

**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 NS program, only slowing when the reality of the interest from management became apparent to him. He created & led NS SLT to point of making data-based recommendations to NS 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/points-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 NS 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

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!

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 **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!

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 10-16-94
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 CRUSADE" 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, AS 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: DOES NOT APPEAR TO AFFECT HIS EFFECTIVENESS, HOWEVER, AS A SOURCE OF FRUSTRATION TO HIM.
- Teamwork: A SOURCE OF FRUSTRATION TO HIM.
- Encouraging/Valuing Diversity
- Communication/Openness/Candor - ALWAYS VERY OPEN AND CANDID WITH ME.
- Continuous Process Improvement
- Planning/Priority Setting: DEMONSTRATES GOOD PLANNING SKILLS.
- Problem Solving
- Leadership: TAKE INITIATIVE TO ADDRESS ISSUES. LEADS THE CHARGE
- 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 GAMBOL ABOUT THINGS WHICH I THINK IS MOSTLY A "PERSONALITY" THING.

Please return to Dennis Malecki by _____
Name Date

Thanks! DENNIS, SORRY ABOUT THE QUANTITY OF MY WRITTEN RESPONSE. I WOULD BE GLAD TO DISCUSS PAUL WITH YOU. PLEASE LET ME KNOW IF YOU HAVE ANY COMMENTS.

GOOD TEAM PLAYER HAS DONE WELL. HIS JOB REQUIRES IT.

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 10/12/94
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:

Please return to Dennis Malecki by _____
Name Date

Thanks!

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) 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!

Critics rave about Cummins-powered Ram pickups

If a Dodge Ram outfitted with the Cummins 5.9-liter turbo diesel engine were to race a Ford or Chevy truck up a Colorado mountain road, there would be no question who would win. The Dodge Ram would sail up the mountain, while its Chevy and Ford counterparts chugged along in its dust.

In fact, in just about any endurance competition imaginable, the Dodge Ram truck would obliterate its competition.

This is not frivolous hype or propaganda generated by zealous marketing types. The example is based on testimonials by industry trade journals.

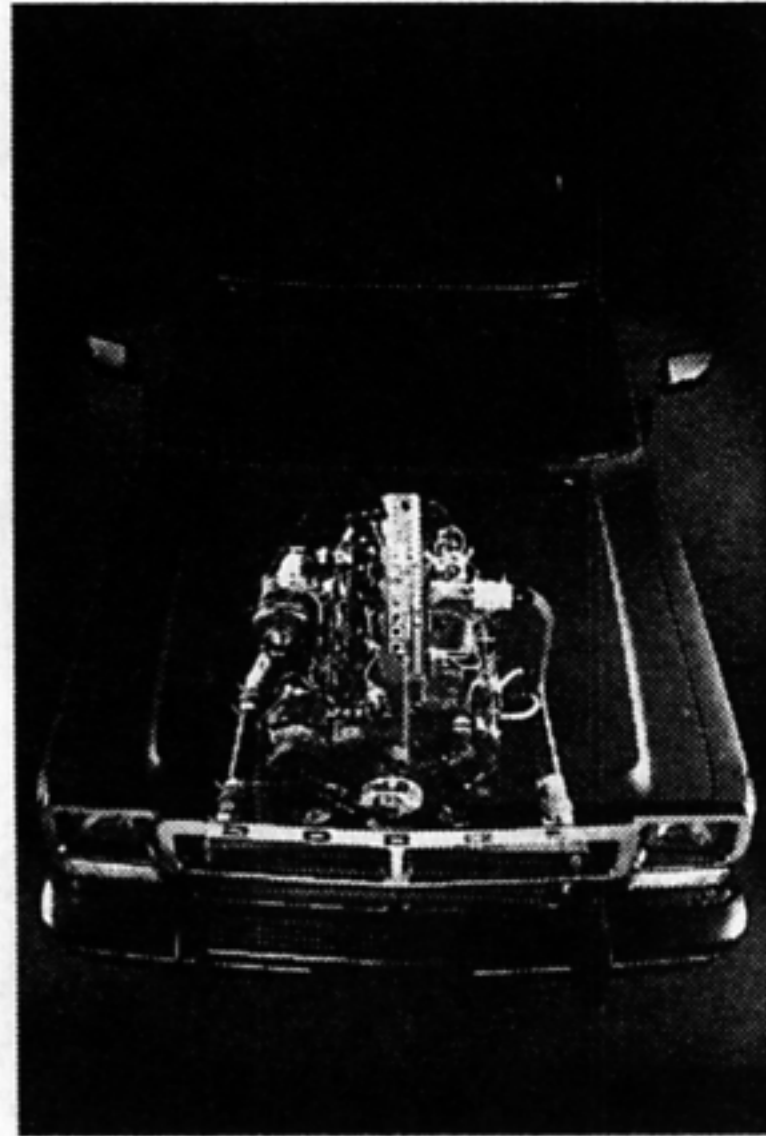
For instance, *Road Test Magazine* writes, "The Dodge-Cummins pickup outdistances its Ford and Chevy counterparts in every meaningful category."

"Dodgzilla" is a term coined by *Four Wheeler* magazine to describe the Dodge Ram pickup.

Why the acclaim? The engine powering the Dodge Ram—the Cummins diesel 5.9-liter six-cylinder turbo engine—has no equal, according to Paul Sheridan, Jeep/Truck Engineering Engine Program Manager. It's the only factory-installed turbo diesel available in a pickup.

Referred to by Sheridan as the "Ferrari of the diesel engines," the Cummins is largely responsible for the recent success of Dodge Ram trucks in the marketplace.

The Cummins engine is in nearly half of all Dodge full-size pickup trucks sold. Dodge sold 30,000 turbo diesel pickups in the 1990 model year and projects sales of 44,000 units in 1991.



The Cummins engine is in nearly half of all Dodge full-size pickup trucks sold. Dodge sold 30,000 turbo diesel pickups in the 1990 model year and projects sales of 44,000 units in 1991.

"We are approaching 50 percent of Ford's volume after only three years in the diesel business," Sheridan added. "Our problem is not demand, but supply of available engines from Cummins. We can't fill customer orders fast enough."

The 1989 model year production was sold by December 1988, and 1990 production sold out by February 1990.

"We can't determine how great the demand is, because we haven't hit the ceiling yet," Sheridan said.

A diesel engine survey found that if given the option, one out of four Ford and General Motors diesel pickup buyers would pay an extra \$1,000 for a truck powered by a Cummins engine.

The engine was first used in the Dodge Ram full-size pickup



Among the Cummins diesel team members who worked to ensure a smooth launch were, from left, Eugene Shensky, Product Change Analyst; Ken Scobel, Cummins On-Time Assembly; Walter Ralph, Vehicle Development Specialist; Troy Simonsen, Product Planning Manager; Greg Henderson, Design Aids Supervisor; and Paul Sheridan, Engine Programs Manager.

trucks in 1989, but preparations to modify a Cummins diesel for the truck date back to 1985.

Eight Chrysler employees, part of the core Truck Operations group, approached the Cummins people namely because at the time the company was "the only game in town," Sheridan said. Ford was getting its diesel engines through Navistar, and General Motors manufactured its own and purchased some from Detroit Diesel.

Chrysler provided Cummins with a Dodge Ram truck and the assignment of making a Cummins diesel engine that could fit into the chassis.

Cummins completed its assignment and the engine is now available in the Ram D-250 and D-350, both two- and four-wheel drive.

"We achieved this success over the years using a skeleton crew, minimal budget and a complicated but necessary release program," Sheridan said.

In addition to offering an engine intercooler to meet strict emissions standards, the 1991-1/2 model offers a four-speed automatic overdrive transmission that will boost the truck's current top speed of 80 mph and further improve its fuel economy and performance.

December 1990 Design Engineering/Manufacturing Cost Reduction Results

Digest

In the News

STANDARD & POOR'S placed the Big Three automakers on its CreditWatch list Jan. 9 because of a worsening economic picture.

Chrysler said, "We are, of course, disappointed... but given the difficult environment the industry is in, we can understand their concern. We know our minivans and sport utilities face increasing competition, but are confident that they remain the class of the field and able to withstand the assault."

Chrysler will have an opportunity to present its case to Standard & Poor's.

Innovation

AL BARRETT, Mark Huber, Mike Larson, Don McCutcheon and Jim Pitt represented Chrysler in accepting an award from the Society of Automotive Plastics for the company's use of plastic in body interiors. In conjunction with Entech, Rockwell and General Electric, the group developed a plastic bolster that saves \$18 per vehicle and 8.3 pounds in body weight. The bolster is used in the Eagle Premier and Dodge Monaco.

People

IN THE DODGE/WJR RADIO Quest for Excellence music competition, Beth Barley took first place and won a \$5,000 scholarship. She is the daughter of Lou Barley, a tool engineer from Chrysler's Mound Road Engine Plant in Detroit.

IN RECOGNITION OF
EXCELLENCE IN ACHIEVING



"Your Personal Best"

1985

Advance Product Planning Office
to be the Best Goals

PAUL V. SHERIDAN

L. A. Iacocca

L. A. Iacocca

E. A. Reickert

E. A. Reickert

Peter C. Badore

P. C. Badore

J. M. Hossack

J. M. Hossack

H. E. Cook

H. E. Cook

K. S. Mack

K. S. Mack