

Contreras Duarte, Yesika

Job Title: Associate

Level: L1

Manager: Sarah Manning (1031735)

Evaluated by: Sarah Manning (1031735)

2021 Summer Performance Review

Workgroup: 13521 ISC Customs

Time in Level: 0.83

Location: MA_Boston_500

Review Period: 01/04/2021 - 06/13/2021

Overall Rating

Manager Overall Evaluation

Rating: Your performance was frequently above our high expectations
You differentiated yourself through your strong performance, and you began to flex into the next level.

Comment: In the past six months, Yesika has constantly met Wayfair's high expectations of Associates and at time exceeded all pillars of Wayfair's people principles. She has flexed from an L1 role into an L2 role at times during this cycle and is on a solid track to L2. She is able to take scoped problem statements and execute effectively to provide solutions and recommendations. She has also demonstrated considerable patience in working with a new manager. Yesika consistently thinks outside the box and questions the status quo with good intent to improve whatever project she is working on. She manages her time well and executes on projects and goals with confidence. I'd encourage Yesika to focus on what the people principle expectations of an L2 are as we enter this coming cycle to make sure her goals align with what is expected of a Senior Associate.

Employee Overall Evaluation

Rating: Your performance was frequently above our high expectations

Pillars

We Drive Results

Manager Evaluation

Your performance consistently met our high expectations

Employee Evaluation

Your performance was consistently above and beyond our high expectations

We Win Together

Manager Evaluation

Your performance was frequently above our high expectations

Employee Evaluation

Your performance was frequently above our high expectations

We Are Always Improving

Manager Evaluation

Your performance was frequently above our high expectations

Employee Evaluation

Your performance was frequently above our high expectations

We Drive Results

Strengths

Manager Evaluation

Relentless customer (partner) focus

- In the scope of Yesika's role, she maintains a relentless customer/partner focus with all teams and groups she works with, both internal to ISC and external. More specifically, she demonstrates this in her collaborative work with the BPO team which has truly exceeded expectations. Not only has she taken an independent role auditing their work, but Yesika also demonstrates this People Principle by sending weekly audit emails and congratulating the team on good performance. The BPO team's increased performance and recent 5 week streak of 100% accuracy has been a direct result of her relentless focus on collaborative partnership.
- Yesika has also demonstrated relentless customer focus in her recent analysis of past eManifest filings to identify vague cargo descriptions. After receiving a zero-rated AMPS penalty for a vague description in a filing, Yesika quickly jumped on the task of identifying the key pieces of information we needed to address the problem. While being on vacation at the time, Yesika made it easy for me to assess the situation with all the relevant details such as which OAs were responsible for the vague descriptions and who filed the eManifests. She also demonstrated this People Principle in her relentless focus on assessing the regulations to help understand what CBSA expects for cargo descriptions. Once our team made a determination, she gave clear guidance to the BPO team on how to handle shipments with vague descriptions in the future.

Deliver results with agility

- During this cycle, Yesika has consistently demonstrated her ability to work effectively under pressure and lay out clear plans to solve problems. When CastleGate received an AMPS warning from the CBSA for a vague cargo description, Yesika jumped into action and did thorough research into CBSA requirements to understand what was necessary to be compliant. She was able to deliver results with agility by sharing results of her findings with links to back up the assessment. This all took place while I was out of office and her thorough and proactive work made it easy for me to fully assess the situation.
- Yesika also took the initiative to update broker trackers for a colleague who was out of office for a week. She demonstrated delivering results with agility by updating the trackers swiftly while maintaining existing workload with ease.

Use good judgement

- Over the past six months, Yesika has demonstrated use of good judgement in determining whether she understands a situation well enough to act on it or seek guidance. She has shown this particularly in knowing when to escalate issues to OAs and when to seek guidance from her manager. She takes initiative to follow up with OAs when they don't send documents on time for us to file eManifest. If they do not respond after two outreaches, she proactively sends escalations to me. This demonstrates good judgement in knowing when to involve her manager and when to act on her own.
- Additionally, Yesika has exceeded expectations in using good judgement when it comes to enhancing the eManifest tracker. Yesika identified an opportunity to understand how much bandwidth our BPO team had based on their average filing time and Canada shipping volume. She added a capacity analysis to the weekly shipments tab in the eManifest tracker providing a percentage utilization rate for each week. This demonstrated using good judgement to see how much of our BPO team member's time we're currently utilizing and giving our team the ability to look forward and understand when we may need additional resources.

Employee Evaluation

Note: Most of the comments on strengths and opportunities areas for this cycle are going to be around eManifest and AMS, as these have been the biggest projects that our team had for the cycle. eManifest is a requirement by the Canada Border Services Agency (CBSA) for all CastleGate shipments destined to Canada via ocean or discharging in Canada, the eManifest needs to be filed at least 24 hours prior to shipment departure on the main vessel. AMS is the US customs requirement similar to eManifest in Canada that necessitates shipment information be transmitted prior to departure. Global Trade Compliance (GTC) started conducting eManifest filings on January 4, 2021 and has been outsourcing this eManifest filing process with a BPO team located in Vietnam since April 5, 2021. GTC didn't file any AMS during this summer cycle.

RELENTLESS CUSTOMER FOCUS

- I am responsible for auditing the eManifest filings, which includes communicating the audit results with the BPO team located in Vietnam. Through our weekly eManifest Filings audit email, I report our audit findings in a clear and timely manner, designate corrective actions needed, and highlight the good actions and contributions the BPO team does for the eManifest filings. As a preventive measure, I use the same message to communicate new procedures in the eManifest process. As a result, the process is working smoothly and we have had five weeks in a row with perfect performance, we have not found any errors in the audited filings.

- Another team building aspect showing success in the BPO team management process, is to actively listen to their suggestions. As the eManifest SOP is extensive, 70 pages, we were communicating changes in the SOP via email. However, the BPO team suggested using an independent tracker as the principal way to record and accept SOP changes. Our team accepted this suggestion and after its adoption I added another column to document specific changes. This action improved our communication regarding the adoption of new processes and ultimately helped the BPO team communicate a clear understanding of the changes in procedures for GTC to review when changes were accepted for both parties.
- I prepared the draft for the eManifest section in the OAs SOP and after its adoption I have been proactively reaching out to our overseas agents (OAs) to request cargo information before vessel departure as stated in the SOP, as well as following-up on cases escalated from our BPO team members, as well as escalating cases to my manager when required. These interactions were crucial to educate the OAs and to hear and learn from their concerns about the process. For instance, we found it helpful to inform Cohesion that the information in the routing tab in CargoWise needs to be updated if ETD has changed. This is an important data point for us, as knowing when a shipment will depart in advance will prevent future penalties for late submissions, as after July 4th CBSA will start to impose penalties for late filing.
- I interact with other ISC team members, including Ocean ops members, to better help our BPO team to perform filings in a timely manner. These interactions were crucial in preventing potential filing errors. With the cross-team communications I established we were able to readily request clarification for shipments with inaccurate or missing information in CW, and to re-prioritize filings based on accurate information.
- Finally, as responsible for our team's newsletter, I provide a monthly edition for other ISC members to keep track of GTC projects. I also make sure that our team members update the different sections each month on time and listen to their suggestions for the newsletter content and layout. As a result, we have issued a monthly edition since October 2020, providing a total of 8 editions to all ISC members.

DELIVER RESULTS WITH AGILITY

- During the months of January to March I was responsible for filing eManifest. As a result I filed more than 140 eManifests on time. These filings were done before the process was outsourced to the BPO team located in Vietnam.
- An achievement that I'm proud of from this cycle was the launch of the audit process for filing eManifest in Canada. Before moving the filing process to our offshore BPO team I was put in charge of developing an audit plan to establish guidelines to ensure agent compliance with our internal procedures and CBSA's regulations. I was able to provide this on time under our internal KPIs. I also built the audit tracker to use for auditing eManifests filings and to track performance metrics to facilitate the audit analysis. This experience taught me valuable lessons in quality control and its metrics that I will continue to apply in future projects.
- I also built our eManifest filings tracker and our eManifest audit tracker. The former tracker is for the f BPO team to document their filings while the later is used internally by GTC to review their BPO team work. These trackers were built in google sheets and have a connection to the CargoWise database using a python script. This capability allows us to have shipment data updated daily via our tracker. The original script was kindly provided by the visibility team, which I then modified to feed four google sheets tabs in two trackers simultaneously. One tab with the master data with shipments information from January, 2021 (in two google sheets), another tab with a report summary of weekly shipments expected, another tab with the 3 week shipment data before and after today used for monitoring purposes.
- For the AMS initiative, I provided support to my manager by building a tracker with similar characteristics as the eManifest tracker but added different data points, as AMS requires additional information than eManifest. To do this I used the MVP (minimum viable product) approach, as this process has not been launched yet.
- Lately, I have been building a dashboard in Google Data Studio with the purpose of tracking eManifest metrics, including OA performance and information that will be part of the WBR. The first working version has been reviewed by my manager and an implementation will be completed for the next cycle.

USE GOOD JUDGEMENT

- As part of trade compliance it is very important for us to identify and mitigate risks. Since I am relatively new to the trade compliance area I have been actively discussing our decision making processes with my manager and coworkers. For instance, we received a Notice of Penalty Assessment from CBSA. This notification regarded cargo descriptions not being accurate and complete, as some of the cargo descriptions provided in our filings were not suitable for CBSA purposes. I followed up with my manager to have a clear understanding of the actions to take from the OAs and to standardize the new process.

- In a GTC meeting a question was raised about filing time (average of 30min) and what could be the possible alternatives to improve this timing. We have been tracking the time that our BPO team member spends per filing. However, before trying to ask our BPO team member for speediness, I generated two metrics to evaluate the situation. I added a capacity and utilization rate to our weekly report tab, with this we identified that there is an underutilization with a rate of 30%. This allowed us to decide that spending time in an attempt to speed up the process was not a priority for the team at this point. But it also allowed us to proactively review when there are incoming shipments that will surplus our capacity with some weeks in advance to take preventive measures.
- I am in charge of performing weekly audits of the BPO team performance. Given the type of errors that the first audit results yielded, I have been formulating solutions and recommendations to improve the process. For instance, a BPO team member was forgetting to send an email confirmation to the OA stating that the eManifest was filed and its current status. I recommended a quick solution, to add a new column to the tracker for him to check once he sent the email. We have not seen that type of error anymore in the audits conducted.

Opportunity

Manager Evaluation

Deliver results with agility

- Yesika has demonstrated her ability to think about the big picture. In creating the SOP for the BPO team to file eManifest, an opportunity was identified for her to approach it from a higher level and create an outline first before creating the SOP content. I'd encourage her to continue thinking about what information stakeholders have when they view a document to ensure the level of detail and information makes sense before starting. Thinking critically at a high level about what order information should be delivered will also help readers more easily articulate instructions and information.

Employee Evaluation

RELENTLESS CUSTOMER FOCUS

- I will take more initiative to learn more about how the different groups in ISC interact, in particular, how to reach out to the right person when addressing internal or external challenges. This action will prevent tardiness in our processes.
- I will proactively learn more about OA procedures in order to have a more clear understanding on what to expect from the OA performance. This will help me to offer better suggestions on how to improve our interactions with the OA.
- I will take more initiative by asking for feedback from our BPO team member's concerns and how we can improve our processes to better fit their working style.

DELIVER RESULTS WITH AGILITY

- Although I consider myself to be good at focusing on the task at hand, completing a task in detail without error, I'm finding that I need to work on splitting tasks in order to work on a good variety of tasks (more than 3 tasks) per working day.
- While my manager and I have productive communication, there is room to inquire more frequently about updates in short- and long-term goals for the team.
- I plan to acquire more business knowledge in order to prioritize activities that add more value to the team. For instance, as a first measure, and given some miscommunications, my manager and I agreed upon a plan to have a weekly stand-up in order to prioritize activities and to align and establish clear expectations for weekly tasks.

USE GOOD JUDGEMENT

- I will start practicing a retrospective exercise to look back at the finalized projects to analyze how and why things went the way they did.
- I will look for and join groups related to trade compliance. For instance, I will engage with coworkers about the New England chapter of CONECT, and I will also attend more training and webinars to learn about this field and what the competitors are doing, which is not only beneficial to me, but also to the team.
- I will think critically about possible questions that my manager or other team members may have and prepare structured and reasoned solutions in order to present more effective solutions and recommendations to a problem we are working on.

We Win Together

Strengths

Manager Evaluation

Build the best team

- Yesika has demonstrated her ability to ask clarifying questions to ensure solid understanding of the task at hand. For example, when working on creating the BPO team SOP, she worked independently and added comments into the document when she wanted clarity or input. She used this method to ask questions that made it easy for me, as her manager, to review the relevant content and deliver answers.
- Yesika has also demonstrated the People Principle of building the best team by sharing her knowledge of certain topics that are unfamiliar to others. For example, when she developed the Jupyter script to update eManifest and AMS trackers, she hosted a training session for me to understand how the script was created and how I could run it myself.

Collaborate effectively

- In this past cycle, Yesika has demonstrated her ability to collaborate effectively by working together with me on the BPO tracker and SOP. She worked collaboratively in recommending the layout of the tracker and adding content and screenshots to the SOP where she deemed it useful and appropriate. She reverted to me consistently for feedback and input that allowed the process to be truly collaborative and efficient.
- Yesika also demonstrated collaborating effectively with the eManifest audit approach. She worked collaboratively to define the audit plan with me and ensure it was a shared effort with a mutually agreed upon methodology. She provided recommendations on what timing and volume of audit sample size would be most effective.
- Lastly, Yesika also worked collaboratively to create the eManifest script with the Data and Visibility team. She asked clarifying questions about the script and provided them with information and clarity when they needed it as well.

Respect others

- Yesika consistently respects other's time when sending emails or requests for updates to the newsletter. She demonstrates her understanding that people have busy schedules and adjusts her approach to having the newsletter completed by accommodating other people's schedules and workloads.

Employee Evaluation

BUILD THE BEST TEAM

- I taught my manager how to interact with Jupyter notebooks in order to update the eManifest and AMS trackers. Updating the trackers using a python script has reduced our time to transfer information into our trackers from 60min to a few minutes (less than 5 minutes).
- I supported GTC members on side tasks. For instance I helped Sophie Thibault-Vazquez by creating a Gantt chart template in Google Sheets that displays the timeline in different colors depending on the status of the task in question.
- This cycle I started providing feedback to my manager in our one-on-one meetings. Providing feedback is a skill in itself and with my manager's mentorship I was able to share my thoughts in a positive and comfortable manner.

COLLABORATE EFFECTIVELY

- I helped cross-functioning team members. My manager collaborated with David Leonard to cover the task related to the Customs Broker Shipment Tracker while he was on vacation. During that week, I was responsible for updating Interfracht, KlearNow and Topline trackers. This was a great opportunity for cross-collaboration, in which I maintained the brokers' shipments information up to date, and a good learning experience by being exposed to other ISC team members day to day work.
- I worked in collaboration with the Data Visibility team. Our team requested a SQL query script from the Data Visibility team to be used to retrieve data from CW for the eManifest and AMS tracker. Both teams worked closely to have the best product possible by the end of the sprint. After receiving the first query, we noticed special cases that were not covered by the current script and we requested collaboration for another sprint. To facilitate both teams' expectations I prepared a report with all the possible scenarios and shared it prior to our meeting. This report was important for preparing the new script as each scenario had a set of examples. In addition, I also used the report to test cases for quality testing.
- I often join coffee chats to get to know people in different parts of Wayfair, for instance I was part of one of the coffee chats organized to ask questions to our director Martin Medo, where I asked mostly about which are the decision making tools used by him. Furthermore, I also sometimes participate in roulette coffee chats, with the aim to nurture cross-functional collaboration.

- I collaborated effectively with other groups. For instance, for the 2020 intercompany billing between Wayfair and CastleGate for BCO shipments, I prepared the report for the Finance group to issue the invoice (payment to CG) and followed up under its completion. This project was done under the supervision of my manager, and Sophie Thibault-Vazquez.

RESPECT OTHERS

- I have for myself a standard to speak kindly and respectfully to others and about others. However, I understand that given differences in cultural communication, I can sometimes miss clues in a conversation or be unaware of my own cultural differences when communicating, and if a situation arises I ask for clarification promptly.
- Lately I have been adding more contributions to the GTC meetings by asking questions about other team members' projects as a way to demonstrate respect for others' contributions and learn from each other.

Opportunity

Manager Evaluation

Collaborate effectively

- In Yesika's role, she frequently delivers key information regarding projects she is working on. I encourage Yesika to ensure she has all resources and windows she needs open before a meeting begins. For example, during stand ups, we frequently review shipments in CW with anomalies that require review as a team. Sometimes time is taken during the meeting to open CW and find the shipment. If they're pulled up on her screen and ready to review before the meeting starts, more time can be spent tackling the problem at hand.

Employee Evaluation

BUILD THE BEST TEAM

- I will focus on being better at recognizing others' contributions by shouting out on the Recognition Wall or the Friday's mimosas.
- I need to work on clearly communicating recommendations and insights to better help my team to grow, for this I will prepare in advance to provide more concise ideas to my coworkers.
- I want to expose myself to direct new cross-functional projects for the incoming cycle. I will continue to listen and check for other team's work to try to find opportunities to bring to the team. This goal matters to me because being able to manage projects effectively will allow me to provide more value on the team and get more work done in an organized way.

COLLABORATE EFFECTIVELY

- I will take advantage of Wayfair culture and have more coffee chats to get to know people in different parts of the organization. I will have a target of at least 1 new connection per month.
- I noticed that some of the 1x1 meetings with my manager pass the booking time. I could improve our meeting time by going to the point and leaving the details of a problem statement only if they are asked. Additionally, by creating agendas for myself and coming up with potential questions/answers and talking points.
- Learn to identify and/or clarify through more direct questions to my manager on the best communication practice for a given situation. For instance, how she prefers communication (slack, email, or video call).
- Now that I have more understanding of the team stakeholders, I will focus on starting to promote spaces for cross-functional partnerships that will allow us to solve problems in a more efficient manner.

RESPECT OTHERS

- Although I am a member of the erg-wayfair-latinx, I will focus my efforts to be a more active member and coordinate activities within the group.
- I will start sending pre-reads before meetings that I organize to use our meeting time more effectively and give more value and respect to others' time.

We Are Always Improving

Strengths

Manager Evaluation

Be an owner

- Since the start of the eManifest requirement for shipments in Canada in January, Yesika has exemplified being an owner. She quickly learned the eManifest filing process and requirements began filing for CastleGate shipments. She maintained this process with minimal oversight due to her stellar consistency and attention to detail.
- Yesika demonstrated being an owner in this past cycle with the eManifest and AMS SQL scripts in Jupyter. She leveraged her own knowledge and expertise in areas where the rest of the team lacked experience. She executed well on turning knowledge into results and creating a script that is pivotal to our operations and our monitoring of eManifest filings. She also demonstrated being an owner by leading conversations with the Data Analytics team to understand the query created and enhance it to better fit our specific needs.
- Lastly, Yesika also showed her consistency in being an owner by proactively identifying things to improve and acting on them. For example when running the Jupyter query to update advanced manifest filing trackers, it was unclear to an inexperienced user when it would be done. She understood this, identified a need and executed on adding text to the script that would indicate to people that the task was complete.

Innovate and improve

- As tasks and priorities are changing frequently, Yesika pivots effectively and asks the right questions to ensure a firm understanding of the new assignment.
- In February, Yesika was able to reap the benefits of her hard work on the SSE filing by adding Liverpool and Rotterdam with relative ease using existing scripts and established processes that she had set up the first time. Her ability to innovate and improve the process allowed the team to save a significant amount of time that would otherwise be dedicated to manually pulling, analyzing and formatting the information.
- Yesika consistently demonstrates her ability to innovate and improve by asking questions about the bigger picture of projects and topics. She consistently seeks to understand the context around her work and learn more about the industry and processes within which her role functions.
- Lastly, Yesika also demonstrated this people principle when working on revamping the GTC newsletter. She considered multiple approaches to designing the newsletter in a way that would be engaging to readers. Her redesign of the newsletter has since garnered positive feedback from others within the department and proved to be an innovation and improvement from previous newsletters.

Adapt and grow

- This past cycle, Yesika has demonstrated her ability to adapt and grow, in particular while working on eManifest. As she gained new knowledge on the regulations and process requirements, Yesika was quick to adjust and grow to the new process. For example, when we confirmed that buyer's consolidations and single-ACN shipments did not need to go to MTR, Yesika quickly made necessary updates to eManifest templates in the portal and in the SOP.
- Yesika also demonstrated this People Principle in using existing resources to minimize time needed to complete a task. For example, she used the existing eManifest monitoring script to pull shipment information for AMS. This ability to adapt existing work to fit another need saved significant time.

Employee Evaluation

BE AN OWNER

- I take ownership of the projects that I'm working on while ensuring that I am aligned with my manager's priorities. For example, for the multiple projects I work on, I produce the requested results on time. My projects include monitoring the BPO team eManifest filings, building the OA metrics and BPO team metrics features, as well as the weekly and monthly reporting metrics. In addition, I work on other projects like intercompany billing. And I always verify with my manager that I am aligning her expectations.
- I like to solve problems and I want to focus my efforts on what brings more wins to the team. In order to do that, I periodically ask my manager for the team and company goals, in order to always be on the top and to understand how my work better benefits the team.
- While working on different projects, I get a broader view of the current directions. This has helped me focus my questions to ensure that my work can impact not only the immediate problems, but more importantly, the long-term expectations and goals. For example, for tracking OA performance metrics, I proposed to my manager to track information for a period of time longer than the 5 weeks that we were contemplating, I then proposed to link the general metrics to a more broad timeline and adapted the main filing tracker to cover this purpose, as opposed to linking it solely to the monitoring tab, which was the original idea.

INNOVATE & IMPROVE

- I suggested to the team new ways to retrieve information from our servers using python scripts. I used this approach in the previous cycle for the SSE filing and now we are integrating it with our eManifest and AMS trackers.
- I also explore new tools to do our job more efficiently. For instance, we track some weekly and monthly metrics on our Google Sheets tracker. However, to have a more robust tool for reporting I started to work on a dashboard using Google Data Studio. This will allow us to analyze data in more flexible timelines and under multiple filters, making it easier than trying to build something with the same capabilities in a Google sheet.
- I try to consistently propose new ideas in my day to day work. I built the audit tracker based on the current ocean audit tracker; however, I made some changes to integrate what I learned from the Six Sigma Foundations LinkedIn course to capture defects per unit and defect per million opportunities metrics in a more straightforward manner.
- I proposed a SIPOC (supplier, inputs, process, outputs and clients) diagram for the eManifest that has been included in our audit plan. This diagram provides a high level visual depiction of the eManifest filing process by the BPO team through the CBSA's portal.

ADAPT & GROW

- In order to understand the underlying audit processes, and to be a better point of contact for compliance metrics questions within ISC, I completed the Six Sigma Foundations LinkedIn course, which provided me with tools to develop better metrics for the auditing processes. I have already applied the concepts learned regarding quality metrics as DPMO into the eManifest audit tracker.
- I also consider my own interests for self-improvement, and how these can align to help my team, improve my reporting skills, and my month to month tasks. For example, with the newsletter, I took the publisher Essential Training (Office 365/Microsoft 365) course to operationalize running the newsletter and to minimize manual planning to help maintain consistency when dispersing the newsletter. After creating a publisher template, we reduced the time required to launch our newsletter to more than 70%. I used to transfer our content into Adobe Acrobat but we found out that it wasn't the most efficient tool to work with large amounts of text data.
- I also have been asking my manager for feedback that can help me to provide better solutions for the team and I also have transmitted the best way that I work, which is by setting weekly goals that I can accomplish and accommodate to work at my best rather than receiving daily or hourly tasks that do not provide me with the flexibility to think and explore creative ways to do my work.

Opportunity

Manager Evaluation

- Be an owner
 - Yesika has consistently demonstrated her ability to manage her own time to deliver results. I'd encourage her to continue communicating her work plans as she is already doing to ensure her schedule is aligned with team priorities. I'd encourage her to recap action items and expectations before a meeting ends to ensure all team members have a clear understanding and any ambiguity can be addressed in the moment.
- Innovate and improve
 - As Yesika continues to develop in her role, I would like to see her hone her interests and think further into the future about how projects and opportunities in her current role can set her up for success in the future. During development conversations, I'd encourage Yesika to approach the conversations having given thought to what her mid and long-term goals are in addition to her near-term goals.
- Adapt and grow
 - When seeking guidance from others, I encourage Yesika to ensure the questions being asked are clear and that an answer is received before moving on to the next question. For example, when reviewing an anomaly with an eManifest filing, Yesika asked several questions in quick succession making it challenging to provide answers in a clear way.
 - When presenting information to a group of people, I'd encourage Yesika to think about pausing between topics to see if anyone has questions before continuing. For example, during a recent intercompany billing meeting, Yesika concluded explaining the methodology of the script and moved on to the results of the analysis without pausing to see if anyone had questions about the script first.

Employee Evaluation

BE AN OWNER

- I will regularly follow up with my manager to understand changes in the team priorities and vision and ensure that my role and projects that I am working on are helping and supporting the team on accomplishing critical goals.
- I will get more involved in identifying new opportunities to improve the current team projects, while looking for new ideas and projects to work on.

INNOVATE & IMPROVE

- While I have proven that I can successfully analyze data, I am still in the process of learning to identify the business value of different tasks. By learning more concepts regarding Global Trade Compliance, I will gather more tools to understand the business value of the projects that I am part of, which will ultimately help to prioritize tasks.
- I will actively ask more about other members' work to learn from their experiences and find ways to connect their experiences to my projects and apply best practices to my own work.

ADAPT & GROW

- I will reserve time in my calendar to reflect on completed projects and analyze what did/didn't work for the team and why to learn more about what works about our working style and learn from our own previous experiences.
- I will sign up for development path courses on LinkedIn, and I will complete at least 2 courses by the end of the next cycle.
- I will take time to define my goals for the next cycle with my manager to align our expectations very early in the cycle.

Peer/Stakeholder Feedback

Number of Employees Requested From: 7

Number of Employees Who Responded: 7

Numbers below represent the count and type of peers/stakeholders who selected each Pillar as your greatest strength or opportunity area.

	Team/Pod		Cross-Functional		Extracurricular/Other		Not Specified	
	Strength	Opportunity	Strength	Opportunity	Strength	Opportunity	Strength	Opportunity
We Drive Results	2	1	1	1	0	0	0	0
We Win Together	0	1	1	1	0	0	0	0
We Are Always Improving	1	0	2	0	0	0	0	0

Peer/Stakeholder Feedback

Strengths:

Pillar: We Drive Results + We Win Together

Principle: Relentless Customer Focus + Collaborate Effectively

Yesika is all in on her projects as she collaborates with teammates and other partners within ISC. She does an excellent job making sure to understand the underlying need or issue to be resolved and finds creative ways to provide a solution. She also goes above and beyond to provide additional feedback/opportunities/options that leads to an even better outcome than was requested.

Yesika has worked with and led initiatives with our customs brokers. Her work with e-manifest and her coverage of the customs broker tracker process show how she effectively contributes to product partnerships and cross-functional partners. Yesika has also demonstrated in her communication and work with our internal and external partners that she represents Wayfair Values.

Yesika is a true pleasure to work with, not only for her positive attitude but additionally for her skillset. I never have to worry about the accuracy of Yesika's data, as she is always follows a systematic process. Her data is trusted not only internally but externally as well. Yesika is able to use critical thinking and look outside the box when evaluating data. The most important aspect to her data other than the accuracy is the timing. She prioritizes business needs and is reliable.

I am continuously impressed by Yesika. I look forward to each project we will collaborate on in the future.

Yesika is always eager to help and own new work. For example, Yesika helped me align our broker performance metrics globally along with associated charts. Yesika delivers work with a very tech savy approach which minimize manual input and drive efficiency. For example, Yesika has been the key owner of our efforts to stand up SSE filings in a very automated way. Updating rates can be done compliantly, timely and from the click of a button. Additionally, Yesika is very good at managing her time and expectations. She always meets deadline or proactively alerts me of delays or roadblocks that may prevent her from completely her work timely.

Yesika strives for excellence in all of the projects in which I have worked with her. She continues to challenge the norm and push for improvements when something is not up to par. Through my work with Yesika, she uses her subject matter expertise to partner with cross-functional stakeholders to drive results.

Yesika was very quick to understand the intricacies of the script we handed over to her. She is never afraid to ask questions to further her understandings. She would always keep me up to date on any processes that she may be performing.

Opportunities:

I am excited to see Yesika continue to build her brand on ISC and Wayfair. She has already done such a great job in becoming the go to person and subject matter expert in her area, but I am excited to see her take that to even the next step. Always working to have second-order questions in mind and thinking one step ahead will be huge in improving in the "We Win Together" principle.

I see an opportunity for Yesika to take more a front seat in conversations with cross-functional or external partners. Yesika's value is clear to her immediate team but I believe there is an opportunity for her to take more of a leading role in conversations with stakeholders, expand her network and be more broadly recognized as a trusted partner.

I would like to hear any impact that this ask had on their work flow. Such as any new insights it had on their work, more time saved, more money saved, something to make it seem like my work had made a difference for the team.

Yesika's current role touches several internal and external, cross-functional teams. These gives her ample opportunity to demonstrate her understanding processes of these teams so she can identify and properly scope issues discovered through her work.