



2018 Performance & Accountability Partnership for RYAN J KLAUDER

Employee Information

Last Name	KLAUDER	First Name	RYAN
Title	Project - Business Support Specialist	Manager	HAROLD C NEMBHARD
Business Unit	Delivery Projects & Construction	Company	Public Service Electric & Gas Co.
Department	Delivery Projects & Construction	Job Code/Role	7128
Location	Hadley Road	Personnel Number	00123752

Performance Period

Originator	HR Systems
Review Period	01/01/2018 - 12/31/2018
Due Date	02/28/2019

Instructions

The Performance & Accountability Partnership (P&AP) is one continuous form that combines: Mid-Year and Year-End.

Mid-Year Process:

1. Employee updates Performance Goals and Development Goals in the "Goals" & "Development Goals" modules
2. Employee completes Self-Assessment of results achieved and demonstration of core commitments and leadership competencies: What/How
3. Employee forwards form to Manager
4. Manager reviews Employee's Self-Assessment, completes the Manager Assessment providing comments on results and the demonstration of core commitments and leadership competencies: Mid-Year Manager Summary
5. Manager schedules and conducts Mid-Year Discussion

Note: Employees are encouraged to update empower profile and goals throughout the year.

Year-End Process:

1. Employee updates Performance Goals and Development Goals in the "Goals" & "Development Goals" modules
2. Employee completes Self-Assessment of results achieved and demonstration of core commitments and leadership competencies: What/How
3. Employee forwards form to Manager
4. Manager reviews Employee's Self-Assessment, completes the Manager Assessment providing comments on results and the demonstration of core commitments and leadership competencies: Year-End Manager Summary and selects Performance Outcome
5. Manager schedules and conducts Year-End Discussion
6. Post discussion, Employee acknowledges completion of discussion and provides any additional comments
7. Manager reviews additional comments if provided, and forwards form to completion to close out Year-End process

Performance Goals

Employees: Enter goal updates in this section or in the Goals module.

Support People Strong Culture - Actions to attract, develop, engage and retain employees
1.1 Diversity & Inclusion

Above Target

- Attend at least two D&I Seminars
- Help facilitate conversation amongst peers on D&I

Goal Details

Goal	Diversity & Inclusion	Goal Description	In order to facilitate continued Diversity and Inclusion efforts, attend seminars, workshops or events. Engage in meaningful conversation and exemplify D&I concepts and Best Practices.
Measure	- Attend at least two D&I Seminars - Help facilitate conversation amongst peers on D&I	Targets	- Attend at least two D&I Seminars - Q4 - Help facilitate conversation amongst peers on D&I - Q4
Current Status	Above Target	Start	01/01/2018
Due	12/31/2018	% Complete	100.0%
Quarterly Update	<p>Attended two D&I Seminars focusing around multi-generational organizations and "What does better look like?"</p> <p>I also engaged in meaningful conversation after the event to discuss topics of race and ethnicity .</p>		

Supports Strategic Goals

2.1 Improve Project Execution Integration and Workforce Planning

On Target

- Estimate/Forecast of Service Company and Division resources requirements to support execution of Approved 5-Year Plan.
- Retool the DP&C Internal Resource Planning Model and draft updated planning assumptions to ensure reliable application across entire portfolio

Goal Details

Goal	Improve Project Execution Integration and Workforce Planning	Goal Description	Objective is to optimally integrate annual and 5-year Resource Plans for all approved projects within DP&C portfolio in order to successfully execute the Changing DP&C Projects Portfolio.
Measure	- Estimate/Forecast of Service Company and Division resources requirements to support execution of Approved 5-Year Plan. - Retool the DP&C Internal Resource Planning Model and draft updated planning assumptions to ensure reliable application across entire portfolio	Targets	- Estimate/Forecast of Service Company and Division resources - End Q3 - Retool the Resource Planning Model and update assumptions - End Q3
Current Status	On Target	Start	01/01/2018
Due	12/31/2018	% Complete	50.0%
Quarterly Update	<p>1. Estimate/Forecast of Service Company and Division resources: CTM based estimating/forecasting concept defined.</p>		

2. DP&C Workforce model retool
substantially complete - pending final
approval by SLT.

Supports Business Unit Financial Factor

3.1 Support Execution Optimization of the Changing DP&C Project Portfolio

On Target

- Refine and enhance project risk register to facilitate Portfolio Risk
- Fully deploy across the Portfolio,
- Update Risk Management Procedure PMP-11
- Develop and Implement DP&C Project Portfolio Risk Manage Framework (PPRM)

Goal Details

Goal	Support Execution Optimization of the Changing DP&C Project Portfolio	Goal Description	This goal supports DP&C Strategic Goal 2 - Portfolio Execution Optimization & Workforce Planning Objective: Improve project risk management including establish a DP&C Project Portfolio Risk Management Framework to integrate individual projects risks and support portfolio optimization against Plan targets
Measure	<ul style="list-style-type: none"> - Refine and enhance project risk register to facilitate Portfolio Risk - Fully deploy across the Portfolio, - Update Risk Management Procedure PMP-11 - Develop and Implement DP&C Project Portfolio Risk Manage Framework (PPRM) 	Targets	<ul style="list-style-type: none"> - Phase II of the Risk Registry refinement and enhancement complete - Q4 - Complete Deployment of enhanced Project Risk Register - Q4 2018 - Complete update of Risk Management Procedure PMP-11 - August 2018 - Complete PPRM development & obtain SLT approval - Q4 2018
Current Status	On Target	Start	01/01/2018
Due	12/31/2018	% Complete	75.0%
Quarterly Update	1. Standardized Project Risk Register refinements and Risk Management Playbook update completed. 2. Portfolio Forecast Assessment: Implemented processes and: <ul style="list-style-type: none"> - completed for assessment of monthly portfolio YE spend forecast in order to establish volatility range considering identified risk and opportunities; - completed assessment of risk/opportunities and developed recovery scenarios to maintain 5-Year Plan considering execution status, and forecast for external and internal approval schedule 		

Supports Business Unit Scorecard Results

4.1 Accruals

On Target

- Lead the effort to improve the Accrual Dashboard to cut down on ad hoc reporting.
- Lead at least a \$5m reduction in aged re-accruals and identify improvement opportunities.

Goal Details

Goal	Accruals	Goal Description	- Improve the Accrual Dashboard to facilitate more usage by PCEs, PM and Directors - Lead an "Accrual Task Force" to mitigate aged re-accruals
Measure	- Lead the effort to improve the Accrual Dashboard to cut down on ad hoc reporting. - Lead at least a \$5m reduction in aged re-accruals and identify improvement opportunities.	Targets	- Lead the effort to improve the Accrual Dashboard to cut down on ad hoc reporting. - Q4 - Lead at least a \$5m reduction in aged re-accruals and identify improvement opportunities. - Q3
Current Status	On Target	Start	01/01/2018
Due	12/31/2018	% Complete	80.0%
Quarterly Update			

Development Goals

Employees: Enter goal updates in this section or in the Development Goals module.

Development Actions

1.1 Strategy and Vision

On Schedule

Goal Details

Development Goal	Strategy and Vision	Desired Results	Leverage the Cost-to-Manage tool as a foundational system to be dynamically used. Identify a use-case, recommend the business-case and drive the development.
Start Date	01/01/2018	End Date	12/31/2018
Status	On Schedule	% Complete	80.0%
Progress and Results	Have leveraged the CTM tool for Project Origination use (Estimating translation table created and will be utilized) and as an input into the Workforce Planning model.		

Development Actions

1.2 Energy Expertise

On Schedule

Goal Details

Development Goal	Energy Expertise	Desired Results	Develop an expertise of the project, financial and legislative structure of the energy market that can help me move into a project manager or business development role within the energy industry.
Start Date	01/01/2018	End Date	12/31/2018
Status	On Schedule	% Complete	100.0%

Have attended multiple events to have a better understanding of the energy market and read at least 3 articles a week in regards to the change in the energy market. There is still some practical work experience learning that is lacking.

Progress and Results

Attended PMP Bootcamp and related trainings to improve Project Management understanding. Obtain and read daily PSEG Outlook message which includes carefully curated energy industry articles, greatly improving my understanding of the regulated energy market and current changes in the market.

Development Actions

1.3 DP&C Systems Expertise

On Schedule

Goal Details

Development Goal	DP&C Systems Expertise	Desired Results	Develop deep knowledge of DP&C's data systems to identify opportunities to streamline and consolidate. Recommend methods or opportunities to enhance data quality. Gain user access to systems to develop queries.
Start Date	01/01/2018	End Date	12/31/2018
Status	On Schedule	% Complete	80.0%
Progress and Results	<p>I have learned more about P6, SEER, URB database, etc. Unfortunately I am still not in a place where I can manipulate data directly from these databases and develop my SQL skills.</p> <p>I obtained access to execute data models and queries, drastically increasing efficiency and my understanding of our systems. This has lead to improvement opportunities that I can support such as the Project Information Module, Work Planning Index input into P6 and SEER, etc.</p>		

Mid-Year - The What

Mid-Year - Results - The What:

- What job responsibilities and results went well?
- What job responsibilities and results could have gone better?
- What are the open items that will receive attention going forward?

Section Comments:

Employees Comments

- What went well?
 - Workforce Model: Creative discussions throughout our Workforce Planning model development has helped me have a better understanding of the project costing structure within DP&C, as well as the different levers within the organization. This was such an arduous and complex project that involved one of the largest data collection/analysis effort DP&C has ever had. We had to reimagine the organization, 5-Year Plan and additional parameters to integrate into our Cost-to-Manage methodology in order to forecast our work requirements. From the conception, numerous PMO Leads had told us this was near impossible, but we have been able to develop a functioning model.
 - Accruals Task Force: Through our discussions about the CWIP/AFUDC LSS project, we identified the need to combat and resolve the aged re-accruals for Estimate for work performed, no invoice received. We went through extensive analysis in order to determine and justify creating this task force and will be kicking off the project this month.
 - Project Portfolio Risk Management: Project kick-off and weekly meetings have been extremely insightful into the vision of this concept and how it will impact DP&C. Working with Brandon and Danny on this project has elevated my thinking and knowledge of the challenges facing our portfolio and how we can support it at the portfolio and project level. Ad hoc analysis with Brandon helped us identify projects that need to update their Scorecard Milestones and when projects will transition to the new Project Risk Register.
 - Cost-to-Manage: We identified some additional anomalies and were able to correct them. We have continuously improved the dashboard and continue to share with people in the organization.
 - Transition: Off-boarding my previous role to Chris Motto has gone very well, we work well together and he has taken over the responsibilities on schedule. We identified multiple improvement opportunities and I am managing the execution of those improvement opportunities for Chris Motto's development and learning.
 - Team: Working with Brandon and Danny is truly enjoyable, we have complementary skillsets which has supported progression in our project.
- What could have gone better?
 - Project Vision/Scope and Execution Plan: for the Workforce Model, it started out as a ad hoc request (in my mind) but then turned into a much more involved and extensive model. Since the real objective was never discussed, this lead to some confusion as I performed the different analysis. A better project vision/scope discussion and proposed execution plan would have helped me understand the start and end point. Moving forward, I will try to better level-set stakeholders and better understand the project requirements.
 - Organizational understanding: Having a better understanding of the DP&C organization, costing structure, and processes would have supported my working efforts. Even though I go to numerous seminars, lunch n learns, trainings, etc there is still some context barriers for me.
 - Team formation/introduction: A formal meeting with Andrew Tummino, Danny, Brandon and myself would have been valuable in establishing our team's role within the organization, the vision behind our team and some conceptual objectives. I think there was poor execution of our team's creation that hasn't even been conveyed to the organization. This will hinder us in developing internal partners that can support our work because in most cases, they don't know what we are doing or our mission. An organizational announcement would have established some level of understanding/expectation throughout our team and organization. This would have also enabled us to identify partners or encourage partners to speak with us.
- What will you improve upon?
 - DP&C Knowledge: I will improve upon my understanding of the organization, it's processes and procedures by spending some time with PCEs, Schedulers, and Project Managers. Though this will take away from my day-time workload, this will be invaluable as we look to transcend project activities to feed into a portfolio level understanding.
 - Stakeholder Management: I will better define the scope of work, mission and vision so that there is a deeper contextual understanding of the analysis we are performing. This will also include better project management (including a RACI chart or Stakeholder Matrix) so that we can establish more partnerships/buy-in for the projects we are working on.
 - Communication: I always try to improve communication. I believe that Danny, Brandon and I have exceptional communication skills as a team but will look for ways to improve this even more. I think that 15 min team meetings on the challenges and objectives of the week (similar to Scrum meetings) would create camaraderie and a sense of commonality. I believe this will help us in managing our Stakeholders and selling the concepts we are executing.

Managers Comments

Implementation of the CTM Dashboard and the DP&C Workforce Model Retool were the primary scope of Ryan's work during first half of 2018. These required significant effort in model conceptualization based on CTM cost analysis, design, testing and socialization. Ryan responded effectively to the challenges of "uncertainty" that are associated with explorative and creative undertakings such as these. The second half of 2018 will focus on finalizing the refinements to the workforce model and running the 2019-2023 forecast/plan, as well as building out the model to include DP&C BU workforce, Service company, Divisions. Other areas of focus will include Project and Portfolio risk management integration; re-accrual reduction towards achievement of Accrual adjustment and Eligible CWIP-AFUDC Balance targets; expansion of portfolio performance analysis and development of leading metrics.

Mid-Year - The How

Mid-Year - Core Commitments and Leadership Competencies - The How:

- *How were the Core Commitments modeled (provide specific examples)?*
- *Identify key strengths.*

•What Core Commitments need to be developed or improved going forward?

[PSEG Core Commitments and Leadership Competencies Link](#)

Section Comments:

Employees Comments

- Core Commitments:
 - Safety: I continue to share learning opportunities or best practices to my team and previous team. I am constantly vigilant for any hazards or safety issues. In every project/task I try to identify safety risks and mitigate accordingly.
 - Integrity: I am extremely critical of myself on a daily basis in order to improve my performance. I have gone to additional lengths to meet deadlines or improve backlogs by working later. I always try to set clear expectations from customers such as Harry Uniman, Dawn Neville, Dana Jacobs, Brandon Preston and Danny Nembhard in order to meet their expectations. I take responsibility for the work I do. One example was our analysis for Harry Uniman and Phil Russo where we analyzed their Workforce Model output and adjusted accordingly. This was done within the next day after our discussions with Vic to ensure that we adequately addressed the concern as soon as possible.
 - Continuous Improvement: I try to emulate continuous improvement by constantly asking what could have gone better, what do you think I can improve on. One example was for the workforce modeling in the very beginning, constantly asking Danny what we could do better. After numerous adjustments, this then transcended to our Stakeholders/Directors by receiving their feedback and incorporating changes. I've also identified the opportunity to improve our CWIP/AFUDC reporting to be integrated into our Accruals Dashboard, which can also be improved. This is currently being done and should be completed (pending approval) before the end of the year.
 - Diversity & Inclusion: Diversity & Inclusion means so much to me personally it has transcended into the professional arena. I attended multiple D&I events, seminars and roundtables while also engaging in productive discussions during such events. I firmly believe that D&I is a conversation that can be discussed everyday and at DP&C we have that opportunity since it is such a diverse company. I come across so many different cultures that I can't help myself but to discuss with them their views, cultural identity and values. Whether it is the Eid gathering, stopping by a cube to ask someone about a recipe or discussing concerns about the current political climate for immigrants, I am proud to say I have made friendships and now professional networks with such a diverse group of people within DP&C.
 - Customer Service: For me this relates so much to Integrity. Having integrity means that you do what's right and hold yourself to the highest standard possible. This transcends into Customer Service in many ways, in which I constantly seek to fulfill every customer's (internal or external) requirements and expectations. Whether it is discussing that a particular task will be difficult and take a few hours to complete (Workforce Planning model) or fulfilling multiple ad hoc analysis to ease Harry Uniman's concerns, Customer Service is something I pride myself on. This also delves into Continuous Improvement as I always solicit feedback to improve or enhance.
- I believe my key strengths are leadership, integrity, and continuous improvement.
 - Leadership in idea development and execution plan. I still continue to support Tabatha and Chris as a outside liaison, providing perspective and advice. I have noticed more people contacting me for my views and opinions (Change Order project, Scorecards, ad hoc analysis advice, etc). I provide a fresh take on different problems and help work through what the execution plan might be. This also is impart because I try to be inclusive, often going the extra mile to comfort people in their development and inspire them to do better. This is a key strength because I have a broad understanding of efforts, projects and problems across the organization, enhancing portfolio-level improvement opportunities and synergies.
 - Integrity in "yes = yes". I would like to believe that if anyone had ever asked about me, they would say that I am a man of my word. When I tell someone I will do something, I do it. I keep copious and detailed notes that transform into contextual knowledge or action items (in my task manager). This means that everything converts into referable information or problem to be addressed/resolved. These notes then become part of a brand or reputation of high "yes = yes" ratio. This has supported our efforts in the Cost-to-Manage development, Workforce Planning model, CWIP/AFUDC Scorecard, Accruals Reporting, and analysis for Risk Management. I see integrity as a cornerstone to development and growth.
 - Continuous Improvement in everything. I firmly believe that constant and relentless questioning of the way things are is the only way to progress. I pride myself on driving change whether it is with the Cost-to-Manage analysis and the opportunity for it to be used in active projects, identifying synergies with Action Learning Team work and the Cost-to-Manage data or giving feedback to the 3D Applications team during the Best Practices Symposium for enhancements. After meetings or milestones (such as the first useable output from the Workforce Planning Model), I ask for feedback and improvement opportunities. This is a key strength because improvement is the only way for emergent opportunities.
- Development or improvement moving forward
 - Continuous improvement: I need to translate more continuous improvement opportunities into change management. Although we have implemented the Cost-to-Manage Dashboard and Workforce Planning model, we need to ensure that these become standardized and used by the organization.
 - Goal Setting: I need to establish immediate and stretch goals with our 'strategic' projects and execution vision. Delivering a MVP (minimally viable product) that can be continuously improved instead of taking on a huge, complex effort that hurts our reputation. This would be similar to software development where we can deliver a functional product first and help evolve stakeholders motivation into a stretch goal product.

Managers Comments

I concur with Ryan's self assessment regarding his living the PSEG values. Throughout the past six months we have had many opportunities to demonstrate/practice our commitment to these values. Collaborating with colleagues across DP&C/Utility/Enterprise has been an indispensable approach for executing the CTM dashboard and the Workforce Model retool. The product of our work is intended to drive continuous improvement in portfolio planning and execution, while the process of developing the work products requires continual testing and questioning, respecting and including diverse expertise and opinions; setting and meeting expectations, taking and responding to constructive feedback.

Year-End - The What

Year-End - Results - The What:

- *What job responsibilities and results went well?*
- *What job responsibilities and results could have gone better?*
- *What are the open items that will receive attention going forward?*

Section Comments:

Employees Comments

- What Went Well?
 - Data Understanding/Integration - Our team has lead the effort in discussing the disparity between the data systems that we have at DP&C and has been included on diverse meetings to provide input on how this can roll into portfolio views. This has lead to increased awareness across Business Solutions and the rest of the organization of how each silo in DP&C needs to integrate. Since this is a multi-year effort, we will need to continue this focus to slowly move the organization into a more centralized data system environment.
 - Accruals Task Force: The results of the Accruals Task Force shined a light on the re-accruals issue at DP&C which has lead to multiple efforts to improve our accruals and lead to a decrease in re-accruals. This also lead to an improvement in re-accruals, which is improving business performance.
 - Project Portfolio Risk Management: Working with Brandon and Danny on this project has elevated my thinking and knowledge of the challenges facing our portfolio and how we can support it at the portfolio and project level. This project has helped us identify other opportunities throughout the organization (Scope Change Management, Scorecard Network Diagram, Business Solutions Data Architecture, etc). We have also made great progress with the Project Directors and obtaining their buy-in.
 - Cost-to-Manage: We have continuously improved the dashboard and continue to share with people in the organization (Project Origination, Project Initiation, etc). The methodology has also been utilized to analyze SEER data so that we can move into a pro-active state in regards to our portfolio's cost-to-manage performance. This is an exciting opportunity for us to steer improvements into Forecasting and drive top quartile performance in our Cost-to-Manage.
 - Portfolio Integration: Our team meetings have been invaluable in identifying opportunities and challenges for our new group. The brainstorm sessions have enabled us to move from Forming and Storming into Norming and Performing. I believe our team is now level-set which greatly improves productivity. This is a knowledge area that I am greatly interested in.
 - Team: Working with Brandon and Danny is truly enjoyable, we have complementary skillsets which has supported progression in our projects.
- What could have gone better?
 - Stakeholder Management: We need to better identify, document, and manage our stakeholders for the projects that we are working on. For the Workforce Model, it seems that there are different understandings of the output with our stakeholders which we need to better manage. More frequent shorter meetings to check-in with the project stakeholders would improve understanding and allow us to have more buy-in to the Workforce Model. It seems that we lose confidence, understanding, and support between updates/feedback meetings, leading us to lose control of the narrative and scope. I think our team needs period check-ins with some Directors to encourage support for the projects we are working on.
 - Weekly Status Meetings: At my previous company, I was a big proponent of weekly status meetings (Scrum meetings essentially). I would love to have a quick 15-20min meeting with Portfolio Integration to discuss what we completed the previous week, what we plan on completing this week and challenges we identified or may encounter. This allowed us to realize synergies as well as have clear understandings of objectives for each week. Working on such large, slow moving strategic projects like we are, these meetings would increase motivation and focus.
 - Workforce Model: I could have done a better job managing the Workforce Model scope, the Director presentations and stakeholder engagement. I didn't truly understand the original scope of this project and should have better conveyed that. I should also provide more input into the presentation narrative since my previous role in Benchmarking and Process Improvement had a lot of exposure to the SLT and I spearheaded those presentations.
 - Future-state: I think we need to do a better job of not just identifying improvement opportunities but to link it to a strategic vision or future-state. Since we're working on strategic projects, we need to be able to link to that vision and drive, consistently, to a specific objective. This will also ensure that we are focused on a common goal and that all the work we complete is an effort towards that goal. Right now our team lacks a sense of long-term goal or objective

because DP&C doesn't necessarily have a comprehensive vision of what we want to look like in 5-Years (or if we do, it has not been shared with us). I think we need to meet with other peer utilities to understand how they look at portfolio integration and make it a point to have that 5-Year Vision. My fear is that without this type of level-setting, we will be set-up for failure by changing ideas, changing opinions and moving targets. Frequent visibility with the SLT on those 5-Year goals and our progress to incrementally change the organization behavior towards those goals will help us leverage support and initiative.

- What will you improve upon?
 - Stakeholder Management: I will better define the scope of work, mission and vision so that there is a deeper contextual understanding of the analysis we are performing. This will also include better project management (including a RACI chart or Stakeholder Matrix) so that we can establish more partnerships/buy-in for the projects we are working on.
 - Communication: I always try to improve communication. I believe that Danny, Brandon and I have exceptional communication skills as a team but will look for ways to improve this even more. I think that 15 min team meetings on the challenges and objectives of the week (similar to Scrum meetings) would create camaraderie and a sense of commonality. I believe this will help us in managing our Stakeholders and selling the concepts we are executing.
 - Project Management: Better detail the scope of a project and document project activities, documents, deliverables. To continue the philosophy of "duplication" I need to reserve time to document the work that is being completed and ensure it is saved in our Portfolio Integration folder so that anyone can duplicate the analysis, process, or model. This will also enable me to better identify risks of a project and mitigate them earlier (such as Stakeholder Management).

Managers Comments

During 2018 the new Portfolio Integration team made good progress in defining and starting implementation of portfolio data integration, analyzing and reporting accrual performance; tweaking the project cost analysis dashboard and defining additional metrics for key portfolio performance areas. Cost-to-Manage (CTM) continue to take hold across the portfolio as a key efficiency metric and more workgroups are utilizing the project cost analysis dashboard. Ryan achieved most of the goals established for these initiatives, including the KPMG external CTM benchmarking and refining the CTM dashboard and updating the 5-year workforce estimate projections. DP&C had significant improvements in reducing re-accruals. Ryan supported this effort with monthly reporting on the CWIP and Accrual Adjustment tracking metrics as well as defining adjustments to improve the Accrual Dashboard.

As Ryan indicated, we were challenged by stakeholder management and scope and benefits definition of the portfolio improvement initiatives launched by Portfolio Integration. In response, Ryan working together with Brandon, introduced a process to ensure collaboration, assessment and approval of these initiatives. This will be finalized in early 2019 and thereafter facilitate smoother implementation of the other initiatives scheduled for completion by end of 2019.

Year-End - The How

Year-End - Core Commitments and Leadership Competencies - The How:

- How were the Core Commitments modeled (provide specific examples)?
- Identify key strengths.
- What Core Commitments need to be developed or improved going forward?

[PSEG Core Commitments and Leadership Competencies Link](#)

Section Comments:

Employees Comments

Core Commitments:

- Safety: I continue to share learning opportunities or best practices to my team and previous team. I am constantly vigilant for any hazards or safety issues. In every project/task I try to identify safety risks and mitigate accordingly.
- Integrity: I am extremely critical of myself on a daily basis in order to improve my performance. I have gone to additional lengths to meet deadlines or improve backlogs by working later. I take responsibility for the work I do and own up to mistakes, miscalculations, errors or misunderstandings. I track feedback and comments to mitigate (such as feedback from the Workforce Model, I record the feedback in my notebook and ensure each point is addressed in subsequent versions).

- Continuous Improvement: I try to emulate continuous improvement by constantly asking what could have gone better, what do you think I can improve on. One example was the Project Information Module, where we saw the opportunity to integrate with P6. This also happened with the creation of the WP_Index field across DP&C systems which will allow better full lifecycle analysis of projects. I constantly try to convey a future-state of our efforts, demonstrating the incremental change of continuous improvement.
- Diversity & Inclusion: Diversity & Inclusion means so much to me personally it has transcended into the professional arena. I attended multiple D&I events, seminars and roundtables while also engaging in productive discussions during such events. I firmly believe that D&I is a conversation that can be discussed everyday and at DP&C we have that opportunity since it is such a diverse company. I come across so many different cultures that I can't help myself but to discuss with them their views, cultural identity and values. Whether it is the Diwali gathering, stopping by a cube to ask someone about a recipe or discussing concerns about the current political climate for immigrants, I am proud to say I have made friendships and now professional networks with such a diverse group of people within DP&C.
- Customer Service: For me this relates so much to Integrity. Having integrity means that you do what's right and hold yourself to the highest standard possible. This transcends into Customer Service in many ways, in which I constantly seek to fulfill every customer's (internal or external) requirements and expectations. Whether it is discussing that a particular task will be difficult and the time needed to complete, practicality in some Change Management, etc Customer Service is something I pride myself on. This also delves into Continuous Improvement as I always solicit feedback to improve or enhance.

I believe my key strengths are leadership, integrity, and continuous improvement.

- Leadership in idea development and execution plan. I lead the creation of the Accruals Task Force and lead Michael in execution of the project, which received an exceptional response from the organization. Through discussions with our team, I'd like to think that I help lead some of the future-state discussion, always asking "how can this look" or "how can this be better" to try to motivate those around me. I still continue to support Tabatha and Chris as a outside liaison, providing perspective and advice. I have noticed more people contacting me for my views and opinions (Change Order project, Scorecards, ad hoc analysis advice, etc). I provide a fresh take on different problems and help work through what the execution plan might be. This also is impart because I try to be inclusive, often going the extra mile to comfort people in their development and inspire them to do better. This is a key strength because I have a broad understanding of efforts, projects and problems across the organization, enhancing portfolio-level improvement opportunities and synergies. This has translated to potentially mentoring an intern we have so she can develop skillsets.
- Integrity in "yes = yes". I would like to believe that if anyone had ever asked about me, they would say that I am a man of my word. When I tell someone I will do something, I do it. I keep copious and detailed notes that transform into contextual knowledge or action items (in my task manager). This means that everything converts into referable information or problem to be addressed/resolved. These nodes then become part of a brand or reputation of high "yes = yes" ratio. This has supported every effort I engage in. I see integrity as a cornerstone to development and growth. I have recently extended this into a "no = no" ratio, where I am taking the conscious effort to tell 'customers' no when I do not have the time to complete something. In order to maintain my integrity and "yes = yes" ratio, I need to learn delegation skillsets.
- Continuous Improvement in everything. I firmly believe that constant and relentless questioning of the way things are is the only way to progress. I ask for feedback and improvement opportunities. This is a key strength because improvement is the only way for emergent opportunities. Especially with some of our emergent ideas (Scorecard Network Diagram, Business Solutions Data Architecture), I constantly try to improve our understanding and translate that to the organization.

Development or improvement moving forward

- Goal Setting: I need to establish immediate and stretch goals with our 'strategic' projects and execution vision. Delivering a MVP (minimally viable product) that can be continuously improved instead of taking on a huge, complex effort that hurts our reputation. This would be similar to software development where we can deliver a functional product first and help evolve stakeholders motivation into a stretch goal product.
- Attracts and Develops Talent: I need to obtain resources to complete some of the tasks I am given. Instead of always taking on the effort myself, I need to learn to delegate tasks to other resources or obtain resources. I have identified that I need to learn how to delegate so that I can better utilize my efforts and time on higher-value add project tasks.

Managers Comments

Ryan consistently demonstrates dexterity in working inclusively with associates and the extended DP&C team across cultural, organizational and functional lines. This has been pivotal in enabling our team to progress towards effective solutions and approaches for the various portfolio performance improvement initiatives such as data integration, project cost analysis; project information system, among others. A broad spectrum of perspectives, ideas and expertise is mobilized and there are signs of high enthusiasm and buy-in on these continuous improvement initiatives. Ryan has taken a leading role in engaging others around the potential of a GIS based project information delivery system to improve the performance of front facing customer service contacts such as RPA. Ryan has demonstrated staunchness in living to our Core Commitments.

Year-End Manager Summary

Managers: *Enter Year-End Manager Summary*

The 'Year-End Manager Summary' supports the employee's Overall Performance Outcome based on the assessment of results ('the what' the employee is responsible to perform) and the demonstration of PSEG's Core Commitments and Leadership Competencies (the 'how' the employee accomplished their performance goals). This summary must include next steps being taken for any employee with an overall performance outcome of not meeting results or unsatisfactory.

Note that this section is limited to 4,000 bytes.

[Performance Outcomes Definitions and Continuum Link](#)

Overall Performance Outcome:

Achieves / Models

Year-End Overall Comments

Managers Comments

Ryan has provided strong leadership for many of the Portfolio Integration initiatives and activities during 2018. His performance has been characterized by collaborative and collegiate teamwork across DP&C. He has demonstrated strong fidelity to our Core Commitments.

Acknowledgement and Comments

Manager and Employee acknowledge that a Year-End performance & accountability discussion took place focused on an assessment of results and behaviors, and development planning.

Employee: RYAN J KLAUDER 03/08/2019

I truly enjoy working with the Portfolio Integration team. It has give me the opportunity to work on projects that truly impact the portfolio. Working with Danny and Brandon has forced me to learn something new every day. Thanks for a great year of growing and learning.

Manager: HAROLD C NEMBHARD 03/08/2019