

**Summary of Performance Appraisal Comments
Filed by Chrysler Executives
Covering a Two Year Evaluation Period**

**Subject: Paul V. Sheridan
Reference: Minivan Safety Leadership Team**

"Paul (Sheridan) does a thorough, detailed, organized, and tireless job. He became an active promoter of advancing safety in the (minivan) program only slowing when the reality of the interest from management became apparent to him..."

Ronald S. Zarowitz
Manager, Safety Office, (810) 576 - 7305
October 10, 1994

"(Paul Sheridan) has directed various team efforts well, with a strong goal orientation, especially the (minivan) Safety Leadership Team..."

Mark W. Clemons
Manager, Chrysler-Plymouth Marketing, (313) 956 - 3763
October 14, 1994

"Overall I think Paul (Sheridan) has done an excellent job...He has been eager to get involved...Always very open and candid...good planning skills...Good team leader..."

Bernard E. Swanson
Executive Engineer-Minivan Platform
October 16, 1994, (810) 576 - 2908

"Paul (Sheridan) did a good job as Chairman of the Minivan Safety Leadership Team...He brings a valuable engineering perspective to his product planning role...He is willing to speak up when he disagrees, which is good..."

Scott A. Sullivan
Manager, Market Research
October 12, 1994

"I find (Paul Sheridan) to be very innovative and certainly not afraid to push the envelope. His professional yet open demeanor easily wins the respect of his colleagues. He is extremely knowledgeable, and may well be one of the best all around technical persons on staff...Paul is a valuable asset to the (minivan) platform and I rely on him to accomplish our mutual goals"

Paul T. Doolan
Engineering Programs Manager-Minivan
October 10, 1994, (810) 576 - 4837

MULTIPLE INPUT FORM - CONFIDENTIAL

The use of this form is optional. If it is used, however, the guidelines on the back of this form must be followed. Multiple input can provide supervisors with valuable, additional information to consider when completing employee appraisals and development plans. Your input regarding the employee's past year's results and behaviors is appreciated.

Employee Name Paul Sheridan Date 10-10-94
Provider Name (Optional) Ron Zarowitz How Long Have You Worked with the Employee? 2 years
Relationship to Employee:
 Customer Supplier Team Member Subordinate Peer Other

RESULTS:

Please provide a brief summary of the employee's success or difficulty in fulfilling his or her job duties related to you. Include specific examples and results.

Paul does a thorough, detailed, organized, and tireless job. He became an active promoter of advancing safety in the PS program, only slowing when the reality of the interest from management became apparent to him. He created & led PS SLT to point of making data-based recommendations to PS management.

BEHAVIORS:

Please list areas where you feel the employee excels or has opportunity for development. Keep in mind the following behaviors:

Innovation/Risk Taking Continuously attempts to push forward/try something new/ be inventive.
Teamwork Very interested in team dynamics consensus-building - good leader.
Encouraging/Valuing Diversity Different backgrounds/parts of view sought out, encouraged.
Communication/Openness/Candor Direct, honest. to the point of being blunt
Continuous Process Improvement (no basis to evaluate)
Planning/Priority Setting Organized PS SLT & ran group effectively/efficiently. Developed plan to prioritize group objectives.
Problem Solving Creative. up to point of "hitting the wall" - then process steps.
Leadership good. encourages group input - leads group to make progress - has vision of ultimate goal.
Customer Responsiveness (no basis to evaluate)
Technical Expertise (no basis to evaluate)
People Management/Development (for supervisors only)

OTHER COMMENTS OR CONCERNS:

Very strong candidate who could work on achieving "grace under fire" - temper sometimes comes through too quickly when frustrated.

Please return to Dennis Malecki by _____
Name Date

Thanks!

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Employee Name **Paul Sheridan**

Date **October 14, 1994**

Provider Name **Mark Clemons**

How long have you worked with the Employee? **2 Years**

Relationship to Employee:

Customer

Supplier

Team Member

Subordinate

Peer

Other

RESULTS:

Please provide a brief summary of the employee's success or difficulty in fulfilling his or her job duties related to you. Include specific examples and results.

Paul has been successful in his duties, especially with the NS teams that he chairs. He is also an enthusiastic team member.

BEHAVIORS:

Please list areas where you feel the employee excels or has opportunity for development. Keep in mind the following behaviors:

Innovation/Risk Taking

Teamwork

Good team player. Assumes team goals well and works aggressively to accomplish team objectives.

Encouraging/Valuing Diversity

Paul is aggressive, opinionated and persistent, traits which can be assets when moderated. However, he occasionally allows his personal views to compromise his effectiveness.

Communication/Openness/Candor

Clear and concise. Expresses views well, both orally and written.

Continuous Process Improvement

Planning/Priority Setting

Has directed various team efforts well, with a strong goal orientation (especially the NS Safety Leadership Team leading up to the NS safety research).

Problem Solving

Good analytical skills. Researches issues well. Brings facts to bear for decision making purposes.

Role Model Behavior/Leadership

Effective in chairing NS Safety Leadership, NS Complexity and NS Exterior Ornamentation teams. Leads discussions well and assists teams in developing necessary outputs.

Customer Responsiveness

Keeps commitments to teams and team members.

Technical Expertise

Displays good understanding relating to chassis items and exterior ornamentation.

People Management/Development (for supervisors only)

OTHER COMMENTS OR CONCERNS:

Please return to **Dennis Malecki**

by **October 19, 1994**

Name

Date

THANKS!

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Employee Name Paul Sheridan Date 10-16-94
Provider Name (Optional) B. E. SWANSON How Long Have You Worked with the Employee? 2+ YRS
Relationship to Employee:
 Customer Supplier Team Member Subordinate Peer Other

RESULTS:

Please provide a brief summary of the employee's success or difficulty in fulfilling his or her job duties related to you. Include specific examples and results.

OVERALL I THINK PAUL HAS DONE AN EXCELLENT JOB IN CHAMPIONING REDUCTION IN COMPLEXITY. FROM A CHASSIS PERSPECTIVE, HE HAS BEEN EAGER TO GET INVOLVED IN ISSUES PRESENTED TO HIM. SOMETIMES IT APPEARS HE TAKES ISSUES AS MORE OF A "PERSONAL CAUSAL" RATHER THAN AN "EXPOSE THE BUSINESS ISSUES" FOCUS WHICH I THINK FRUSTRATES HIM WHEN HIS VIEW IS NOT ACCEPTED OR ACTIONED ON. THIS DOES NOT APPEAR TO AFFECT HIS EFFECTIVENESS, HOWEVER, A SOURCE OF FRUSTRATION TO HIM.

BEHAVIORS: Please list areas where you feel the employee excels or has opportunity for development. Keep in mind the following behaviors:

- Innovation/Risk Taking
- Teamwork
- Encouraging/Valuing Diversity
- Communication/Openness/Candor - ALWAYS VERY OPEN AND CANDID WITH VME.
- Continuous Process Improvement
- Planning/Priority Setting DEMONSTRATES GOOD PLANNING SKILLS.
- Problem Solving
- Leadership TAKE INITIATIVE TO ADDRESS ISSUES. LEADS THE CHANGE
- Customer Responsiveness HAS BEEN VERY RESPONSIVE TO CHASSIS ISSUES
- Technical Expertise - ADEQUATE TO MORE THAN ADEQUATE FOR CHASSIS.
- People Management/Development (for supervisors only)

OTHER COMMENTS OR CONCERNS:

PAUL HAS A TENDENCY TO GUMBLE ABOUT THINGS WHICH I THINK IS MOSTLY A "PERSONALITY" THING.

Please return to Dennis Malecki by _____
Name Date

Thanks! DENNIS, SORRY ABOUT THE QUALITY OF MY WRITTEN RESPONSE. I WOULD BE GLAD TO DISCUSS PAUL WITH YOU PRIVATELY IF YOU WOULD PLEASE 10-11

Good Team Player Has Done Well. His Job Requires It.

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Employee Name Paul Sheridan Date 10/12/94
Provider Name (Optional) SCOTT SULLIVAN How Long Have You Worked with the Employee? 15 MONTHS
Relationship to Employee:
 Customer Supplier Team Member Subordinate Peer Other

RESULTS:

Please provide a brief summary of the employee's success or difficulty in fulfilling his or her job duties related to you. Include specific examples and results.

PAUL DID A GOOD JOB AS CHAIRMAN OF THE MINIVAN SAFETY LEADERSHIP TEAM DURING THE TIME I WORKED WITH THAT GROUP. HE ACTIVELY PARTICIPATES IN THE PST DISCUSSIONS, AND HE BRINGS A VALUABLE ENGINEERING PERSPECTIVE TO HIS PRODUCT PLANNING ROLE.

BEHAVIORS:

Please list areas where you feel the employee excels or has opportunity for development. Keep in mind the following behaviors:

Innovation/Risk Taking - HE IS WILLING TO SPEAK UP WHEN HE DISAGREES, WHICH IS GOOD.

Teamwork

Encouraging/Valuing Diversity

Communication/Openness/Candor - HIS ARGUMENTS ARE, AT TIMES, A BIT TOO EMOTIONAL. THIS CAN WORK AGAINST HIM IN TRYING TO CONVINCE OTHERS.

Continuous Process Improvement

Planning/Priority Setting - IN A FEW INSTANCES WITH THE SAFETY LEADERSHIP TEAM PAUL GOT BOGGED DOWN IN DETAILS WHEN THE GROUP WAS READY TO MOVE FORWARD.

Problem Solving

Leadership

Customer Responsiveness

Technical Expertise

People Management/Development (for supervisors only)

OTHER COMMENTS OR CONCERNS:

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Name Date

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Employee Name Paul Sheridan Date 10/10/94
 Provider Name (Optional) PAUL DOCLAN How Long Have You Worked with the Employee? _____
 Relationship to Employee:
 Customer Supplier Team Member Subordinate Peer Other _____

RESULTS:

Please provide a brief summary of the employee's success or difficulty in fulfilling his or her job duties related to you. Include specific examples and results.

Some specific examples of Paul's contributions include: tie & wheel plan, suspension complexity reduction matrix, powertrain plan, tie & wheel volumes, and recently exterior ornamentation items.

BEHAVIORS:

Please list areas where you feel the employee excels or has opportunity for development. Keep in mind the following behaviors:

Innovation/Risk Taking

Teamwork

Encouraging/Valuing Diversity

Communication/Openness/Candor

Continuous Process Improvement

Planning/Priority Setting

Problem Solving

Leadership

Customer Responsiveness

Technical Expertise

People Management/Development (for supervisors only)

As a fellow member on several teams with Paul, I find him to be very innovative and certainly not afraid to push the envelope. His professional yet open demeanor easily wins the respect of his colleagues. He is extremely knowledgeable, and may well be one of the best all around technical persons on staff. He is detail oriented, and works hard at his craft. His work on complexity reduction demonstrates good planning and problem solving skills. He is also a very capable communicator, both written and verbal, and appears well organized.

OTHER COMMENTS OR CONCERNS:

Paul is a valuable asset to the platform, and I rely on him to accomplish our mutual goals

Please return to Dennis Malecki by _____
 Name Date

Thanks!