

Eleana S. Edens, Ph.D.
Scientific and Technical Advisor for Human Factors
Federal Aviation Administration
Washington, DC. 20591

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To Whom It May Concern

It is my privilege to write a recommendation letter endorsing Captain Fred Kirijan as a candidate for a VP position in flight training. I have known Fred for 15 years and know his work at Delta Airlines well. For many years, Fred was an integral part of Delta's training department and largely responsible for the inception of their Advanced Qualification Program. This Delta program is a model that set standards for other air carriers to look to for guidance when involved with AQP development. Fred led the entire effort which is praised by the FAA AFS-230 office that is responsible for approving such training programs. They state that Delta's program is the leader of the industry in large part because of Fred's work. He thoroughly understands aviation and further understands how best to train and evaluate pilot performance.

Aside from his ability in developing pilot training and evaluation systems Fred has exceptional organizational skills. Everything is done completely and on time. He is a gifted speaker and puts together outstanding presentation materials. Plus, he has a delightful manner which is easy to work with and motivates other team members to accomplish a high level of achievement.

Fred understands research results and uses valid data to enhance his undertakings. He is always curious to have the latest findings to include in his work.

I recommend Fred without reservation. You will be fortunate to have such a talent on your staff.

Sincerely,

Eleana S. Edens

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