



Delta Air Lines, Inc.
P.O. Box 20706
Atlanta, GA 30320-6001

To Whom It May Concern:

It's my pleasure to write this letter of recommendation for Captain Fred Kirijan. Fred and I first met at Delta Air Lines in 1991. Fred was a senior instructor and FAA designated examiner on the B-767 fleet, and I had taken a position as the AQP (Advanced Qualification Program) Coordinator for Delta. At that time no airline had yet developed an AQP, and Fred and I worked together with the FAA on that program for about three years. When we finally tested our first AQP curricula, I volunteered to be one of the test students and Fred took over as manager of the AQP programs. Over the next few years, Fred led the team in developing AQP programs for the B-737, MD-88, and 777 fleets.

These programs also included the development of Instructor and Evaluator curricula. Additionally, AQP requires a rigorous data collection and analysis that would be collected by the instructors and evaluators, and used by the airline and the FAA to continually monitor the effectiveness of the curricula. We're still operating the AQP programs that Fred developed over 10 years ago at Delta.

As I worked closely with Fred over the years, I've seen Fred's passion for doing a job the right way. Fred is very bright, and can zero in on the keys to unlocking complex tasks like pilot performance data collection and analysis, curriculum design, development of qualification standards, teaching and evaluating crew resource management issues. Fred is also a great organizer and is able to work effectively within the bureaucracy of large organizations like Delta and the FAA.

Besides his experience managing the development of multiple AQP curricula for Delta, Fred also stayed active in the instructor and evaluator roles at the airline. He's very experienced not only in designing curricula, but also as performing as an instructor and evaluator in both the simulator and aircraft as a Line Check Pilot. Fred has the unique experience of being a pilot instructor and evaluator, line check pilot, curriculum designer, proficiency database designer, and project manager for AQP development and implementation. For organizations with needs in these areas, there are very few individuals in the world with the experience and capability on par with Fred. He would be a valuable asset to such an organization.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jon Tovani', with a long horizontal flourish extending to the right.

Jon Tovani
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