# Performance Improvement Plan

Date: 2025-10-14

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1: Communication During Passdown and Status Updates  
  
Tyler demonstrates inconsistent communication practices during passdown meetings and status updates. When discussing repeat fails and workstation issues, Tyler provides minimal information, requiring others to ask follow-up questions to obtain necessary details. The expectation is that as the mid-current owner, Tyler should proactively communicate top fails, action items, and next steps for his workstation. Instead, information sharing appears reactive rather than comprehensive.  
  
Examples:  
• During passdown meetings when repeat fails are discussed, Tyler provides brief responses such as single-word answers or references to having sent an email, rather than elaborating on the status or action plan.  
• When asked about his workstation during mid-current discussions, Tyler does not volunteer information about top fails and required actions, necessitating that others extract this information through questioning.  
• In one-on-one meetings, Tyler has difficulty clearly communicating his priorities, what he is currently working on, and where he may need assistance.  
  
2: Technical Analysis Methodology  
  
Tyler's approach to technical problem-solving shows a gap between initial problem identification and root cause analysis. While Tyler successfully develops problem statements and gathers initial supporting data, he moves directly to suggesting probable causes without conducting thorough analysis to support those conclusions. This results in recommendations that appear to be based on assumptions rather than data-driven investigation.  
  
Examples:  
• Tyler identifies problems and collects initial data effectively, but then jumps to listing possible causes such as dose controller, profiler, or source issues without analysis demonstrating which is most likely.  
• The analysis provided does not show a clear methodology connecting the problem statement to the recommended areas of investigation.  
• Tyler's technical recommendations appear to reflect what he believes the solution might be rather than what the data indicates.  
  
3: Collaborative Discussion and Meeting Participation  
  
Tyler's participation in team meetings and discussions shows patterns that limit productive collaboration. During meetings where priorities and processes are discussed, Tyler presents his viewpoints in ways that interrupt the flow of conversation and do not allow for exchange of perspectives. When others attempt to respond to his concerns or provide their viewpoints, Tyler continues speaking over them rather than engaging in back-and-forth dialogue.  
  
Examples:  
• During a meeting about setting priorities with AMT, EEs, and supervisors, Tyler raised concerns but interrupted others who attempted to respond, including cutting off the supervisor when she tried to provide her perspective on the situation.  
• When Tyler presents his views on how processes should work, he does not engage with alternative perspectives or allow for discussion about different approaches.  
• Tyler makes statements about what the shift does or does not do without seeking to understand the full context or current practices before drawing conclusions.  
  
4: Stakeholder Engagement and Relationship Building  
  
Tyler relies primarily on email communication for complex technical matters rather than engaging in direct conversations or meetings with stakeholders. This approach limits his ability to collaborate effectively on issues requiring detailed technical discussion or coordination. Tyler has not independently scheduled meetings with AMT or other groups to address ongoing issues, even when prompted to do so.  
  
Examples:  
• For long downs and repeat fails, Tyler compiles analysis and sends emails but does not follow up with technical discussions or meetings to work through complex matters with the relevant teams.  
• Tyler has not scheduled meetings with AMT or other groups to coordinate actions, requiring his manager or others to push for these meetings to be set up.  
• Tyler has not initiated conversations with technicians on the floor to discuss tool direction or gather input, despite being encouraged to do so.  
  
5: Proactive Outreach and Influence Building  
  
Tyler has not implemented strategies to build working relationships with shift teams and vendors. The expectation is that Tyler would proactively engage with these groups to understand their challenges, offer solutions, and establish collaborative partnerships. Instead, Tyler appears to expect others to facilitate these connections or direct people to work with him.  
  
Examples:  
• Tyler has not gone into the fab to speak with team members about pain points around his workstation or to identify opportunities where he could provide support.  
• Tyler has not pursued one-on-one discussions with shift team members or vendors to build rapport and understand their perspectives.  
• Tyler views getting others to listen to him as someone else's responsibility rather than building influence through direct relationship development.  
  
6: Response to Technical Questions and Feedback  
  
When Tyler's technical work is questioned or when additional details are requested about his analysis, he responds in ways that close down further inquiry. Rather than providing the requested information or engaging with the technical challenge, Tyler's responses suggest he views these questions as unreasonable or unnecessary.  
  
Examples:  
• When asked for additional technical details or context about his work, Tyler responds with statements questioning why he should know that information or indicating he is looking into it without providing further detail.  
• Tyler does not appear receptive when others request more information to understand his technical approach or recommendations.  
• Tyler's awareness of his tools and their status has been inconsistent when questions arise during passdown.  
  
7: Strategic Project Development  
  
Tyler's current portfolio of projects for driving workstation improvements requires strengthening. While Tyler has one project in progress related to recipe pressure errors, there is a need for continued development of additional strategic initiatives informed by the tactical issues affecting daily operations. The expectation is that Tyler would balance addressing immediate fires with developing longer-term strategic direction for his workstation.  
  
Examples:  
• Tyler has a project underway for recipe pressure errors that is progressing well, but has not identified or developed subsequent projects to continue improving the workstation.  
• Tyler has not translated the daily tactical concerns and time-consuming issues into strategic projects that would address root causes.  
• The overall project portfolio for supporting and advancing the workstation needs additional development and planning.

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