



## 2017 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	01/01/2017 - 12/31/2017
Due Date	03/07/2018

### 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

*Note: Disregard any warning message you receive about exceeding 4000 characters in the What and the How sections of the P&AP form. You may enter more than 4000 characters in these sections. Please remember to ensure the quality of your What and the How documentation vs. the quantity of what is written.*

### 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 EXECUTE PEOPLE STRATEGY

Above Target

### STRATEGIC SKILLS, EXPERIENCES AND COMPETENCIES

- Talent Inventory methodology for implementation

### CORPORATE PEOPLE STRONG GOAL

- An actively engaged workforce is needed to achieve success in our 2017 strategic objectives. The 2017 People Strong Goal supports improving the engagement of our workforce by addressing PSEG focus areas from the Pulse Survey and calling our employees to action with a focus on a culture of inclusion that radiates both inside PSEG as well as in the communities we serve.
- Leadership and Engagement – 50%
- Diversity and Inclusion – 50%

### EMPLOYEE ENGAGEMENT & WORKFORCE VALUES

- 3C's (Compliments, Concerns, and Continuous Improvement)
- Lessons Learned / Best Practices (LL/BP)
- Employee survey follow-ups (focus area: Teamwork Effectiveness and Comfort Speaking Up)

### DP&C DIVERSITY & INCLUSION EFFORTS

Support inclusive behaviors by engaging the workforce in DP&C hosted D&I events:

- Cross-generational discussion panel(s)
- My Diverse Stories Series

## Goal Details

Goal	EXECUTE PEOPLE STRATEGY	Goal Description	SCOPE:
			<ul style="list-style-type: none"> <li>- Strategic skills, experiences and competencies</li> <li>- Corporate People Strong Goal</li> <li>- Employee engagement &amp; workforce values</li> <li>- DP&amp;C Diversity &amp; Inclusion efforts</li> </ul>
	STRATEGIC SKILLS, EXPERIENCES AND COMPETENCIES		STRATEGIC SKILLS, EXPERIENCES AND COMPETENCIES
	- Talent Inventory methodology for implementation		<ul style="list-style-type: none"> <li>- Support the Talent Inventory project. Complete implementation by finalizing querying and reporting capabilities. Develop a methodology for when/how to use the Talent Inventory repository and how often the data should be refreshed. [End of Q2 2017]</li> </ul>
	CORPORATE PEOPLE STRONG GOAL		CORPORATE PEOPLE STRONG GOAL
	- An actively engaged workforce is needed to achieve success in our 2017 strategic objectives. The 2017 People Strong Goal supports improving the engagement of our workforce by addressing PSEG focus areas from the Pulse Survey and calling our employees to action with a focus on a culture of inclusion that radiates both inside PSEG as well as in the communities we serve.		<ul style="list-style-type: none"> <li>- Participate in Allies for Inclusion or other diversity and inclusion experience/training. [End of 2017]</li> <li>- Complete a D&amp;I course in empower's Learning Management System. [End of 2017]</li> <li>- Employees to actively participate in corporate 'asks' for company support/advocacy (EBRGs, volunteerism, outreach, social media, etc.) [End of 2017]</li> </ul>
Measure	- Leadership and Engagement – 50%	Targets	
	- Diversity and Inclusion – 50%		
	EMPLOYEE ENGAGEMENT &		

#### WORKFORCE VALUES

- 3C's (Compliments, Concerns, and Continuous Improvement)
- Lessons Learned / Best Practices (LL/BP)
- Employee survey follow-ups (focus area: Teamwork Effectiveness and Comfort Speaking Up)

#### DP&C DIVERSITY & INCLUSION EFFORTS

Support inclusive behaviors by engaging the workforce in DP&C hosted D&I events:

- Cross-generational discussion panel(s)
- My Diverse Stories Series

#### EMPLOYEE ENGAGEMENT & WORKFORCE VALUES

- Attend and/or present at the annual LL/BP symposium. [End of Q2 2017]
- Support usage of the LL/BP database. [End of Q4 2017]
- Join focus groups and attend meetings (as requested). [End of Q3 2017]

#### DP&C DIVERSITY & INCLUSION EFFORTS

- Attend the first cross-generational discussion panel event in June. [End of Q4 2017]
- Attend the first "My Diverse Stories Series" event by May. [End of Q4 2017]

Current Status	Above Target	Start	01/01/2017
Due	12/31/2017	% Complete	100.0%

#### STRATEGIC SKILLS, EXPERIENCES AND COMPETENCIES

- I have supported the Talent Management team through the LoadSpring dashboard QA. After reaching out to offer support, I have worked on the Talent Management dashboard on LoadSpring to verify that the Skill Inventory, Project Commitments, Project Commitments Overview, Associate Profile and Position Matrix views are consistent. This has included creation of an "Issue Tracker" within the Action Items List for this project to properly document QA findings, along with screen shots of the errors/issues. This has enabled the development team (Ravi) to properly mitigate code errors before final presentation and use by directors under the guidance of Doug. Further investigation is underway and will be continually documented until the issues are resolved

#### CORPORATE PEOPLE STRONG GOAL

- Participated in Seeing Eye-to-Eye and Allies Training: Connecting Diversity & Inclusion to Health & Safety. training. These two training sessions broadened my understanding of Diversity and Inclusion while illustrating the challenges professionally and personally of fostering an inclusive environment. The sessions were very engaging and well organized which increased meaningful participation by

#### Quarterly Update

all attendees. The topics were relevant to PSEG's commitment to a diverse and inclusive workplace of diverse and inclusive people. The multi-generational panel was my favorite discussion topic because of the age gap within PSEG therefore I thought this topic was extremely important.

- Completed Managing Workforce Generations: Working with a Multi-generational Team course in the Learning Management System which gave me additional insight into the challenges and solutions in an ever changing, multi-generational organization. This has helped me strategize and better understand project dynamics here at DP&C with a diverse, multi-generational workforce.
- I have actively participated in corporate 'asks' for company support/advocacy through social media outreach for NJNeedsNuclear.com

#### EMPLOYEE ENGAGEMENT & WORKFORCE VALUES

- Attended the symposium on Wednesday, April 26th 8:30 am to 12:00 PM, attending Session 1 Energy Strong: Distribution Manhole/Conduit Design & Installation. Session 2 Project Integration: Feasibility Analysis. Session 3 Outage: Tagging New Equipment; PJM Rules; New One-line Process. And Session 4 Environmental/Permitting: Dewatering. This was a great symposium to hear a broad range of perspective on DP&C's activities. It was useful as a networking event to identify key stakeholders and subject matter experts. It was also motivating to see how many people were dedicated to the concept of Lessons Learned and Best Practices which has also helped facilitate feedback from LSS activities, ad hoc requests, etc for personal development
- I have supported usage of the LL/BP database through my various projects to encourage Process Owners and Process Operators to document through this portal.
- I currently have not been asked to join any focus groups or attend meetings

#### DP&C DIVERSITY & INCLUSION EFFORTS

- Attended the first cross-generational discussion panel Lunch & Learn event on June 22 12:00PM-1:30PM called

"Seeing Eye-to-Eye" in the Auditorium  
 - Attended the first "My Diverse Stories Series" Lunch & Learn event on June 22 12:00PM-1:30PM called "Seeing Eye-to-Eye" in the Auditorium.

I have also supported multiple "Mentorship" opportunities with Vic Viscomi and Andrew Tummino, including mentorship follow up opportunities.

Support People Strong Culture - Actions to attract, develop, engage and retain employees

## 1.2 EMPOWER PROFILE UPDATE

Above Target

### ACTION REQUIRED:

Update Empower profile including 4 new DP&C-specific portlets added to Empower:

- Notable Non-DP&C Project Experience
- Notable Non-Project Based Experience
- Project Geographical Mobility
- Technical Skills

### Goal Details

Goal		Goal Description	
EMPOWER PROFILE UPDATE		<p><b>OBJECTIVE:</b> Provide DP&amp;C leadership with current and comprehensive information about the experiences, skills, and interests of everyone on our team.</p> <p><b>BENEFITS:</b></p> <ul style="list-style-type: none"> <li>- Greater agility in staffing</li> <li>- Optimizes use of teams' capabilities</li> <li>- Increases opportunities for associates</li> <li>- Supports growth strategy</li> </ul>	
Measure	<p><b>ACTION REQUIRED:</b> Update Empower profile including 4 new DP&amp;C-specific portlets added to Empower:</p> <ul style="list-style-type: none"> <li>- Notable Non-DP&amp;C Project Experience</li> <li>- Notable Non-Project Based Experience</li> <li>- Project Geographical Mobility</li> <li>- Technical Skills</li> </ul>	Targets	100% compliance by end of Q2 2017
Current Status	Above Target	Start	01/01/2017
Due	06/30/2017	% Complete	100.0%
Quarterly Update	<p>Remaining Areas Updated and Completed. As part of the beta tester group, some of the selection options had changes which lead to some QA errors through my Talent Management involvement. This goal will help the organization better meet employee aspirations or competencies to be leveraged in a changing project environment.</p>		

## 2.1 Benchmarking &amp; Process Improvement

Above Target

1. Identify, conduct, assist, lead and complete 4 process improvement/Lean Six Sigma (LSS) projects.
2. Lead, facilitate, coordinate and manage the monthly CWIP/AFUDC analysis.
3. Develop and maintain "Control" monitoring routines (Contract Life Cycle, Invoice Life Cycle, etc.).
4. Perform 'ad hoc' self and focused assessments requested by DP&C management in a timely and accurate manner.
5. Acquire and demonstrate knowledge of the Lean Six Sigma methodology (Green, Black, etc. belts).

## Goal Details

Goal	Benchmarking & Process Improvement	Goal Description	Support DP&C Benchmarking & Process Improvement activities.
Measure	1. Identify, conduct, assist, lead and complete 4 process improvement/Lean Six Sigma (LSS) projects. 2. Lead, facilitate, coordinate and manage the monthly CWIP/AFUDC analysis. 3. Develop and maintain "Control" monitoring routines (Contract Life Cycle, Invoice Life Cycle, etc.). 4. Perform 'ad hoc' self and focused assessments requested by DP&C management in a timely and accurate manner. 5. Acquire and demonstrate knowledge of the Lean Six Sigma methodology (Green, Black, etc. belts).	Targets	1. Identify, conduct, assist, lead and complete 4 process improvement/Lean Six Sigma (LSS) projects by Q4. 2. Monthly 3. As needed 4. As requested 5. Attend LSS Green Belt training in May 2017; seek coaching and feedback opportunities. Support the DP&C Community of Practice.
Current Status	Above Target	Start	01/01/2017
Due	12/31/2017	% Complete	100.0%
<b>PROCESS IMPROVEMENT/LSS PROJECTS</b> 1. New-Accruals and Re-Accruals Related to Change Order Report with Harry Uniman has helped consistently identify month-to-month key accruals to be resolved so that we can positively impact our earnings and invoice workload. This process improvement involves sending a complete action item list to all Project Managers and directors of the most pertinent accruals which creates a "pull" process cycle instead of a "push" which has helped us identify problem areas/bottlenecks and reduce the amount of accruals related to Change Order. 2. Accrual Manual Update with Harry Uniman, Iva Gallagher and PMIS. I have lead an effort to streamline and standardize the Accrual database and manual. This has included standardization of options in the Accrual database and an updated PCE Playbook and Accrual Manual to ensure that users are consistent with how they utilize the database. This will			

also help new PCE's have consistent training to ensure that we decrease our process variation. I have directly initiated, lead and managed this effort.

3. Motor Vehicle Accidents LSS Project with Tabatha Stephens and Lynn Evan. I have lead and facilitated the Define phase of this project in weekly team meetings, which included every step in the Define phase. I have also conducted data analysis on the SIMS motor vehicle accident data to help us craft the Goal Statement. I have also created a proper naming nomenclature for our project so that we can 'check the boxes' to obtain our greenbelt certification. We have gone through Measure, Analyze and Improve phase of the project, conducting valuable insights into DP&C's motor vehicle accidents. We have been given positive reception from the SLT and various other MVA teams. We are on schedule to enter Control and implement our recommendations.

4. Change Order LSS Project with Clint Mc Cue, Lynn Evan and Matt Decarlo. I have been the lead data analyst on this project through the Measure phase, developing the logic behind the Success/Failure metric. I wrote a specific, complex formula to automate the metric once the most recent accrual data is published. I have also given a high level of contribution to the Facilitators during the Fishbone, helping identify the process/procedural gaps which have lead to variation through my work on the PCE Playbook/Accrual Manual and CWIP/AFUDC data analysis. I am now tasked with creating the proposal for a new Scorecard metric.

5. Invoice Cycle Time LSS Project. I am currently defining and analyzing the business case for this project recommendation. Since the original LSS project, we have seen minimal to no improvement in the Invoice Processing Time (from when DP&C Receives the Invoice to when the Invoice is Cleared). Further investigation is underway to determine the business case of starting this project while other changes to Ariba and process documentation continue. After extensive investigation, it was decided by Andrew Tummino and the PMO Leads not to start a new LSS project on the Invoice Cycle Time.

Quarterly Update

6. DP&C Technical Documentation - As Builds - I have been discussing with Danielle Ulloa to check feasibility of LSS project around As-Builds Technical Documentations.

7. Re-Accruals Process Improvement - Harry Uniman would like me to start a Process Improvement project around reducing re-accruals after developing expertise in the accruals process from previous projects and efforts. The main focus would be to reduce overall re-accruals to start sometime in 2018.

8. Risk Management - Volunteered to participate in the Risk Management project until the project was put on hold. I have followed-up monthly on current project status.

9. Utility MVA Project - I was recommended and referred to the Utility MVA project until ultimately being taken off.

10. Cost-to-Manage - Implemented controls and data checks for the Cost-to-Manage effort, devising a methodology to isolate unclassified objects and improve the Business Rules.

11. CWIP/AFUDC Monthly Report - Automated significant parts of the CWIP/AFUDC report to improve report turnover time from ~4 days to 4 hours, which has allowed a deeper analysis. Worked with Business Solutions to reduce process steps. Identified TPIS Scorecard reporting errors from Accounting Services which modified Scorecard results ~10% due to incorrect spending being included (Capital vs O&M). This led to the creation of a modified TPIS Scorecard format that is more precise and accurate.

12. Accrual Adjustment and CWIP Eligible Scorecard Metrics - Without guidance or discussion, I became the Process Owner of these two Scorecard metrics. I extensively worked with Harold Nembhard and Andrew Tummino to create the metrics. I also created a "Business Process Document" to document the metric calculation, scope, and process.

#### LSS GREEN BELT TRAINING

- Attended ProcessGPS Lean Six Sigma Green Belt training May 8-12 at the Edison Training Center with Gabe and Michael. This 'bootcamp' was immensely valuable and informative,



which helped improve my understanding of DMAIC and Lean Six Sigma. The training included very relevant work study's and practical exercises that helped engage my participation as well as others in the class. I scored a 100% on the exam and have been actively utilizing the concepts discussed in my Lean Six Sigma project and other tasks.

Supports Strategic Goals

## 2.2 EXECUTE SAFETY STRATEGY

On Target

### MOTOR VEHICLE

Decrease motor vehicle accidents/incidents, focusing on stationary objects.

- Review and implement Jim Colligan Green Belt Team recommendations as applicable for DP&C.

### DP&C LOB

- Drive success of LOB by increasing member participation at meetings by DP&C leadership
- Ergonomics / Briotix

### SAFETY PROCEDURE (PMP-08A) (PMP-16)

- Update safety and environmental policies and procedures

## Goal Details

Goal	EXECUTE SAFETY STRATEGY	Goal Description	SCOPE: - Motor Vehicle - DP&C LOB - Safety Procedure (PMP-08A) (PMP-16)
	MOTOR VEHICLE Decrease motor vehicle accidents/incidents, focusing on stationary objects. - Review and implement Jim Colligan Green Belt Team recommendations as applicable for DP&C.		MOTOR VEHICLE - Lead/support the MV project team including performing data analysis, developing recommendations and implementing changes. [End of Q3 2017]
Measure	DP&C LOB - Drive success of LOB by increasing member participation at meetings by DP&C leadership - Ergonomics / Briotix	Targets	DP&C LOB - Support and attend DP&C LOB meeting as requested to ensure our team is adequately represented. [End of Q3 2017] - Reach out to and engage Nancy Brewster @ Briotix as needed; understand the program. [End of Q4 2017]
	SAFETY PROCEDURE (PMP-08A) (PMP-16) - Update safety and environmental policies and procedures		SAFETY PROCEDURE (PMP-08A) (PMP-16) - Assist with the timely update of PMP-08A and PMP-16. [End of Q3 2017]
Current Status	On Target	Start	01/01/2017
Due	12/31/2017	% Complete	100.0%
	MOTOR VEHICLE - I have lead and facilitated the MV		

LSS project including data analysis, Define Phase steps and overall project management. The objective of this project is to help the organization become more safe through reducing motor vehicle accidents and collisions to ensure employees go home in the same condition they came to work in. We have completed the Measure, Analyze and Improve phase and are on target to implement our recommendations and move into Control. We have received positive feedback from the SLT, our sponsors and team members on the progress and results of the project.

Quarterly Update DP&C LOB

- I have not been requested to participate in the DP&C LOB meeting.
- Reached out to Nancy Brewster @ Briotix to understand Desktop Ergonomics which has helped alleviate and mitigate the potential for common desk-job pains.

SAFETY PROCEDURE (PMP-08A) (PMP-16)

- Assist with the timely update of PMP-08A and PMP-16. - I have reviewed the changes to PMP-08A sent from Document Controls.

I have consistently looked out for my colleagues safety at DP&C, I have both personally and professionally conducted myself in a safety first perspective. I always hold the door, help carry things and look out for my colleagues, championing safety.

Supports Business Unit Scorecard Results

#### 4.1 SUCCESSFULLY EXECUTE A CHANGING, COST EFFECTIVE CAPITAL PROJECT PORTFOLIO

Above Target

##### IMPROVE SCOPE MANAGEMENT

- Improve Change Order Management/Field Change Directive (FCD)
- Improve Risk Management
- Improve document management

##### MAJOR EQUIPMENT DELIVERY/SCHEDULE

- Improve DP&C/Asset Management Communication by developing a process
- Scheduling
- Responsibility

##### PROJECT AND PORTFOLIO FINANCIAL PERFORMANCE

- CWIP / AFUDC / TPIS
- Forecasting: Reviewing Best Practices implementation and educate workforce
- Accrual Management

## Goal Details

Goal	SUCCESSFULLY EXECUTE A CHANGING, COST EFFECTIVE CAPITAL PROJECT PORTFOLIO	Goal Description	<p>SCOPE:</p> <ul style="list-style-type: none"> <li>- Improve Scope Management</li> <li>- Major Equipment Delivery/Schedule</li> <li>- Project and Portfolio Financial Performance</li> </ul> <p>IMPROVE SCOPE MANAGEMENT</p> <ul style="list-style-type: none"> <li>- Support the Change Order Management Lean Six Sigma project and implement recommendations. [End of 2017]</li> <li>- Support the refinement of the risk management process and pilot a tool on 69kV portfolio in 2017. [End of Q3 2017]</li> <li>- Attend McLaren training and encourage usage of the tool. [End of 2017]</li> </ul> <p>MAJOR EQUIPMENT DELIVERY/SCHEDULE</p> <p>** Support this effort as requested **</p> <ul style="list-style-type: none"> <li>- Work with Asset Management and establish a tracking Equipment Delivery Scorecard metric. [End of April 2017]</li> <li>- Establish a process for improving communications with Asset Management. [End of Q2 2017]</li> <li>- Review milestone payments and develop a tracking method for GIS, Switchgear and Transformers. [End of April 2017]</li> <li>- Define and document portfolio level responsibility for procurement, tracking and logistics coordination of major equipment. [End of Q2 2017]</li> </ul>
Measure	<p>IMPROVE SCOPE MANAGEMENT</p> <ul style="list-style-type: none"> <li>- Improve Change Order Management/Field Change Directive (FCD)</li> <li>- Improve Risk Management</li> <li>- Improve document management</li> </ul> <p>MAJOR EQUIPMENT DELIVERY/SCHEDULE</p> <ul style="list-style-type: none"> <li>- Improve DP&amp;C/Asset Management Communication by developing a process</li> <li>- Scheduling</li> <li>- Responsibility</li> </ul> <p>PROJECT AND PORTFOLIO FINANCIAL PERFORMANCE</p> <ul style="list-style-type: none"> <li>- CWIP / AFUDC / TPIS</li> <li>- Forecasting: Reviewing Best Practices implementation and educate workforce</li> <li>- Accrual Management</li> </ul>	Targets	<p>PROJECT AND PORTFOLIO FINANCIAL PERFORMANCE</p> <ul style="list-style-type: none"> <li>- Communicate and improve DP&amp;C employees' understanding how CWIP balances impact earnings; educate SLT and project teams. [End of April 2017]</li> <li>- Attend forecasting best practice refresher sessions/webinars. [End of Q3 2017]</li> <li>- Develop and implement an automated, live reporting tool that summarizes data from the SEER. [End of Q2 2017]</li> <li>- Implement processes, review meetings and tools (where applicable) to improve forecast accuracy and communication with the Divisions. [End of Q4 2017]</li> <li>- Communicate the impact of accruals and multi-month re-accruals on earnings and forecasting; the importance of aligning spend to plan on</li> </ul>

a project and portfolio level. Develop and implement operational reporting by Q2 and refine as needed throughout the year. [End of Q2 2017]  
 -->Accruals due to change orders reporting  
 -->Aging report of multi-month re-accruals

Current Status	Above Target	Start	01/01/2017
Due	12/31/2017	% Complete	100.0%

IMPROVE SCOPE MANAGEMENT  
 - I continue to support the Change Order Management Lean Six Sigma project and implement recommendations. [End of 2017] - I have actively participated in development of data analysis to understand the Change Order accruals, developing the Success/Failure measure, and identifying Quick Wins. I also participated in the Fish Bone to help identify the problem of process/procedural gaps that have lead to variability among the Project Control Engineers. This will help the organization leverage increased earnings and proper invoice cycle time.  
 - I initiated participation to the risk management process and pilot a tool on 69kV portfolio after requesting if PMIS (Business Solutions) needed support. After manager approval, I offered support with testing and any additional input/support however this process was put On-Hold until further notice on June 19th, 2017 by PMIS. I have also offered support to Director Lauren Thomas previously and officially volunteered to participate on the effort to improve our risk management process, which includes an evaluation of a tool in P6 to tie risk registers to project milestones. The scope of this team entails reviewing of the risk registers from each portfolio and create a standard one for DP&C. Determining if there are any risk management indicators / activities that are missing from our risk registers / process and incorporate if needed (I.e. should we start capturing costs of contingency plans, measuring residual risk, etc). Evaluating P6 tool for risk register capture and refining the process to collect, document, execute on, monitor and update risks on projects (especially if P6 tool is going to be utilized going forward). This

project was put on hold and I frequently followed up each month for developments. The project is still on hold and I was there unable to support this effort.

- McLaren training completed July 14th.

#### MAJOR EQUIPMENT DELIVERY/SCHEDULE

\*\* Support this effort as requested \*\*

- Offered assistance to establish a tracking Equipment Delivery Scorecard metric, however the team is adequately staffed.

- Offered support to John Hearon to define and document portfolio level responsibility for procurement, tracking and logistics coordination of major equipment however the team is adequately staffed. He will reach out of they need additional support.

#### PROJECT AND PORTFOLIO FINANCIAL PERFORMANCE

- Communicated and improved DP&C employees' understanding of how CWIP balances impact earnings with creation of Accrual Adjustment and CWIP Eligibility Scorecard metric and the monthly report out in the XSLT of the Scorecard, this has been disseminated across the organization.

- Attended Development Program class with Project Controls and Forecasting taught by Douglas Ross and Mark Lisa on Thursday, April 6th at 8:30 am - 10:30 am in Aruba. This greatly increased my understanding of the tools, methods and information used by the estimating team which has been useful implementing the KPMG Cost-to-Manage classification methodology to encompass 'cradle-to-grave' project cost monitoring.

- Awaiting feedback from PMIS to develop and implement an automated, live reporting tool that summarizes data from the SEER.

- Integrating the KPMG Cost-to-Manage work-study into the Front-End Planning process to streamline and simplify our estimating and project cost estimating. Identified opportunity for Action Learning Team on project cost variance to supplement into the Cost-to-Manage Project Cost Review.

Persuaded SMEs to initiate Business Rules instead of the static data dictionary for the Cost-to-Manage

Quarterly Update

classifications which has enabled a more flexible, all encompassing approach to classifying project costs. Development of prototype is on schedule for a working demo for Kim Hanemann by 12/12/2017. I have designed and collaborated with Business Solutions to develop dashboard.

- I have created and implemented a New-Accruals and Re-Accruals process improvement effort that identifies improvement opportunities for the project teams to reduce accrual dollars. This has evolved into a monthly Change Order report that highlights problematic accruals and our overall performance on Change Orders.

## Development Goals

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

Development Actions

### 1.1 LSS Certification

On Schedule

## Goal Details

Development Goal	LSS Certification	Desired Results	Participate and leverage skills learned during LSS Certification (Green Belt) in a DP&C project. Developing this skillset will formalize and enhance my natural continuous improvement behavior, providing me with elevated insights and process knowledge. This universal methodology and training would be transferrable to any project, task or position, broadening my competency while focusing on skill expertise.
Start Date	05/01/2017	End Date	12/31/2018
Status	On Schedule	% Complete	80.0%
Progress and Results	<p>Attended ProcessGPS Green Belt training and completed Define Phase tollgate for the Motor Vehicle Accidents project. Project timeline is on schedule.</p> <p>Successfully completed Measure, Analyze and Improve phase. Currently on track to start Control phase and become Greenbelt Certified at PSEG.</p>		

Development Actions

### 1.2 Strategy and Vision

On Schedule

## Goal Details

Development Goal	Strategy and Vision	Desired Results	Drive the cost-to-manage benchmarking process to align with a broader opportunity to leverage system based analysis across DP&C, impacting project and portfolio management. Leveraging this knowledge to initiative process improvement opportunities.
Start Date	01/01/2017	End Date	12/31/2017
Status	On Schedule	% Complete	90.0%
Progress and Results	<p>I have worked diligently with PMO and PMIS to flush out errors within the KPMG report that are being mitigated and corrected. We are now incorporating Front-End Planning input so that we can simplify and streamline this process for full project lifecycle analysis/benchmarking. This effort has had roadblocks, resistance, pushback, organizational challenges and demotivation but is still progressing within the organization, demonstrating my ability to effectively lead difficult and complex projects.</p> <p>This project has evolved into a cradle-to-grave tool, that can be utilized by various teams. After much persuasion and work, we redefined our approach to utilize Business Rules instead of the static data dictionary. This approach decreased non-confirming data parameters from ~80% to 10%. The Business Rules also enabled us to quickly rationalize this methodology across many projects and has proven to be the most flexible and accurate approach. I worked extensively to document/review Dana Jacobs and Harold Nembhard's input into a Business Requirements Document. This document and my guidance was then used by Business Solutions to implement the classification system into LoadSpring. I collaborated extensively with Ayberk Govensen to create the tables based on the Business Rules and model the dashboard. It has given me more Project Management, Business Analyst and problem solving experience. I have gained greater insight and relationships with the PMO group and Business Solutions team, as well as an understanding of the project lifecycle. Once this dashboard is finalized, I plan on setting up trainings with the Front-End Planning, PCEs, and various other</p>		

stakeholders to ensure this process can be used to its full potential across the organization.

#### Development Actions

### 1.3 Knowledgeable Decision Maker/Consultant

On Schedule

#### Goal Details

Development Goal	Knowledgeable Decision Maker/Consultant	Desired Results	<p>Due to a lack of contextual knowledge within the organization and industry, there is a need to develop additional insight in order to leverage experiences during leadership/decision-making opportunities. Attending a variety of DP&amp;C training opportunities and gaining broader/specific knowledge related to DP&amp;C's organization and industry will initiate and enhance opportunities to act and make decisions. Success of development will result in executive and director level visibility as well as independent performance leadership.</p> <p>Utilizing organizational education opportunities such as Engineering Development Programs, attending XSLT gatherings, PM meetings and additional resources will aid in this development.</p>
Start Date	01/01/2017	End Date	12/31/2017
Status	On Schedule	% Complete	90.0%
Progress and Results	<p>I have attended many different classes (i.e. Engineering Development classes, Empower management classes, Seeing Eye-to-Eye) which have helped me obtain understand additional perspective on the views of others within the organization. I have also personally developed my knowledge of the Utility industry and PSEG through regular news/industry publication education. This has enabled me to rapidly increase my understanding of the company and effectively insert myself into discussions, projects and business processes.</p> <p>Through various meetings, problems, projects and opportunities, I have gained deep insights into DP&amp;C, being tapped as a high-performer with expertise in data analysis and process knowledge. Within my first year, I have been able to develop and utilize exceptional professional relationships to drive process improvements, data reports, and creative thinking. Various</p>		



colleagues have asked me to join their teams (Change Order Project, Risk Management, Equipment Tracker, Cost-to-Manage, Utility MVA, Talent Management inventory), start new projects (DP&C Technical Documentation Status - As Builds, 2018 Re-Accruals, Invoice Cycle Time), or for my insight on problems/solutions (Accruals Scorecard, PDRI, 5-Year Planning, etc). I believe I can learn more about the DP&C organization to fully understand how each department interacts to increase synergies and initiate systemic changes.

#### Development Actions

### 1.4 Data and Process Analysis

Behind Schedule

#### Goal Details

Development Goal	Data and Process Analysis	Desired Results	Develop functional proficiency of Microsoft MySQL/SQLServer and Microsoft Visio to support and drive data process analysis through internal 'hands-on' learning opportunities with PMIS as well as external education opportunities. Then identify focus areas to leverage these skillsets as they pertain to data analysis for process improvement/benchmarking.
Start Date	01/01/2017	End Date	12/31/2017
Status	Behind Schedule	% Complete	75.0%
Progress and Results	<p>I have utilized Microsoft Visio for 'hands-on' learning opportunities, becoming an intermediate user. Further use is scheduled. I have adequate skills using Microsoft Visio from various opportunities this year (MVA, Change Order Project, 5-Year Planning, Cost-to-Manage project planning).</p> <p>I have conducted QA on query dashboards (Cost-to-Manage, Talent Inventory Management) and development assistance to Business Solutions for the Cost-to-Manage project. However have not been approved for Oracle OBIEE access to further develop SQL skills. I am still in the process of gaining access to OBI Analysis capabilities which will allow me to use SQL programming. I have not been able to functionally utilize Tableau after our beginner on-line training, which could also be used to</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?

- Lean Six Sigma - The Green Belt training and coaching has been exceptional. I feel that I have all the tools and resources to properly lead, facilitate and execute a DMAIC project. The training facilitators have been responsive and receptive to understanding the project and providing meaningful feedback. Motor Vehicle Master Black Belt Lynn Evan has been very supportive and helpful to any questions or concerns.

- Project Involvement- The ability to volunteer for additional projects has helped expand my understanding of the organization and motivated me. Being able to volunteer for the Change Order project, Risk Management register, and the Talent Management QA has invigorated my passion for continuous improvement and engagement. Being receptive to my ambitious tendencies and supporting additional challenges has enabled me to have a fulfilling position since the Initiatives were taken away.

- QA/QC - The QA/QC group has very good team dynamics, fostering an inclusive work environment. The team is very professional and personable, leading to a fun place to work, where I do not dread coming to work. Our group is exceptionally open during our discussions, facilitating creative ideas.

- Support - I believe I have gotten adequate support when needed for my projects. If I need to escalate or refocus a project, I have full support from my manager to leverage any means possible.

- Improvement Initiation - I have been able to initiate and work on improvement opportunities (as outlined in the Goals with the PCE Playbook/Accrual Manual update, New and Re-Accruals related to Change Order Report, etc) without much resistance. This has motivated me to continue searching for improvement opportunities.

- Vacation Flexibility - I have not had any push back on possible vacation schedules or when I would like to take vacation, which makes it a lot easier to use vacation.

What could have gone better?

- Initiative Transfer - The initiatives were taken without much notification or communication, which was disappointing because of the amount of effort I put into the new process. I would have appreciated an open discussion about the work that was to be transferred and any possibility of continuing that process. It seems the amount of time and consideration I contributed to the new initiatives process has not been utilized or recognized. I may have been able to better voice my dissatisfaction at not being consulted about the activity being transferred from me and any opportunity to continue it.

- Flexibility - I was hoping I could have better flexibility to potentially work from home but understand the current policy. Some days that I have fully booked to work on tasks that do not involve meetings or others would be significantly more efficient and productive if I were able to work from home.

- Organizational Change Management - Some in the organization are reluctant to embrace change or even the discussion of change. Leaders or Subject Matter Experts, irrespective of years of service, should foster and embrace the exchange of ideas and change. There are many 'idea assassins' within project discussions that demotivate others.

- Project Participation - Sometimes it is difficult to ensure consistent, full-fledged participation into projects (specifically Cost-to-Manage). Understanding of others workload and responsibilities, lack of commitment to projects that are perceived as 'unnecessary' or not pressing greatly impacts the quality of meetings and content.

### **Comments by KIMBERLY J MAJEWSKI**

Ryan continues to demonstrate the core values and behaviors expected of a PSEG employee and is a valued team member. He has fully embraced his role on our team and enthusiastically accepts new assignments, engages in projects, learns new skills and more about the Utility Industry. Ryan is heavily relied on by other managers and his peers for his technical expertise in MS Excel.

Ryan is eager to take on more work and voluntarily requests to lead adhoc requests coming into our team as well as identify new improvement projects, including the Risk Management Initiative team. In time of need, Ryan can be counted on to support PSE&G and his peers. For example, he supported PSE&G by joining the Stella storm restoration efforts in Southern division in March.

Ryan attended PSE&G's Lean Six Sigma, Green Belt development program earlier this year. He fully embraced the training learning objectives and returned to the office, full of passion and ready to take on the project! Since then, he has partnered with a peer and they are co-leading a Lean Six Sigma project focused on reducing the Motor Vehicle Accident rate at PSE&G. The team completed the Define phase with a tollgate meeting in July and is now in the Measure/Analyze phases. The project is on schedule to wrap up the Control phase in November 2017. Ryan's LSS coach, Lynn Evan, praises Ryan in his perseverance, professionalism, enthusiasm, and overall positive outlook. Lynn has mentioned on several occasions that the team is a delight to work with and it's refreshing to work with someone so passionate about a project. I look forward to Ryan completing this project and mentoring a peer on an upcoming project in pursuit of his Green belt.

Ryan supported DP&C's 2017 People Strong Initiative by updating his empower employee profile in advance of the June 30th deadline, ensuring the four DP&C specific portlets were updated with relevant information. The information he provide will be included in DP&C's talent identification efforts for staffing upcoming opportunities or special improvement projects.

As a result of the recent DP&C reorganization, non-lean six sigma and benchmarking responsibilities were transferred to another manager. The change was made to help refocus DP&C's efforts on the important functions of Benchmarking and LSS. While Ryan was disappointed to give up some of his responsibilities/tasks that he previously enjoyed performing, without hesitation, he graciously worked through the transition period and ensured a successful outcome. The thorough process documentation and peer-to-peer knowledge transfer of the DP&C Initiatives were highly effective.

## **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?

Section Comments:

**Employees Comments**

- Core Commitments
  - Safety First
    - I have put safety first by looking out for others in the organization throughout the day to ensure they are safe. I conduct my work in a safe manner as to reduce risk of incidents in the workplace.
  - Do What's Right
    - I do what's right no matter the setting. I have adequately voiced my opinion during organization sessions, trainings and meetings, striving to hold myself and the organization to the highest standards. I have been open and honest about my perceptions, voicing my concern for areas for improvement. I have held myself accountable and hold team members accountable. I have lead by example, becoming a dynamic team member that can be relied on by both other departments and my own team.
  - Achieve Excellence
    - I have continued to question the status quo and how we do what we do, expressing my experiences and ideas. I have leveraged my competencies for process improvements, data analysis and project management. I have been able to leverage professional relationships to consistently progress my projects during challenges. I consistently seek feedback on personal performance asking "What went well, what could have gone better" at the end of meetings, offering my own critique on myself to facilitate feedback from others. I am constantly learning from myself and others on how to become an ideal leader.
  - Dignity and Respect to Others
    - I consistently give others the benefit of the doubt, assuming positive intent in every aspect. I have actively engaged others in the organization and within our team to foster an inclusive, creative and engaging environment.
  - Customers First
    - I have been open and honest with others in the organization to ensure that I always put customers' first. Even to my disadvantage, I have gone above and beyond expectations from others to ensure that my customers are satisfied with the quality of my input and output. I have strived to be a top performer with a high level of contribution that has been reflected in feedback from others.

**Comments by KIMBERLY J MAJEWSKI**

Ryan successfully builds relationships with peers across DP&C. Ryan can be counted on to voluntarily help his peers resolve a problem. He openly shares information and embraces learning opportunities for himself and peers. He is currently partnering with the PMIS team to complete the development and implementation of the Talent Identification System. I received the following thanks and praise from a peer that Ryan has been working with on the project, "Ryan has a rather astute eye which prompts good discussion. Thanks for his support."

From a development perspective, Ryan continues to advance his business acumen and has completed the following empower online learning programs/courses through June 30, 2017:

- EH&S New Employee Orientation-Day 1
- EH&S New Employee Orientation-Day 2
- Asbestos Awareness
- Asbestos Awareness Training
- Damage Assessment Part 2 - Damage Assessment
- Damage Assessment Part 1 - Safety
- Interpersonal Communication: Communicating with Confidence
- Managing Workforce Generations: Working with a Multigenerational Team
- Allies Training: Connecting Diversity & Inclusion to Health & Safety
- Seeing Eye to Eye
- PivotTables and PivotCharts in Excel 2010

- Getting Started with Excel 2010
- McLaren Workbook Training

I can depend on Ryan to do the right thing and act with Integrity. He complies with PSEG security practices for safe email practices. Ryan completed the Cybersecurity Fundamentals course in February, successfully passed the March 2017 Phishing Exercise, and failed the May 2017 Phishing Exercise. Ryan needs to keep a close eye on emails sent from outside our domain as phishing/suspect emails mimic the look and feel of internal communications but could harm our infrastructure.

I have seen a noticeable improvement in Ryan's presentation skills and leadership presence. Ryan has successfully incorporated learning objectives from training into his everyday work. Ryan is a strong and confident leader on his LSS project, as evidenced by his ability to effectively facilitate team meetings, command attention from the team, and present in front of senior leaders at tollgate meetings.

Ryan is very safety conscious in terms of his personal safety and those around him. He works in a safe and productive manner.

Ryan consistently seeks ways to streamline and improve our existing processes.

Ryan demonstrates diversity and inclusion by valuing and respecting everyone's viewpoints. He works well with his teammates, peers, clients, etc.

## 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 job responsibilities and results went well?
- *Cost-to-Manage - This project was left in a very uncertain state since Stan Solowski left the company without a clear Project Manager designated for this activity. Instead of allowing this project to stay stagnant and forgotten, I continuously drove meetings to become the Project Manager. I facilitated a renewed interest and understanding of the KPMG recommendations to become a SME of the classification system and persuade it's evolution/improvements from KPMG's analysis. This led to a change in some of the core criteria to meet today's business needs, ensuring this is a universal solution. I initiated the development with Business Solutions and ensured that there is a broad range of functionalities to benefit multiple facets of the business (Front-End Planning/Estimating, Forecasting, PCCR), ensuring feedback from the various groups to be incorporated. The project is slightly behind schedule but because of natural project progression and unforeseen changes in scope. This helped me develop better project management skills, organizational integration and overall DP&C organizational processes. Initiated, formalized and standardized a Business Requirements Document to ensure adherence to scope and provide documentation. The BRD template has since been used by Business Solutions for additional projects.*
- *CWIP/AFUDC - This report was not always completed or reliable prior to when I took over so this year I made it my mission to automate and reduce the reporting time to hours which I have accomplished. Before my improvements, it took 4 days to complete by an associate and I now have it to 4 hours. I have been able to creatively automate a significant amount of this report and some of the back-end data that is needed, while effectively delegating some of the transactions to appropriate process operators. Through my ability to rapidly grasp the business concepts, I was able to identify and escalate a reporting error in the TPIS Scorecard by Accounting Services with Utility Finance. Once I identified the error, it led to a revision of the TPIS Scorecard format and a discovery that ~10% of O&M spending was included in capital for the Scorecard results each month. This has enabled me to narrow the gap between DP&C and ASD data which was previously not possible. I've established relationships with the various corporate groups which enable me to effectively and efficiently mitigate errors early. During the now monthly reporting, I provide in-depth analysis which was previously lacking from the post-month*

report-out. This engagement and activity has enabled me to take on new improvement opportunities with Harry Uniman to drive down some of the pain-points with accruals, leading to "Accrual Manual" updates, monthly Change Order reports, and Change Order Action Item lists.

- Change Order LSS - Actively participated in the project to identify performance gaps and reporting parameters to directly benefit this initiative. Became a data 'expert' that created 'Success/Failure' metrics for 'New Change Order Accruals' and 'Aging Change Order Accruals'. Heavily relied upon by key SME for my analytical ability and process understanding even though I have never formally operated the accrual procedure. Recommended numerous training and education opportunities to ensure standardized operation of the accrual process while initiating database changes to ensure standardization in reports. This has led to more accurate and reliable results on accruals. Capitalized on an opportunity to disseminate pain-points related to Change Order in the form of a monthly Action Items List related to Change Order accruals which has helped increase awareness and decrease the number of these accruals.
- MVA LSS - Effectively lead this project through the DMAIC steps while building a performing team. Collaborated with multiple Utility and corporate level Motor Vehicle teams to ensure organizational alignment and synergies. Drove weekly meetings and Tollgate presentations to ensure productivity and Sponsor engagement. Appropriately worked with team members and utilized LSS steps to ensure a comprehensive analysis was completed. On target to finish the project.
- Invoice Cycle Time Proposal - Initiated a revisit to this LSS project and proposed a business case for restarting this project. Completed an extensive analysis of the Invoice Cycle Time but was ultimately declined by PMO group since we are still in compliance of the original objective.
- CWIP Accrual Adjustment and CWIP Balance Eligible Scorecard Metric - Without warning or formal discussions, I was assigned the Process Owner of these Scorecard metrics. I collaborated extensively with Accounting Services and Utility Finance to understand the objective and create the metric with the PMO Director. Created Business Process Documents to ensure a comprehensive documentation and standardized calculation. I have become a SME for these metrics and provide the results to the Scorecard team.
- Internship Mentoring - Without formal guidance, I was able to coach and mentor our Intern Shivam Patel to complete meaningful internship projects and keep him engaged. Shivam completed various reports and aided our LSS team to help facilitate data collection and analysis. Effectively coached Shivam on PSEG and advice on transitioning into the workforce. Was commended multiple times by multiple colleagues about my mentoring and leadership.

•What job responsibilities and results could have gone better?

- Cost-to-Manage - As previously discussed with project members Danny Nembhard and Dana Jacobs after consulting Kim Majewski, I could have persuaded implementation of the Business Rules and not a static Data Dictionary earlier. After significant analysis and development, it was decided to move forward with the Data Dictionary even after disagreement and recommendations to use the Business Rules by myself and Business Solutions. As the Business Analyst for this project (and Project Manager in a way) I should have strongly disagreed and formalized an analysis to dissuade this decision, utilizing my expertise to persuade them to follow the Business Rules recommendation. This led to inefficiencies as we had to scrap some of the work we had done which impacted our delivery schedule. Even after consultation and assurances that this was not directly my fault but rather a result of us moving through the project process from Danny, Dana and Kim; I still felt that I should have done a better job to advocate my opinion and recommendation.
- CWIP/AFUDC - I should have done more to get this report into a dashboard so that it can be a standard report without any human processing (other than a deeper analysis/investigation). Unfortunately I was not able to secure rights to the 'Analytical' aspects of LoadSpring and since this was not a priority due to other workload activities, I did not fully automate this report yet.
- MVA LSS - I could have done a better job sharing facilitator responsibilities with Tabatha Stephens. Because Tabatha is unconfident with her presenting and leadership skills, I took over more responsibility and workload. Instead of delegating these opportunities to her which would make her confront and develop these gaps, I allowed her to defer leading to me facilitating nearly all of our meetings and Toll gates. Even though I did this to help ensure our meetings were productive, efficient, and completed on-time, I should have utilized these opportunities to develop her weaknesses. I also should have delegated more tasks to team members. Since team members identified my analytical abilities and personal ambitions to take the initiative, I completed a lot of the activities myself instead of effectively delegating tasks. This led to an unbalanced workload and knowledge silo for the project.

•What are the open items that will receive attention going forward?

- I will try to get better at persuading others in my decision-making capabilities. I have acquired enough industry and organizational knowledge to be perceived as a valuable resource, therefore I need to leverage this to begin starting projects or persuading improvement opportunities.
- I will try to ensure that I receive Tableau training and application rights so I can develop reporting and data visualization skill sets
- I will try to ensure that I receive LoadSpring 'Analytics' rights so I can develop my SQL skill sets
- I will delegate tasks more effectively to increase productivity and leverage learning/development opportunities to available resources which support me developing my management and leadership skills.

## Comments by DAWN M NEVILLE

Ryan has very capably demonstrated his ability to review business processes, find ways to streamline effort required to analyze data, and to capture that data visually, in writing, and orally. His work has impressed many internal customers, including managers and senior leaders. Based on his performance he is being transferred to support key efforts in the PMO.

Some of the key efforts that Ryan managed this year include:

- Cost-to-Manage – Ryan assumed the vacant Project Manager role and facilitated a renewed interest and understanding of the KPMG recommendations. He has become a SME of the classification system and has improved the project to better meet our business needs. He developed the framework for the Business Solutions product so that it will have a broad range of functionalities to support Front-End Planning/Estimating, Forecasting, and PCCR. Ryan took the schedule overrun as a chance to personally improve his project management skills for future efforts. In addition, based on the delays he developed a Business Requirements Document that has now become standard for future product requests.
- CWIP/AFUDC – Ryan automated this reporting, reducing the average level of effort from 32 hours to 4 hours, facilitating an increase to monthly reporting, including enhanced data analysis. As he rapidly learned the business concepts, he identified and escalated a reporting error in the TPIS Scorecard by Accounting Services with Utility Finance. He established relationships with various corporate groups to effectively and efficiently mitigate errors. Based on his reporting, new improvement opportunities were initiated to drive down some of the pain-points with accruals, leading to "Accrual Manual" updates, monthly Change Order reports, and Change Order Action Item lists.
- LSS – Effectively co-led the MVA project, achieving green belt certification in the process. Actively participated in the Change Order project, identifying performance gaps and reporting parameters. Created 'Success/Failure' metrics for 'New Change Order Accruals' and 'Aging Change Order Accruals', showing an in-depth understanding of a process he has never formally operated. His improvement recommendations have led to an overall decrease in the number of change order accruals. Proposed restarting the Invoice Cycle Time proposal, ultimately declined by PMO based on acceptable current performance.
- CWIP Accrual Adjustment and CWIP Balance Eligible Scorecard Metric – Ryan accepted the role of process owner for this complex metric. He collaborated extensively with Accounting Services and Utility Finance to understand the objective and create the metric with the PMO Director. He is continuing to lead the effort to adjust the scorecard target appropriately, showing both ownership and leadership.
- Internship Mentoring – Ryan showed strong mentoring, coaching and leadership skills by coaching and mentoring the group intern to complete meaningful internship projects

#### **What job responsibilities and results could have gone better?**

- Cost-to-Manage – Ryan advocated for a much more dynamic solution but ultimately let others in more senior position dissuade his recommendation. Ryan feels he should have done a better job to advocate his opinion and recommendation. I commend Ryan for his self-awareness and quest for continuous improvement but also suggest he realize that these kind of missteps are the ones from which you learn and grow the most.
- CWIP/AFUDC – Ryan would also like to more fully automate this process and reporting. He was limited by factors beyond his control but I commend him for his ongoing quest to proceed with automation. I will work with Ryan to revisit some of the limitations (e.g. LoadSpring rights) to support his quest.
- MVA LSS – Ryan is very self-aware and also conscious of helping others learn and grow. I commend his concern that he did not balance appropriately between productive project progress and Tabatha's individual development. This balance is something that he should look to his manager for guidance but in all honesty, at his level, his focus should first always be on productive progress. Delegating is a skill that takes time to develop and I recommend Ryan look for training and opportunities to develop in this area.

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#### **Customer Feedback**

##### **Danny Nembhard, Sr Project Manager**

Regarding Ryan, it is my pleasure to provide the following feedback on his 2017 YE performance/development:

- What – Assisted with DP&C CTM model development; CWIP/AFUDC performance analysis & reporting; exploring opportunities for developing internal performance benchmarking (safety and environmental leading indicators); created Excel spreadsheets to assist in analysis of 5-Year plan variance, preparation of project information summary input for Workforce Model, sundry others.

- How – Very professional and collaborative approach and attitude. Respectful to associates, dependable, good at organizing and communicating (his copious notes from meeting and discussions have been instrumental to keeping me on track with the initiatives mentioned). Looks beyond the obvious and always puts forward his ideas and thoughts on the issue under consideration.

- Strengths - Advanced Excel skills; organizing skills and good analytical thinking supported successful completion of the initiatives mentioned above.

- Development – Expand, exposure, knowledge and understanding of Utility/DP&C business – suggest participation in the engineers development program courses; formal project management training (including but definitely not limited to PMP certification)

##### **Harry Uniman, Manager Contract Admin**

The main project I worked on with Ryan this year was the Change Order Accrual Lean Six Sigma. Ryan's contribution to the team was invaluable. From a technical standpoint, Ryan was able to develop (i.e., write the equations), provide data sets and reporting presentations that significantly improved the team's ability to track and measure our progress. This also had a big impact on our ability to reduce the volume and value of Change Order Accruals. Aside from his technical abilities, Ryan was always willing to put in extra work and provide deliverables in a timely fashion. I also appreciated that Ryan would take the time to clarify any questions he had to ensure the end user was receiving the right end product. Personally, Ryan was a pleasure to work with.

Ryan also played a key role in revising the PMO's Accrual reference manual. The revisions made to this document also had a significant positive impact on the reporting of Accruals.

Ryan also supports the PMO with the CWIP/AFUDC of which I am also a team member. Ryan is always looking for ways to improve the reporting and provide input to the team on ways to better processes and procedures. Again, Ryan shows initiative on



this Project as well.

### **Lynn Evan, Project Manager**

Ryan and Tabatha work very well together and are both very energetic and enthusiastic in their efforts related to the DP&C MVA Team. It was a pleasure for me to work with facilitators who were very engaged in the process and very interested in enhancing their skills related to the Lean Six Sigma process. They were always prepared for the meetings and took not only a facilitator role, but also a leadership role in moving the team forward. Additionally they even performed the statistical analysis using p-charts, probability plots, and other tools, which is not always prepared by Green Belt candidates. I know both of them would make excellent Black Belt candidates and hope they will be able to attend this training when it becomes offered.

On an individual basis, Ryan is very confident in how he presents himself and has outstanding presentation skills.

## **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**

**Safety** - Have not compromised the safety of myself or others. Constantly on the look out for potential safety hazards. I have driven the safety project around reducing Motor Vehicle accidents. I have helped analyze and identify improvement opportunities that can reduce the motor vehicle accident rate, that will help PSEG achieve it's core commitments. I am currently driving an opportunity to increase environmental consideration by proposing an "Environmental Champion" for every project which may help improve environmental safety and compliance.

**Integrity** - Own mistakes and accept responsibility for my actions. Constant communication with management for feedback and appropriate behaviors. High Yes = Yes ratio with deliverables. Constantly seeking Lessons Learned and feedback, as exemplified through my MVA Toll gates with Senior Leaders, the Cost-to-Manage delay with Danny Nembhard, Dana Jacobs, Kim Majewski, Ayberk Govensen and Manny Govindarajan. Always holding myself and others accountable which has lead to me having a reputation of integrity and reliability.

**Continuous Improvement** - Constantly questioning the status quo and recommending innovative solutions. Streamlined the CWIP/AFUDC and increased accuracy dramatically. I have recommended dynamic approaches to the Talent Management Inventory project, Cost-to-Manage Dashboard, and 5-Year Planning activity. I firmly believe I embody the principle of "continuous improvement" in my daily activities, tasks and projects. I have become a change advocate and champion. I continue to seek opportunities to collaborate for merit-based solutions.

**Diversity and Inclusion** - Personally and professionally seeking advice from multiple sources, valuing all input. Consistently working towards diverse Subject Matter Expert feedback on processes and roles to build better knowledge and context such as consulting with Utility Finance for the Scorecard metric creation, Project Support Specialists for the Lost Discount Report, Andrew Tummino/Danny Nembhard/Harry Uniman for the CWIP/AFUDC analysis, QAQC/PMO Leads/Front-End Planning/Estimating/Forecasting/Business Solutions for the KPMG Recommendations. I have also sought advise and experience from mentorship opportunities with Vic Viscomi and Andrew Tummino. Will continue to improve relationship building to leverage applicable experiences and expertise when necessary for future tasks/projects.

Customer Service - Consistently coordinate and brainstorm with team members for constant feedback for improvement opportunities and gains such as the KPMG Recommendations and ad hoc meetings; clearly defining expectations during meetings with ToDo organization. Implemented "Lessons Learned" with the Continuous Improvement Project Matrix, Strategic Initiatives and ad hoc requests/1:1's to consistently show customer consideration and care. Will further improve and develop a broader customer focus during activities to create synergies and more meaningful organizational impact/scope.

#### Key Strengths:

- Diverse background in multiple business segments/areas which enables a broader understanding of business processes
- Quick subject matter understanding, reducing 'up-to-speed' knowledge window - Accruals, 5-Year Planning, Initiatives, MVA, Cost-to-Manage
- High Optimism and motivation
- Strong analytical background as shown in the CWIP/AFUDC Report findings, Accrual reports, Change Order Success/Failure metric, MVA data analysis
- Leader mentality, taking the initiative to become owner and project manager of Cost-to-Manage Development, Accrual Manual update, SIMS Recommendations, 5-Year Planning.
- Strong process identification/understanding, knowing when to contact Subject Matter Experts to improve understanding such as Accrual Manual Update, Business Solutions involvement in Cost-to-Manage, MVA project, etc
- Strong team member, actively consulted by team members and management for experiences and advise.
- Dynamic Experiences - a diverse background outside of the Utility industry has enabled me to share dynamic experiences and recommend out-of-the-box problem solutions.

#### Improvement Opportunities

- Improve PSEG-centric process and organizational knowledge - help effectively navigate the various groups and departments across the company, utility and corporation.
- Improve T&D Project knowledge - increasing exposure to T&D projects and how these projects are ran will increase my ability to start process improvement projects
- Improve subject resource knowledge: lacking subject context of utility regulation and market which will help me understand how the company makes money so I can create and drive projects that improve earnings and financial performance.
- Improve change agent capabilities: become more persuasive for project/system/method adoption or implementation
- Realistic expectations with change management at PSEG: Still sometimes discouraged if change is forthcoming instead of actively managed. Need to understand scope and size of business.

#### Comments by DAWN M NEVILLE

Integrity: Ryan has a high standard of personal integrity and uses feedback to adjust his results and behaviors. He has a strong reputation for integrity and reliability amongst his peers, managers, and senior leaders.

Continuous Improvement: Ryan has a natural instinct to seek improvements and innovative solutions and can quickly see opportunities for effective solutions. Given his strengths in this area, I would recommend Ryan consider training and certification as a Lean Six Sigma Black Belt.

Diversity and Inclusion: Ryan has exhibited strong multi-generational skills for both performance and mentoring. He also works well with diverse SMEs, quickly learning their particular subject in detail to enable inclusive improvement thereof.

Customer Service – Ryan has become a specifically requested resource on many ad hoc service requests for our team as a result of his customer service skills.

Ryan successfully builds relationships with peers and leaders across DP&C. He offers volunteer assistance readily and is skilled at problem solving. He openly shares information and embraces learning opportunities for himself and peers.

From a development perspective, Ryan continues to advance his business acumen and has completed the following learning programs/courses in 2017:

Mandatory Environmental Refocus

Standards of Conduct - MAST

People Strong Initiative Mentorship Circle

2017 Identity Theft Training  
Phishing Fundamentals  
Mandatory Safety Stand Down  
2017 Compliance Bulletin 13  
McLaren Workbook Training  
Allies Training: Connecting Diversity & Inclusion to Health & Safety

Seeing Eye to Eye  
Managing Workforce Generations: Working with a Multigenerational Team

Asbestos Awareness Training  
Interpersonal Communication: Communicating with Confidence

EH&S New Employee Orientation-Day 2

EH&S New Employee Orientation-Day 1

Help\_How to  
PivotTables and PivotCharts in Excel 2010

Damage Assessment Part 2 - Damage Assessment

Damage Assessment Part 1 - Safety

Cybersecurity Fundamentals  
Getting Started with Excel 2010

Ryan's presentation skills and leadership presence continue to grow. Ryan has successfully incorporated learning objectives from training into his everyday work. Ryan is a strong and confident leader on several projects, as evidenced by his ability to effectively facilitate team meetings, command attention from the team, and present in front of managers and senior leaders.

Ryan is very safety conscious in terms of his personal safety and those around him. He works in a safe and productive manner.

Ryan consistently seeks ways to streamline and improve our existing processes.

Ryan demonstrates diversity and inclusion by valuing and respecting everyone's viewpoints. He works well with his teammates, peers, clients, leaders, etc.

## 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

### Comments by DAWN M NEVILLE

Ryan is a very strong contributor, performing in depth analysis of many business metrics. He has become a key support to the PMO, so much so that he is being transferred to their team for direct support.

He is an extremely valued member of my team and I look forward to working with him and mentoring him despite his transfer.

**Improvement Opportunities**

- Ryan should work to find a concise, effective way to explain the pros and cons of his recommendations. Given that most of his recommendations involve a small amount of front end planning, initial opinions often shy away. However, he should develop better methods to concisely explain the overall efficiencies involved in his recommendation.
- Delegate tasks more effectively to increase productivity and leverage learning/development opportunities, ultimately developing stronger management and leadership skills.
- Tableau training and application rights to develop reporting and data visualization skill sets
- LoadSpring 'Analytics' rights to develop SQL skill sets
- Improve PSEG-centric process and organizational knowledge to help effectively navigate the various groups and departments across the company, utility and corporation.
- Improve T&D Project knowledge by increasing exposure to T&D projects and how these projects are run to facilitate effective process improvement
- Improve subject resource knowledge of utility regulation and market and our earnings structure to facilitate improved earnings and financial performance through process improvement.
- Improve change agent capabilities: become more persuasive for project/system/method adoption or implementation while maintaining realistic expectations with change management at PSEG.

**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 03/13/2018  
I appreciate the feedback enclosed and look forward to continuing to work with dynamic teams. I have already begin working on improvement opportunities outlined and look forward to continued mentorship.

Manager: \_\_\_\_\_  
Manager: HAROLD C NEMBHARD 03/26/2018