

Docket No. SA-531

Exhibit No. 2-H

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Operations Group Chairman
Interview Summary – Vice President - Administration
Mary Finnigan

(61 Pages)

UNITED STATES OF AMERICA
NATIONAL TRANSPORTATION SAFETY BOARD
OFFICE OF ADMINISTRATIVE LAW JUDGES

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Investigation of: *
*
CRASH OF CONTINENTAL CONNECTION *
FLIGHT 3407, OPERATED BY *
COLGAN AIR, INC. * Docket No.: DCA-09-MA-027
FEBRUARY 12, 2009, 2217 EST *
CLARENCE, NEW YORK *
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* * * * *

Interview of: MARY COLGAN FINNIGAN

NTSB, Conference Room C
429 L'Enfant Plaza East, S.W.
Washington, D.C.

Tuesday,
March 10, 2009

The above-captioned matter convened, pursuant to
notice, at 2:42 p.m.

BEFORE: EVAN BYRNE

APPEARANCES:

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I N T E R V I E W

(2:42 p.m.)

INTERVIEW OF MARY COLGAN FINNIGAN

BY MR. BYRNE:

Q. First off, what is your position title?

A. Vice President, Administration.

Q. And how long have you been in that position?

A. I've been with Colgan Air since 1993 full-time and I've been Vice President since about '99.

Q. Okay. What past activities or since you got hired, talk us through your career at Colgan? What roles have you had at Colgan Air?

A. Well, I have about 30 years in the regional airline industry. I started out at a very young age with Colgan Airways, Incorporated, which was the first regional airline that Colgan Air owned, the first Colgan Air. I worked there from 1974 until the company was sold in 1986.

From there I co-managed and owned a travel agency for about a year, and that was about enough of that. I spent close to five years as Executive Vice President of the Prince William County - Brigham Manassas Chamber of Commerce, and then in 1991, December 1991, when Colgan Air was founded, I went back on a part-time basis and then I joined full-time in January 1993, and I was Director of Marketing and Personnel.

Q. Uh-huh.

1 A. And then approximately 1999, my title was -- I was
2 made a Vice President, and my primary function is I have
3 complete oversight of the Human Resources Department.

4 Q. Okay. And prior to Colgan Airways, no other --

5 A. I was 14 when I started. So -- that's as soon as you
6 could get a work permit.

7 Q. You've opened that door. I'll ask, how old are you?
8 It's a standard question.

9 A. Forty-nine.

10 Q. Thank you. As far as your duties and
11 responsibilities, how would you describe that succinctly?

12 A. Basically I'm responsible for oversight of all
13 aspects of the Human Resources Department, and that would be
14 everything from recruiting to payroll and benefits to any of
15 the admin functions, and we have a group of about 10 of us, and
16 so we, you know, do have managers but I have complete oversight
17 of everything.

18 Q. Okay. Who do you report to?

19 A. I report to Buddy Casey who is our President.

20 Q. Okay. And who reports -- you have 10 people below
21 you?

22 A. About 10, yes.

23 Q. And what are the positions?

24 A. The positions are manager of recruiting. We have a
25 manager of human resources, and then we recently just added a

1 manager of administration and labor relations, and then from
2 there, they have direct reports.

3 Q. Okay. How stable is the workforce below you in your
4 work unit?

5 A. Excellent. The manager of recruiting has
6 approximately 10 years with the company. The manager of HR has
7 about eight to nine years with the company. And the manager of
8 administration and labor relations joined the company founded
9 in 1991.

10 Q. Okay. What we'd like to learn from you is basically,
11 try to walk through the steps by which a pilot is hired at
12 Colgan from the time the application comes in to the time
13 they're giving a letter of acceptance.

14 A. Okay. So you just want me to walk through the whole
15 process?

16 Q. Walk through the whole process.

17 A. Okay. For the last few years, we use a company
18 called Airline Apps which is an online application service --

19 Q. Uh-huh.

20 A. -- that many airlines, including a number of major
21 carriers use, and any pilot, any applicant to be a pilot, has
22 to go through Airline Apps in order to apply for us, and
23 there's an extensive application process that asks things like
24 hours, past history, accidents, incidents, violations, DUIs,
25 any of the typical things that you would want to know from a

1 pilot applicant.

2 Once the person applies on line, there are certain
3 things that knock them out. In other words, if I tried to
4 apply for a pilot position and I didn't have a pilot's license,
5 it would kick me out. If I had a DUI, it wouldn't allow me to
6 finish. If I had a felony, it wouldn't allow me to finish.

7 So once we -- once people apply, then our manager of
8 recruiting goes in and looks at the applications. Anyone that
9 they are interested in and I would say approximately 40 percent
10 are just -- they aren't interested right off the top. So
11 probably 60 percent of the ones that apply online, they'll go
12 in and do a phone screening, and that would either be by our
13 manager of recruiting or one of our pilot recruiters. In the
14 phone screening, they're asking them basic questions, you know,
15 accidents, incidents, violations, very interested in what type
16 of flying they've been doing, 121, 135, military, anything in
17 their background that would disqualify them that we would need
18 to know about.

19 And if they make it through that process, then they
20 would be invited typically to LaGuardia and they would do a --
21 they would come to LaGuardia. Typically there's a group all on
22 the same day. And they would come in and they would take a
23 written test, which I believe is approximately 50 questions.
24 It parallels ATP written.

25 Q. Okay.

1 A. If they pass the written test, then they move onto
2 the next phase which is an interview with either the manager of
3 recruiting or one of the senior pilot recruiters. Typically
4 there's two pilots, sometimes it's only one, just depending,
5 and that's typically a captain, a check airman or captain,
6 someone that has volunteered to help with the interviews.

7 They go through -- in the interview process, the
8 recruiter is -- we sort of focus on the total person when we
9 interview. So the captain is really there to ask the technical
10 questions with regards to their flying career.

11 Q. Uh-huh.

12 A. And then HR is there to ask, you know, other related
13 questions. If they pass the interview process, and many times
14 they're just dismissed at that point and sent back home, we fly
15 them in for the day. If they pass that process, then they go
16 to a full motion sim at Flight Safety in LaGuardia, and at that
17 point, they're evaluated by either an instructor or typically a
18 check airman. And then all the three to four individuals
19 involved all independently rate the pilot, decide, you know,
20 the sim check obviously is very important.

21 If they don't pass the sim check, then they're just
22 sent home. And they rate the pilot and they decide if the
23 pilot's going to be recommended for hiring. And then, in turn,
24 they -- typically the manager of recruiting is there but if for
25 some reason it would be like a senior pilot recruiter, he would

1 -- all that paperwork and everything goes to the manager of
2 recruiting. He reviews it one final time and gives his okay,
3 and then it goes to either myself or Judy Brown, who is our
4 Human Resources Manager, and we do a final review of the
5 paperwork, just to make sure there's nothing that recruiting
6 missed, and we make sure that all the PRIA paperwork is filled
7 out completely, and nobody can be hired -- recruiting is
8 allowed to make a conditional verbal offer, but nobody gets an
9 offer letter or is invited to class until such time that Judy
10 Brown or I have signed off on them. We have the final
11 approval.

12 Once they are signed off on, they receive a letter
13 stating that they've been selected as a training candidate, and
14 they go to training and the letter says that they have to pass,
15 you know, all the ground training, they have to pass a
16 checkride, and they have to pass obviously sim and a checkride
17 and that we have to have their PRIA records and background
18 check clear before they'll officially be a pilot with Colgan
19 Air.

20 And then once that all happens, they're turned over
21 to the training department. We do a basic indoc for
22 orientation the first day and then the next part of our job is
23 to do the final signoff before the pilot goes on line. The
24 PRIA records is handled by HR and we do it in house. At this
25 time we're not using a third party administrator. We send out

1 for the PRIA records. Either Judy Brown or myself reviews the
2 PRIA records and they have to be signed off before the pilot
3 can begin anything other than ground. I mean, they can do
4 ground, but they can't start IOE or anything until the PRIA
5 records are complete.

6 Do you want me to go through what's in the PRIA
7 records or do you all want to know that?

8 Q. Sure. Continue.

9 A. Okay. The PRIA records basically are looking for,
10 unlike other airline employees, PRIA goes five years for pilots
11 for drug and alcohol, five years for if they worked for 121,
12 135 and I believe 125. And a lot of the pilots we hire don't
13 have pilot records from other airlines, you know, perhaps they
14 didn't work in an area that -- because mostly we're hiring
15 first officers.

16 So perhaps they didn't work in that area, but we have
17 to have the NDR, the national driving record, and we use the --
18 although we're not required -- in most cases we do use the PRIA
19 forms so that we make sure that we're in compliance and so
20 that's accidents, incidents, violations anything that's
21 required under the PRIA.

22 Q. Okay. Let me do some following up just to make sure
23 I understand.

24 A. Sorry, I know I talk fast.

25 Q. Not at all. As far as the -- when they're working

1 online, on Airline Apps, are they applying directly to Colgan?

2 Do they know that or are they --

3 A. Yes. No, they know.

4 Q. Okay. What minimums -- are your hiring criteria
5 published on Airline Apps?

6 A. You know, I'm not sure if it's published on Airline
7 Apps. I'm not 100 percent sure if it's published on Airline
8 Apps. Airline Apps knows -- I think what they do is they query
9 it and they say give me every pilot with, you know, a certain
10 amount of hours --

11 Q. Okay.

12 A. -- when they pull them up.

13 Q. And do you have published minimums of what standards
14 you're looking for?

15 A. Yes, our internal handbook, our internal policy that
16 we have, is 600 total time, 100 multi. However, most of the
17 pilots we hire far exceed those minimums. That's a guideline.
18 We look at the quality of the time the pilot has, for example,
19 a pilot with 600 hours and 250 or 300 hours of that is in a 121
20 operation, is much more valuable to us, we believe, as a pilot
21 -- because they have that experience -- than someone who flew
22 1500 hours around the patch in a 152 just to build up their
23 time.

24 Q. Okay.

25 A. So we look at the, you know, we look at the quality

1 of their training, did they come from a bridge program. We
2 look at all of that not just the total time hours.

3 Q. And a bridge program would be?

4 A. We've used -- there's different universities have
5 different -- Purdue, San Jose State, I mean there's a lot of
6 airlines that work. We primarily use Gulf Stream a lot and a
7 company called Regional Airline Academy --

8 Q. Okay.

9 A. -- down in Deland, Florida.

10 Q. Okay. And the 600 total, 100 multi, what document is
11 that written in?

12 A. It's just an internal. It's not a -- Human Resources
13 manual, our internal manual that we use at Colgan Air. I mean,
14 it's not a FAA document or anything I guess is what I'm trying
15 to say.

16 Q. And as far as how, how has that changed over the
17 years? When did it last change from 600 and 100?

18 A. That particular book was published in 2007, but I
19 think that we were probably -- I think we've always pretty much
20 followed the guidelines that hours are important but they're
21 not the only determination and we look at the, like I said, the
22 quality of the hours.

23 Q. Okay. And when the Airline Apps goes through it's
24 initial screen and kicks out pilot to pilot, it knows that
25 immediately?

1 A. Yes, they can't finish what they're doing.

2 Q. And the manager of recruiting is in the phone screen,
3 that's the first gate?

4 A. Yes, to get through, right, and there's approximately
5 40 percent, about 60 percent that get through the phone screen
6 I would say or get to the point where there's been a phone
7 screen, about 60 percent of the applications.

8 Q. Okay. And then the next gate is LaGuardia, written
9 test. What's the passing score on the written test?

10 A. The same as FAA standards, 70 percent.

11 Q. Okay. The pilot interviews would be the next gate?

12 A. Yes.

13 Q. Full motion simulator --

14 A. Right.

15 Q. -- another gate. And then the final gate is the
16 manager of recruiting --

17 A. The manager of recruiting, sometimes he's the one, in
18 most cases, he's the one actually doing the interviewing. So
19 he would then -- but if for some reason he had the senior
20 recruiter do it, it would have to come to him before it came to
21 us.

22 Q. Okay. And then you have -- it sounds like your gate
23 as well.

24 A. Judy Brown who is the Human Resources manager or
25 myself, it's a written policy, that one of us, we are the

1 gatekeepers.

2 Q. And what criteria are you using to accept or reject
3 the application up to that point?

4 A. We're looking for accidents, incidents, violations.
5 Is there anything that doesn't look right, like for instance,
6 if they worked for an American Airlines and now they want to
7 work for Colgan Air, why? You know, is there something --
8 maybe it's because they're furloughed, but we would go back to
9 the recruiter and say, you know, tell me why this guy would
10 want to leave, you know, flying a RJ and come to Colgan Air?

11 Q. Uh-huh.

12 A. Sometimes it's because it's the region that they live
13 in. So there's different -- but anything like that, that just
14 doesn't look right. If they're frankly a job jumper, do they
15 stick with things? Do they have, you know, a DUI? Do they
16 have a valid driver's license?

17 And just -- and also, you know, it's obviously very
18 important to us that -- one thing I didn't mention is obviously
19 we do drug screening as part of the process, and we also
20 fingerprint. So we ensure that all of that paperwork is also
21 complete and there's nothing that looks -- that the recruiter
22 might have missed.

23 Q. Okay. And as far as the PRIA process, you said you
24 don't currently use a third party administrator?

25 A. No.

1 Q. When --

2 A. We have sometime in the past. We have in the past
3 used one.

4 Q. Okay. Who did you use?

5 A. We've used two different ones. We used Stadler and
6 Company up until I know a couple of years ago and then we used
7 a different company and now we've brought it back in-house.
8 Actually, we just, within -- since January, have -- one of the
9 folks that works for us, we've created a position as a
10 compliance specialist and so that would be handled by the
11 compliance specialist but ultimately Judy Brown has the -- is
12 ultimately -- she's the PRIA DER, so to speak.

13 Q. Okay. And your reason for bringing that in house
14 away from a third party administrator was what?

15 A. Originally, it was because we felt that we -- nobody
16 knew -- ultimately it's our responsibility whatever happens,
17 and nobody knew PRIA or was going to make sure that it was
18 correct more than we wanted to ourselves, and the company we
19 used is in Texas and they did a good job. It was just -- at
20 times there would be sometimes a challenge where an airline
21 would not give you the PRIA record within 30 days and we found
22 ourselves picking the phone and calling the airline and saying,
23 you don't want me to call John Ryan (ph.) and report you,
24 right, because we can't -- this guy can't get on line without
25 it. So we just felt if we were going to do that, we might as

1 well do it ourselves.

2 Q. Okay. Just some other follow up here. You covered a
3 lot of the questions that I had. So we'll try not to ask
4 something twice or something you've already answered. What
5 about logbook reviews? Does that happen at all?

6 A. They do that as part of the interview.

7 Q. Okay. So the pilots come in with their logbooks?

8 A. Yes.

9 Q. And the pilots involved, who reviews the logbooks
10 then?

11 A. Typically the pilot that is helping with the
12 interview.

13 Q. Okay. And other than the 600 and 100, are there any
14 other written standards with respect to criteria for hiring?

15 A. Certainly the job descriptions, they have to meet,
16 you know, they have to meet the standards, the FAA standards.
17 I can't really think of anything else. I can't really think of
18 anything else --

19 Q. Okay.

20 A. -- that would outline that.

21 Q. How about, what kind of feedback do you get with
22 respect to the success of the hiring process, knowledge of
23 folks that have been hired but don't make it through the system
24 once they've been accepted into training?

25 A. I have -- for initial training, I -- well, I have

1 immediate knowledge because if someone doesn't make it through
2 training, then the director of crew member training would
3 contact me and we jointly, if someone doesn't make it through
4 training, we jointly release the person, if they don't meet our
5 standards, and we also -- the manager of recruiting will go
6 back through the person's paperwork and see if there's
7 something, you know, is there a pattern, is there something
8 that we missed as to why the person wasn't successful in
9 training.

10 Q. Okay. The -- what about, you give the written test,
11 ATP, what about -- does Colgan use any personality tests?

12 A. We have. We did in the past. We have not done it in
13 recent years. We did not find that to be very beneficial. So
14 we stopped doing that.

15 Q. And why wasn't it beneficial?

16 A. Because it did not seem to -- we used like a
17 behavioral test and it did not really seem to -- when we looked
18 at people that took it, and then we looked at how things really
19 turned out, it just didn't seem like it was following, and so
20 then we had a few people, management people, take the test and
21 we found out that it was very -- I mean it came back, our
22 assistant chief pilot took it, and she came up like the exact
23 opposite of the way she was, and it just didn't seem effective.
24 We felt that we were better suited with our procedures.

25 We also -- one thing I didn't mention is we do, as

1 part of the background check, even though it's not required, we
2 do do a five year -- we go back five years to verify past
3 employment even if it's not under PRIA, and we also do, if it's
4 within five years, degrees, schooling, that sort of thing.

5 Q. Okay. And that personality test was discontinued
6 when?

7 A. I couldn't tell you the exact date.

8 Q. What was the name of the test?

9 A. It was a company out of Boston. I'm sorry. It's
10 Behavioral Sciences. I would say probably -- we were probably
11 doing it -- it's a pure guesstimate, five years ago. I mean
12 it's been a while.

13 Q. Okay. And are the pilots from Gulf Stream or the
14 other academy, are they treated differently in this process?

15 A. Absolutely not treated differently, no. I think that
16 the only thing that they're treated differently as, is that
17 because they come with, like with Gulf Stream for instance,
18 typically someone from Gulf Stream is going to have 250 or 300
19 hours in most cases in a Beech 1900 which we're not flying
20 anymore but we were flying. So certainly we look at them as
21 being a better candidate than somebody with 1,000 hours who
22 hasn't flown in 121 or hasn't flown, you know, doesn't have the
23 kind of background.

24 So -- but they're not given any kind of preferential
25 treatment if that's what you're asking, or preferential hiring.

1 Q. Is there a formal relationship between Colgan and any
2 of these feeders like Gulf Stream?

3 A. No.

4 Q. Like a bridge?

5 A. Like a written agreement? There have been, and I
6 don't think any of them are still in effect, but there had been
7 like letters of agreement with some of the colleges, not with
8 Gulf Stream, but it would have been more like, if you went
9 through their program, we would give you the consideration of
10 an interview. I think we had a couple of those a few years
11 ago, but not in recent years, but nothing formalized that said
12 if you go through Gulf Stream, you're going to get a job with
13 Colgan or anything like that.

14 Q. Okay. Once you're hired, is there a training bond or
15 any --

16 A. Agreement?

17 Q. Yeah.

18 A. Yes, sir.

19 Q. And what is that? It's -- there's a training -- a
20 pilot training agreement and it's for one year. It starts the
21 day of ground school. So in most cases, the pilot, even though
22 they sign it, it takes them two or three months to get on line
23 typically.

24 So -- but it starts immediately and they have to
25 fulfill a one-year obligation to the company. If they don't,

1 if they quit within one year, then they pay a prorated share
2 back. So in other words, if I quit after eight months, I would
3 get credit for those months and I would owe the company the
4 difference.

5 Q. And if I washout at training?

6 A. Then it doesn't apply.

7 Q. No obligation?

8 A. No.

9 Q. Are there any changes currently being evaluated in
10 the hiring process?

11 A. I think that we're always looking to do better. Are
12 there changes as a result of the accident? Is that what you're
13 asking me?

14 Q. Let's ask, overall, have there been changes planned
15 prior to the accident?

16 A. Well, we're always looking to be better. We're
17 always looking to do things better. We're constantly self-
18 auditing and trying to do things, you know, to make sure that
19 we've crossed all the T's and dotted all the I's. We're in a
20 very serious business but, you know, one of my MBOs to my boss
21 this year is to self-audit everything that we do in the HR
22 department, but that was not as a result of any of this. It
23 was just a result of this is a good year; 2009 is a good year
24 for us to sit down and evaluate what we do and constantly, you
25 know, personally, I'm the kind of person that, you know, I want

1 to make sure that we're doing everything 100 percent compliant,
2 and I would much rather find the mistake and correct it than
3 have a problem or have the FAA or anybody else, you know,
4 because I'm responsible for drug and alcohol and other
5 regulated programs.

6 Q. Okay. Have you contemplated any changes since the
7 accident in this process?

8 A. To be honest with you, my responsibility was the crew
9 member families, and so I've spent literally the last month
10 caring for the crew members families and I've been on the road
11 20 days since February 2nd. So this next couple of weeks, I'll
12 be going back into the office and see where we go from here,
13 but I have full confidence that we did, you know, in our hiring
14 processes and the people that we pick, I have full confidence
15 in what we do at Colgan Air.

16 Q. Okay. As far as the degrees, is there a minimum
17 educational background requirement for pilots?

18 A. No. A high school diploma or GED.

19 Q. Okay. And as far as when a pilot is filling out the
20 application, I know on the application form from I believe it's
21 Airline Apps or --

22 A. Airline Apps, yes, sir.

23 Q. -- Airline Apps --

24 A. Uh-huh.

25 Q. -- on that application form there's a question as far

1 as failure of any FAA checks --

2 A. Yes.

3 Q. -- either line checks or --

4 A. Yes.

5 Q. If a pilot checks yes to that, what happens next at
6 the company?

7 A. Well, if it's something that happened under a 121,
8 135 operation, it's going to come through on his pilot records,
9 and so what we would find out, what that was. If there was
10 something on his pilot record, we would take it to a different
11 level, like our director of Flight Standards, and say this is
12 what the guy said, does this make sense to you? Does this look
13 right? He might even call the other airline if he has a
14 question on it. In terms of if somebody got a pink slip on,
15 you know, their private pilot's license, do we look into that?
16 No.

17 Q. Is that information carried forward in the
18 application process or interview process for further follow up
19 by the interviewees or the folks conducting the interview or
20 the sim check?

21 A. They see the application. The recruiter has the
22 application when they're there. I'm not sure -- are you asking
23 me if the person doing the sim check knows that they had a
24 failed checkride in their general aviation history?

25 Q. Yes.

1 A. I wouldn't -- I'm not sure.

2 Q. Okay. And I guess if the -- is there -- if I'm
3 understanding correctly, if it's in 121 operations, there is
4 some follow up.

5 A. Yes. If somebody had -- if it was a 121 and when the
6 pilot records come through, then we would ask like our manager
7 of Flight Standards or our director of Flight Standards, this
8 guy busted a checkride and this is what happened, and they will
9 do some follow up, and they would say, that happens. I mean I
10 don't know any pilot -- well, I shouldn't say I don't know any
11 but I think it's not unusual for a pilot during their career to
12 have a failed checkride.

13 Q. Okay. And I guess is there any -- on the failed
14 checkride side, or on the Part 91 side or prior to 121
15 operations, is there any validation or verification of that
16 information with respect to what the applicant provides as far
17 as an explanation or how many checkrides have been failed?

18 A. No. Not in the general aviation sense. You know, we
19 file PRIA, which is accidents, incidents, violations and you
20 probably know in your job, that the PRIA guidance says that
21 they don't -- the reason they don't look into the open cases is
22 because I guess sort of innocent until proven guilty kind of a
23 thing.

24 Q. Okay.

25 A. So --

1 Q. And with respect to the PRIA, the information that
2 comes back or the information on the application, I'm asking a
3 compound question, so I may have to split it, but if you can
4 answer combined, let me know -- but if there's anything that
5 comes up as far as a failure, whether it's specifically on the
6 application or comes back as far as PRIA, and you choose to
7 hire the pilot, and put them through training, is there
8 anything that follows the pilot once they've been hired at the
9 company that points back to those events?

10 A. If the pilot was having trouble in training, say that
11 they were having a difficult time in sim training, then the
12 director of crew member training would come over, look at the
13 file and see if perhaps they had the same sort of issue where
14 they worked before.

15 Q. Okay. But it's not a formal flag associated with it.
16 It's --

17 A. There's not a formal flag that says Mary Finnigan
18 failed a checkride at, you know, Comair, no, there's nothing
19 like that.

20 Q. Okay. And just as an aside, do you hold any pilot
21 ratings or certificates?

22 A. No, sir, I don't.

23 Q. As far as the crew members involved in this accident,
24 what involvement did you have specifically with reference to
25 the hiring of First Officer Shaw?

1 A. I don't know that I had any involvement. If I had
2 any, it would have been final review of the file and the same
3 with Marvin Renslow.

4 Q. Okay.

5 A. I would -- either Judy or I, our involvement was
6 that. I didn't interview them or anything like that.

7 Q. Is there anything remarkable that comes to mind about
8 the hiring of either First Officer Shaw or Captain Renslow?

9 A. No, sir. We followed our procedures and they were
10 two good hires.

11 Q. Have you reviewed the personnel files for each pilot?

12 A. Since the accident?

13 Q. Since the accident.

14 A. Not really. I've looked at them very briefly, not
15 really -- I haven't really gone in depth with them.

16 Q. Okay. Mary, that's all I've got for now. We'll go
17 around the room.

18 A. Okay.

19 MR. BYRNE: Roger.

20 BY MR. COX:

21 Q. I'm an ops guy, retired airline pilot. So we're
22 probably going to talk pilot a little bit.

23 A. Okay.

24 Q. I appreciate that. Let's focus on the human
25 performance elements. I want to make sure I've got your name

1 spelled right. Is it F I N N E --

2 A. No, sir, it's I G A N.

3 Q. That's embarrassing --

4 A. That's okay. Most people are E.

5 Q. Okay. I'll just kind of just bring a couple of
6 things up as it comes to me here. When Captain Renslow was
7 hired, were you using the Airline Apps at that time?

8 A. Yes, sir.

9 Q. Okay. Who's your manager of recruiting?

10 A. Chuck Colgan.

11 Q. The Chuck Colgan or --

12 A. Junior.

13 Q. -- Junior?

14 A. Junior.

15 Q. I see. Can you tell me how many pilots you hired
16 last year?

17 A. Off the top of my head, a couple of hundred.

18 Q. Just -- I know that nobody has these numbers
19 precisely, but you probably more than anybody else would be
20 able to look back and tell me kind of what the hiring bulge has
21 been in the last say three or four years, kind of just going
22 back about four years? For Colgan, how has that gone? Has it
23 gotten a lot and then dropped off or --

24 A. I guess probably thinking back, certainly when we,
25 you know -- became different co-chair partners and we would

1 expand, there would be more hiring during that phase.

2 Q. Uh-huh.

3 A. When we became a United Express carrier, when we
4 became a Continental Connection, out of Houston --

5 Q. Uh-huh.

6 A. -- and then with the Q400 last year. And certainly
7 the Q400 was our biggest hiring phase.

8 Q. So last year, you said a couple of hundred. Would
9 that be a peak? I mean, that would be your heaviest year
10 probably?

11 A. I would think so, and really, Roger, I couldn't tell
12 you off the top of my head.

13 Q. I'm not holding you to a particular number. I'm
14 trying to get a general idea of the scope.

15 A. A month ago I could have probably told you more, but
16 just lots of things are running through my head. So I really
17 don't know the exact number.

18 Q. When you have to hire that many pilots, how's that
19 affect the organization in terms of your training and
20 facilities to be able to cope with that?

21 A. As far as the -- how they're -- what we do with them
22 once they're hired?

23 Q. Well, what I mean is do you have to hire more
24 instructors? Do you have to put on more facilities?

25 A. Oh, yes, certainly.

1 Q. Okay. So last year you also hired instructors as
2 well or --

3 A. Most of the -- I believe that Andrew Nagle joined
4 during that timeframe. He actually worked for us in a
5 different department. I think we maybe hired some additional
6 sim people. Off the top of my head, I can't really tell you how
7 many instructors we hired.

8 Q. Okay. I'm just sort of asking, did it put any
9 additional demands or stress on your organization?

10 A. Oh, certainly. I mean we hired additional
11 recruiters. We hired additional admin people to take care of,
12 and I can really only speak to my department --

13 Q. Sure, exactly. That's what I mean.

14 A. -- but we hired additional admin people to ensure
15 that everything was being processed and additional
16 recruiters --

17 Q. Uh-huh.

18 A. -- because we tend to specialize on the pilot side of
19 it, and there's other recruiters who do the flight attendants
20 and the other positions.

21 Q. Okay. Using the term washed out to refer to somebody
22 who is an initial hire and then doesn't make it through the
23 program, do you have a washout rate that you keep track of?

24 A. Darrell Mitchell would that. I don't have that.

25 Q. Okay.

1 A. Yes.

2 Q. Is there one or two particular characteristics that
3 you have determined are common to people who don't make it?

4 A. Not really. I think we're able to -- I mean
5 certainly we have people that washout but I think because we do
6 do an extensive interview process and we do the sim check which
7 a lot of airlines don't do the sim check, I think that helps us
8 keep the washout rate down. I think that sometimes if people
9 aren't really serious about wanting to, you know, be in
10 aviation and work for a regional airline, that sometimes, you
11 know, you have to be dedicated to want to do that, and I think
12 sometimes people don't realize what the airline business is.
13 And as an airline pilot, I'm sure you know what I mean.

14 Q. Yes, I do. Yes, I do. I'll probably circle back to
15 that. I wanted to ask you if you did any health or medical
16 screening on any of your new hires?

17 A. We don't do any physicals. We certainly make sure
18 that they have -- that their medical is in order.

19 Q. Is that a first class that you require?

20 A. Yes.

21 Q. I'd like to get at a subject, which is the subject
22 that is kind of broad subject, but I'd like to attack your
23 knowledge if I can a little bit. It's in the context, of
24 course, of the accident, and that is the subject of the flow of
25 new pilots into our industry, new professional level pilots,

1 not just at your company but throughout the industry.

2 Recognizing, if you agree with me, and I don't want
3 to put words in your mouth, but recognizing that in recent
4 years we've had a fairly large number of new low time pilots
5 coming into the industry, what steps has Colgan taken to deal
6 effectively with that level of pilot coming in as their first
7 time professional pilot?

8 A. Well, I think certainly there's no doubt that we
9 compete for pilots in the marketplace but Colgan has never
10 lowered our standards. I think Airline Apps was one of the
11 things that we did to combat that, to make sure that we were
12 weeding out people that we didn't want right off the bat, to
13 try to get to a more formalized application process where it
14 asked more in depth questions. I think we certainly started
15 doing sim training, I want to say, six or seven years ago.
16 That was part of, you know, why we did it, but it doesn't
17 really -- certainly it makes it harder for us and makes it
18 harder for the recruiters, but I would say their standard, as
19 well as my standard, is that while I'm not a pilot and they're
20 not a pilot, my standard is if I would not put my family in the
21 back of that aircraft with that pilot, then they don't get
22 through the gate at Colgan Air.

23 Q. Sure. I understand that. I do. As you develop that
24 strategy for recruitment, you have to obviously take into
25 account the real world of what's available out there and where

1 they're coming from. So that's the topic that I'm kind of
2 interested in right at the moment. You're using Airline Apps,
3 it sounds to me like, because they do a more systematic
4 screening.

5 A. Yes.

6 Q. And I trust that that organization also provides
7 candidates to other companies.

8 A. Yes, including several of the majors.

9 Q. Including them and, of course, to regional carriers,
10 possibly to Pinnacle as well.

11 A. Pinnacle started using Airline Apps because we had
12 had success with it, yes.

13 Q. I see. Did they tell you who all recruits through
14 them or --

15 A. Yes. I mean they have it right on their website.
16 They use our logo.

17 Q. Okay.

18 A. Off the top of my head, there's a gentleman that
19 works for Continental, I think as one of the owners. I'm not
20 sure if Continental uses them, but I believe Jet Blue, several
21 other carriers use them.

22 Q. Uh-huh. When a pilot is applying through Airline
23 Apps, and he says where he wants his application to go, what,
24 if anything, do you do through that process to sort of seek out
25 that candidate or tell that candidate, you know, why you want

1 them, or is there any process at all involved in that?

2 A. I think that, and I don't control Airline Apps,
3 that's done through the recruiting department, but I think that
4 they query, like we want any pilot with, you know, 600 hours or
5 more, any pilot with -- I mean, I think they query what they
6 want. I think pilots, the way I understand it -- and I could
7 be wrong -- is they actually apply to us, but I think if they
8 don't apply to us, there's a way for us to go in and seek them
9 out as well, I believe.

10 Q. Okay. But everybody gets screened through Airline
11 Apps?

12 A. You can work for us --

13 Q. All of your candidates.

14 A. -- unless you complete an application on Airline
15 Apps, absolutely.

16 Q. All right. So I guess what I'm saying is how do you
17 go out, as you compete for talent, do you go out and address
18 those candidates and say, send your application to us rather
19 than to someone else?

20 A. I'm sorry? I misunderstood your question. We do a
21 lot of trade shows.

22 Q. Uh-huh.

23 A. We participate in, you know, women in aviation, climb
24 to 3 5 0, all the various trade shows. We do a lot of speaking
25 at those events about, you know, why Colgan Air? Why do you

1 want to work for Colgan Air? What we're looking for in a
2 pilot, and Chuck has built a lot of very positive relationships
3 in the industry so that we want to be, we want to be the kind
4 of place where good pilots want to work.

5 Q. I see. What would be some of the high points that
6 you would give to pilots that you were recruiting for Colgan,
7 some of what the pitch would be?

8 A. That we are a safe, have excellent reliability, that
9 we try to treat people as though they want to be treated. We
10 have -- talk about our guiding principles and how we treat
11 people as though they're a member of the Colgan Air family,
12 that they're not a number.

13 Q. Uh-huh.

14 A. And, you know, just telling them what it's like to
15 work at Colgan Air, and oftentimes when, oftentimes when we do
16 these trade shows, we have a pilot that goes with us and maybe
17 a first officer, what's it like to be a first officer, you
18 know, they're not doing interviews at that time. They're just
19 trying to attract people. I want to mention something that I
20 forgot to say. You asked me about how you're dealing with the
21 shortage of pilots or the marketplace pilots --

22 Q. Uh-huh.

23 A. -- and one very important thing I forgot to mention
24 was that last year in 2008, we started a pilot development
25 program, and the whole purpose of the pilot development program

1 was to have a longer interview process, so to speak, when you
2 had somebody that was coming in with less lower time.

3 Q. Uh-huh.

4 A. And they put them through, it was -- they put them
5 through like a week long sort of a ground school. They went
6 out and they did familiarization flights and then, based on
7 that, we would then offer them an interview for a position. I
8 believe we ran about two or three of those classes.

9 The industry drastically changed. We got flooded
10 with applications from pilots and so the marketplace changed,
11 and so we, you know, we were hiring pilots with -- but that
12 wasn't -- it wasn't appropriate for them to go through a
13 program like that.

14 Q. Sure. I understand.

15 A. So we're not doing that program at this time. It
16 literally just got off the ground and the whole economy changed
17 and -- but that was a very big investment that the company
18 made.

19 Q. When you're saying it -- I'm very interested in this.
20 You say you made an investment. What does that mean in terms
21 of was that an outreach program or --

22 A. Absolutely. We went -- well, I mean, obviously we
23 went -- it cost money to do something later on, because it was
24 at our expense.

25 Q. Yes.

1 A. And basically we reached out to -- sometimes we might
2 have a good candidate who just didn't quite meet our minimums
3 or we wanted them. They might meet the minimums, but we wanted
4 to see them get a little bit more experience --

5 Q. Uh-huh.

6 A. -- and so we refer them to that program. We also do
7 that out at our trade shows. We would contact some of the
8 flight schools like Ari Ben and places like that and talk to
9 them about it as well.

10 Q. So just to carry that a little bit further, if you
11 had a candidate that didn't have enough experience and you
12 advocate going to the program, what does that mean, the
13 program?

14 A. Well, I mean, I shouldn't say not enough experience.
15 We perhaps were interested in them but we just wanted to see --
16 just a longer interview process. It was more like a one, two
17 week interview process.

18 Q. Okay.

19 A. So they had the opportunity -- if they would go to a
20 ground school --

21 Q. I see.

22 A. -- they would learn what it was like to, you know,
23 what a typical day was for an airline pilot --

24 Q. Uh-huh.

25 A. -- and they would actually do some sim work and some

1 actual -- I didn't actually run the program, but they would
2 actually go out and do FAM (ph.) trips with the pilots but it
3 was a, like I said, it was just a very short lived program,
4 certainly something that has been developed and we would
5 institute it in the future, you know, if we thought it was --

6 Q. It sounds like something Eagle was doing if I'm not
7 mistaken.

8 A. I'm not sure. We thought we were original.

9 Q. I talked to their recruitment manager last year about
10 a program like that. Gulf Stream Airlines, you were saying
11 that you found them to be a good source of pilots?

12 A. Yes.

13 Q. How does their program work for taking pilots into
14 Gulf Stream and preparing them for Colgan?

15 A. Well, basically their pilots, some of them go through
16 like I think beginning lessons all the way through and I
17 believe what they do is when they get a certain -- they get
18 their commercial and they get a certain amount of hours, they
19 fly for Gulf Stream.

20 So typically when we would see them, they would have
21 250 or 300 hours and I don't know how they do it anymore but
22 they used to pretty much graduate. You would graduate out of
23 the program, and then we would hire them, but it wasn't like a
24 formal written type thing. It appealed to us because they flew
25 121, and so they had good experience when they came to work for

1 us.

2 Q. Do you know how pilots got entered into the Gulf
3 Stream employment scheme?

4 A. No, sir, I couldn't speak for Gulf Stream, no.

5 Q. Where they started or --

6 A. No, sir, I don't.

7 Q. Is that -- I'm envisioning that as being sort of an
8 -- program, but --

9 A. I believe it is. I believe -- I think, I think it
10 can go either way. I think you could do the -- program or I
11 think that you could perhaps hire on with them in the program.
12 I'm not -- I couldn't speak for Gulf Stream.

13 Q. Having hired a number of pilots from Gulf Stream,
14 were you able to find out more about a candidate from Gulf
15 Stream than you might have found out about someone else you
16 were planning on hiring, in terms of their record of
17 achievement and success?

18 A. I believe that -- I didn't hire them. So I don't
19 know.

20 Q. Okay.

21 A. I don't know the answer to that question. I think
22 that PRIA, prior records, would be one way. You're asking me
23 if we called them directly?

24 Q. Uh-huh.

25 A. I think we probably did but I don't know that for

1 sure. Or they may have called and said I've got five guys that
2 are interested in Colgan, you know, all good guys or whatever.
3 I think it might have been more of that kind of situation.

4 Q. I see. Okay. I think Evan asked, but let me just
5 ask because I want to be sure. When Captain Renslow was hired,
6 I believe he came from Gulf Stream.

7 A. Yes, sir, he did.

8 Q. Would you be able to say today what sort of
9 background checks were done on him, other than what we already
10 discussed for everybody, any information you might have had
11 about his background at Gulf Stream?

12 A. Everything that we did would have been our standard
13 procedure which I told Evan about.

14 Q. Okay. To your knowledge, were there any red flags in
15 his file?

16 A. I believe that there was, I believe that there was a
17 failed checkride but I think it might have been commercial or
18 instrument rating or something. I'm not sure.

19 Q. Okay.

20 A. But that's not unusual for a pilot to have a failed
21 checkride.

22 Q. It's not unusual to have a failed checkride.

23 A. Right.

24 Q. Is there any for you as a recruiter or as manager of
25 HR working with recruiting to know if a pilot has a record of

1 marginal --

2 A. Not through PRIA. I mean if their pilot records come
3 back clean, they come back clean. I have since checked into
4 it, and I did find out from John Ryan at PRIA that we can do a
5 FOIA to get more information. It's not under PRIA, but that
6 information is available.

7 Q. Yes. And you found that out. So I guess what you're
8 saying is you hadn't done that previously?

9 A. No, sir.

10 Q. You hadn't done a FOIA request.

11 A. No.

12 Q. Okay. Can you tell me a little bit about the
13 company's fatigue policy? Do you get involved?

14 A. No.

15 Q. That's fine if you can't.

16 A. Pilots are not to fly when they're fatigued. That's
17 about all I know.

18 Q. Okay.

19 A. It's not something I am even told about.

20 Q. Do you get involved in the development of sick leave
21 policy?

22 A. Yes.

23 Q. Can you tell me how much sick leave a pilot accrues?

24 A. They start accruing a half a day after 90 days of
25 employment, and they accrue a half a day a month. And you can

1 have on the books so to speak 30 days.

2 Q. Okay. If a pilot has to take sick leave and he kind
3 of goes into a deficit there, is there any kind of a sick bank
4 or anything like that or how is he compensated?

5 A. No, there's not a sick bank.

6 Q. Okay.

7 A. So if a pilot didn't have any available sick leave,
8 there'd be a reduction in their guarantee. And I should add
9 unless they have -- there are some states that have
10 disability --

11 Q. Yes.

12 A. -- as well as we have a voluntary disability policy
13 that they can purchase, I mean, if it was like a long-term type
14 thing.

15 Q. Oh, yeah. Voluntary. Of course, that's an optional
16 thing.

17 A. Yes, sir.

18 Q. Okay.

19 A. But also in some of the states we fly in, it's a
20 requirement.

21 Q. I understand. Is there any policy regarding the
22 company's policy towards excessive or improper use of sick
23 leave?

24 A. Yes. There's a general policy, and without having
25 the policy, I'll just adlib, but there's a general policy that

1 says it can't be abused. There is a policy on occurrences, on
2 sick occurrences that was instituted in January of 2008. I'm
3 sorry. Forgive me. June of 2008.

4 Q. Okay. Summarize that policy.

5 A. Sure. When it was instituted in June of 2008, it was
6 basically after a third occurrence, and it's not just for
7 pilots. It's a companywide policy. It would be just a verbal
8 talk, you know, counseling, is there some issue? Do you
9 qualify for FMLA? Is there some issue that we can help you
10 with? Fourth was a written warning. Fifth was suspension.
11 Sixth was termination. In January of this year, we formed a
12 group to -- it's been six months since we had the policy. So
13 we formed a group consisting of HR, crew scheduling, flight
14 ops, inflight, and said, okay, we actually summarized each
15 group.

16 We actually focused primarily on pilots, flight
17 attendants and maintenance and looked to see, is the policy
18 working, is it -- do we have people in danger here of losing
19 jobs. Is it the right thing to do? And, at that time, in
20 January 2009, we amended the policy and it may not have gone
21 out to February, but we amended the policy and we just shifted
22 everything by one. So verbal would not be for the fourth.

23 Q. I see.

24 A. And we also evaluated where we stood and there were
25 flight attendants primarily, big problem on attendance, and

1 pilots there were very -- I mean, a handful that had maybe like
2 a verbal. I don't believe there was anybody that was even --
3 maybe one. It was very -- pilots weren't the issue I guess is
4 what I'm trying to say.

5 Q. Okay.

6 A. And so at that time, we sat around a table and said,
7 is this fair? Are we doing the right thing, and we went with
8 -- we added one more occurrence.

9 Q. Okay. This may or may not be a HR policy, so I'll
10 just ask. Do you have a company policy for pilots which
11 involves maybe late check in --

12 A. Yes.

13 Q. -- missed trips?

14 A. Yes.

15 Q. Okay.

16 A. Do you want me to run through that?

17 Q. Sure.

18 A. Okay. One -- everything is in a rolling 12 month.

19 Q. Yes.

20 A. Okay. So all the occurrences are a rolling 12 month.

21 Q. Okay.

22 A. Well, sick is actually occurrences per year but if
23 you're late, if you have four late occurrence, the first late
24 occurrence is a verbal. Let me just -- there's a first,
25 nothing happens I think. Second, I think you get a verbal.

1 Third, you get a written, and fourth is termination. Missed
2 trips are -- a missed trip is -- first is a reduction of
3 guarantee if you missed the trip. Second is suspension. Third
4 in a rolling 12 month is termination. However, we do have a
5 commuter policy --

6 Q. Okay.

7 A. -- and you can -- I believe it's two commuter
8 occurrences because, you know, we do have -- a large part of
9 our pilots do commute, as is standard in the industry. So if
10 -- they can involve the commuter policy.

11 Q. Okay.

12 A. If -- I mean, there are guidelines, there are rules
13 to the commuter policy. You just can't say I'm not coming to
14 work.

15 Q. And that's published someplace?

16 A. Yes, sir.

17 Q. Is that in the FOPPM by any chance?

18 A. I don't think it's -- I'm not sure if it's in the
19 FOPPM. It's on our website. It's in our crew member handbook.

20 Q. So crews would be able to find that?

21 A. Yes, sir.

22 Q. Do you have an employee handbook?

23 A. Yes, sir, we do.

24 Q. Okay. We're kind of interested in the subject of
25 commuters in and out of the Newark base. We were trying to

1 determine if anybody knew how many -- what percentage of the
2 pilots are commuters in and out of that base, and I don't think
3 anybody knew for sure.

4 A. No, sir, I don't know.

5 Q. Okay. Any policy that you're aware of on use of the
6 crew room for overnight stay by pilots?

7 A. You can't live in the crew room.

8 Q. You can't live in the crew room. That's the basic
9 rule.

10 A. You can't live in the parking lot. You can't live in
11 the crew room.

12 Q. Okay. I don't feel like I've quite exhausted this
13 whole subject of how we're going about recruiting, you know,
14 pilots in the profession right now. It's a deep subject, but I
15 think what I'm going to do is not spend too much more time
16 talking about that now. I'm going to give the rest of the
17 group an opportunity to see if they have any issues they'd like
18 to talk to you about.

19 A. Okay.

20 MR. BYRNE: Gene?

21 BY MR. CONWAY:

22 Q. Mary, I don't know if I have any questions that Roger
23 and Evan haven't already covered, but I'm going to look. Just
24 give me a minute --

25 A. Certainly.

1 Q. -- to look at my notes here.

2 A. Certainly.

3 Q. This pilot development program, very interesting.

4 But it was put on the shelf, not your words, mine, because the
5 economy change you indicated, and just can you elaborate on
6 that? I guess I think I know what you mean but --

7 A. Basically, we have -- first of all, we're not hiring
8 right now but we have many pilot applicants with many hours and
9 from other airlines. And so we don't really need to have the
10 program anymore.

11 Q. So there's more applicants and maybe more higher --

12 A. Yes, higher experienced, right. Exactly. Yes, sir.

13 Q. Got you. Got you. That's what I thought you meant
14 or implied rather. And did you mention John Ryan?

15 A. Yes, from PRIA.

16 Q. Oh, he's from PRIA.

17 A. He's the administrator of PRIA.

18 Q. Okay.

19 A. I'm not sure if administrator is his official title
20 but he's the PRIA person.

21 Q. Okay. Got you. So he's not Colgan connected?

22 A. No, sir. He's FAA. He runs the program and if we
23 have a question or need guidance, that's who we contact.

24 Q. Got you. I have no other questions, Mary. Thank you
25 very much.

1 A. Thank you.

2 MR. BYRNE: Tim?

3 BY MR. DITTMAR:

4 Q. Let's see. We were talking about the applicants.
5 What percentage of the applicants actually make it past the
6 phone screen?

7 A. Past the phone screen, I would say maybe half, 50, 60
8 percent.

9 Q. Okay. And what percent do you think made it past the
10 sim and the interview?

11 A. Of the ones that we sim and interview, 30 to 35
12 percent.

13 Q. So it's 30, 35 percent from the beginning of the
14 process to actual hire?

15 A. Uh-huh.

16 Q. If you used all your sick time, would Colgan allow
17 vacation time to be used if they have any saved up for the sick
18 policy?

19 A. Typically, if someone gets to that point, we're going
20 to call them and ask them if, if they can use FMLA, if there's
21 a mitigating circumstance, and certainly, you know, if they've
22 got -- we have actually offered to pilots who may have a
23 personal situation, maybe a spouse is sick or something, have
24 offered them leave, offered them to take their vacation, tried
25 to help them.

1 Q. If someone calls in sick, let's say with the flu or
2 something, one day, and uses two days for that, decided they're
3 not good enough and need two more days, so they call in for
4 that. Would that still be considered one occurrence?

5 A. It's one occurrence, yes. It's not the number of
6 days you're out. It's the occurrence of that particular event.

7 MR. DITTMAR: I have no further questions.

8 MR. BYRNE: Thanks, Tim. Mike?

9 BY MR. WICKBOLDT:

10 Q. On the occurrence, are those noted that -- somewhere
11 that this person had say two two-day trips back to back, they
12 call in for the two days and then they call back in again and
13 say, hey, I still have whatever? Is it noted that that person
14 was under the same illness that whole four days somewhere?

15 A. Yes.

16 Q. That they needed to go back -- and show it?

17 A. Sometimes what happens is if, say like I have
18 bronchitis, and I'm out. For one occurrence, I'm out for four
19 days and then I came back and I had a relapse, they may have to
20 call me or call Bill Honan and say, hey, you know, I've got my
21 doctor's note, that was the same occurrence. Typically if they
22 leave and come back, it's a second occurrence, but we have
23 amended the records when it's been a situation like that.

24 Q. With the Gulf Stream thing, you said that there's no
25 changes even on somebody from Gulf Stream. By that, I mean,

1 are they still subject to a simulator check, a full interview?

2 A. Absolutely. They have to go through the same -- I
3 can't -- everybody goes through the sim check.

4 Q. Are their records sent over from Gulf Stream while
5 they're training over here?

6 A. Yes.

7 Q. And then you review them. With the late check ins,
8 is that -- how late of a check in is that? Is it when the
9 check in computer cuts you off right at that one minute if you
10 get there --

11 A. You know, I --

12 Q. Is there a window built into it?

13 A. Off the top of my head, I think it's 5 minutes but
14 I'm not 100 percent sure. And also, if somebody, for instance,
15 their car broke down, they got a flat tire, all they have to do
16 is give us a piece -- you know, give us the receipt for the gas
17 station and we don't count that as a late check in.

18 Q. Is there -- try to get somebody -- pilot applicant a
19 job and then brought their resume in, are they still required
20 to go through the Airline Apps process?

21 A. Yes. But we certainly love referrals from our people
22 because we feel we have good people and we want their people,
23 but they have to go through the exact same process whether I
24 recommend them or you recommend them or the President of the
25 company recommends them. Everybody is the same process.

1 Q. If there's a -- in regards to some of the policies
2 you have for check ins and sickness, if the majority of the
3 problems are with one group, has there been thought to changing
4 those so -- towards the group that may not yet be experiencing
5 this problem?

6 A. Yeah. I think what we're evaluating is -- that's
7 though -- because then you've got the fairness issue and -- but
8 I think that one of the things we're evaluating as we go
9 through this second six months, which will be one year, is
10 perhaps, you know -- one of the things we're looking at is
11 going to more of a point system like Southwest, for instance,
12 uses, with their flight attendants where, you know, you get so
13 many points and try to do it that way because it's not -- none
14 of this was ever meant to be punitive but we have a huge
15 problem with attendants, with regards to certain segments of
16 the group.

17 Q. Okay. That's all I have. Thank you.

18 A. Okay.

19 MR. BYRNE: Ken?

20 BY MR. WEBSTER:

21 Q. I just have a couple of questions. So the 600 and
22 100 is the minimum requirements.

23 A. That's minimum guidelines, yes.

24 Q. Minimum guidelines. Okay. Do you know what the
25 average experience level is?

1 A. Not off the top of my head but considerably higher
2 than that.

3 Q. What determines or verifies candidates --

4 A. Two things. Basically in most cases, we're hiring
5 for -- we are hiring for particular aircraft. I mean until we,
6 until we got the Q, it was either you went into the Beech or
7 the Saab. So if you had a Beech type rating, we might try to
8 steer you to the Beech but you certainly would be certified to
9 fly the Saab. So are you asking me as far as the Q goes?

10 Q. Sure.

11 A. I don't, I don't recall us taking anyone with like --
12 I think someone that perhaps had 600 hours, we would -- and
13 this is not a hard and fast rule, but I would think we would
14 put them in the Saab, you know, we would look for the higher
15 level of experience.

16 The Q is a more -- much more sophisticated glass
17 cockpit airplane. I mean it's a more sophisticated airplane
18 but as it stands right now, the pilots that are applying are
19 vastly experienced. Unfortunately there's a lot. I mean,
20 fortunately for us, unfortunately for them, there's a lot of
21 people looking right now.

22 Q. So there's no requirements that takes specific
23 aircraft, just generally.

24 A. I believe there is for upgrade but not in my realm
25 that I'm aware of, no.

1 Q. Does Colgan ever have the opportunity to hire
2 somebody for a captain position?

3 A. Rarely but, yes, it has happened occasionally.

4 Q. Are there minimum requirements for that or do they
5 fall into --

6 A. Oh, no. They would have had to have been a captain.
7 Typically they would have had to have been a captain from
8 wherever they came from, and I don't know that we have a
9 specific hour requirement but we certainly would not have a 600
10 hour captain.

11 Q. Okay. Thank you.

12 MR. BYRNE: Harlan.

13 BY MR. SIMPKINS:

14 Q. Along the same lines which is 600 and a total of 100
15 multi, do you know, have minimum requirements for the Q --

16 A. As far as hiring or upgrading?

17 Q. Hiring.

18 A. I don't know off the top of my head what they looked
19 for when they hired the Q pilots.

20 Q. Okay.

21 A. I mean I don't think we used -- I don't believe
22 anybody from Gulf Stream, for instance, with 600 hours went to
23 the Q but I could not tell you that 100 percent. I'd have to
24 go back and evaluate each person, I mean take a look at their
25 record.

1 Q. And just a follow-up question, are you familiar with
2 the minimum time recommendations that Flight Safety posts for Q
3 series?

4 A. I'm not familiar with them, no.

5 Q. Okay.

6 MR. SIMPKINS: I have no further questions.

7 MR. BYRNE: Roger?

8 BY MR. COX:

9 Q. I just wanted to circle back a little bit on this
10 whole subject of low time pilots that did come into the
11 industry for that big bump up period. Stepping back to that
12 time, you know, not considering the most recent change in the
13 economy, when we were in that same environment there for three
14 or four years where they were basically looking at hiring lots
15 of low time people, there was a phenomenon going on in industry
16 in which pilots would be hired typically at a regional airline
17 and that particular airline shall we say was not very
18 forgiving. So they washed a lot of people out.

19 In one case, I personally was involved in an
20 investigation where they were flushing out 25 percent of their
21 pilots, their new hires. But we came to find that those pilots
22 were recycling and going to other regional airlines and so
23 companies were hiring each others' washouts.

24 So the explanation we got was that as long as they
25 didn't fail the 121 checkride, that it wouldn't show up in

1 PRIA, nobody would know the difference. Did you encounter that
2 phenomena?

3 A. Not that I can recall but there are ways that
4 sometimes you do find out, for instance, if we use a lot of the
5 online services to check. So if you put my Social Security
6 number in, it will pop up every job I had. So I mean
7 occasionally not with pilots, but we'd find a flight attendant
8 that washed out of Comair's training or decided that they
9 didn't want to come to work and got kicked out of Comair's or
10 somebody else's training. But, no, we didn't see that.

11 Q. Well, during that period of time, did you encounter
12 many cases of people not disclosing fully the information that
13 you required on a pilot application?

14 A. No, we have had very few problems with that. I mean,
15 our application is very specific and if someone lies to us on
16 the application, they're bounced out. If you're not going to
17 tell the truth on the application, then we can't trust you to
18 tell the truth on a weight and balance or any of your other
19 paperwork.

20 Q. Did you have any occasions where you discovered after
21 that person was employed, that some of the information that
22 they had given you was incorrect or false?

23 A. From -- very rarely on a pilot because I think that
24 pilots know that we can find out their history and we're going
25 to check very extensively. We did have, within the last year,

1 a pilot that said that he had a high school education, a first
2 officer, and went through our training, was in sim training and
3 we found out that he did not have a high school education, and
4 our requirement is a high school education or GED. So then he
5 said he had a GED but then it came out that he didn't have
6 either, and so we terminated him. And, you know, he had to
7 have one or the other but the not telling the truth is a real
8 issue for us.

9 Q. How do you verify flying time?

10 A. Well, the logbook's reviewed in the interview.
11 Certainly if something didn't look right, you know, we would
12 question it but there's not really a specific way for us to
13 verify other than the logbook to my knowledge.

14 Q. Well, I'm sure this issue will come up again someday
15 but the duration of the economic recession I guess we'll have
16 plenty of pilots here, so I guess it's not an issue I have to
17 worry about too much right now.

18 MR. COX: That's all I have.

19 BY MR. BYRNE:

20 Q. Mary, just a few follow up questions. MBO?

21 A. Management by objective.

22 Q. And what are those?

23 A. It's what I have to give my boss to say what I'm
24 going to do in the next year.

25 Q. Who crafts those or who writes those?

1 A. I write those, and then they're accepted him. So
2 when I said that -- you asked me about changes beforehand, one
3 of my MBOs for 2009 was complete self-audit of the HR
4 department.

5 Q. Okay. On the sick policy at Colgan, when is a
6 doctor's note required?

7 A. A doctor's note is required per our policy if someone
8 calls in like before or after vacation, if they requested the
9 day off and then called in sick, that sort of thing. Does a
10 crew scheduler ever ask for one? Perhaps when maybe it wasn't
11 necessary. I'm not going to say it never happens, but
12 generally there's certain criteria.

13 Q. Okay. If I have a cold, something that I normally
14 wouldn't go see a doctor for, am I asked to get a doctor's
15 note?

16 A. You're not supposed to be, no. And if you were
17 asked, you could go to your chief pilot and say, I mean, I
18 can't tell you the last time I went to the doctor's when I was
19 sick. So I mean you go to your chief pilot and say, look, I
20 have a head cold, you know, it's typically people that have a
21 pattern or a problem that are going to be asked.

22 Q. Okay. Why do pilots leave Colgan?

23 A. In the last few years, I would say some have left
24 because they just lost the industry. Some leave because --
25 mostly because they're moving on up. We have quite a few that

1 get hired by the majors. Some -- I guess there's really three
2 types of pilots. Ones that will come and stay, you know,
3 because it's a good place to work, they like being based in Bar
4 Harbor, Maine. So they're going to come and stay and be long
5 term, and we've got pilots that have, you know, 12, 15 years
6 with us.

7 Then there's pilots that will go and fly for us and
8 then go to a republic or someone with a RJ, although I do think
9 having the Q is, you know, more appealing to them. So I think
10 we'll see less attrition although it's difficult because the
11 market's changed so much to really measure that. And then
12 we've got pilots that will stay with us for three, four, five
13 years, until they can get on with Southwest or Jet Blue or
14 United Airlines or Continental Airlines.

15 Q. Okay. Is there -- how much -- I guess what
16 percentage of pilots are -- the question is termination. How
17 many pilots are cut loose from the company because the company
18 wants them gone?

19 A. I couldn't tell you the percentage off the top of my
20 head, but typically terminations would be as a result of not
21 following policy, procedure, breaking a FAR. I can think of
22 one pilot that was terminated in the -- since the attendance
23 policy came out for attendance, and failed training, failed
24 checkrides, failure to upgrade, failure to pass your recurrent
25 check.

1 Q. And as far as breaking a FAR, how is that reconciled
2 with the ASAP program or --

3 A. Well, ASAP is very new to us and so I'm actually --
4 ASAP is not in my realm. In fact, typically what happens is I
5 know only because a pilot is suspended with pay during the
6 investigation. So I have to -- that paperwork is completed
7 but, you know, I can think this year of a pilot who didn't file
8 an ASAP report and disciplinary action was taken but ASAP is
9 fairly new to us but it's definitely being, you know, it's
10 definitely being used.

11 Q. Okay. Let's -- you mentioned the concept of, you
12 can't live in the crew room. What's Colgan's definition of
13 living in the crew room?

14 A. You can't overnight in the crew room.

15 Q. Can't overnight.

16 A. Right. You can take a shower in the bathroom. You
17 can't -- I mean if you're going to commute, you need to have
18 suitable accommodations but I can't make someone have a crash
19 pad, but we can certainly make them not, you know, they're not
20 going to get adequate rest if they sleep in the crew room.

21 Q. How does Colgan ensure that pilots don't sleep in the
22 crew room, live in the crew room?

23 A. Well, it's not that hard to figure out when you go in
24 at 6:00 in the morning, a manager comes in at 6:00 in the
25 morning, and people are sleeping. I mean, you know, to my

1 knowledge we haven't had that -- too many issues with that.

2 Q. Okay.

3 A. But I'm also not at Newark. I'm not in Houston. I'm
4 not at a base. I'm in our Headquarters in Virginia.

5 Q. And is that policy, is that written down?

6 A. There was a read and sign a while back that outlined
7 it.

8 Q. You mentioned that as part of the PRIA process, the
9 concept of doing a FOIA, that came to your knowledge. What
10 information do you get through a FOIA that you're not already
11 getting?

12 A. It's my understanding and we haven't done one, so
13 it's my understanding that it's a complete file that would have
14 their general aviation which is not covered under PRIA. It
15 would have that information. That's my understanding.

16 Q. Okay. And you said you're considering doing that in
17 the future?

18 A. Certainly, yes, looking into it, yes.

19 Q. As far as candidates from Gulf Stream or other bridge
20 programs, the concept of you said 121 operations is valuable to
21 you for those types of candidates. Are the minimum hiring
22 hours of 600 and 100 waived or reduced as a result of a
23 candidate coming from one of those program?

24 A. Have we ever hired somebody with 500 and 50 hours
25 that came from one of those programs? Maybe. But, you know, 9

1 times out of 10, we're hiring people far beyond those hours.

2 Q. Okay. And I think in response to someone's question,
3 I heard requirements and then you corrected saying guidelines.

4 Are they requirements or are they guidelines?

5 A. They're guidelines.

6 Q. And why?

7 A. Because we look at the total package. Okay. So
8 again if somebody is going to want to hire somebody with less
9 than 600 hours, they would have to come and talk to me about it
10 before they did and prove to me why we should do it, but
11 basically a pilot may have, you know, 1500 hours and have great
12 hours, but maybe they only have 85 multi, but they've got other
13 stuff. Maybe they're also an A&P mechanic. Maybe they've been
14 ex-military. Maybe they're, you know, a flight instructor
15 which a flight instructor in my view at least is always a very
16 positive thing because flight instructors understand CRM
17 because they're dealing with people and training people. So
18 there's other things that we look at besides just the number of
19 hours.

20 Q. I guess a final summary question is how do you, in
21 your position, ensure that Colgan is hiring the right
22 candidates to become its pilots?

23 A. Because I have constant oversight over the whole
24 procedure and the reason that we have so many -- such a, I
25 think, very good process and, you know, my responsibility and

1 mine and our HR manager's, is to be the gatekeepers to make
2 sure that we are hiring correct people, qualified people, good
3 people but once they're hired, then the training department
4 steps in and if we did not, you know, for some reason the
5 person didn't work out, then it's their responsibility to lead
6 that person out, but I feel very confident in our procedures
7 and quite frankly as I said, I'm not going to hire somebody or
8 sign somebody off that I'm not comfortable with flying myself
9 or putting my children in the back of their airplane. And I
10 want to sleep at night, you know, Colgan Air is a safe airline
11 and always has been and it will, you know, this is a terrible
12 tragedy and we just have to continue to hire good, safe people.

13 Q. Mary, we've asked you a bunch of questions today
14 covering a lot issues. Is there anything that we haven't asked
15 you for specifically that you would like to share with us that
16 could help us in the investigation?

17 A. Not that I can think of. You asked good questions.

18 Q. Thank you.

19 A. Thank you.

20 (Whereupon, at 4:00 p.m., the interview in the above-
21 entitled matter was concluded.)

22

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: CRASH OF CONTINENTAL CONNECTION
 FLIGHT 3407, OPERATED BY
 COLGAN AIR, INC.
 FEBRUARY 12, 2009, 2217 EST
 CLARENCE, NEW YORK
 Interview of Mary Colgan Finnigan

DOCKET NUMBER: DCA-09-MA-027

PLACE: Washington, D.C.

DATE: March 10, 2009

was held according to the record, and that this is the
original, complete, true and accurate transcript which has been
compared to the recording accomplished at the hearing.

Kathryn A. Mirfin
Transcriber