

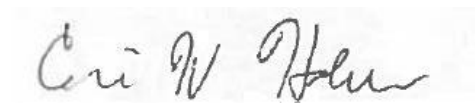
August 19, 2021

To whom it may concern,

I am writing a reference letter for David Malevsky, based on his exceptional performance on a National Security Innovation Network (NSIN)-run XFORCE Fellowship project that I sponsored. David was part of a 3-Fellow team helping us improve and implement a testbed for observing team behaviors and collecting measures of team effectiveness and key constructs of human-autonomy teaming. David was able to leverage his background and experience to take a key role in the project, providing recommendations for solution paths, implementing those solutions and also coordinating with the other fellows to solve larger and interdependent problems. Throughout the project David demonstrated key skills that any employer or institute would benefit from, including the ability to develop software-based solutions in a time-constrained environment, with a diverse team, and when the core requirements were not always set from the beginning. The team integration and interaction factors are critical and David was able to both support and facilitate this success.

The work of David and his colleagues directly impacted our ability to execute a successful testbed and it was a pleasure to have the experience working with him.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Eric W. Holder". The signature is written in a cursive, flowing style.

Eric Holder

DEVCOM U.S. Army Research Laboratory

Human Research and Engineering Directorate (HRED)