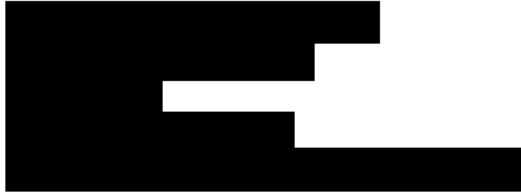




U.S. Department
of Transportation
**Federal Aviation
Administration**

Voluntary Safety Programs Branch, AFS-230
P.O. Box 20027
Dulles International Airport
Washington, DC 20041-2027

31 August 2010



Dear Mr. [REDACTED]:

I am pleased to provide this letter of recommendation on behalf of Captain Fred Kirijan regarding his qualifications to serve in an executive level position at [REDACTED].

I first became acquainted with Fred in early 1994, when he assumed full responsibility for management of the Advanced Qualification Program (AQP) at Delta Airlines. I worked closely with him over the following five years on that program. In that timeframe I grew to appreciate his drive, expertise, and commitment to excellence. Due to his communication and organizational skills, he was quickly able to turn a floundering program around, and because of his excellent training development skills, the AQP at Delta airlines soon became a model for the entire U.S. industry. Fred authored the complete set of AQP Qualification Standards for Delta, the organizational design of which was subsequently adopted by the FAA in its AQP advisory materials. He developed a highly effective curriculum and assessment process for instructors and evaluators. He designed a performance grading methodology for AQP that integrated the assessment of technical and CRM skills. In short, he successfully designed, authored, and managed the entire transition of Delta's pilot training program to an FAA approved AQP. The resulting program was both well received by Delta's pilot population and praised by the FAA.

Since that time Fred has continued his active involvement in promoting aviation safety and AQP training philosophy worldwide, most recently as a speaker at an FAA sponsored Shared Vision of Aviation Safety Conference attended by over 600 industry professionals last May 2010.

I know of no one better qualified than Fred Kirijan to apply his experience as an airline pilot and as a major airline training program manager to an executive level position concerned with safety and pilot training at [REDACTED]. I recommend him without reservation as an exceptionally well qualified resource for that purpose.

Sincerely,

A handwritten signature in cursive script, which appears to read 'Thomas Longridge', is positioned above the printed name.

Thomas Longridge, Ph.D.
Manager