



Windsor Engine Plant
1000 Henry Ford Centre Drive
P.O. Box 1634
Windsor, Ontario N9A 7E8

Wednesday June 12, 2002

To whom it may concern:

For three co-op semesters, I was fortunate enough to have Chris Holland assigned to me as a Mechanical Co-op Engineer. During this time, Chris was an excellent worker under my supervision in the Cylinder Block Machining Department at Ford Windsor Engine Plant. My first impression of Chris was that of a friendly, energetic young person with a strong willingness to work hard, both independently and as a team member. During the several years Chris worked at Ford Motor Company, he has proved to be a valuable asset to the Block Department and was missed when he returned to school.

Chris has been an impressive employee and was a delight to supervise for several reasons. He has demonstrated great maturity and responsibility while working in an environment that often does not promote such positive performance. Chris eagerly accepted assignments of any size and tackled them with great enthusiasm. I have been truly pleased by his readiness to listen to instructions, ask sensible questions and then be trusted to complete the given tasks promptly and accurately. Employees with work ethic like Chris' help to reduce a supervisor's burden by thinking and accomplishing tasks on their own, requiring little or no assistance from others.

While working at Ford, Chris was able to apply his engineering skills on such tasks as running prototype cylinder block builds, analyzing equipment efficiency based on the Ford Production System Measurables and developing databases for the Engineering group to successfully manage financial and manufacturing records. Chris also worked very closely with our departmental quality system and played a major role in preparation for both internal and external QS9000 quality audits.

Chris' most remarkable characteristic is his ability to get along so well with others. His strong people skills have allowed him to successfully cooperate with the other engineers and manufacturing advisors. He creates only a positive and friendly work atmosphere, and is therefore often looked to for his assistance. Wherever he works, he has demonstrated an inspiring talent of raising morale and improving people's attitudes.

It is with pleasure that I write this letter of recommendation, as it is easy for me to list the numerous positive qualities of Chris Holland. Chris has been a model employee and I can honestly say that he will be a great benefit in any workplace.

Sincerely,

A handwritten signature in blue ink, appearing to read "Emidio Ferrelli".

Emidio Ferrelli
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