

January 9, 2009

Department of Psychology

To Whom It May Concern

It is a pleasure to write a letter of recommendation in behalf of Captain Fred Kirijan regarding an airline VP position in training and standards. I came to know Fred over a period of five years beginning in 1994 when he managed the AQP program at Delta Airlines. At that time a colleague of mine at the University of New Mexico and I were funded by FAA AFS 230 to work with the carriers in developing methods capable of reliably and validly assessing pilot skill proficiency in accordance with the goals of AQP. As part of this project we had the opportunity to work with a number of the major carriers who were early in the five-step process of getting their fleets AQP qualified. From the time we began working with Delta Airlines it was immediately obvious that through Fred's efforts they were well on the way to developing what would come to be considered the gold standard in AQP programs. To provide some idea of Fred's achievements while managing Delta's AQP program let me briefly list some of his major accomplishments:

- (1) Authored and documented the complete set of Qualification Standards for AQP. The extraordinary quality of his work on this extensive project was recognized by Dr. Thomas Longridge, who headed up the AQP effort within the FAA, when he chose to Fred's approach and format to be published (FAA Document 8400.10) as the prototype for the industry.
- (2) Managed Delta's transition through all five phases of AQP. Fred was possibly the only manager to lead a major air carrier through all five phases of the AQP approval process.
- (3) Developed and documented the entire flight operations quality assurance processes required for phase V approval of the AQP.
- (4) Developed both the Program Audit and the Performance Proficiency databases as required by AQP
- (5) Developed the curriculum and the assessment process for Instructors and Evaluators. As part of this effort IE's reliability in grading pilot performance was now evaluated in terms of their agreement with an objective referent based on qualification standards (RRR), rather than simply assessing whether IEs agreed with one another in their ratings of pilot performance (IRR).
- (6) Improved the reliability of CRM grading by developing a task listing of Observable Behaviors and Performances that objectively reflected the skills underlying CRM proficiency. This structure became the foundation for objectively assessing CRM skill application during Line Operational Evaluation.
- (7) Jointly authored the Line Operational Simulation Advisory Circular with the Human Factors sub-committee.

While the above accomplishments represent a remarkable professional achievement, it fails to capture the true measure of Fred's extraordinary abilities. Of the many talented individuals from the various carriers that I worked with to move the industry into the AQP world, I thought that Fred stood alone in his vision and understanding of the big picture. Not only is he impressively bright, articulate, and motivated, he has incredible organizational skills. Everything that he did was carefully documented and organized into a set of training and curriculum manuals. It was all there, the qualification standards for every critical task/skill in a set of manuals that fleet managers, trainers, evaluators, etc. could easily access. Finally, you can rest assured that any task or project that Fred becomes involved in will measure up to the highest of standards. Acceptable or satisfactory will never be acceptable to Fred.

Yours truly,

A handwritten signature in black ink that reads "Peder J. Johnson". The signature is written in a cursive style with a large, prominent initial "P".

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