



2018 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	Edwin Koh		

Review Information

Originator	Waters PM Admin (pmadmin)
Review Period	11/01/2018 - 02/28/2019
Due Date	02/28/2019

Section 1: 2018 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

Meet all revenue targets by achieving product availability and fill rate metrics

On Track

1. Achieve financial targets and Operating expenses
2. To achieve 98.5% on CM on Time Delivery Performance and or meet / exceed all agreed metrics
3. Support and ensure success in corporate product wellness initiatives / programs

Manager Rating

Meets Expectations

Objective Details

Objective	Meet all revenue targets by achieving product availability and fill rate metrics	Measure	1. Achieve financial targets and Operating expenses 2. To achieve 98.5% on CM on Time Delivery Performance and or meet / exceed all agreed metrics 3. Support and ensure success in corporate product wellness initiatives / programs
Weight	20.0%	Status	On Track
% Complete	95.0%	Start Date	01/01/2018
Due Date	12/31/2018	Manager Comments	HuaZhen has aided the success of several key initiatives in 2018 since coming onboard. His previous experience as a field service engineer comes in put in good use when helping to setup tester 6 on Alliance and also to troubleshoot the carryover issue. His efforts had ensure that WPPL is successful in delivering our Q2, Q3 and Q4 production on Alliance and Acquity despite ramp up in production demand.
Employee Comments	1. Achieve financial targets and Operating expenses -- Met. The 2018 expense budget is \$141,000 but 2018 YTD expense is \$109,156.66. The actual expense is less than budget. As only test engineer in WPPL for LC products, I contributed to this target by monitoring/advising the CMs testers PM/Calibration 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 necessary. Therefore the total expenses were significantly reduced from \$149,755.78 in 2017 to \$109,156.66. The cost saving YoY is \$40599.12. 2. To achieve 98.5% on CM on Time Delivery Performance and or meet / exceed all agreed metrics -- Met. In order to achieve this On Time Delivery, I managed to reduce the testers' downtime to minimum by prompting the effective preventive maintenance, training TE in CMs, fast response to the issues when tester down and quickly fixed the testers. For example, I reviewed PM for FTN testers and suggested an interim PM for BSM on FTN testers and periodically changing the test tubing/Priming the tester, which effectively reduced the unscheduled testers down time by more than 50%		

as compared to 2017.

I also reviewed the BSM/QSM testers' FPY and suggested to trim the capillary tubing and periodically changed the test tubing. This leads to pass the Bifost IQ/MR within the tight schedule and improved the BSM/QSM yield by more than 3%.

I managed 22x critical tester repairs and 40x sub-critical tester repairs, many repairs may lead to production line down situation if not able to resolve quickly. But yet I managed to fix the testers before making impact to production shipment although many of testers were old and no spare part was available or it's the only one tester for the production and difficult for repair.

For example, advised TE at Venture to check the power supply connectivity to fix the GTS intermittently lost power issue in June;

Trained TE at Flex to fix the flow cell pressure decay tester by cleaning the valve inside the tester instead of waiting for the replacement parts in July;

Led TE at Flex to fix the Pump Tray Tester by replacing CPU board instead of keeping trying with traditional way of repair in August;

Fixed multiple Hipot testers intermittent failing issue at multiple CMs by giving the advice to find out the root cause in October;

Fixed Flex Senai GTS test fixture issues by leveraging the resource in Flex Singapore and gave the most effective advice to fix the issues in November;

Advised BSM tester repair at Venture by using resource in Flex in December. The issue was quickly resolved issue yet no cost to WPPL/Milford;

There're more examples how we kept our tester in good working condition while we're facing many challenges, but yet we managed to overcome all these obstacles. Without this effort/focus we couldn't meet 98.5% On Delivery across all CMs.

3. Support and ensure success in corporate product wellness initiatives / programs -- Successfully support multiple product wellness initiatives such as Project Pul and Project BiFost. For Project Pul, I led the 6th Alliance tester set up at Flex to overcome the increasing shipment requirement (increased capacity 20%), and led the carryover yield improvement study and advise Flex engineering/production to strictly follow the TSP requirement while keeping the best practice for carryover test such as needle seal adjustment. By doing this study together with Milford team, we managed to restore the Alliance FPY over the 90% since Aug from lowest 58% in May, yet the carryover spec was improved from 0.01% to 0.002%.

For BiFost, I managed to complete 8 testers' IQ out of total 22 testers under this project with very tight schedule and also was a member of Bifost MR auditing team. The whole project was implemented smoothly although we were facing the issues such as BSM/QSM tester TE82943-1 failing the flow test during IQ test. I managed to fix the issue and make sure the whole project completed as planned.

Currently I'm a team member of MSV transfer project. The project is still on-going. I will continue to support and ensure the project success as planned.

Other Details

Targets

Customer

Provide high quality products that customers view as standard of measurement in the industry

20.0% of total score

On Track

1. Repair/Refurbishment – Singapore and China
2. Enhanced Manufacturing – SQT testing /additional testing

Manager Rating

Meets Expectations

Objective Details

Objective

Measure

	Provide high quality products that customers view as standard of measurement in the industry		1. Repair/Refurbishment – Singapore and China 2. Enhanced Manufacturing – SQT testing /additional testing
Weight	20.0%	Status	On Track
% Complete	60.0%	Start Date	01/01/2018
			Acknowledge the delay on Repair/Refurbishment – Singapore and China -- This project is still under discussion pending 2019 AOP review. The plan action though is to move forward with eReturns/warranty review.
			2. Enhanced Manufacturing – SQT testing /additional testing -- Met Huazhen has help successfully set up SQT QA station at Flex and is currently replicating the setup for Alliance SQT started Alliance SQT Station at WPPL Engineering Lab. In 2018, he had help Flex improved the Alliance carryover First Pass Yield from initial low 58% (Starting yield for project PUL) to current high 90%. For 2019, I would like him to undertake an additional activity to look into the Alliance SQT testing to support our WPPL initiative of performing integrated testing in Singapore as part of our effort to capture quality issues in manufacturing upfront.
Due Date	12/31/2018	Manager Comments	
Employee Comments	1. Repair/Refurbishment – Singapore and China -- This project is pushed out to 2019. 2. Enhanced Manufacturing – SQT testing /additional testing -- Successfully set up SQT QA station at Flex and started Alliance SQT Station at WPPL Engineering Lab. Multiple evaluations were performed by using SQT QA station to achieve the project PUL successfully implementation. Improved the Alliance carryover First Pass Yield from initial low 58% (Starting yield for project PUL) to current high 90%.		
Other Details			

Targets

Quality	30.0% of total score
Develop a robust customer complaint, response and investigation protocol	
On Track	
1. Maintain ISO Certification while maintaining zero major non conformances 2. Failure /Root cause analysis 3. TSP kept current and updated within reasonable time frame. 4. Plan 2018 periodic audits on line to make sure operators are not deviating from our ASP/ TSP. 5. Support database of testers, tooling and equipment. Conduct a risk assessment; identify what are the gaps and backup plans to meet production needs 6. Maintain a validation master list for the site 7. Internal documentation on testers troubleshooting and knowledge transfer 8. Efficiency improvement / metrics: Improved / exceed FPY by 10% (Goal shared with Quality) 9. To understand and bench mark test equipment performance 10. Compute current testers' performance and set improvement targets by end of Q2 (FTN, BSM, Alliance & Detectors). 11. Ensure tester to tester variation is consistent among functional final testers with variation of no more than 5% among similar family of testers	

Manager Rating

Meets Expectations

Objective Details

Objective	Develop a robust customer complaint, response and investigation protocol	Measure	1. Maintain ISO Certification while maintaining zero major non conformances 2. Failure /Root cause analysis 3. TSP kept current and updated within reasonable time frame. 4. Plan 2018 periodic audits on line to make sure operators are not deviating from our ASP/ TSP. 5. Support database of testers, tooling and equipment. Conduct a risk assessment; identify what are the gaps and backup plans to meet production needs 6. Maintain a validation master list for the site 7. Internal documentation on testers troubleshooting and knowledge transfer 8. Efficiency improvement / metrics: Improved / exceed FPY by 10% (Goal shared with Quality) 9. To understand and bench mark test equipment performance 10. Compute current testers' performance and set improvement targets by end of Q2 (FTN, BSM, Alliance & Detectors). 11. Ensure tester to tester variation is consistent among functional final testers with variation of no more than 5% among similar family of testers
Weight	30.0%	Status	On Track
% Complete	95.0%	Start Date	01/01/2018

Due Date	12/31/2018	Manager Comments	Huazhen support the ISO certification on test equipment side. He also establish and administer the WPPL OESR platform to better coordinate the ad hoc requests from CMs and improved the prioritization of issues. In 2018, he focused on setting up the templates for monitoring test equipment efficiency like fixture dashboard, troubleshooting guides and tester schematics to provide a more systemic approach to track test equipment downtime. One area I like to see him do better for 2019 is to take more pro-active approach in preventing test related failures rather than reacting to failures. To achieve that, Huazhen need to take an active role to drive more accountability with the engineering teams at the CMs and setting more stringent expectations with the CMs
Employee Comments	1. Maintain ISO Certification while maintaining zero major non-conformances -- Met. Zero major non-conformance was found during yearly ISO certification audit. 2. Failure /Root cause analysis -- Able to perform the Failure/Root cause analysis if there's a return or feedback from filed. For example, the filed team in China complained a few cases of Arc QSM GPV issue. I worked with Venture team and studied the failure descriptions and possible of root causes. Advised Venture to keep best practice on the production and share to field team the best practice for the mentioned complains. 3. TSP kept current and updated within reasonable time frame. -- All 51x TSP were reviewed and updated to current practice, except 3x TSP were identified as OFI. The minor change of OFI TSP will be covered by the future revision. 4. Plan 2018 periodic audits on line to make sure operators are not deviating from our ASP/ TSP. -- Weekly CM visiting was carried out and we do the audits during visiting to ensure the operators are not deviating from TSP. Electronic MI was implemented to make sure operators are performing the work based on the latest ASP/TSP. 5. Support database of testers, tooling and equipment. Conduct a risk assessment; identify what are the gaps and backup plans to meet production needs -- Standardized the Tester dashboard across all CMs and IT infrastructure list was created while Asset Manual was updated. A tester drawing library was created to support local tester maintenance. The testers were accessed based on its criticality and the spare parts will be building up based on review result by tester health check project. Most of testers PC were backed up as per my suggestion to CMs. 6. Maintain a validation master list for the site -- All the testers were validated when it's needed for all WPPL CMs. 7. Internal documentation on testers troubleshooting and knowledge transfer -- A tester library was created and tester related information/knowledge was saved. We also shared the troubleshooting details by communication folder on share driver, it's accessed to all team members. 8. Efficiency improvement / metrics: Improved / exceed FPY by 10% (Goal shared with Quality) -- Overall FPY was improved, such as Alliance with new seal pack FPY was improved from low 58% to high 90%. The improvement was exceeding more than 10%. 9. To understand and bench mark test equipment performance -- Periodically review/monitor individual tester performance. Further study was carried out if there's a room for tester FPY improvement. 10. Compute current testers' performance and set improvement targets by end of Q2 (FTN, BSM, Alliance & Detectors). -- Completed tester performance review and improvement plan was carried out. The FTN tester breakdown time was significantly reduced 50% after half yearly seal replacement plan executed. 11. Ensure tester to tester variation is consistent among functional final testers with variation of no more than 5% among similar family of testers -- Individual testers' performance was periodically reviewed. The necessary actions were taken to make sure the variation keep less than 5%.		
Other Details			
Targets			
Innovation	20.0% of total score		

Execute business improvements that contribute to productivity and efficiency gains across the function

On Track

- Predictive maintenance
- Managing OESR (Operation Engineering Service Request)

Manager Rating

Meets Expectations

Objective Details

Objective	Execute business improvements that contribute to productivity and efficiency gains across the function	Measure	1. Predictive maintenance 2. Managing OESR (Operation Engineering Service Request)
Weight	20.0%	Status	On Track
% Complete	90.0%	Start Date	01/01/2018
Due Date	12/31/2018	Manager Comments	1. Predictive maintenance -- Improved PM was implemented at FTN, BSM and Alliance. - Met. With Huazhen on board, there are indeed more focused actions taken to drive respective tester related yield issue and investigation. However, I like Huazhen to take a more active role in driving the timeline and deliverables from these activities in 2019. While the desired outcome are achieved, I observed CMs do take longer time than required to complete the evaluations. i.e FTN seal force Q4, Alliance TOP count in Q2. For 2019, Huazhen need to take note and monitor more closely these investigations. 2. WPPL OESR(Operation Engineering Service Request) tracker was created to keep track all the requests from all CMs managed by WPPL and Milford. We managed to close 94 out of total 114 OESRs, including 4 OESR from Milford. 80.7% of total 114 OESRs were resolved locally. I managed to closed 65% of total 114 OESR which under Test Engineering.
Employee Comments	1. Predictive maintenance -- Improved PM was implemented at FTN, BSM and Alliance. The testers down time was significant reduced, especially FTN testers unscheduled downtime was reduced more than 50%. The PM operator in CMs was trained on Improved PM and the PM activities were closely monitored if the testers is critical or it's frequently down after PM. 2. WPPL OESR(Operation Engineering Service Request) tracker was created to keep track all the requests from all CMs managed by WPPL and Milford. We managed to close 94 out of total 114 OESRs, including 4 OESR from Milford. 80.7% of total 114 OESRs were resolved locally. I managed to closed 65% of total 114 OESR which under Test Engineering.		

Other Details

Targets

People	10.0% of total score
Identify, motivate and retain key talent throughout the organization. Ensure key skill sets (technical and business) are contemporary. Support key succession planning activities	Completed
1. Training as identified and needed, at least of 8 hours of training for all reporting staff development	

Manager Rating

Meets Expectations

Objective Details

Objective	Identify, motivate and retain key talent throughout the organization. Ensure key skill sets (technical and business) are contemporary. Support key succession planning activities	Measure	1. Training as identified and needed, at least of 8 hours of training for all reporting staff development
Weight	10.0%	Status	Completed
% Complete	100.0%	Start Date	01/01/2018
Due Date	12/31/2018	Manager Comments	In 2018, Huazhen has attended both the SQT and Alliance FSE training to help make the WPPL more self competent in managing troubleshooting from a system level. In 2019, WPPL plan to start SQT testing and potentially perform SIT for new products.
Employee Comments			

1. Training as identified and needed, at least of 8 hours of training for all reporting staff development
-- Exceed 8 hours of training. Successfully completed SQT training and Alliance FSE training;

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.

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

Exceeds Expectations

Edwin Koh's Comments

Huazhen has assimilate well with Operations team. He is keen to learn but is also willing to share his experience and knowledge on the products. Despite the work environment being different from his past work as a service engineer, Huazhen tried his best in 2018 to learn on the job, quickly organizing the workflow to help him better managed his work through OESR system, tester dashboards to track changes. While the results is not optimal yet, I am confident Huazhen's attitude towards adapting change and his willingness to push the boundary will help him become better at his role in 2019.

HuaZhen Luo's Comments

I'm so happy to work with a group of authentic colleagues. We can openly discuss the project/issue together with different perspective and learn from each other. We work as a team with integrity, transparency and humility. I'm proud to be part of team.

For example, when I tried to standardize the tester dashboard for all Contract Manufacturers, there're so many different views from all of team members and mostly their views are valid from their own perspective. However I managed to discuss with team and changed tester dashboard with much simplified format but yet able to reflect all the testers' status with one glance.

I know I was new in the team, but also aware that I'm the one to make this change happen. Although I have many unknowns about the old tester dashboard and some resistance of change from team members, but yet I managed to change the tester dashboard to be more meaningful to be used with independent thinking and through promoting the diversity and inclusion.

There are many other examples like above. I know I have limitations in terms of product knowledge or history of operations in Waters Singapore. Or sometimes too focus on a particular case and overlooked the questions from others, but I'm always willing to hear from team members or managers to improve myself to perform the job better. To work together with team members and get to know them more about their jobs on hand or their concerns, hence fostering an environment of positive thinking and innovation.

2 - Enterprise Minded

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

Manager Rating

Needs Improvement

Edwin Koh's Comments

I acknowledge Huazhen gap in understanding Waters vision and strategy. This is a known challenge for many employees reflected in Voices in 2018 as Waters continue the transformation journey. With the strategy cascade that happens in 2019, I hope Huazhen could better align his work with the organization.

One area that Huazhen need to take note and demonstrate more in 2019 though is holding high level of accountability with Contract Manufacturers on matters of repairs and spares. Since testers equipment are capital intensive and is one of the highest component of manufacturing run cost, it is important that he take an interests on Waters behalf, 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 (pump tray, GTS recovery e.t.c) which directly represent Waters overall interests as a Enterprise owner.

HuaZhen Luo's Comments

As a new member to Waters family, I was lack of understanding company/group vision and strategy. I spent time to gain that important information from Waters website, and by attending QMS training and Individual Development Plan Training.

Sometimes I'm just too focusing on some details of execution and kept myself very busy with the requests from different contract manufactures or team members. After discussing with my manager, I created to-do-list for test engineering team and local OESR for all contract manufacturers. With those tools, I can easily do prioritizing my jobs by aligning with company/department goals, and I am able to perform my jobs more effectively and have direct impact to our quarterly/yearly objectives.

As only test engineer in the team, I have to work closely with different departments and foster collaboration with people from different functional. For example, I always work closely with procurement engineers to make sure they're buying the right parts for the testers, help them to monitor/maintain all PM/Calibration master lists and make sure all testers are well maintained with sufficient of PM/Calibration parts. I also work together with Manufacturing Engineers, Quality Engineers and Logistic Specialists, to make sure there're sufficient of testers for product build in Contract Manufacturers, and those final products built from contract manufacturers are in good quality and able to ship products to customers with on time delivery.

By doing all those good team works, we together brining in the values for the company and shareholders while contributing the benefits to our customers

3 - Outside-In Thinkers

Carries a broad global perspective of markets, technologies and trends

Manager Rating

Meets Expectations

Edwin Koh's Comments

Acknowledge Huazhen strength in this area. Being in the service environment certainly helps bring a unique and more balance opinion to the team on how we conduct our manufacturing testing and what could we "do more" to push the boundary and increase the level of quality. However, to acts a true outside in thinker, it important that Huazhen help identify clearly the benefits certain activities like System qualification testing (SQT) could bring and demonstrate how Waters could integrate these insights into the main stream processes.

HuaZhen Luo's Comments

Beingex-field service engineer from 'outside', I can have better understanding fromcustomer's point of view about our products, able to communicate with customersregarding product application/feedbacks.

Forexample, there's a case customer requested to have no organic solvents beingrun on the system they're going to buy. After a quick study, we realized thatwould be a deviation from normal production. Instead of rejecting customer'srequest, I suggested customer to do extended flushing of system when doing installationbased on my past experiences as field service engineer to handle the normalphase LC installation. The case is closed without complaint.

I also was asked to handle a few cases from field complaints regarding LC. Byleverage my knowledge from the field; we managed to close all those fieldcomplaints with satisfied customers.

But work as test engineer in a regular manufacturing environment now, I may be lackof exposure to the latest market trend/new technologies/new application/new idea.I may need to take extra effort to keep myself relevant on these areas in thefuture. Hope can still be helpful for the team by learning from peers ordifferent department next year, always be an outside-in thinker to the team.

4 - Agile

Balances clear strategic thinking and accountability in execution to deliver results

Manager Rating

Needs Improvement

Edwin Koh's Comments

I am confident in Huazhen technical ability to troubleshoot and resolve the problems. The challenge I see on Huazhen is his lack in confident to address issues and tendency to procrastinate on the outcome. I would encourage him to keep an open mind, be more systemic and consider best option rather than focus on "safe" option to perform his work. In many situations as observed in 2018, he face with a "lack of time" to engage in deeper troubleshooting due to conflicting priorities which I would like him to keep this "agile" mindset in doing better prioritization, taking risk to making informed decisions and in cases, push back to Contract Manufacturers to take more ownership in the activities.

HuaZhen Luo's Comments

As new member to the team, sometimes I may have hesitation to make decisions or cannot separate the things that matter from less impactful information. I like to have confirmation from manager or seniors for a decision when they're together with me. But when the situation it required me to make an independent and clear decision for the benefit of our organization, actually I can perform quite well.

Given an example for the recent Flex Senai GTS down case, the production was impacted by GTS down. And my manager was away while my senior was involved by other activity, no one I can consult with. After analysis the situation, I quickly made a decision by using Flex Kallang instrument to load the firmware on the latest CPU board although the GTS was still using an old generation of CPU board, then arranged the this CPU replacement with firmware from Milford and revived the GTS tester with minimum down time. Hence our company quarterly goal wasn't affected by this case.

The other case is the BSM/QSM tester PC down in Flex Kallang. We were asked to ship back tester PC to Milford for repair, which may take a few days to have PC return from Milford. That definitely will cause the impact of BSM/QSM shipment for Q4. After understanding the situation, I made a quick decision to repair the PC by replacing the power supply and re-imaged the harddisk. In the end, we managed to fix the tester with much shorter of time as compared with shipping back US for the repair.

There're many areas for me to improvement with my personality related, I will pay more attention to being agile in the future.

5 - People Focused

Actively creates the conditions for Waters people and teams to succeed

Manager Rating

Exceeds Expectations

Edwin Koh's Comments

There is no doubt Huazhen is a people centric person who collaborate closely with his team mates and who together to address concerns. He initiate discussions and consider inputs from different stakeholders to push for a consensus solution. Am pleased with his approach though I would caution him to focus conversations towards creating an outcome rather than allowing the conversations to fester to more concerns.

HuaZhen Luo's Comments

I like with work together with teams, like to hear their concerns and try to understand their needs. Therefore many contract manufacturing engineers like to approach me for the problem solving or request assistance.

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 both Waters and contract manufactures.

But sometimes I may too busy to have a good understanding of the issue or overlooked the issue. Going forward, I will try to create more channels to have better feedback from team members and engineers from different contract manufacturing. Work together with them to create an atmosphere of respect and inclusion for everyone to be more succeed in different area.

Section 3: Acknowledged Strengths

Identify top three key strengths demonstrated during the review year.

Comments on Strengths

Edwin Koh's Comments

I acknowledge Huazhen's technical competency. Given his previous background as a field service engineer, he is able to catch on quickly on the technical expectations and provide guidance. I also note his can do attitude and his ability to work well with the rest of his team.

On handling independently, I felt that Huazhen at time procrastinated even after he had consulted with his colleagues. This leads to inaction which is something that I hope he could look out in 2019.

HuaZhen Luo's Comments

My strength,

1. I have experience on the LC application;
2. Have knowledge of LC/LCMS, including the hardware and software;
3. Have experience in contract manufacturing;
4. Have skillset of the problem solving;
5. Able to work with different parties to get the job done;
6. Able to think/handle case/issue independently;
7. Always thinking an innovative way to resolve issues with limited resources;
8. Like to learn from managers, team members and others by listening to them;
9. Always keep can-do attitude;
10. Like to cooperation with others although sometimes I don't have full picture of issue or project;

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

Adjusted Calculated Form Rating:

Meets Expectations

Calculated Rating:

3.0

	Rating	Weight
Section 1: 2018 Objectives		50.0% of total score
Meet all revenue targets by achieving product availability and fill rate metrics	Meets Expectations	20.0%
Provide high quality products that customers view as standard of measurement in the industry	Meets Expectations	20.0%
Develop a robust customer complaint, response and investigation protocol	Meets Expectations	30.0%
Execute business improvements that contribute to productivity and efficiency gains across the function	Meets Expectations	20.0%
Identify, motivate and retain key talent throughout the organization. Ensure key skill sets (technical and business) are contemporary. Support key succession planning activities	Meets Expectations	10.0%
Section 2: Employee Success Model		50.0% of total score
1 - Authentic	Exceeds Expectations	
2 - Enterprise Minded	Needs Improvement	
3 - Outside-In Thinkers	Meets Expectations	
4 - Agile	Needs Improvement	
5 - People Focused	Exceeds Expectations	

Overall Comments

Edwin Koh's Comments

Huazhen has done well to integrate with the team and is taking the lead to drive several improvement activities on the tester side with the CMs. He is positive and quick to pick up on work and has proven himself as a competent engineer through his interactions with the engineering team. He is though more introvert when it comes to driving accountability with the respective CMs which is something he need to try improve and be comfortable in 2019.