2025 – Mid-Cycle Performance Feedback – Narin Anderson
(Date: 26-Aug-2025)

Manager Comments:

Entering 2025, Narin was coming off a year in which he received an "Improvement Required" performance rating. Key development areas identified included:

- Functional Expertise
- Planning and Execution
- Communication
- Collaboration and Relationship Building

While the feedback was difficult to receive, Narin responded professionally and began working towards improvement, particularly in assertiveness, team engagement, and communication.

In 2025, Narin has been the packaging lead for the Ranger 035 project as well as driving exploratory activities for the Localized Thermal Protection concept. Most of his time has been spent supporting the Ranger 035 project where his performance is currently meeting the project's needs and deliverables timing for the current phase of the project.

Peer feedback on things Narin is doing well continues to highlight his innovative thinking and contributions to technology development. He has shown responsiveness to project tasks and consistently makes effort to support the team when asked. He prioritizes project deliverables and demonstrates flexibility in taking on tasks that advance project goals.

Peer feedback on things that could improve or enhance indicate ongoing opportunities for improvement in:

- Communication and proactive engagement
- Planning, organization, and execution as a workstream lead
- Attention to detail

These areas are consistent with observations from the previous year.

During 2024, the Ranger 035 project was in the Develop phase, characterized by rapid design iterations, feasibility testing, and high-paced coordination across workstreams. This environment highlighted performance challenges that contributed to the "Improvement Required" rating.

Since achieving the Design Freeze milestone, the Ranger 035 project has transitioned into the Confirm phase, enabling a more structured and predictable execution environment with fewer dynamic changes. Narin has performed effectively during this phase; however, it is important to recognize that future projects may re-enter the dynamic and fast-paced conditions characteristic of the Develop phase. As such, I expect Narin to recognize and put continued focus on the previously identified development areas and apply those learnings proactively when navigating similar high-pressure environments to meet performance expectations.

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Peer Feedback:

- **6 responses (4 R&D Pkg Peers; 2 Cross Functional Peers) / 10 requests**

Things done well to this point in the year:

- Narin does a great job coming up with advancements and technologies that could help the entire company and potentially the industry as a whole. The innovations he comes up with are extremely beneficial and have a lot of opportunity.
- Narin is one of the innovators in the packaging group. He thinks outside the box and is pushing the envelope for packaging innovation for BSC. He has a ton of experience with BSC and other technologies and is a go to contact when designing a packaging design.
- Narin is always willing to provide input or feedback when approached, and he consistently makes the effort to support the team when asked. While it may sometimes take a follow-up to receive a response or gain further clarity, he does follow through and ensures the necessary information is eventually shared. His openness to collaborate and contribute, even if prompted, is appreciated.
- Narin has been very responsive in addressing issues that arise around the 75cm coiling plate at HTQ. He has made adjustments to the coiling plate design and the coil assembly prints to enable HTQ to perform qualification.
- Narin is a thinker and loves diving into the technical aspects of packaging where he approaches solutions very systematically. The Localized Thermal Protection project provides him with an outlet to focus his chemical engineering knowledge and energies on an exploratory challenge. He has led a team through steps needed to get a patent initiated for a cold chain concept while also coming up with ways to design and market it using purchased licensing which surprised everyone on the project. His skills also include innovative prototyping which he has been working on doe the Ranger 035 project. The coiled design configurations and coiled plates developed required numerous revisions due to project parameter changes that he pushed through with help from R&D. And he appeared to enjoy diving into the complex issues surrounding the carrier tube and manifold bumper interaction which are still on going. Narin really enjoys problem solving and likes to show off his technical acumen working on new challenges and evaluating unique solutions.
- Narin is a true asset to BSC and the PI NPD group. He showcases the entire PI NPD PKG department to top management with his incredibly creative and out of the box initiatives. I am very proud and our PI NPD PKG group should also be very proud of the work he has been doing outside his regular project work. The initiatives Narin undertakes are not easy to achieve, yet he often materializes his out of the box concepts into tangible outcomes and into physical samples. His solutions have benefited the entire packaging department in many ways before and we will continue to enjoy some of his creative solutions in many other products/packaging in years to come. Narin is an incredibly humble and hardworking person. His new and innovative ideas have a high change of failure, yet he does not stop trying and often comes up with alternative solutions when the initial concept does not pan out. For examples, As soon as we learned that the thickness of the phase change material was not optimum, Narin not only proposed a multilayered phase change material which would reduce the need of excessive material but also successfully got a patent approved for this new concept. Doing all this in addition to his project work is incredibly impressive. I am always very proud of the work Narin does and interested in collaborating with him on his creative solutions.

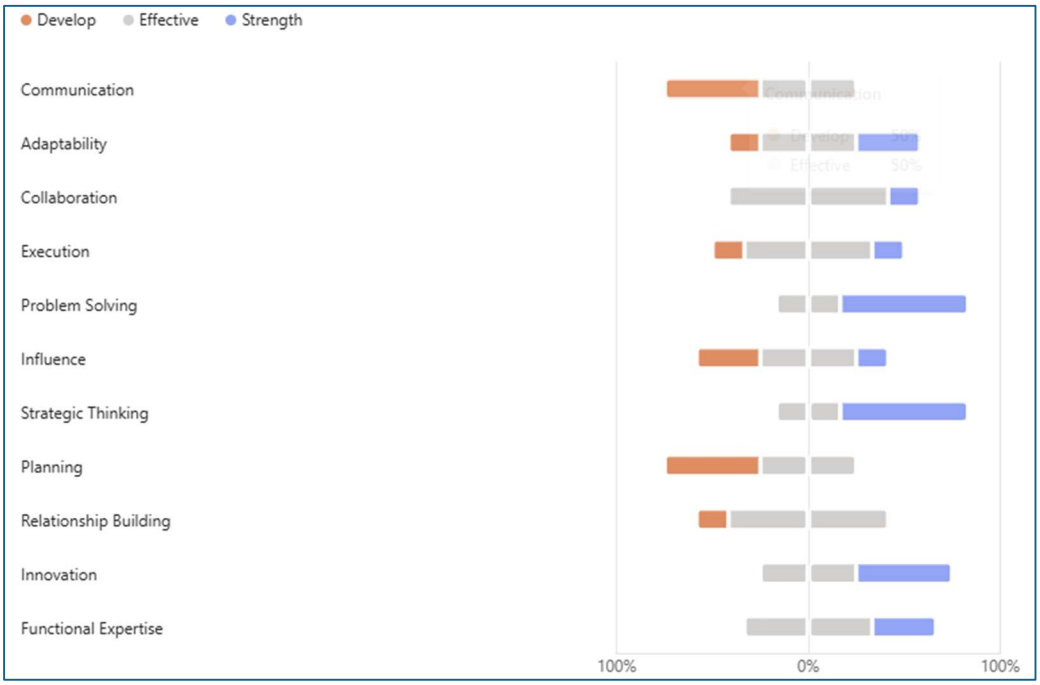
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Things that could improve or enhance:

- One example of things that could be improved is better and more clear communications.
- Narin has a lot on his plate and it seems hard for him to delegate some of his less complicated deliverables to others so he can focus on the more complicated aspects of the project. I would also like to see him stand up for himself and the packaging role in projects. It can be difficult especially in a high pressure situation to stand your ground. Narin is the packaging SME for that project and should be the voice of reason.
- The feedback I provided at the end of 2024 remains largely unchanged in terms of areas where Narin could improve. I did notice a positive shift earlier this year, but unfortunately, it seems that some of those improvements have not been sustained. While Narin is capable of delivering high-quality work when focused, I've found that tasks often still require follow-up or prompting before they gain momentum. He tends to respond well in high-pressure situations and is able to shift gears to meet urgent project needs effectively. However, there remains an opportunity for greater consistency in proactive ownership and clearer communication during less time-sensitive phases of the project. There have been several instances where I've found myself getting frustrated over minor issues that I wouldn't typically expect to be correcting at this stage. This has occasionally led to inefficiencies, as I've needed to go back and forth with Narin on tasks more than anticipated.
- I've taken on some packaging-related responsibilities myself to help keep things moving and to allow Narin to focus on other deliverables.
- Since Design Freeze, my direct interaction with Narin has been somewhat reduced. However, as the project ramps up again, there will likely be increased collaboration. To support the team's progress, it's important that Narin continues to prioritize communication and organizational skills, with a focus on identifying and acting on high-priority tasks more independently.
- Narin can still "pass the blame" sometimes. Recently with 75cm coiling plate ovalization issues at HTQ, Narin has said that his measurements of the 75cm assembly took place: - immediately - after a few hours - after 24 hours Obviously only one of these is true and I honestly don't know which one is true.
- I find myself needing to check Narin's work quite frequently. I think a big area for improvement would be his attention to detail. Small things like DCA numbers in CN descriptions slip through the cracks and it has resulted in multiple members of the team needing to check basically every small detail to make sure there are no oversights.
- Narin is eager to share information and plans with teams at a high level and gives others a chance to provide input or provide their perspective, but may be a bit too quick to wrap up. He is very good at keeping meetings short and could benefit by sharing more details to give others a sense of how he plans to complete important tasks or cover what is still needed. While it might seem like communication is a bit spotty at times I feel more like he needs to be excited about the project to fully engage with others.
- Narin's strengths maybe hidden sometimes because he may seem as someone who does not speak up. People who don't know him may not be able to really understand how intelligent he is as an engineer. But when he does speak, he is effective, concise and to the point always and very effective in relaying his thoughts that matters. I do not see than as a problem but rather a virtue as someone who communicates effectively only when needed. Narin is effective at what he does great, because he is ultra focused on difficult and unexplored ideas and solutions.

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Competency Ratings (Peer Feedback): Something to <u>Develop</u> / Is <u>Effective</u> at / Is <u>Strong</u> at



Context provided for competency responses:

- Narin is a great innovator and adapts to challenging situations. Sometimes there is a lack of communication which can delay projects and also communication with others and vendors can sometimes be lacking. I would like to see him almost over communicate to make sure everyone is on the same page.
- There has been improvements in some areas since last year but there is definitely still room for improvement (from my personal experience working with Narin).
- See previous comment about attention to detail for Execution. For planning, Narin's experimental design generally needs a second eye. The experiments he puts together don't always answer the question of interest.
- Narin is eager to share information and plans with teams at a high level and gives others a chance to provide input or provide their perspective, but may be a bit too quick to wrap up. He is very good at keeping meetings short and could benefit by sharing more details to give others a sense of how he plans to complete important tasks or cover what is still needed. While it might seem like communication is a bit spotty at times I feel more like he needs to be excited about the project to fully engage with others.
- I checked develop for relationship building. However, I believe it takes two people to build relationship. If you want to build a relationship with Narin, you need to know him before he opens to you. That is very normal and I believe Narin his a high performer because he is always focused on what is most important.

Miscellaneous Feedback:

- Narin is a great asset to BSC and especially the packaging organization. I do enjoy working with Narin and feel like i do learn alot from his experience!
- I believe Narin still has room to develop his communication and organizational skills. It would be beneficial for him to gain more clarity around his priorities within the Ranger 035 project. I'm not fully aware of his current workload or how his time is being allocated across different projects, but it raises the question of whether he's spread too thin. This may be contributing to a reduced level of engagement or limited time dedicated to Ranger 035.
- Timing is the one factor that can trip up Narin if he has a fast moving project or one that is accelerated. This may throw off his timing or cause him to minimize steps that he may feel are less important.
- I truly believe, Narin should be recognized for the number of Patents he comes up with and his innovative approach that is quite frankly very unique than anyone else I have seen in the entire PKG department. Recognizing Narin for his contributions would boost his morale and the desire to keep working hard as he always does.