



2019 Year-end Performance Review

Review Period 1/1/2019 - 12/31/2019



REVIEWER

Craig Labulis (Manager), Christopher Legros (Indirect Manager), Stephanie Sansone (HR Business Partner)

Ryan Klauder

Decision Supp Analyst III
Job Code

Overview

Task Instructions

Objectives

Directions

Please select the rating that best indicates how well you feel each objective has been accomplished. Additionally, please provide feedback for each objective (i.e. examples that support your rating). Lastly, please provide commentary in the overall objective comments box that summarize the ratings that you selected.

Rating Scale

Score	Rating	Description
5	Always Exceeds Expectations	Delivered unique and exceptional results in ALL aspects of job responsibility. Contributions had a significant and quantifiable impact on the Team/Department/Organization's goals (as applicable to the position level). Continuously demonstrated a high degree of initiative/extra effort. Exemplifies the highest of competencies and skills for the position level.
4	Exceeds Expectations	Consistently met expectations and delivered significant and noteworthy results in SOME aspects of job responsibility. Contributions had a considerable impact on the Team/Department/Organization's goals (as applicable to the position level). Demonstrated initiative/extra effort towards many goals. Demonstrated excellence in most competencies and skills for the position.
3	Meets Expectations	Delivered effective and reliable results in all areas of job responsibility. Positively contributed to the team's goals. Demonstrated initiative/extra effort towards some goals. Demonstrated proficiency in most competencies and the skills required for the position.
2	Sometimes Meets Expectations	Delivered inconsistent results in some areas of job responsibility. Improvement is needed to bring performance to the level of contribution required for the role. Requires development that may include the benefit of experience, training and/or coaching with regard to achieving results and/or demonstrating proficiencies in competencies.
1	Regularly Fails to Meet Expectations	Delivered minimal or no results in key areas of job responsibility. Contributions toward organizational results and/or proficiency of competencies for the position are unsatisfactory. Immediate improvement is required to bring performance to an acceptable level.

Learn the Business

Understand company policies, best practices and operations.
Learn who your business partners are and understand their data needs.

Start Date 9/16/2019	Due Date 12/31/2019	Status Completed
Progress <div><div></div></div>	Weight 20%	

Reviewer	Rating	Weight
Ryan Klauder (Self)	4 - Exceeds Expectations	20%
Craig Labulis (Manager)	4 - Exceeds Expectations	20%

Comments

Ryan Klauder (Self):

I have adequate knowledge of the company, its operations, and organizational design within a short time. This has enabled me to work cross-functionally and engage my business partners. I have a good understanding of the high-level objectives of my business partners which has influenced the work I've done so far. My diverse experience aids my ability to support G&A as I have a high business acumen to the different departments.

I have fully immersed myself in the Talent organization and monthly/quarterly deliverables. Learning through a 'trial by fire' with end of month and end of quarter deliverables, I was able to meet all deliverables time-line and even deliver ahead of schedule. I was able to fully understand the various datasets, dashboards and deliverables to streamline operations of the reports, integrating them into a single dashboard that better suits my stakeholders. In addition, I was able to fully map data objects into an Entity Relationship Diagram which helped facilitate 'future-state' design for further process improvements.

Consistent feedback has been that I learned the business quickly and have a good understanding of the company and it's objectives.

Craig Labulis (Manager):

Ryan joined iCIMS in the midst of quarterly board deck preparation and was able to absorb a large quantity of information effectively while developing a process on his end to improve current methodologies. Despite only working at iCIMS for 3 and a half months at year-end, Ryan has already automated multiple work-intensive manual processes resulting in a significant reduction of work required.

Ryan has become a point-of-contact for system knowledge as well. He has become well-versed in iCIMS' InHouse platform in addition to UltiPro and Cornerstone. Understanding these systems has allowed him to optimize his reporting capabilities and enhance his partnership with his Talent stakeholders.

Ryan also seems to understand the current goals of the Talent organization and the company as a whole and has shown a strong interest in learning as much as possible going forward. In the near future, Ryan should be able to provide his services on a more consistent basis to ISS, Information Security, Legal and Accounting as well.

Process Improvement

Understand where deficiencies may exist and develop process flows to best reduce these challenges.
Design data structures which can streamline manual processes in order to eliminate redundancies.

Start Date
9/16/2019

Due Date
12/31/2019

Status
Completed

Progress

Weight
30%

100%

Reviewer	Rating	Weight
Ryan Klauder (Self)	5 - Always Exceeds Expectations	30%
Craig Labulis (Manager)	4 - Exceeds Expectations	30%

Comments

Ryan Klauder (Self):

I undertook the effort to really structure, design and automate a significant amount of the monthly reporting. This enabled me to reduce errors, reduce processing time and provide higher-value activities such as analysis the data instead of reporting it. I got rid of multiple disparate and redundant processes (Monthly Termination data file, Vista Reporting Package data, etc) while centralizing all Talent reporting. This has been met with enthusiasm as a "one-stop" report for all Talent needs in addition to reducing my own monthly processing workload. In addition, curating the Tableau data has enabled me to leverage additional insights that were not possible before.

I have facilitated improvements to processes, such as:

Ultipro - better classification of contractors/consultants in addition to including their salary information. Implemented Severance Amount data for people prior to 2019.

ATS - improved forecasting definitions and improvements on how to capture job req history through 'Replacing' field. Additionally I've created an Applicants EEO report to see how we are trending with dynamic parameters on an ongoing-monthly basis.

G&A Monthly Reporting - I build an Entity Relationship Diagram to better understand the various reports. This enabled me to better integrate them to have Time-Series capability for Performance Reviews related to Terminations and Talent Development LMS data. This will be important to leverage within Decision Support as we slowly start to move more towards time-series based metric analysis, in which my skillset in this can be leveraged.

Dashboard Functionality - I reviewed and improved the Talent Dashboard to create multiple views that can support leadership, adding salary/count/pay grade parameters. I also incorporated various Org Chart level parameters to meet the needs of a diverse group of customers that want to view data differently.

Craig Labulis (Manager):

Ryan approaches all new projects with a mindset that is essential to his role. He understands the importance of designing and planning his data structure in a way that will automate any future related work. This concept is vital to providing the company with value-added insights that can drive revenue.

Ryan has automated his work for the Talent organization to a degree that is restricted only by the systems in which he interacts with. Projects such as his monthly Talent metrics, Vista Reporting Pack, LMS analysis, quarterly board deck slides, and various other projects are all designed in a way so that new data is easily gathered, inspected and analyzed to be incorporated with his current Tableau dashboards.

Project Transition

Take ownership of all existing analyses and datasets which fall within your area of focus.
Establish cadences with business partners and stakeholders.

Start Date 9/16/2019 **Due Date** 12/31/2019 **Status** Completed

Progress  100% **Weight** 15%

Reviewer	Rating	Weight
Ryan Klauder (Self)	4 - Exceeds Expectations	15%
Craig Labulis (Manager)	4 - Exceeds Expectations	15%

Comments

Ryan Klauder (Self):

I was able to take over normal monthly G&A reporting during the 2019Q3 closeout adequately while initiating process improvements. This lead to reduced processing time and getting information to stakeholders earlier. I became the point of contact for G&A reporting requests and was able to fully cover responsibilities while Craig was on paternity leave. I took ownership of delivering ahead of schedule for all monthly reports and quarterly deliverables. I was able to take over:

- Talent Metrics Dashboard
- Talent Metrics - Finance Dashboard
- Talent Development LMS Dashboard
- Applicants per Req Dashboard
- Accounting Monthly Deliverable
- Talent Quarterly Board Deck Deliverable
- Marketing Headcount Quarterly Deliverable
- Weekly Professional Services Deliverable
- Monthly Vista Reporting Deliverable
- Weekly Executive Dashboard Deliverable
- Monthly Headcount data process
- Monthly High Performance Hiring process
- Termination data process (eliminated process)

Taking over all of the above (and more), I think I was able to transition these projects rather quickly compared to others that started along with or since my start. I believe I have accepted a lot of responsibility within a short amount of time for this role.

Craig Labulis (Manager):

Ryan accepted ownership of numerous deliverables within his first 90 days at iCIMS, all of which he has worked extensively to make his own. He has studied the back-end logic and setup of each project so that he could improve upon any aspects which seemed redundant, confusing or manual. While maturing his ownership of these various projects, he has been able to close any gaps in understanding by reaching out to the appropriate business partners involved with each one.

Run the Business

Take accountability for all incoming asks which fall within your area of focus.

Deliver analyses and dashboards on a timely basis.

Apply best BI practices and dashboarding techniques to deploy insightful presentations.

Start Date
9/16/2019

Due Date
12/31/2019

Status
Completed

Progress

Weight
30%

100%

Reviewer	Rating	Weight
Ryan Klauder (Self)	4 - Exceeds Expectations	30%
Craig Labulis (Manager)	4 - Exceeds Expectations	30%

Comments

Ryan Klauder (Self):

I have taken over responsibility for all G&A reporting needs and field the requests myself. This has enabled me to deliver new reporting needs such as the Time to First Sale analysis for Paul Raphael and Talent Development. I have also taken the initiative to create new analysis such as the Services Bootcamp Analysis, Days Bills Outstanding, and Applicant EEO analysis. My Tableau skillsets have enabled me to build new or modify existing dashboards to meet all reporting needs for my stakeholders, such as the Talent Metrics Dashboard, Talent Development LMS Dashboard, Talent Metrics - Finance Dashboard. I've incorporated extremely dynamic parameters to allow stakeholders to discover trends themselves, instead of relying on Decision Support. These parameters have been received very well my Finance, Talent Development, Talent Management and Talent Operations.

Craig Labulis (Manager):

Ryan seems comfortable and confident in his new role at iCIMS, allowing him to build close relationships with his business partners and stakeholders. He approaches challenging projects and requests with a calm demeanor and a mindset focused on data integrity, scalability and automation.

Ryan takes initiative to schedule meetings proactively to set appropriate expectations and discuss concerns and possible challenges related to his stakeholders' objectives. He has been able to provide guidance ranging from project management best practices, to technical expertise, to suggestions regarding systems capabilities.

In addition to this, Ryan's technical expertise has allowed him to build complex dashboards and data sources which consolidates numerous disparate data sets into one easy-to-manage source. Addressing ad-hoc requests as well as recurring needs has become automated to the point that Ryan now has the bandwidth to expand his focus within G&A to be able to help legal, information security, ISS and accounting.

Talent Development 2019

Increase functional knowledge and engage in professional development by participating in a variety of different learning and development opportunities, applying that knowledge to your role and career aspirations.

Work with your manager to determine the appropriate amount of learning based upon your role, level and tenure in the organization – track in the Learning portion of Cornerstone.

As suggested, a guide of 32 hours of personal and professional development per year can be used, however this may fluctuate based upon level and role within the organization.

Start Date

9/16/2019

Due Date

12/31/2019

Status

Completed

Progress



100%

Weight

5%

Reviewer	Rating	Weight
Ryan Klauder (Self)	5 - Always Exceeds Expectations	5%
Craig Labulis (Manager)	4 - Exceeds Expectations	5%

Comments

Ryan Klauder (Self):

I have taken the required development courses but also refreshed classes (such as the product specific suites) to improve knowledge gaps. I have also started other classes to support objectives such as Tableau Best Practices. I've worked with Talent Development to provide insight into how they can support onboarding with a functional organization chart.

Craig Labulis (Manager):

Ryan has taken it upon himself to attend various training sessions within the company in order to better his understanding of iCIMS, its products and operations. He has attended brown bags, instructor-led sessions and all of his new hire training courses so that he could fill in as many knowledge gaps as possible. He has also shown a strong interest in continued growth to ensure up-to-date skills which are needed for his current role and overall career.

Competencies

Directions

Please select the rating that you feel best indicates how each Competency was demonstrated. Additionally, please provide feedback in the Overall Competency Comments box on the next page to summarize and support the rating scores you selected

Rating Scale

Score	Rating	Description
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5	Role Model	Role Model
4	Consistently Demonstrates	Consistently Demonstrates
3	Demonstrates	Demonstrates
2	Sometimes Demonstrates	Sometimes Demonstrates
1	Does Not Demonstrate	Does Not Demonstrate

Adaptability

A capacity to embrace change with a positive, team-oriented attitude toward results.

Reviewer	Rating
Ryan Klauder (Self)	4 - Consistently Demonstrates
Craig Labulis (Manager)	4 - Consistently Demonstrates

Customer Commitment

The ability to deliver a “customer” experience second to none, balances what’s right for one’s customers with the productive use of resources.

Reviewer	Rating
Ryan Klauder (Self)	4 - Consistently Demonstrates
Craig Labulis (Manager)	5 - Role Model

Drive

Confidence, backed by an internal will to take ownership and initiative to overcome obstacles and deliver results.

Reviewer	Rating
Ryan Klauder (Self)	5 - Role Model
Craig Labulis (Manager)	5 - Role Model

Empathy

Ability to put yourself in someone’s position and understand their concerns and motivations.

Reviewer	Rating
Ryan Klauder (Self)	5 - Role Model
Craig Labulis (Manager)	4 - Consistently Demonstrates

Kaizen

An aptitude for continuous improvement, presenting new ideas and executing upon them to achieve results and improve processes and systems.

Reviewer	Rating
Ryan Klauder (Self)	5 - Role Model
Craig Labulis (Manager)	5 - Role Model

Passion

An unrelenting enthusiasm linked to belief in our vision, mission and/or philosophies of the company.

Reviewer	Rating
Ryan Klauder (Self)	4 - Consistently Demonstrates
Craig Labulis (Manager)	4 - Consistently Demonstrates

Transparency

Tell it how it is, through honest communication, building trust and fostering alignment, while respecting confidences & privacy.

Reviewer	Rating
Ryan Klauder (Self)	5 - Role Model
Craig Labulis (Manager)	4 - Consistently Demonstrates

Competency Comments

Rating Scale

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		responsibility. Improvement is needed to bring performance to the level of contribution required for the role. Requires development that may include the benefit of experience, training and/or coaching with regard to achieving results and/or demonstrating proficiencies in competencies.
1	Regularly Fails to Meet Expectations	Delivered minimal or no results in key areas of job responsibility. Contributions toward organizational results and/or proficiency of competencies for the position are unsatisfactory. Immediate improvement is required to bring performance to an acceptable level.

Overall Competency Comments

Comments

Ryan Klauder (Self):

Adaptability - I consistently demonstrate an ability to embrace change with a positive, team oriented attitude towards results. Through changes to the orgchart, I was able to mitigate any impact to our reporting rather quickly by updating/changing formulas and modifying existing dashboards. I have also been able to make quick process improvements to facilitate the Time-to-First-Sale analysis. In addition, I have been able to adapt to ambiguous requests or processes. This was particularly noted during the 2019Q3 Close-out, where I was able to execute all the deliverables. In addition, I am able to meet tight deadlines for ad hoc requests.

Drive - I embody this competency because I actively look for more responsibility and opportunities. I took an active role in the Data Warehouse project since I started. Even in times of ambiguity, I was able to make meaningful process for this project and engage key stakeholders. Identifying this as being a crucial objective, I took initiative to step up and create an Entity Relationship Diagram for all of Decision Support. This has enabled ISS to better understand our processes and reporting needs. In addition, I have shown drive projects such as the TTFS, the DBO calculation, and process improvements (to Ultipro, ATS and reporting processes).

Kaizen - I embody this competency because I actively look to improve. This has been a core competency for me in my entire career and I showed this early on by taking a holistic, systematic approach to my role. Quickly learning the business, I was able to make meaningful improvements to processes, most notably my integrating all the Talent Dashboards into one single report, adjusting calculations and eliminating the Terminations Data file. This reduced the total workload for the monthly process and had downstream impacts to providing deliverables such as Vista Reporting Package, Executive Monthly Reporting Package, Quarterly Talent Board Deck slides, etc ahead of schedule, with less effort and less errors.

Transparency - I embody this competency by always providing and seeking feedback. This is a skillset I have actively looked to leverage since I started and have implemented to make the various kaizen opportunities I noted. Being open and honest with stakeholders has enabled me to build credibility and trust within the organization. I have become a resource for feedback and input within the team and I am looking to expand to become a mentor.

Craig Labulis (Manager):

Ryan embodies all of iCIMS' competencies and uses them to strengthen his relationship with the company as well as the Decision Support team. In less than 4 months at the company, he has already proven to be an overall trustworthy hard-working and professional employee that adds a great deal of value to our current processes.

Key Strengths and Focus Areas

Rating Scale

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Key Strengths

Comments

Craig Labulis (Manager):

Ryan's key strengths are process improvement, adaptability to new systems, drive to succeed, and customer commitment. He has shown that he can handle large quantities of work while also maintaining a mindset to allow for optimal execution of each project that he's working on. Ryan is seen as a go-to point-of-contact for systems and business intelligence best practices.

Key Focus Areas

Comments

Craig Labulis (Manager):

Ryan holds himself to extremely high standards and although he doesn't readily show it, I can see from day-to-day interactions that he occasionally puts an extra layer of pressure on himself to succeed. Going into 2020, Ryan will need to further calibrate his enthusiasm so as not to unwillingly set higher expectations with the company than he can handle.

Summary

Overall Rating

2019 Year-end Performance Review

Ryan Klauder

Exceeds Expectations

Sign Off & Comments

Directions

Please sign off.

X RJK

Self

2/21/2020

Date

X Chris Legros

2nd Level Manager

1/28/2020

Date

X Craig Labulis

Manager

2/20/2020

Date

X Stephanie Sansone

HR Business Partner

2/13/2020

Date

Final Manager Sign Off

Directions

Please sign off that you have reviewed your employee's final comments.

X Craig Labulis

Manager

2/21/2020
Date