



DEPARTMENT OF THE ARMY  
U.S. ARMY COMBAT CAPABILITIES DEVELOPMENT COMMAND  
GROUND VEHICLE SYSTEMS CENTER  
6501 E. 11 MILE ROAD  
WARREN, MICHIGAN 48397-5000

To whom this may concern,

It is my pleasure to recommend Jherrod Thomas for employment with your organization. Jherrod has worked with me as a System Safety Subject Matter Expert and supported the development of many of our programs. He displays a demonstrated history of excellence, knowledge and experience with standards such as ISO 26262, JSSSH, MIL STD 882E, ISO 21448 and many more.

I have been consistently impressed with Jherrod's ability, attitude and productivity during the time that he has worked in this office. He has developed robust and comprehensive safety work products on the system, hardware and software levels. These work products include Preliminary Hazard Analysis, Risk Assessment, both qualitative and quantitative Fault Trees, Functional Hazard Analysis, and several Failure Mode Effects Analyses that include Diagnostics and Criticality.

Jherrod is both very bright and quite motivated, and I am confident that he will devote himself to a position with your organization with a high degree of diligence. He is a quick learner and has shown the ability to digest large volumes of information. He has demonstrated the ability to articulate information and ideas in both the verbal and written forms to various levels of leadership.

While working with Jherrod, I've noticed that he has been effective in managing multiple projects and programs simultaneously. He has been able to write and develop safety-critical artifacts, while developing test case for programs in the field, and hosting multiple safety-related meetings to review component level items to define their risk level. I particularly appreciate Jherrod's willingness to take the initiative at work to be a leader for programs and help to resolve high priority issues and drive effective and efficient solutions.

I recommend Jherrod Thomas without hesitation. I am confident that he will establish productive relationships with your staff and constituents. Please let me know if you have need for additional information about this outstanding young man.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Muench", is written over the word "Sincerely,".

Paul Muench, PhD  
Ground Vehicle Robotics

**UNCLASSIFIED//FOR OFFICIAL USE ONLY**