



**STRONGER
TOGETHER**

**OWN THE
OUTCOME**

**LEAD THE
WAY**



END CYBER RISK

Employee Discussion Form

Employee Name: Spencer Snow
Employee Title: Technical Trainer 3
Date: April 16, 2025
Manager Name: **Kyle Risner – VP, Program Management & Strategic Projects**

Today's progressive disciplinary step:

- ☐ Verbal Warning
- ☐ Written Warning
- ☒ Final Written – Prior to Separation
- ☒ Performance Improvement Plan
- ☐ Separation of Employment

Reason for Discussion:

Dates/topics of previous verbal/written warnings:

- October 9th, 2024 – Zoom Meeting regarding inappropriate Slack messages sent to another employee on October 3rd
- February 25th, 2025 – Email sent regarding unprofessional slack messages sent to another employee on February 24th, 2025
- March 3rd, 2025 – Zoom Meeting and Email follow up regarding feedback received about unprofessional communication directed towards a new hire which made others feel uncomfortable.
- April 3rd, 2025 – Zoom Meeting and Email follow up discussing role expectations and to discuss comments made about other team members, Zach Cottrell, Technical Trainer - 3 and Dawn Moullet, Sr Manager, Security Services Technical Training.

As a Technical Trainer 3, it is critical that individuals in this role have effective communication skills and professionalism when interacting with colleagues, strong task and time management capabilities, and consistent adherence to company policies regarding attendance and productivity.

Situation:

Description of the situation and how the employee's actions disrupt business and/or negatively impact the work environment:

#1 – Professional Communication

April 9th, 2025 – Zoom Meeting with Kyle as a follow up meeting on expectations email sent 4/3. During this call you continued to make unprofessional comments directed towards Zach Cottrell. Any examples?

STRONGER
TOGETHEROWN THE
OUTCOMELEAD THE
WAY

END CYBER RISK

- April 10th, 2025 – Slack Messages received from another team member located in the Utah office. This employee overheard a heated conversation between you and Zach Cottrell where you were expressing your frustrations about Zach. This conversation caused the employee to feel very uncomfortable and attempted to remove themselves from the area.

You have continually made multiple unprofessional and inappropriate comments about and towards multiple team members over the last 6 months. As a result of the ongoing unprofessional behavior, team members no longer feel comfortable in their work environment. This undermines our "Stronger Together" cultural tenant and affects team cohesion and collaboration.

#2 - Project Deliverables and Tracking:

As discussed on April 3rd via Zoom and followed up in an email, there were 23 tasks assigned to you in Jira that had seen little, to no progress over the last 5 months. You were specifically instructed to update all tasks and provide a "get-well" plan by April 8th, 2025. Most tasks were moved to 'Rejected – Done', with little insight as to why.

You did not meet the April 8th deadline for updating the Jira tasks, though some updates were made after this date. The requested "get-well" plan has still not been provided as of today. You have consistently shown minimal information and little evidence of progress on these tasks over an extended period. Your failure to meet the specified deadline and properly manage your assigned tasks has resulted in project delays, lack of visibility into work status, and increased workload for others who cannot depend on timely completion of your deliverables. The absence of a "get-well" plan further prevents effective planning for project completion by the end of the quarter.

#3 - Office Attendance:

Facility Badge Reports indicate you have not been in attendance for the full working day when scheduled to be in the office. You have left the office early without proper communication or approval. Additionally, during office hours, you were observed watching non-work related videos. Your inconsistent attendance and engagement in non-work activities during office hours have reduced team productivity, affected collaboration opportunities, and set a poor example for other team members.

Action Items and Desired Outcome:

Professional Communication – Effective immediately and ongoing:

- Maintain professional and respectful communication with all wolves, to include your team.
- Refrain from making negative comments about colleagues in any setting, including meetings and office environments
- Demonstrate the "Stronger Together" cultural tenant in all interactions



STRONGER
TOGETHER

OWN THE
OUTCOME

LEAD THE
WAY



END CYBER RISK

Project Deliverables and Tracking:

- Finish updating all open Jira tasks and send me an email detailing exactly why so many tasks were rejected. This is due by April 17th
- Submit a comprehensive "get-well" plan via email by April 17th, 2025, detailing how and when these tasks will be completed by the end of the quarter.
 - As a reminder, you will still need to create the requested Scribe Demos for each of your assigned courses.
- Provide daily end-of-day updates on both assigned task progress and any additional ad-hoc activities for the next 30 days

Office Attendance:

- Effective immediately, work from home is no longer permitted and you are required to be physically present in the office Monday through Friday during office hours of 8am – 5pm CST. .
- Obtain explicit approval before leaving the office early for any reason, which will only be granted in exceptional circumstances
- Focus exclusively on work-related activities during office hours and refrain from engaging in personal activities such as watching non-work related videos

If there is not immediate and sustained improvement, further action will result up to and including termination of employment.

If additional performance concerns arise throughout the duration of this PIP, further action may be taken up to and including termination of employment prior to May 14th, 2025.

Employee Response (Optional):

Signatures:

I understand that I may not agree with the above information, but it has been discussed with me.



STRONGER
TOGETHER

OWN THE
OUTCOME

LEAD THE
WAY



END CYBER RISK

Signed by:

Spencer Snow

4/16/2025

Employee

Date

Manager

Date

Human Resources

Date