

# Performance Improvement Plan (PIP)

**Date:** 1/30/2023

**Subject:** Performance Improvement Plan

Dear Vernard Mercader,

The purpose of this letter is to clarify expectations regarding your role, document performance issues that are preventing you from meeting those expectations and give you the opportunity to address those issues and raise your performance to a satisfactory level.

Starting on 1/30/2023, you are being placed on a performance improvement plan to address the issues outlined below. Over the course of 30 days, you must constructively address these concerns and meet all expectations for performance. If you don't make adequate progress or we identify additional problems, we may terminate your employment at M-Corp.

Review the information outlined below and ask me if you have any questions. I will meet with you regularly to review your progress, offer guidance, and provide feedback on your performance. For your next meeting, please prepare an action plan explaining how you plan to meet the expectations outlined below and what steps you will take during this period to improve your performance.

If you have questions about your performance improvement plan, please feel free to contact me or your HR Business Partner, Dani Suntup, at [danis@the-mcorp.com](mailto:danis@the-mcorp.com).

# Performance Improvement Plan (PIP)

## Employee Details

<b>Employee Name</b>	Vernard Mercader	<b>Supervisor Name</b>	Tony Henderson	<b>Performance improvement conversation date:</b>	
<b>Employee Position Title</b>	Jr. Client/UI Developer	<b>Supervisor Position Title</b>	Director, Software Engineering	<b>Date that performance will next be reviewed:</b>	

## Actions to Improve Performance

Following discussion at the formal Managing for Performance Improvement meeting, the following is a summary of the performance area(s) that continue to be below the expected levels and provide details of what the expected performance standards are, and how these standards will be achieved within the allocated timeframe

<b>Performance area(s) that are below expectations</b> (e.g. Tardiness, Absence, Quality, Leadership, etc.)	<b>Expected standards of performance</b> What will it look like when done really well?	<b>Action</b> How will you do it?	<b>Support</b> What support is required to lift your performance?	<b>Timeframe</b> When is it going to be done by?
<b><u>TARDINESS / ABSENSE</u></b> Frequently tardy when joining Teams meetings. Often fails to join Teams meeting without first being requested to participate from the host.	Employee will join ALL accepted meetings promptly at or before the scheduled start date/time. Employee will also acknowledge (Accept/Reject) meetings, in which they are required, within a two-hour time frame. Any exceptions will be approved by the employee's direct supervisor or equivalent.	The EMPLOYEE (Vernard Mercader) will join meetings FIVE (5) minutes prior to scheduled meetings that he has ACCEPTED. If declined, the employee will provide a written response to the declined invitation.	The supervisor will be do their best to be available for any questions, concerns or situations, brought up by the employee, that may impact the employees ability to join or accept meeting in a timely manner.	3/1/2023
<b><u>TARDINESS / ABSENSE</u></b> Frequently absent for lengthy(multi-hour) periods of time during required business hours and while on projects/tasks with urgent time constraints.	Employee requesting a non-urgent absence, during required business hours and of one hour or greater, must requested approval from their supervisor a minimum of (24) hours in advance.	The EMPLOYEE (Vernard Mercader) will require himself to request permission TWENTY-FOUR (24) hours in advance for non-urgent errands (such as workouts/gym visits, vehicle shop	The supervisor will address and acknowledge respective requests in a timely manner. If the employee requires an immediate response, they may reach out to the supervisor via Teams IM or	3/1/2023

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Performance area(s) that are below expectations (e.g. Tardiness, Absence, Quality, Leadership, etc.)	Expected standards of performance What will it look like when done really well?	Action How will you do it?	Support What support is required to lift your performance?	Timeframe When is it going to be done by?
		visits, and other errands considered "not urgent")	text/voice via mobile phone.	
<b><u>COMMUNICATION</u></b> Equipment responsible for effective communication is often malfunctioning or requiring technical attention causing delay and distraction.	Employee is responsible for providing and maintaining equipment necessary audio/visual equipment to facilitate effective communication on a consistent basis.	The EMPLOYEE (Vernard Mercader) has no known malfunctioning hardware, and the accusation has not provided valid or sufficient evidence, so <u>the employee will carry on as usual.</u>	If it is determined the employee's equipment is faulty, the employee may request new equipment to be provided by M-Corp in an effort to avoid future malfunctions.	3/1/2023
<b><u>QUALITY / WORKMANSHIP</u></b> Frequent lack of quality/workmanship in completed tasks. Refactoring of completed tasks is often required and from other resources with the adequate knowledge & skillset.	Employee is responsible for producing deliverables that meet or exceed the expected level of quality & consistency as required by the employee project role. Employee is expected to create well structured, documented, maintainable (code reuse when applicable), efficient, performant, and secure (when applicable).	The EMPLOYEE (Vernard Mercader) will produce deliverables with quality and consistency set by global standards and the standards already set in the application and will provide documentation on the work.	The supervisor will set aside any time required to help ensure the employee has a clear understanding of the expected level of quality and provide any necessary examples when applicable.	3/1/2023
<b><u>QUALITY / WORKMANSHIP</u></b> Lacks knowledge & understanding of required fundamentals, frameworks & tooling to produce modern, maintainable, and scalable applications.	Employee is expected to possess the minimum skills, knowledge, and aptitude consistent to those which are required for the respective employee project role.	The EMPLOYEE (Vernard Mercader) does possess the skill, more than the minimum, required for the original role laid out in the JOB DESCRIPTION (UX Designer) posted in Dec 2021. Therefore, the employee will carry on as usual. ([File] reference: M Corp Job Description: UX Designer)	The supervisor understands the effort that will be given will be in parallel to the assigned, project role. If there are any questions or concerns about any assigned tasks, the supervisor will set time aside with the employee to help ensure both parties are on the same page.	3/1/2023

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Performance area(s) that are below expectations (e.g. Tardiness, Absence, Quality, Leadership, etc.)	Expected standards of performance What will it look like when done really well?	Action How will you do it?	Support What support is required to lift your performance?	Timeframe When is it going to be done by?
<b><u>TIME MANAGEMENT</u></b> Has difficulty finishing assigned tasks in a timely manner. This was also the case for those tasks in which the complexity was reduced/timeline extended to remedy the concern.	Employee is expected to complete tasks within the provided time frame. Employee is expected to effectively communicate any delays, dependencies or blocking scenarios which may impede completion of tasks within the provided time frame.	The EMPLOYEE (Vernard Mercader) WILL complete tasks within the provided DOCUMENTED time frame and will communicate any delays that will impede the set timeframe.	The supervisor will do their best to ensure the level of assigned effort is at the level (or below) of the assigned role. The supervisor will also set aside time to help the employee navigate through technical areas in which they are unfamiliar or require a deeper understanding to proceed.	3/1/2023
<b><u>LEADERSHIP</u></b> Frequently has difficulty following instructions and guidance for assigned tasks even when a high level of granularity is provided.	Employee is expected to follow instructions / guidance on assigned tasks unless otherwise specified by the direct supervisor/team lead.	The EMPLOYEE (Vernard Mercader) will follow instructions and guidance regarding assigned tasks.	The supervisor will set aside any time necessary to help address any clarifications or concerns, regarding instructions and related, as brought up by the employee and to help ensure the employees success of achieving said outcome.	3/1/2023
<b><u>LEADERSHIP</u></b> Occasionally engages in disruptive behaviour leading to distractions effecting leadership and/or team members focus.	Employee is expected to perform the duties defined within the scope of the assigned project role or as defined by the team lead/supervisor.	Redundant, Clause 4) the EMPLOYEE (Vernard Mercader) will perform duties defined within the project scope, as defined by the team lead.	The supervisor will set aside any time necessary to help address any clarifications or concerns, regarding disruptive behaviour and related, as brought up by the employee and to help ensure the employees success of achieving said outcome.	3/1/2023

## Observations

The following observations, corresponding to some of the of areas of concern, are listed below.

1. Employee frequently late (multiple minutes) for accepted Teams Meetings and often requires the meeting host to request participation via Teams 'Request to Join.'
2. Employee frequently absent during required work hours for non-urgent, multi-hour errands (car service, post office, etc). These absences often occurred during urgent project deadlines effecting employee's ability to deliver on task commitments.
3. Employee took unscheduled and/or unapproved (PTO) leave of absence during critical project deadlines prior to Thanksgiving break and surrounding the December holiday timeframe.
4. Employee microphone frequently failing during key meetings and collaboration. This often happens multiple times over the work week.
5. Employee often developing code to unsatisfactory standards and requiring refactor/resign by other Team members with the adequate skills and aptitude. Code is bloated, highly unstructured or formatted for readability. Developed code often appears to be the result of copy/paste adding only the very minimum in effort to complete the given task. The amount or re-work became so significant the employee was given only the most basic of development tasks (styles and verbiage clean-up) to avoid risking a project delay. Even these tasks were not developed to a satisfactory grade and employee was assigned to only help with correcting the project acceptance criteria. After giving a high level of granularity and instruction to rectify the project acceptance criteria for basic CRUD functionality, the employee was then taken off this task. This caused a lot of frustration for the QA team as they also took the initial time and availability to ensure the employee had access to any questions prior to the completion.
6. Employee has not demonstrated a sufficient aptitude or knowledge of basic tooling/core principles required for developing modern Angular UI/Client applications. Employee lacks understanding or code reuse, application state, services, IOC, etc.
7. Employee often fails to complete tasks in a timely manner. To remediate this concern, the complexity of the employees' tasks was significantly reduced but this effort failed to yield the desired results. Employee was given only basic cosmetic tasks and with a very lenient timeline but failed to complete even these tasks without requiring additional time and re-work.
8. Employee has demonstrated frequently displayed a difficulty following instructions. The most prevalent situation impacted multiple teams and risked impacting a critical project deadline with a key client. Employee was given the task of updating the project acceptance criteria as it was both incorrect and incomplete. A meeting was held with employee and key members of the QA team to ensure the acceptance criteria would be created in a manner that was concise and conducive to allow for efficient turn around in testing. The employee failed to adhere to these criteria and failed to follow the concise and comprehensive instructions, on multiple times, required to complete the UAT correctly. After failing to complete this task from (3) attempts, this task was taken from the employee and completed by leadership causing further distraction and stress on the timeline.
9. On multiple occasions the employee would engage in behaviour disruptive to the team's efficiency. In one case the employee was told to stop delegating other employees' workload as that as not in his job scope despite lacking the skills required of such a role. The employee was asked multiple times to disengage from this behaviour but persisted to disregard this request until at least (3) such occasions. On other occasions the employee would initiate distractive discussions on the Teams channel, such as opposing some technical direction and adamantly suggesting other paths, often to the point where the employee is told to directly message leadership to avoid further distractions to the group.

## Acknowledgement of Performance Improvement Plan

Managing for performance improvement is the commencement of formally managing performance that is below expectations. The aim is for the employee and supervisor to continue to work together to improve performance until it meets expectations. It is also an essential step to take before any disciplinary action may occur, should performance continue to be below expectations.

I understand that continued performance that does not meet the requirements of my role may result in progress to Disciplinary Action for Unacceptable Performance in line with my respective Collective/Enterprise Agreement.

**Employee Signature\***

**Employee Name** Vernard Mercader

**Date** 3/1/2023

**Supervisor Signature**

**Supervisor Name** Tony Henderson

**Date** 3/1/2023

\* If an employee refuses to sign the Performance Improvement Plan (PIP), the supervisor is to notate this on the PIP form and seek further advice from their local HR team. Where appropriate, the local HR team may seek advice from the HR Unit.

Responsibilities	Rights
<p>Employees are responsible for:</p> <ul style="list-style-type: none"> <li>• understanding how their role contributes to the achievement of the organization's outcomes.</li> <li>• actively engaging in the PIP process and sharing responsibility for developing their own Performance Improvement Plan (PIP).</li> <li>• negotiating an objective approach for tracking their performance against agreed outcomes and reviewing their achievement of their performance outcomes.</li> <li>• exploring and participating in personal growth and development opportunities; and</li> <li>• actively engaging in the resolution of grievances that may result from the PIP process.</li> </ul>	<p>Employees have the right to:</p> <ul style="list-style-type: none"> <li>• have any concerns about their performance be based on a valid reason(s) and be provided with examples of these performance concerns.</li> <li>• be advised of all the allegations of performance concerns and provided with an opportunity to respond; and</li> <li>• be given an opportunity to state any mitigating circumstances and that any mitigating circumstances be taken into consideration by the supervisor before any action is taken.</li> </ul>
<p>Supervisors are responsible for:</p> <ul style="list-style-type: none"> <li>• developing and communicating their work area's goals, priorities, and performance indicators to employees.</li> <li>• actively engaging in the PIP process and sharing responsibility for developing employees Performance Improvement Plans (PIP).</li> <li>• providing employees with regular feedback about their performance (both informal and formal).</li> <li>• ensuring they themselves are appropriately trained and skilled to guide the performance of their employees.</li> <li>• taking appropriate, positive, and timely action where performance does not meet agreed expectations.</li> <li>• ensuring that resources are available to support identified employee's development needs; and actively engaging in the resolution of grievances that may result from the PIP process.</li> </ul>	