2013-2014 – USCP Performance Appraisal for James Earlywine

GANNETT

Employee Information

Welcome to the Gannett Performance Appraisal process. The employee and manager should complete this form as a preparation to meet one-on-one. The discussion during the meeting will include, the performance during the review period, setting upcoming performance goals and starting a development plan.

First Name: James
Last Name: Earlywine
Title: Digital Developer
Position Date: 08/19/2013
Location: Indianapolis
Hire Date: 08/19/2013

Important Dates

- **April 18th:** Self-appraisals are due to managers
- **May 16th:** Managers send completed appraisals to reviewing managers
- **June 13th:** Final approved appraisals are sent back to managers to conduct one-on-one meetings
- **July 18th:** Conclude employee performance appraisal meetings

Originator: Gannett SuccessFactors Admin
Review Period: 04/01/2013 - 03/31/2014
Due Date: 07/18/2014

Purpose Competencies

Choose ratings that measure the individual's competencies in each of the core Purpose areas during the review period.

	Rating by James Earlywine	Official Rating	Gap
Commitment	3.5	3.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Community	3.0 - Meets Expectations	2.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Flexible	3.5	3.0 - Meets Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Inclusive	3.5	2.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Innovative	4.0 - Often Exceeds Expectations	3.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Integrity	3.5	3.0 - Meets Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Results Driven	3.5	3.0 - Meets Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5

Section Comments:

Managers Comments:

James is a highly intelligent and extremely talented developer. He excels at very analytical tasks, technical frameworks including server frameworks and complex data structures. He has a strong desire to contribute to the successful completion of projects and works independently to complete assigned projects. He has excellent written communication skills and is very adapt at documentation including technical requirements and mapping. He comes up with innovative solutions to overcome technical limitations of legacy platforms and frameworks.

James biggest challenge is communication with non-technical team members. Whether brainstorming or trouble-shooting issues, James tends to jump immediately into technical solutions and often gets quickly into the weeds. Sometimes, James would be better served to listen to make sure he understands high-level requirements or other issues instead of immediately trying to solve the very technical issue. This often disrupts the larger conversation and takes the team off task. I often have to ask James to think about a potential solution and come back with a well-thought out recommendation with pros/cons. I enjoy his enthusiasm and passion about his work, he just needs to learn restraint instead of communicating at the stream-of-consciousness level. He needs to understand that most of us do not have his level of technical proficiency and he's speaking well over our heads. As James continues to work with the team, I anticipate that he will improve his communication skills. He is already making great strides and his self-awareness of the issue gives me great confidence that he will successfully overcome this challenge.

Comments by James Earlywine:

Strengths: Quickly learning new frameworks/tools as needed to facilitate team objectives, full-stack development, creatively innovating/leveraging solutions to advance team strategy/goals.

Weaknesses: Communicating concisely about technical issues to non-technical team members. Building trust and engaging team members during brainstorming, selling ideas/solutions such that team members can quickly and easily see the intended value of those ideas, and evaluate those propositions within the scope/constraints of a given project.

Connecting recommendations with ultimate project outcomes in communicating with project managers, distilling technical issues down to clear decisions-points, with clear and accurate description of costs/benefits/tradeoffs.

Core Position Competencies

You can choose up to 5 additional competencies that are relevant to the position. The manager may delete or add Position Competencies prior to the one-on-one meeting.

	Rating by James Earlywine	Official Rating	Gap
Testing and Troubleshooting	3.5	3.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Technical Skills	4.0 - Often Exceeds Expectations	4.0 - Often Exceeds Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Planning	3.0 - Meets Expectations	3.0 - Meets Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Problem Solving/Analysis	3.5	3.5	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Driving Projects to Completion	3.0 - Meets Expectations	3.0 - Meets Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5
Internet Savvy	3.0 - Meets Expectations	2.0 - Meets Most Expectations	-4.5 -4.0 -3.5 -3.0 -2.5 -2.0 -1.5 -1.0 0 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5

Section Comments:

Managers Comments:
As stated earlier, James is an excellent PHP and object-oriented developer. He can quickly identify solutions to very complex problems and is very adept and willing to learn new skills. His problem solving and passion about projects he leads are to be commended. Throughout his tenure here at Star Media, his communication with his manager and team members has improved. James has to learn to self-censor and ask himself if he is better served to hold off sending an email or asking a question before acting. Often times, he is able to answer his own question after a period of time.
James has a solid understanding of digital platforms especially the back-end framework. I would like to see James expand his knowledge of digital news, marketing and advertising. Having a better understanding of our audience and business objectives from consumer perspective and advertiser perspective will provide him with the context he needs to take him to the next level. I often feel that James is developing in a silo and he is so focused on his specific task that he may miss the big picture of what we are trying to accomplish with the project. This understanding will also improve communication with other non-technical members of the team.

Comments by James Earlywine:
I'm especially good at learning and applying complex methodologies, innovating complex algorithms, etc. It comes with the territory of being a developer. Also it's a passion that is both creative and technical, fun and challenging, with infinite opportunities to continue learning and evolving.

Overall Self Rating

Select a rating that summarizes your overall performance during the review period:

Please select your overall self appraisal rating: 3.0 - Meets Expectations

Please summarize your overall performance during the review period. Be sure to list your accomplishments, special projects and/or special initiatives you worked on.
My greatest opportunities for improvement (outside the infinite domain of data-architecture and web-software engineering - my passion), exists within the domain "soft-skills" of communication and collaboration.

While this may include group-collaboration skills/practices with my immediate peers, more broadly it entails connecting my technical-creativity with broader organizational goals and values. As a new-hire in my first year, and as a highly-technical and inward-facing employee, much of my time has been spent mired in the technical-details of data-architecture/migration. This has helped me to "hit the ground running" so that I could immediately be leveraged as a productive asset on the team.

As time goes on, I become increasingly aware of my surroundings, the various internal/external customers, stakeholders, and how everyone comes together to ultimately deliver this value consistently to the various types of customers that connect with IndyStar/Gannet. Immediate next-steps likely include learning more about digital media and the "big picture" within which StarMedia/Gannet exist as a business venture.

I look forward to expanding my knowledge and experience during the next year - not only in pursuit of my own professional development/growth, but pursuant to being a valuable contributor to the success of StarMedia/Gannett at large.

Overall Rating

The form cannot move to the next step until the manager selects an Overall Rating.

Overall Rating Selected by Manager 3.0 - Meets Expectations

Section Comments:

Comments by ▮▮▮▮▮▮▮▮▮▮▮▮▮▮
James is a great asset to the team. Improving his understanding of our business, verbal communication and relationship building will greatly improve his effectiveness as a developer. He has impressed everyone with his technical expertise and skills and I have received positive feedback from vendors and other Gannett partners. James has struggled to collaborate with one of our web designers and has had a difficult time building a collaborative working relationship with this team member. James has sought advice and feedback from me and others within the team to improve collaboration with this team member. I encourage James to continue to work on his communication skills and reach out to his manager when there are issues. James needs to understand how to communicate to people who have different work styles and must realize that others may not have his level of confidence, and sometimes, his attempts to coach others has come across as patronizing even though that was not his intent. James is an extremely genuine person and wants to be liked and appreciated for his contributions. Given time, I think he will be able to overcome these challenges and team collaboration will be normalized as part of the standard process.
As stated earlier, James is an excellent contributor to the team and brings to the table a unique mindset that is critical to the success of our development projects. I enjoy his passion and enthusiasm for his craft. I want James to focus on delivering his best and learn to let go of things he cannot control whether its a platform limitation or personnel issues that he cannot control. Focus on the project and gain a better understanding of project deliverables from a user perspective.
I encourage James to continue to work on his communication and collaboration skills. I would also like him to seek out industry seminars and events to help expand his understanding of consumer/business expectations within the digital space. Making ground in these areas will be significant drivers for his success as a developer. I am looking forward to seeing what James can do in the coming year.

Performance Goals

Choose one or more performance goals to discuss during the one-on-one meeting. Performance goals can be added, updated and deleted by clicking the "Goals" tab at the top of the screen.

2.1

Category: People

Goal : Communication

Tasks :

Key Performance Indicator : I don't know of any tool for this, other than a 360-review

Weight :

Start : 01/01/2014

Due : 12/31/2014

Complete : 0.0%

Status : Not Yet Started

2.2

Category: People

Goal : Collaboration

Tasks :

Key Performance Indicator : I don't know of any objective benchmark for this, other than quantifying subjective responses to peer-reviews/interviews.

Weight :

Start : 01/01/2014

Due : 12/31/2014

Complete : 0.0%

Status : Not Yet Started

Development Strategy

Choose one or more development goals to discuss during the one-on-one meeting. The manager may delete or add development goals prior to the one-on-one meeting. Development goals can be added, updated and deleted by clicking the "Development" tab at the top of the screen.

1.1 Understanding of media business from consumer and business/partner perspective to improve product deliverables.

Category: Development Goals

Development Goal : Understanding of media business from consumer and business/partner perspective to improve product deliverables.

Competencies : Community, Internet Savvy

Goal Focus : Current Development

Start Date : 08/01/2014

Due Date : 06/05/2015

Status : Not Started

Learning Activities

Career Growth and Progression

What other jobs interest you?
Right now, I'm primarily interested in development. In my spare time, I've been teaching myself to be a better front-end developer, and hopefully a decent visual designer. I have a pet-project already for that already. I'm always expanding my knowledge and refining/improving my skillsets.

What do you see as a possible next assignment?
I'm an open book, ready to tackle any new experience, and journal my discoveries as I go.

What is your long range career goal?
At some point in my career, I would like to move closer to customers, providing business consultancy. I feel I have unique education/experience, such that I can effectively/creatively consider the entire technology-stack, as an integral part of innovating ideal solutions for businesses. Thus translating business specs, to technical specs, that a team can develop against. Sometimes a set of business specs can be obtuse to the domain of technology available, technical constraints, etc. Othertimes the development team can be obtuse to business specs/needs. I'm in a unique position to quickly/naturally bridge that gap, and expedite the creation/implementation of custom solutions. I foresee this happening 7-10 years from now.

I also, once I have reached a level of learning that far exceeds what I've learned thus far, move toward managing the development process overall. I see this as the natural end-point in my career, where I provide leadership on a broader-level. I foresee this happening 15-20 years from now.

According to Appraiser:

Next assignment:
Continue in current role. Seek out industry knowledge and understanding user needs and how these drive development and product strategy.

Long range assignment:
A role as a technical lead and project manager for large scale development project or product portfolio.

Signatures

My signature below acknowledges that I have read this performance evaluation and have been given the opportunity to discuss its contents with my Manager.

Employee: *James Earlywine*   *07/17/2014*

James Earlywine

Manager:

Section Comments:

Managers Comments:
No comments

Comments by James Earlywine:*No comments*