

I am writing to provide my highest recommendation for Reza Bashar, who has worked alongside me for the past 15 years as an Equipment Engineer in FDA-regulated companies. Throughout our time working together, Reza has consistently demonstrated exceptional proficiency in the equipment validation lifecycle, unparalleled project management skills, and a deep understanding of the complex regulatory environment in the medical technology industry.

During the COVID-19 pandemic, Reza's contributions were nothing short of extraordinary. He played a pivotal role in designing and validating \$150 million worth of equipment within a remarkably tight one-year timeframe. His ability to deliver such a monumental task on time and within budget is a testament to his expertise, dedication, and exceptional work ethic.

Reza excels in several key areas:

### **Equipment Validation Lifecycle**

Reza is highly knowledgeable about the equipment validation lifecycle, ensuring that all equipment meets the stringent requirements of FDA regulations. His meticulous attention to detail and methodical approach ensure that all validation processes are thorough and compliant.

### **Regulatory Expertise**

Navigating the complex regulatory landscape of the medical technology industry is no small feat, and Reza handles it with ease. He is adept at interpreting and applying regulatory standards to ensure that all equipment and processes comply with current guidelines. His ability to manage and mitigate regulatory risks has been invaluable to our organization.

### **User-Centric Design**

Reza has a unique talent for designing equipment that meets the specific needs of end-users while adhering to budget constraints. His innovative solutions and user-centric designs have significantly enhanced the usability and efficiency of our equipment, leading to improved user satisfaction and operational success.

### **Project Management and Communication**

Reza is an outstanding project manager who excels at coordinating complex projects from inception to completion. His excellent communication skills enable him to convey complex technical concepts clearly and effectively to diverse stakeholders, including cross-functional teams, senior leadership, and regulatory bodies. His ability to foster collaboration and drive projects to successful completion is unmatched.

### **Dedication and Work Ethic**

Reza's dedication to his work and his ability to go above and beyond to get the job done are truly commendable. He consistently demonstrates a "can-do" attitude, taking on challenges with enthusiasm and perseverance. His commitment to delivering high-quality results on time and within budget has made him an invaluable asset to our team.

In summary, Reza Bashar is a highly skilled and dedicated Equipment Engineer with a proven track record of success in FDA-regulated environments. His expertise, leadership, and unwavering commitment to excellence make him an outstanding candidate for any position within the medical technology industry. I wholeheartedly recommend Reza and am confident that he will continue to excel and make significant contributions to any organization he joins.

Should you require any further information or wish to discuss Reza's qualifications in more detail, please do not hesitate to contact me.

Matt Richard

Director of Manufacturing

To whom it may concern:

RE: Reza Bashar, Letter of Recommendation

From: Eric Rhine, Director, Manufacturing Operations

I've had the pleasure of knowing and working with Reza Bashar at Hologic / Gen-Probe for just about a year when I took over for my predecessor. I was introduced to him as the corporate Engineer that had been helping us with a very difficult automation equipment. He was apparently able to resolve many issues that had been plaguing the machine at the automation vendor for too long. In this short time, I got to know Reza as a very strong engineer and his command of project and deliverables quite detailed. He understands what to address and at what stage of the project to get the best results possible. He made it possible for us to see our way through the issues and properly getting to the validation stage. Everyone on the team was thrilled to have him involved and it seemed like every time he got involved, we were able to get back on track due to his relentless insistence on staying the course and not getting sidetracked on non-value-added efforts.

He had also been a great partner to me in my dealings with Management expectations of other equipment refurbishment and procurement plans without upsetting the system. I was able to easily work with him in developing and providing relevant data in support of a proper procurement direction. His attention to details and knowledge of the process was very much appreciated and to the point. His systematic and methodical approach to problem solving was quite evident and reliable. We were able to develop and present a working plan with very limited resources to Hologic's Management as a result of his inquiries of the team and his self-explanatory documentation.

Reza's can-do attitude, along with being very approachable and respectful, made it very easy to work with him. He very much seems to enjoy what he's doing as an engineer, and it has been a pleasure to get to know him and his skills.

It was very disappointing to hear of Reza's layoff from Hologic. His automation knowledge and understanding of the project management cycle will be missed. I was very happy to learn that he was planning to continue his work in a consulting role. I wholeheartedly and with confidence, recommend him and his services to any company that is looking for automation design and machine building expertise.

Please feel free to contact me with any questions.

Regards,

Eric Rhine

JERIT Automation Inc.  
Jerry Ter Laan  
President  
1529 S. Clearview Ave. Suite 115  
Mesa, AZ 85209



Feb. 5, 2018

Reza Bashar

**Re: Letter of Recommendation**

To whom it may concern:

I am honored to write this personal and professional Letter of Recommendation on behalf of my friend and colleague, Reza Bashar, whom I've had the pleasure to work with for more than a decade. Reza's position as a Sr. Manufacturing Engineer (Hologic Inc.) has allowed us to complete many automation projects over these years and build a relationship that is based on a solid foundation of values and skillset.

Reza is a confident extremely skilled Sr. Engineer that interacts with honesty and integrity. He is well versed in all aspects of Automated Projects from mechanical to electrical design, assembly / fabrication methods, and testing. Automated Projects are multi-faceted entities that require the proper guidance for a successful outcome. Reza has mastered this guidance through the development of protocols from the URS (User Requirements Specification) through PQ (Performance Qualification) that state the requirements and test them throughout the duration of the project to ensure project success.

I highly recommend Reza for whatever new challenges come his way in his future endeavors and look forward to continuing our relationship for many years to come.

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Ter Laan', written over a horizontal line.

Jerry Ter Laan  
President  
JERIT Automation Inc.

To whom it may concern -

RE: Reza Bashar, Letter of Recommendation

Without reservation, I take pleasure in recommending Reza Bashar for consulting within the Manufacturing Engineering services he offers. Reza is a well-spoken, seasoned, accurate, and accountable resource for acquiring new equipment and automation services in the industrial, commercial, and medical markets.

I, Adam R Bauer, Manufacturing Engineering Manager and Operations Manager, had the enjoyment of working closely with Reza Bashar, to acquire and validate two (2) high volume pieces of automation for the medical market. I thoroughly enjoyed my time working with Reza. I came to know him as a valuable asset to our team. Reza is honest, dependable, and incredibly hard-working.

Reza's knowledge of automated equipment, project management, validation requirements, Lean manufacturing, and preventative/predictive maintenance was a huge advantage while working together. Reza's expertise in mechanical design and systems/controls design was also a benefit. Reza used these skillsets to successfully validate and launch two (2) high volume pieces of automation into commercial production. The first of these two (2) machines launched in 2010, and the second in 2014. To date, each piece of automation has consistently produced and shipped 2.5 million assemblies per month, while averaging Overall Equipment Effectiveness (OEE) of >85% on a continual basis.

Along with Reza's talents and deliverables, he has always been pleasant to work with. Reza is a team player, and always manages to foster positive and productive discussions, bringing the best out of other employees he works with.

With confidence, I provide this recommendation for Reza. He will add knowledge and value, and will help to make your organization and automation projects a success.

Please feel free to contact me with any questions.

Regards,

Adam R Bauer



Lori Yappe-Delisle  
Tourmaline Enterprises, Inc.  
25827 Jefferson Ave.  
Murrieta, CA 92562  
December 1, 2017Date

Re: Reza Bashar  
Sr. Manufacturing Engineer  
Hologic  
10210 Genetic Center Drive  
San Diego, CA 92121

To whom it may concern:

It is my great pleasure and honor to write this letter of recommendation for Mr. Reza Bashar.

I have had the pleasure of working with Mr. Bashar since 2009 when he was referred to me by HP at the annual Pack Expo trade show. Mr. Bashar was in search of an ink solution for his production line thermal inkjet equipment.

We began our association by solving this problem for him. During the next 7 years we provided him with the required inks for his printers and developed an excellent working relationship. I have always found Reza to be professional, thorough and very straight forward in his communications and dealings with our company and his.

This past year we have been able to provide him with a new printing solution for his 5 production lines. We have experienced a complete testing phase with appropriate follow up and feedback from him and his team. After which we were able to install all five of the printers and work with him to ensure they are running smoothly. If there is ever an issue Reza has no problem communicating the problem and what is happening so we can respond quickly to bring a resolution that does not interfere with his production expectations.

25827 Jefferson Ave., Murrieta, CA 92562 (951) 471-7021 [www.tourmalinenterprises.com](http://www.tourmalinenterprises.com)

Reza is an innovative problem solver who is always in forward motion. He seeks the right solution by looking at the overall big picture as well as the challenge at hand. I believe American manufacturing needs more people like Reza Bashar.

If you should have any further questions please do not hesitate to call me directly at: 951-813-1591.

Sincerely,

Lori Yappe-Delisle  
President  
Tourmaline Enterprises  
25827 Jefferson Ave.  
Murrieta, CA 92562  
[www.tourmalinenterprises.com](http://www.tourmalinenterprises.com)

January 18, 2018

To Whom It May Concern:

I have known Reza Bashar on a personal and professional level for over a decade. During this time, I have watched Reza grow and develop personally and professionally as a senior leader within his organization and more importantly as a caring father and supportive husband.

I met Reza in 2005 as a customer to my organization. I immediately noticed Reza's passion for his trade and his tireless work ethic. I remember Reza always working with his team and suppliers until the job was done correctly and to the standards deserved. The attention to detail that Reza maintains is unsurpassed and quite impressive. He has truly assisted in shaping my career and personal development over the past 12 years.

Reza continually dedicates himself to the task at hand ensuring all projects he undertakes are executed in a timely manner, within budget, meeting expected outcomes and without sacrificing quality on any level.

In addition to Reza's contributions to the company I have continually been impressed with the dedication and passion he holds with his two young boys and the Boy Scouts of America. I have always enjoyed hearing the stories of their adventures together, tasks they have completed, and the pride Reza takes in shaping his boys and others into young men of strong character.

During the time I worked with Reza, I was fortunate enough to meet his wife, Laura. It was nice to see that the hardworking Man I knew as a good customer and great friend was able to create a balance between his work and personal life, dedicating his time to not only his growing career but to his family and the pride he takes in both of these roles.

I can undeniably say that Reza is one of the most trusting, caring and inspiring people that I know, and I am proud to call him my colleague and friend.

Neil Tennant



Re: Reza Bashar  
Sr. Manufacturing Engineer  
Hologic  
10210 Genetic Center Drive  
San Diego, CA 92121

I have worked with Reza Bashar on several projects over the last 10 years. The outcome of each project was significantly improved because of Reza's involvement. He is a true team member, always working for the best technical and process solution to any given problem. His deep knowledge and understanding of Automation and GAMP guidelines is also a significant benefit that Reza brings to the process.

Dave Carlberg, Co-Founder  
Kinematic Automation, Inc.



[www.kinematic.com](http://www.kinematic.com)

209-532-3200

21085 Longeway Rd.

Sonora, CA 95370

Jim Neal

Sr. Director, Operations

11972 Windom Peak Way

San Diego, CA 92131

April 6, 2018

To whom it may concern:

I have worked with Reza Bashar for over 10 years. Reza is an Engineer instrumental in bringing in new automated equipment to support the manufacturing operation that I was responsible for. Reza has proven to be a very detailed Engineer and has a strong quality focus when seeking out new equipment and equipment vendors.

Reza has done a great job in ensuring equipment requirements are well-defined by the end user so that vendors are successful in providing equipment solutions that are thorough and complete. Reza works closely with the operation/end user to ensure these equipment requirements satisfy the business need of the operation. As a result, there have been very few "surprises" when receiving and accepting finished equipment from a vendor.

Reza has developed good relationships with equipment vendors, and they appreciate working with Reza since requests for quotation are very thorough, detailed and complete.

Reza also has strong experience working with Good Manufacturing Practices (GMP) and FDA-regulated industries. Overall, I highly recommend Reza for any role where he would be responsible for defining and delivering automated equipment for a manufacturing operation including medical/biological applications.

Sincerely,

Jim Neal



To whom it may concern:

RE: Reza Bashar, Letter of Recommendation

From: James Decker, Manufacturing Engineer III, Hologic Incorporation, 16 years

I've had the pleasure of knowing and working with Reza Bashar at Hologic / Gen-Probe for well over ten (10) years on several difficult projects. Reza's demeanor both professionally and socially has made it absolutely a joy to work with him. His Engineering knowledge is deep and wide as his manner of inquiry towards solving design challenges and developing a workable solution is impressive. His knowledge of the full GAMP process and over 23 years of experience in the Diagnostics industry as well as his out-of-the-box creativity, has made it possible to discover and address possible design flaws much earlier in the process of developing an automated manufacturing line and process.

As a Manufacturing Engineer in the medical diagnostics industry, I've counted on Reza's expertise and mechanical aptitude to solve large scale mechanical issues and problems where scheduling was critical. I worked with Reza on the start-up of the first automation line in Sunnyvale, CA and was immediately impressed with his candor and style of troubleshooting.

Reza has the ability to recognize design flaws, provide solutions and ask questions that prompt a team to reevaluate machine designs and look for new solutions. When reviewing a large scale bonder at an automation vendor, Reza immediately recognized mechanical flaws in shaft interference and long-term issues with motion and alignment at the most critical of stations.

Reza has the ability to work across all teams and become an ally that can be counted on when needed the most. When installing a multi-million dollar automation system in Massachusetts, it was Reza that Hologic brought in to bring the system to working state. Reza provided guidance to a staff of engineers on determining the many layers of Engineering Studies and demonstrated the formats to document the testing and implementing the results.

Reza is very timeline and budget conscious but flexible when called for. Projects he's involved on will stay on track or get back on track when Reza is called in as a resource for help. He's honest, dependable, detail oriented and intently hard-working. He's a team player and puts the project and deliverables in a proper level of priority. He is not afraid of speaking up when points need to be made to the benefit of the project and always with proper respect to all participants, no matter their positions. I have seen him work in difficult situations and he seems to always come up with a win-win solution with everyone walking away knowing that the best solution was delivered.

I and others on our latest project were disappointed and unhappy when we heard the news of him being terminated and he's sorely missed. I'm very happy to see that he's continuing as a consultant and I wholeheartedly and with confidence, recommend him and his services to any company that is considering utilization of his talents.

Please feel free to contact me with any questions.

Sincerely,

James Decker

To whom it may concern,

I am writing to highly recommend Reza Bashar for any opportunity that may align with his exceptional skills and extensive experience in the field of mechanical engineering, particularly in high-speed production automation systems. Having had the pleasure of working closely with Reza for the past 20 years, I can confidently attest to his expertise, professionalism, and invaluable contributions to our projects.

Throughout his tenure with us, Reza has consistently demonstrated a profound understanding of mechanical engineering principles, with a specialized focus on developing high-speed automation systems for product manufacturing, specifically in the medical device and in-vitro diagnostic sectors. His ability to develop comprehensive user requirement documents and perform meticulous vendor evaluations and selections has been instrumental in the successful integration and operation of complex equipment.

Reza has been a driving force behind numerous high-value automation projects, both on-site and at our contract manufacturer facilities, over the past 15 years. His proficiency in executing Factory Acceptance Tests (FAT), Site Acceptance Tests (SAT), Engineering Studies, Installation Qualifications (IQ), Operational Qualifications (OQ), and Performance Qualifications (PQ) has ensured that our systems meet and exceed regulatory standards, including FDA and GHTF process validation guidance.

One of Reza's standout qualities is his ability to bring creative and innovative solutions to complex engineering challenges. He has developed both machine and process Failure Modes and Effects Analyses (FMEA), which have significantly enhanced the reliability and efficiency of our operations. His attention to detail, thorough approach, and strong communication skills have made him an indispensable asset to our team.

In addition to his technical acumen, Reza has also excelled in developing Standard Operating Procedures (SOPs) that have streamlined our processes and ensured consistency across our operations. His dedication to maintaining high standards and his ability to convey complex technical information clearly and effectively have earned him the respect and admiration of colleagues and stakeholders alike.

In conclusion, I have no hesitation in recommending Reza for any opportunity that would benefit from his extensive experience, technical expertise, and exceptional problem-solving abilities. He is a highly skilled and dedicated engineer who would bring significant value to any automation project he is contracted to undertake.

Sincerely,

Frank Majdi  
Director, Quality Engineering