Gregory Casey

E4-004-Sr. Staff Architect

Position ID - XMU000379

Reports To - Mark Chubb

Department - 000600-Platform Engineering

Business Unit - 01-ZT Systems

Location - 040-Texas - Austin

REVIEW INFORMATION

February Annual Performance Reviews

Review Period - 02/22/2021 to 02/21/2022

Status - Employee Acknowledged

Target Completion Date - 02/01/2022

REVIEWER INFORMATION

Reviewer - Mark Chubb

INTRODUCTION

No Information available

Instructions

Conducting employee performance appraisals is a productive and meaningful activity that positively contributes to the success of our organization. For each of the questions or key performance indicators, you should measure the productivity of the employee and how he/she builds relationships across all levels of your organization to assist with effective and coordinated work.

> **1 - Cultural Values: People First - Valuing people and integrity, leading by example with a positive focus.**
>
> **Category** - Cultural Values

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
☒ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

1. During his first weeks of employment, Greg reached out to as many people as possible to understand the roles and responsibilities of the key players of the project of my involvement. During this timeframe, he had more than thirty 1x1's to establish a friendly rapport. This gave him an opportunity to understand not only their role, but their values and thoughts about ZT. This is exactly the type of culture that ZT embraces and works to foster. It was great to see Greg fitting right in with the ZT culture so soon after starting.
2. Because of COVID-19 and respect for others health, Greg has been mindful of others and their health concerns during this trying world-wide event.
3. Greg did a great job leading the Nvidia Pathfinder RFP Concept study meetings. He was very energized to be leading the team and was extremely positive. In general, he was receptive to most feedback, but there were a couple occasions where Greg got a little frustrated when other competing ideas were suggested. However, by the next meeting, Greg had exhibited more patience and was more Open to alternative ideas. The hope is that Greg can continue this latter behavior for future Concept Review Meetings he is leading.

> **2 - Cultural Values: Quality - Focusing on results, always striving for the highest quality and efficiency.**
>
> **Category** - Cultural Values

Reviewer Response

☐ 1 - Unsatisfactory

☐ 2 - Area of Focus
■ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

1. Greg has been involved in several front-end proposal activities during this year from both DM and Architect positions. He has tried to give the highest quality input reflecting both technical and achievable opinions/thoughts on what ZT's responses should be.   This is always tempered by a real world understanding of what is achievable.
2. One small project comes to mind, where Greg worked with Sunny Lam on a VERSAL FPGA from Xilinx which was wanted by the customer. It was quite clear, by talking to industry leaders, that this project was totally outside of the timeline that was expected and was not under the control of ZT. I believe the frank discussion within the team and input from Greg, set the stage for a smart decision to forego this opportunity.

3 - Cultural Values: Ownership Mentality - Acting decisively and holding ourselves accountable to avoid complacency
Category - Cultural Values

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
■ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

For the most part, Greg strives to hold himself accountable and continuously look for areas where he can contribute to the project goals. This past year, Greg demonstrated that he is capable of exhibiting these values, but may not have been as consistent the entire year, due to the type of assignments and lack of guidance in the DM role. However, I do see his desire to step up more since coming over to the Architecture Team.

1. About 3 months into employment, John Woo came to him and stated he needed help in an SE role on an RFP effort called Cub Scout. This was a project to employ a non-x86 processor. Greg took on this task, got acquainted with the work of the SE's through interactions with others SE's (Ellie and Truc. He then got involved in the entry into the Agile system and owned the SE activities for the Proposal effort.
2. This cross-pollination activity was an excellent idea by John Woo. It gave Greg great insight into all the work that goes into the SE role. This also allowed Greg to demonstrate, that he had the want and desire to contribute, wherever necessary.
3. Greg was assigned to support the USB connector/cable issue on Snowball. The issue ended up being a reliability issue (low gold plating). As a DM for 8 months, Greg was hoping by now to get assigned a full project, and so this assignment was a bit of a let down. It was one of the things that made Greg question his desire to remain with ZT.
4. Greg was assigned as DM for Chimera/Cardano Project for AWS. According to John Woo, Greg didn't attend some critical meetings and really didn't seem to embrace the role. Not sure if this was around the time Greg was deciding to leave ZT.
5. Greg has not once hesitated at the opportunity to lead the Architecture for the Nvidia Projects. He quickly

took the ball on leading the Pathfinder RFQ Architecture concepts and did a great job guiding the Engineering team to explore different options. Although ZT didn't win the RFQ, this provided a glimpse of Greg's ownership mentality. I hope to see more of this in future projects.

---

4 - Cultural Values: Partnership & Teamwork - Listening and respecting diversity as we work together for customer success.

Category - Cultural Values

Reviewer Response

- ☐ 1 - Unsatisfactory
- ☐ 2 - Area of Focus
- ☐ 3 - Achieves Expectations
- ☒ 4 - Highly Effective
- ☐ 5 - Exceptional

This is a primary focus of working within a tight team like ZT. The ability to listen and respect all input is important. Greg has worked within various teams to uphold this cultural value.

1. An example of this was the Caracara Proof of Concept, where it was in the final stages of assembly and Greg was asked to get involved, contribute and learn about the manufacturing process in NJ. He worked closely with Zach Thomas, SE, for this project. Greg learned about and contributed to the process on the Factory floor in NJ. This effort helped to expanded Greg's experience within ZT and its Manufacturing.
2. Greg has been shadowing Mark in the Gridcoin Meetings for the past couple of months. During that time, Greg has been a great participant in these meetings helping contribute to Concept reviews, brainstorming solutions, and raising thoughtful questions. Greg has also been helping Mark by providing feedback on the Gridcoin System Architecture Spec.
3. As mentioned earlier, Greg has really stepped up to the role of Lead Architect on the Nvidia projects. He quickly took the ball on leading the Pathfinder RFQ Architecture concepts and did a great job guiding the Engineering team to explore different options. Apart from a couple instances of exhibiting frustration during the team discussions regarding differing opinions, Greg quickly recovered and showed that he has the patience and amenability to support a Team environment.

---

5 - Competencies: Quantity of Work (Output): Amount of work completed, speed and consistency of output.

Category - Quantity of Work

Reviewer Response

- ☐ 1 - Unsatisfactory
- ☐ 2 - Area of Focus
- ☒ 3 - Achieves Expectations
- ☐ 4 - Highly Effective
- ☐ 5 - Exceptional

Greg worked on several programs this past year as a DM, but for different reasons, never really got a chance to sink his teeth into many of them. When moving over to the Architecture Team, it's clear the Greg was more in his element, and felt more eager to jump in and contribute. It will be great to see how Greg performs next year with a full year of Architecture under his belt.

1. MSFT - Observed Haystack/S2185 Storage Server & CaraCara POC -- worked with Raphael and Bo Baudrexl on these, but was not assigned any significant tasks
2. MSFT - Helped on the POC Xilinx "endeavor" with Mega Versal FPGA -- worked with Sunny on some concepts
3. MSFT - Supported study activities with Sunny for Nebula on the JBOx POC (GigaIO vs PCIe)
4. MSFT - Observed Gridcoin/C2789 GPU Server Project - working with Mark Chubb and has supported reviews of the System Architecture Spec, provided valuable technical feedback in meetings (internal and external), and provided review feedback to the overall Gridcoin design.
5. Nvidia - Supported Viking Scale-Out (Mammoth Cave) "POC" project. This is more of an L11 project that includes a lot of Thermal (Liquid Cooling), Mechanical, and NVLink Scale-Out Testing. As such, this project does not require a lot of services from a System Architect. None the less, Greg remains on the team and provides technical consultation as needed.
6. Nvidia - Supported Pathfinder (Carlsbad Cave) RFP as a System Architect. Supported gathering/translating customer requirements, leading concept studies, creating Arch content for the RFP slides, and providing overall technical guidance to the Engineering team. The RFP proposal package was on-time and well received by the customer.
7. AWS - Observed AWS Hopper 1U HPC Server - Mainly as mature Program
8. AWS - Supported Cub Scout RFP activity as System Engineer
9. AWS - Worked as DM on the AWS Chimera (Cardano) "copy-exact" of Quanta Design. According to John Woo, Greg didn't attend some critical meetings and really didn't seem to embrace the role. Not sure if this was around the time Greg was deciding to leave ZT.
10. AWS - Worked as DM on the AWS Tundra to add support (PCIe Switch) for 12 JBOD to Delridge
11. AWS - Supporting Chimera-Next Concept studies for potential RFP. Greg is working with the team to develop early A100-Next GPU Server concepts that can be used as a head start for the upcoming RFP.
12. Served as member of the PCIe Gen5 Test Equip Effort with other EE's

---

6 - Competencies: Work Habits: Effectiveness in work organization, usage and caring of tools and materials, following good safety practices, conscientious.

Category - Work Habits

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
☑ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

Greg follows all the rules in the office and in the lab and supports good safety practices as required.

7 - Competencies: Knowledge of Work - Degree of familiarity with accepted job procedures and/or equipment use and information/knowledge possessed. Level of expertise in the job function and expectations. Technical skills.

Category - Knowledge of Work

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
☑ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

1. As a DM/Architect trainee, it is important to understand the project workings within multiple customers, different technologies and various suppliers. Greg has actively tracked and participated in multiple on-going projects. Included in this were Haystack-MSFT (where he worked with Raphael and Bo B), Hopper-AWS and Gridcoin (GPU)-MSFT (where he worked with Mark C), and Pathfinder-Nvidia (where he represented Architecture Lead). He has learned a lot about the composition of project work at ZT to satisfy these various customers.
2. Coming into ZT, Greg had significant exposure to PCIe, CXL and Gen-Z. He has leveraged this experience and connections by participation in the ZT Systems' PCI-e Gen5 Test Planning Team with the EE's and providing an overview of CXL/GEN-Z & and their potential opportunities to the ZT Architect team.
3. Getting a chance to shadow Mark on Gridcoin, has given Greg the opportunity to become familiar with the architecture of an AI/GPU Server. In addition, he has been exposed to Nvidia's NVLink high-speed interface, which he will need to understand for Viking Scale-out and Pathfinder.
4. Supporting the Pathfinder RFQ Concept proposal process was a great learning experience for Greg. He was able to walk through the process of collecting/defining customer requirements, leading concept discussions, putting together technical content and learning more about Nvidia's System Architecture (PCIe port mapping, NVLink port mapping, NVLink Rack-level Switches, Power requirements, etc...)

8 - Competencies: Integrity - Honest, follows company policies and practices and adheres to moral and ethical principles, high character, respected by others.

Category - Integrity

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
☐ 3 - Achieves Expectations
☑ 4 - Highly Effective
☐ 5 - Exceptional

Greg strives to be honest and forthcoming when dealing with colleagues and customers. However, he also

understands how to keep critical information confidential. An example of this is shown by his involvement in the Nvidia projects. These projects (Viking Scale-out and Pathfinder) are highly confidential, even within ZT. Greg understands how to get his job done, while still keeping confidential information on a need to know basis.

---

9 - Competencies: Problem Solving/Decision Making: Analyzes and prioritizes situations to identify and solve problems. Solutions increase efficiency and improve quality. Involves others in solving problems and making decisions. Factors organizational goals into decisions. Makes clear, transparent, timely decisions.

 Category - Problem Solving/Decision Making

Reviewer Response

- ☐ 1 - Unsatisfactory
- ☐ 2 - Area of Focus
- ◾ 3 - Achieves Expectations
- ☐ 4 - Highly Effective
- ☐ 5 - Exceptional

Greg's goal is to try and simplify the approach to solving problems, so as not to cause ambiguity and confusion within the team. Simpler solutions also helps to simplify the eventual execution. Too many times in our industry, people tend to over complicate a direct discussion which leads to misunderstandings and poor execution. Of course, not all problems can be solved with simple solutions, but the idea is to start out simple first and then increase in complexity as needed.

1. Greg worked on a MSFT JBOx Concept Proposal with Sunny called Nebula which was a GigaIO (PCIe based) vs NEC based Ethernet model for disaggregation POC. Although it may have been an interesting project, the motivation within the client and the benefit to ZT was highly questionable. I did bring my concerns to management about the lack of benefit for ZT. Work on this project was fortunately cancelled.
2. Sometimes good problem solving includes making decisions easier for the customer. For Example: By leading the Architecture Concepts on Pathfinder, Greg was able to demonstrate his ability to come up with ideas to solve different system partitioning issues. He gathered information and provided Pros/Cons to two different system partition options (Cabled Option and Cedar Expansion Board Option). Providing this type of trade-off information makes it easier for the Customer to make decisions about what is important to them.

While Greg has shown glimpses of an ability to solve problems, he hasn't had enough opportunities to show off those skills. I think that by Greg being in the Architecture Team, he will get more opportunities to demonstrate this skill.

---

10 - Competencies: Engagement: Interest in the job, motivation, job satisfaction, positive attitude, commitment to the job and company, level of energy toward work, dedication, involvement.

Category - Engagement

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
◼ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

According to Greg, at this point in his career, interest in the job is the ONLY reason to work. It far exceeds any interest in compensation. He spends many hours researching and continuously learning to ensure that he has a good fundamental understanding of the issues at hand. While his interest on job at ZT started to wane in the DM role, it is clear that Greg has found new life in the System Architect role. So far, the Architect role has provided Greg plenty of interesting items to dig into, and has kept his interest and satisfactions high. I look forward to seeing how Greg progresses this next year in the role, and observing his level of interest.

11 - Competencies: Communication: Demonstrates effective written and oral communication skills. Communicates clearly and knowledgeably. Shares information with others as appropriate. Seeks input from others. Adapts communication to diverse audiences. Protects private and confidential information.

Category - Communication

Reviewer Response

☐ 1 - Unsatisfactory
☐ 2 - Area of Focus
◼ 3 - Achieves Expectations
☐ 4 - Highly Effective
☐ 5 - Exceptional

Greg's preferred form of communication is through diagrams and pictorials. He seeks out the experts to understand the underlying concepts that drive our proposals and designs. He is articulate and is always willing to share his opinions on "out of the box" ideas. He admits he is not the best at formal, oral presentations, but does enjoy direct oral communications with customers and colleagues. His written communication is also acceptable but can always be improved. In the System Architect role, Greg will need to continue improving his communication skills through technical presentations, writing System Architecture Specs, and working to influence others in Meetings.

12 - Competencies: Reliability: Attendance, punctuality, meets work deadlines, delivers promised results, meets agreed upon timelines, ensures expectations are met.

Category - Reliability

Reviewer Response

- ☐ 1 - Unsatisfactory
- ☐ 2 - Area of Focus
- ☐ 3 - Achieves Expectations
- ☑ 4 - Highly Effective
- ☐ 5 - Exceptional

On the various ZT projects he has worked on, Greg has provided all of his input in a timely manner. He also works very hard to be on-time for all meetings whenever possible. Punctuality and meeting deadlines are huge priorities for Greg and they are clearly a part of his work ethic.

---

13 - Competencies: Managing People (if applicable): Inspires and motivates employees to perform their best. Communicates "big picture" vision and team's integral role in realizing that vision. Hires and develops staff to maximize productivity, innovation and teamwork. Recognizes and rewards accomplishments. Delegates and assigns work based on skills, objectives and development opportunities.

Category - Managing People

Reviewer Response

- ☐ 1 - Unsatisfactory
- ☐ 2 - Area of Focus
- ☐ 3 - Achieves Expectations
- ☐ 4 - Highly Effective
- ☐ 5 - Exceptional
- ☑ NA - Not Applicable

Comments not provided

---

14 - Compensation: Please select from the drop down list to include any title or level changes. Please provide new title and justification below.

Please contact your HR Business Partner if you have any questions or concerns.

Category - Job Change with Annual Review   Reviewer Only Question

Reviewer Response

- ☑ No Title Change
- ☐ Promotion with Title / Level Change
- ☐ Title Change Lateral Move - No Level Change
- ☐ Demotion With Title and Level Change

Comments not provided

---

15 - Compensation: Please identify the % increase in the drop list below. If over 10% or a market adjustment is required, please provide your justification below for an exception.

Please contact your HR Business Partner if you have any questions or concerns.

Category - Compensation Change   Reviewer Only Question

Reviewer Response

☐ 1%
☐ 2%
☐ 3%
☐ 4%
☐ 5%
☑ 6%
☐ 7%
☐ 8%
☐ 9%
☐ 10%
☐ Exception: Additional justification required below

Comments not provided

---

16 - Goals: Last Year's Goals - Please include 1 - 3 goals from last year's performance review and provide comments and overall ratings at the conclusion of each goal.

Category - Goals

Reviewer Response

Goals for next year include the following...

1. Having been in the industry for over 30 years, Greg brings a wealth of technical knowledge to ZT. In order for Greg to get more into the System Architecture role, I would like to see him continuing to grow his experience of Hyperscale Server and Rack design. This can include, on-line research of emerging technologies, bettering understanding existing technologies (youtube is a great resource for this), learning more about new PCB designs/technologies for high-speed signaling, engaging more with the customer to better understand their requirements (may include some travel), reading & writing System Architecture Specs, and looking for opportunities for technical conferences/training (virtual or in person).

2. Support Architecture Leadership on the Nvidia Viking Scale-out Server Project. Since this is mostly an L11 program, Greg may find it difficult to contribute a lot of new Architecture. However, the plan is for Greg to contribute by supporting clarification of customer requirements, and act as a consultant to the ZT Engineering Teams. This should also include becoming more familiar with the NVLink fabric (see next

Goal).

3. Become NVLink Fabric SME: Would like to see Greg become more familiar with the NVLink Fabric and associated ingredients (Layout/Routing, Switches, Connectors/Cables/Transceivers, Rack-Switches, etc...). By learning this Fabric, Greg can become our Architecture Team's SME (Subject Matter Expert), and will help with other Customer projects supporting NVLink Scale-Out (Example: MSFT Pathfinder Project).

4. Support Architecture Leadership on the AWS Chimera-Next GPU Server Project, which includes supporting Concept Studies for the RFP, providing clarity to the Engineering Teams on Customer requirements, writing a System Architecture Spec, and providing overall technical guidance to the Engineering team.

GOALS

Instructions

Set goals and development plans for the upcoming year. Use the S.M.A.R.T. guidelines below to help you create effective goals where both manager and employee can agree on the objectives, definitions and measures. Specific: Specify clearly what is to be done, when it is to be done, who is to accomplish it and how much is to be accomplished. Measurable: Ask questions such as: How much? How many? How will I know when it is accomplished? Multiple measures should be used if possible, for example, quantity, quality, time frame and cost. Attainable: Assure there is reasonable path to achievement and feasible odds that you will get there. Realistic: The objective needs should match the level of complexity with the employee's experience and capability and no insurmountable forces outside the control of the employee should hinder its accomplishment. Time-bound: Be clear about the time frame in which performance objectives are to be achieved. In most cases, objectives are to be completed by the end of the performance review period.

OVERALL COMMENTS

Reviewer Response

By and large, Greg a great year with ZT last year. He started out as a DM in Austin, and eventually transitioned to the Architecture Team as a System Architect. Greg worked on several programs this past year as a DM, but for different reasons, never really got a chance to sink his teeth into many of them. Over time, Greg felt underutilized in his role as DM, and lost some of his passion. It wasn't until he moved to the Architecture team that Greg felt reinvigorated and, in turn, stepped up to embrace the System Architecture role. Greg has been a tremendous addition to the Architecture Team, arriving just in time to help with the Nvidia Projects. Because we only have a small sample size of his current role (~4 months), I'd like to see how Greg progresses with a full year as System Architect under his belt. I'm so grateful that we were able to find a home for Greg in the Architecture Team!

EMPLOYEE ACKNOWLEDGEMENT

Employee Signature

Greg Casey

Acknowledgement Date

01/31/2022

Employee Comments

I appreciate the opportunity to contribute at ZT.