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Dear Colleague:

I'm pleased to write a letter of support for **Captain Fred Kirijan**. I first met Fred about 10 years ago while working on a grant from the Federal Aviation Administration (FAA) that had been awarded to the University of New Mexico. The aim of the grant was to support training and evaluation of pilots under its Advanced Qualification Program (AQP). At the time, Fred was program manager of AQP at Delta Airlines and the FAA's AQP office (AFS 230) asked us to work with Delta on methods that could improve the quality of pilot performance data. The results of our research efforts would then be made available to all U.S. carriers. For several years we carried out research projects at Delta. As a result, I know Captain Kirijan quite well, and I wish to give him a very high recommendation.

It soon became clear why the FAA directed us to Delta. Fred had put together the most sophisticated AQP program in the industry. The task analyses, program audit database, training curriculum, grade sheets, etc. were all very well thought out and documented. Fred and his team at Delta had set the industry standard for AQP programs. One of our major research efforts was to develop and validate programs to train and calibrate instructor/evaluators. This work had a substantial impact on the airline industry and the methods that we developed were adopted by many US carriers. The work would not have been possible without the efforts of Captain Kirijan and his team at Delta.

During my work with Fred I had opportunities to observe him in a variety of contexts including leading his own AQP team, interacting with fleet managers, leading discussions with large groups of instructor/evaluators, meeting with FAA personnel, and giving research presentations at national conferences. We also worked closely together on writing research reports, creating software, and putting together conference presentations. First, Captain Kirijan has excellent people skills; he is a very good manager. Second, he communicates clearly, confidently, and effectively. His talks were always well planned, coherent, and right to the point. In addition, he does a great job of addressing questions and thinking on his feet. And third, Fred writes very well. His contributions to the research reports and the written documentation for AQP were all highly professional. In summary, Captain Kirijan is intelligent, articulate, creative, and has a very good work ethic. At a more personal level, Fred has been a pleasure to work with over the years. I always found him to be respectful, generous, and considerate.

In summary, I have a great deal of respect and admiration for Captain Kirijan. Of the various airline personnel that I have worked with over the years Fred is in a class by himself. I have no doubt that he will be a great asset to your organization and so wish to give him my highest recommendation. Please don't hesitate to contact me at 505-277-7505 or gold@unm.edu if you have any questions.

Best regards,

Timothy E. Goldsmith
Assoc. Professor of Psychology
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