



# NOVELLUS

## PERFORMANCE EVALUATION AND DEVELOPMENT PLAN

Name MILLER, KENNETH C.

Current Eval. Date 11-25-90

Job Title SR. MECH. ENGR.

Date of Hire 5-8-89

Department 620 TECHNOLOGY

The purpose of this evaluation is to:

**Set Goals:** The manager and employee establish mutually agreed upon goals for future performance.

**Inform:** The manager and employee communicate openly and honestly about performance.

**Develop:** The manager and employee identify actions to enhance employee's development.

**Evaluate:** The manager and employee evaluate results based on job responsibilities and performance expectations.

**RESPONSIBILITIES:** Summarize major job responsibilities.

KEN HAS BEEN RESPONSIBLE FOR THE SUPPORT OF THE JS2 DEVELOPMENT SYSTEM WHICH THE CONCEPT II Pzero SYSTEM IS BASED UPON. THIS IS AN ONGOING TASK IN SUPPORT OF APPLICATIONS AND REQUIRED TO MEET THE CONCEPT II MILESTONE PLAN. KEN'S RESPONSIBILITY IN THE Pzero PROJECT ENTAILED THE COMPLETE DESIGN OF THE CONCEPT II ETCH & PVD PROCESS MODULES. THIS INCLUDED CHECKING OF DETAIL DRAWINGS WHICH HAD BEEN GENERATED BY OUTSIDE CONSULTANTS & DRAFTERS. KEN WAS ALSO REQUIRED TO CREATE B/Ms & ADHERE TO THE DOCUMENTATION STANDARDS ESTABLISHED IN THE DEPARTMENT. ALL CONCEPT II WORK WAS GENERATED ON ACAD.

**RESULTS OF PRIOR REVIEW'S OBJECTIVES:**

KEN HAS MET OR EXCEEDED ALL PRIOR REVIEW OBJECTIVES

Please evaluate the employee's actual performance. Check the rating box which most closely describes that performance and give an example to support your rating.

<b>OUTSTANDING:</b>	Performance consistently far exceeds expectations and job requirements.
<b>EXCEEDS REQUIREMENTS:</b>	Performance consistently exceeds normal expectations and job requirements.
<b>MEETS REQUIREMENTS:</b>	Performance consistently meets normal expectations and job requirements.
<b>NEEDS IMPROVEMENTS:</b>	Performance usually meets minimum expectations and job requirements. Improvement is necessary in some areas.
<b>UNACCEPTABLE:</b>	Performance is below the minimum acceptable level.

FACTORS	SPECIFIC EXAMPLES THAT SUPPORT JOB RATING
<b>TECHNICAL COMPETENCE</b> Skill in dealing with technical problems. Speed at reaching acceptable solutions. Ability to handle difficult technical assignments with a minimum of direction.	KEN IS AN EXPERIENCED ENGINEER OF GREAT COMPETENCE. HE HAS NO DIFFICULTY IN TACKLING COMPLICATED ASSIGNMENTS WITH A MINIMUM OF DIRECTION. KEN QUICKLY COMES UP WITH WORKABLE DESIGNS.
<input type="checkbox"/> OUTSTANDING <input checked="" type="checkbox"/> EXCEEDS <input type="checkbox"/> MEETS <input type="checkbox"/> NEEDS IMPROVEMENT <input type="checkbox"/> UNACCEPTABLE	
<b>WORK QUALITY AND QUANTITY</b> Reliability and accuracy of work. Volume of work. Speed in completing tasks.	KEN IS A CONSCIENTIOUS & DILIGENT WORKER WHO TAKES PRIDE IN THE ACCURACY OF HIS WORK. HE DESIGNS QUICKLY & WITH A MINIMUM OF ERRORS.
<input type="checkbox"/> OUTSTANDING <input checked="" type="checkbox"/> EXCEEDS <input type="checkbox"/> MEETS <input type="checkbox"/> NEEDS IMPROVEMENT <input type="checkbox"/> UNACCEPTABLE	
<b>CREATIVITY</b> Demonstrated creativity, inventive solutions, fresh point of view. Ability to visualize workable new ideas or improvements.	KEN ENJOYS THE CHALLENGE OF A DIFFICULT DESIGN. HE EXCELLS AT PRODUCING INNOVATIVE, CLEVER SOLUTIONS TO COMPLICATED PROBLEMS. HIS ABILITY TO QUICKLY ASSIMILATE IDEAS ENABLE HIM TO GET A COMPREHENSIVE UNDERSTANDING OF THE SUBJECT.
<input checked="" type="checkbox"/> OUTSTANDING <input type="checkbox"/> EXCEEDS <input type="checkbox"/> MEETS <input type="checkbox"/> NEEDS IMPROVEMENT <input type="checkbox"/> UNACCEPTABLE	
<b>JUDGMENT</b> Careful, objective evaluation of problems and alternative courses of action. Designs, decisions and solutions usually stand without excessive change and correction.	KEN OBJECTIVELY EVALUATES PROBLEMS AND MAKES SOUND DESIGN DECISIONS BASED ON VARIOUS INPUTS. HE DOES NOT LET HIS OWN DESIGN PREFERENCES STAND IN THE WAY OF SOMEONE ELSE'S BETTER IDEA.
<input type="checkbox"/> OUTSTANDING <input checked="" type="checkbox"/> EXCEEDS <input type="checkbox"/> MEETS <input type="checkbox"/> NEEDS IMPROVEMENT <input type="checkbox"/> UNACCEPTABLE	

## FACTORS

## SPECIFIC EXAMPLES THAT SUPPORT JOB RATING

### INITIATIVE

Eagerness to tackle difficult assignments and ability to work tight schedules. Continual examination of practices and useful recommendations for improvement.

KEN CONSTANTLY SEARCHES FOR WAYS TO IMPROVE HIS OWN AND THE WORK OF OTHERS. HIS RECOMMENDATIONS HAVE LED TO BETTER WAYS OF DESIGNING THE CONCEPT I. KEN HAS SHOWN THAT HE CAN WORK WELL UNDER TIGHT SCHEDULES.

☐ OUTSTANDING ☒ EXCEEDS ☐ MEETS ☐ NEEDS IMPROVEMENT ☐ UNACCEPTABLE

### TEAMWORK

Ability to build and work as part of a team. Ability to integrate and use the ideas of others.

KEN INTEGRATES HIMSELF EASILY INTO THE CONCEPT II TEAM & ALWAYS CONTRIBUTES TOWARD THE COMMON GOAL. HE IS HELPFUL TO OTHERS & COMMUNICATES WELL.

☐ OUTSTANDING ☐ EXCEEDS ☒ MEETS ☐ NEEDS IMPROVEMENT ☐ UNACCEPTABLE

### DEPENDABILITY

Willingness to persevere and complete tasks assigned. Reliability in meeting commitments and in attendance and punctuality.

KEN IS A HARD WORKING INDIVIDUAL WHO PURSUES HIS SET TASKS WITH GREAT ENERGY. HE DOES HAVE SOME DIFFICULTY IN ADHERING TO CONVENTIONAL WORK HOURS & DEPARTMENT STANDARDS

☐ OUTSTANDING ☐ EXCEEDS ☒ MEETS ☐ NEEDS IMPROVEMENT ☐ UNACCEPTABLE

**OVERALL PERFORMANCE SUMMARY:** Circle the overall performance rating.

OUTSTANDING ☒ EXCEEDS REQUIREMENTS ☐ MEETS REQUIREMENTS ☐ NEEDS IMPROVEMENT ☐ UNACCEPTABLE

**NARRATIVE:** Describe the employee's performance in relation to the factors listed. Cite specific examples to support overall performance rating.

KEN IS AN INNOVATIVE ENGINEER WHO HAS THE ABILITY TO COMPREHEND THE FUNCTIONING OF MECHANICAL SYSTEMS, THUS ENABLING HIM TO DESIGN COMPLEX MECHANISMS WITH A MINIMUM OF SUPERVISION. HE GATHERS THE REQUIRED INFORMATION TO DO HIS JOB EFFECTIVELY FROM HIS TEAM MEMBERS & CONTINUES TO COMMUNICATE UNTIL HE IS SATISFIED THAT THE TOTAL DESIGN MEETS SPECIFICATION. KEN'S ABILITY TO DO COMPREHENSIVE DESIGN WORK MAKE HIM A VALUABLE MEMBER OF THE CONCEPT II TEAM & AN EXCELLENT CONTRIBUTOR TO THE NOVELLUS EFFORT.

DURING THE Pzero DESIGN PHASE KEN HAS HAD TO EXTENSIVELY INTERACT WITH SEVERAL OUTSIDE CONSULTANTS. HIS GOOD COMMUNICATION SKILLS ASSURED THAT ERRORS WERE KEPT TO A MINIMUM.



**GOALS FOR NEXT REVIEW PERIOD:** What are the goals or objectives the employee should accomplish in the next performance period? These may include responsibilities, improved methods to meet job requirements, as well as development plans.

1. CLEAN UP OF CONCEPT II PZERO DOCUMENTATION (DRAWINGS & E/Ms) TO MEET THE FEB 91 MILESTONE.
2. SUSTAINING SUPPORT FOR PZERO DURING OPERATION AND DEBUG
3. UPDATES OF ALL REDLINES AGAINST THE PVD MODULE OF PZERO PRIOR TO PURCHASING #2.
4. LEARN THE DIMENSIONING FUNCTION OF ACAD

**DEVELOPMENT PLAN:** What specific action can the employee take to improve his or her performance?

KEN NEEDS TO LEARN MORE ABOUT THE USE OF THE ACAD SOFTWARE & THE USE OF THE PC COMPUTER SYSTEM IN GENERAL. I WOULD EXPECT HIM TO NOT ONLY DO CREATIVE DESIGN WORK BUT ALSO GENERATE WORKABLE DETAIL DRAWINGS & COMPLETE BILLS OF MATERIAL.

**EMPLOYEE COMMENTS:** Each employee is encouraged to add any comments to this review.

I am signing this evaluation to indicate that my manager and I have discussed the above comments.

Employee

Date

**APPROVALS:**... This section must be signed before employee receives review.

Peter R. Agostini 11-25-90  
Supervisor Date

[Signature] 12/12/90  
Executive Staff Date

[Signature] 10 Dec 90  
Manager Date

SK Aileen 12-17-90  
Personnel Date