

SELECTED WORK

Marcelo Paiva

Design engineer

I build design systems that let people and AI ship accessible products. I have spent two decades on enterprise software, from financial markets platforms at Thomson Reuters to HR and talent systems used by frontline workers. The systems live in code that engineers want to use, and I use AI coding agents every day to get designs into production faster.

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01

ClearCo: rebuilding a research and design team for agents

Agents write a serious share of our code, which only works because the material they draw from is readable, testable and checkable. I built that first, and I am still rebuilding a traditional research and design team into one that ships production code through the same gate as the engineers.

ROLE

Head of UX and accessibility — product, design and engineering; one of the leads of the AI transformation

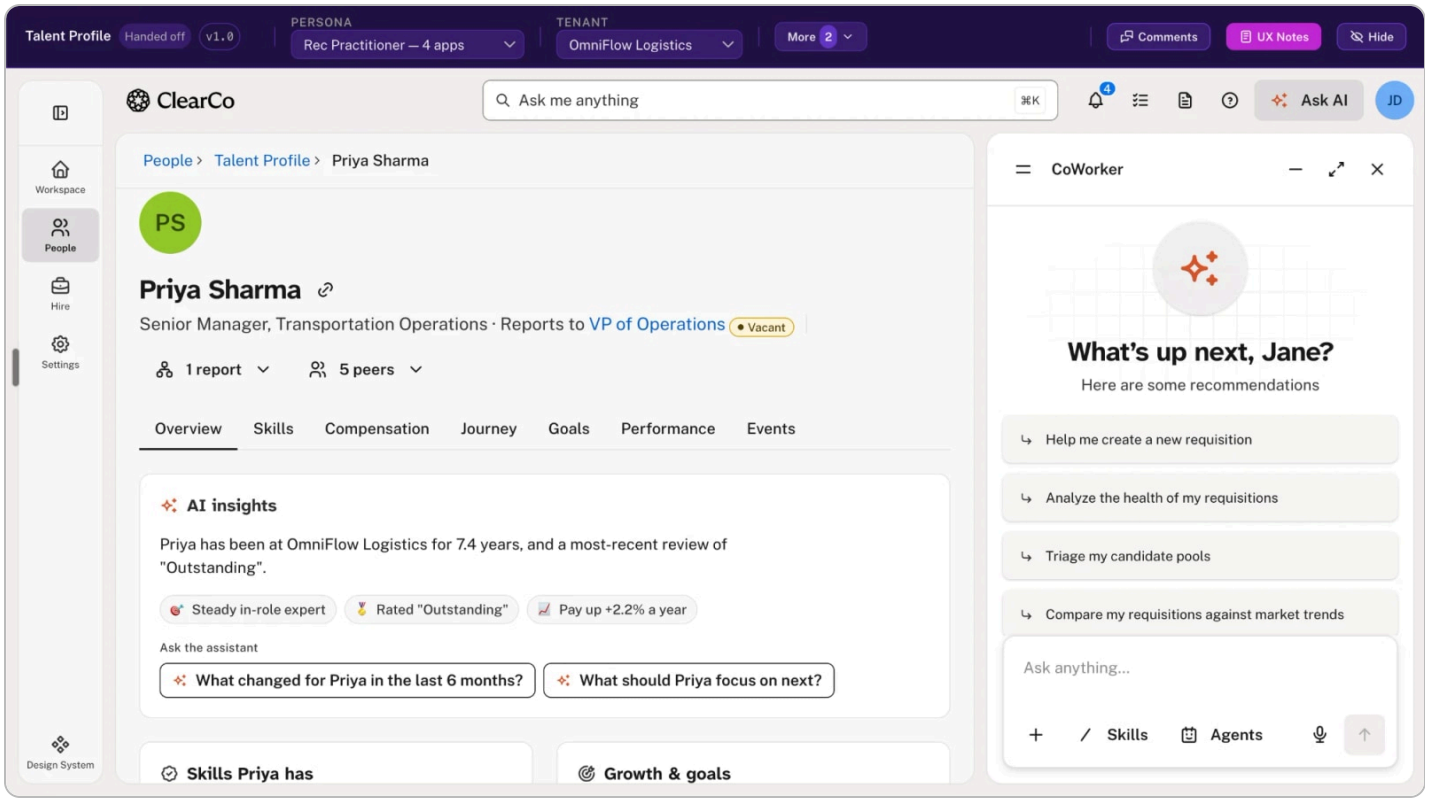
YEAR

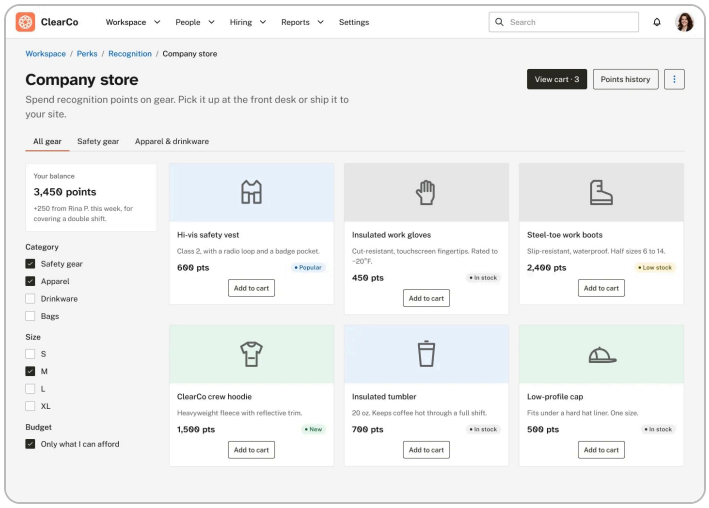
2024–present

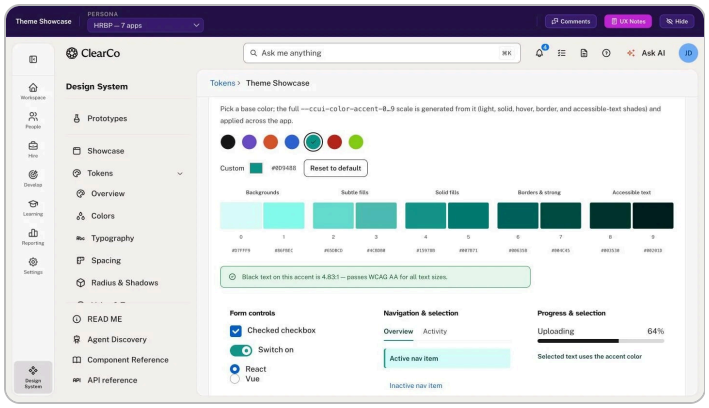
BUILT WITH

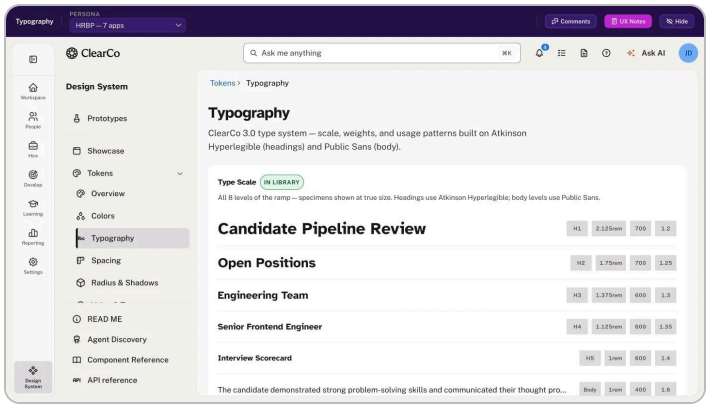
TypeScript, React, Design systems, WCAG 2.2 AA, TDD, AI agents, Vite, Design tokens, Retrieval, citations

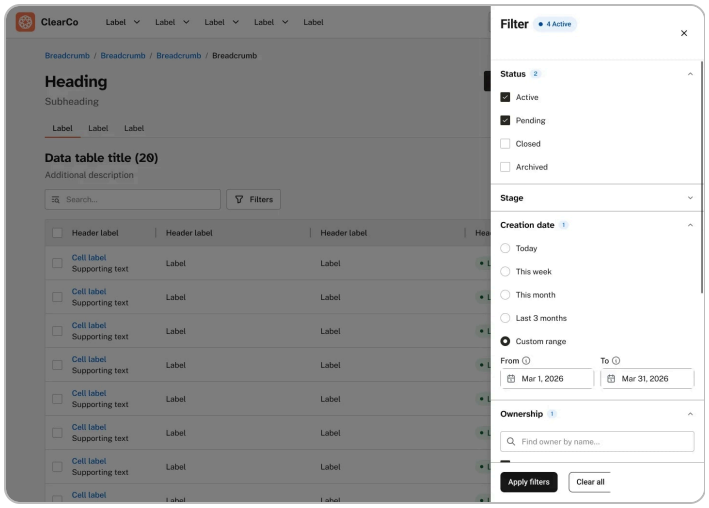
Read the case study https://mpaiva.com/work/hcm-platform CCDS: a design system that ships itself https://mpaiva.com/work/ccds

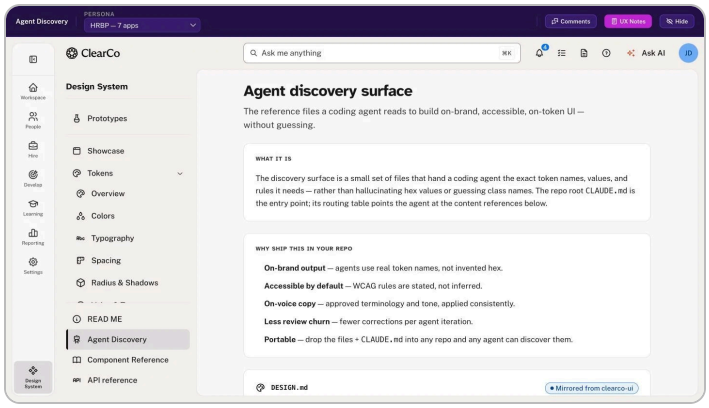


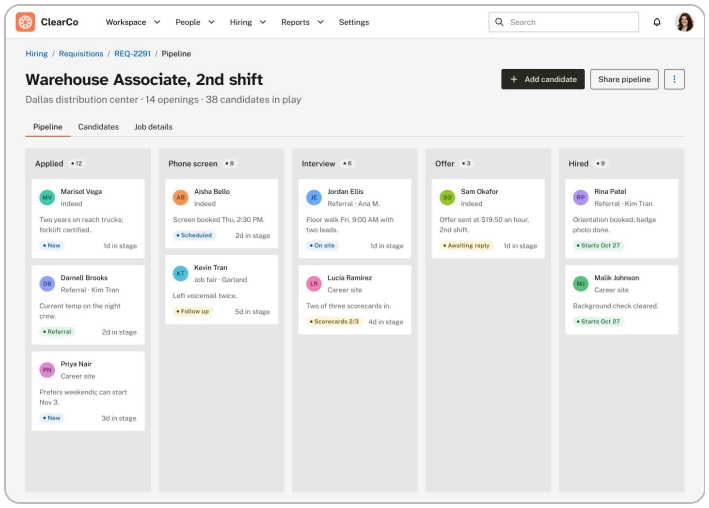

ClearCo
Workspace
People
Hiring
Reports
Settings
Search
Workspace / Perks / Recognition / Company store
Company store
Spend recognition points on gear. Pick it up at the front desk or ship it to your site.
View cart · 3
Points history
All gear
Safety gear
Apparel & drinkware
Your balance
3,450 points
+250 from Rina P. this week, for covering a double shift.
Category
Safety gear
Apparel
Drinkware
Bags
Size
S
M
L
XL
Budget
Only what I can afford
Hi-vis safety vest
Class 2, with a radio loop and a badge pocket.
600 pts
Popular
Add to cart
Insulated work gloves
Cut-resistant, touchscreen fingertips. Rated to −20°F.
450 pts
In stock
Add to cart
Steel-toe work boots
Slip-resistant, waterproof. Half sizes 6 to 14.
2,400 pts
Low stock
Add to cart
ClearCo crew hoodie
Heavyweight fleece with reflective trim.
1,500 pts
New
Add to cart
Insulated tumbler
20 oz. Keeps coffee hot through a full shift.
700 pts
In stock
Add to cart
Low-profile cap
Fits under a hard hat liner. One size.
500 pts
In stock
Add to cart

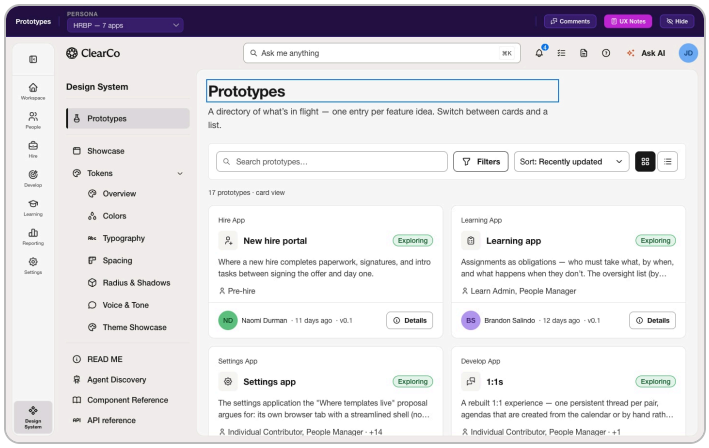

Theme Showcase
PERSONA
HRBP — 7 apps
Comments
UX Notes
Hide
ClearCo
Ask me anything
Ask AI
Design System
Prototypes
Showcase
Tokens
Overview
Colors
Typography
Spacing
Radius & Shadows
READ ME
Agent Discovery
Component Reference
API reference
Tokens > Theme Showcase
Pick a base color; the full --ccui-color-accent-0…9 scale is generated from it (light, solid, hover, border, and accessible-text shades) and applied across the app.
Custom
Reset to default
Backgrounds
Subtle fills
Solid fills
Borders & strong
Accessible text
Black text on this accent is 4.83:1 — passes WCAG AA for all text sizes.
Form controls
Checked checkbox
Switch on
React
Vue
Navigation & selection
Overview
Activity
Active nav item
Inactive nav item
Progress & selection
Uploading
64%
Selected text uses the accent color

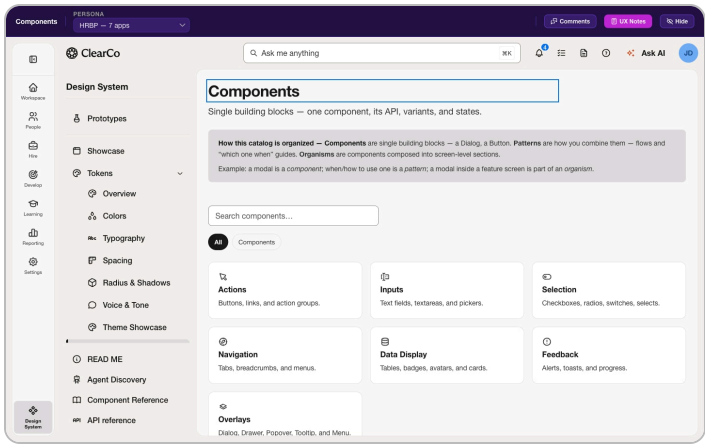

Typography
PERSONA
HRBP — 7 apps
Comments
UX Notes
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ClearCo
Ask me anything
Ask AI
Design System
Prototypes
Showcase
Tokens
Overview
Colors
Typography
Spacing
Radius & Shadows
READ ME
Agent Discovery
Component Reference
API reference
Tokens > Typography
Typography
ClearCo 3.0 type system — scale, weights, and usage patterns built on Atkinson Hyperlegible (headings) and Public Sans (body).
Type Scale
IN LIBRARY
All 8 levels of the ramp — specimens shown at true size. Headings use Atkinson Hyperlegible; body levels use Public Sans.
Candidate Pipeline Review
Open Positions
Engineering Team
Senior Frontend Engineer
Interview Scorecard
The candidate demonstrated strong problem-solving skills and communicated their thought pro…


ClearCo
Label
Breadcrumb / Breadcrumb / Breadcrumb / Breadcrumb
Heading
Subheading
Data table title (20)
Additional description
Filters
Header label
Cell label
Supporting text
Label
Filter
4 Active
Status
Active
Pending
Closed
Archived
Stage
Creation date
Today
This week
This month
Last 3 months
Custom range
From
To
Mar 1, 2026
Mar 31, 2026
Ownership
Find owner by name…
Apply filters
Clear all


Agent Discovery
PERSONA
HRBP — 7 apps
Comments
UX Notes
Hide
ClearCo
Ask me anything
Ask AI
Design System
Prototypes
Showcase
Tokens
Overview
Colors
Typography
Spacing
Radius & Shadows
READ ME
Agent Discovery
Component Reference
API reference
Agent discovery surface
The reference files a coding agent reads to build on-brand, accessible, on-token UI — without guessing.
WHAT IT IS
The discovery surface is a small set of files that hand a coding agent the exact token names, values, and rules it needs — rather than hallucinating hex values or guessing class names. The repo root CLAUDE.md is the entry point; its routing table points the agent at the content references below.
WHY SHIP THIS IN YOUR REPO
On-brand output — agents use real token names, not invented hex.
Accessible by default — WCAG rules are stated, not inferred.
On-voice copy — approved terminology and tone, applied consistently.
Less review churn — fewer corrections per agent iteration.
Portable — drop the files + CLAUDE.md into any repo and any agent can discover them.
DESIGN.md
Mirrored from clearco-ui


ClearCo
Workspace
People
Hiring
Reports
Settings
Search
Hiring / Requisitions / REQ-2291 / Pipeline
Warehouse Associate, 2nd shift
Dallas distribution center · 14 openings · 38 candidates in play
Add candidate
Share pipeline
Pipeline
Candidates
Job details
Applied · 12
Marisol Vega
Indeed
Two years on reach trucks; forklift certified.
New
1d in stage
Darnell Brooks
Referral · Kim Tran
Current temp on the night crew.
Referral
2d in stage
Priya Nair
Career site
Prefers weekends; can start Nov 3.
New
3d in stage
Phone screen · 8
Aisha Bello
Indeed
Screen booked Thu, 2:30 PM.
Scheduled
2d in stage
Kevin Tran
Job fair · Garland
Left voicemail twice.
Follow up
5d in stage
Interview · 6
Jordan Ellis
Referral · Ana M.
Floor walk Fri, 9:00 AM with two leads.
On site
1d in stage
Lucia Ramirez
Career site
Two of three scorecards in.
Scorecards 2/3
4d in stage
Offer · 3
Sam Okafor
Indeed
Offer sent at $19.50 an hour, 2nd shift.
Awaiting reply
1d in stage
Hired · 9
Rina Patel
Referral · Kim Tran
Orientation booked; badge photo done.
Starts Oct 27
Malik Johnson
Career site
Background check cleared.
Starts Oct 27


Prototypes
PERSONA
HRBP — 7 apps
Comments
UX Notes
Hide
ClearCo
Ask me anything
⌘K
Ask AI
JD
Workspace
People
Hire
Develop
Learning
Reporting
Settings
Design System
Design System
Prototypes
Showcase
Tokens
Overview
Colors
Typography
Spacing
Radius & Shadows
Voice & Tone
Theme Showcase
READ ME
Agent Discovery
Component Reference
API reference
Prototypes
A directory of what's in flight — one entry per feature idea. Switch between cards and a list.
Search prototypes…
Filters
Sort: Recently updated
17 prototypes · card view
Hire App
New hire portal
Exploring
Where a new hire completes paperwork, signatures, and intro tasks between signing the offer and day one.
Pre-hire
ND
Naomi Durman · 11 days ago · v0.1
Details
Learning App
Learning app
Exploring
Assignments as obligations — who must take what, by when, and what happens when they don't. The oversight list (by…
Learn Admin, People Manager
BS
Brandon Salindo · 12 days ago · v0.1
Details
Settings App
Settings app
Exploring
The settings application the "Where templates live" proposal argues for: its own browser tab with a streamlined shell (no…
Individual Contributor, People Manager · +14
Develop App
1:1s
Exploring
A rebuilt 1:1 experience — one persistent thread per pair, agendas that are created from the calendar or by hand rath…
Individual Contributor, People Manager · +1


Components
PERSONA
HRBP — 7 apps
Comments
UX Notes
Hide
ClearCo
Ask me anything
⌘K
Ask AI
JD
Workspace
People
Hire
Develop
Learning
Reporting
Settings
Design System
Design System
Prototypes
Showcase
Tokens
Overview
Colors
Typography
Spacing
Radius & Shadows
Voice & Tone
Theme Showcase
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Component Reference
API reference
Components
Single building blocks — one component, its API, variants, and states.
How this catalog is organized — Components are single building blocks — a Dialog, a Button. Patterns are how you combine them — flows and "which one when" guides. Organisms are components composed into screen-level sections.
Example: a modal is a component; when/how to use one is a pattern; a modal inside a feature screen is part of an organism.
Search components…
All
Components
Actions
Buttons, links, and action groups.
Inputs
Text fields, textareas, and pickers.
Selection
Checkboxes, radios, switches, selects.
Navigation
Tabs, breadcrumbs, and menus.
Data Display
Tables, badges, avatars, and cards.
Feedback
Alerts, toasts, and progress.
Overlays
Dialog, Drawer, Popover, Tooltip, and Menu.

02

UKG: asking 184 customers what they were trying to get done

A Jobs To Be Done survey of the recruiting customer base, run to find where investment would move satisfaction and where it would not. Sixteen interviews became 201 outcome statements; 184 people rated every one of them twice. Commissioned and co-authored by me.

ROLE

UX manager — commissioned the study, co-authored the enterprise analysis

YEAR

2019–2020

BUILT WITH

Jobs To Be Done, Outcome-Driven Innovation, Survey design, Contextual interviews, Research leadership

Read the case study https://mpaiva.com/work/ukg-recruiting



03

Putting WCAG where the code gets written

Open-source accessibility tooling for AI coding environments: WCAG in the statusline, WCAG as an MCP server, and contrast enforcement inside a coding agent runtime. Plus a cockpit that plans, hires and verifies a team of agents, documented on one real run of nine checks, fourteen minutes and $1.98.

ROLE

Open source — author and contributor

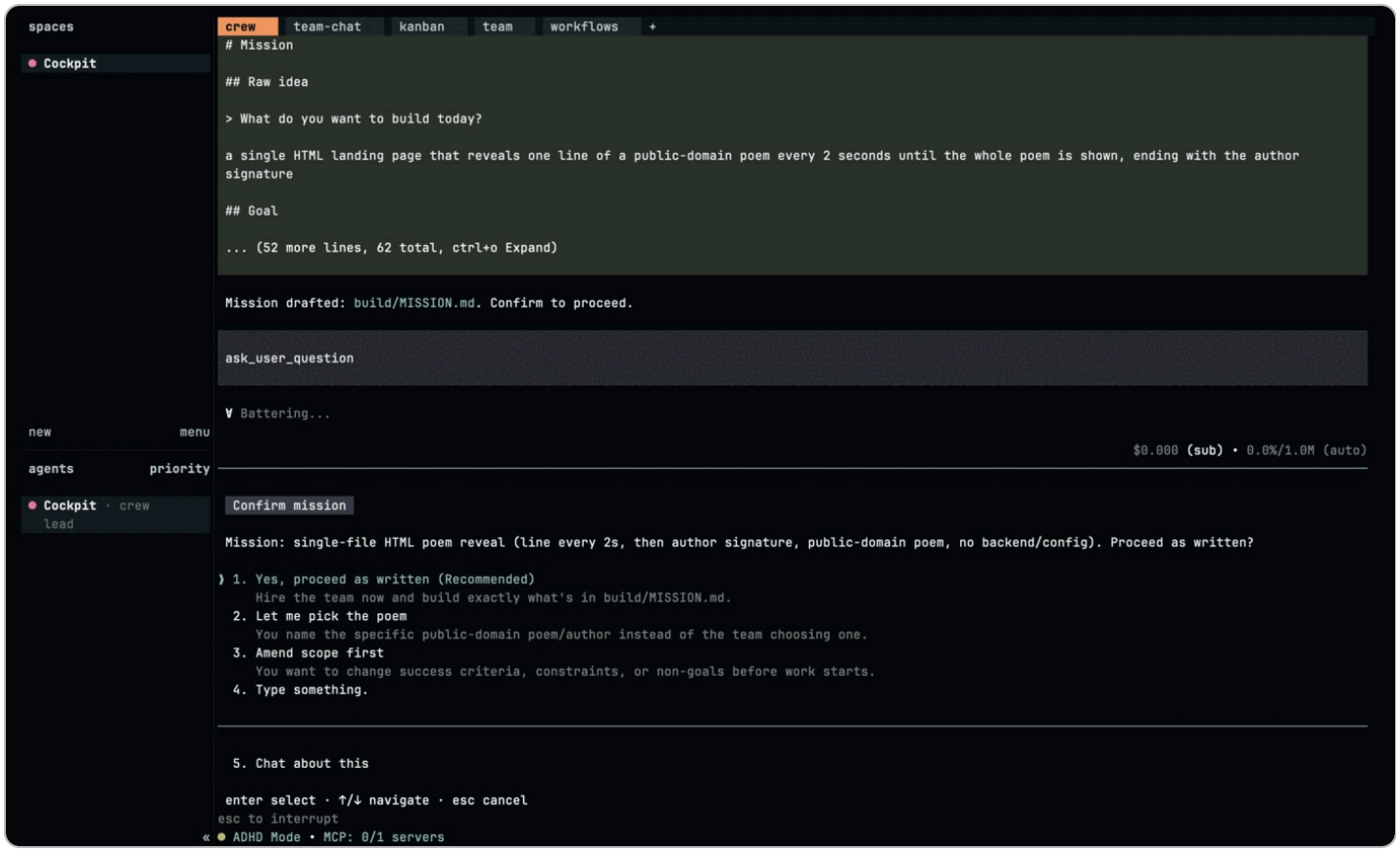
YEAR

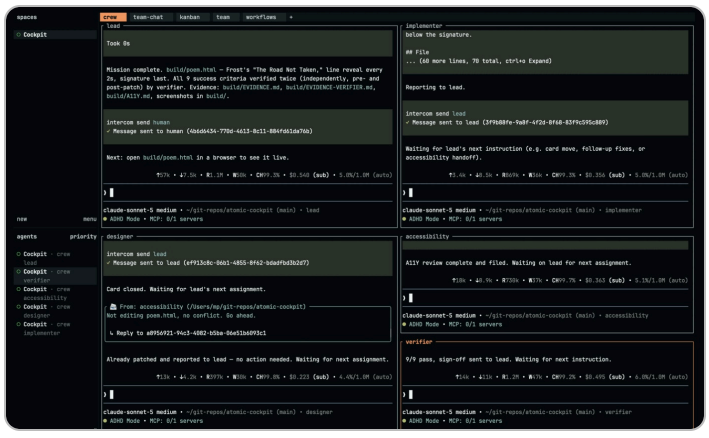
2026

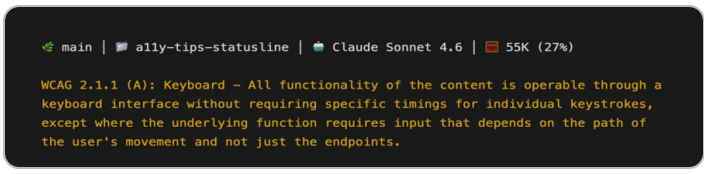
BUILT WITH

TypeScript, MCP, Terminal UI, WCAG 2.2, Multi-agent orchestration

Read the case study https://mpaiva.com/work/agent-tooling The repositories on GitHub https://github.com/mpaiva







04

WCAG Plugin for Figma

A free, open-source Figma plugin that puts WCAG guidance, annotation cards and accessibility utility tokens inside the file where design decisions actually get made. 10,500 users on Figma Community, and one feature they could not find.

ROLE

Designed, built and shipped

YEAR

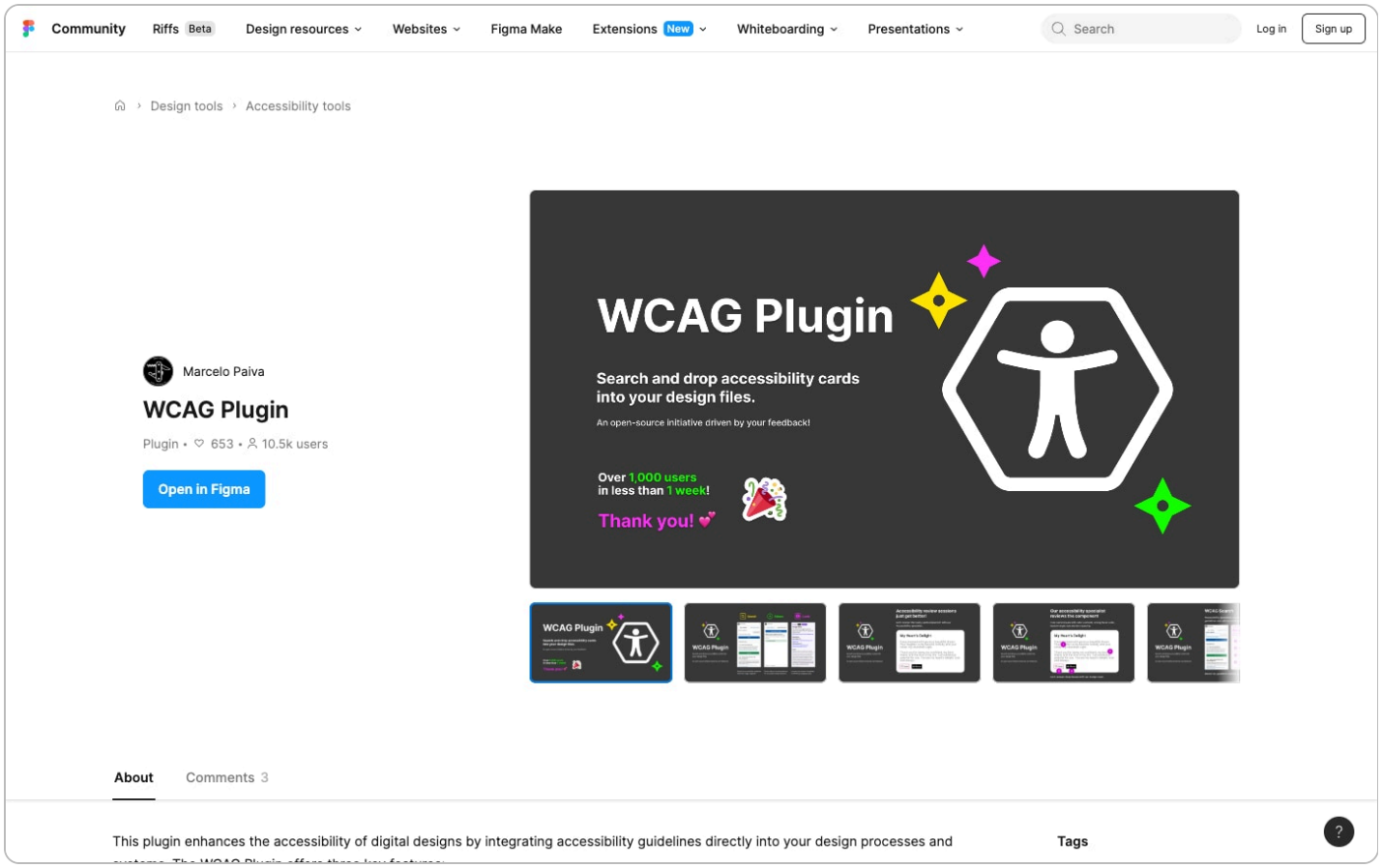
2024

BUILT WITH

TypeScript, Figma Plugin API, Design tokens

Read the case study https://mpaiva.com/work/wcag-plugin

Open the live project https://www.figma.com/community/plugin/1373362852131056921/wcag-plugin



05

WTFocus: a focus ring you can check instead of argue about

A tool for designing focus indicators that tells you, while you are still choosing, whether the one you drew passes WCAG 2.2 Focus Appearance. Built to support a symposium paper that took Best Presentation. Design mine, code my son's.

ROLE

Design

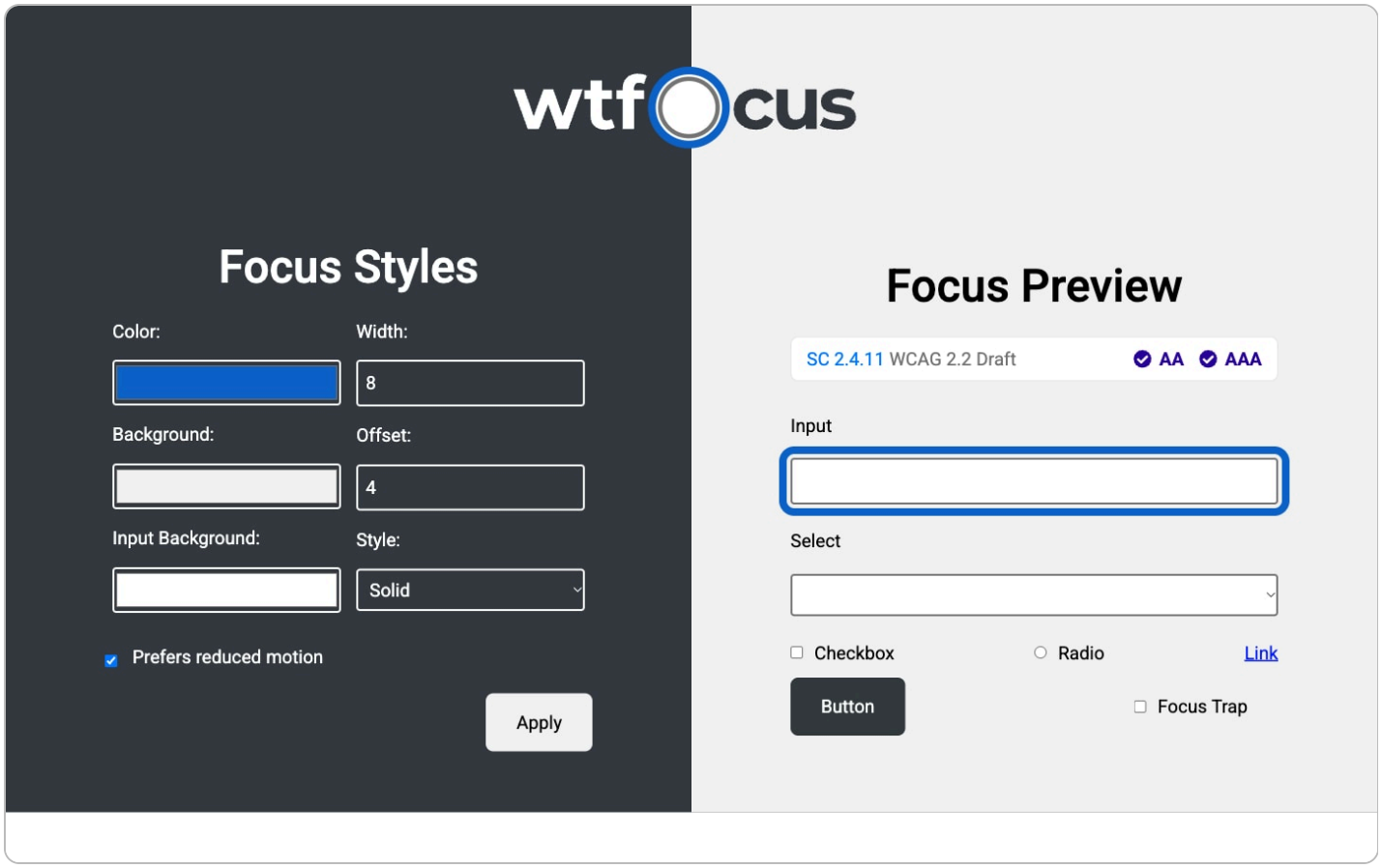
YEAR

2020

BUILT WITH

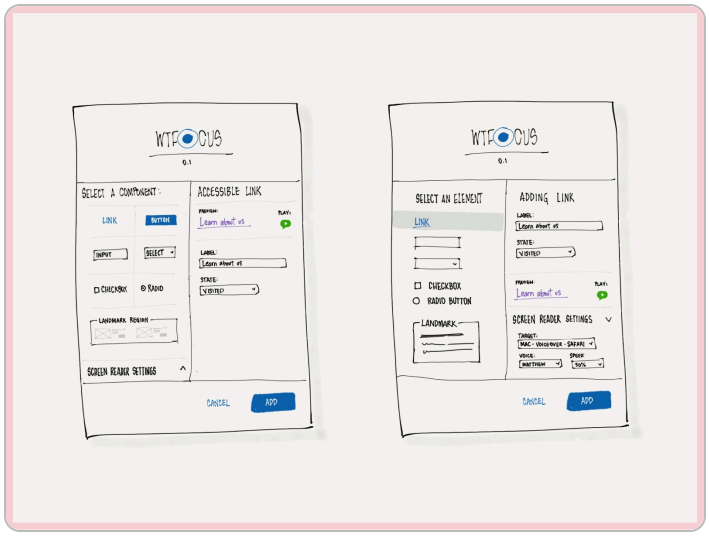
Accessibility, WCAG 2.2, Focus appearance, Open source

Read the case study https://mpaiva.com/work/wtfocus Open the tool

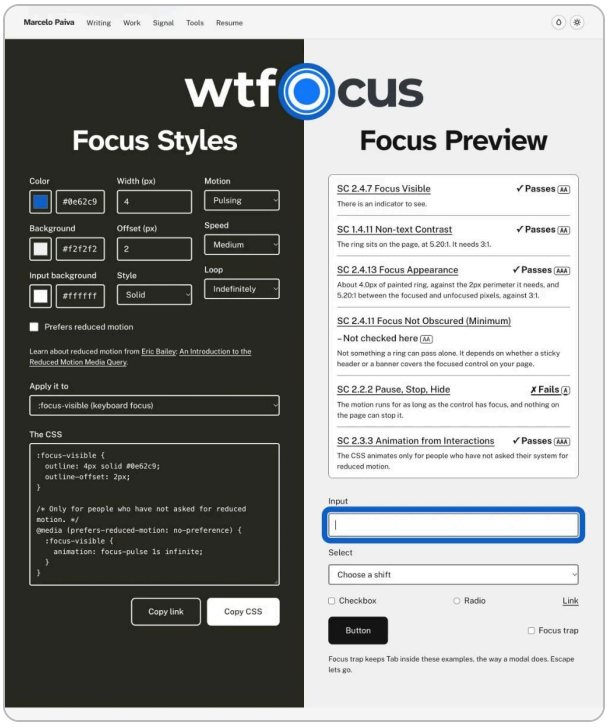



wtfocus
Focus Styles
Color:
Width:
1
Background:
Offset:
0
Input Background:
Style:
Solid
Prefers reduced motion
Apply
Focus Preview
SC 2.4.11 WCAG 2.2 Draft
AA
AAA
Input
Select
Checkbox
Radio
Link
Button
Focus Trap


WTFOCUS
SELECT AN ELEMENT
RECENT
LINK
CHECKBOX
RADIO BUTTON
LANDMARK
ADDING LINK
SCREEN READER
CANCEL
ADD


WTFOCUS
SELECT A COMPONENT
ACCESSIBLE LINK
SCREEN READER SETTINGS
SELECT AN ELEMENT
ADDING LINK
CANCEL
ADD


WTFOCUS
SELECT AN ELEMENT
RECENT
LINK
CHECKBOX
RADIO BUTTON
LANDMARK


Marcelo Paiva
Writing
Work
Signal
Tools
Resume
wtfocus
Focus Styles
Color
#0e62c9
Width (px)
4
Motion
Pulsing
Background
#f2f2f2
Offset (px)
2
Speed
Medium
Input background
#ffffff
Style
Solid
Loop
Indefinitely
Prefers reduced motion
Learn about reduced motion from Eric Bailey: An Introduction to the Reduced Motion Media Query.
Apply it to
:focus-visible (keyboard focus)
The CSS
:focus-visible {
outline: 4px solid #0e62c9;
outline-offset: 2px;
}
/* Only for people who have not asked for reduced motion. */
@media (prefers-reduced-motion: no-preference) {
:focus-visible {
animation: focus-pulse 1s infinite;
}
}
Copy link
Copy CSS
Focus Preview
SC 2.4.7 Focus Visible
Passes AA
There is an indicator to see.
SC 1.4.11 Non-text Contrast
Passes AA
The ring sits on the page, at 5.20:1. It needs 3:1.
SC 2.4.13 Focus Appearance
Passes AAA
About 4.0px of painted ring, against the 2px perimeter it needs, and 5.20:1 between the focused and unfocused pixels, against 3:1.
SC 2.4.11 Focus Not Obscured (Minimum)
– Not checked here AA
Not something a ring can pass alone. It depends on whether a sticky header or a banner covers the focused control on your page.
SC 2.2.2 Pause, Stop, Hide
Fails A
The motion runs for as long as the control has focus, and nothing on the page can stop it.
SC 2.3.3 Animation from Interactions
Passes AAA
The CSS animates only for people who have not asked their system for reduced motion.
Input
Select
Choose a shift
Checkbox
Radio
Link
Button
Focus trap
Focus trap keeps Tab inside these examples, the way a modal does. Escape lets go.

06

Great Place To Work Hub: turnover and belonging, read together

The future vision for reading an organization's demographic record and its belonging survey side by side — so that a turnover number becomes a sentence about a specific group of people.

ROLE

Product design lead

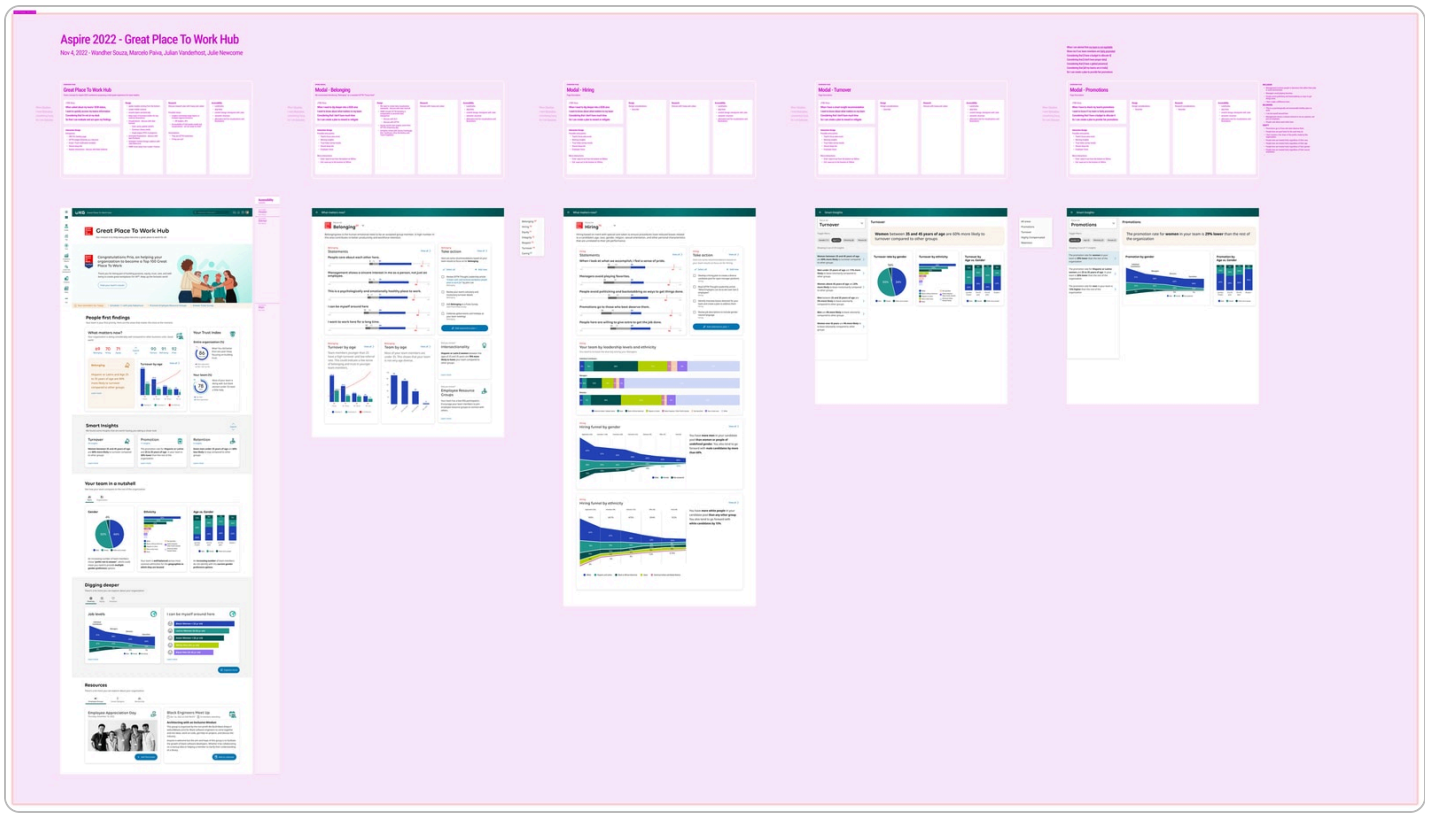
YEAR

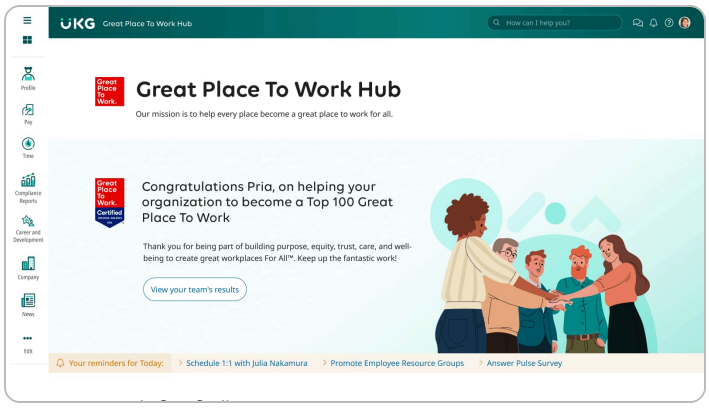
2023

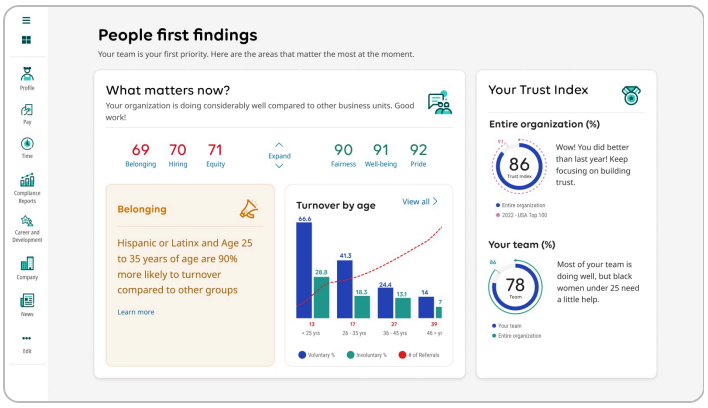
BUILT WITH

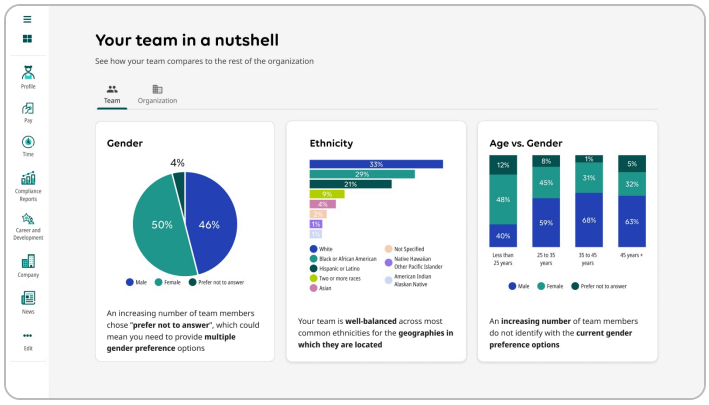
Design systems, Data visualization, HCM

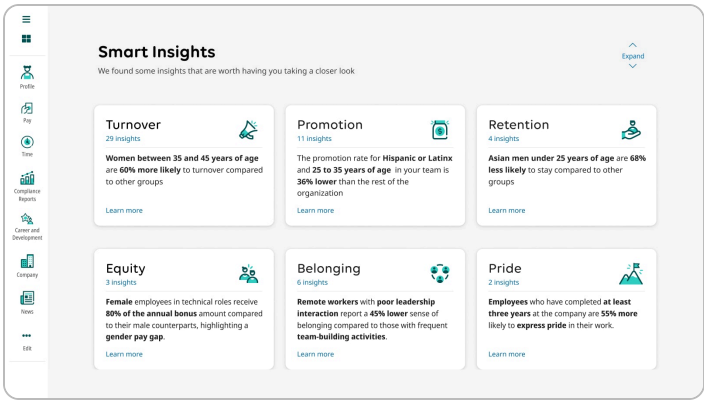
Read the case study https://mpaiva.com/work/great-place-to-work-hub

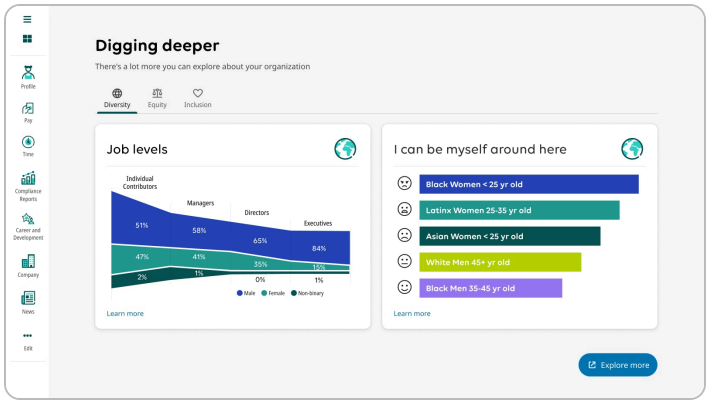


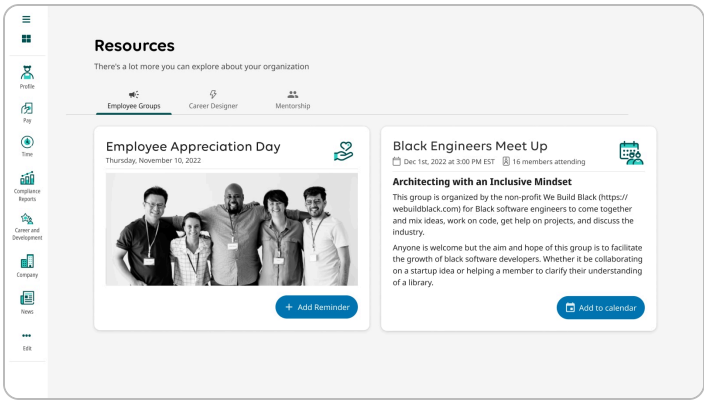


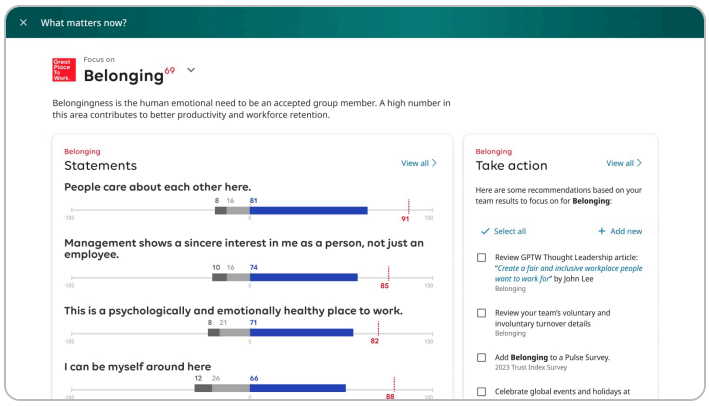



Your team in a nutshell
See how your team compares to the rest of the organization
Team
Organization
Gender
4%
50%
46%
Male
Female
Prefer not to answer
An increasing number of team members chose "prefer not to answer", which could mean you need to provide multiple gender preference options
Ethnicity
33%
29%
21%
9%
4%
2%
1%
1%
White
Black or African American
Hispanic or Latino
Two or more races
Asian
Not Specified
Native Hawaiian Other Pacific Islander
American Indian Alaskan Native
Your team is well-balanced across most common ethnicities for the geographies in which they are located
Age vs. Gender
12%
48%
40%
8%
45%
59%
1%
31%
68%
5%
32%
63%
Less than 25 years
25 to 35 years
35 to 45 years
45 years +
Male
Female
Prefer not to answer
An increasing number of team members do not identify with the current gender preference options


Smart Insights
We found some insights that are worth having you taking a closer look
Expand
Turnover
29 insights
Women between 35 and 45 years of age are 60% more likely to turnover compared to other groups
Learn more
Promotion
11 insights
The promotion rate for Hispanic or Latinx and 25 to 35 years of age in your team is 36% lower than the rest of the organization
Learn more
Retention
4 insights
Asian men under 25 years of age are 68% less likely to stay compared to other groups
Learn more
Equity
3 insights
Female employees in technical roles receive 80% of the annual bonus amount compared to their male counterparts, highlighting a gender pay gap.
Learn more
Belonging
6 insights
Remote workers with poor leadership interaction report a 45% lower sense of belonging compared to those with frequent team-building activities.
Learn more
Pride
2 insights
Employees who have completed at least three years at the company are 55% more likely to express pride in their work.
Learn more

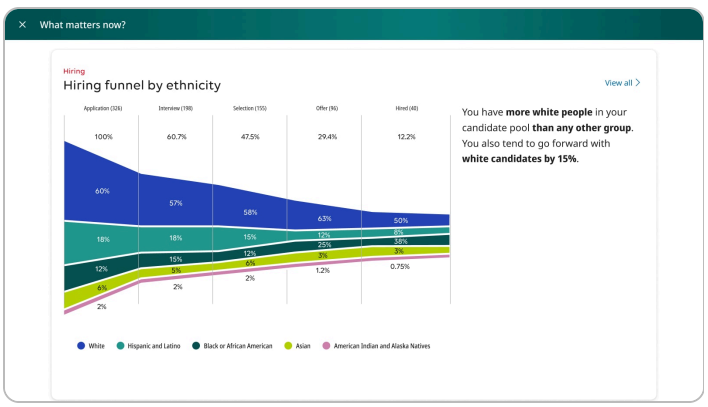

Digging deeper
There's a lot more you can explore about your organization
Diversity
Equity
Inclusion
Job levels
Individual Contributors
Managers
Directors
Executives
51%
58%
65%
84%
47%
41%
35%
16%
2%
1%
0%
1%
Male
Female
Non-binary
Learn more
I can be myself around here
Black Women < 25 yr old
Latinx Women 25-35 yr old
Asian Women < 25 yr old
White Men 45+ yr old
Black Men 35-45 yr old
Learn more
Explore more


Resources
There's a lot more you can explore about your organization
Employee Groups
Career Designer
Mentorship
Employee Appreciation Day
Thursday, November 10, 2022
Add Reminder
Black Engineers Meet Up
Dec 1st, 2022 at 3:00 PM EST
16 members attending
Architecting with an Inclusive Mindset
This group is organized by the non-profit We Build Black (https://webuildblack.com) for Black software engineers to come together and mix ideas, work on code, get help on projects, and discuss the industry.
Anyone is welcome but the aim and hope of this group is to facilitate the growth of black software developers. Whether it be collaborating on a startup idea or helping a member to clarify their understanding of a library.
Add to calendar


What matters now?
Great Place To Work
Focus on
Belonging 69
Belongingness is the human emotional need to be an accepted group member. A high number in this area contributes to better productivity and workforce retention.
Belonging
Statements
View all
People care about each other here.
8 16 81
-100 0 100 91
Management shows a sincere interest in me as a person, not just an employee.
10 16 74
-100 0 100 85
This is a psychologically and emotionally healthy place to work.
8 21 71
-100 0 100 82
I can be myself around here
12 26 66
-100 0 100 88
Belonging
Take action
View all
Here are some recommendations based on your team results to focus on for Belonging:
Select all
Add new
Review GPTW Thought Leadership article: "Create a fair and inclusive workplace people want to work for" by John Lee
Belonging
Review your team's voluntary and involuntary turnover details
Belonging
Add Belonging to a Pulse Survey.
2023 Trust Index Survey
Celebrate global events and holidays at


What matters now?
Hiring
Your team by leadership levels and ethnicity
You need to increase the diversity among your Managers
Individual Contributors
2%
8%
28%
17%
1%
3%
8%
33%
Managers
1%
5%
10%
9%
1%
1%
2%
71%
Directors
2%
7%
18%
26%
1%
1%
5%
40%
American Indian / Alaskan Native
Asian
Black or African American
Hispanic or Latino
Native Hawaiian / Other Pacific Islander
Not Specified
Two or more races
White
Hiring
Hiring funnel by gender
View all


What matters now?
Hiring
Hiring funnel by gender
View all
Application (326)
Interview 1 (198)
Interview 2 (60)
Interview 3 (32)
Selection (20)
Offer (19)
Hired (8)
60%
57%
52%
58%
60%
69%
80%
28%
29%
36%
32%
22%
31%
20%
12%
14%
12%
10%
18%
Male
Female
Not answered
You have more men in your candidate pool than women or people of undefined gender. You also tend to go forward with male candidates by more than 60%.
Hiring
Hiring funnel by ethnicity
View all
Application (326)
Interview (198)
Selection (155)
Offer (96)
Hired (48)
You have more white people in your


What matters now?
Hiring
Hiring funnel by ethnicity
View all
Application (326)
Interview (198)
Selection (155)
Offer (96)
Hired (48)
100%
60.7%
47.5%
29.4%
12.2%
60%
57%
58%
63%
50%
18%
18%
15%
17%
8%
12%
15%
12%
25%
8%
6%
5%
6%
3%
3%
2%
2%
2%
1.2%
0.75%
White
Hispanic and Latino
Black or African American
Asian
American Indian and Alaska Natives
You have more white people in your candidate pool than any other group. You also tend to go forward with white candidates by 15%.

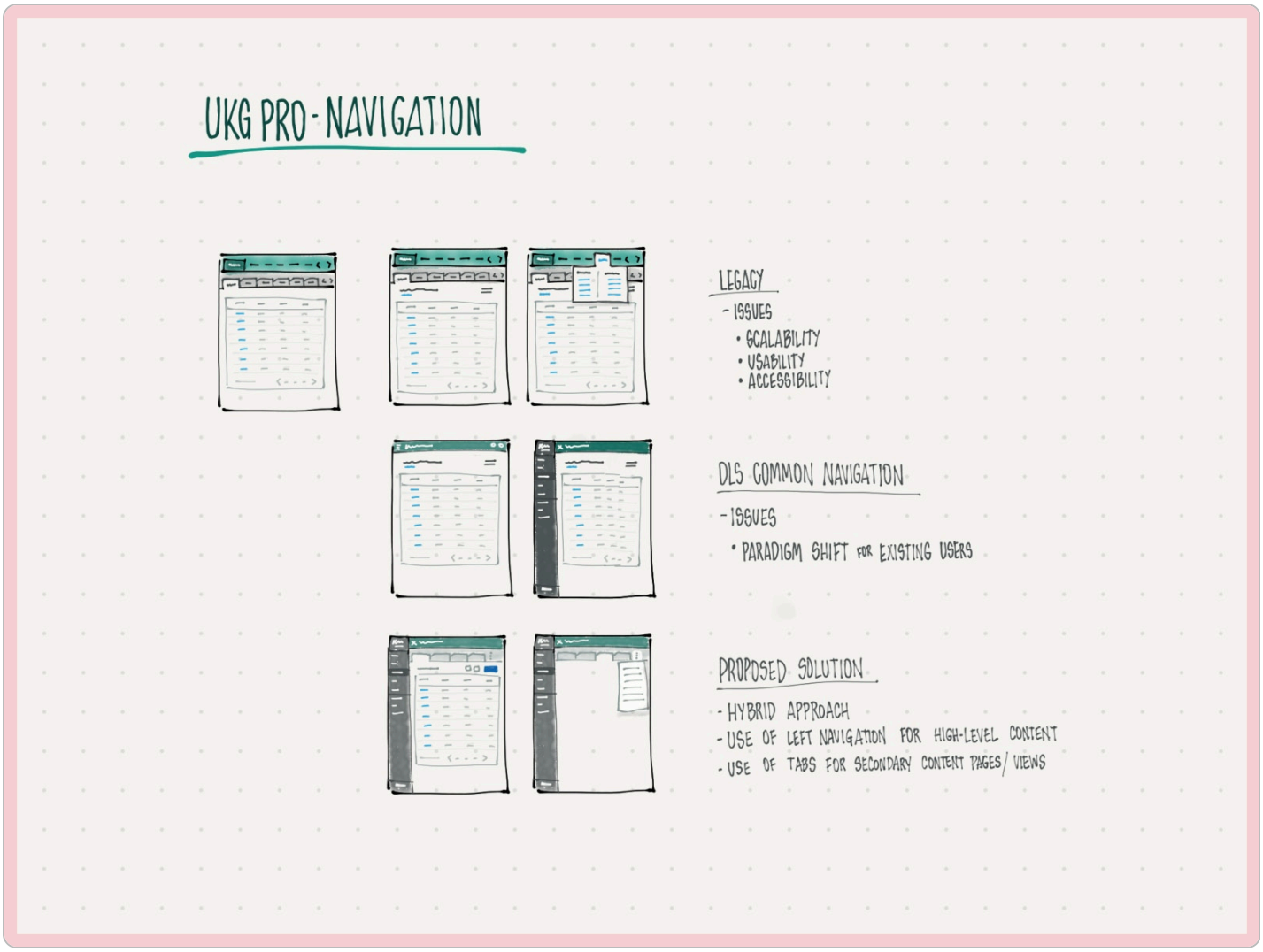
07

Sketches

Paper-stage thinking across recruiting workflows, accessibility tooling and design system navigation — ideas at the point where they are still cheap to be wrong about.

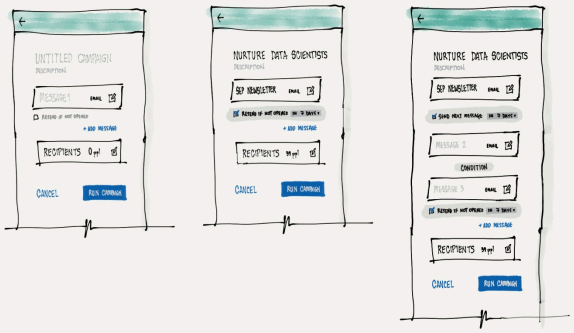
ROLE	YEAR	BUILT WITH
Facilitation and sketching	2023	Design thinking

Read the case study https://mpaiva.com/work/sketches

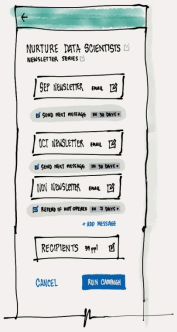




CANDIDATE CULTIVATION

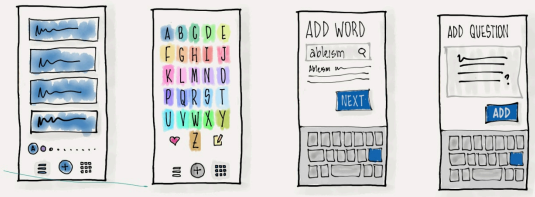


CANDIDATE CULTIVATION



THE DESIGNER'S CRITICAL ALPHABET - DIGITAL VERSION

BY LESLEY-ANN NOEL PHD

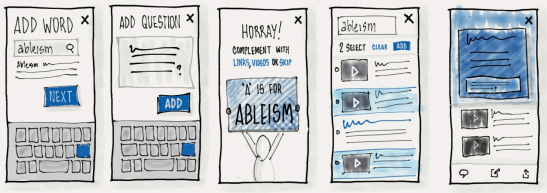


WORDS VIEW | LETTERS VIEW | ADD NEW WORD AUTO DEFINITION | ADD QUESTION TO DESIGNER

PAIVA AUG 2020

THE DESIGNER'S CRITICAL ALPHABET - DIGITAL VERSION

BY LESLEY-ANN NOEL PHD

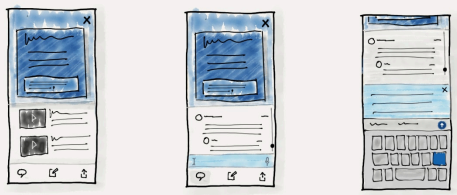


ADD NEW WORD AUTO DEFINITION | ADD QUESTION TO DESIGNER | SUCCESS! - OR NOT - | ADD MEDIA - OR SKIP - | EXPANDED VIEW - COMMENT, EDIT, SHARE -

PAIVA AUG 2020

THE DESIGNER'S CRITICAL ALPHABET - DIGITAL VERSION

BY LESLEY-ANN NOEL PHD

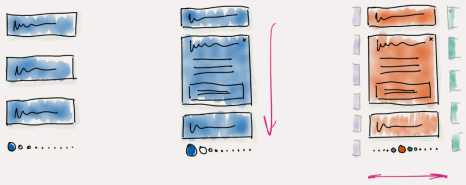


EXPANDED VIEW - COMMENT, EDIT, SHARE - | COMMENTS VIEW | ADDING A COMMENT

PAIVA AUG 2020

THE DESIGNER'S CRITICAL ALPHABET - DIGITAL VERSION

BY LESLEY-ANN NOEL PHD



CARDS STACK AS WORDS ARE ADDED TO THE LETTER CATEGORY

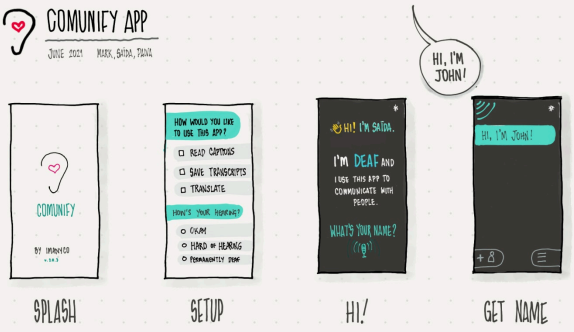
CARD EXPANDS WHEN TAPPED VERTICAL SCROLL

HORIZONTAL SWIPE GESTURES NAVIGATE THROUGH LETTERS

PAIVA
AUG
2020

COMUNIFY APP

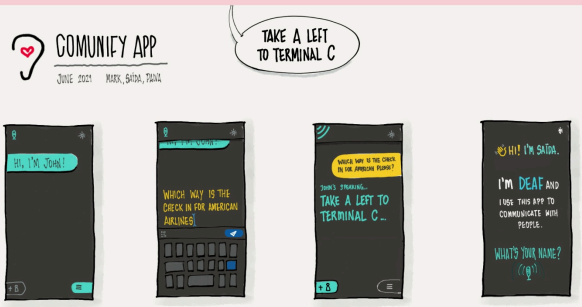
JUNE 2021 MARK, SATDA, PAIVA



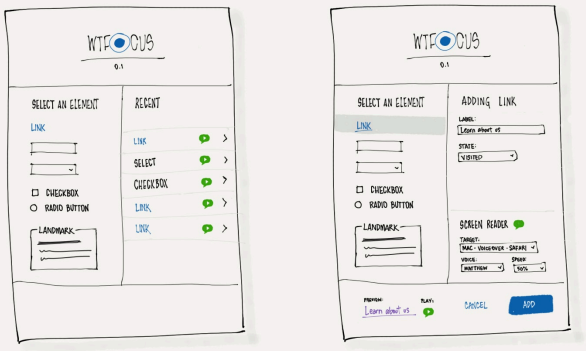
SPLASH SETUP HI! GET NAME

COMUNIFY APP

JUNE 2021 MARK, SATDA, PAIVA



OPEN KEYBOARD TYPE IN ADD SPEAKER HI!





INTRO
WHY ?

ICE BREAKER
AGING APP

ACTIVITY I
ASK THE FUTURE

ACTIVITY II
ASK THE PAST

REFLECTION
HOW DOES THIS CHANGE THE WAY YOU DESIGN?

CONCLUSION
RESOURCES

BACK TO THE FUTURE ⌇ WORKSHOP @ TULANE

PAIVA
NOV 2020