<Resource name> had a good start to 2021, continuing his focus on <area of responsibility> as the <full title for current role> and had to account for a strenuous workload, created by <situation that created challenges in 2021> at the start of the year. <Resource Name> has demonstrated <skills demonstrated> skills and immediately leaned in to fill the gap. In the Q1, 2021 assessment <Resource Name> performed at the team norm, and this is considerable given <situation of the resource>. 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. <Resource Name> was a slightly above average or an average team performer within a portfolio management team of over <number of members on the team and roles included>.

Year-to-date, <Resource Name> and team have closed the following projects: <List projects or initiatives the resource led; Project Name and ID, Project Name and ID, Project Name and ID, Project Name and ID, Project Name and ID, Project Name and ID>. This is a big accomplishment for strong performance supported by constrained cross-functional teams. <Resource Name> also has successfully advanced delivery of <include projects or initiatives that the resource didn't lead but contributed to the delivery of>. <Explain why these projects are increasingly complex>. <Resource Name> has <whether they have met expectations of not> and has delivered, despite strained resources within <area domain>. In addition, <resource pronoun> has been a strong contributor in the hiring process of new project managers for <domain area> and has been effective in managing new responsibilities assigned <resource pronoun>, 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: <Goal number 1>; <level of competence>
Goal #2: <Goal number 2>; <level of competence>
Goal #3: <Goal number 3>; <level of competence>
Goal #4: <Goal number 4>; <level of competence>
Goal #5: <Goal number 5>; <level of competence>

As a <resource title>, <resource name> has increased his responsibility from the beginning of 2021. In January, <resource pronoun> had <number of directs> direct reports. However, as of this review, <resource pronoun> has <number of directs> directs including <name any additional resources being led by the individual>, that will grow by at least <number of forecasted growth by year end> by year-end. This

increased responsibility will allow <resource name> to development skills managing, leading, and developing people, a shift from a sole focus on project execution.

In the coming year, <resource name> will need to apply soft skills to develop, nurture, and focus on <resource pronoun> management skills. <Resource pronoun> 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, <resource name> 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 <resource name> to provide oversight and guidance while <resource pronoun> continues to monitor the performance of his direct team. <resource name> 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 <resource pronoun> effectiveness with leading a larger team. Thus, to help <resource pronoun> improve <resource pronoun> soft skills, including leading and developing human capital, <resource name> should focus on building a high-performance team capable of exceeding the delivery expectations at <company name>.

The 360 feedbacks from <resource name>'s business partners and colleagues were <positive or negative reviews> and included quotes such as:
"<Resource name> continues to play a vital role in keeping <domain area> projects on target for completion – both in time and scope. (e.g., <project example>)" – <Title of the leader providing feedback>
"<Resource name> 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" – <Title of the leader providing feedback>
"<Resource name> has been an excellent project manager for <domain area>. <resource pronoun> is great at taking feedback from the team and turning it into actionable work with clear assignments." – <Title of the leader providing feedback>

For the second half of the year, I am expecting <resource name> to lean into <resource pronoun> expanded role actively, and proactively seek assistance when <resource pronoun> runs into problems. By leveraging change management to time box scope and schedule, <resource name> will be able to quantify and communicate changes up, over more effectively, and across the organization. <Resource pronoun> met expectations during the first half of the year amid <list challenges or obstacles resource overcame>. As <resource name> expands <resource pronoun> his skills to encompass the new responsibility, I fully expect <resource pronoun> will develop not only <resource pronoun> management skills but also <resource pronoun> leadership skills, including his ability to influence change within <department name>.