



2019 Performance & Accountability Partnership for RYAN J KLAUDER

Employee Information

Last Name	KLAUDER	First Name	RYAN
Title	Project - Business Support Specialist	Manager	EMMAN C EBOSIE
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	01/01/2019 - 12/31/2019
Due Date	03/16/2020

Instructions

At mid-year and year-end:

- Employee updates their performance and development goals and completes a self-assessment of results achieved and demonstration of core commitments and leadership competencies: The What and The How.
- Manager reviews the employee's Self-Assessment, and completes the Manager Assessment.
- Manager and employee participate in the mid-year and year-end performance discussion.
- At year-end, manager selects employee's performance outcome for the year.

Results - The What: 1) What job responsibilities and results went well? 2) What job responsibilities and results could have gone better? 3) What are the open items that will receive attention going forward?

Core Commitments and Leadership Competencies - The How: 1) How were the Core Commitments modeled (provide specific examples)? 2) Identify key strengths. 3) What Core Commitments need to be developed?

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

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 Mentorship

- Facilitate a mentorship circle OR mentor an associate
- Engage and utilize a mentor
- Participate as a mentee in one of the business unit mentorship programs

Above Target

Goal Details

Engage in a mentorship opportunity to provide my diverse insights,

Goal	Mentorship	Goal Description	background and ideas to others; while being mentored. The objective of this goal is to demonstrate mentorship being a full-cycle, never ending process.
Measure	<ul style="list-style-type: none"> - Facilitate a mentorship circle OR mentor an associate - Engage and utilize a mentor - Participate as a mentee in one of the business unit mentorship programs 	Targets	4Q2019
Current Status	Above Target	Start	01/01/2019
Due	12/31/2019	% Complete	66.0%
	Completed two mentorship opportunities: 1.) Informal Leadership with Mentor Richard Blackman 2.) Reverse Mentorship - Speed Mentees		
Quarterly Update	Both of these events provided me valuable insight on leadership and networking. The Reverse Mentorship opportunity provided me the opportunity to act as a mentor to managers and leaders on my diverse experience and dynamic background. Next step is to mentor either an action learning team member, intern or someone else.		

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

1.2 Manager of People Goal

Above Target

- 1) Complete two Development Goals
- 2) Weekly Stand-Up meetings with direct reports to review achievements and set short term targets
- 3) Inclusive Workplace Culture - Lead/participate in weekly team discussions on D&I and safety topics
- 4) On-time submission of Approval Requests
- 5) On-time Completion of assigned training

Goal Details

Goal	Manager of People Goal	Goal Description
		<p>1, Set two meaningful development opportunities that support your development.</p> <p>2. Reinforce the Core Commitments through setting and managing expectations and recognition.</p> <p>3. Motivate performance through routine feedback on results and behaviors, have inclusive culture conversations.</p> <p>Manage availability through available tools and resources.</p> <p>4. Ensure you and your employees complete approvals timely and accurately (e.g., p-card, time, expense reports etc.).</p> <p>5. Ensure you and your employees</p>

			complete required training (corporate and local) on-time.
Measure	1) Complete two Development Goals 2) Weekly Stand-Up meetings with direct reports to review achievements and set short term targets 3) Inclusive Workplace Culture - Lead/participate in weekly team discussions on D&I and safety topics 4) On-time submission of Approval Requests 5) On-time Completion of assigned training	Targets	1) Development Goals Complete - 75% by 12/31 2) Weekly Stand-Up meetings - 40 meetings (75%) 3) Inclusive Workplace Culture - * Electric T&D Expansion Plan - Q2 * Infrastructure Proposal -Q3 4) Approvals Completed by Required Time - 100% 5) Training Completed by due date - 100%
Current Status	Above Target	Start	01/01/2019
Due	12/31/2019	% Complete	75.0%
Quarterly Update	While not all of these targets are for my performance goals, I have made meaningful contributions to this initiative by: 2.) Facilitating weekly stand-up meetings and 1:1 meetings 3.) Participate and demonstrate Workplace Culture efforts of Diversity & Inclusion by attending events, developing relationships and being an outspoken advocate for diversity. 5.) Completed all mandatory trainings ahead of schedule.		

Supports Strategic Goals

2.1 Clean Energy Future Support

Not Yet Started

- Integrate CEF program into MAST Workforce Model
- Integrate CEF program into WorkPlan (5-Year Plan)
- Integrate CEF into project information module workflow
- Recommend CEF performance measures (eg Cost-to-Manage)

Goal Details

Goal	Clean Energy Future Support	Goal Description	Engage the Clean Energy Future line-of-business to leverage Portfolio Integration's competencies and project cost analysis. The objective is to support seamless integration of CEF project work into the Portfolio Integration WorkPlan.
Measure	- Integrate CEF program into MAST Workforce Model - Integrate CEF program into WorkPlan (5-Year Plan) - Integrate CEF into project information module workflow - Recommend CEF performance measures (eg Cost-to-Manage)	Targets	4Q2019
Current Status	Not Yet Started	Start	01/01/2019
Due	12/31/2019	% Complete	0.0%

Quarterly Update Due to the Clean Energy Filing schedule, this goal has not yet been able to start.

Supports Strategic Goals

2.2 Support achievement of PSEG Aspirational Targets around Safety, Customer Satisfaction and Reliability

On Target

Manager's assessment of the employee contributing to and supporting these goals, combined with achievement of the goal.{SUGGEST MEASURES FOR TEAM REVIEW AND AGREEMENT}

Goal Details

Goal	Support achievement of PSEG Aspirational Targets around Safety, Customer Satisfaction and Reliability	Goal Description	<p>a) Safety – Protecting and promoting our Customers' lives</p> <ul style="list-style-type: none"> * Achieve a reduction in Customer Fatalities/Personal Injuries by 50% <p>b) Customer Satisfaction – Keeping the customer at the heart of everything we do</p> <ul style="list-style-type: none"> * Differentiating Customer Satisfaction Results <p>Achieve score of 900 in JD Power surveys in 5 years</p> <p>c) Reliability – Striving for Perfect Power</p> <ul style="list-style-type: none"> * Improve Perfect Power as measured by JD Power by 25% to achieve 56% result by 2023 * Improve gas safety awareness as measured by JD Power by 25% to achieve 89% result by 2023 <p>2019 Targets</p> <p>a) Safety – Reduce personal injury claims to 21 from baseline average of 24</p> <p>b) Customer Satisfaction</p> <ul style="list-style-type: none"> * Improve JD Power Electric Residential to 760 from baseline of 725 * Improve JD Power Electric Business to 791 from baseline of 764 * Improve JD Power Gas Residential to 774 from baseline of 743 * Improve JD Power Gas Business to 800 from baseline of 775 <p>c) Reliability</p> <ul style="list-style-type: none"> * Improve Perfect Power to 47% from baseline of average of 45% * Improve gas safety awareness to 75% from baseline average of 71%
Measure	Manager's assessment of the employee contributing to and supporting these goals, combined with achievement of the goal.{SUGGEST MEASURES FOR TEAM REVIEW AND AGREEMENT}	Targets	
Current Status	On Target	Start	01/01/2019
Due	12/31/2019	% Complete	60.0%
	Using informal leadership and influence skills, I was able to nominate a combined EO and DP&C Best Practices/Lessons Learned Action Learning Team that will focus on utilizing SIMS and SERIM data to		

Quarterly Update

support integration of the two organizations. While this goal was not directly part of my performance goals, I have made a meaningful contribution to this initiative through this Action Learning Team project recommendation and subsequent project acceptance from Sponsors.

Supports Business Unit Financial Factor

3.1 Portfolio Integration

Below Target

- Utilize the Project Cost Analysis to analyze the Integration Plan
- Functional Orgchart capable of scenario testing, organizational design analysis and other analysis.

Goal Details

Goal	Portfolio Integration	Goal Description	Ensure Portfolio Integration's support in the Electric Operations and DP&C Integration Plan. Support robust and streamlined organizational design structure as needed.
Measure	<ul style="list-style-type: none">- Utilize the Project Cost Analysis to analyze the Integration Plan- Functional Orgchart capable of scenario testing, organizational design analysis and other analysis.	Targets	TBD
Current Status	Below Target	Start	01/01/2019
Due	12/31/2019	% Complete	50.0%
Quarterly Update	<ul style="list-style-type: none">- I have utilized the Workforce Model as well as the Project Cost Analysis/CTM to analyze, understand and support the ReOrg. This has now expanded into attempting to utilize the model for Electric Operations prior projects. However responsiveness from the Divisions on obtaining the data has been delayed.- Due to the ReOrg, the Functional OrgChart has not been executed on by the OrgMgmt team due to other efforts.		

Supports Business Unit Financial Factor

3.2 CWIP-AFUDC Eligible and Accrual Adjustment Monitoring

On Target

- AFUDC Eligible CWIP Balance 13 Month Average
- CWIP Accrual Adjustment 13 Month Average

Goal Details

Goal	CWIP-AFUDC Eligible and Accrual Adjustment Monitoring	Goal Description	Monthly trend analysis of portfolio CWIP-AFUDC Eligible and Accrual Adjustment performance and provide opportunities to achieve or exceed performance targets.
Measure	<ul style="list-style-type: none">- AFUDC Eligible CWIP Balance 13 Month Average	Targets	- \$1,083M

	- CWIP Accrual Adjustment 13 Month Average		- \$111M
Current Status	On Target	Start	01/01/2019
Due	12/31/2019	% Complete	50.0%
	I have continued reporting on these metrics and introduced efforts to the Contracting team and the PMO on reducing re-accruals. So far, our accrual adjustment metric has surpassed target, with a projected Year End result of being ahead of target.		
Quarterly Update	The CWIP Eligible for AFUDC metric has been influenced by business factors outside of control relating to Plant In-Service cash flows being ahead of schedule. This has lead to this metric being below target and it is unlikely that we will be able to recover. In lieu of this, I am revitalizing Scorecard Network mapping efforts to better predict these types of events.		

Administrative Support Goal

5.1 Project Information Module

Below Target

- Document "As-Is" Workflow
- Implementation of the Project Information Module
- Propose optimized "To-Be" Workflow as a potential Blackbelt project
- Calculate productivity and efficiency gain of efforts so far

Goal Details

Goal	Project Information Module	Goal Description	Lead the successful development of the project information module, which will support the Project Origination Initiative and lead to productivity/efficiency gains.
Measure	<ul style="list-style-type: none"> - Document "As-Is" Workflow - Implementation of the Project Information Module - Propose optimized "To-Be" Workflow as a potential Blackbelt project - Calculate productivity and efficiency gain of efforts so far 	Targets	4Q2019
Current Status	Below Target	Start	01/01/2019
Due	12/31/2019	% Complete	20.0%
Quarterly Update	Project initiation phase almost complete, additional scope added to include Project Closeout Process and Accruals which was completed, however due to the ReOrg analyses, other project work and lack of resources made available, this has not made as much progress as I would have liked.		

Development Goals

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

Development Actions

1.1 Leadership

On Schedule

Goal Details

Development Goal	Leadership	Desired Results	Effectively persuade or inspire other teams or groups to lead change management efforts. This goal will be obtained if 3 projects are fully completed by another team identified, on scope and on schedule.
Start Date	03/26/2019	End Date	12/31/2019
Status	On Schedule	% Complete	50.0%
Progress and Results	Projects/efforts/initiatives identified, however execution of some of the other groups is not meeting target. Multiple meetings and efforts to get the 5-Year Business Plan project started have not successful lead to initiation and due to the ReOrg as well as staffing changes at OrgMgmt, the Functional Orgchart has taken a pause. I have successful kicked off and supported the Project Origination team with revamping their Pipeline Projects process as well as the S-Curve forecasting/estimating tool.		

Development Actions

1.2 Change and Stakeholder Management

On Schedule

Goal Details

Development Goal	Change and Stakeholder Management	Desired Results	Increase communication and improve Stakeholder engagement for change management projects. Hold monthly meetings with Stakeholders to discuss progress, roadblocks, and level-set expectations.
Start Date	01/01/2019	End Date	12/31/2019
Status	On Schedule	% Complete	50.0%
	I have engaged more stakeholders and built informal relationships within the organization that have enabled the my efforts and ideas to be acted upon and better understood. 1.) S-Curve project is having a meaningful impact to how planning and managing a project is done. Although in the development phase, the various		

Progress and
Results

teams are very interested and excited to have this tool

2.) ReOrg - After countless meetings and discussions, there is a better understanding of the Cost-to-Manage calculations as well as the Workforce Model inputs/outputs which has made a meaningful impact on the ReOrg analysis

3.) CTM Forecast - Engaging PMO managers, PCEs, Project Teams and Directors, more associates are aware and understand the Cost-to-Manage concept and are making progress ensuring we have an accurate CTM Forecast metric.

I have not identified any courses.

Mid-Year - The What and the How

Section Comments:

Employees Comments

The What:

1. *What job responsibilities and results went well?*
 1. *Strategic visions - I think I have taken the initiative to better convey messaging on the strategic vision for the Cost-to-Manage, Workforce Model, Project Information Module, Project S-Curve estimating etc.*
 2. *Stakeholder Engagement - I've taken much more time to better engage stakeholders to improve my projects scope and execution. This has enabled me to garner support and continue driving them (Project S-Curve, Cost-to-Manage, 5-Year Business Plan).*
2. *What job responsibilities and results could have gone better?*
 1. *ReOrg Changes - Rumors, lack of messaging and lack of communication from the ReOrg initiative lead to confusion on what to continue working on, what was happening and became a demotivating factor in some regards. I think more communication and transparency could have helped.*
 2. *Support - I am finding myself involved in many different opportunities and projects without the bandwidth to execute all of them. If I had support to work collaboratively with, this would greatly improve my development opportunities as well as enable someone to learn the scope of work I am executing on.*
 3. *Mission Statement or "To-Be" - I find a lot of people do not know about any long-term objectives from an operational standpoint. This hinders my ability to move projects forward as most associates are focused on completing tactical activities and don't have the opportunity to see the bigger picture.*
3. *What are the open items that will receive attention going forward?*
 1. *Further improve Stakeholder Engagement and Change Management skillsets*
 2. *Develop roadmaps and schedules*
 3. *Attend conferences and networking/development opportunities*

Core Commitments and Leadership Competencies - The How:

1. *How were the Core Commitments modeled (provide specific examples)?*
 1. *We Put Safety First - I have always embodied this commitment by being safe and continuously looking out for others safety. I specifically demonstrated this by developing the Safety action learning team assignment which is in the planning phase.*
 2. *We Do What's Right - Prior reviews and other team members will say that I have high integrity or "Yes=Yes" ratio. Especially with the ReOrg analysis and insights that I have provided, I firmly believe that I have demonstrated doing what's right by having an integral part of some of the discussions on headcount strategy.*
 3. *We Aspire to Achieve Excellence - I am a proponent of continuous improvement which is why I have continuously driven the Cost-to-Manage analysis of active projects which is finally making headway. This will ensure we can identify and improve management cost opportunities and have significant near-term and long-term performance improvements.*
 4. *We treat all individuals with dignity and respect - Diversity and Inclusion is a huge reason why I admire PSEG, I think we do a wonderful effort to ensure people of diverse viewpoints and backgrounds feel included. I have attended multiple D&I events as well as continuously asking for others viewpoints, advice, feedback, questions or concerns. I have built a lasting relationship with many people across the company.*
 5. *We keep customers at the heart of everything we do - I constantly check with customers (Danny Nembhard, Emman*

Ebosie, Harry Uniman, Lauren Thomas, etc) to receive feedback and ensure I am meeting their requirements and can improve.

2. *Identify key strengths.*
 1. *Thought Leadership - I am acknowledged and consistently identified as an individual that improves quality of discussions and decisions. I have shifted some perspectives on how to execute certain processes (eg Project Origination 'Pipeline Projects' process, Project Estimating S-Curves, ReOrg CTM Analysis, CTM Forecast, etc). I am well known for understanding the bigger picture and working towards the long-term vision.*
 2. *Leadership and Initiative - I am known for leading ideas or concepts into tangible business changes or outcomes. I have the technical ability as well as the informal leadership skills to leverage relationships to progress projects. For the CTM Forecast, I have made significant strides in working with the PMO Managers to actively review their projects CTM. I have leveraged relationships with Business Solutions to get the information needed, create tables, develop datasets. I also identify and support integration of various tools, analysis, efforts into processes, procedures, and projects. I support the continued Change Management of these projects in understanding how the overall long-term strategy which (I believe) achieves extraordinary results.*
3. *What Core Commitments need to be developed?*
 1. *Engaging one another and encourage teamwork can be developed more with specific mentorship opportunities, management opportunities or networking. Right now, I only interact with DP&C, which is limiting my ability to scale some of the efforts and initiatives I execute on. Having more diverse interactions with the rest of PSEG may support inclusion of some of the ideas or projects.*

Managers Comments

The What

Ryan is on target with most of his goals. Some goals have been rescheduled or otherwise impacted in response to changing business needs. The Cost to Manage (CTM) benchmark was updated to include project closed in 2018; and MAST workforce model updated to new CTM benchmark and 5-Year Work Plan. Ryan also continued working with Business Solutions and other stakeholders to refine the project Cost Analysis Model used for CTM benchmarking and expand its uses cases. This includes supporting the ongoing ReOrg. Ryan's monthly reporting and analysis and engagement with other functional areas has been a significant contributor to our better than target Accrual Adjustment YTD performance.

Other important activities that were delayed or otherwise impacted by changing business priorities need to be revisited, realigned with other new initiatives and put back on schedule for continuing progress to end of 2019. These include the Scorecard network mapping effort to identify and track leading indicators to key performance metrics such as CWIP Balance Eligible for AFUDC. Also, complete implementation of the Project Information Module, working with Business solutions, to support achievement of quartile CTM.

The How

Ryan is a strong advocate for and models and supports our safety culture and providing an inclusive workplace for our diverse team. He demonstrates commitment to continuous improvement by ensuring his own personal development and the development of other by participating in mentorship programs as mentor and mentee. In addition, Ryan demonstrated leadership and initiative as he was able get his recommendation for integration of SIM and SERIM safety platforms as 2019 Action Learning Project.

Year-End - The What and the How