Nick had a good start to 2021 continuing his focus on continuous improvement as the program manager and had to account for strenuous workload, created by project managers leaving unexpectedly at the start of the year. Nick has demonstrated program and project management skills and immediately leaned in to fill the gap. In the measured Q1 2021 aassessment Nick performed at the team norm, and this is considerable given the staff he is supporting. The 2021 quarterly benchmarks will be a good indicator of performance. These benchmarks combine portfolio, program, and project execution with delivery as a measure of effectiveness. Nick was a slightly above average or an average team performer within a portfolio management team of over 30 project and program managers.

Year-to-date, Nick and team have closed the following projects: Cloud Migration for SnowFlake (3425), Data Lake 1.0 build into AWS (3354), Organizational Transformation to Agile 2.0 (2455), and Business Process Modernization for SAP 3.2 (3454) (Increment 2 and 4 completed in June 2021). This is a big accomplishment for strong performance supported by constrained cross-functional teams. Nick also has successfully advanced delivery of EC2 Autoscaling for Labs (3343), Analysis and Planning for AWS Lake Formation (2223), and Proof-of-Concept for Amazon Redshift and AWS Glue on S3 (5434). Two of these projects is a large multi-year initiative with increasing complexity. Nick has met expectations and has delivered, despite strained resources within operations. In addition, he has been a strong contributor in the hiring process of new project managers for operations and development teams and has been effective in managing new responsibilities assigned him, through an expended team.

Levels:
 - Not Applicable (-)
Novice (1/5)
Beginner (2/5)
Competent (3/5)
Proficient (4/5)
Expert (5/5)

Individual Achievement Against Team Goals:
Goal #1: Be Present; Proficient
Goal #2: Managed and fosters relationships (business, IT, vendors, employees, partners); Proficient
Goal #3: Plans, directs and coordinates IT program and project activities; Proficient
Goal #4: Provides end-to-end project responsibility, focusing horizontally across business areas; Competent
Goal #5: Diving business value through innovative ideas; Competent

As a program manager, Nick has increased his responsibility from the beginning of 2021. In January, he had two direct reports. However, as of this review, he has four directs including two project coordinators, that will grow by at least two by year-end. This increased responsibility will allow Nick to development skills managing, leading, and developing people, a shift from a sole focus on project execution.

In the coming year, Nick will need to apply soft skills to develop, nurture, and focus on his management skills. His ability to support the change in work type moving from an operator to a leader of people will be essential to a productive 2021. Specifically, Nick will need to be deliberate in developing an effective communication structure for his team, taking into consideration the leadership standards he established early in the year. These standards will set the bar for his annual team achievements and project execution. In addition, several new project managers joined his team this year. This change will require Nick to provide oversight and guidance while he continues to monitor the performance of his direct team. Nick has done an effective job of ensuring that critical issues are appropriately escalated in a timely fashion. Managing and maintaining team standards will be evident based on his effectiveness with leading a larger team. Thus, to help him improve his soft skills, including leading and developing human capital, Nick should focus on building a high-performance team capable of exceeding the delivery expectations at <company>.

The 360 feedbacks from Nick's business partners and colleagues was very positive and included quotes such as:
"Nick continues to play a vital role in keeping operational projects on target for completion – both in time and scope. (e.g., Windows 10 upgrade)" – Senior Director, Continuous Process Improvement
"Nick is personable, easy to communicate with, and makes everyone feel like they're an important member/contributor to the project their supporting, regardless of their role" – Director, Business Relationship Management
"Nick has been an excellent project manager for cloud. He is great at taking feedback from the team and turning it into actionable work with clear assignments." – Senior Manager, Cloud Engineering and Services

For the second half of the year, I am expecting Nick to lean into his expanded role actively, and proactively seek assistance when he runs into problems. By leveraging change management to time box scope and schedule, Nick will be able to quantify and communicate changes up, over more effectively, and across the organization. He met expectations during the first half of the year amid several new hires joining his team and a critical team member leaving earlier in the year. As Nick expands his skills to encompass the new responsibility, I fully expect he will develop not only his management skills but also his leadership skills, including his ability to influence change within operations.