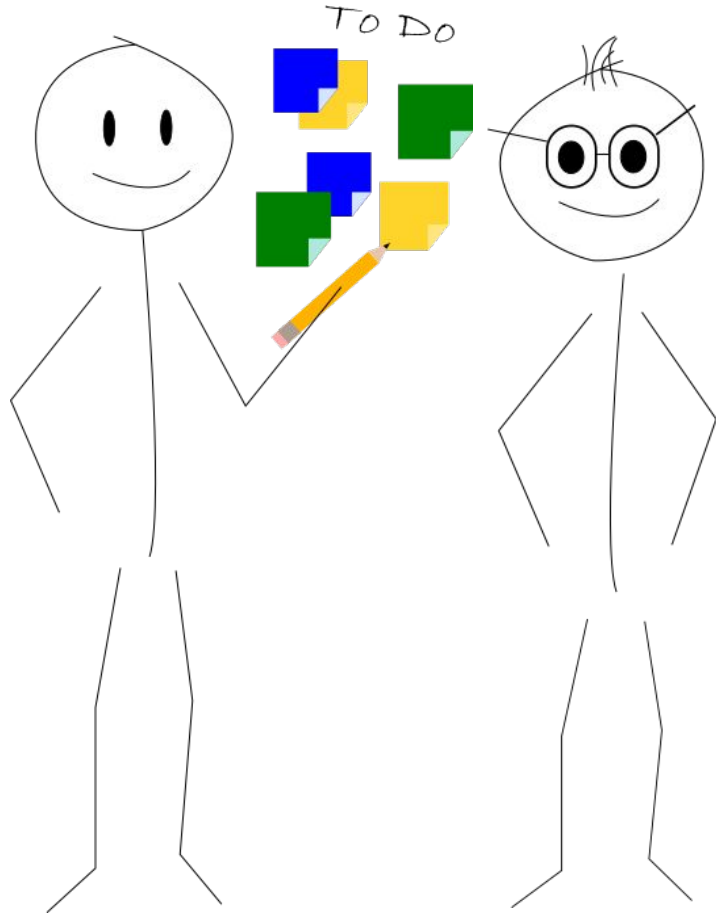
Visual Editor



Add-Ins (e.g. esquisse)



# Collaboration

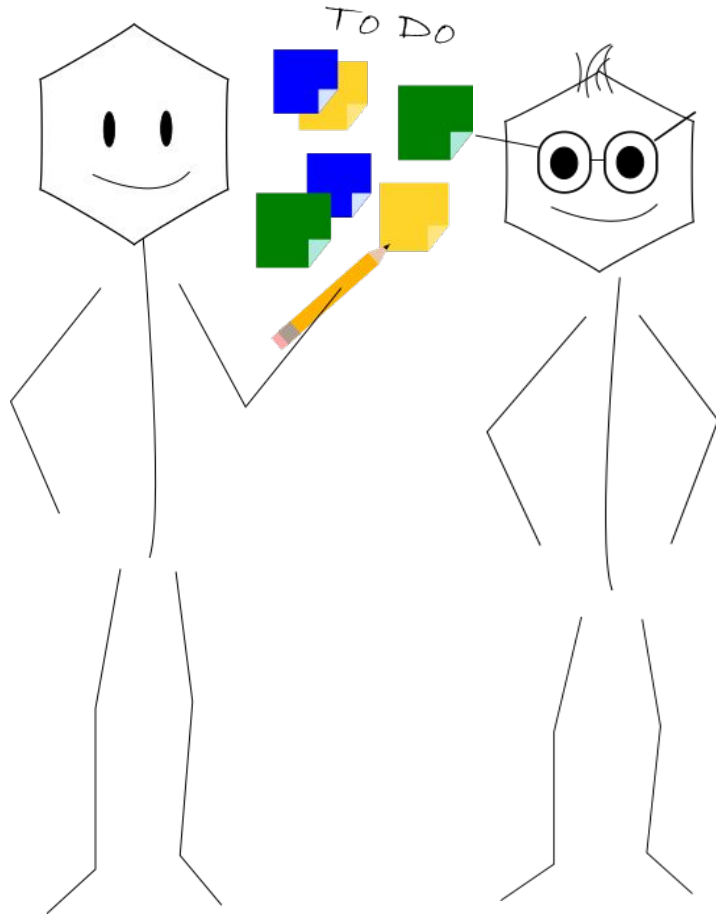


**functional** clear communication

**social** keeps promises

**emotional** confident yet engaged

# Collaboration



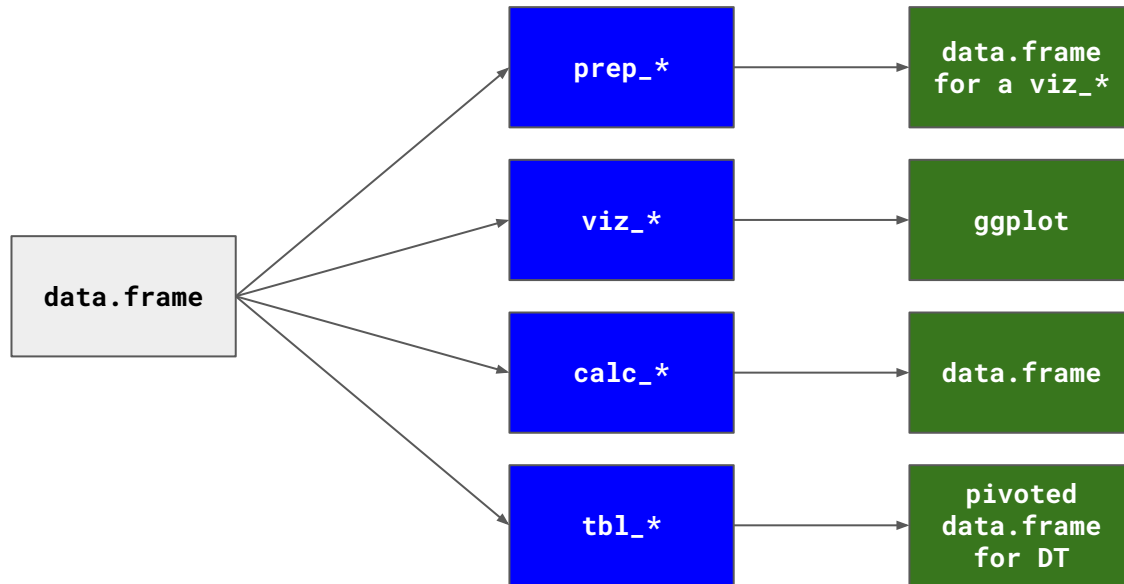
**functional** clear communication

**social** keeps promises

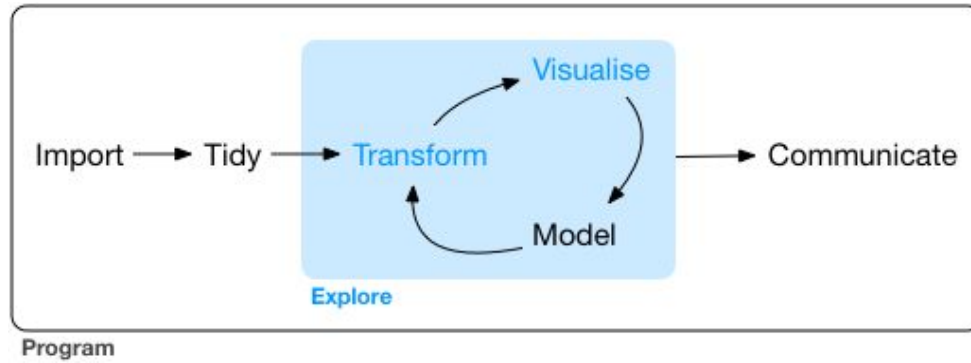
**emotional** confident yet engaged

- > naming
- > scope
- > dependencies
- > testing

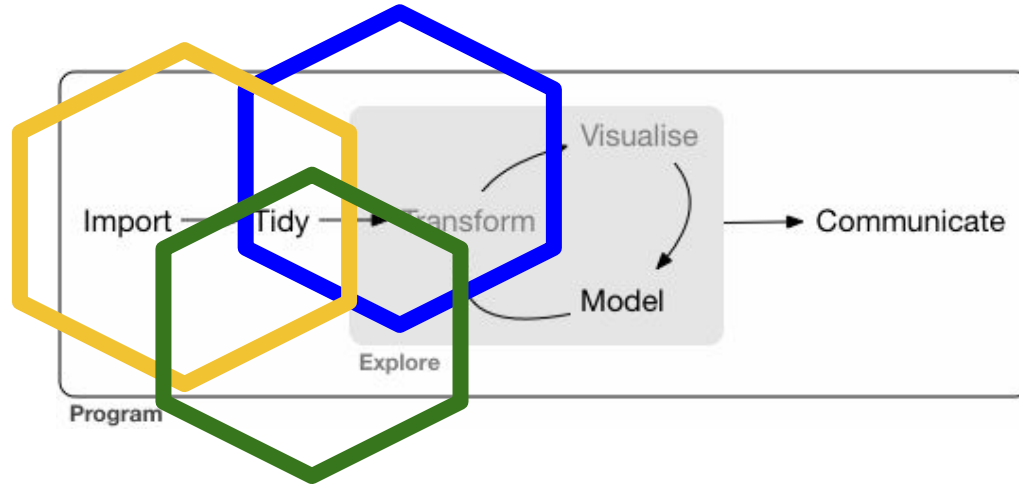
# Clear communication



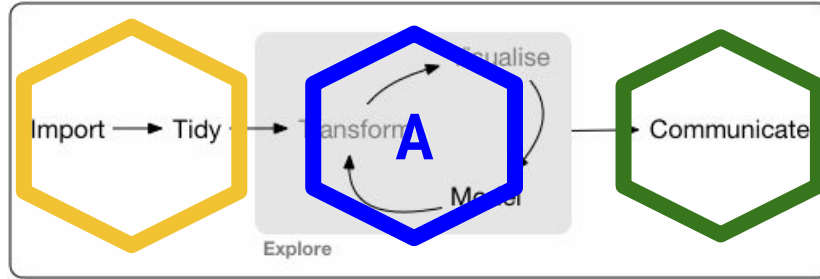
# Clear ownership



# Clear ownership



# Clear ownership



Program

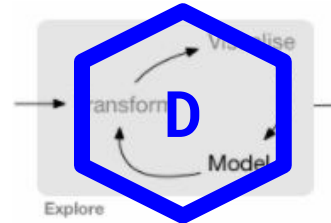
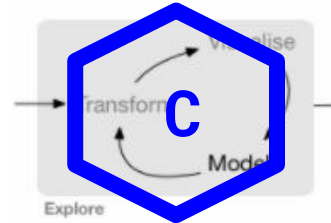
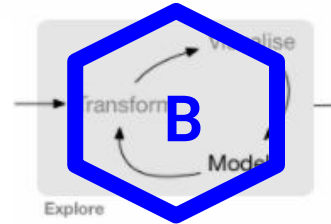
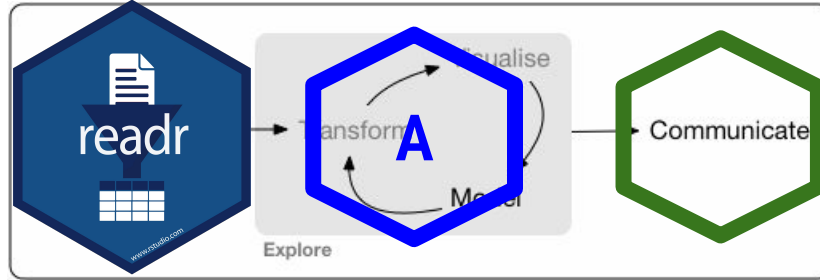


Image from *R for Data Science* (Wickham & Grolemund)

# Clear ownership



Program

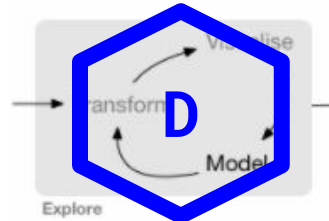
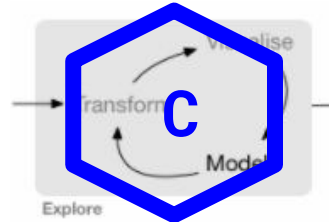
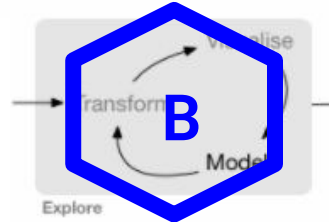
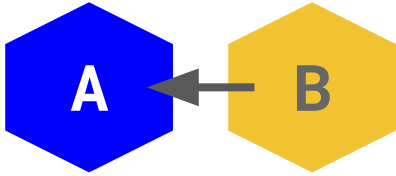


Image from *R for Data Science* (Wickham & Grolemund)

# Dependency structures



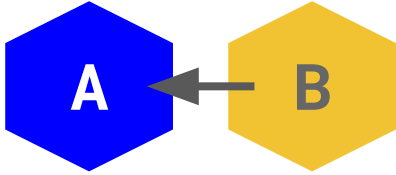
```
a_fx <- function() {...}
```

```
b_fx <- function() {  
  ...  
  a_fx()  
  ...  
}
```

**Direct Dependency**



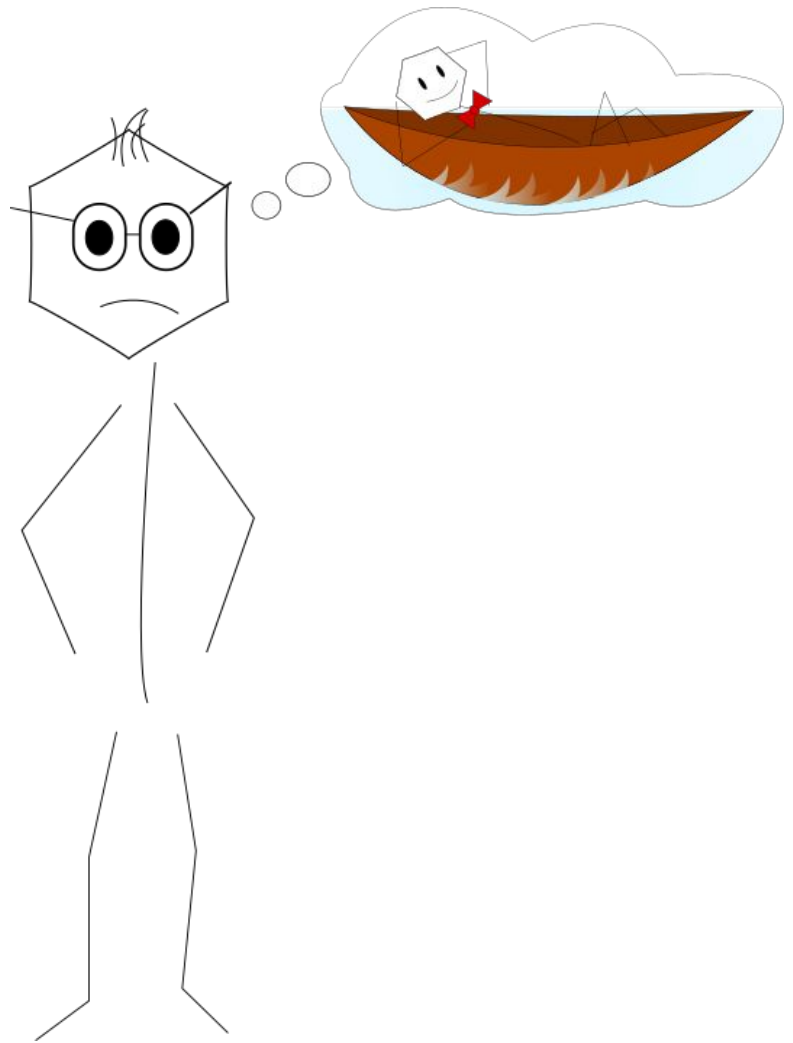
# Dependency structures



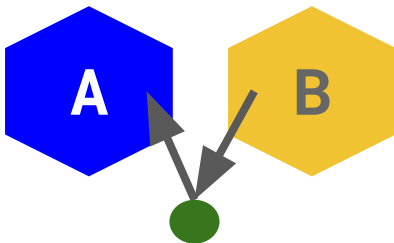
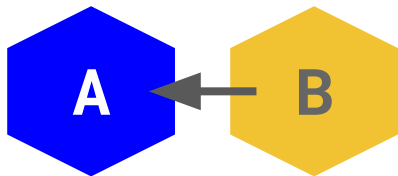
```
a_fx <- function() {...}
```

```
b_fx <- function() {  
  ...  
  a_fx()  
  ...  
}
```

**Direct Dependency**



# Dependency structures



```
a_fx <- function() {...}
```

```
a_fx <- function() {...}
```

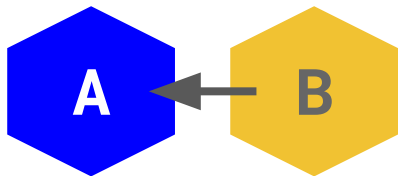
```
b_fx <- function() {  
  ...  
  a_fx()  
  ...  
}
```

```
b_fx <- function(a_input) {  
  ...  
  do_something(a_input)  
  ...  
}
```

**Direct Dependency**

**Clean Hand Off**

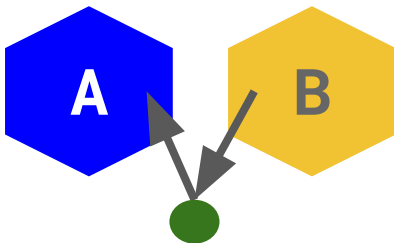
# Dependency structures



```
a_fx <- function() {...}
```

```
b_fx <- function() {  
  ...  
  a_fx()  
  ...  
}
```

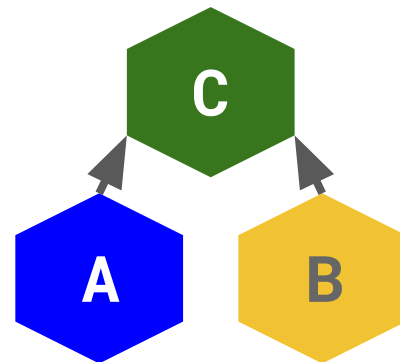
Direct Dependency



```
a_fx <- function() {...}
```

```
b_fx <- function(a_input) {  
  ...  
  do_something(a_input)  
  ...  
}
```

Clean Hand Off

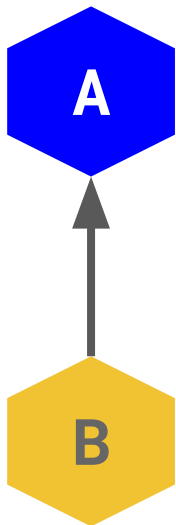


```
b_fx <- function() {  
  ...  
  c_fx()  
  ...  
}
```

```
b_fx <- function() {  
  ...  
  c_fx()  
  ...  
}
```

Common Parent

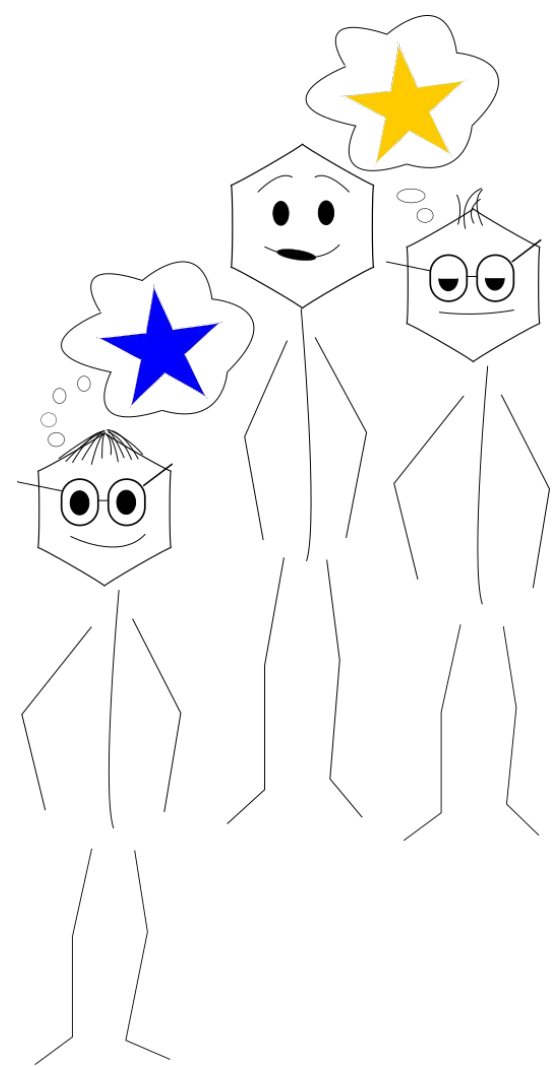
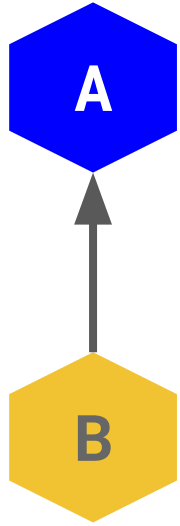
# Typical unit test with dependency



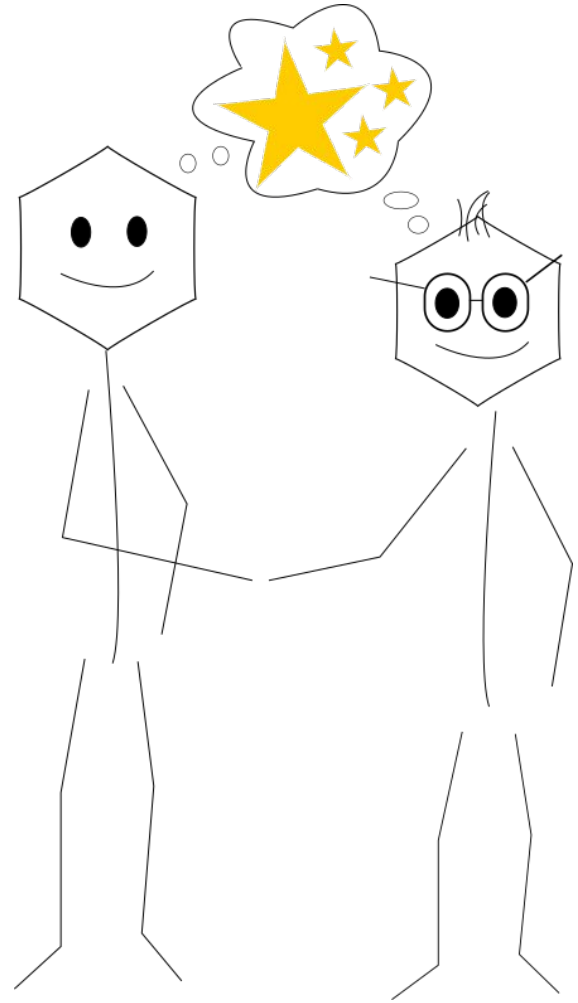
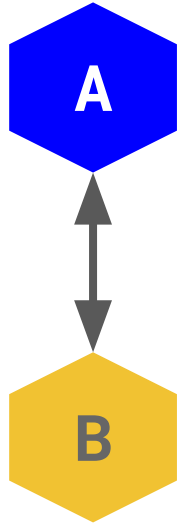
b/tests/testthat/test-pkga.R

```
test_that(  
  "Receives input correctly from a",  
  {  
    expect_error(fxb(fxa(1)), NA)  
  }  
)
```

# Typical unit test with dependency



# Typical unit test with dependency



# Integration tests

 `a/tests/testthat/test-pkgb.R`

```
test_that(  
  "Preps input correctly for b",  
  {  
    expect_error(fxb(fxa(1)), NA)  
  }  
)
```

 `b/tests/testthat/test-pkga.R`

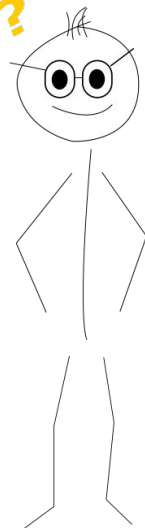
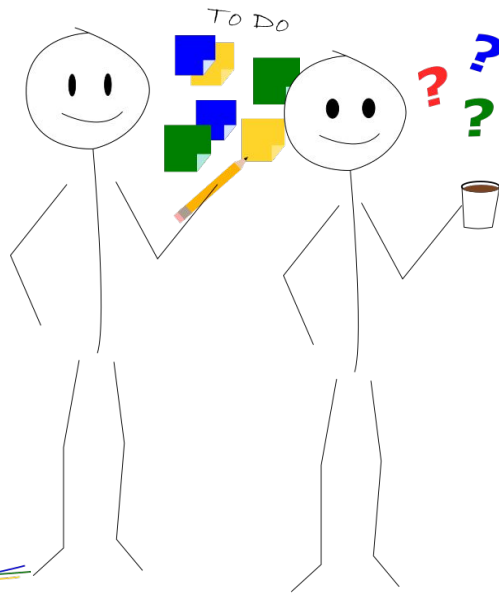
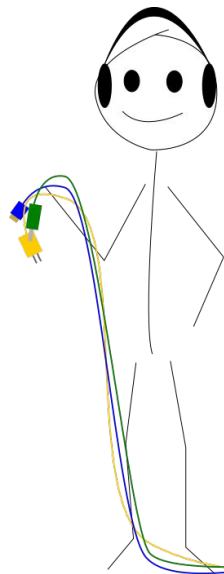
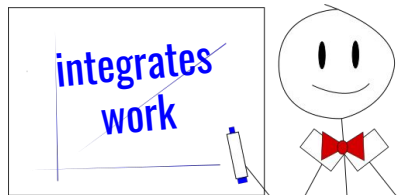
```
test_that(  
  "Receives input correctly from a",  
  {  
    expect_error(fxb(fxa(1)), NA)  
  }  
)
```

clear communication

flexible & open to feedback

navigates internal roadblocks

independent, but dependable



makes time to help out

finds common ground

promotes good practices

trustworthy

reduces frustration & stress

problem-solver

gives good advice

wise & experienced

fast & accurate