

From: *Fayyazi, Morteza* <...@mentor.com>
Sent: Wednesday, April 17, 2019 08:22 PM
To: <*Team 1, Member 1*>; *Vuillemin, Laurent* <...@mentor.com>; *Monroe, Jacqueline* <...@mentor.com>
Subject: Performance review

Hi <*Team 1, member 1*>,

Here is my assessment for your performance review starting <**Start Date**> until today.

Pros:
- You have made good effort and progress on understanding our <**Domain**> software and tools.
- You have developed clean and efficient code for <**Feature 1-A**> and <**Feature 1-B**> APIs that will be used in <**Next major software release**>.
- You have contributed positively in discussions for future projects and improvements.

Section 1

Cons:
- You have violated some of our operating rules that damaged trust, team play, productivity, and effectiveness.

Here are some of the rules that I require everyone in the team to follow.
(I've explained you the logic behind these rules in multiple occasions).

1- Every software code change needs to be reviewed by me or someone that I appoint to make sure:
(a) our software development is aligned with our goals and requirements
(b) a second eye can verify correctness of the code

2- Every request from outside our group should be coordinated with me (either you request or some asks you to make changes).

We'll need to have an agreement within our team on changes that impact other groups before proceeding to request others for a change.

When agreement is reached, I normally ask the employee to drive the request and CC me to make sure actions are made by others.

Making requests from other teams without any initial agreement creates a sense of chaos within the team, makes your request ineffective, and damages the relationships.

3- I expect employees respect me and the team as much as I respect them.

Section 2

Here are a few examples of violating the rules. These violations were repeated even after we had discussions and you accepted.

A - You reached out to other teams (e.g., <**Team 2, Member 1**>) asking them to make changes before any discussion with me (and even cc me on emails).

B - You made request for changes on our git system from <**Tools Team, Member 1**> that impacted everyone in <**Our Division**> without any discussion with me.

C - You insisted on your request for git changes even after my disagreement. You sent multiple emails each one to a wider audience ignoring my request.

D - You left at the middle of our weekly meeting without any explanation.

The reason that you gave me the following day: the meeting was too long. What I expect: you could just tell that we end the meeting or tell that you had to leave.

E - You decide on a daily basis if you'd like to work from home or come to office. I always let the team know in advance if I won't come to the office and I expect the same from the team.

(I totally understand that occasionally we don't know in advance and it's ok).

Section 3

If you agree with our rules and you're willing to make changes, I'm sure that we can make a great team.

If not, unfortunately we cannot work together and you'll be required to leave.

Regards,
- *Morteza*

Beef-it-up
section (for
Optics)