

## 2010 Annual Review for Ryan M Moody



### Employee Information

First Name: Ryan  
 Last Name: Moody  
 Title: Lead Research Scientist  
 Division: Government & Industrial  
 Department: 390480  
 Location: NC  
 Manager: Dominic C Germana

### Review Information

Originator: Rachel M Hadden  
 Review Period: 01/01/2010 - 12/31/2010  
 Due Date: 01/21/2011

### SMART Goals

#### Performance Plan for Key Business Results

In this section, the manager and employee collaboratively define "WHAT" the employee is going to accomplish on the job. List 2-4 major business performance goals for the employee including the relative weight, specific target date for completion, and the results expected.

Refer to [Creating "SMART" Goals](#)

12.1

**Category: G&I - Deliver Contribution Margin of \$26.6M**

#### SMART Goal:

Enter 2011 with visibility on \$4M in revenue (target AOP of \$650k)

#### Metric:

- Contribute to multiple proposal writing efforts  
 - Write proposal and help secure funding for ModX expansion / plus up. (\$500k target)  
 Lead the proposal writing effort for NGCM. Contribute to winning the NGCM business (>\$1.5M)

**Start:**  
 01/01/2010

**Due:**  
 12/31/2010

**Status:**  
☒ Completed

**Weight:**  
 20.0%

#### Milestones

**Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Wrote multiple proposals for RILS and Countermeasures
- NGCM awarded for \$2.7M
- EModX looks hopeful for \$1.8M
- Awarded an additional ~\$200k for RILS
- TOTAL ~\$4.7M

**Comments by Dominic C. Germana:**

Ryan did an amazing job upping his game in business development in 2010. We won the NGCM award, led by Ryan, which will be the primary focus of Maritime Research for the next several years. Ryan also worked very hard on several revisions of EModX proposals and won some additional business for RILS.

13.1

**Category: G&I - Increase Customer Focus and Simplify Design**

**SMART Goal:**

Deliver each project on time, on budget, and to the satisfaction of the customer

**Metric:**

- Manage ModX contract and our subcontractors; deliver ModX vehicles on time and within budget.
- Manage RILS project, prepare RILS hybrid vehicle for July Navy FNC test

**Start:**

01/01/2010

**Due:**

12/31/2010

**Status:**

In Progress

**Weight:**

20.0%

**Milestones****Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- For RILS, yes, on time, and came in under budget, and customer is happy.
- For ModX, we're behind schedule, but still within budget. The customer is aware of and satisfied with our current progress on ModX, but we still have to work really hard to get vehicles in the water in early March 2011.
- For Multiple proposals, they all were submitted on or before expectation.

**Comments by Dominic C. Germana:**

The successful RILS demo was a result of hard work by a cohesive team on a very short deadline, led by Ryan. ModX is a complex, large effort, involving multiple subcontractors and involvement from many Maritime Research staff - Ryan has managed to maintain progress and keep the sponsor happy and the subs on course. One way in which Ryan can improve his project management efforts is to more methodically track and plan project financials.

13.2

**Category: G&I - Increase Customer Focus and Simplify Design****SMART Goal:**

Customer Contact Points

**Metric:**

- Conduct ModX PDR and CDR at ONR in late Feb 2010 (customer contact)
- Have Dr. Headrick (RILS ONR PM) come for a visit and demo (customer contact)
- Demonstrate RILS hybrid platform at Navy FNC demo in July

**Start:**

01/01/2010

**Due:**

12/31/2010

**Status:**

Completed

**Weight:**

12.0%

**Milestones****Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Completed everything listed here, on time and under budget. Demonstrated RILS vehicle at FNC Review.
- Completed ModX design reviews and had 5 meetings with ONR this year to discuss expansion for ModX.
- 2 presentations and a RILS capability demonstration for Dr. Headrick, RILS program manager

**Comments by Dominic C. Germana:**

As part of his increased business development efforts, Ryan has greatly expanded his customer contact this year.

14.1

**Category: G&I - Diversify Product Offerings and Develop New Markets****SMART Goal:**

Develop Principal Investigator Skill Sets

**Metric:**

- Assist in finding new funding source for Maritime Research (\$150k secured during 2010, may not be billable until 2011)
- Develop some quick prototypes to demonstrate concepts
- Show concepts to potential customer (customer contact)

**Start:****Due:****Status:****Weight:**

01/01/2010

12/31/2010

Completed

12.0%

**Milestones****Rating by Dominic C Germana:****Rating:** 3.0 - Exceeds Expectations**Rating by Ryan M Moody:****Rating:** 2.0 - Meets Expectations**Comments by Ryan M. Moody:**

- Got the \$200k expansion for RILS, and still have \$50k left.
- Built quick prototype of hydrofoil surface craft for RILS. It worked well, so designed and built hydrofoil surface craft for RILS.
- Completed design work for Vectored Thruster with Ailerons, I've submitted a PPOD and continue to push this for use on iRobot Ranger vehicles.
- Completed concept design and put together presentation for the submersible UAV. Ed briefed it to Tom and Colin, and we discussed it with Mike Wardlaw at last ONR visit.
- Wrote internal proposal for Autopilot development work. Costed and scoped out the effort and presented to management for internal funding. It was funded and our team delivered a functional autopilot for high speed vehicles.

**Comments by Dominic C. Germana:**

Ryan has demonstrated success in his Principal Investigator tasks. He has benefited from interactions with folks experienced in this area (Chris Jones) and should continue to seek opportunities for mentorship.

15.1

**Category: G&I - Be the Recognized Leader in Fielded Autonomy****SMART Goal:**

Share what I know about actuators and control systems with others and learn more about control systems.

**Metric:**

- Refresh on control theory and spend some time writing algorithm that takes advantage of improved OTS sensors and flight stabilization modules
- Host 1 external researcher for an invited talk in Durham
- Host aviation day at the airport, discuss control surfaces and actuators using aircraft and remote control airplanes and helicopters.

**Start:**

01/01/2010

**Due:**

12/31/2010

**Status:**

In Progress

**Weight:**

12.0%

**Milestones****Rating by Dominic C Germana:****Rating:** 3.0 - Exceeds Expectations**Rating by Ryan M Moody:****Rating:** 2.0 - Meets Expectations**Comments by Ryan M. Moody:**

- Did some refreshing on control theory, but my main contribution here was to cost and scope an internal autopilot development effort, and pitch it to management. Stephen L. Frank A. and Brian Newberry were main technical contributors, I budgeted, scoped, tracked progress, provided video and operational support at Quarry, and kept the NGCM vehicles operational. We came in significantly under budget on this effort and now have hydro-modeling capability that can be used to generate autopilot control gains. We can generate autopilots for less than 1/3 the cost of VCT, and we end up owning and controlling the software. This is a place where I would have liked to refresh more on control theory and been involved directly with the code, but it was obvious that I could be more effective by supporting the experts and pushing the effort forward from a high level.
- Tried multiple times to get David Brown from BTech Acoustics to come give a talk on underwater acoustics, but it didn't work out. So, when we were in RI for RILS FNC demo, I took our RILS team to visit BTech, and see their lab and go out to dinner with David.
- Never got around to hosting aviation day at the airport, but I did do a lot of explanation and hands on training with control surfaces for hundreds of kids at the 2010 Robot Rumble at NC Museum of Life and Science. Prepared and presented the in water remote control underwater vehicle exhibit for kids to operate a Vectored Thruster controlled Ranger. The aircraft rental company that I rent from is no longer based at the local airport. I'll try this again for 2011, with RC planes and helicopters.

**Comments by Dominic C. Germana:**

The autopilot development capability achieved in 2010 is critical to the long term strategic success of Maritime Research.

15.2

**Category: G&I - Be the Recognized Leader in Fielded Autonomy****SMART Goal:**  
Patent Points**Metric:**

- Submit 2 invention disclosures as co-inventor or inventor
- Submit patent for roll control augmented vectored thruster which almost made the PPOD cut.

**Start:**  
01/01/2010**Due:**  
12/31/2010**Status:**  
In Progress**Weight:**  
12.0%**Milestones****Rating by Dominic C Germana:****Rating:** 2.0 - Meets Expectations**Rating by Ryan M Moody:****Rating:** 1.0 - Does Not Meet Expectations**Comments by Ryan M. Moody:**

- I haven't got around to this, but I have material for it. The Roll control augmented Vectored Thruster is certainly a prime candidate, and the concept for the submersible UAV is the other one. I will complete invention disclosures for these.

**Comments by Dominic C. Germana:**

Ryan has invented several of the key technologies for Maritime Research. With the bulk of the countermeasure proposal development behind us Ryan should have the opportunity to write up invention disclosures in 2011.

15.3

**Category: G&I - Be the Recognized Leader in Fielded Autonomy****SMART Goal:**  
Publication Points**Metric:**

- Write an article about control surface actuators
- Write an article about iRobot Ranger / Stevens tail propulsion and control surface design. Probably about using COTS servos to drive custom actuator implementations.

**Start:**  
01/01/2010**Due:**  
12/31/2010**Status:**  
In Progress**Weight:**  
12.0%**Milestones****Rating by Dominic C Germana:****Rating:** 2.0 - Meets Expectations**Rating by Ryan M Moody:****Rating:** 2.0 - Meets Expectations**Comments by Ryan M. Moody:**

- Wrote a technical / sales article for Dr. Headrick for inclusion in the NAVFAC AFTP Catalogue. This catalogue is distributed to base commanders worldwide and features new technology. I wrote a technical / capability description for the RILS system.
- I presented a technical poster at the NUWC AG-9 FNC Test in July of this year. I presented to program managers, PMS 403 head and Navy captains.
- Presented multiple times to our program managers from ONR and PMS 415. Gave presentations about current ModX progress and what we propose for EModX and ModX EDM programs.
- Have discussed plans and assembled content for Countermeasure NDIA article for March 2011 conference.

**Core Competencies**

This section defines core competencies that are essential to the achievement of the organization's business goals.

**Accountability**

Targets and achieves results, sets challenging goals, prioritizes tasks, overcomes obstacles, accepts accountability, sets team standards and responsibilities, provides leadership/motivation.

**Rating by Dominic C Germana:****Rating:** 3.0 - Exceeds Expectations**Rating by Ryan M Moody:****Rating:** 2.0 - Meets Expectations**Comments by Ryan M. Moody:**

- Targets and achieves results - did this especially as it relates to bringing in new funding
- Sets challenging goals - I set challenging technical and funding goals. This is evidenced by making the funding goals, making the RILS technical goals, and still pursuing the ModX technical objectives.
- Prioritizes tasks - set priority for writing proposals and bringing in funding for 2011, with autopilot work prioritized being a facilitator rather than being in the middle of the technical execution where I'd like to be.
- Overcomes Obstacles - overcome multiple programmatic and customer challenges to propose and secure NGCM and hopefully ModX funding. Overcome funding and timeline obstacles to successfully deliver the RILS demo.
- Accepts Accountability - have accepted accountability for countermeasure and RILS programs, accept responsibility for budgets, timelines and deliverables.
- Sets Team Standards - communicate the technical and timeline objectives and track progress. Willing to ask a lot from a team when it comes to crunch time (RILS timeline / funding)
- Provides leadership / motivation - work to empower others as evidenced by autopilot development process. Supported Frank, and Stephen. Provided decisive leadership for RILS development, ModX design and multiple countermeasure proposal efforts. I would really like to get better at being a motivator and effectively communicating vision.

**Comments by Dominic C. Germana:**

Ryan prioritizes his tasks to make major contributions to team and organizational objectives. He fully understands the relative importance of projects assigned to him, and shows great flexibility in adapting to changing needs and objectives.

There is no clearer way to categorize Ryan than as a key contributor to Maritime Research. Without him the organization would not have experienced the success that it has, nor be poised for future successes.

**Leadership/Initiative**

Leads through change and adversity, makes the tough call when needed, builds consensus when appropriate, motivates and encourages others.

**Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Leads through change and adversity - multiple proposal spins and compressed schedules for RILS
- Makes the tough call when needed - decided not to pursue speed increase for RILS and continue proving out high risk technical items in advance of the FNC test.
- Builds consensus when appropriate - try to get everyone on board with schedules budgets and deliverables. I've done this for all the proposals, always have technical leads review and edit hours, materials and schedules before submitting them.
- Motivates and Encourages Others - Motivated and encouraged team members for autopilot development work. Motivated and encouraged team members to work long hours in advance of RILS demo. Would like to get better at motivating and encouraging.

**Comments by Dominic C. Germana:**

Ryan leads in one of the most effective ways possible - by example.

**Judgment/Decision Making**

Recognizes problems and responds, systematically gathers information, sorts through complex issues, seeks input from others, addresses root cause of issues, makes timely decisions, can make difficult decisions, uses consensus when possible, communicates decisions to others.

**Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Recognizes problems and responds - recognize feature creep and budget and timeline issues and get things back on track.
- Systematically Gathers Information - gather info and input from team members and subcontractors to define project direction. Do the same when assembling proposals
- Sorts through complex issues / seeks input from others - Sorting through complex issues usually requires bringing multiple disciplines together to identify the interfaces and interdependancies in a robotic system design / build project. I get team members to talk through the issues so we can identify root cause and focus on risk reduction there.
- Makes timely and difficult decisions - as in sacrificing pursual of higher top speed for the demonstration of other core capabilities with the RILS platform
- Consensus - see consensus bullet in previous paragraph

- Communicates Decisions to Others - Keep team members in the loop on where things are with proposals and technical progress. Offer reasoning behind decisions so team members can see how I arrived there.

**Comments by Dominic C. Germana:**

Ryan brings his experience, knowledge, and organizational savvy to bear when making decisions. He applies sound and consistent judgment to the decision making process.

Ryan demonstrates sound judgment based on the important data and is able to get buy in from his teammates.

**Relationship/Teambuilding**

Meets all team deadlines and responsibilities, listens to others and values opinions, helps team leader to meet goals, welcomes newcomers and promotes a team atmosphere.

**Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Meets all team deadlines and responsibilities - I've done well on this in some places (Proposals, RILS, autopilot) and need improvement in other places (ModX timeline).  
 - Listens to others and values opinions - Yes, I budget and scope efforts with input from team members, I approach project execution by listening and building and keeping consensus.  
 - Helps Team Leader meet goals - I've been especially focused this year on securing funding for 2011. I want to help Ed and Dominic build and maintain a thriving Maritime Research Dept. I've done this by maintaining a high "(say / do) ratio" on projects, and proposing and presenting to our customers.  
 - Welcomes newcomers and promotes a team atmosphere - Welcomed Kent and included him in multiple efforts, work to promote team atmosphere by being a hardworking team member, focused on team objectives.

**Comments by Dominic C. Germana:**

Ryan clearly understands his role in meeting team goals. He never has to be reminded of a deadline or deliverable and often completes his work ahead of time. His work is always well thought-out and on target.

Ryan is a focused, effective team member of his project teams, Maritime Research, and iRobot as a whole.

**Management**

Defines roles and responsibilities, motivates and challenges employees, delegates effectively, rewards contributions, manages collaboratively.

**Rating by Dominic C Germana:**

**Rating:** 3.0 - Exceeds Expectations

**Rating by Ryan M Moody:**

**Rating:** 2.0 - Meets Expectations

**Comments by Ryan M. Moody:**

- Defines roles and responsibilities - define this by creating schedules and deliverables for projects and assigning responsibility to specific team members  
 - Motivates and Challenges Employees - I certainly challenge team members with some of the schedules and deliverables that we've had to work under this year. I want to do better at motivating.  
 - Delegates effectively - I find the best people for a job and assign it to them, if they are available.  
 - rewards Contributions - I try to follow up big efforts with something (announcement at lunch, or e-mail) to bring closure to the effort, and recognize, in front of other co-workers, those that made big contributions.  
 - Manages collaboratively - Not sure what this means, I think it means managing an effort across organizations, which I did for all the proposal efforts where I have to manage the efforts of our technical folks, our subcontractors, our proposal group and inform and build consensus among our management.

**Comments by Dominic C. Germana:**

Ryan creates a supportive and enjoyable work environment. He keeps team members interested in their jobs by constantly challenging them. His door is always open to people who need help or advice.

Ryan's team members are willing to work hard to achieve results because Ryan leads with integrity and fairness.

**Role Specific Competencies**

This section is pre-populated with role specific competencies (if applicable). Managers have the ability to add or remove the competencies as needed.

**Individual Development Goals**

The employee and manager mutually agree upon 1 - 3 development goals to sharpen the employee's strengths and

develop areas that would benefit from improvement.

### Overall Performance Summary

Use this section to summarize the employee's overall performance during the review period. As you finalize ratings be on the lookout for these [common rating errors](#).

Overall Form Rating: 3.0 - Exceeds Expectations		
	Rating	Weights
SMART Goals		
Enter 2011 with visibility on \$4M in revenue (target AOP of \$650k)	3.0 - Exceeds Expectations	20.0%
Deliver each project on time, on budget, and to the satisfaction of the customer	3.0 - Exceeds Expectations	20.0%
Customer Contact Points	3.0 - Exceeds Expectations	12.0%
Develop Principal Investigator Skill Sets	3.0 - Exceeds Expectations	12.0%
Share what I know about actuators and control systems with others and learn more about control systems.	3.0 - Exceeds Expectations	12.0%
Patent Points	2.0 - Meets Expectations	12.0%
Publication Points	2.0 - Meets Expectations	12.0%
Core Competencies		
Accountability	3.0 - Exceeds Expectations	
Leadership/Initiative	3.0 - Exceeds Expectations	
Judgment/Decision Making	3.0 - Exceeds Expectations	
Relationship/Teambuilding	3.0 - Exceeds Expectations	
Management	3.0 - Exceeds Expectations	
Role Specific Competencies		

Section Comments:

#### Comments by Dominic C. Germana:

As I've said in the past, Ryan has been and continues to be a top contributor to the success of the Maritime Research group. Thank you Ryan!

### Signatures

Employee signature does not imply agreement or disagreement, only the acknowledgement that the discussion occurred.

Employee: Ryan M Moody 02/11/2011

Ryan M Moody

Manager: Dominic C Germana 02/11/2011

Dominic C Germana