

Docket No. SA-531

Exhibit No. 2-L

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Operations Group Chairman
Interview Summary – Director of Safety
Daryl LaClair

(51 Pages)

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

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Investigation of: *
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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: DARYL LaCLAIR

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

Thursday
March 12, 2009

The above-captioned matter convened, pursuant to notice.

BEFORE: EVAN BYRNE

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P R O C E E D I N G S

(10:00 a.m.)

INTERVIEW OF DARYL LaCLAIR

BY MR. BYRNE:

Q. I guess first question, your current position title?

A. Director of Safety.

Q. And your age?

A. Fifty-four.

Q. Okay. And your -- how long have you held that position?

A. Approximately 10 months.

Q. Talk through your -- give a brief bio sketch of your aviation career. How you got to --

A. I've been involved in aviation since 1991 after I retired as a captain with the Arlington sheriff's office after being shot in the line of duty. I've been at Manassas Airport in aviation since '91. I've been involved in flight schools, a couple FBOs that had 135 and charter -- and maintenance repair stations. I had one previous stint at Colgan Air for about three years and then I came back to Colgan Air in June of 2007.

Q. And your position when you came back to Colgan Air was?

A. Manager of Internal Evaluation Programs.

Q. And then how did you move, then, from Manager of Internal Evaluation Programs to --

A. When the previous vice president DOS, which was a combined position, retired, they asked me to step to there.

1 Q. Okay. And the name of that person was?

2 A. David Vance.

3 Q. Okay. The pilots' certificates and ratings?

4 A. I am instrument rating private pilot.

5 Q. And commercial pilot?

6 A. No, sir.

7 Q. And do you actively fly now?

8 A. Yes, sir.

9 Q. What type of -- what do you fly?

10 A. Cherokee 6, mostly.

11 Q. And your educational background?

12 A. Some college.

13 Q. And who do you report to?

14 A. Dan Morgan, Vice President of Safety.

15 Q. And what is your -- and who does Dan report to?

16 A. The president of the company, Buddy Casey.

17 Q. How many people report to you?

18 A. Directly, I don't have anybody that reports to me. I
19 have IEP auditors, that if they're working under -- doing an audit
20 for me, then they would report those findings to me but I don't
21 have anybody directly under me.

22 Q. Okay.

23 A. Understand what I mean? I don't have a staff. I have
24 IEP auditors out there, but they also have other functions within
25 the company. They've also been trained to act as auditors for me.

1 Q. When I look at the organizational chart, I see your
2 position and then I see IEP --

3 A. As a separate --

4 Q. -- as a separate box.

5 A. Yes, sir.

6 Q. I also see a Manager of Flight Safety.

7 A. Manager of Flight Safety is direct to VP.

8 Q. Direct to VP?

9 A. He goes direct to the Vice President of Safety. It's a
10 straight line now.

11 Q. How long has that been?

12 A. Probably a few months now.

13 Q. So Robert True did not report to you?

14 A. No, sir. Robert True reported directly to the Vice
15 President of Safety.

16 Q. Why does the manual still show something --

17 A. I know it's changed in the manuals that are before the
18 FAA for approval currently.

19 Q. Okay. Characterize your duties and responsibilities.

20 A. I, in conjunction with the VP of Safety, oversee the
21 safety programs. I review occurrences, you know, investigate
22 occurrences. I'm involved in manual revisions to make sure that,
23 you know, everything coincides. I oversee the -- right now I'm
24 overseeing the internal evaluation program. Anything that relates
25 to safety falls under my purview along with the VP of Safety.

1 Q. And as far as flight safety versus, I guess -- are you
2 also responsible for corporate safety?

3 A. Yes, sir. OSHA and all that stuff, pretty much. Yes,
4 sir.

5 Q. What percentage of your time or attention is spent on
6 flight safety issues versus other --

7 A. Flight safety issues is mostly through the Manager of
8 Flight Safety with the ASAP program and things of that nature and
9 the Director of Ops and the chief pilot. I do jump seat rides,
10 but I'm probably more in the operations end of it than in the
11 flight safety end of it.

12 Q. Okay. How often do you jump seat?

13 A. Since I became Director of Safety, I probably jump
14 seated half a dozen to ten times in the last ten months or so.

15 Q. Okay. And I guess -- so right now the Manager of
16 Internal Audit and Evaluation, that position --

17 A. Is open.

18 Q. Who is covering the responsibilities for that position?

19 A. I am. I'm overseeing it. But the addition to when I
20 was just the manager of IEP, excuse me, I was out doing all the
21 audits and now I have five or six individuals that also do audits.

22 Q. Okay.

23 A. So I am less out there. I still do some because I want
24 to be out there, but I have people that are doing audits for me.

25 Q. Okay. And who are the people that you have doing the

1 audits for you?

2 A. I have people from training, people from stations,
3 people from security, just a different sundry.

4 Q. Okay. Who trains those individuals?

5 A. I do. I actually go out with them and do an audit or
6 two to make sure that they know what's expected in the audit. Not
7 all the audits are performed by checklist, so it's --

8 Q. Why is the position that you vacated coming to the -- or
9 going to the Director of Safety? Why has that position not been
10 filled?

11 A. Just has not been filled yet.

12 Q. Is there a cost issue involved ?

13 A. No, sir.

14 Q. What actions have been taken to fill it?

15 A. They have interviewed a couple of people. There are --
16 I'm not sure exactly where that stage is at right now. I'm not in
17 that process.

18 Q. Whose decision is it?

19 A. As to who gets hired?

20 Q. Yes.

21 A. I would say the VP of Safety and the president.

22 Q. Okay. Colgan's safety policy, what is that or is
23 there --

24 A. There is one. It's in the safety program manual. I
25 think in our current safety program manual it's a safety policy --

1 and still signed by Mike Colgan, but in the new manual that's
2 before the FAA now there's a new statement from Buddy Casey and it
3 speaks to -- because it's more in depth now, it speaks to SMS and
4 all that kind of stuff, whereas -- it was a good safety policy but
5 this one is just more enhanced.

6 Q. Okay. How is it disseminated? The safety policy.

7 A. At every in-dock.

8 Q. Is it in the -- the manuals --

9 A. It's also in the manual, too. Yes, it's in -- the
10 safety policy is in all the manuals.

11 Q. Okay.

12 A. We have -- in the new set of manuals that's coming out,
13 that's up for approval right now, the Chapter 1 is the exact same
14 in every manual.

15 Q. Okay. How often is the safety policy updated? You
16 mentioned -- there's some manuals before the FAA now.

17 A. That is correct.

18 Q. Since June of 2007 has it been updated prior to --

19 A. There have been no revisions to it up until the new
20 manual submission.

21 Q. Okay. Daryl, how do you share safety -- your
22 information on safety to pilots?

23 A. Several ways. Daily we have an 830 operations call that
24 chief pilots are on, all the flight ops people are on and
25 stations, regional managers are on, so that's our opportunity if

1 we have a hot button item, to discuss then. We also have the
2 ability -- we put out safety bulletins, crew track messages, read-
3 and-signs, or just quarterly newsletters if we put blurbs, safety
4 blurbs, in there. With the dissemination of safety information to
5 all of the departments, if you're having a departmental meeting as
6 a manager, director, whatever, you pass that information on, also.
7 Like, Flight Standards does a quarterly newsletter. They will
8 include a safety blurb in there of maybe something that was
9 brought to light over the past quarter, so there's a lot of
10 dissemination of safety information, not just to pilots but to the
11 whole organization because safety is not just about pilots.

12 Q. As far as pilots, what methods do the pilots have to
13 communicate safety concerns up to the company?

14 A. Several. There's a safety feedback reporting form.
15 There is the use of irregularity reports. We have a safety
16 hotline. It's an 800 number where they can even do an anonymous
17 -- and this is not just pilots, this is everybody again.

18 Q. Um-hum.

19 A. Where they can do an anonymous drop-a-dime if they have
20 a safety concern. We have a Safety at Colgan Air e-mail that
21 comes to everybody in the safety department, so if you have a
22 concern and you want everybody in the safety department to know
23 it, you send it to safety@colganair.com and we all get it. It
24 comes through our computers so it doesn't go to an open fax
25 machine or anything. And we also have individual e-mail. One of

1 the things that I tell them at in-dock is if you just want to talk
2 to me and you don't want your name out there but you want to make
3 sure that I'm the one that knows it, you call me, you send me an
4 e-mail. So they have numerous options available to them to
5 address a safety concern. And we also have an open door policy.
6 I mean, anybody's welcome to walk in to my office, Dan's office,
7 even Buddy's office any time if they have a concern. That's --
8 sorry? Yeah, that's a pretty good policy, I mean -- I don't know
9 many corporations where you can just walk into the president's
10 office and say hey, I want to talk to you about something.

11 Q. When was the last time someone came -- a pilot -- came
12 into your office and talked about a safety concern?

13 A. Most of the time it's not in my office because I'm out
14 in the field so much. They will talk to me when I'm out in the
15 field.

16 Q. Okay.

17 A. So -- and that happens quite often.

18 Q. When was the last example?

19 A. They didn't like the hotel they were in and they said
20 they couldn't sleep well. That was the last one.

21 Q. Did you do anything about it?

22 A. Yeah. They're working on -- I think they may have
23 already changed the hotel.

24 Q. Okay. As far as the anonymous hotline, how are the
25 calls fielded on that hotline?

1 A. Goes to the VP of Safety's voice mail.

2 Q. Okay. What happens next?

3 A. We haven't had any, so -- but the process would be then
4 we would move on whatever the concern was. We'd have to, you
5 know, figure out if it truly -- depending on what it is.

6 Q. Yeah.

7 A. You got to find out if it is, in fact, an issue.

8 Q. As the Director of Safety, what does it mean to you that
9 you have an anonymous hotline but it hasn't been used?

10 A. I don't see that as an issue because people will raise
11 good safety concerns directly. They don't need to do it
12 anonymously. They -- we have a non-reprisal policy, so they don't
13 see the need to use an anonymous 800 line. I mean, because we
14 have such an open policy. Like I said, I'm out there in the field
15 a lot and I converse with -- I'm probably the best known upper
16 management people to the entire staff of Colgan Air just because
17 I'm out in the field so much, which is a good thing, in my -- so
18 -- and there is no adversarial relationship between Colgan staff
19 and Safety. It's not a we're-out-get-you.

20 Q. Um-hum.

21 A. It's a very good dialog. I mean, he can speak to that.
22 I mean, he's seen me out there and we have a very good
23 relationship, so --

24 Q. As far as the various feedback reporting forms, I get
25 somewhat confused when going through the manuals. I see crew

1 irregularity event reports and I see aviation safety reports and
2 then I see --

3 A. That's the ASAP program.

4 Q. -- ASAP reports. Are -- I see three separate -- is the
5 aviation safety report, is that the ATA, the ASAP report?

6 A. Yes, sir.

7 Q. Okay. And the crew irregularity event report, how is
8 that different than the ASAP report?

9 A. ASAP you use if you have -- you feel you have violated a
10 company policy or an FAR. Irregularity report is just if you have
11 an incident, an occurrence. A gate return for whatever reason,
12 you do an irregularity report. Disruptive passenger, you do an
13 irregularity report, things of that nature.

14 Q. Okay. Are the forms identical or different?

15 A. The irregularity report as opposed to the ASAP?

16 Q. Yeah, as far as the -- fields.

17 A. They're different.

18 Q. They are different? And I guess the routing of the
19 irregularity reports, when one of those is submitted by a pilot,
20 where does that go?

21 A. It depends on how they submit it. There are two ways
22 that they can submit. They can submit it via fax -- three ways.
23 Via fax, via e-mail and also via the WBAT system that houses the
24 ASAP system so they have the ability to electronically do it,
25 also.

1 Q. Okay. And --

2 A. And that's the preferred method, to be quite honest.

3 Q. The electronic --

4 A. Yeah, to get on the website and actually do it.

5 Q. How often do the irregularity event reports come in?

6 A. Every day.

7 Q. Every day?

8 A. Yes, sir.

9 Q. How many of them do you review each day?

10 A. I look at every one of them.

11 Q. Every one?

12 A. Yes, sir.

13 Q. What were the last two that you saw?

14 A. I didn't look at them today. The last one that I saw
15 was -- let me think what that -- I think one was a returned to
16 gate for a hydraulic system thing and there was a disruptive
17 passenger, I think were the last two that I looked at.

18 Q. How about ASAP reports, how often do they come in?

19 A. They probably get -- I don't run the ASAP program,
20 although I do have the ability to look at the reports and I know
21 of what's going on in the program. Probably 25 a quarter and that
22 will increase because now all of the disciplines are included in
23 ASAP which wasn't in place a year ago, it was only pilots. And
24 now all the disciplines are included under the ASAP program with
25 MOUs through the FAA; flight attendants, maintenance, dispatchers

1 and ground. So that number will probably increase.

2 Q. With respect to providing feedback to pilots, does any
3 formal feedback come back to pilots on crew irregularity reports?

4 A. Formal feedback. Yes, if it's something that needs to
5 be out there, it can be done -- it should normally be done through
6 the flight ops section and it's done with a read-and-sign or a
7 bulletin to a manual, so -- or a crew track message. There are
8 different ways of disseminating different -- you know, it just
9 depends on what the item is.

10 Q. Daryl, how do you identify hazards?

11 A. Through observation and through reports.

12 Q. Is there a formal safety risk management program at
13 this --

14 A. A formal safety risk management? No, not a formal one.
15 It's coming under the SMS system of the new ATOS --

16 Q. Where are you with respect to moving into an ATOS or SMS
17 system?

18 A. Waiting for the manuals to be approved. Once those
19 manuals are approved they are ATOS conforming and we're on the
20 road. I have been -- I've already been to the FAA -- or the FAA
21 academy through the DOT, the SMS school, so --

22 Q. Um-hum. And I guess, how long have the manuals been at
23 the FAA?

24 A. Since December, sir.

25 Q. Is it a normal wait that the company is having or is it

1 an undue wait?

2 A. I think -- I don't know that it's normal, but because of
3 the complete differences in the manuals, it's almost a complete
4 rewrite so I would expect that it would take longer because it's
5 not only ops manuals, it's maintenance manuals and they've all
6 been placed into the ATOS conforming configuration so there's a
7 lot in those. I mean, the manual would go from that thick to that
8 thick, so they're really broad and they're really inclusive and
9 now they will have the ability to interact is a good word.
10 Manuals need to be able to talk to each other so that if you
11 change something in the FOPPM, that would affect the AFM or the
12 safety manual, that it all happens at the same time, so --

13 Q. And is Colgan drafting these manuals or --

14 A. It was done in conjunction with a company by the name of
15 CBAOK.

16 Q. Okay

17 A. C-B-A-O-K, which is reputable company that has been very
18 involved in the ATOS process. Part of this manual system is the
19 ability to go on a website called ISAT and if you, as an auditor
20 or you, as an FAA inspector or a DOD auditor or an IOSA auditor
21 came in and said how do you handle SAI 3.2.1, I can get on that
22 system, go click and it will pop up every manual that contains
23 anything about SAI 3.2.1, where it is in the manual and then if
24 you click on that, takes you right to that manual so that you can
25 actually see the verbiage. It also gives you the ability to click

1 and get a letter of compliance.

2 Q. How do you -- as Director of Safety, how do you identify
3 emerging trends as far as safety issues on the planes?

4 A. Through analysis of reports and audits that are
5 performed and LOSA audits and ASAPs and you know, it's a pretty
6 broad, broad field.

7 Q. You have a formal tracking or analysis system --

8 A. Yeah, everything I put an Excel sheet, Excel
9 spreadsheets. I keep scoring.

10 Q. As far as the data that you collect and the data you
11 generate, how is that information shared in the company in terms
12 of formal meetings?

13 A. There are several steps to that. I mean, safety data is
14 shared daily with -- we have an eight o'clock maintenance meeting
15 that includes maintenance, safety and the FAA, and we have an 8:30
16 ops meeting that includes flight ops, ground stations, training,
17 safety. And then we also have weekly operational meetings which
18 is the operational level of the company where safety's discussed.
19 It's the Number 1 agenda item on the meeting agenda.

20 Also, that same day in the afternoon, we have a senior
21 staff meeting which is director and VP level. Safety's the Number
22 1 agenda item on that agenda. We also hold quarterly safety
23 review board meetings which is a meeting of the line level people,
24 management and directors and stuff that are actually out there
25 doing this stuff where we talk about occurrences and irregularity

1 reports and all the events that have happened through the last
2 quarter, see if there's commonality, trends, is this an ongoing
3 issue, what can we do to change this and the purpose of the safety
4 review board is to make recommendations to the safety council,
5 things that they think should be changed.

6 Then the safety council has their quarterly safety
7 council meeting; the recommendations are brought forward from the
8 safety review board because that's the people that have the
9 ability to change policy procedure, that type of thing.

10 Q. What issues were brought up at the last safety review
11 board meeting, last quarterly meeting?

12 A. The last quarterly meeting we talked about including all
13 employees in the drug testing and doing physical tests on pre-
14 employment applicants. All applicants.

15 Q. All applicants?

16 A. Yeah.

17 Q. What flight -- what issues came up with respect to
18 flight safety?

19 A. I don't know without looking at my notes.

20 Q. Minutes kept at these meetings?

21 A. Minutes are kept. Yes, sir.

22 Q. And as far as training at this company, to management,
23 what formal training's provided to management on safety?

24 A. I have been to the IEP school, the SMS school. I'm
25 going to the IOSA audit school next month. I'm going to the NTSB

1 accident investigation school. We have industry meetings, that
2 type of stuff, so that's my training. I can't speak to what
3 training the VP of Safety has had or intends to do.

4 Q. And is Colgan moving into safety -- SMS?

5 A. It's our intent to move into SMS. Yes, sir.

6 Q. And has training on SMS been provided to other managers
7 of the company?

8 A. Other than during what's been discussed during the
9 evolution of the manuals, no. Let me -- it has been brought up in
10 the different meetings that we're heading in that direction, but
11 there's been no training, no formal training done.

12 Q. As far as external audits of Colgan --

13 A. Yes, sir.

14 Q. -- when was the last one done?

15 A. The last one would've been -- the last formal one
16 would've been December of '07 and it was a DoD audit.

17 Q. Okay. And what were the findings of that audit?

18 A. That the IEP program was not up to snuff. They were
19 happy with it from June of '07 until they did the audit in
20 December of '07. From that time that I had it they were very
21 happy but there was stuff previously that hadn't been done, that
22 was the major finding that came out of that audit.

23 Q. What changes did you make to correct that or what --

24 A. I did the audits that were supposed to be being done.

25 Q. So it was just flat out audits, internal audits, the

1 company was supposed to be performing were not being performed?

2 A. Right.

3 Q. Any third party audits initiated by the company?

4 A. We currently have one ongoing right now. Nick Sabatini
5 and Associates is doing an audit just to see if there's anything
6 that we haven't seen.

7 Q. When was that audit commissioned?

8 A. It started two days ago.

9 Q. Was it -- is the audit a result of the accident?

10 A. I don't know. I wasn't involved in the commission of
11 it. I don't know if it was planned beforehand or not.

12 Q. How did the Nick Sabatini audit -- or and Associates
13 audit -- any, since you've been at the company -- since June 2007?

14 A. Yes, sir.

15 Q. Any other third party audits of that type?

16 A. ISOA audit, yeah. We went through a complete IOSA
17 audit.

18 Q. When was that?

19 A. That was -- I came in the middle of that in June '07.

20 Q. What were the findings of that audit?

21 A. Most of their findings were implemented, not documented.
22 And we have -- we've worked through all that and we are back on
23 the IOSA registry.

24 Q. Okay. What's the most significant issue that you're
25 focusing on, on the flight safety side with respect to IEP? In

1 respect to your internal audits.

2 A. Most significant issue. I'd probably have to say
3 training and standards.

4 Q. Can you elaborate?

5 A. Just doing a thorough review of both of those and part
6 of that is going to happen with using the NSA, Nick Sabatini and
7 Associates. I expect that they will do a very thorough audit.

8 Q. How often do you interface with the FAA?

9 A. Quite often. It's not unusual for the POI to call me
10 two or three times a day at times.

11 Q. Is the POI your primate point of contact?

12 A. Yes, sir.

13 Q. And how stable has that relationship been?

14 A. Outstanding.

15 Q. Has it changed since you've been onboard?

16 A. No, sir.

17 Q. And is there -- what can you say as far as voluntary
18 disclosure?

19 A. Since I've been the Director of Safety, there have been
20 two and they were both maintenance related and both were closed
21 with a letter of corrections.

22 Q. Are you familiar with FAA SAFOs?

23 A. Yes, sir.

24 Q. Are you familiar with the FAA SAFO from April of 2006 on
25 approach and landing accident reduction, sterile cockpit and

1 fatigue?

2 A. Am I familiar with it? I know of it. Have I read it?

3 No.

4 Q. Okay. What about the SAFO also from 2006 October on
5 remedial training for Part 121 pilots?

6 A. No, sir.

7 Q. Does the airline -- that SAFO addressed voluntary
8 remedial training modules, tracking of pilots who have had
9 failures in training and is there a program at Colgan whereby
10 pilots who have had an unsatisfactory training event or checking
11 event are -- receive further oversight?

12 A. Yes. And most of the time they're pulled off the line
13 and given remedial training. Another thing that they instituted
14 fall of last year was we have a first officer of observation -- my
15 understanding is used to be you passed your training, you went out
16 there and that was it. Now they get another checkride in six
17 months and they have several observation rides during their first
18 probationary year and then they get their annual checkride at the
19 end. That was something that wasn't in existence before the fall
20 of last year.

21 Q. But as far as a formal program, if a pilot has an unsat
22 event that that information -- or I guess that someone at the
23 company is looking back and ensuring or trying to determine is
24 that a one off occurrence or is there a pattern of failures and
25 either --

1 A. That is tracked by the flight standards department.

2 Q. Okay. With the size of this airline, is your staff
3 large enough to be able to investigate incidents?

4 A. It is now.

5 Q. Because of what?

6 A. The staffing at the airline has been increased
7 dramatically over the last year.

8 Q. So who is out investigating incidents that come to your
9 attention?

10 A. I try to do most of them. I have several people that --
11 depending on what it is that I can task. A ground damage
12 incident, I will task a station manager or a regional manager. I
13 can't go to all of them, so -- but they all come to me.

14 Q. But you don't have safety investigators, per se or --

15 A. No, sir. No, sir.

16 Q. And the manager of safety was or was not doing that type
17 of work?

18 A. Manager of safety.

19 Q. Robert True.

20 A. Manager of Flight Safety.

21 Q. Flight Safety.

22 A. No, he was mainly handling the ASAP was his main thing
23 that he --

24 Q. What's your relationship with Bombardier safety
25 personnel at the manufacturer?

1 A. I have none.

2 Q. What about at SAAB?

3 A. I have none.

4 Q. What's your relationship with ALPA safety?

5 A. None yet. ALPA just came to us. We had just got voted
6 in within the last couple of months or so and there's -- not even
7 sure if they're in contract negotiations or which stage of the
8 game that's at because it doesn't affect me, really.

9 Q. We talked about ASAP. FOQA, what's the status of that?

10 A. FOQA contracts have been let, equipment has been
11 ordered. We are attempting to have it in existence by July 1.

12 Q. LOSA?

13 A. LOSA is an ongoing line observation audit program
14 performed a lot by the check airmen; sometimes other line pilots
15 will do them if we ask them to. I ride jump seat on occasion;
16 Dan Morgan, the VP of Safety, rides jump set on occasion. Our
17 outside auditors ride jump seat when they come in.

18 Q. And you said you're moving towards SMS?

19 A. Yes, sir.

20 Q. What sort of timetable do you -- does the company have
21 and is it published?

22 A. I don't think it's published. It's my goal to have it
23 in next year, I hope. The biggest key to that is getting the
24 manuals out there and getting people trained to the manuals.
25 That's our first step. We got to get the ATOS stuff out there and

1 need people trained to that.

2 Q. Are you working with the FAA with respect to migrating
3 to a safety management system?

4 A. Yes, sir.

5 Q. Who are you working with?

6 A. Can't remember his name. I'm not dealing with the FSDO
7 guy at this point. One of the -- I met one of the leaders of the
8 FAST team when I went to SMS school, so he's given me a lot of
9 documentation and manuals and computer programs, so he's just kind
10 of -- he's kind of being my mentor right now to help me understand
11 the process a little bit better so that when we go to move there,
12 I can talk the talk and walk the walk.

13 Q. Okay. Daryl, prior to the accident, what's your biggest
14 challenge in this position, foremost issue on your mind?

15 A. Safety's just an issue. I mean, it's -- I don't know
16 that I can pick one thing. I mean, I don't see it as a one issue
17 -- I mean, you don't -- unless there's something happening,
18 there's not any thing one that's a priority to me over any other.
19 I mean, I only -- if something happens, then it becomes a priority
20 and you act to it or if you see a trend, you act to that, but I
21 can't say that there's any one thing that's any more important
22 than any other.

23 Q. What changes is the company considering after the
24 accident?

25 A. I don't know that there's been any determination of any

1 definite changes that are going to be made. There is a lot of
2 discussion going on because there's no determination as to what
3 the cause of the accident was, so it's hard to change something
4 that you don't know what -- you know, what a cause was.

5 Q. Have any changes been made at this point?

6 A. I think they've increased line checks. There are check
7 airmen out there more frequently. I believe that they -- and I
8 don't know if this was -- this may have been done before, but they
9 stopped the ability to do circling IFR approaches in the Q. I
10 know there's been a few other changes. I can't think of them off
11 the top of my head. I have notes, I could look at them, but -- I
12 mean -- but I don't know that they were a direct result of the
13 accident.

14 Q. I think yesterday we heard that, from the manager of
15 Flight Standards, was there a traveling road show --

16 A. Yes, sir. Safety Standout. Yeah, we did those through
17 the fall and the beginning of this year where we went out to all
18 of the major hubs, bases, and employees were required to attend.
19 We probably did an hour and a half to two hours of safety -- we
20 called it the Safety Olympic Event --

21 Q. Okay.

22 A. -- where we did a PowerPoint presentation, we talked
23 about previous accidents that had occurred in other places. There
24 was -- we talked about safety culture, you know, one of the
25 accidents that they talked about that the NTSB report spoke

1 directly to safety culture. It wasn't just one event, it wasn't
2 just one person, it wasn't just one department, it spread out
3 among the whole gamut so, you know, we kind of talked -- like I
4 said, it was a required event. Pilots, it was actually put into
5 their schedule; flight attendants, it was put into their schedule;
6 and we did them -- if the need arose, we did them more than once
7 at a base. We would catch a day shift; maintenance at Dulles
8 night shift, we went in at like nine o'clock at night and did them
9 so that we caught the off-going and the on-coming and so that's
10 how we kind of worked through that, so -- and we will do those
11 again probably in the fall of this year.

12 Q. When you say we, was it you and --

13 A. I went to most -- I was with most of them, but it was at
14 least the Vice President of Safety and the president of the
15 company, but I attended as many of those as I could.

16 Q. Okay. And what was the fundamental reason behind doing
17 this?

18 A. To talk about the safety culture of the company.

19 Q. Was there information -- I guess, was there information
20 that the company had that this needed to happen or --

21 A. No, it was something that had happened previously and
22 with Pinnacle coming in there, you know, safety is an important
23 thing and it's now a bigger airline so, you know, it needed that
24 we get out there and be spoken about and people needed to see that
25 we're serious about safety and so that's how we chose to do it.

1 Q. What kind of feedback did you get from the pilots?

2 A. There was no negative feedback from anybody. I mean,
3 everybody participated and spoke to us afterwards and said oh,
4 that was great and so -- we didn't get any direct, you know, I
5 think you should've talked about this or you know, well, what
6 about -- there wasn't any of that.

7 Q. Was there anything learned from that? It sounds like
8 outreach effort but did anything -- come in that you didn't know
9 before?

10 A. No, I don't think so.

11 Q. And I guess, how -- you mentioned safety culture, I
12 guess, how do you describe or how would you describe the safety
13 culture at Colgan?

14 A. I think the safety culture is very good.

15 Q. Why?

16 A. Because we have very limited occurrences of any type,
17 injuries or you know, it's -- we're out there, I mean, and they
18 know we're out there. When I first took over the IEP program and
19 was out doing audits, vast findings, I mean, numerous findings. I
20 go back and do that same audit today, minimal findings. Just
21 because it's out there, it's expected.

22 Q. As far as -- what's your understanding of why
23 Robert True is leaving?

24 A. He found a better paying job. Almost twice as much as
25 what he's making now.

1 Q. How long has he been looking for a job?

2 A. I don't know. I didn't know that he was leaving. I
3 know he had talked about, over the past six or eight months about
4 maybe moving, but I didn't know that he was actively pursuing it.

5 Q. Sounds like he's doing quite a bit at the company as far
6 as oversight of the -- being coordinator for the ASAP program.

7 How --

8 A. That is correct.

9 Q. How is that void going to be filled?

10 A. Until we find a -- we've already done interviews to
11 replace him. I believe his last day is Monday. Myself and the VP
12 of Safety have a two-hour meeting with him tomorrow. I'm already
13 familiar with the ASAP process and the website, the ASAP website.
14 I don't know how to move the stuff on the ASAP website to put it
15 in the right pocket --

16 Q. Um-hum.

17 A. -- but we're doing two or three hours tomorrow that will
18 show me how to do that, so as a temporary fill, it'll be me and
19 the VP of Safety until we fill the position.

20 Q. Okay.

21 A. Because the ASAP program cannot go away. I mean, it has
22 to continue. You can't say okay, well, we're stopping it until we
23 get somebody in that spot. It just doesn't work that way.

24 Q. As we heard earlier, the ERC was meeting once a month or
25 had been --

1 A. Right. And they can meet more frequently if the need
2 arises. If a crew is pulled, it's our -- we attempt to have an
3 ERC meeting within seven days, so --

4 MR. BYRNE: Daryl, thank you. We'll go around the room.
5 Roger.

6 BY MR. COX:

7 Q. Daryl, let me do a couple of fill-ins here. I had a
8 couple of questions that were triggered by what you said. You
9 mentioned that safety management was important to Pinnacle. When
10 did Pinnacle acquire Colgan?

11 A. January of '07, sir.

12 Q. All right. The next subject was I believe you said you
13 came to work June of '07 --

14 A. That is correct.

15 Q. -- and previously worked here and I wanted to fill in a
16 little bit of what you were doing prior to that time.

17 A. Just prior to coming back to Colgan Air, I was the
18 manager of the major FBO at Manassas.

19 Q. When you were asked to return and assume your first
20 position again in '07 there, do you think that was the result of
21 Pinnacle's initiatives in stepping up safety programs?

22 A. Yes, sir. Because previously there had not been a
23 manager of IEP position within Colgan Air.

24 Q. Do you know when the decision was made to acquire the
25 Q400 at Colgan?

1 A. That was kind of in process when I came on, so I do not
2 know exactly when that happened. My assumption would be after
3 Pinnacle bought them.

4 Q. What concerns did you have, as a safety professional,
5 about the introduction of a new airplane?

6 A. That training was done the way that it needed to be done
7 and you know, they used FlightSafety which is, you know, an
8 outstanding safety, you know, training organization with safety,
9 that, you know, we knew everything we needed to know about the
10 airplane, that it went through the proper conformity and all the
11 manuals. We did an NIPD (ph.) event to add the Q. So there was a
12 lot involved before the first one ever took its first revenue
13 flight. There was a lot of work done before that ever happened to
14 bring that airplane to bear.

15 Q. How would you compare the performance of the Q400 to the
16 airplanes that Colgan operated previously?

17 A. As far as it relates to?

18 Q. Speed, weight, capacity.

19 A. Capacity doubled, speed was faster, more complexity,
20 glass cockpit.

21 Q. So once again, from a safety standpoint, the fact that
22 it was a higher performance airplane coming in to your fleet,
23 specific issues that you may have had as a safety person about the
24 introduction of the airplane and if so, how you expressed them to
25 the other people in the company?

1 A. The most important thing would be the training issue. I
2 mean, that's -- those are expressed every day.

3 Q. Is Colgan a member of the Regional Airline Association?

4 A. Yes, sir.

5 Q. Do you attend RAA's operations or safety meetings?

6 A. I have attended a joint RAA ADA just probably within the
7 last two months.

8 Q. Do you know if most RAA airlines have book programs?

9 A. No, sir. I do not know.

10 Q. When did Colgan first decide they were going to go ahead
11 with the FOQA program?

12 A. I think that's been conceptual since the introduction of
13 the Qs. I know it's been talked about ever since I was there and
14 it's just gone through the process and now it's at its fruit-
15 bearing point where the contracts have been let and the
16 equipment's been ordered and hopefully we'll have it in place
17 July 1st. Don't know that we'll make that date, but that's the
18 goal.

19 Q. That's great. FOQA does involve some additional
20 expense, it requires additional equipment and investment on the
21 part of the company. Sometimes companies are very cost conscious.
22 Do you know if the decision to implement a FOQA program was
23 prompted by someone outside of Colgan such as FAA or DoD or was it
24 prompted internally?

25 A. To the best of my knowledge, prompted internally.

1 Pinnacle Airlines has it in place.

2 Q. What are --

3 A. You understand, it's Pinnacle Corp. -- Pinnacle
4 Airlines/Colgan Airlines, so when I say Pinnacle -- that's why I
5 say Pinnacle Airlines or Pinnacle Corp. so that --

6 Q. We understand.

7 A. -- you know which I'm speaking of.

8 Q. What are some of the obstacles to getting your FOQA
9 program implemented on schedule?

10 A. Getting the equipment in place?

11 Q. Um-hum.

12 A. And it requires an STC, so they have to come in. The
13 L3 Company will be in, I think, within the next two weeks and they
14 need to spend two or three nights overnight looking at placement
15 and wiring and all that stuff before they can even -- then after
16 the engineering diagrams, to get it in place and then it has to be
17 -- you know, because it's an STC it needs the DER approval and all
18 that stuff, so it's a drawn-out process, so -- depending on how
19 all that goes will depend on, you know -- and how fast they can
20 get the equipment to us, how quick we can get the airplanes in.
21 There's a lot into that. You know, we don't even know yet how
22 long it's going to take to actually install the equipment until
23 they determine exactly what panel this is going to be in and
24 where's that circuit breaker going to be, so it's kind of -- our
25 goal is July 1st, but that's not, you know, a firm date.

1 Q. I understand.

2 A. We have to go with what we're given.

3 Q. Sure. What kind of recorders will you be using?

4 A. They'll have a data card.

5 Q. Do you know who's going to be doing the software
6 implementation?

7 A. It'll be handled through the safety department. You
8 mean as far as the review?

9 Q. I mean is there a vendor for your FOQA data analysis?

10 A. Yeah, there's Sefum (ph.), Sagem --

11 Q. Um-hum.

12 A. -- and L3 are the three vendors involved in FOQA.

13 Q. And do you know who you're going to use?

14 A. I believe it's Sagem.

15 Q. Sagem. Are you working with Bombardier as part of
16 getting this installation accomplished --

17 A. The maintenance department is. Yes, sir.

18 Q. Okay.

19 A. I personally am not.

20 Q. Okay.

21 A. I attend FOQA steering committee meetings where we
22 discuss what's going on, but I don't call Bombardier and say --

23 Q. Who's on your FOQA steering committees?

24 A. It's President of Maintenance, Director of Maintenance
25 -- I mean, sorry. Vice President of Maintenance, Director of

1 Maintenance, Director of Quality Control, Director of Materials.
2 I'm not sure what Paul Honan's title is but he's the parts guy.
3 Vice President of Safety, myself and it was Robert True.

4 Q. You have any operations or flight standards people
5 involved at this point?

6 A. Not at this point. I mean, it's been discussed with
7 them but they're not -- it's not at the process where it needs to
8 involve them yet.

9 Q. Any pilot representatives yet?

10 A. Not yet. No, sir. We'll get to that point when we
11 determine -- we've got to determine still how often -- when the
12 card's going to be pulled and you know, how's the chain of custody
13 going to go and there's still a lot to work through.

14 Q. Okay. Do you maintain a Top 5 or Top 10 safety priority
15 list?

16 A. I don't call it a priority list. I call it a safety
17 concerns list and yes, I do.

18 Q. Do you provide that list to your chain of command?

19 A. It's provided to everybody. It's part of our meetings.

20 Q. Is that publicized to the employees?

21 A. No.

22 Q. Can you tell me what's at the top of your safety
23 concerns list?

24 A. I think up until this week it was Q400 nose tires and I
25 just took that one off the list because we've resolved that issue.

1 Let's see. There's like four of them on there right now. Q400
2 gear doors closing on pushback. I think that moved up in line.
3 One's no more important than the other. These are just --

4 Q. Okay.

5 A. It's a small list of things that have been happening
6 that we want to keep our eye on and it's also -- it belongs to
7 somebody, like the Q400 nose gear closing on pushback. It belongs
8 to the chief pilot. How are we going to fix it, what can we do.

9 Q. The only other question I had was about what we might
10 call the emergency response team or your emergency accident
11 response team. I don't know what you call it. Are you a member
12 of an emergency response team?

13 A. I was one of the first people in Buffalo.

14 Q. What do you call that team?

15 A. Go Team.

16 Q. Go Team, okay.

17 A. It's hard to get from Del Rio, Texas at 9:30 on a
18 Thursday night to Buffalo, New York.

19 Q. Of at any other time of the day. Have you done any kind
20 of self-assessment yet as to how your Go Team performed in the
21 case of the Buffalo accident?

22 A. We've not had a formal meeting to talk about lessons
23 learned yet. That will be forthcoming. We've had, you know,
24 individual discussions and like yesterday there was myself, VP of
25 Maintenance, VP of Ops, VP of Safety and president of the company

1 were all together all day, so there was lot of discussions about a
2 lot of different things.

3 My feeling is it went very well, I mean, for having not
4 done an emergency response drill and I don't know when the last
5 time -- we have done a couple of precursors, but we hadn't done
6 any full-blown and for it to go as well as it did, I'm very
7 impressed. I mean, we were able to get everybody in, you know,
8 late that night to -- we had a command center up and running.

9 We had an airplane there, it was in the air at three o'clock
10 with our Go Team that was at Manassas to Buffalo. It went -- you
11 couldn't ask for it to go smoother and on-scene, between us and
12 Continental, I couldn't have asked for anything better. I can't,
13 off the top of my head -- I can't think of any hiccups that we
14 had. I mean, I think it just kind of -- it kind of jelled, you
15 know.

16 Q. Have you contemplated any changes to the team or the
17 composition of the team or the functioning of the team at this
18 point?

19 A. Yeah, we're going to -- the emergency response manual is
20 another one of those manuals that's before the FAA. As soon as we
21 get that back we're going to re-look at it because we found out we
22 didn't really have, like, our go kit. In our go kit we had the
23 white suits and flashlights and -- well, that's not what we
24 needed. We needed planners and paper and staplers and the ability
25 to run a command center on-site. So stuff like that, you know, we

1 know we're going to fix. We got it all once we got there, but it
2 sure would've been nice just to have it and not have to go to
3 Office Depot or -- you know. I don't think -- to be real honest,
4 I don't think we cracked the go kit other than to get the camera
5 out of it once, so --

6 Q. And just to follow up with that, because your company is
7 basically owned by Pinnacle who, in turn, has a regional
8 relationship with Continental, can you describe briefly what
9 assistance, if any, Pinnacle or Continental provided to you?

10 A. Pinnacle brought us in admin support and they brought in
11 a couple of pilots that had been involved in a couple -- in the
12 investigative part of a couple of previous accidents that Colgan
13 had, one of them being Mike Crook (ph.), I'm sure you're aware of.

14 Q. Right.

15 A. Admin support, they brought in family assistance
16 members, and Continental brought in everybody. I mean, they had
17 family assistance -- the relationship is for -- the co-chair most
18 of the time handles the majority of the stuff and you're there to
19 handle the Colgan side of things, so it becomes a joint thing. We
20 had family assistance, they had family assistance.

21 We had a representative with our family assistance
22 people, so it just kind of got -- it all jelled once it got there.
23 Having not been through that before, you know, we had no idea what
24 to expect. But like I say, it all flowed very well. I don't even
25 think there -- to the best of my knowledge, there was no hiccups

1 between our agency and yours other than at first with trying to
2 expediently provide you with information that you requested and I
3 think we worked through that rather well.

4 MR. COX: Okay. That's good.

5 MR. BYRNE: Gene?

6 BY MR. CONWAY:

7 Q. Daryl, thank you very much for your remarks here. Just
8 a quick one here. Nick Sabatini, I believe you said Nick and Team
9 or and Associates?

10 A. Nick Sabatini and Associates is the name of his company.

11 Q. Okay. I didn't know if he was a separate entity,
12 separate from the FAA. That is a separate --

13 A. He is retired from the FAA, yes.

14 Q. Okay. I know he was -- it was --

15 A. Yeah, he retired as administrator or assistant
16 administrator or something.

17 Q. And he's -- right. Okay, I got it. So this is an
18 external team, not an FAA team?

19 A. That is correct. Yes, sir. We did have an FAA -- two-
20 week FAA audit probably within the last three months where they
21 came in and did a two-week heavy audit on us.

22 MR. JAQUES: Just answer the question.

23 BY MR. CONWAY:

24 Q. Okay. So Sabatini and his group are doing an external
25 audit. Did your company call them in or how did that come to be?

1 A. Pinnacle Corp. asked them to come in and do the audit.

2 Q. Okay. And that just began a few days ago.

3 A. That's correct.

4 Q. Did you think that that was in response to recent
5 events?

6 A. I can't speak to that. I don't know when that contract
7 was commissioned.

8 Q. Probably doesn't matter one way or the other. You
9 talked about the fall-through with FOs. If I understood you
10 correctly, after an unsat ride or some sort of an event like that
11 where there would be maybe an increased surveillance or oversight,
12 possibly even checkrides at a sooner point rather than a later
13 point. Did I understand that correctly?

14 A. There is. In the fall they instituted a new FO
15 observation program where they were observed more during their
16 first year than had previously been done.

17 Q. Okay.

18 A. Failing, that's a whole different -- failing a check
19 incident is a different event.

20 Q. So this is occasioned by the fact that they're new,
21 first year, probationary or that sort of thing?

22 A. Yes, sir.

23 Q. Not necessarily because of any particular problem?

24 A. No, sir.

25 Q. So relative to a hardship, a complication coming from

1 training, say, on Year 2 or some subsequent time, there's no
2 particular change in that regard, a follow-through program that
3 you're aware of or that you have?

4 A. Other than their normal checkrides?

5 Q. Um-hum.

6 A. No.

7 MR. CONWAY: Okay. Okay, the only questions I had.
8 Thank you very much.

9 MR. BYRNE: Tim.

10 BY MR. DITTMAR:

11 Q. Let's see. Does someone from Safety always appear in
12 in-dock, discuss --

13 A. Yes. I try to make it myself and I attend most of them.
14 I have an hour and a half blocked during everybody's first day
15 regardless of what position they're coming into where I talk about
16 our safety programs, they're handed a safety packet. We talk
17 about ASAP, we talk about the open door policy. I talk to them
18 about the safety hotline, the safety e-mail, you know, I give them
19 the thing -- you know, I'm a 24/7, call me, I don't care. So it's
20 -- talk to them about the website, how to use it, all those
21 different things.

22 MR. JAQUES: Let's go off the record for a second.

23 (Off the record.)

24 (On the record.)

25 COURT REPORTER: Ready? We're back on.

1 BY MR. DITTMAR:

2 Q. Okay, was FOQA being initiated when you started at
3 Colgan? Was it talked about when you came back in 2007?

4 A. I don't know that it was being talked about right then,
5 but it was shortly thereafter when the Qs started --

6 Q. Okay, so when the Q program came on is when it started?

7 A. Yes, sir.

8 Q. Do you know why Colgan didn't have FOQA before the Q400
9 program?

10 A. I think it's a technical issue. I don't think they have
11 the ability to do it with the SAABs, to the best of my knowledge.

12 MR. DITTMAR: I have no further questions.

13 MR. BYRNE: Mike.

14 BY MR. WICKBOLDT:

15 Q. Hey, Daryl, are you pretty familiar with the Colgan Air
16 safety website?

17 A. Fairly familiar. Yes, sir.

18 Q. What are some of the things you can do on that website?

19 A. ASAP, irregularity. I think you can do cabin safety
20 reporting, things of that nature. Eventually, we'll have all of
21 the reporting capabilities will be on there.

22 Q. In regards to electronically filing the irregularity
23 report, I think you said earlier that the irregularity report's
24 tied in to the ASAP?

25 A. It's in that site. You can get -- you can do an

1 irregularity report be going on to the Colgan Air safety website
2 which is where you go to do an ASAP. It's part of the package
3 that the software provider provides.

4 Q. Over a year ago it was discovered by some of the pilots
5 that an ASRS, A-S-R-S report, was being submitted for all reports
6 including irregularity reports, reports for minor things that
7 didn't require ASRS, such as a gate return, and since that
8 discovery one of the changes is you now have to check an ASRS box.

9 A. Correct. If you want -- you have the ability to say
10 whether or not you want the report to go to NASA.

11 Q. And that change was due to the fact that not everything
12 required an ASRS?

13 A. Yes.

14 Q. Since that time has there been any other changes made to
15 the reporting system or the ability or --

16 A. Not to my knowledge. I know they're working on a new
17 software package now, but no.

18 Q. You also mentioned on one of your top five safety lists,
19 an issue that has to do with the nose gear doors closing.

20 A. Yes, sir.

21 Q. What does that issue stem from, are you aware of what's
22 creating the issue?

23 A. When you start the engine, the doors close, on the Q400,
24 the nose door closes and what the problem is, is you may have a
25 guy down there unhooking a tow bar or something and the doors will

1 start to close and possibility somebody could get hurt.

2 Q. As per current procedures, new procedures, are you aware
3 of -- or do you know when we're supposed to be starting our
4 Number 2 engine? There's been a procedure change.

5 A. I remember seeing it, but I can't verbatim tell you what
6 it is. I know there was a change to it. Yes, sir.

7 Q. Do you remember in the past where we started our
8 Number 2 engine?

9 A. It was during pushback.

10 MR. WICKBOLDT: All right. Well, I appreciate it.
11 Thank you.

12 THE WITNESS: Yes, sir.

13 MR. BYRNE: Ken.

14 BY MR. WEBSTER:

15 Q. Just one quick question. Has any training procedures
16 been brought to your attention specifically on the Q400?

17 A. No, sir.

18 MR. WEBSTER: No questions.

19 MR. BYRNE: Harlan.

20 BY MR. SIMPKINS:

21 Q. In the reports that you receive, do you get --
22 specifically with flight operations, do you get equal reporting
23 from first officers and captains?

24 A. Yes, sir. Most of the time when one does a report, the
25 other does a report.

1 Q. So it would be a joint report that comes in, they would
2 both fill one out?

3 A. They can both fill one out or they can both -- in some
4 instances, they both sign off on the same report.

5 Q. So if there were an average or a ratio, you would say it
6 would be 50/50?

7 A. Yeah.

8 Q. If you were made aware of or deemed something as an
9 immediate safety issue that needs to be addressed within the
10 company, I understand there's different ways to disseminate this
11 information by a crew track or a read-and-sign. How do you
12 determine which one you're going to use?

13 A. Depends on who it needs to go to.

14 Q. Okay.

15 A. And how quick it needs to get there.

16 Q. So if it needs to go to the flight operations specific
17 -- community --

18 A. Crew track.

19 Q. Crew track?

20 A. Is the quickest way to get it -- and the read-and-sign
21 will be going away very soon. It'll all be Internet based.

22 Q. And how do you ensure that the crew had actually read
23 that crew track?

24 A. They have -- it logs it when they log on. It's the
25 first screen that comes up. They have to see it.

1 Q. But there's no guarantee that they would read that and
2 you're just assuming or is it fair to say that you're using their
3 professional --

4 A. There is no guarantee that they, in fact, read it.

5 Q. So they may -- there is a possibility they could just
6 click it without reading it to continue on through the crew track
7 system?

8 A. I believe that to be a true statement.

9 Q. Specifically related to the accident, have there been
10 any crew track messages sent with any potential findings or
11 guesstimations that would cause the safety group to send out a
12 crew track message for heightened awareness about anything related
13 to the accident, if you understand the question?

14 A. No.

15 Q. There have been no crew track messages?

16 A. There have been crew track messages, but --

17 Q. Not related.

18 A. -- can't say they're directly related to the accident.

19 Q. Okay. I understand with the LOSA system that the crews
20 have the ability to deny access to the flight deck if they don't
21 want --

22 A. That is a true statement.

23 Q. Do you have any reports of any crews actually not
24 willing to comply?

25 A. No, sir.

1 Q. Have you received any safety reports from the crew after
2 doing a LOSA saying there may have been a safety issue or a
3 distraction issue --

4 A. No, sir.

5 MR. SIMPKINS: I have no further questions.

6 BY MR. BYRNE:

7 Q. Daryl, I'm just following up on the -- where you said
8 about the read-and-signs going away. What -- as far as getting
9 information to the pilots, what are the protections in place to
10 make sure that something on crew track is something that -- or how
11 do you assure that the pilots have the information when they need
12 it, if there's some permanence to it or if there's some need to
13 reference it away from a computer or in the flight deck, how do
14 you ensure that you're getting that message to the pilots in --

15 A. If it's of importance, it's done in a bulletin fashion.
16 It can be a read-and-sign, but it will also come out in a
17 bulleting and that's part of their manual.

18 Q. Okay. So the crew track's something that's not would
19 not -- if it's not intended to be referenced in the cockpit or --

20 A. That's correct. That kind of stuff is put out in manual
21 form in --

22 Q. Okay.

23 A. In a bulletin.

24 Q. A couple of other cleanup questions. Total of flying
25 time you have?

1 A. Approximately 500 plus hours.

2 Q. And the safety concern list you said you had, said it
3 was four or five items?

4 A. I believe there's four on it now.

5 Q. What are they?

6 A. I know there's the Q400 nose tire issue was on there,
7 the door closures. I think -- I think, I don't know for sure, one
8 was duty time and there's one other one, but I can't think of it
9 off the top of my head.

10 Q. Okay. Is anything regarding crew adherence to standard
11 operating procedures on that short list of yours?

12 A. Not at this time.

13 Q. Anything --

14 A. That's an everyday thing.

15 Q. Understand. Anything regarding sterile cockpit on that
16 list?

17 A. No, sir.

18 Q. And with respect to -- Roger was -- or brought up the
19 concept of the co-chair partners. What communications do you
20 have, in your position, with equivalents at the co-chair?

21 A. Quarterly. We have quarterly DOS meetings that
22 involves, you know, safety in the ERM and all that stuff with the
23 different co-chairs.

24 Q. Okay. And the FAA audit, what's your understanding of
25 why that audit was conducted?

1 A. I don't think there was any particular reason. I just
2 think it's something that they chose to do.

3 Q. What's your knowledge of the findings of the audit?

4 A. There were very few findings. They were very pleased
5 with the audit.

6 Q. The total time span on company premises --

7 A. Approximately two weeks.

8 Q. About two weeks. And the date of that?

9 A. Within the last six months.

10 MR. BYRNE: Thank you. Roger? Anyone else?

11 BY MR. DITTMAR:

12 Q. Yeah. On the read-and-signs, you're saying they're
13 going away. Are they -- read-and-sign memos completely going away
14 or are they becoming electronic?

15 A. They're becoming electronic.

16 Q. So you're still going to have to sign in and --

17 A. Yes, sir.

18 Q. -- register that you've signed whatever information?

19 A. Yes, sir, which is a better system.

20 Q. Was that in the works before the accident or --

21 A. Yes.

22 Q. And just to clarify, what exactly is a bulletin?

23 A. A bulletin --

24 Q. What is it used for?

25 A. A bulletin is to inform you of something that is going

1 to be a manual change in the next revision.

2 MR. DITTMAR: I have no further questions.

3 MR. BYRNE: Daryl, we've asked you a bunch of questions.
4 Is there anything that we haven't asked you that you would like to
5 share with us that can help us in our investigation?

6 THE WITNESS: No, sir.

7 MR. BYRNE: Anyone -- you've seen the list of folks that
8 we're talking to. Is there anyone that we should be or need to be
9 talking to?

10 THE WITNESS: Pretty good list.

11 MR. BYRNE: It's a start. Thank you.

12 (Whereupon, the interview in the above-entitled matter
13 was concluded.)

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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 Daryl LaClair

DOCKET NUMBER: DCA-09-MA-027

PLACE: Washington, D.C.

DATE: March 12, 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.

Timothy Atkinson
Official Reporter