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**From:** Ijaz, Daiyaan (D.) <DIJAZ@ford.com>

**Sent:** Thursday, January 11, 2024 11:05 AM

**To:** Virk, Kulveer (K.S.) <kvirk1@ford.com>

**Cc:** Dever, Jeffrey (J.) <jdever5@ford.com>; Schnack, Juliana (J.) <JSCHNACK@ford.com>; Koczynski, Thomas (T.) <TKOPCZY1@ford.com>

**Subject:** RE: Feedback and Next Steps

My mood\*\*\* is not looking good unless its fixed because you led me on for months to believe things where happening as my supervisor but you only reported that I got a promotion after months of the process and me saying that I want to quit due to your lack of communication. Do you think I'm a robot instead of a human? I process real emotions and live in the real world of course it's not looking good when you don't value me as an employee and instead intimidate me. I believe the word washed was fair because during my time here I was not listened to and any time I was giving feedback, I faced heavy scrutiny because we weren't looking at who was right, we were just looking at the opinion of those who had tenure. As my manager you benefited from taking my advice as I was the domain expert on the problem. I let Kevin know I was sick the same day I came back on the second while I was headed in the emergency room because I passed out and my parents let me sleep for a few hours when they picked me up from the airport, you are just nitpicking here. Ford did screw me because Thomas every week would tell me to keep my head up and that good news is coming and he was breadcrumbing me while I was happily delivering like an idiot thinking things were actually being done and I was actually being listened to you. For months I have been conditioned that if I reached out to you or talked to you, you would be very vague and cryptic and nothing would be done. I always have looked in the best interests of the company and delivered despite what you or anyone thinks, you can refer to my team members cody, Nicholas, and Duncan for cross-checking. Despite when a manager (jeff) rejected one of my ideas that was the sure course of action, I pushed the team during his bereavement to go for it because it was the solution I saw and knew from when I did the same thing in 2011 (10 yo experience??). My strong action bias is why we have reached a function v2 solution before new year. I had the timeline in mind and delivered to not leave the team empty handed before I go. My performance is never in question because I performed. I do not want you as my supervisor because YOU lied to me by omission and willingly withheld information that was crucial to my next steps / decisions, but it benefited YOU because I was continuing to deliver under false pretenses. Had I known the reality I would have changed my course of action which YOU made very clear of right now for me so thank you for this email.

You think this is coming out of nowhere? What about the message "your family or your career, your choice" I received regarding when being told to stay back after 5 pm for employee contractors as a warm body and when I shared my family is literally waiting for me so we can go to our vacation on a Friday. I never got paid enough to deal with all the bullying I received this year for simply delivering.

As a reminder to all the things I provided you that you're TOO scared to acknowledge here is the list.

Here are the overall key responsibilities and accomplishments to my knowledge:

1. Designed and implemented an authentication system, overcoming integration challenges with existing systems that saved costs equivalent to three contractors for Ford from inception to delivery, mitigating risks and ensuring timely completion.
2. Led the integration of ICA and PCA requirements, achieving targets ahead of schedule and contributing to product launch phases.
3. Collaborated with cybersecurity for risk management, ensuring compliance and addressing emergent issues.
4. Supported key vehicle launches, including the F250 and European Transit, during critical production phases.
5. Invented an internal diagnostic tool for authentication, later adopted by adjacent teams, enhancing authentication processes.
6. Authored comprehensive documentation and led knowledge transfer sessions as a subject matter expert.
7. Developed a cloud migration strategy, aligning team efforts with the overall project vision.

Descriptive details of these duties:

- Entrusted with the design and architecture of an authentication system, swiftly handling unique barriers posed by existing systems and ensuring seamless integration—a testament to the significant trust placed in technical acumen and independence.
- Directed successful integration of ICA and PCA requirements, meeting critical deadlines and surpassing mid-year targets, marking a significant advancement in product launch phases.
- Realized substantial cost savings and efficiency gains for Ford by replacing the need for three contractors through the independent development and timely delivery of a critical authentication system.
- Executed comprehensive risk management and collaborated with cybersecurity teams to maintain strict compliance, skillfully addressing a multitude of emergent situations.
- Played a crucial role in high-stakes vehicle launches, such as the F250 and European Transit, by providing support during pivotal production phases.
- Catalyzed cross-functional independence and product development from inventing an internal diagnostic tool for our team's authentication, which was also spontaneously adopted yet anticipated by adjacent teams, streamlining company-wide authentication connectivity and service reliability.
- Authored an exhaustive suite of documentation and diagrams, and directed cross-functional teams in knowledge transfer sessions as the subject matter expert, laying a resilient foundation for business continuity and fostering team independence in system maintenance and evolution.

· Exhibited strong leadership by independently managing the authentication system from conception to delivery, significantly reducing potential risks and ensuring on-time project completion.

· Orchestrated a pivotal cloud migration strategy with diplomatic tenacity, asserting technical foresight that continually proved accurate, and strategically navigated complex team dynamics to align with the overarching project vision.

Here are things I asked from you on 11/16 which landed me in HR instead of ever receiving a follow up:

1. Project Timelines: For the authentication system (1) and the ICA (2) and PCA (3) integrations, could you provide details on the exact number of weeks or days by which we were ahead of schedule? I recall delivering these ahead of the initial deadlines, and having precise figures would assist in quantification.

2. Cost Savings: Regarding the authentication system that reduced the need for external contractors, any information on the exact budget impact or percentage of cost savings would be incredibly helpful.

3. Threat Management Efficiency: For the emergent cybersecurity issues I addressed, could you provide insights on the speed or efficiency of my responses compared to standard benchmarks or expectations?

**This is not an employee problem, this is a management problem and I will not succumb to your bullying.**

Thanks for the warning.

D

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**From:** Virk, Kulveer (K.S.) <kvirk1@ford.com>

**Sent:** Thursday, January 11, 2024 10:23 AM

**To:** Ijaz, Daiyaan (D.) <DIJAZ@ford.com>

**Cc:** Dever, Jeffrey (J.) <jdever5@ford.com>

**Subject:** Feedback and Next Steps

Daiyaan – I am following up from our conversation on Monday January 8th to provide more context on the hold that has been placed on your next position rotation.

You have been exhibiting performance issues for the past several weeks that need to be addressed:

Unprofessional interactions with your People Leader and IT FCG Advisor

Your interaction with your IT FCG Advisor Thomas Kopczynski via Webex Teams on 12/12 contained several unprofessional comments (“Idc what my managers say, Im smarter than them”... “Everyone was old and washed”)

Kevin O’Sullivan reached out to you in December via Webex Teams to connect about your upcoming rotation to GDIA and your response was again unprofessional - saying that Ford has “screwed” you on compensation and unless there is action to “fix it” that “it’s not looking good”

In our meeting on Monday January 8th, upon learning that your rotation to GDIA was on hold, you responded to me and Jeff Devers that you will refuse to work with me - which you also said to me via Webex Teams (“I don’t wanna report to you but I’m back today”)

The above interactions raise concerns about your intent to work productively in any department moving forward as well as concerns about your overall << [OLE Object: Picture \(Device Independent Bitmap\)](#) >> [Ford OS Behaviors](#)

As noted above, the manner in which you have expressed dissatisfaction with your recent pay increase is worrying – you have discussed this issue at length with me and HR; while we understand that you continue to disagree with your pay level, the issue of your December 1st pay increase is considered closed. Moving forward, I will be happy to discuss with you Ford’s pay for performance philosophy – including how employees best position themselves for higher compensation awards with sustained higher performance and Ford OS Behaviors.

Failing to call in sick – following the Holiday Break, you did not report to work on January 2nd and failed to contact me or any People Leader regarding your absence due to illness and only reported your absence once you were contacted on January 3rd. Please review the policy and make every effort moving forward to report use of [Flexible Family Care](#) days for illness as soon as possible on the day you will be absent.

Please note that timing of any future job rotation is contingent upon seeing sustained and consistent improvement in your behaviors.

We will start having weekly 1:1 meetings to go over your work assignments and interactions with the team. For the next week please work on:

Create a project using current Stage MSI to replicate the issue and perform testing per configuration for 3 sequences by ensuring project loads without any timeout and any errors. Please pick up the task here:

<https://ford.atlassian.net/browse/FPICIMT-1802>

Engage respectfully and professionally with all partners, including the leadership team.

I will set up time on January 17th for follow up on these deliverables, but feel free to reach out to me at any time for questions or direction.

We will also cover additional inputs that I have received on your full year performance at your Year End Check In which I will schedule with you ASAP.

Thanks,

**Kulveer Virk**

**CIM (Upfitter Integration System)**

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**Direct : 519-817-5188**