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To Whom it May Concern:

I am pleased to provide this letter of recommendation for Captain Fred Kirijan, whom I have worked with professionally for over two decades. I was with the FAA AQP (Advanced Qualification Program) Program Office for 25 years (1991-2016), the last 10 as the FAA Program Manager for AQP (2006-2016). I began working with Fred in 1994 when he took over the leadership of the Delta Airlines AQP development effort. I believe that at the time Delta had 9 fleets, and Fred successfully transitioned all of them, along with their associated instructor and evaluator courses, into AQP.

Fred's AQP team did such a good job of developing documents and templates that the FAA still features many of his products in their guidance for both FAA inspectors and for other airlines. Fred was never merely a manager, but always a thought leader within the industry. He has a gift for thinking outside the box and for following through with a new idea all the way through to full implementation. It was a rare training conference where someone did not invite Fred to speak.

One of the other hats I wore at the agency for 20 years was the RE&D (Research, Engineering & Development) Coordinator for the Air Transportation Division at HQ FAA. The FAA AQP Program Office had a generous research budget and we were always on the lookout for air carriers to partner with our researchers. No airline or AQP Program Manager was more willing to participate in applied research studies than Delta Airlines or Fred Kirijan. We must have participated in over a dozen studies together, working with research teams for numerous universities during his time leading the Delta team.

After leaving Delta Fred and I continued to collaborate. He developed an ATQP (Alternative Training and Qualification Program) for Turkish Airlines, which was very similar to his AQP curriculum and included many of the best features of his world class Delta program. He continued to evolve the pioneering work he had done with the University of New Mexico on evaluator calibration techniques and I felt that the FAA AQP Program Office benefited a great deal from our collaboration during that time.

Finally, in 2012, Fred jumped directly back into the AQP community by developing, for Boeing Aircraft Company, the first three Part 142 Training Center AQP programs ever developed and subsequently approved by the FAA. I personally approved those programs for the agency, which holds them up today as the standard for other Part 142 applicants.

In summary, I have the deepest respect for, and knowledge of, the work that Fred has done over the last two decades, and I recommend him very highly for any position of significant responsibility within the pilot training community.

Regards,

A handwritten signature in black ink that reads "Doug Farrow". The signature is written in a cursive style with a large, looped "D" at the beginning.