

Docket No. SA-531

Exhibit No. 2-T

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Operations Group Chairman
Interview Summary – Q400 Fleet Manager
PD Weston

(43 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 *
* * * * *

Interview of: PAUL WESTON

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

Monday
March 16, 2009

The above-captioned matter convened, pursuant to notice.

BEFORE: ROGER COX

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P R O C E E D I N G S

(11:25 a.m.)

INTERVIEW OF PAUL WESTON

BY MR. COX:

Q. Thanks for being here today. We appreciate your help in letting us talk to you about some questions that we have. Let me start off with your full name, please.

A. Paul Davis Weston.

Q. Okay. And your age, please?

A. Sixty-six and seventh-eighths. I'll be 67 in April.

Q. Not your shoe size. Your current title position, please?

A. Q400 Fleet Manager.

Q. How long have you been in that position?

A. Nineteen months.

Q. Okay. And can you tell us what you were doing prior to that?

A. I was a consultant with -- I'm sorry, we're not supposed to be consultants. I worked with CBAOK. It was a certification and ATOS conformance group.

Q. Okay. And how long did you do that?

A. About three and a half years, I think.

Q. Okay. And just to be thorough, we should ask your certificates and ratings.

A. I'm an ATP. Type rating in Boeing 727.

1 Q. Um-hum.

2 A. Douglas DC9. Dornier 328 jet. de Havilland Dash 8.

3 I also hold a flight engineer's certificate, turbo propeller
4 powered and turbo jet powered.

5 Q. And just to be complete, your flight experience, please.

6 A. You mean hours?

7 Q. Yeah. Guess.

8 A. Yeah, guess. Eighteen thousand.

9 Q. And specifically, what time on the Dash 8?

10 A. About 72 hours. Again, you're going to have to give and
11 take. I didn't -- I would've pulled that out if I'd --

12 Q. That's all right, that's fine. Don't have to be spot
13 on. So you were type rated so you became initially qualified.
14 When did you become initially qualified on the Dash 8?

15 A. I believe early November of '07.

16 Q. Do you maintain currency on the airplane?

17 A. Yes. By sim check.

18 Q. Can you recall when you had your last checkride?

19 A. Yeah, I think I can. It was the 11th of February 2009.

20 Q. That's quite recent. That's good.

21 A. Well, it was the day before.

22 Q. All right. Can you briefly describe your duties and
23 responsibilities as the Q400 fleet manager?

24 A. Well, the first 15 months or so I was pretty much
25 devoted to the introduction of the airplane, making the

1 preparations as far as -- and then, since September I've morphed
2 more over into my -- what will become my normal duties of day-to-
3 day liaison with the factory and the FAA and the company as far as
4 the airplane is concerned.

5 Q. So what are your specific responsibilities with regard
6 to, say for instance, the policies and procedures that are done on
7 the airplane?

8 A. I support what Flight Standards puts out.

9 Q. Okay. By support, would that mean to say that you don't
10 make any policies?

11 A. I advise or I corroborate -- collaborate with -- it's
12 all done together.

13 Q. Are you responsible for any of the manuals?

14 A. Yeah, I'm the owner of the interim CFM, RCFM. The FAA
15 calls it the interim CFM.

16 Q. And how long do you think this is going to be an interim
17 CFM?

18 A. Well, I was hoping for about 30 days from now. It's
19 been in iteration since September, going back and forth between us
20 and the FAA.

21 Q. So may I ask you to tell me what you mean by iteration
22 between you and the FAA?

23 A. Oh. We would send them a proposed manual and they would
24 mark it up. It would come back; we would change and either agree,
25 disagree, or agree to disagree.

1 Q. Um-hum.

2 A. Make those changes, send it back. They'd send it back,
3 send it back and it's gone back and forth numerous times. And
4 we're honing down now. In the meantime, we're -- excuse me --
5 we're also working other manuals. It isn't just a sole effort.

6 Q. So like what other manuals would you be --

7 A. QRH.

8 Q. Uh-huh.

9 A. Which has been approved.

10 Q. Any others?

11 A. Not for me, no. I know the company's working several
12 manuals. I think there's 20-some odd manuals they're working, but
13 just -- I'm only concerned with those two.

14 Q. There are 20 manuals that are interim manuals?

15 A. No, no, no. No, no. They're in -- ATOS conformant --

16 Q. Oh, I see.

17 A. -- manuals that the company and the FAA are working on.

18 Q. To your knowledge, are any other publications, company
19 publications that are interim or still under the approval process
20 besides just the CRM?

21 A. Under the approval process, yeah, I believe there's
22 about 23 of them.

23 Q. What I meant was that are in interim stages.

24 A. Oh, no. To my knowledge, the CFM is the only interim
25 manual at this moment.

1 Q. Okay. What are the issues that are remaining between
2 the company and the FAA on the CFM?

3 A. Well, as a result of our accident, we have decided to
4 make several changes to our procedures which will have to be fed
5 into that manual, go to them, you know, and get them through that.

6 Q. Okay. Could you enumerate those?

7 A. Yeah, we have had a bulletin that was issued while we
8 were all up in Buffalo that was dealing with icing procedures, a
9 more succinct description of what they are and how to use them.

10 Q. Okay.

11 A. That will be incorporated in it. We're working on a
12 manual that references the -- specifically the addition of the ref
13 switch position and the crew to check that. That will be a
14 checklist addition as well as some text in the expanded checklist
15 part of the CFM.

16 Q. Um-hum.

17 A. We have added further definition to speeds, target
18 speed, for the landing regime. There is a bulletin that I have to
19 get before I can incorporate it in the CFM from the FOTM or the
20 whatever we call our training manual -- I've forgotten at the
21 moment -- that incorporates enhanced maneuvers training which will
22 be the new, what I would like to -- or I call a true-to-life stall
23 series as well as demonstrations, a demonstration of the stick
24 pusher and upset recovery.

25 Q. And these are the items that's going to be incorporated

1 into the CFM?

2 A. Yes.

3 Q. Okay.

4 A. They are covered in the interim CFM now by bulletin,
5 which the new issue or the original issue of the full CFM will
6 incorporate all the existing bulletins.

7 Q. Okay. What was the -- at the date of the accident, what
8 was the guidance that Colgan gave to crews with regard to the
9 setting of air speed bugs when the reference, the increase
10 reference speed switch was on?

11 A. I believe we told them to set the -- if the switch was
12 on, they used V ref ice or go around ice. If the switch is off,
13 they use the -- whatever the calculated V ref from the ACAR system
14 is.

15 Q. Okay. Do you know where that was written, specifically?

16 A. No.

17 Q. Okay. Were the tail stall recovery procedures
18 incorporated into Colgan's training or procedures at the day of
19 the accident?

20 A. I understood there was a video that described tail plane
21 stalls and to my knowledge, that's all.

22 Q. Okay. Do you know if that video that you're speaking of
23 was approved by the FAA for your training program?

24 A. Do not know.

25 Q. Do you know when it was introduced into Colgan training?

1 A. No, I don't.

2 Q. Do you attend the check airmen meetings?

3 A. I have attended one.

4 Q. Do you get feedback from the check airmen or Flight
5 Standards as to the procedures that are in your airplane and your
6 CFM that may need to be reconsidered or added or omitted?

7 A. Yes.

8 Q. Can you give me an example of some?

9 A. Oh, from Flight Standards only, you mean?

10 Q. Well, I -- you know, I said Flight Standards.

11 A. Yeah.

12 Q. What I really meant was from pilots who have
13 responsibilities in the company to oversee training and flight
14 standards.

15 A. Yes, I get e-mails from time to time making suggestions.
16 We usually will take those and the standards group will review
17 them. If there's any value to them, we will implement them. If
18 there isn't, I usually will call and say hey, Harry, we couldn't
19 do it. You know, I mean blah, blah, blah, blah.

20 Q. Okay.

21 A. We have made changes as a result of that through the
22 year or -- yeah, year.

23 Q. Can you give me an example of some changes that you have
24 made as a result of this -- suggestions or feedback?

25 A. Yeah. I think the first revision or -- let's see, we're

1 on the four, three -- Revision 3 of our check -- normal checklist
2 included a lot of rearranging of items that made better sense in
3 the flow.

4 Q. Did you know Captain Renslow?

5 A. No, sir.

6 Q. Did you know First Officer Shaw?

7 A. No, sir.

8 Q. Did you ever have any occasion to observe them at any
9 time?

10 A. Didn't know who they were until I saw their photograph.

11 Q. Okay. Do you go to recurrent ground school?

12 A. Not yet.

13 Q. Do you have input to the Q400 portion of recurrent
14 ground school?

15 A. The only thing I do is I go over and just say hi, guys,
16 introduce myself to the folks who don't know me and then I answer
17 any quasi-technical or rumor-type questions for the group if I'm
18 available. If I'm not there, somebody else goes. But we usually
19 try to send somebody from Standards to every recurrent class.

20 Q. Any complaints, suggestions, feedback from line pilots
21 about the procedures used on the Q400?

22 A. I've had a lot of questions about why we do things, but
23 not complaints. I mean, I always get what I feel are constructive
24 criticism. They say, you know, you wrote this out but it doesn't
25 really work in everyday life. I say okay, we'll take it up and

1 we'll change it. But I guess you could call that a complaint, but
2 I call it constructive criticism.

3 Q. Okay, maybe complaint's -- I didn't really mean to
4 confine that question to complaints. What I meant was just, you
5 know, pilots bitch --

6 A. Yeah.

7 Q. -- so, I mean, sometimes pilots bitch constructively,
8 sometimes they just bitch. So what I'm trying to solicit from you
9 is can you think, during your tenure in the job, of feedback that
10 you get from line pilots as to the way that the checklist is set
11 up, the way the procedures are done on the airplane that you felt
12 was memorable and worth dealing with?

13 A. Yes.

14 Q. Can you give me an example?

15 A. I think I mentioned earlier where we rearranged some
16 items within a sub-checklist of the normal checklist. That's
17 probably what they would query me most about. Well, you know,
18 it's easier if my hand's up here to do this now than to do it when
19 it's down here and go back up and come down, just order and flow
20 of checklists.

21 Q. Um-hum. Anything else?

22 A. Yeah. There was one other item. It was suggested by
23 some of the line pilots that we check one of our systems
24 immediately on powering the airplane up so in case it wasn't
25 working, excuse me, that we could -- we'd have 45 minutes for

1 maintenance to fix it instead of five minutes and we incorporated
2 that.

3 Q. Okay. Anybody ever say anything -- by anybody, I'm
4 really talking about line pilots in terms of feedback -- about the
5 possibility of setting your bugs wrong when your increase ref
6 speed switch was on?

7 A. No.

8 Q. Nobody's ever said a word --

9 A. Not to me.

10 Q. Oh. Do you get information through the air safety
11 reporting system or irregularity reports or other company
12 reporting systems that you use to assess your duties as the fleet
13 manager?

14 A. I have available to me a report called a fare report and
15 then we use that to build a little thing called a flight
16 operations incident investigation report, which the fare report
17 would be a return to gate, you know, that just goes out -- yeah.
18 So then when it would come in to Flight Standards, someone in
19 Flight Standards would look at it and say oh, return to gate.
20 We'll call, we dig a little bit and see what other information you
21 can glean from it and then those would be turned over to our
22 recurrent training people and possibly even for simulator
23 scenarios. I'm sorry, Roger. I thought I turned it off.

24 Q. It's okay. We caught you.

25 A. I turned one off. That's not bad, is it? Now it won't

1 quit. There it is. I really apologize to everyone.

2 Q. In the procedures that you have in your CFM, is there
3 ever any occasion where the pilot monitoring would move the flaps
4 without being first commanded by the pilot flying?

5 A. Not to my knowledge. I keep forgetting there's somebody
6 on the phone.

7 BY MR. BYRNE:

8 Q. P.D., who do you report to?

9 A. Jeb Barrett.

10 Q. His position?

11 A. Director of Flight Standards or Director of Standards.
12 I've forgotten -- they changed the title. Or Director, Standards.

13 Q. Does anyone report to you?

14 A. No.

15 Q. And I guess characterize the nature of your interface
16 with Jeb.

17 A. I see him daily. He's two doors down from me. We
18 usually see each other at the morning maintenance meeting and also
19 at the -- if he's in town and I'm in town, at the ops meeting
20 at 8:30. As far as I feel, it's a normal boss/subordinate
21 relationship. He tells me what to do and I say yes, sir and do
22 it.

23 Q. And how were you selected for the position?

24 A. I turned a resume in to Buddy Casey, the president of
25 the -- or he was -- at that time, he was liaison between the new,

1 Pinnacle and Colgan and got a phone call and asked if I'd come in
2 for an interview.

3 Q. Did you receive any position specific training once you
4 were selected?

5 A. Yeah. Well, I'm qualified in the airplane.

6 Q. Okay. Outside of that, any additional training?

7 A. No. I think they more relied on my past experience as
8 far as bringing new airplanes on the line. I just finished a
9 project bringing 717 into service for Midwest Airlines.

10 Q. And regarding the evolution of the company flight manual
11 for the Q400, the latest -- where does it exist right now? It is
12 on Colgan's desk or is it on the FAA's desk?

13 A. Well, it's on Colgan/editor's desk.

14 Q. Okay.

15 A. You know, CBAOK does all of our formatting and stuff and
16 what we do is we take the PDF version of it and everybody makes
17 notes on it and then I will take those -- that particular version
18 and I'll go in there with my big red one and say do this, do that,
19 do this, do that and it's there at CBAOK right now waiting to be
20 returned, I was hoping this week --

21 Q. Okay.

22 A. -- to be then handed to the FAA again.

23 Q. What were the areas of markup that came back from the
24 FAA on the latest version?

25 A. Okay. They wanted my name as manual owner rather than

1 my position and we covered the position/name in the book we call
2 the AAG, Airline Administrative Guide.

3 Q. Um-hum.

4 A. And so we had -- that was a point. We had some
5 references in Chapter 1 to a bunch of reports all the way from the
6 incident, safety, irregularity, passengers, you know, unruly
7 passengers, all that in some of websites that we pointed to in the
8 manual, when they did it, they didn't work, so there was probably
9 eight to ten of those that we had to straighten out and what we
10 did is we just took them all and moved them to one spot instead of
11 saying go here, go there, go someplace else.

12 There were three or four spelling errors. Portable
13 instead of potable. And then a lot of things, one of them sticks
14 out in my mind is in the preflight, we tell the people to look at
15 the battery overflow jar and the FAA questioned whether that was
16 part of the preflight and it is right out of the AOM to check the
17 condition of the battery overflow jar. Let's keep going.

18 They wanted a compliance statement and by that I mean,
19 you know, for performance from the AFM. Colgan uses the
20 performance section of the CFM backed up by aero-data
21 calculations. Limitations. We use the direct copy of the -- and
22 it just tells you where -- you know, the four things that you got
23 to have in the AFM or in the CFM. It just tells you where we get
24 that from or what we're referencing to.

25 Q. Okay. In the last iteration or comments that came back,

1 were there substantive changes with respect to procedures or flow?

2 A. No. We are in discussion about a rate of descent call.
3 Mike Jessie and Doug have decided that maybe, you know, after
4 final approach fix before the ground, rather than just call
5 deviations, that at a point we should say plus ten, down five or
6 words to that effect and I've asked that that be a flight board --
7 you know, what do I call it? Flight Advisory Board, FAB. Flight
8 Advisory Board. That would be discussed in a forum of line
9 pilots, check airmen and management personnel before we do that.

10 Q. What is the Flight Advisory Board?

11 A. It's a -- we've only had two meetings of it so far.
12 It's -- the idea behind it is a group effort in input to make the
13 manuals better rather than one or two people making decisions and
14 we would have a check captain, we would have a line captain or two
15 or maybe even a first officer along with probably Jeb, the FAA and
16 myself and we would have an agenda to discuss rate of descent
17 calls. You guys want to do them, why do -- why not do them and
18 arrive at a mutual agreement.

19 Q. When was the last meeting?

20 A. Let's see. It was last week, I think. It was -- yeah,
21 it was last week.

22 Q. Who was in attendance?

23 A. The FAA, bunch of our people. We had the people from
24 Nick Sabatini's group observing. Two people -- besides myself,
25 there was two people from Flight Standards, the chief pilot, the

1 Director of Operations, the FAA. I can't remember who was at the
2 other side of the table.

3 Q. Line pilots on board?

4 A. No.

5 Q. So it was just company management personnel?

6 A. At that point. Just a way of explanation. Because our
7 pilots are based every place else and we are in Manassas by
8 ourselves, it's sometimes difficult to get a line pilot in to
9 Manassas, you know, hotel and time off and all that. My plan is
10 to have our board meetings at Newark where the people are supposed
11 to be based.

12 Q. And I guess, what were the topics discussed during the
13 meeting last week?

14 A. We were into the -- oh, and Darrell Mitchell from Flight
15 Training, Director of Flight Training, was there. The enhanced
16 maneuvers training was brought up. We did a little bit of
17 kibitzing about the event, of the inadvertent stick shaker earlier
18 last week and that's pretty much what it was.

19 Q. What was the -- I guess, you said -- there was one
20 previous meeting of this --

21 A. Um-hum.

22 Q. -- FAB? When was the previous meeting?

23 A. Last fall.

24 Q. Who created this or what was the impetus to create this
25 FAB?

1 A. Doug said don't you think it's about time and I said
2 yes, sir. And we did it. It was more of a "how's the state of
3 the manuals and this is our vision of where we're going with the
4 manuals down the road." Don't ask me who was there besides Doug.
5 I couldn't tell you.

6 Q. Does the FAB exist for the SAAB fleet?

7 A. I believe it's -- again, it's in its infancy. I can't
8 tell you whether they've had a meeting or not. I know that it
9 will be, as will the Q.

10 Q. And the -- just reviewing some of the changes you
11 mentioned that have taken place after the accident. The bulletin
12 that was issued on icing procedures that came out after the
13 accident --

14 A. Yes.

15 Q. -- was it in progress or preparation prior to the
16 accident?

17 A. No.

18 Q. It was directly a result of the accident?

19 A. Yes.

20 Q. The checklist edition on the increase ref speed switch,
21 again, just after -- reason for that was after the accident?

22 A. Yes. It was driven by our Vice President of Operations.

23 Q. And what is the specific changes that are going in?

24 A. For that switch?

25 Q. Yeah.

1 A. It's a line item addition to the approach checklist that
2 requires the crew to check the position, both crew members to
3 check the position of that switch.

4 Q. Okay. What is the language in the expanded checklist
5 going to say?

6 A. Like -- I'll paraphrase it, but if it's on, if the
7 switch is on, use de-ref, de-go around ice. If it's off, don't --
8 I mean use de-ref, de-go around.

9 Q. Okay. The -- and is that particular content that you
10 paraphrased, does that exist anywhere else at this time in the
11 manuals?

12 A. No. Well, the bugs, when they use the bugs, I'm sure
13 there's something in there about when to use ice bugs.

14 Q. Okay.

15 A. But as far as the direct relationship between the switch
16 and the speeds, I couldn't tell you.

17 Q. Okay. And the -- I, too, forget what you call them.
18 The training manual --

19 A. FBGBFQ.

20 Q. Starts with a C. Crew member. But the training --
21 let's call it the training manual, if we're okay here, the
22 enhanced maneuvers training that you're talking about, that's also
23 specifically in response to --

24 A. Yes.

25 Q. Those are all actions taken after the accident?

1 A. Yes.

2 Q. And I guess, what do you mean by a true-to-life stall
3 series?

4 A. Oh. Well, on talking with my contemporaries in the
5 industry and getting some guidance from other sources, it's -- the
6 stall series that we do now is a setup, you know, autopilot's on,
7 get it trimmed up to 180 knots. We're going to configure to do
8 this, we're not going to lose any altitude, plus or minus this,
9 plus or minus that. There seems to be an industry trend to go
10 into -- well, autopilot off during the stall.

11 Q. Um-hum.

12 A. To go forward with a more realistic, where you do not
13 set up, per se. It's not a precision maneuver and the phrase, I
14 think, in PTS says minimal loss of altitude. The idea is more is
15 to recognize and execute the recovery rather than, you know, nail
16 that hundred or that 5,000 feet.

17 Q. You mentioned autopilot on or off, or is the autopilot
18 -- are there going to scenarios presented with approach to stall
19 or stick shaker with the autopilot on?

20 A. Yes.

21 Q. And what's the role of the FAA at this point in these
22 proposed changes?

23 A. They are standing by to see them and verbally -- I mean,
24 we've discussed them quite a bit and they will approve them the
25 minute we get the hard copy to them. The implementation of those

1 things was -- we had a deadline of last Friday by our VP of
2 Flight.

3 Q. Um-hum.

4 A. Didn't make it because we were doing something else, but
5 it was -- he said I want it done and I want it done now and we
6 damn near got it done. If we hadn't been sidetracked.

7 Q. And what were you sidetracked on?

8 A. Oh, I don't know. No, we were sidetracked in the
9 checklist change, the line item for the ref switch and it's a
10 company delineation of target speeds for the approach regime --

11 Q. Okay.

12 A. -- that type of thing. And then had some time with my
13 legal representative.

14 Q. Also regarding the changes to the training manual --

15 A. Um-hum.

16 Q. -- elaborate on or please elaborate on the changes as
17 far as upset recovery that you mentioned.

18 A. I don't know what they are. I have not read the
19 bulletin yet. It's on my e-mail, I just haven't opened it.
20 That's more of a training issue at this point. I will have my say
21 on it after I get a chance to read it.

22 Q. Okay. Switching topics to the fare report. What does
23 fare stand for?

24 A. I have no idea.

25 Q. And I guess -- you gave an example of return to gate --

1 A. Um-hum.

2 Q. -- and calling and getting information, additional
3 information. Is a card is used for this type of --

4 A. No. No, no, no. This would be an after action type of
5 thing.

6 Q. Okay.

7 A. Airplane would -- say he returns to gate for Powerplant
8 message. Well, that's all the fare report says. It says aircraft
9 such-and-such, captain, crew, return to gate at Newark for ED
10 message, Powerplant.

11 Q. Yeah.

12 A. Okay. Well, you know, that goes in, the FAA gets a copy
13 of it. And in Standards, what we do is we look through those
14 reports and if something -- you know, they came back, there's a
15 flat tire, what are you going to ask -- but in the instance of
16 this particular fault, the Powerplant, there's -- that's like the
17 check engine light on your car, it can mean a hundred different
18 things, and sometimes it pays us to find out and ask the crew,
19 well, you know, were the batteries all charged, did you have --
20 what was the power on your GPU or you know, the rectifier, so that
21 we can maybe figure out something that -- a good example, if I can
22 diverge. We had some frozen brakes. Well, you see frozen brakes,
23 you don't think much about it. Well, we got the report, started
24 talking to the captain, said whoa, frozen brakes. Well, why did
25 they freeze? Well, it was contaminated. Well, did you leave them

1 set? Yeah. Maybe we shouldn't leave them edit. So I called
2 around through the industry and lo and behold, they don't set in
3 the wintertime or actually no time do they set brakes on the Q400
4 after the chocks have been put in. They're carbon brakes, they
5 won't freeze or weld up like the old disc -- or the old metal
6 brakes. So that was what we used, by just asking a few more
7 questions, we got some useful information.

8 Q. Okay.

9 A. That was a long-winded answer. I'm sorry.

10 Q. Not at all. I guess, with respect to your duties and
11 responsibilities characterize how you interface with the
12 manufacturer.

13 A. Twice a year I'm a participant in what they call the
14 focus group -- I'm sorry, steering committee, where all the
15 operators from around the world meet in Toronto and we gang up on
16 Harlan. No comment. But we kind of air our views on things. We
17 ask for things like this -- we've asked for on why the airplane is
18 not susceptible to tail plane stalls or any other issues that we
19 want some answers on.

20 Q. Okay. And I guess, with respect to your point of
21 contact, who is the point of contact at Bombardier?

22 A. For their steering committee, it's Harlan Simpkins.

23 Q. How do you directly interface with the FAA, P.D.?

24 A. Telephone calls, face-to-face meetings. We have, at
25 our 8:30 ops meeting, the FAA is a member of that ops meeting and

1 you know, you go around the table and everybody has a chance to
2 ask questions or say something or want something and although Doug
3 is by phone, our POI is by phone, and usually we have our air crew
4 program manager there and that's the primary interface, as opposed
5 to telephone calls after that.

6 Q. Okay. And I guess, outside of the focus group, the
7 meetings --

8 A. Um-hum.

9 Q. -- up at Bombardier with other Q400 operators, how much
10 do you interface with the other operators of the Q400?

11 A. How much?

12 Q. Yeah.

13 A. I would say that I talk to some other operator at least
14 twice a month, if not more.

15 Q. Who was the last operator you spoke with and what was
16 the issue?

17 A. The issue was tail plane stalls and the last operator,
18 it was Horizon Airlines.

19 Q. Who did you speak with there?

20 A. Don Weems (ph.). He's my counterpart. He's their fleet
21 manager.

22 Q. And what was the feedback or the resolution of your
23 discussion about --

24 A. It was just a discussion. I mean, it wasn't -- nobody
25 won. It was just -- we just discussed the different things I'd

1 heard, he'd heard, that type of thing.

2 Q. Okay. Does Horizon have procedures for tail plane
3 stalls on the Q400? Based on your discussion?

4 A. They did, but they've removed it from their manual.

5 Q. When did they remove it from their manual?

6 A. Last week.

7 Q. Going back or looking into the various manuals, the
8 FOPPM, the AAG, one of those has the duties and responsibilities
9 for your position.

10 A. Um-hum.

11 Q. And I'd just like to go through those duties and
12 responsibilities and get your observation of how you fulfill
13 those --

14 A. Okay.

15 Q. -- or whether that was something that was prior -- that
16 you weren't focusing on because of the morphing that you've done
17 since September. One of them is organize and manage the daily
18 activities of Colgan Air and their respective aircraft fleet type
19 operations, including maintenance and dispatch issues when
20 required. How much of that do you get involved in?

21 A. Every morning between 5:30 and 7:30, eight o'clock, I
22 sit in the MOC SOC area and help deal with any -- I think you and I
23 have talked on the phone a couple times. But we'll have -- a lot
24 of times a crew will call maintenance in and maintenance will have
25 an answer but they may not have it as quickly that I have it, so

1 I'll lay it on them.

2 Q. Okay.

3 A. Talk to the captains. If they, captains, have
4 questions, I talk to them or first officers.

5 Q. Next one, ensure compliance with FARS with regard to all
6 flight crew operations, dispatch and maintenance related questions
7 that arise during daily aircraft flight activities.

8 A. I think you've got a version of that that was put out
9 after, but to answer your question, I don't know.

10 Q. I have a version of the --

11 A. Yeah, I think you've got a version -- where did that
12 come from? Did that come out of the FOPPM?

13 Q. Either the FOPPM or the AAG.

14 A. Okay.

15 Q. One of the manual documentation sets that we got.

16 A. Okay. And I don't -- can't tell you how I do that.

17 Q. Act as maintenance liaison and coordinates aircraft
18 maintenance issues involving pilot write-ups, MELs and CDLs?

19 A. That's in the mornings and then at the morning eight
20 o'clock maintenance meeting.

21 Q. Coordinate changes to the aircraft company flight manual
22 issues with the training department when approved through
23 Director, Flight Standards?

24 A. Yes. That's normal course of revision, manual revisions
25 or things like that.

1 Q. Okay. And I guess coordinate changes. Are these
2 substantive changes or are these making sure that the changes have
3 been -- has been moved?

4 A. I do both, to some extent. I kind of do the Bombardier
5 stuff and then make sure it's put in the airplanes and that type
6 of thing.

7 Q. Okay. Ensure pilot standardization and compliance with
8 the aircraft company flight manual throughout the Colgan Air
9 system.

10 A. That's something to be developed. That's when I'll be
11 out riding jump seats and observing checkrides. Again, it's --
12 we're building toward that list of 47 things you have.

13 Q. Not 47, but --

14 A. It's close.

15 Q. Maintain flight and ground instructor and check airmen
16 qualifications and currency, serve as a flight and ground
17 instructor and as check airman when required.

18 A. That's -- again, that's looking forward, I will be
19 trained as a sim operator, check airman, et cetera.

20 Q. Okay. Maintain aircraft qualifications and performs
21 airplane and simulator aircraft ferrying and positioning as
22 assigned.

23 A. Well, I've done 12 of the 15 airplanes.

24 Q. As far as ferrying?

25 A. Ferrying, moving them. I actually moved a couple up to

1 New York or to Newark.

2 Q. Observe the line or fly the line as needed with an
3 emphasis on evaluating flight crews for compliance with Colgan
4 Air's standard operating procedures and practices.

5 A. Again, that'll be part of my -- now, in the past I have
6 done that, in the past.

7 Q. When did you last jump seat the Q400?

8 A. Mid-summer. When I was going up to get the airplanes,
9 I'd always ride. At that time, we had a Dulles-Newark and then
10 Newark-Toronto flight. I would ride those flights.

11 Q. Okay. Coordinate training records, requirements.
12 Ensures all training record issues are addressed prior to
13 assignment of new pilots for IOE.

14 A. No.

15 Q. You don't do that?

16 A. I don't do that. That's over in Darrell Mitchell's
17 bailiwick. He has one, two -- four women who do that.

18 Q. Observe and monitor flight crew and station personnel to
19 ensure that company policies are followed, advises management of
20 any areas of concern.

21 A. Yes. I spend about one, maybe two days a month at
22 Newark watching and you know, have a cuss and discuss session.

23 Q. What was the -- when was the last time you were up in
24 Newark or I guess, prior to the accident --

25 A. Um-hum.

1 Q. -- when were you last in Newark?

2 A. I was up there in January. I couldn't tell you the
3 date.

4 Q. What issues do you recall observing or discussing?

5 A. Oh, yeah. I know. I was up there for two days. One
6 day I spent liaising with the crews and watching operations up
7 there and the second day I spent going over and finalizing the
8 changes to QRH with Mike Jessie.

9 Q. Okay. Any areas of concern observed while you were up
10 there?

11 A. No.

12 Q. Actively represent the chief pilot's office and the
13 company in routine and extraordinary meetings.

14 A. All of my little meetings I attend.

15 Q. Not quite 47. We're wrapping up.

16 A. Oh, good.

17 Q. Maintain an open line of communications between the
18 chief pilot's office and other company departments.

19 A. I'm there. I mean, I have my cell phone or my desk
20 phone's forwarded to my cell phone, so no matter where I am they
21 can get me and if somebody can't talk to somebody, I do.

22 Q. Is the jump seat coordinator for interline agreements
23 for their respective fleet.

24 A. I don't know where that came from. That's --

25 Q. Not something you do?

1 A. Not in the slightest.

2 Q. Maintain receipt of pilot manual revisions, ensure that
3 pilot related publications are updated and properly maintained.

4 A. That belongs to Jim Carpenetto (ph.) who works directly,
5 I think, for Dean Bandavanis, DO.

6 Q. Not part of your duties and responsibilities?

7 A. No, sir.

8 Q. Audit operational records as required.

9 A. No, sir.

10 Q. Coordinates ADs for company CFMs with Director of Flight
11 Standards and chief pilot.

12 A. Yes, I do that.

13 Q. Performs other assigned duties by the Director of Flight
14 Standards.

15 A. And I do that quite often and very well, I think.

16 MR. COX: Kind of like cream and sugar.

17 BY MR. BYRNE:

18 Q. Just a couple more to wrap up the -- as far as prior to
19 the accident, were you aware of any instances of a stick shaker
20 going off on a Q400 during line operations?

21 A. Prior to the accident?

22 Q. Yes.

23 A. No.

24 Q. Were you aware of the stick shaker going off during any
25 of the proving runs?

1 A. No.

2 Q. Were you involved in the proving runs on the airplane?

3 A. Some, not all.

4 Q. Characterize how you were involved.

5 A. I rode in the back of the airplane and made sure that
6 the door opened and closed and I did all the little gofer things
7 that nobody else would do.

8 Q. Okay. Who were the pilots that were assigned -- or I
9 guess, how did the company go about doing the proving runs? Who
10 were the pilots assigned?

11 A. We took our original cadre guys and just you two, you
12 two, you two, you two.

13 Q. Did you interface at all with the FAA during the proving
14 runs?

15 A. Yes.

16 Q. Who did you interface with?

17 A. Doug Lundgren, the cabin safety lady and I cannot
18 remember her name. There was two cabin safety ladies I talked to
19 and talked with. There was an inspector by the name of Chris
20 Monteleone (ph.) who I liaised with quite a bit. Mike Jessie
21 hadn't come onto the certificate at that point. And there was one
22 other guy. I believe he was the -- our POI's immediate supervisor
23 at the time, Ed somebody or another. I can't remember.

24 Q. Okay. The inspector or Chris Monteleone --

25 A. Um-hum.

1 Q. -- was he the APM or what was his position?

2 A. I don't remember whether he was the assistant POI or the
3 air crew program manager. I don't remember.

4 Q. And you interface with him quite a bit?

5 A. Well, I mean, as you get on and get off the airplane,
6 that type of thing. Nothing -- no detailed --

7 Q. No discussion of operational issues?

8 A. No.

9 Q. No discussion of observations with respect to Colgan's
10 operation of the Q400?

11 A. No, he talked to me more about things in the manual,
12 changes in the manual, things like that.

13 Q. For example?

14 A. Oh, Lord. I couldn't tell you.

15 Q. As far as the -- how would you characterize the safety
16 culture at Colgan?

17 A. Good.

18 Q. Why?

19 A. I see a lot of direction from the top straight down,
20 which is the way I've always thought it should work. Our
21 president espouses it, all of his VPs do, and we try to push it
22 and carry it all the way down to -- right down through the ramp
23 service people. Or the mechanics. We don't have any ramp service
24 people.

25 Q. And I guess characterize the adequacy of the company's

1 training for soft skills like COM, captain leadership?

2 A. I've not been through any of it, so I really couldn't
3 comment on it at this time.

4 Q. Based on your observations on the line?

5 A. I'd say its adequate.

6 Q. Are there areas that could be improved?

7 A. Oh, I think anything can be improved.

8 Q. Are there any areas that are under consideration at this
9 time?

10 A. I believe we have been -- our VP has tasked the training
11 department to develop and implement a new CRM program by April 1.
12 That happened back before the first of the year.

13 Q. Prior to the accident?

14 A. Yes. Oh, yes. Definitely.

15 Q. Is the company using any consultants or are they
16 developing this new program on their own or are they going outside
17 and having it developed for them?

18 A. If I said anything it would be hearsay. I honestly
19 don't know.

20 Q. Who's involved in -- who asked for the change and who's
21 working the change, to your knowledge?

22 A. Our VP of Operations asked for it and our Director of
23 Training is working on it. It's in development through his
24 department.

25 MR. BYRNE: P.D., thank you.

1 MR. COX: Well, let's move on to the rest of the
2 parties. Mike, would you like to --

3 BY MR. WICKBOLDT:

4 Q. Yeah, P.D., just one question. We have additional
5 aircraft on order. These are firm deliveries that are set to
6 start arriving sometime next year, I'm not quite sure. With those
7 arriving aircraft, it's possible we might operate into a new
8 market, some of the markets that people throw around, they're all
9 different, from hot, mountainous, hot and mountainous, all that
10 stuff. What are -- first off, how soon ahead of operating in
11 these new markets would you plan on preparing for it and what are
12 some of the things you would do to prepare for places we've never
13 operated in before that are distinctly different from the rest of
14 our operations?

15 A. They got to tell me where to go first, but --

16 Q. Sure.

17 A. No, I would more than likely look at the route
18 structures, aircraft performance, hot-high, high-hot, whatever,
19 and start trying -- if we don't have them covered, make sure that
20 that type of stuff is covered. What else would I do? Given the
21 availability of equipment, probably run some in-house proving
22 runs, make sure everything works on the -- in those areas.
23 Obviously, we review our JEPS subscription, make sure that all of
24 that stuff is covered, ops specs changes, things like that.

25 Q. Once you did all that, how would you go about

1 disseminating that information to the pilots, making sure that
2 anyone who arrives there to fly is ready to go?

3 A. Probably fall back on some old stuff. We used to put
4 new -- or what we used to call new theater of operation books out.
5 We used to -- never went to South America before, so we started,
6 you know, there was a book built, handy things to know about South
7 America. If it's that off the beaten track. I mean, if --

8 Q. Sure.

9 A. If you go to Cincinnati and start flying to Pittsburgh
10 and Norfolk and all that, no. What would you do? New approach --
11 you'd go off -- say you go down and you start operating into
12 Mexico or something. Yeah, that's a whole lot of different stuff
13 to do.

14 Q. All right, thanks.

15 A. You're welcome.

16 MR. COX: Gene?

17 BY MR. CONWAY:

18 Q. Yeah, P.D. You mentioned a white paper and why the
19 aircraft was not susceptible to stalls. What's that about?

20 A. Well, a white paper's just -- not a big thesis or
21 anything, it's probably four or five pages with an explanation in
22 layman's terms of why the airplane will not -- is not susceptible
23 to tail plane stalls.

24 Q. And who authored that?

25 A. Well, we have requested one for the steering committee

1 meeting in April.

2 Q. From?

3 A. Bombardier.

4 Q. Okay. Does it already exist or will it be worked up as
5 a result of the request?

6 A. I don't know.

7 Q. And it says why it is not susceptible. That contains an
8 assumption that it is not -- is that the assumption, that it's not
9 susceptible so just document why it's not?

10 A. Yes, sir.

11 MR. CONWAY: Okay. No other questions. Thank you.

12 MR. COX: Tim?

13 BY MR. DITTMAR:

14 Q. Just going on based on what Gene said here, the
15 assumption that the airplane is not susceptible to tail stall.
16 Did you hear anything prior to the accident whether or not the
17 airplane was susceptible to tail stall?

18 A. No.

19 Q. Did you hear anything that said it wasn't susceptible
20 to --

21 A. No.

22 MR. DITTMAR: No other questions.

23 MR. COX: We got Harlan on the line.

24 BY MR. SIMPKINS:

25 Q. Can you hear me?

1 A. Yes.

2 Q. Okay. P.D., do you know why Horizon removed the tail
3 stall from their training?

4 A. Yes, sir, I do.

5 Q. Can you expand?

6 A. Don Weems had long and exhausting conversations with a
7 gentleman at Bombardier and basically, from those discussions, Don
8 decided that the airplane was not susceptible to tail plane stalls
9 and I'm assuming he removed it for that reason.

10 Q. Okay. If a white paper is presented from Bombardier as
11 you request, which would confirm or assure that the aircraft is
12 not susceptible, at that point would you be planning on taking the
13 tail stall portion of the regional aircraft icing video out of
14 your training?

15 A. That would be my recommendation to the Director of
16 Training.

17 MR. SIMPKINS: Okay. I have no further questions, thank
18 you.

19 MR. COX: Ken.

20 BY MR. WEBSTER:

21 Q. Hi, P.D. Just a few questions. Getting back to your
22 initial sim training, where was that completed?

23 A. Toronto, Canada.

24 Q. Okay. And that was, if I understand, you completed in
25 February?

1 A. No, sir. I completed my training in October.

2 Q. Okay. And were you -- did you have an opportunity to
3 get a pusher demonstration at that time?

4 A. No, sir, I did not.

5 Q. And can you briefly explain the stall recovery procedure
6 that was taught to you there during the -- your -- some training
7 at Toronto?

8 A. It was the standard one that we've used down in the
9 States here for years where you -- it's a precision maneuver that
10 -- your completion of it is based on minimal -- or on plus or
11 minus a hundred feet, plus or minus 10 degrees and heading, and
12 plus or minus 10 knots in air speed, going to your recovery air
13 speed.

14 Q. Okay. And that training that -- was that -- directly
15 from FlightSafety or was it a Colgan developed program?

16 A. No, sir. It was directly from FlightSafety. We were
17 told it was the Bombardier syllabus.

18 Q. Okay. During your sim training there, did you ever have
19 an opportunity or a scenario where you've landed with the
20 increased ref switch on in the sim?

21 A. Wow. Ken, I can't remember. I know that we used the
22 icing equipment on numerous occasions, but I do not recall ever --
23 whether or not I landed with the ref speed switch on.

24 Q. Okay, thank you. And just another quick question. As
25 far as approach speeds, what did they discuss with you as far as

1 approach speeds? Was it simply using V ref or was there anything
2 added for a V approach or something like that?

3 A. A V approach was never mentioned, but our -- or my
4 procedure was V ref plus 10.

5 Q. Was that a procedure that was taught to you by
6 FlightSafety? Say again, I missed that.

7 A. No, I'm thinking.

8 Q. Okay.

9 A. Ken, I can't remember whether or not that was something
10 P.D. did or whether it was trained by FlightSafety.

11 Q. Okay, great. Thanks a lot.

12 A. Yes, sir.

13 MR. WEBSTER: That's all I have.

14 BY MR. COX:

15 Q. Just a couple of follow-ups, P.D.

16 A. Certainly.

17 Q. Ken almost grabbed my question out of my mouth but not
18 quite, so I'm going to restate it here. What's the company policy
19 on additives to V ref when you're on final approach?

20 A. I believe it is plus 10.

21 Q. And where is that written?

22 A. I couldn't tell you.

23 Q. It's in here?

24 A. I don't know. I honestly don't.

25 Q. Okay. With reference to the training videos that we

1 talked about and I believe we've been told there are three, but
2 with reference to specifically to the regional pilot video that
3 has been -- do you know why Colgan showed the video to its pilots
4 if the company didn't have a procedure for tail stall recovery in
5 its company flight manual?

6 A. No, sir, I do not.

7 Q. Okay. Okay, is there anything that we haven't discussed
8 that you think we should know?

9 A. Lunch time.

10 Q. That much I know.

11 A. I'm sorry if my stomach's growling.

12 MR. COX: Thanks for your assistance. We appreciate --

13 MR. SIMPKINS: Actually, I have one more question, if I
14 could.

15 MR. COX: Yes.

16 BY MR. SIMPKINS:

17 Q. Just for clarification, P.D., you mentioned that the
18 training that you did at FlightSafety you believe it was under
19 Bombardier recommended training procedures.

20 A. Yes, sir.

21 Q. My question to you is did Bombardier do any initial PC
22 checkrides in the simulator?

23 A. Bombardier?

24 Q. Yes.

25 A. Not to my knowledge. No.

1 Q. Did Bombardier conduct any ground school training for
2 you for your initial or recurrent?

3 A. No.

4 Q. Did Bombardier do any line training for you?

5 A. Yes.

6 Q. Okay.

7 A. Not for me, personally, Harlan.

8 Q. I don't have any further questions.

9 A. Harlan, not for me, personally, but for the company they
10 did.

11 Q. Yes. Perfect, thanks.

12 A. You're welcome.

13 MR. COX: Anyone else? Going once, going twice.

14 Hearing no exceptions, the motion carries. I'm going to terminate
15 the record so you can get going. Thanks.

16 (Whereupon, the interview in the above-entitled matter
17 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 Paul Weston

DOCKET NUMBER: DCA-09-MA-027

PLACE: Washington, D.C.

DATE: March 16, 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