



Employee Performance Review

Employee Information			
Name	James Deng		
Job Title	Senior Electronics Engineer	Today's Date	12/21/2021
Start date with H3D	July 1, 2021	Manager	Michael
Review	8		
Performance Rating Key	<p>1-2 Unsatisfactory = Fails to meet job requirements</p> <p>3-4 Needs Improvement = Essentially meets job requirements</p> <p>5-6 Fully Competent = Fully meets job requirements</p> <p>7-8 Superior = Meets job requirements with distinction</p> <p>9-10 Outstanding = Exceeds job requirements</p> <p>N/A Not Applicable = Does not apply</p>		

Appraisal Factors		
	Rating: 1 2 3 4 5 6 7 8 9 10	Comments
Corporate Commitment		
Business Goals- Does the employee take significant calculated risks to achieve business goals?	9	I appreciate that James is willing to take on new designs and try some new things to improve products. For instance, he is using a USB hub as a 3.3 V power supply on a board, he is duplicating our charger chip on a board to better dissipate heat, and he is trying to use the FTDI UART module to try to alter some settings on the drone radio. These are unique solutions that have some risk, but we appreciate he is exploring these areas.

Business Objectives- Does the employee align themselves and encourages others to align themselves with the company decisions and objectives?	9	James is very receptive to the way we do things and the objectives we put in front of him. He has done a good job fitting in on the team and I appreciate how he learns so much by himself. He is a very self-motivated employee which is one of the more critical attributes in an employee that we look for.
Innovation- Does the employee propose innovative business initiatives to senior management, potential customers, suppliers and business partners?	8	James has suggested good solutions to technical issues to the team. I hope he gets to know our products better this year so he can continue to help us rapidly improve them.
Customer Focus	Rating: 1 2 3 4 5 6 7 8 9 10	Comments
Service Decisions- Does the employee consider both short and long term interests of the customer in making service decisions?	8	When James made the cable tester, he had thoughts about how to make it expandable and user friendly for technicians. I think he is also very careful in his design of the battery pack to ensure it meets our customer expectations in a range of demanding environments.
Responsiveness- Does the employee respond to customer requests in a timely manner?	9	In terms of communicating with me, James is very responsive. I do think that he may take some more time with his designs than other team members, but his documentation is generally more thorough so this is probably a good trade-off in the long run.
Goal Attainment	Rating: 1 2 3 4 5 6 7 8 9 10	Comments

Goal Setting- Does the employee set effective, challenging goals and demonstrates a sense of urgency to achieve those set goals?	6	This is perhaps an area where James could improve. I am not really sure about his timeline to achieve projects some of the time. I am also not very clear on what his long-term ambitions are. I am excited to learn more during our review.
Multi-Tasking- Does the employee effectively multi-task to reach project goals and completion while maintaining an organized work process?	7	James tends to tackle one problem at a time, but he does have a number of tasks on his plate at a time.
Teamwork	Rating: 1 2 3 4 5 6 7 8 9 10	Comments
Working with Others- Does the employee foster collaboration with others?	8	I would say within the electronics team, he does a great job. I am curious to hear from James how he feels he is doing collaborating with Alan and Dave?
Problem solving- Does the employee demonstrate effective problem solving?	9	Again, James is very good at independently solving problems. He requires very little support, training, or advice.
Team Success- Does the employee actively participate in team oriented objective and activities that ultimately leads to team success?	9	I really appreciate James pushing our team to get out and celebrate like when Hao was in town or for Feng's birthday! I also really appreciate his notes offering support for employees and his gratitude for his work at [REDACTED]. One small comment is he sometimes seems a bit sleepy at our electronics meetings. It would be best to try to focus for the entirety of those meetings.
Positive Work Relationships- Does the employee develop and maintain positive work relationships?	9	I know James has really impressed Feng and Hao. Again, I think improved English skills could accelerate relationships

Self-Development and Improvement	Rating: 1 2 3 4 5 6 7 8 9 10	Comments
Open to Direction- Is the employee open to new ideas, perspectives, strategies or positions?	7	James does a good job of leveraging his experience, while also building on [REDACTED]'s existing designs and codes to help us meet our new and ambitious goals.
Seeks out Opportunities- Does the employee proactively seek out new business opportunities that will create growth and development?	6	He does everything in his job description now, but I hope that as he grows, he can recommend ways to improve our entire product – I am anxious to see this take place with the drone project.
Self-Motivation- Does the employee take action without being asked or required to do so?	9	While James needs to be given direction on what specifically to work on and what the specs are, once he has those in his mind, he solves problems very independently
Goal Attainment- Does the employee create and work towards career goal attainment?	6	I wish I knew what James wanted to learn and work on more so that I could try to provide more of those tasks to him
Organizational Values	Rating: 1 2 3 4 5 6 7 8 9 10	Comments
Alignment- Does the employee act in alignment with the organizational principles and values?	9	James has been so understanding with being in a separate office without building access. He has had a great attitude and we really appreciate what he has given the company. We hope he continues to work hard and learn more about [REDACTED]'s mission and products!

Additional Comments

I think James was a tremendous hire for H3D to make this year. We are so lucky to have his in-demand skills in house. Both Feng and Hao, two of H3D's top technical contributors, have indicated to me how capable

they think that James is. James has great industry experience (for instance, he worked for battery manufacturers previously, so having him working on the external battery pack is a great asset! It is difficult to find people with James's skills who are so eager to join H3D so top management should try to reward those skills as allowable.

I would certainly like to hear how James thinks things are going and whether he really enjoys the assignments that he has been given so far. I would like to make sure that other employees work closely and directly with James as other employees will learn from James and it will push James to continue to improve his English communication. I am also very curious to know what areas James feels like H3D could do better to match his experience at previous organizations.

The last over-arching note I would like to make about James's performance is that we really appreciate how he tackles problems in a coherent, step-by-step manner. His documentation is quite good and we hope that those habits rub off onto others.

Finally, I would recommend that we get James more involved in using our products so that he can determine deficiencies and make suggestions for ways to improve.

Action Steps

I would like to see James get to know our products a little bit better. I hope that he can get the opportunity to play with them a bit more in 2022.

James and I have also spoke that continuing to improve his written and verbal English communication will be very important for him to contribute more and more over time to ~~the team~~ he has gotten much better in just six months so this should not be a serious issue.

Goals for Next Review Period

- Work with Feng on Spartan-7 integration / investigation of FPGA-CPU combos
- Develop fully tested external battery pack that we are capable of delivering to customers
- Test drone board and solve radio supply chain issues
- Be responsible for commercial PCB testing (with full-time tech help)

Michael Streicher

12/21/21

Manager Signature

Date

HR Signature

Date



1. What was your greatest accomplishment at I D in 2021?

James enjoyed designing the cable tester. It was a good task for James to learn about DipTrace and some of the common components we use across our products and PCBs. He also thought about how we can expand the board to host other harness testers. He thinks Alexis and Dave are pretty happy with it so it felt good to satisfy his customers (the production team).

2. What do you hope to accomplish over the next six months at I D?

James has three tasks on his plate that he hopes to accomplish in the next six months. These are the gcc-based compilation of the microcontroller firmware, the design and testing of the external battery pack with additional functionality, and the design and testing of the drone communication PCB.

3. Where do you feel there's room for you to improve?

James really hopes to work on his written and verbal English communication in 2022. Michael mentioned that he may be able to use professional development funding for additional training if necessary.

4. Do you have any concerns to share with your manager?

James said that he has been satisfied with his management and really enjoys working for I D.