

2019 Performance Review for HuaZhen Luo

Introduction

Please complete all sections of the form below and proceed to the next step. Feel free to utilize the **HELP & TUTORIALS** section on the upper left hand corner of your screen.

Employee Information

First Name	HuaZhen	Last Name	Luo
Employee Id	618078	Title	Senior Test Engineer
Manager	Chee Chong Desmond Ann		

Review Information

Originator	Waters PM Admin (padmin)
Review Period	11/01/2019 - 02/28/2020
Due Date	02/28/2020

Section 1: 2019 Objectives (50.0%)

The section below should be utilized to evaluate each business objective established during the past year. For each objective, evaluate performance results and address any challenges / achievements that were experienced.

Growth

20.0% of total score

1. Achieve financial targets and Operating expenses
2. Exceed AOP by 5%
3. Complete 2 productivity improvement projects

Completed

1. Operation Expenses should keep within the budget;
2. Demonstrate tester downtime improvement by 15% through proactive maintenance on Sample Managers, Pumps, Detectors and Alliance sub assemblies by Q4 2019
3. Improve PM and troubleshooting through development of tester cookbook.
- 4.No. of project completed.

Manager Rating

Meets Expectations

Objective Details

Objective	1. Achieve financial targets and Operating expenses 2. Exceed AOP by 5% 3. Complete 2 productivity improvement projects	Measure	1. Operation Expenses should keep within the budget; 2. Demonstrate tester downtime improvement by 15% through proactive maintenance on Sample Managers, Pumps, Detectors and Alliance sub assemblies by Q4 2019 3. Improve PM and troubleshooting through development of tester cookbook. 4.No. of project completed.
Weight	20.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2019
			1. Operation Expenses should keep within the budget – Met as a group target with spend of US 155k However, HuaZhen need to be more accountable to ensure CM to substantiate repair cost while approving the spares purchased. 2. Demonstrate tester downtime improvement by 15% through proactive maintenance on Sample Managers, Pumps, Detectors and Alliance sub assemblies by Q4 2019 - Met. Have performed improvement

Due Date

12/31/2019

Manager
Comments

on BSM and Sample Managers yield thru the setting of periodic PM on the seals and tubings. HuaZhen have to demonstrate more drive in this area to analyse the downtime of testers and provide renewal plan for testers.

3. Improve PM and troubleshooting through development of tester cookbook.

No cookbook observed.

4.No. of project completed.

HuaZhen have participated and completed a number of group productivity improvement projects, eg. GTS on site calibration, SIT and FTN lean project. HuaZhen will need to demonstrate more pro active in driving the project activity as a project lead.

1. Operation Expenses should keep within the budget; -- Met.

The 2019 expense budget is \$ 200, 873 but YTD expense is \$154,678.47. The actual expense is less than budget. As test engineer in WPPL for LC products, I contributed to this target by closely monitoring the CMs testers PM/Calibration/repair expenses, sourcing the low cost but yet approved spare parts/service for all the testers and make sure all the spends on the testers are within the budget and it's necessary. Therefore the total expense was kept low and within the budget.

2. Demonstrate tester downtime improvement by 15% through proactive maintenance on Sample Managers, Pumps, Detectors and Alliance sub assemblies by Q4 2019 -- Met.

OESR for unplanned tester down reduced from 87 cases in 2018 (Since Q2 started OESR tracker) to 61 cases in 2019, which leads 30% reduces of reported failure occurring by implementing proactive maintenance and educating the engineers on practice of maintenance. Especially Sample managers testers unplanned downtime reduced from 16 cases in 2018 to 1 case in 2019 which is related to BSM after implementing the half year interim PM for Sample manager testers BSM, and failure rate related to tester BSM seal wear off reduced 5% after implanting proactive PM for Sampler Manager testers.

3. Improve PM and troubleshooting through development of tester cookbook. -- Met.

Lead engineers in CM to development PM and troubleshooting cookbook.

This brings benefit to the whole organization, especially for high turnover of manpower factory like Flex Senai. By implementing this improved PM and troubleshooting cookbook, we minimized the unplanned downtime of testers and make sure the good practice is being carried out even there's new engineer onboard.

4.No. of project completed. -- Met.

Total completed/supported 6 projects.

a. Lead and completed GTS onsite calibration across 3 CMs and 5 GTS systems. Cost savings per system is \$271 (Total \$1355) and total time saving is 70 working days (In terms labour cost saving ~14000USD). The whole project was very well received by

Employee
Comments

all 3 CMs and it's significantly reduced unnecessary downtime due to mishandling of offline calibration and enhanced GTS system reliability by conducting system self test and verification periodically.

b. Lead the server migration in the WPPL. The project is completed as per plan. All new servers are in operations and monitoring by Waters IT now. This project enhanced the servers robustness and reliability.

c. Supported SIT project. Completed all SQT tests for lab setting up and complete all scheduled system stack up per project plan.

d. Supported and completed lean manufacturing project in Venture FTN production. The project brings the benefit in terms production planning and maximized the production output with the same resource.

e. As core team member, supported and completed PCM_TCM product transfer from Venture to CEI. The whole project was new for team as a first-time transferring product between CMs. I managed to complete all testers/fixtures transferring and their qualification with a very short time frame and many challenges such as aging testers, no clear example of qualification process, etc. The project brings benefit to organization in terms cost saving and team capability build up.

f. Supported PCBA Altera IC ICT fixture upgrade projected. Completed PCB 210001344 and 210000323 ICT fixture upgrade.

Other Details

Targets

Customer

20.0% of total score

1. Plan and implement GTS On-Site calibration; Reduce calibration downtime and enhance the quality of calibration service;
2. GTS self test sequence
3. Support SQT/SIT project;

Completed

1. GTS on site calibration project

- Setup the process flow and SOP for GTS On-Site calibration for Venture and Flex Senai, it's a bonus if able to implement the same practice on CEI Batam systems;

Timeline

- Q1 2019 to complete (Singapore - Venture)
- Q2 2019 to complete (Singapore - CEI)
- Q4 2019 to complete (Singapore - Flex Senai)

2. Setup the calibration procedure and process flow for self calibration GTS systems

3. Support I Class BioAccord SIT stacking by Q3.

- support delivery of 19 units of plumb, stack I Class systems.

Manager Rating

Meets Expectations

Objective Details

1. GTS on site calibration project
 - Setup the process flow and SOP for GTS On-Site calibration for Venture and Flex Senai, it's a bonus if able to implement the same practice on CEI Batam systems;
- Timeline

Objective	1. Plan and implement GTS On-Site calibration; Reduce calibration downtime and enhance the quality of calibration service; 2. GTS self test sequence 3. Support SQT/SIT project;	Measure	- Q1 2019 to complete (Singapore - Venture) - Q2 2019 to complete (Singapore - CEI) - Q4 2019 to complete (Singapore - Flex Senai) 2. Setup the calibration procedure and process flow for self calibration GTS systems 3. Support I Class BioAccord SIT stacking by Q3. - support delivery of 19 units of plumb, stack I Class systems.
Weight	20.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2019
Due Date	12/31/2019	Manager Comments	1. GTS on site calibration project - Setup the process flow and SOP for GTS On- Site calibration for Venture and Flex Senai, it's a bonus if able to implement the same practice on CEI Batam systems; Timeline - Q1 2019 to complete (Singapore - Venture) - Q2 2019 to complete (Singapore - CEI) - Q4 2019 to complete (Singapore - Flex Senai) Exceed expectation, with cost savings and reduce downtime of tester in production. 2. Setup the calibration procedure and process flow for self calibration GTS systems Need improvement - Process flow for calibration have been setup but was not completed in time in 2019. As a project lead, have expected HuaZhen to drive the team to work with Supplier and complete the project in time and close in 2019. Activities were only stepped up at the end of the year. 3. Support I Class BioAccord SIT stacking by Q3. - support delivery of 19 units of plumb, stack I Class systems. Meet – HuaZhen have supported the SIT project per the project plan.
Employee Comments	1. GTS on site calibration project - Setup the process flow and SOP for GTS On-Site calibration for Venture and Flex Senai, it's a bonus if able to implement the same practice on CEI Batam systems; Timeline - Q1 2019 to complete (Singapore - Venture) – Done in Q1 2019 - Q2 2019 to complete (Singapore - CEI) – Done in Q2 2019 - Q4 2019 to complete (Singapore - Flex Senai) – Done in Q3 2019 Exceed expectation. All 3 sites 5x GTS are calibrated onsite in 2019 and annual package for year 2020 has been confirmed (6% discount of total cost). This project brings direct cost saving and reduced multiple planned calibration shutdown from total 14 working days to 1 day. 2. Setup the calibration procedure and process flow for self calibration GTS systems Met. The same procedure has been implemented across all 3 sites.		

Standardized the whole process from engaging the same calibration vendor to system self test verification. This brings the benefits in terms cost saving, negotiation power with calibration vendor and centralized calibration certifications.

3. Support I Class BioAccord SIT stacking by Q3.
- support delivery of 19 units of plumb, stack I Class systems.
Met. Supported Golden Unit SQT test and shared test findings with team. And assembled all scheduled systems and shipped to Milford as per plan.

Other Details

Targets

Quality

1. Improve the tester first pass yield while maintaining the quality of testing;
2. Work on the field complains and improve the product quality by working on failure analysis;

20.0% of total score

Completed

3. Lead/Support tester validation

1. Improving of product test FPY - to meet or exceed Flex, Venture and CEI first pass yield targets for 2019

2. Support improvement done by review/analysis of field complaints;
- to demonstrate objective evidence of improvement on test equipment to eliminate field complaints.

3. Number of tester validation completed.

Manager Rating

Needs Improvement

Objective Details

Objective	1. Improve the tester first pass yield while maintaining the quality of testing; 2. Work on the field complains and improve the product quality by working on failure analysis; 3. Lead/Support tester validation	Measure	1. Improving of product test FPY - to meet or exceed Flex, Venture and CEI first pass yield targets for 2019 2. Support improvement done by review/analysis of field complaints; - to demonstrate objective evidence of improvement on test equipment to eliminate field complaints. 3. Number of tester validation completed.
Weight	20.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2019
Due Date	12/31/2019	Manager Comments	1. Improving of product test FPY - to meet or exceed Flex, Venture and CEI first pass yield targets for 2019 2. Support improvement done by review/analysis of field complaints; - to demonstrate objective evidence of improvement on test equipment to eliminate field complaints. Need Improvement for item 1 and 2 – HuaZhen have participated in the yield improvement projects. However, as a Senior Test Engineer, expect HuaZhen to be more proactive in driving team members (CM and Waters) on the updates of the status and act on OESR related to yield issues more closely. Another point to note, as a Test Engineer, have expect HuaZhen to be more active in monitoring the tester status and provide an risk analysis

impact to production from the testers and plan for tester renewal on frequent wear and high risk tester.
 3. Number of tester validation completed.
 Need Improvement – HuaZhen have supported in the tester validation activities. HuaZhen will have to demonstrate more drive and lead the team in the activities for validation of testers.

1. Improving of product test FPY - to meet or exceed Flex, Venture and CEI first pass yield targets for 2019.
 Met.

Lead and Implemented multiple improvements on Venture FTN testing, including Pre-bland injection improvement, Sample Syringe Decay new test spec implement, Half yearly interim PM on FTN tester to reduce the Dynamic Leak Test failure rate and initialization test system every morning before work. All these improvement projects improved FTN FPY from 52.9% in Jan 2019 to 74.38% in Oct 2019. The yield increased about 13%. Exceeded target FPY about 24%.
 Lead and implemented the TE82943 testers upgrade under ECO9228666 and good manufacturing practice on BSM/QSM area across Venture and Flex. Also fixed some intermittent failures by replacing the USB box in both Flex and Venture. This contributed FPY improvement from 41.86% in Jan 2019 to 57.47% in Oct 2019 in Venture. Overall FPY are passed target in 2019.

Employee
Comments

2. Support improvement done by review/analysis of field complaints;
 - to demonstrate objective evidence of improvement on test equipment to eliminate field complaints.
 Supported field complaints or feedback discussion either it's from PIM team during MTR or the feedback from management or GSS/field service engineers visiting. Some of these issues were addressed through the ECO or improvement projects.

3. Completed 24 IQ reports and 4 VAFs as either originator or reviewer. Especially the first GTS system validation was done in Singapore and it's a challenge task as it's needs to have both Milford team and UK team to involve and work closely to get this job done.

Other Details

Targets

Innovation

1. Review the calibration support strategy and seeking for improvement;
 2. OESR tracking/update
 3. Migration/Upgrade of PC and Servers in 2019

Complete review of calibration support strategy
 Ensure all OESR closed/resolved on time - OESR metric
 Q2 - Complete migration of all servers and enable remote monitoring (May 31st)
 Q4 - Develop plan for all PCs migration to windows 10 version for support

20.0% of total score

Completed

Manager Rating

Objective Details

Objective	1. Review the calibration support strategy and seeking for improvement; 2. OESR tracking/update 3. Migration/Upgrade of PC and Servers in 2019	Measure	Complete review of calibration support strategy Ensure all OESR closed/resolved on time - OESR metric Q2 - Complete migration of all servers and enable remote monitoring (May 31st) Q4 - Develop plan for all PCs migration to windows 10 version for support
Weight	20.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2019
Due Date	12/31/2019	Manager Comments	Complete review of calibration support strategy Ensure all OESR closed/resolved on time – OESR metric Need Improvement – During 1H 2019, OESR were not delivered on time. OESRs is not close per metric. Low/med priority issues are not follow up accordingly and no attempt is made to review the timeline. Improvements are observed in Q4 2019, expect HuaZhen to follow up OESR status and close outstanding OESR promptly. Q2 - Complete migration of all servers and enable remote monitoring (May 31st) Need Improvement – Migration of all servers were completed in Q3 behind originally target closure in Q2. HuaZhen need to be more pro active in monitoring and drive his project to closure. Q4 - Develop plan for all PCs migration to windows 10 version for support No update and plan is being re-schedule for this objective.
Employee Comments	Complete review of calibration support strategy; Met. Implemented GTS onsite calibration which significantly reduced downtime due to calibration. This also brings in opportunity to centralize and digitize the calibration certification and reduce the calibration cost by direct negotiation with calibration supplier without CM handling cost. Ensure all OESR closed/resolved on time - OESR metric; Met. Managed and handled 130 OESR out of 190 totals (YTD), 69% of overall OESR from CM. Currently only 2 OESR is open and working in progress, all 187 OESR are either closed or under monitoring. Most of OESR were closed timely or advised the solution to CMs. As test engineer, this is a big challenge to manage all these old and yet expensive testers. But we managed to overcome these challenges and minimized the production disruption due to testers. Q2 - Complete migration of all servers and enable remote monitoring; Met. All new servers are in use and project is closed. The new servers are under monitoring by Waters IT. Q4 - Develop plan for all PCs migration to windows 10 version for support; On track. Flex pump tray tester PCs will be upgraded in Q4 2019 -Q1 2020.		

Subsequently Alliance final testers,
FTN testers are going to be upgraded
soon.

Other Details

Targets

People

20.0% of total score

1. Strategic workforce planning
 - Identify, motivate and retain key talent throughout the organization.
- Ensure key skill sets (technical and business) are contemporary.
2. Improve in key competencies outline in IDP/2018 Review

Completed

1. Review of Huazhen's skillset to ensure skillsets is still relevant to meet current organizational needs.
2. Improve in key competencies outline in IDP/2018 Review
 - Accountability
 - Leadership
 - Collaboration

Manager Rating

Meets Expectations

Objective Details

Objective	1. Strategic workforce planning - Identify, motivate and retain key talent throughout the organization. Ensure key skill sets (technical and business) are contemporary. 2. Improve in key competencies outline in IDP/2018 Review	Measure	1. Review of Huazhen's skillset to ensure skillsets is still relevant to meet current organizational needs. 2. Improve in key competencies outline in IDP/2018 Review - Accountability - Leadership - Collaboration
Weight	20.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2019
Due Date	12/31/2019	Manager Comments	1. Review of Huazhen's skillset to ensure skillsets is still relevant to meet current organizational needs. Meet – HuaZhen expanded his skillsets for Alliance, Acquity and Arc service training to support him on his roles as a LC Test Engineer. With this skillset, HuaZhen is expected to meet the organizational need to provide inhouse PM activities for testers. Eg. Column Manager tester stack PM in Venture. 2. Improve in key competencies outline in IDP/2018 Review - Accountability - Leadership - Collaboration HuaZhen will have to continue to develop his key competencies outline during IDP 2018. - Accountability - need improvement HuaZhen does not demonstrate accountability in the work e.g a) OESR follow up not close promptly b) Instructions not executed properly and shortcut (Weight balance discussion) c) GTS system not based on diligence required for Waters personnel. - Leadership - need improvement HuaZhen has to demonstrate leadership quality in driving actions. Collaboration - need improvement Feedback from team that there is much work push back by HuaZhen. a) Chemistry purchase b) Ensuring quality delivery of owned tasks in project c) Poor prioritization of work. Not

willing to take on the responsibility

. Review of Huazhen's skillset to ensure skillsets is still relevant to meet current organizational needs.
Consistently getting feedback from manager and teammates to improve skillset to relevant to job requirement.

2. Improve in key competencies outline in IDP/2018 Review
- Accountability -- On track, consistently following up all opening working tasks.

Employee
Comments

- Leadership -- On track, need to improve leadership skill by leading team towards common goals.

- Collaboration -- On track, always collaborate within team and work closely with engineers in CM or in Waters US/UK or other functions.

Other Details

Targets

Section 2: Employee Success Model (50.0%)

The section below should be utilized to evaluate individual demonstration of the Employee Success Model throughout the past year. You may use the 'Writing Assistant' to review sample descriptions of behaviors and feedback to help describe employee performance.

EMPLOYEE SUCCESS MODEL

EMPOWERING THE LEADER IN YOU

Waters
THE SCIENCE OF WHAT'S POSSIBLE.™

At Waters, our employees are:

Authentic
Operates with integrity, transparency and humility

- Possesses a high level of self-awareness
- Demonstrates courage, honesty and independent thinking
- Displays continuous self-improvement
- Carries self with positive, optimistic and engaging energy

Enterprise-Minded
Acts as a true company owner to advance the overall interests of Waters

- Advances Waters "values" and "vision"
- Understands how the organization delivers value to our stakeholders
- Recognizes how objectives align to the organizations' strategy
- Engages cross-functional coalitions to advance our goals

Outside-In Thinkers
Carries a broad global perspective of markets, technologies and trends

- Driven by customer success
- Anticipates opportunities, challenges and risks
- Exhibits natural curiosity and seeks to learn from others
- Actively engaged internally and externally

Agile
Balances clear strategic thinking and accountability in execution to deliver results

- Disciplined approach; acts with facts, data and clear metrics to deliver quality results
- Solutions orientated; identifies challenges and crafts innovative solutions
- Displays informed judgment with clear, timely and wise decision-making
- Is adaptable and open in leading productive change

People-Focused
Actively creates the conditions for Waters people and teams to succeed

- Engages people proactively to inspire top performance
- Invests personally in people and organizational effectiveness & development
- Promotes diversity and inclusion to contribute to innovative and productive teams
- Ensures fairness through all people interactions

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1 - Authentic

Operates with integrity, transparency and humility

Manager Rating

Meets Expectations

Chee Chong Desmond Ann's Comments

HuaZhen have managed majority of the OESR request and successfully implemented the GTS on site calibration. But while managing OESRs, HuaZhen have to demonstrate the more of

Can Do attitude, closely monitor and work with various stakeholders to close per metric objective. While engaging on FPY improvement and validation, expect HuaZhen to be more independent and lead team members on the activities.

HuaZhen Luo's Comments

As only Test Engineer in the Singapore Operations team, I have to handle more than half (69%) of total operation & engineering requests from all contract manufacturing. Meanwhile I need to support all testers validation, transfer, installation and repairs. And need to lead/support some projects like new server upgrade, GTS onsite calibration, SIT lab setup and operations, PCB ICT fixture upgrade, etc.

In order to archive 98% of closure of total more than 193 OESR YTDD and complete all the tasks above timely, I have to listen the opinions/advice from different parties, such as managers, teammates, engineers from CM/Milford/UK/Quality and must be optimistic to energize all parties can-do attitude.

With this authentic mindset, we successfully implemented GTS onsite calibration with no trainings from Milford and keep it at very low cost for all sites therefore bring in a big-time cost saving for all parties and make system more reliable and trouble-free.

With this authentic mindset, we collaborate with UK Waters IT, Milford Waters TE and all CMs to complete server's upgrade and data migration smoothly.

With this authentic mindset, we complete every first kind of tester validation, the Venture UK PCBA GTS system validation. We managed to collaborate with UK Waters TE, Milford Waters validation team, Milford Waters TE and Engineers in Venture to successfully completed the first GTS system validation in Waters.

With this authentic mindset, alone I have completed more than 24 IQ reports and 4 VAF.

With this authentic mindset, we successfully transferred PCM TCM production line from Venture to CEI. Although there were many unknowns but with can-do attitude, we completed the transfer within a short time frame.

I'm still learning from others and continuous self-improvement. I believe I can contribute more in 2020 as bunch of testers related projects on pipeline.

2 - Enterprise Minded

Acts as a true company owner to advance the overall interests of Waters

Manager Rating

Needs Improvement

Chee Chong Desmond Ann's Comments

HuaZhen will need to demonstrate more on the Enterprise Minded and be sensitive on financial sensitivity while dealing with external suppliers and controlling cost in managing the calibration and spares purchasing activities. HuaZhen need to ensure CM to justify on the repair cost while approving the spares purchased.

HuaZhen Luo's Comments

Since testers equipment are capital intensive and is one of the highest components of manufacturing run cost, being only test engineer in Waters Singapore Operation team, I'm acting as a gate keeper to encourage accountability with Contract manufacturer's maintenance teams to encourage pro-active maintenance. limiting downtime and avoid costly repairs due to poor maintenance which directly represent Waters overall interests as an Enterprise owner. Therefore, we managed to have operations expenses \$46,195 less than budgets.

By regularly checking all the PM/Calibration cost, repair cost and parts usage to make sure the all claims from CM are necessary for operations. Also set protocol of parts claims between CM and Waters, educated the engineer on some good practice to avoid unnecessary replacement.

All these efforts bring us a big award which shows on the significant reduced of tester downtime such as FTN testers, lower calibration cost on GTS systems and other equipment, no costly repairs, and lower tester repair occurrence and downtime.

3 - Outside-In Thinkers

Carries a broad global perspective of markets, technologies and trends

Manager Rating

Meets Expectations

Chee Chong Desmond Ann's Comments

HuaZhen have supported in the SIT, new tester setup and demonstrated his enthusiasm to learn new technology.

HuaZhen Luo's Comments

Worked in the customer service environment certainly helps me to bring a unique and more balance opinion to the team on how we conduct our manufacturing testing and resolve the technical issues quickly and effectively. Therefore, we can understand and

handle some field complaints quickly, also contributed to some projects such as SIT lab setting up, SQT testing and tester set up, etc. Will continue open minded and learn from others to keep myself updated with latest technologies and market trends.

4 - Agile

Balances clear strategic thinking and accountability in execution to deliver results

Manager Rating

Meets Expectations

Chee Chong Desmond Ann's Comments

HuaZhen have managed majority of the OESR activities. HuaZhen can further improve on his approach on managing the OESR activities in order to close the outstanding OESR per agreed metrics.

HuaZhen Luo's Comments

With heavy workload and always in priorities conflict situation, I need to be agile and make advice to engineers in CMs quickly.

With Agile mindset, I managed to closed/dispose 132 OESR out of 193 (YTD) OESR. Many of these closed OESR are lined up situation, yet we still managed to fix the problem with minimum impact to manufacturing.

With Agile mindset, I have to be a quick learner to grab all the necessary knowledge to make sure the PCM_TCM product transfer from Venture to CEI successfully with a very short period of time. I need to learn about the fixtures and testers and their validation process in very short time and correct way.

5 - People Focused

Actively creates the conditions for Waters people and teams to succeed

Manager Rating

Needs Improvement

Chee Chong Desmond Ann's Comments

HuaZhen is working well with his team members internally and externally. However, HuaZhen have to be more pro active and take on lead in managing his tasks assigned to him.

HuaZhen Luo's Comments

I like to work together with teams, like to hear their concerns and try to understand their needs. That's why always being approached from teammates or engineers from CM for the problem solving or advice to their jobs.

And I managed to have a good relationship with most of them, can work together toward our common target. Therefore, bring in the benefit to our organization and partners.

Going forward, I will continue improving our communication with all members. Work together with them to create an atmosphere of respect and inclusion for everyone to be more successful in different areas.

Section 3: Acknowledged Strengths

Identify top three key strengths demonstrated during the review year.

Comments on Strengths

HuaZhen Luo's Comments

1. Plenty of experience on LC/LCMS from their manufacturing to application;
2. Always keep can-do attitude;
3. Have problem solving skillset and handle issues independently;
4. Can be a good team member to make team successful in many areas;

5. Honourable and easy going;
6. Modest and friendly with those he knows;
7. Prefers structure at work and home;
8. Painstaking, conscientious and dependable;
9. Strong sense of personal values;
10. Open-minded and tolerant of others;

Chee Chong Desmond Ann's Comments

HuaZhen is easy going. However, he has to take on more lead in managing his assigned tasks and provide guidance to the team. HuaZhen is optimistic while dealing with problems but will have to demonstrate more independent in decision making while performing his tasks.

Section 4: Development Opportunity

Identify specific and actionable self-development activities for the next 12 months that relate to building one's capability and achieving the upcoming year's performance objectives. Also, keep career growth on track by identifying long-term development activities.

Development Plans are most effective when they include a variety of activities. The most impactful development occurs when all three areas below are included in a development plan.

Finally, review the progress of development activities on an ongoing basis.

- **Education - Learning through resources**
 - *Courses, Selected readings, E-Learning programs, Conferences, Functional specific training*
- **Exposure - Learning through others**
 - *Feedback and coaching, 360 Assessment, Role models, Mentoring, Exposure to key individuals, leaders and teams*
- **Experience - Learning through doing**
 - *On-the-job tasks, Project Teams (as Leader or Member), Job change and rotation, Special assignments*

Section 5: Performance Review Summary

Please rate this year's overall performance against delivery of key objectives and demonstration of competencies. A calculated rating is provided as a guideline. Click SAVE to ensure the calculated rating is updated.

Ratings and Descriptions

- **Does Not Meet Expectations**
 - *Performance must improve significantly within a reasonable period of time if the individual is to remain in this position. Employee is not performing to the requirements of the job.*
- **Needs Improvement**
 - *Usually performs to and meets job requirements, however the need for further development and improvement is clearly recognized.*
- **Meets Expectations**
 - *Performance clearly and fully meets all the requirements of the position in terms of quality and quantity of work. It is described as good, solid performance. Minor deviations may occur, the overall level of performance meets or slightly exceeds all position requirements.*
- **Exceeds Expectations**
 - *Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and uniformly high with thorough and on time results.*
- **Outstanding**
 - *Performance levels and accomplishments far exceed normal expectations. This category is reserved for the employee who truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work that is easily recognized as truly exceptional by others.*

Overall Form Rating:

Meets Expectations

	Rating	Weight
Section 1: 2019 Objectives		50.0% of total score
1. Achieve financial targets and Operating expenses 2. Exceed AOP by 5% 3. Complete 2 productivity improvement projects	Meets Expectations	20.0%

1. Plan and implement GTS On-Site calibration; Reduce calibration downtime and enhance the quality of calibration service; 2. GTS self test sequence 3. Support SQT/SIT project;	Meets Expectations	20.0%
1. Improve the tester first pass yield while maintaining the quality of testing; 2. Work on the field complains and improve the product quality by working on failure analysis; 3. Lead/Support tester validation	Needs Improvement	20.0%
1. Review the calibration support strategy and seeking for improvement; 2. OESR tracking/update 3. Migration/Upgrade of PC and Servers in 2019	Needs Improvement	20.0%
1. Strategic workforce planning - Identify, motivate and retain key talent throughout the organization. Ensure key skill sets (technical and business) are contemporary. 2. Improve in key competencies outline in IDP/2018 Review	Meets Expectations	20.0%
Section 2: Employee Success Model		50.0% of total score
1 - Authentic	Meets Expectations	
2 - Enterprise Minded	Needs Improvement	
3 - Outside-In Thinkers	Meets Expectations	
4 - Agile	Meets Expectations	
5 - People Focused	Needs Improvement	

Overall Comments

Chee Chong Desmond Ann's Comments

Overall, HuaZhen have met expectations in 2019. He has managed to close the outstanding OESR and completed the on site calibration project for GTS in the CM. In 2020, I will expect HuaZhen to take on more proactive role and lead the team in addressing FPY improvement and managing testers and calibration activities.

Section 6: Acknowledgement

My signature below indicates that I have had a performance & development review discussion with my manager, and that I have been advised of my performance rating.

I understand that by clicking the 'Sign & Send' button, I am electronically signing this performance review and that my electronic signature has the same legally binding effect as if I had physically signed this form in ink.

Employee: HuaZhen Luo 03/02/2020

Feedback is well received. Will look into area needs to improve and continue to deliver all the good work in the area I'm working on. Look forward to have better result in 2020.

Manager: Chee Chong Desmond Ann 03/02/2020

Hope to see HuaZhen improvement in leading the team in address issues and managing FPY improvement in 2020.

2nd Level Manager: _____