

Kenneth P Shrum  
Boeing Training and Flight Services  
6601 NW 36<sup>th</sup> Street  
Miami, FL 33166  
May 13, 2019

To Whom It May Concern,

This is a letter of recommendation for Fred Kirijan, with whom I have worked for 10 years at Boeing Flight Training, first in Seattle, WA, and currently in Miami, FL at the Boeing Flight Training centers.

Fred is a key focal in the development and implementation of Boeing's Advanced Qualification Program (AQP) for training pilots, which I currently manage. Boeing was the first Training center to be certified for this training that was not part of a Part 121 carrier, which was a significant milestone, and one that would have been difficult for Boeing to achieve without Fred's talent, expertise and outstanding industry reputation with the FAA.

Besides being a highly talented program developer and manager, Fred is also an outstanding Flight Instructor for Boeing, and has served as both a Flight Instructor and Evaluator during his career.

Fred is highly productive and efficient worker, and meets or exceeds work deadlines while delivering excellent products. He is an outgoing person, and a pleasure to work with. I highly recommend Fred without reservation.

I am available for any follow up discussions at the contact information below.

Sincerely,

A handwritten signature in black ink that reads "Kenneth Shrum". The signature is written in a cursive, flowing style.

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