

TRIAL EXHIBIT 302

CASE NO. 10-03561 WHA

DATE ENTERED _____

BY _____
DEPUTY CLERK

From: hr-help@google.com.
To: [-] fadden@google.com.
Cc: [-] .
Bcc: [-] .
Subject: Googlee Perf Confirmation.

Hi Andy McFadden

Thank you for submitting your self assessment! We have recorded the following assessment for your 2006 Annual.

Accomplishments: Please summarize your overall performance and most significant accomplishments this year.

For the first half of the year (taken from the mid-year review):

- Taught myself Java.
- Added debugger support to JamVM (an open-source Java virtual machine). Developed an implementation of the Java Debug Wire Protocol (JDWP) in C. Added appropriate hooks into JamVM, which had zero debugger support. Wrote tools to find debugger/VM interaction problems. Partway through this I (unofficially) took ownership of JamVM, and took responsibility for tracking down bugs that were impacting the group.
- Designed, implemented, and documented the "asset manager", which is used for accessing read-only assets (fonts, images, sound files, localized text) on the Android device. Wrote the corresponding asset packaging tool ("aapt").

For the second half of the year:

- Wrote the Dalvik VM from scratch. This is a Java VM that executes Dalvik bytecodes. I wrote everything except the garbage-collecting memory allocator (classes, objects, strings, arrays, bytecode interpreter, threads, exceptions, JNI, JDWP, VM-dependent natives, etc.). We will have feature parity and similar performance to JamVM by the end of December.
- Java performance work. Added method-trace profiling to the VMs, and wrote a tool to convert it to human-readable form. Added some memory allocation statistics. Worked with the "Turtle Team" to improve data gathering.
- Since January 1st, I have completed 30 on-site interviews, 8 phone screens, 4 candidate lunch escorts, and the half-day interview training class.

Strengths: What do you consider to be your top 3-5 work-related strengths?

- I own things that need owners. For the first half of the year I owned the build system, and actively supported it. While I usually defer to danfuzz's Java expertise, I am the de facto owner of and "go to guy" for all of our VM technology. I have evaluated Java technology for inclusion, and worked -- of necessity, from afar -- with teammates doing due diligence on Java technology acquisitions.
- I don't cling to things that want to leave the nest. The build system is now owned by joeo, the asset manager by hackbod, and pieces of the Dalvik VM are owned by dbort. I worked with the developers during the transition.
- I write good code. It does what it's supposed to, and is well commented. (The Dalvik VM sources have extensive descriptions of "why" as well as "what".) I fix bugs as they come up, even if they're not related to the feature I'm currently working on.
- I adapt to changing situations. Toward the end of 2005 and the start of 2006 we hired multiple people with application infrastructure and system design experience. I shifted my focus to Java VMs because we had far less coverage in that area. I went from writing "hello, world" in Java to booting the Android system on a VM written from scratch in less than a year.

Areas for Development: What are the major 3-5 areas that you think you can improve upon, and how do you plan to develop these areas?

- Need better familiarity with Java, in the grand sense. For example, I still know little about various acronymed

technologies (CDC/CLDC, MIDP), and lack the ability to rattle off JSR numbers.

- Need to learn about VM optimization. This is in both the architectural sense, e.g. what tricks can be used to speed things up, and in the coding sense: I'm not sufficiently well-versed in assembly language on a modern CPU to do anything but damage.

- I could take a more active role with some of our new-hires, e.g. be a mentor.

OPTIONAL - Slotting: You may be slotted during this review to a position best matching your performance. What position do you think you should be slotted to? Staff Software Engineer
Please provide any additional explanation to help managers and slotting committees to best evaluate what position is most suitable for you at this time.

I am capable of performing, and in the past have performed, at the level of a Staff Software Engineer (level 6).

My current job responsibilities are closer to that of a Senior Software Engineer (level 5), because that's the role that needs to be filled.

Thanks!!

- Your Friendly Perf Team