

John Costa

OVERVIEW OF PERSONNEL (CASA)

LINK TO CASA ORGANISATIONAL CHART. <https://www.casa.gov.au/standard-page/our-organisational-chart>

Listed on Organisational Chart

Shane Carmody	Director Aviation Safety
Graeme Crawford	Aviation Group Executive Manager
Peter White	Executive Manager Regulatory Services and Surveillance.
Dr Jonathan Aleck	Executive Manager Regulatory and Legal Affairs
Colin McLachlan	CASA Board Secretariat
Jonathan Hanton	Industry Complaints Commissioner

Not listed on Organisational Chart

Craig Martin	A/g Executive Manager Regulatory Services & Surveillance
David Gobbit	Freedom of Information

Australia is then subdivided into CASA Regions with Victoria and Tasmania in "Southern Region".

Michelle Massey	Previous Regional Manager Southern Region
David Jones	Acting Regional Manager while Michelle Massey re-deployed.
Jason McHeyzer	Replaced David Jones recently.

Then operating within Southern Region are 3 teams referred to as Certificate Management Teams i.e. CMT 1, CMT 2, and CMT 3

Each CMT will contain CASA Subject Matter Experts (SME) on Flight operations, maintenance, and safety. Each team typically comprises one or two of each of the SMEs and each of these teams will have a responsibility for a group of operators.

Previously we had operated under CMT 2 for many years and were transferred to CMT 3

CMT 2 (previous team)

John Costa Team Leader

CMT 3 (current team)

Will Nuttall	Team Leader
Brad Lacey	Flight Operations Inspector (FOI) SME on APTA and first point of contact.

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Thursday, 18 September 2014 10:19 AM

To: 'john.costa@casa.gov.au'

Cc: 'kathy.kirby@casa.gov.au'; naomichi.nishizawa@casa.gov.au; melanie.waddell@casa.gov.au

Subject: Part 61 Feedback

Dear Mr John Costa,

I am writing to you regarding the introduction of the new Part 61 licencing system. Firstly, let me state that I am 100% in support of these changes. I believe once fully implemented, they will lead to an improved Flight Training Industry. Every single one of my employees is also supportive of the change. It's obvious that an enormous amount of work has gone into, it by a lot of talented people. I appreciate also, that the only way to introduce it, is to put it out to industry and fix the glitches based on feedback. The response and support from the "foot soldiers" from CASA has been truly exceptional.

However, the cost to industry, is substantial. Currently I am being bombarded with more issues than I can comfortably handle. I have had to direct almost my 100% attention to working through the implementation of the change. To be perfectly honest, with 25 years in the industry, I can honestly say. I have never been in this situation. As the CFI of a mid-ranged school it's a very uncomfortable feeling, not having all of the answers. I'm sure this is a very unique situation for all of the CFIs, as we have many years experience with the pre Sept 1 licencing system.

I have previously made this verbal request but would really like to formally submit a request. My feeling is that the flying schools are each individually asking pertinent and important questions that are being resolved in a timely manner. Unfortunately only the originator of the query receives the benefit of the response. My hope is that CASA would be able to establish a blog or some means of flying schools submitting a query, the other schools then viewing the query, and all schools benefiting from the response. This transparency would surely reduce the queries to CASA dramatically, give us access to questions we may not have considered, make the flight training industry a lot more comfortable, enhance safety, speed up the correct implementation of the new licencing, get industry more "on board" etc etc.

While not wanting to "step on anyones toes", if this is not practical for CASA to implement in a timely manner, and I do appreciate that there will be a process, could you please advise me, and perhaps it could be industry lead.

Look forward to your response. Cheers. Glen.

Regards,

Glen Buckley

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Friday, 14 November 2014 1:59 PM

To: Staff

Cc: Ermin Javier

Subject: First correspondence from our audit

To all Staff,

This letter will provide all staff with an overview of the CASA audit conducted at Melbourne Flight Training on 12/11/14 and 13/11/14. Substantially more information will follow.

I will be distributing this to all staff including the MFT/Ausjet personnel. I ask that you treat the confidentiality of this email with the respect that it deserves.

Overall, we performed well. Our challenge is that we have grown the business to the limit of where it can go with me alone at the helm. I need support, to go any further than our current level of Operations. I have that support available to me and am excited about the opportunities ahead.

Without any doubt at all, it was the toughest audit that I have experienced to date. I suggest it is also an indicator of the surveillance levels we can realistically expect, should we be successful in our aspirations to “play with the big boys” and be a Part 142 Flying School. We have two options going forward, in my opinion. A robust business, or a business that will discontinue operations. My personal view is that a Part 141 school will not survive at Moorabbin Airport. It is imperative that we become a Part 142 school. Our vision is to expand as you are aware, and we will achieve this. We have a running start.

This requires a focused, motivated, on board team, prepared to assist us in managing change. Ermin will be the person driving this change. I am accountable and responsible for that change. We need to act promptly and efficiently. Procedures need to be implemented. Don't drop the ball, maintain the high standard of work that you have demonstrated to date. Remain objective and understand that we have an identical philosophy to that of our Regulator. It's all about accountability and risk management.

There will be change implemented. We have time constraints on us. We need to develop procedures that are Simple, Accountable and Effective. That will be the goal. These new procedures will be backed up by a strong Continuous Improvement Program. You will have the opportunity to provide feedback and assist with the refinement of those systems.

I appreciate very much the loyalty of the staff and the “sense of ownership” that you displayed during the audit. I am aware that many of you have worked at many organisations and compared the MFT operation to those other providers. Your support is sincerely appreciated. Unfortunately it has nothing to do with comparing ourselves to other organisations. It is about us being able to prove to our regulator, that we can at the very least, meet their requirements. The emphasis is on the word “prove.” I know, we do an exceptional job. I need to prove it. The business has grown to the limit of where I can take it. We have got this far, due in a large part to the staff I have surrounded myself with. Ermin will be the key person in assisting me to manage this ongoing change.

Nobody enjoys audits. Least of all me. However, the audit is an opportunity for us to highlight our deficiencies and improve our Operation. That was definitely the tone of the two days. They were professional and reasonable. I have not experienced any bullying or intimidation tactics from CASA.

They were reasonable, thorough, and correct. As you are aware it is fairly standard procedure that photos are taken during these audits. To allay your concerns, CASA will document what they have removed and provide that information to me. The exit interview would suggest to me that all issues have been covered at that meeting, so don't be concerned. In my opinion there is nothing to be concerned about. The CASA personnel involved also provided me with guidance and advice that is quite pertinent and valuable to our Operation. I know we do things well, I believe they know we do things well, we need to be able to prove it. This requires well documented procedures, standardisation, and most importantly a team of staff that share the same vision.

The staff performed to the highest standards, as I would have expected. Firstly, thanks to Ermin for his support during the audit. He has a good grasp of where we need to go and will be instrumental in assisting me into the future. Please continue to work through Ermin wherever practical. Ermin and I meet every morning and will continue working closely together. We have a very capable team at MFT. Fortunately for Annie she got the opportunity to demonstrate her abilities to CASA. I have now doubt that any other staff member, given the opportunity would also have "stepped up to the plate". On this occasion however it was Annie's turn. To the rest of you. Better luck next time and a special mention to Annie for the high level of support she has shown in her role.

In summary the most imminent issue facing us, is the need for the Business to effectively formally clarify the responsibilities of each party with regards to all aspects of aircraft maintenance. This is primarily a Business issue rather than a Compliance issue. Never the less, it needs to be attended to as a priority. This has important liability obligations in the event of a mishap. This is being attended to from today and I intend to have this finalised by the middle of next week. There are a number of other issues that require our attention and they will be addressed in order of priority.

Finally the Company culture. My view is that the first line of defence against Safety issues is the team of staff and students that we have around us. I reiterate, at MFT there is no safety budget. It's an open cheque book. We need to spend responsibly but if you see an area we can improve, please discuss it with Ermin. Our culture that we have developed over many years will remain important. It will remain the cornerstone of our business, underpinning everything that we do.

Thanks for your support, and there's a lot more on this topic coming through.

Cheers. Glen.

Regards,

Glen Buckley

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Friday, 14 November 2014 3:38 PM

To: Nishi (naomichi.nishizawa@casa.gov.au); melanie.waddell@casa.gov.au;
'john.costa@casa.gov.au'; 'andrew.kenyon@casa.gov.au'

Subject: Message from Glen Buckley. Follow up on KZN encounter with turbulence.

Dear Relevant CASA personnel.

Further to the audit conducted at MFT on 12/11/14 and 13/11/14.

I am satisfied that this occurrence was handled in a thoroughly professional manner from start to finish. We have a Senior instructor on duty at the front desk throughout Melbourne Flight Training daytime operations. The Instructor on duty that day was a Senior Grade One instructor and our Safety Manager, Mr Cameron Meyer. An exceptional and diligent member of our staff.

CASA suggested that this should be documented. I have asked Cameron to convert his handwritten notes to an email format to provide me the opportunity to share the information with you. It is below. I welcome any feedback or suggestions.

Thanks again for the opportunity to benefit from your guidance and support.

Appended to Aviation Safety Occurrence Report (ASOR)

KZN 08/11/2014

Pilot report of severe turbulence and indicated airspeed in excess of Vno. Observed at 190kt IAS.

Aircraft booked 12:00 to 17:00 local time on Saturday, November 8th.

The student pilot (a private pilot licence holder with multi engine endorsement) sought authorisation for the flight at approximately 12:00 local time with a planned return time for Moorabbin from 17:30 to 18:00 local time. Authorisation for this flight was guided by Melbourne Flight Training's: Solo Authorisation Sheet (E41.) and I authorised the flight.

Proposed route: YMMB-YMEN-YMNG-YSHT-YBDG-BTO-YMMB. Conducted as command hour building exercise toward the requirements for a CPL flight test.

The student pilot had 193+ hours total experience with 26+ hours experience on type at the time of departure.

The Area Forecast (ARFOR) described an approaching trough with an associated Northerly to South-Westerly wind change following the passage of the trough. The trough was forecast to be at Moorabbin at 17:00 local time. Moderate to severe turbulence was forecast lee of the ranges in the Northerly stream to abate following the passage of the trough. A Sigmet for severe turbulence ahead of the trough and lee of the ranges (weakening) was valid. The Moorabbin Terminal Aerodrome Forecast (TAF) indicated moderate turbulence below 7000 feet abating after the passage of the trough. The Essendon TAF included moderate/severe turbulence forecast to abate after the passage of the trough. An operation requirement for an alternate aerodrome due to crosswind was not in effect at the estimated time of arrival at Moorabbin (however forecast gusts imposed an alternate requirement till mid afternoon.) Forecast conditions North of the dividing range were moderate, indicating no forecast turbulence nor alternate requirements.

The student pilot stated his intent for higher cruising altitudes to afford a smoother ride. The pilot's main concern was the arrival and departure from Essendon with respect to the forecast turbulence. My expressed concern related to the forecast turbulence and its affect on the aircraft: operating lee of the ranges, during take-off, landing and as the aircraft flew through the trough on the return flight

to Moorabbin. I clearly explained that the aircraft would fly through the wind shear associated with the trough at sometime between 17:00 and 18:00.

I requested what safety strategies the student pilot had in place to manage the turbulence.

The student pilot stated that he would use a decreased power setting to achieve a cruise speed of 120kt IAS.

I extracted the manoeuvring speed from the Aeroplane Flight Manual and this figure was consistent with the speed nominated. Operating at the manoeuvring speed would protect the airframe from being overstressed in the case that turbulence was encountered.

When asked about what strategies would be employed on the approach to land; the student pilot stated that a higher approach speed would be used.

I recommended that a higher approach speed should be used in conjunction with a decreased flap extension to enable the aircraft to settle on landing without excessive float. The higher approach speed would permit greater control authority, smaller drift angles (for cross-wind conditions) and enhanced stall protection if wind shear were to be encountered.

The student pilot dismissed some of my concerns, stating an intention of flying at higher altitudes. I advised the student pilot of the unlikelihood of receiving an airways clearance for the planned Bendigo-Moorabbin leg on two accounts. One was: the likelihood that forecast cloud at 2000 feet following the trough would be encountered. The other: that the flight was not planned in accordance with the ERSA planning requirements. I suggested that the flight would likely have to be conducted at lower altitudes with the associated turbulence having to be dealt with. The flight plan was not amended.

On authorising the flight I reiterated the use of caution with respect to the forecast turbulence, and that should it be encountered, even in controlled airspace, a diversion back to Moorabbin would likely be available. The student pilot presented as confident, even adamant in the decision to depart. In addition to this, the requirement for an alternate aerodrome for Moorabbin and Essendon (due to crosswind) for an earlier than planned arrival was discussed. The flight departed at 13:30. Conditions at Moorabbin at the time of departure based on the Automated Terminal Information and reports from pilots returning from local flights were moderate. The wind speed was less than 30kt and ride reports indicated light turbulence.

I received a telephone call from the student pilot at Mangalore at around 16:45. The student pilot had encountered the forecast turbulence and had elected to land at Mangalore for a break from the discomfort experienced. The pilot requested a report of the weather conditions at Moorabbin. I was able to report that the forecast wind change had come through, and that after initially strong gusty conditions (with gusts exceeding 35kt) the wind had moderated and that the forecast low cloud had not eventuated. The pilot seemed satisfied and intended to divert direct to Moorabbin with expected arrival at 18:00.

I finished duty at 17:45 and left for home. On the drive home, I observed that the visibility from the South-West was decreasing in un-forecast mist. I contacted the student pilot's primary instructor and requested that he relay a message to me when the pilot had landed safely. It has been the student pilot's habit to report after safely landing. I was informed that the student pilot had landed safely but had reported severe turbulence with an indicated airspeed of 190kt enroute to Moorabbin in the vicinity of Broadford at 3500 feet.

The following day, Sunday, the student pilot briefly described the details of the occurrence to me. It was reported that the aeroplane was in flight at reduced speed with the auto-pilot engaged while

the student pilot studied a chart. When the wind shear was encountered, the student pilot disengaged the auto-pilot, closed the throttles in an attempt to control the speed and to arrest the reported height gain of 400 feet. The airspeed indicator was noted to indicate 190kt.

I reported to a senior instructor at MFT the incident described to me. The senior instructor had the opportunity to discuss the occurrence in detail with the student pilot. In addition to this the aircraft was inspected by the senior instructor for indication for defects as a result of the occurrence. I was not present but was apprised of the details. The student pilot described that no abrupt control inputs were used in the attempt to control the aircraft. The senior instructor was satisfied with the student pilot's actions and with the inspection, however, the decision was made, in consultation with the Chief Flying instructor later that evening to present the aircraft for inspection. An email was distributed to staff Sunday night alerting staff to the decision to ground the aircraft until inspected and found without defect.

I was not present at MFT (rostered day off) on Monday when the Maintenance Release was endorsed, the aircraft presented for inspection, found without defect, the Maintenance Release cleared and the aircraft returned to service.

The student pilot travels from Darwin to Melbourne each weekend to conduct his flight training. It is anticipated that an Aviation Safety Occurrence Report will be completed by the student on his next trip to Melbourne.

Cameron Meyer
14/11/2014

Regards,

Glen Buckley

From: Glen Buckley [<mailto:glen@melbourneflighttraining.com.au>]

Sent: Monday, 10 August 2015 2:21 PM

To: Waddell, Melanie

Cc: Ermin Javier

Subject: Update on Transition.

Dear Melanie,

We will be delaying our Transition.

My preference at this stage is to hold off, and let another Organisation go through the process first. My feeling is that understandably this is new territory for CASA, and there is still quite significant work to be done. The experience gained from the initial transition can then be applied to subsequent operators. From MFTs perspective this will help to ensure the process can be as cost effective as possible.

We will concentrate on recouping some of the financial losses that have been incurred by MFT as a result of the process to date. As you are aware CASA is in the stage of altering the MOS and Flight and Duty, as well as a number of other changes.

Effectively, it's easier for me to shoot a stationary target rather than a moving one. We have limited ammunition.

Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Waddell, Melanie [<mailto:Melanie.Waddell@casa.gov.au>]

Sent: Monday, 10 August 2015 2:33 PM

To: Glen Buckley <glen@melbourneflighttraining.com.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: RE: Update on Transition. [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thank you Glen,

You may certainly delay your transition if you will not be ready in time. CASA has already commenced and completed some transitions; your assessment will not be the first if this is causing you concern. Would you provide us with your new submission date?

Would you also provide us with a time line as to when your operations manual will be complete? The time-line you provided does not seem to include all of the manuals referenced in your submission to date. Also, if you are not intending to transition as planned, you will need to review your submitted operations manual which refers to your exposition. We will be unable to accept your submitted manuals which reference content that we do not have and therefore cannot assess for compliance.

Attached is airworthiness feedback for Volumes 1 and 2 of the MFT Operations Manual Suite.

Kind regards,

Melanie Waddell
Flying Operations Inspector
Certificate Management Team (CMT 3)
Operations, Southern Region

From: Buckley, Glen

Sent: 10/08/2015 6:04 pm

To: Waddell, Melanie

Cc: Ermin Javier

Subject: RE: Update on Transition. [SEC=UNCLASSIFIED]

Cheers Melanie,

I didn't realise that anyone had managed the transition to a 142 yet. Are you able to advise which organisation has successfully transitioned. If I can chat to them or arrange a meeting with them. That will assist me to come back with a timeline.

I do wish to point out. The delay is definitely not a resource issue from MFT. It is a lack of confidence in CASAs ability to provide the support that was pledged at the initial stages. My personal opinion is that CASA is still grappling with a number of agenda items such as Flight and Duty times. If I continue at our current pace I feel I may incur unnecessary expenses as CASA initiates changes. Now that I am aware that a Company or Companies have transitioned to a 142 organisation, I may well be eating "humble pie"

Look forward to hearing from you. Cheers. Glen

Regards,

Glen Buckley

Melbourne Flight Training

From: Costa, John <John.Costa@casa.gov.au>
Sent: Thursday, 13 August 2015 3:41 PM
To: Glen Buckley
Subject: FW: Update on Transition. [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

I trust that this email finds you well?

We are working through a handover phase in preparation for Melanie's departure and I would like to provide you with some information and detail in relation to a number of comments that you have raised. As a team leader, whilst I can understand that there are challenges facing both industry and CASA as we work through the transitional phases of implementing new legislation, there are still the business as usual responsibilities and accountabilities that need to be managed.

If I refer back to one of our face to face meetings in May 2015 between yourself as the accountable manager for MFT the regional manager and myself where we spent considerable time and effort explaining transition accountabilities, the focus for MFT, business as usual requirements and worked through, with yourself, any other matters that you wished to raise at the time. We spoke about you having direct access to the manager of flying standards, the P141/142 lead in team along with the CMT and the regional manager. Since that meeting with you, CASA and in particular the Southern Region has offered considerable support to MFT and to other authorisation holders across a range of regulatory and operational matters.

For your information, there are authorisation holders who have already made transition, several that have their expositions submitted, some that are only weeks away from completing the transition which includes the transition to CAO 48:1.

I note that you make reference in your email "CASA is still grappling with a number of agenda items such as Flight and Duty times."

CASA have presented a number of industry briefings and workshops which included a workshop that focused on CAO 48.1 (2013). This particular workshop was held in June 2015 at several locations. All relevant authorisation holders were invited to attend this workshop, including MFT. According to our records an invitation was sent to you on the 9th June. Unfortunately, the list of attendees that we have on file would indicate that MFT did not take the opportunity to attend? The workshop provided relevant information which included CASA's position on the transition period which in part was taken in response to extensive industry consultation on their readiness to transition and will allow the amendment to be properly digested and enacted and also allow software providers more time to develop the supporting management software for the new Order.

You have made comment, "It is a lack of confidence in CASAs ability to provide the support that was pledged at the initial stages"

In response, from a team leaders perspective, I have requested that the team of FOIs and AWIs that have provided support, education and advice to MFT since the last level 1 surveillance event and from the initial transition briefings to provide me with a chronology of the face to face meetings held between MFT staff and all relative correspondence. It is anticipated that this information will evidence considerable support across a range of issues, across a considerable timespan.

Specific to this comment, I would like to understand this view and I ask that you please provide some detail in relation to your comment, in particular which areas you are referring to?

Whilst you have decided to postpone your transition, this will inherently slow down your progress with updating your operations manual for the purpose of complying with Part 141 and Part 142. However, it should not impact your schedule in response to a still open non-compliance notice (711494) to which MFT have been granted an extension until the 12th September 2015. I refer you to the email that Melanie sent on the 10th August that requested that you provide us with an update of MFTs timeline of the manual submission for this purpose. If there is a possibility that you may not achieve your timeline, then we would need to consider what options are available as the NCN has been open since 22nd December 2014. It has also been noted, that the manuals you refer to in your new operations manual, have not been included in this timeline.

In addition, I note that you made comment to Nishi in relation to questions he has raised relative to the recent occurrence involving an MFT aircraft at YBLT. Just as MFT or any other authorisation holder is bound to investigate incidents, so is CASA. The request(s) made for information from the regulator is not an unusual request, it is a necessary step in the process of conducting an investigation, just as it would be akin to your safety manager. As the oversighting CMT we are required to report on and make recommendations, if appropriate, on occurrences that relate to authorisation holders under our oversight. Whilst we have several means available to us to gather information, our preference is to simply request the information via email or a phone call.

At CASA, we continue to work with and support industry and we are making good progress in supporting, educating, delivering seminars and workshops to help reduce the burden to industry and to CASA as we work through the transition phases of implementing new regulations. Any constructive feedback is welcomed in partnership of achieving safe skies for all.

I look forward to your response.

As always, should you have any concerns or queries with the above, please do not hesitate to contact me.

Kindest Regards

John Costa

From: Glen Buckley <glen@melbourneflighttraining.com.au>

Sent: Friday, 14 August 2015 3:21 PM

To: Costa, John

Subject: Attendance at Workshop.

Hi John,

I will be submitting a very detailed reply to your email. I thought I would draw your attention to a factually incorrect statement.

MFT was at the Workshop. The motivation behind that incorrect statement and the thinly veiled inferences surrounding it, were to be perfectly honest quite disheartening.

Can I respectfully request that CASA approach me directly on such issues. If you simply ask me, it would avoid the wasted resources on

Someone coming up with the idea to try and get me on that one.

The time wasted in CASA personnel retrieving the list.

The waste of time as CASA personnel try to match up all the names.

The initial excitement of "we got him"

The time wasted writing an email, documenting it etc.

If you asked me, I would provide an honest response. Hopefully if we were able to free up those resources, someone may have had time to answer my question that still remains unanswered from Monday. Could someone in CASA please let me know who the two or more successfully transitioned organisations are.

I am very very keen to meet them and gain further guidance.

May I ask the motivation behind the attendance issue at the workshop?

Regards,

Glen Buckley

Melbourne Flight Training

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Thursday, 16 June 2016 11:57 AM

To: Costa, John

Cc: derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au

Subject: Message from MFT regarding New Personnel

Dear John,

I am writing to advise you that we will be employing two new Staff commencing with us in early July.

I plan to significantly increase the resources we direct towards Safety and Safety Education. A gentleman by the name of Andrew Warland Brown (ex CASA) will be commencing with us shortly.

There will be another gentleman joining us at a similar time by the name of Darren Mattingley as our HAAMC nominee. He has an exceptionally strong background in these areas. I will ask Darren to complete form 808 for submission. Can you please advise if you need anything else at this stage. I appreciate that you have a significant workload on at the moment. Prior to the formal submission, Darren has offered to come into your office to introduce himself,

Look forward to hearing from you. Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Monday, 20 June 2016 10:35 PM

To: Costa, John

Cc: Ermin Javier; derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au

Subject: Message from Glen Buckley regarding new Proposal

Dear John,

As you are aware I am in the process of putting together an Alliance of Flight Organisations, under an Industry Leading Group of Professionals. My intention is to build a Team that can communicate with CASA in an Effective, Professional and Constructive Manner.

I have now invested significantly in this Proposal. If practical I would like the Opportunity to meet with you in the CASA office to outline my proposed course of action. I will be seeking significant guidance from CASA during this process. My intention is to "get it right" the first time. I genuinely want to work as closely with CASA as your resources permit.

If I can detail my intentions clearly, it will assist you with resource planning. I'm very thick skinned (I didn't say even tempered) so I would welcome any guidance. The Maintenance oversight aspect will be a significant component of my proposal, so your guidance will be of equal value to any other CASA personnel you feel should be involved.

Look forward to hearing from you. Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 21 June 2016 7:43 AM

To: Glen Buckley

Cc: Ermin Javier

Subject: RE: Message from Glen Buckley regarding new Proposal [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello and thank you Glen,

What timeframe did you have in mind and who do you want present?

Kindest regards

John Costa

Certificate Team Manager

Operations-Southern Region

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Tuesday, 21 June 2016 9:24 AM

To: Costa, John

Cc: derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au; Ermin Javier

Subject: RE: Message from Glen Buckley regarding new Proposal [SEC=UNCLASSIFIED]

Hi John,

Regarding the timeframe, I would ideally like to try and meet next week. To give you an indication of the timeframes. I am fully available all week.

The balance of this month will be contacting schools in VIC/TAS

Early July, I propose visiting potentially interested schools.

July 4th Personnel Commencing Employment

Mid July- Meeting of potentially interested Schools and CASA

September 1st- Commence Operations.

Regarding attendees at the meeting, perhaps Michelle Massey and someone from the Flight training side, or whoever she deems appropriate. As I wish to move fairly quickly on this, some aspects may need to get elevated, so ideally someone from Michelle's level would be ideal. I will endeavour to send through a more comprehensive proposal over the next 24 hours.

Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Thursday, 23 June 2016 11:26 AM

To: Costa, John

Cc: rowland.cheshire@casa.gov.au; derek.fox@casa.gov.au

Subject: The final copy of my proposal

****The Concept****

Good Morning Gentleman,

I have finalised my Proposal to fellow Flying School Owners in the VIC/TAS region. Another massive one finger typed document, written sitting on my Garage Floor until late in the Evenings.

It remains to be formatted, PDFed etc, but it will keep you in the loop.

Thankyou sincerely for your support and encouragement. Now all that remains is to see if we can "kick some goals"

Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Wednesday, 13 July 2016 3:21 PM

To: Costa, John

Cc: derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au

Subject: Message from Glen Buckley regarding Australian Pilot Training Alliance (APTA)

Hi John,

For your information I have had significant interest in the concept of the Australian Pilot Training Alliance. I anticipate contacting you within 14 days to commence addition of the first base. I intend to take the first one on alone as it will give me the opportunity to refine the process, before adding any more.

At this early stage I would suggest that there will be a few more bases to add during the latter part of August.

Assuming that they are existing Flight Training Organisations, are you able to give me an indication of time frames for CASA to process the associated requirements i.e. Approvals, Inspections, etc.

Cheers. Glen

Regards,

Glen Buckley
Melbourne Flight Training

From: Fox, Derek <Derek.Fox@casa.gov.au>

Sent: Friday, 15 July 2016 5:30 PM

To: Glen Buckley; Ermin Javier; CORTELING, JACINTHA

Cc: Costa, John; CHESHIRE, ROWLAND

Subject: Head of Operations (HOO) Approval for Mr. Ermin Javier Jr. [SEC=UNCLASSIFIED]

****HOO Approval MFT Ermin Javier Jr****

UNCLASSIFIED

Dear Glen and Ermin,

Please find attached the Head of Operations (HOO) Approval for Mr. Ermin Javier Jr. This HOO Approval applies to the Part 141 Flight Training Approval Certificate and Part 142 Air Operators Certificate Operations Specifications.

Kind regards,

Derek

Derek Fox

Flying Operations Inspector Air Transport

From: Costa, John <John.Costa@casa.gov.au>

Sent: Monday, 18 July 2016 12:14 PM

To: Glen Buckley; Ermin Javier

Cc: CHESHIRE, ROWLAND; Fox, Derek; TARANTO, MARY

Subject: RE: Head of Operations (HOO) Approval for Mr. Ermin Javier Jr. [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen and Ermin

You both passed with flying colours you spotted the deliberate mistake.

Updated version attached.

Kindest regards

John Costa

Certificate Team Manager

Southern Region

From: Fox, Derek <Derek.Fox@casa.gov.au>

Sent: Wednesday, 20 July 2016 12:47 PM

To: Glen Buckley

Cc: Ermin Javier

Subject: RE: Head of Operations (HOO) Approval for Mr. Ermin Javier Jr. [SEC=UNCLASSIFIED]

UNCLASSIFIED

G'day Glen,

Thanks for your words, much appreciated. As you know, I've "copped it" from a regulatory and industry perspective on more than one occasion. I am privileged to work with professionals such as yourself and Ermin who are doing their best to make this difficult and often unforgiving passion of ours called "Aviation" work safely and efficiently. I wish you every success for the future.

Kind regards,

Derek

Derek Fox

Flying Operations Inspector Air Transport
Southern Regio

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 1 August 2016 3:21 PM

To: Costa, John <John.Costa@casa.gov.au>

Subject: Change of Company name for MFT

Dear John,

As you are aware Melbourne Flight Training Pty Ltd hold the ARN 759217 . This Company holds the AOC and trades as Melbourne Flight Training.

As you are aware we are working towards forming the Australian Pilot Training Alliance.

My intention is to effect a name change of the Company away from Melbourne Flight Training Pty Ltd and Register a new name Australian Pilot Training Alliance Pty Ltd.

There are no other changes with the exception of the name change.

The reasoning behind this decision is to have the name APTA appear on documentation such as the AOC rather than Melbourne Flight Training.

I feel this will better portray a collaborative approach rather than appear that Organisations are being swallowed up by MFT.

It may be that this query is better directed to Reg Services, but have sent it through to you in the first instance.

Cheers. Glen.

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Monday, 1 August 2016 3:34 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: RE: Change of Company name for MFT [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

Thank you for the info-understood.

A change of name will affect your approvals if they have been issued to MFT for example the CEO, HAAMC, HOO any other exemptions approvals. It will also affect your OPSM, but there are ways in which you can manage the variation to give the time required. The ARN should remain the same so long as the entity that the original AOC was issued to remains the same-such as the ABN and/or CAN.

Rowland and I are at MBR on Thursday if you have a few minutes so we can take a look at what you have by way of approvals and how you may want to manage the transition? We are available at around 10:30 if that helps.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley <glen@melbourneflighttraining.com.au>

Date: 25 August 2016 at 17:32:41 AEST

To: Costa, John <John.Costa@casa.gov.au>

Subject: OHHH MR Costa, what is going on in CASA. Our DAS has now thrown in the towel.
mmmmmmmmmmmmmmmm

Regards,

Glen Buckley
Melbourne Flight Training

From: Costa, John <John.Costa@casa.gov.au>

Sent: Thursday, 25 August 2016 5:54 PM

To: Glen Buckley

Subject: Re: OHHH MR Costa, what is going on in CASA. Our DAS has now thrown in the towel.
mmmmmmmmmmmmmmmm [SEC=UNCLASSIFIED]

Bit if a shock to us to.

Cheers JC

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Thursday, 29 September 2016 2:04 PM

To: regservices@casa.gov.au

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: Message from MFT ARN 759217

****Chg of Company Name from MFT to APTA 02 Sep 16****

To Whom it may concern.

I am writing to advise you of a change of details for Melbourne Flight Training Pty Ltd ARN 759217

MFT ARN 759217 was established 10 years ago. The Company Melbourne Flight Training Pty Ltd traded as Melbourne Flight Training.

The name of that Company has changed. This is a name change only with no change to shareholders, Director, ABN or CAN. The Business will continue trading as Melbourne Flight Training.

As Stated it is a name change only. Can I respectfully request that our AOC etc be reissued reflecting the new name APTA Australian Pilot Training Alliance.

I appreciate that you may need to establish phone contact with me for clarification. The best numbers to contact me on are the Office 03-95881747 or my Mobile 0418772013.

Thankyou in anticipation of your assistance. Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Thursday, 29 September 2016 2:04 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Message from MFT ARN 759217

I will be out of the office on CASA business from Tuesday 27th September and will return to the office on Monday 3rd October 2016. During this time I will have limited email access. For any urgent matters I can be contacted on my mobile 0427913566.

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 31 October 2016 2:07 PM

To: Costa, John <John.Costa@casa.gov.au>

Subject: Message from Glen Buckley

Hi John,

We have moved into our new premises as part of the process of getting APTA up and running.

It would be great to show you around the facility at your convenience. We are located at Hangar 17 Northern Avenue at Moorabbin Airport. It's the first Hangar on the left as you drive down Northern Avenue. When you are down next time perhaps drop in and say hi.

I do have a couple of queries I would like to discuss when you come in. One query relates to us seeking a Government Grant to assist with APTA. We have engaged a Company called Treadstone to assist us with this Process.

One of the requirements is that we have some other Stakeholders engaged in the feasibility study. Ideally one of those Parties would be CASA. It would be good to meet with yourself and Steve Dowling from Treadstone. Steve is aware that CASA is purely the Regulator and Safety is the mandate, not the Commercial interests of Flying Schools.

I am satisfied that our approach will significantly improve Safety Outcomes and that would in fact form a significant part of the Feasibility Study. If this is something that you would be prepared to discuss with myself and Steve from Treadstone, can I respectfully request that we arrange a mutually convenient time to catch up.

Thanks for your consideration. Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Monday, 31 October 2016 2:08 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Message from Glen Buckley

I will be out of the office from the COB Friday 28 October and will return to the office on Wednesday 2 November 2016. For any urgent matters please call 131757 or email your queries through to southern.region@casa.gov.au

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 31 October 2016 3:49 PM

To: Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: Message from Glen Buckley regarding Investigation into FPV

****FPV Investigation signature****

Dear Nishi,

We had an occurrence whereby one of our Aircraft flew with MR endorsements. Refer attached Report.

I am taking this opportunity to advise you of the matter and outline the Internal Processes that we applied. Once we have finalised our report, we will update you prior to closure.

The intention here is to keep you in the loop and provide the highest levels of transparency. Our intention going forward with the Australian Pilot Training Alliance is to provide a thorough and detailed analysis of all Incidents and ensure we communicate effectively to CASA our processes.

I would be very keen to have you drop by our new Building at Hangar 17 on Northern Avenue when you are next down at the Airport. In the interim, if you have any requirements in addition to those identified by our own systems, please advise.

Cheers. Glen.

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Thursday, 22 December 2016 9:02 AM

To: shane.carmody@casa.gov.au

Cc: michelle.massey@casa.gov.au; Costa, John

Subject: Request for meeting between CASA and Melbourne Flight Training

To Mr Carmody or the relevant person within CASA.

My Business Melbourne Flight Training has been operating successfully for 10 years operating from Moorabbin Airport.

The introduction of Part 141/142 requires me to transition to a Part 142 Organisation, in order to retain its viability, as well in excess of 90 percent of my revenue is derived from the Integrated 150 hour Commercial Pilot Licence.

My options are to Transition to a Part 141 and lose 90 % of my revenue which would obviously lead to closure, or alternatively Transition to a Part 142 Organisation by August 2018 to ensure we can "keep doing what we used to do". This was the CASA assurance that we repeatedly heard.

The Regulation Impact Statement addressed the effect on Business in the following way on page 15. Please note I am quoting the RIS and the effect on Business in its entirety. *"The existing flight crew training businesses will be required to meet new standards, however, again while these represent a deviation from existing standards the changes are relatively minor which is supported by the feedback that CASA obtained from the consultation process"*

I have two issues of Primary concern.

One: I have sought the feedback from the consultation process under FOI and have received that documentation. After viewing that feedback I dispute the CASA contention that Industry feedback supports the CASA view.

Two: The changes are not minor and in fact cost Businesses hundreds of thousands of dollars. I suggest that my contention would be supported by the few Organisations that have managed to Transition to a Part 142 Organisation.

My view is that the RIS is negligent in its inaccuracy. This process has cost me more than this Business has made in the last 5 years, and will lead to the imminent closure of Melbourne Flight Training in the first quarter of 2017, with the associated loss of 20 jobs and the decimation of my Superannuation, being my Business.

Unfortunately I am now in a situation where I cease operations and accept the catastrophic financial repercussions on me personally which will lead to the loss of my Family home, or I seek recompense from CASA through negotiation, or seek independent arbitration of the matter through the Legal System.

Hence, I am writing to you to request a meeting to arrive at a mutually agreeable outcome. My time is limited as I forecast operations will cease over coming months. Without any doubt, a mutually agreeable outcome is my first preference, but I will pursue a decision through the Courts if we are unable to come to a mutually agreeable outcome.

I have a significant body of evidence and have only touched on a few of my many claims. I would like to point out that my CMT have been nothing less than exceptional and my frustration is not directed at them in any way. The issues stem from much higher up in the Organisation..

I am requesting a meeting with yourself or the person within CASA whom you deem most appropriate. Due to the financial duress this process has placed my Business under, that meeting will need to occur after January 9th but prior to the scheduled expiry of my AOC at the end of January. It may be that CASA elect not to meet and would prefer that my concerns be addressed through the Legal System, and of course I will respect that decision. My preference is to exhaust all other options prior to proceeding down the Legal path.

Thankyou for your consideration of my request and my hope is that a meeting is forthcoming.

Regards,

Glen Buckley
Melbourne Flight Training

From: Ermin Guido Javier Jr. [<mailto:ermin.j@auspta.com.au>]

Sent: Wednesday, 25 January 2017 5:49 PM

To: Nishizawa, Naomichi

Cc: Glen Buckley

Subject: MFT/APTA AOC expiring 31 Jan 2017

Dear Nishi,

As attached, our AOC (MFT 759217) expires on 31 January 2017, this AOC reflects our approval to deliver the integrated CPL course. Can we please request the renewal of this certificate.

Our issued Part 141 certificate expires 31 August 2018 hence not an issue for now. Thank you, have a nice day.

Regards,

Ermin

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Wednesday, 25 January 2017 9:23 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: MFT/APTA AOC expiring 31 Jan 2017 [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Ermin,

I checked our workflow system. It appears that the replacement certificate was presented to the delegate for her final check and signing around 5PM. I would say that the certificate would be signed either Friday or Monday – will be issued in time anyway.

Kind regards,

Naomichi Nishizawa (Nishi)

Flying Operations Inspector

Southern Region, Certificate Management Team 2

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Wednesday, 25 January 2017 9:34 PM

To: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: MFT/APTA AOC expiring 31 Jan 2017 [SEC=UNCLASSIFIED]

Thank you Nishi.

Regards,

Ermin

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Wednesday, 25 January 2017 10:48 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>; Wesley Mason <w.mason@me.com>

Cc: Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>; Massey, Michelle <Michelle.Massey@casa.gov.au>

Subject: Submitted documentation [SEC=UNCLASSIFIED]

****CASR Part 142 Technical Assessor Worksheet – template****

****APTA CASR Part 142 Status of Amendments and Exposition****

****List of documents received 25 Jan 2017****

UNCLASSIFIED

Hello Gentlemen,

First of all I acknowledge receipt of nine document files – document names as attached.

I am somewhat confused with the submission, could I have a clarification please:

I received an instruction from my managers this morning to receive and start the review of your exposition package, as a matter of urgency. I was also advised that the exposition was ready for submission.

This afternoon I had a telephone discussion with Wes Mason regarding the exposition and he explained to me that while the exposition is nearing ready, it was still “work in progress”. This is in line with the PDF file included in the uploaded materials - as attached.

Please confirm, whether the submitted word documents form a 142 formal exposition or not.

If yes, amongst other things I have to liaise with Client Service Centre (CSC, formerly known as PAC) to have the task formally generated (as explained in our website the transition submission normally needs to be made to CSC with a cover letter that the organisation is applying for the transition).

If not, what is your expectation to CASA and/or myself at this stage? In particular, what does it mean by “CASA Gap analysis” as stated in Wes’ status explanation? I wonder if the “gap analysis” refers to a process to check if the submission addresses all regulatory requirements, this can be done by referencing to the technical assessor worksheet (hyperlink and the spreadsheet attached):

<https://www.casa.gov.au/files/part142technicalassessorworksheetxism>

While we (CASA) can go through your submission page by page and fill out the column G in the spreadsheet, it would be much quicker if this task is done at your end, because you are far more familiar with the contents and structure of the exposition. This would significantly reduce the CASA assessment time. So, in other words, if your expectation is that CASA completes the Column G, that is possible but won’t be as quick as you would do.

Additionally, while I appreciate that your preference is a face-to-face feedback and discussion of the contents, the submission and assessment through MAAT reduces the need for a face-to-face to a degree, as CASA can provide specific comments to each component and it is far easier to identify which parts are accepted, rejected, not yet submitted, or not yet assessed. SIGNIFICANTLY, the submission/uploading process through MAAT would effectively work as a checklist that required components are submitted.

Potentially there are several ways we can work on your exposition, as you can see from the above. First things first, as I wrote earlier, please advise me if the submitted materials form a formal submission for the contents assessment or you are requesting CASA to verify the completeness of the contents.

Kind regards, *Naomichi Nishizawa (Nishi)*

From: Ermin Guido Javier Jr. [<mailto:ermin.j@auspta.com.au>]

Sent: Thursday, 2 February 2017 1:19 PM

To: Nishizawa, Naomichi

Cc: Glen Buckley; Laveniya Ruthralingam; Andrew Warland-Browne

Subject: RE: Invitation from Glen at MFT [SEC=UNCLASSIFIED]

Good morning Nishi,

Just an update on our end where APTA is at with the exposition "process".

1. I have the most current (31Jan17) drafts of OM's and BPM's (except OM4) that our technical writer (Wes Mason) completed. These manuals have passed an initial walk through of the 142 worksheet and includes changes that harmonizes the suite/exposition.
2. We have another meeting (APTA only) with Wes on Monday (06Feb) and will run through the worksheet again prior to sending to you.
3. According to Wes the OM4 draft will be available for initial view tomorrow, Monday at the latest.
4. Our exposition in the MAAT has also been updated (not ticked "Ready").
5. It seems that we will be combining the "Worksheet" and "MAAT" processes for this submission. Final packaging would be via MAAT (open to suggestions).

Just let me know if you would like to sight the updated files, I can upload them via the CASA Sharefile (replace the initial ones). Thank you, have a nice day.

Regards,

Ermin

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Thursday, 2 February 2017 1:27 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Subject: RE: Invitation from Glen at MFT [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Ermin,

Thanks for the update.

When can we expect the very first item in the attachment – formal 142 expo submission letter – to be actioned?

As explained we need to generate a regulatory services job in our system which is a required process needed in order for us commence the assessment.

The FSD-2 approval is likely to be processed either late today or first thing tomorrow morning. Apologies for the delay.

Kind regards,

Naomichi Nishizawa (Nishi)

Flying Operations Inspector

Southern Region, Certificate Management Team 2

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Friday, 3 February 2017 9:02 AM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Wesley Mason <w.mason@me.com>

Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: assessment of the exposition [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello all,

I consulted our MAAT administrator and jumping to the conclusion I am inclined to say that we use MAAT for the assessment.

Reasons for the above include but are not limited to:

- Using MAAT (and the MAAT template) it eliminates the need for the filling-out of the assessor worksheet "exposition references". For info the assessor's worksheet will be updated to have the MAAT template section references on it. The assessing inspectors would also know which sections in the exposition to review by seeing the sections ref in the MAAT.
- MAAT will give us (both MFT/APTA and CASA) an up-to-date progress of the assessment.
- I was given a confirmation that the system allows multiple inspectors simultaneously working on the exposition, at this stage there would be three inspectors including myself assigned for your exposition.
- The alternative to MAAT is the e-mail and/or sharefile document transfer, and there would be some risk of losing version tracking along the way.

Happy to discuss further, but as mentioned above, if you choose to go for MAAT the assessor's worksheet referencing can effectively be stopped now – the spare time could rather be focused on the contents upload to MAAT.

I am not trying to be the second-hand car salesman for MAAT. If you wish to stick with the good old fashioned, proven way, that is fine – we can work either way. Let me know which way you wish to go.

Lastly, I also strongly recommend we have weekly or at least fortnightly face-to-face meeting to check the progress and discuss any matters arising – the assessment team, Wes, and MFT/APTA representative(s) as appropriate.

Kind regards,

Naomichi Nishizawa (Nishi)

Flying Operations Inspector

Southern Region, Certificate Management Team 2

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Friday, 3 February 2017 12:26 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; 'Wesley Mason' <w.mason@me.com>

Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: assessment of the exposition [SEC=UNCLASSIFIED]

UNCLASSIFIED

All,

I just had a long telephone conversation with the MAAT coordinator – a bit of tricky element was identified in using MAAT.

My earlier comment was based on certain assumptions and that may or may not be the case for the structure of your exposition.

Could I perhaps request a meeting or a telephone hook-up with Wes and whoever appropriate to talk about the structure of the exposition?

In the meantime please continue working with the contents – e.g., internal training and checking

Sorry about confusion caused.

Naomichi Nishizawa (Nishi)

Flying Operations Inspector

Southern Region, Certificate Management Team 2

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Friday, 3 February 2017 12:59 PM

To: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; 'Wesley Mason' <w.mason@me.com>

Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: assessment of the exposition [SEC=UNCLASSIFIED]

G'day Nishi,

Thank you for your email.

Understood, we will get in touch with you on Monday (after our APTA meeting). Have a nice weekend.

Regards,

Ermin

From: "Findlay, Leanne" <LEANNE.FINDLAY@casa.gov.au>

Date: Wednesday, 1 March 2017 at 11:44 am

To: Andrew Warland-Browne <andrew.wb@auspta.com.au>

Cc: "Costa, John" <John.Costa@casa.gov.au>, "Kenyon, Andrew" <Andrew.Kenyon@casa.gov.au>, "Cheshire, Rowland" <ROWLAND.CHESHIRE@casa.gov.au>, "Nishizawa, Naomichi" <Naomichi.Nishizawa@casa.gov.au>

Subject: MFT-APTA- VH-CGX investigation information request - 1 March 2017 [SEC=UNOFFICIAL]

UNOFFICIAL

Dear Andrew

CASA has been given clearance by the ATSB to follow-up the details of the VH-CGX event last week. As the nominated investigator, could you please send the following:

- Names of the pilots
- Cross hire agreement
- Investigation report – current version or draft

Please contact me should you require further clarification or information.

Many thanks

Leanne

[Leanne Findlay](#)

Safety Systems Inspector

Safety Assurance

From: Andrew Warland-Browne <andrew.wb@auspta.com.au>

Sent: Wednesday, 1 March 2017 12:34 PM

To: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>; Kenyon, Andrew <Andrew.Kenyon@casa.gov.au>; Cheshire, Rowland <ROWLAND.CHESHIRE@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Subject: Re: MFT-APTA- VH-CGX investigation information request - 1 March 2017
[SEC=UNOFFICIAL]

Hi Leanne,

Most certainly I will. I'm just getting the cross hire agreement from TVSA as I type this for you.

I have interviewed the Pilot in Command, the Student and the LAME who attended the crash site and I'm just writing up my notes now actually so I'll get that to you shortly. I have asked the Insurance Company if I can look at the wreck and they have no issues at all and to let them know my findings if any. They will be releasing the aircraft to the LAME hopefully today where it will be moved off the property of the Land Owner where I'll be able to have a look at it. The land owner doesn't want people wandering around his property which is fair enough. He has previously been sued after someone stood on a nail!

The aircraft had approximately 108 Litres of fuel on board at the time of the accident. (approximately as the right wing was torn off in the landing roll after hitting a tree. See attached photos.) No fuel was found in the lines forward of the firewall and the carburettor was dry which leads me to believe the Student went past the left tank detent to the OFF position and it was not picked up by the Instructor at the time. More to follow on this.

Both crew members were entirely unharmed!

Pilot in Command – Andrew Kykkanen CPL Grade 2 Instructor ARN 817016

Student under instruction – Channary Thach CPL ARN 796550

I'll update you after I have accessed the aircraft and will shortly send through to you the accident report from both the instructor and the student.

Please don't hesitate to call if you need more information.

Kind Regards

Andrew

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Thursday, 9 March 2017 10:38 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>; Wesley Mason <w.mason@me.com>

Cc: Andrew Warland-Browne <andrew.wb@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Franc, Tony <Tony.Franc2@casa.gov.au>

Subject: APTA 142 assessment progress [SEC=UNCLASSIFIED]

UNCLASSIFIED

Gentlemen,

Thank you for your time today, as discussed and agreed we had remarkable achievement today.

I had to manually count the number of lines so the following numbers may not be precise. With that in mind:

Item	Lines
Assessed and found satisfactory	47
APTA action required (MI – refer comments reflecting today's discussion)*	42
Materials received and CASA to assess	6
Not yet assessed **	80
Overall progress (total 175 applicable lines) ***	27%

Notes:

* Actions needed were discussed and clarified today, thus assuming not much trouble addressing these.

** Lines related to the Safety Management has not been included. Additionally, some lines related to OM4 may be ticked off prior to the next meeting.

*** The total number of lines exclude SMS related ones (51 additional lines)

As discussed, I will request and recommend my managers to:

- 1) Assign another FOI to conduct the assessment/on-site discussion between 14 and 24 March, and
- 2) Pre-arrange the internal peer review team for the first and second week of April.

At this stage the next meeting involving myself would be 28 March 2017. Also could I request an on-site for 30 March as well. The 30th is to be used for further assessment discussion or alternatively an on-site verification.

Both parties have plenty of things to do in the meantime, so let's keep the momentum as much as practical.

Kind regards, *Naomichi Nishizawa (Nishi)*

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Thursday, 9 March 2017 10:48 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>; 'Wesley Mason' <w.mason@me.com>

Cc: Andrew Warland-Browne <andrew.wb@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Franc, Tony <Tony.Franc2@casa.gov.au>

Subject: RE: APTA 142 assessment progress [SEC=UNCLASSIFIED]

****Melbourne Flight Training Pty Ltd – ARN 759217 – 142 Transition – Assessor Worksheet – 9 March 2017****

UNCLASSIFIED

Sorry forgot to attach the updated spreadsheet – refer comments to action the MI items.

Kind regards, Nishi

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Friday, 10 March 2017 12:59 PM

To: Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Cc: ermin.j@auspta.com.au; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>

Subject: Follow up from meeting 09/03/17

Cheers Nishi and Tony,

Agreed, yesterday was a very productive day.

We have diarised both the 28th and 30th March for meetings with CASA. For the first meeting we will schedule Ermin and myself, and I will ask Andrew to maintain his availability for the 30th in case he is required.

I appreciate that you have a number of Operators that you need to look after, but would appreciate, the allocation of CASA resources during the 14th to the 24th.

I have made a couple of telephone calls today, and that timeline will work. Importantly I need to work towards having the Part 142 Issuance date effectively locked in by Friday 31st March. This situation is beyond my control, but on that day I need to have a date locked in that I can quote.

Please feel free to call with any queries. Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Friday, 10 March 2017 1:00 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Follow up from meeting 09/03/17

I will be out of the office leave from Thursday 9 March and will return to the office on Tuesday 14 March 2017. During my absence Rowland Cheshire will be acting in my position. Rowland can be contacted at southern.region@casa.gov.au or call 131757.

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Friday, 10 March 2017 2:37 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>; Franc, Tony <Tony.Franc2@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Subject: RE: Follow up from meeting 09/03/17 [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

Thank you for securing the 28th and 30th.

Likewise certain things are out of my own control. In your e-mail you mentioned the need to lock in the issue of 142 certificate. You know and I know that CASA won't be able to give any assurance as after all it is largely dependent on the assessment completed in time – for this purpose we need materials presented to us and they have to be of satisfactory standard. If you need something in writing from CASA regarding the transition timeframe, you may need to speak to my managers but to be honest I am not sure if CASA is in the position to commit for any particular timeframe which involves elements beyond CASA's control (e.g., your transition editorial team's turn-around etc).

While the next two weeks might appear as very long idle time, the fact is not. There are a number of things we can do in the meantime. Just to re-hash:

1. We need to receive the training matrices for ALL training courses. Thereafter, we may request some training course lesson pages to sample.
2. As discussed yesterday, we are yet to receive Form Manual (including company forms) and BPMs. While I appreciate the preference of FM and BPMs to be finalised right at the end, the potential risk of doing that is that we may have a number of lines that we cannot tick off until the very end and that may take some time. Just as an example, yesterday we believe we sorted out a number of lines with the resolution clarified between the two parties, however as far as the assessment spreadsheet is concerned they remain MI until a submission is made with changes reflected accordingly.
3. We have not had a chance to look into OM4 in detail against the assessment sheet. Its content being largely "as-is" with CASA sample Exposition, I am reasonably hopeful that more lines can be ticked off without further action from your end, as far as the internal T&C is concerned. Stay tuned for the update.
4. While we did not directly discuss, SMS side of the assessment needs to progress, too. Leanne is on another task today so I cannot verify the latest status of her assessment, however our record indicate that only one line in the SMS has been assessed satisfactory – line 386.

Kind regards,

Naomichi Nishizawa (Nishi)

Flying Operations Inspector

Southern Region, Certificate Management Team 2

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, March 14, 2017 11:06:23 AM

To: Ermin Guido Javier Jr.; Wesley Mason

Cc: Franc, Tony; Findlay, Leanne; Nishizawa, Naomichi; Fox, Derek

Subject: RE: Further assessment - as attached and described [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good day Ermin,

I hope you enjoyed your weekend break.

I understand that a lot of work has been done by a number of personnel in relation to APTAs exposition.

As I read through the feedback provided to APTA by the CASA team and understanding the work that is yet to be done, I have arranged to make an FOI available to attend your office on this Thursday 16 March at 0900.

This will ensure continuity of the process and will provide APTA every opportunity to transition in accordance with their preferred timeline.

Derek Fox has been briefed in relation to the current position and the feedback provided to APTA on 11 March and will be the FOI supporting this week along with Harold Bankien and myself.

Please advise if this timing is appropriate and please provide us with the updated information at your earliest convenience.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Tuesday, 14 March 2017 12:34 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Franc, Tony <Tony.Franc2@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Fox, Derek <Derek.Fox@casa.gov.au>; Wesley Mason <w.mason@me.com>; Glen Buckley <glen.b@auspta.com.au>

Subject: RE: Further assessment - as attached and described [SEC=UNCLASSIFIED]

Good afternoon John,

Thank you for your email. Definitely the extra day off was put to good use with the family.

We would like to confirm that 0900H 16Mar17 Thursday (APTA office) works well for us, see you then. We look forward to working with Derek Fox and Harold Bankien during Nishi's absence, we do appreciate CASA's continued efforts towards APTA's transition. Have a nice day.

Regards,

Ermin

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Thursday, 16 March 2017 4:12 PM

To: harold.bankien@casa.gov.au; Fox, Derek <Derek.Fox@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Cc: Wesley Mason <w.mason@me.com>; Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: APTA exposition

**Melbourne Flight Training Pty Ltd – ARN 759217 – 142 Transition – Assessor worksheet
16MAR17**

Thank you for your time.

Regards,

Ermin

From: Fox, Derek <Derek.Fox@casa.gov.au>

Sent: Friday, 17 March 2017 7:22 AM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Cc: Wesley Mason <w.mason@me.com>; Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: RE: APTA exposition [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning Ermin,

Thank you for the updated Assessment worksheet and your co-operation yesterday, much appreciated.

Kind regards,

Derek

Derek Fox

Flying Operations Inspector Air Transport

Southern Region

From: Costa, John <John.Costa@casa.gov.au>

Sent: Friday, 17 March 2017 8:52 AM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>

Cc: Wesley Mason <w.mason@me.com>; Andrew Warland-Browne <andrew.wb@auspta.com.au>;

Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi

<Naomichi.Nishizawa@casa.gov.au>; Fox, Derek <Derek.Fox@casa.gov.au>; Cheshire, Rowland

<ROWLAND.CHESHIRE@casa.gov.au>

Subject: RE: APTA exposition [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen, Ermin and the team.

I can confirm that we have the appropriate FOIs available on this Monday to continue the exposition working group sessions.

Whilst we have all of the available technology in the office, I would suggest that you bring your projector just in case.

Happy to start at 0900.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Sunday, 19 March 2017 3:04 PM

To: Costa, John <John.Costa@casa.gov.au>; Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Cc: Wesley Mason <w.mason@me.com>; Andrew Warland-Browne <andrew.wb@auspta.com.au>;

Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi

<Naomichi.Nishizawa@casa.gov.au>; Fox, Derek <Derek.Fox@casa.gov.au>; Cheshire, Rowland

<ROWLAND.CESHIRE@casa.gov.au>

Subject: RE: APTA exposition [SEC=UNCLASSIFIED]

Cheers John,

Apologies for the delay in responding. We plan to arrive around 9AM. If my late response has caused any change to the plan, I respect that. Otherwise, see you then. Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Sunday, 19 March 2017 3:06 PM

To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Glen Buckley <glen.b@auspta.com.au>

Cc: Andrew Warland-Browne <andrew.wb@auspta.com.au>; Wesley Mason <w.mason@me.com>;
Cheshire, Rowland <ROWLAND.CHESHIRE@casa.gov.au>; Bankien, Harold
<Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Fox,
Derek <Derek.Fox@casa.gov.au>

Subject: RE: APTA exposition [SEC=UNCLASSIFIED]

No problems Glen

See you at 0900

Kindest regards

John Costa

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Tuesday, 28 March 2017 3:55 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Subject: interviews [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

Further to this morning's quick catch up.

Can you confirm Andrews availability for an interview on Thursday morning. Then Graeme if considered ready?

In addition, Ermin's availability for Thursday afternoon for the CEO interview?

We would normally suggest about an hour for each interview.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Tuesday, 28 March 2017 5:17 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Safety Systems Manager <safety@mft.edu.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: RE: interviews [SEC=UNCLASSIFIED]

Hi John,

I have chatted to Andrew and he is available after 10AM

I have chatted to Ermin and he is available in the PM as suits.

Regarding Cameron. Andrew has planned to spend some time with Cameron tomorrow. I have had an initial discussion with Cam and he seems ready, willing and able to go for the Thursday after you have finished with Andrew. I have let Cameron know that this would occur approximately 11.30. Although unlikely, I have given Cameron the option to withdraw by the end of Wednesday if he feels he needs more time to prepare.

Hope that meets with everyones approval. Cheers. Glen.

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Tuesday, 28 March 2017 6:32 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: RE: interviews [SEC=UNCLASSIFIED]

Thanks Glen,

We will work to that plan

Kindest regards

John Costa

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Wednesday, 29 March 2017 8:48 AM

To: Costa, John <John.Costa@casa.gov.au>

Subject: Re: interviews [SEC=UNCLASSIFIED]

Cheers John,

I'm assuming this is best handled at Moorabbin, or would you like the m to come into the city, or a combo. let me know what works best your end. cheers. Glen.

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Wednesday, 29 March 2017 8:57 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Re: interviews [SEC=UNCLASSIFIED]

Hi Glen

With all going as planned and barring any unforeseen issues, we planned for MBR

Kindest regards

John Costa

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Wednesday, 29 March 2017 1:38 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: RE: interviews [SEC=UNCLASSIFIED]

Hi John,

Just an update. Ermin has gone home unwell today and in had planned to spend some time with him this afternoon on the CEO Role. He does appear quite unwell and may or may not be available tomorrow. I have included him in this email, and will ask him to send an email through to you tomorrow when he can assess his health, and confirm whether we need to postpone the meeting.

Cheers. Glen.

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Wednesday, 29 March 2017 1:53 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: Absence of Ermin

Dear John,

Ermin has established contact with me and will not be fit to return to the Office until next Monday at this stage. Therefore we will put his interview on hold until he establishes contact with you next week to reschedule. I apologise for the inconvenience but have no doubt the cancelled appointment will be filled up with another task. Thanks for your understanding. Cheers. Glen.

I will be acting in the role of HOO until that time and have notified all bases and personnel.

Cheers. Glen.

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Thursday, 30 March 2017 8:44 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Re: interviews [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen

Can you please confirm that Andrews interview will go ahead today? Is Cameron available today as well?

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Thursday, 30 March 2017 8:46 AM

To: Costa, John <John.Costa@casa.gov.au>

Subject: Re: interviews [SEC=UNCLASSIFIED]

correct, both proceeding, cheers. Glen

From: Costa, John [<mailto:John.Costa@casa.gov.au>]
Sent: Tuesday, 4 April 2017 3:44 PM
To: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>
Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>
Subject: CEO interview [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Ermin,

Understand that you are free on Friday for your CEO interview. Is it possible for you to travel to us. Not sure of your roster, so if not we can fit in with your other tasks/flying?

At present we would be looking at around a 13:00 meeting. It normally takes 45-60 mins for the interview.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Tuesday, 4 April 2017 4:02 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Glen Buckley <glen.b@auspta.com.au>

Subject: RE: CEO interview [SEC=UNCLASSIFIED]

Good afternoon John,

Yes I am available and will proceed to the CASA office at 13:00 on Friday (07Apr) as nominated.
Thank you for accommodating.

Kind regards,

Ermin

From: Glen Buckley [mailto:glen.buckley@mft.edu.au]

Sent: Wednesday, 26 April 2017 3:33 PM

To: Costa, John

Subject: Message from Glen Buckley

Hi John,

Thanks for the call earlier. Thankyou sincerely to the entire team for their very significant assistance that was provided.

As you will appreciate from my telephone conversation it is somewhat of a double edged sword. The achievement is significant, but so are the costs to the Business in getting there. Although it is a relief to have the process finalised, the burden has been very very significant on my own personal situation and on MFT, hence my apparent lack of excitement about the achievement. It is an important milestone however and I do need to separate the achievement from the process and associated costs.

If Michelle is available to present the certificate on Friday, that would be fine, and appreciated. There is no doubt that the achievement has come to fruition due to the exceptional efforts by every member of the team that we have engaged with. The extra efforts made over recent months has been particularly appreciated as I know you have a very significant workload and a number of Organisations pulling you in many different directions.

I can assure you that I am very supportive of CASA and particularly the team from the Southern Region. I do have my own view on the 141/142 process, but I do appreciate the importance of staying positive about the process and encouraging other operators to get on board and start moving towards Transition. My intention when discussing the process with other Operators is to be positive and encouraging, and I have no intention of infecting other Operators with any sort of negativity.

With that in mind, if Michelle is available we would welcome anyone from CASA here on Friday. I recognise that it is potentially an "opportunity" for CASA and MFT.

Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Glen Buckley [mailto:glen.buckley@mft.edu.au]

Sent: Wednesday, 26 April 2017 4:07 PM

To: Crawford, Graeme

Cc: Massey, Michelle

Subject: Message from Glen Buckley

Dear Mr Graeme Crawford,

I am writing to update you on our process in working towards the Part 142 Approval.

I have been advised by Mr John Costa that the issue is imminent.

The purpose of my letter is to provide some feedback. As you are aware I have some concerns about the Process and associated costs. But that is not the purpose of this email.

I would like to convey my appreciation for the exceptional support provided by the Southern Region team. It was obvious that a very significant allocation of resources was made available to my Company and I am very appreciative of that

Every person involved in the process was nothing less than exceptional. I do appreciate that some direction did come from your Office, and that required a number of CASA Personnel to redirect their efforts. Could I respectfully request that you pass my thanks down the line.

Although the Transition process got off to a somewhat slow start, I am very confident that the process is improving significantly. Lots of lessons learned by both sides that will benefit future applicants and facilitate smoother Transitions going forward.

Once again thankyou for your initial direction, and thanks to the Southern Region for so professionally executing the task.

Cheers. Glen.

Regards,

Glen Buckley
Melbourne Flight Training

From: Crawford, Graeme <Graeme.Crawford@casa.gov.au>

Sent: Wednesday, 26 April 2017 5:40 PM

To: Glen Buckley

Cc: Massey, Michelle

Subject: RE: Message from Glen Buckley [SEC=UNCLASSIFIED]

UNCLASSIFIED

Glen,

I really appreciate you taking the time to recognise the efforts of the team in Southern Region who worked with you on gaining your P141 & P142 approvals.

I know it has been a long and stressful journey for you and I truly hope you can now enjoy the destination.

Congratulations to you and your team,

Graeme

Graeme M. Crawford

Group Manager – Aviation Group

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 1 May 2017 1:43 PM

To: Costa, John <John.Costa@casa.gov.au>

Subject: Understanding of CASA Plans going forward regarding CAR 217

Good Morning John,

Start of the week as a Part 142 Organisation. Very pleasant.

As you are aware, our challenge now is to get cracking and play a bit of catch up with our new capability.

Im keen to get a good understanding of how we can use this capability going forward and particularly with regard to proposed developments for CAR 217 Organisations into the future.

If you have a CASA Employee in the office there that would be able to bring Ermin and I up to speed on the proposals would I be able to request some time with the appropriate person. Happy to come into your offices if that makes it easier to facilitate.

Cheers. Glen.

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Monday, 1 May 2017 1:44 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: RE: Understanding of CASA Plans going forward regarding CAR 217 [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

No problems. Leave it with me and I will get back to you shortly.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Tuesday, 2 May 2017 4:40 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: winston.liu@mft.edu.au; Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: FW: Australian's Certificate for AT-3R100

****AustraliaTC.A217****

Hi John,

Firstly, this is not an urgent request. I was in China recently and spoke to a Company that has purchased the Polish aircraft manufacturer PZL. The AT-3R100 certificate is attached.

Am I correct to assume that this aircraft could be fairly easily bought into Australia to operate as it has a I am also assuming that bringing a first of type (without a certificate) would be somewhat more challenging.

Doesn't need a written response, happy to take a telephone call if its more convenient for you. Irrespective, not urgent. Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 2 May 2017 5:03 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: winston.liu@mft.edu.au; Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: RE: Australian's Certificate for AT-3R100 [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

A quick and high level response.

If the aircraft already has an Australian TC (Which it seems to have) the process to bring it into Australia is fairly straight forward. Obviously the aircraft would need to be put on the VH register and then it would need to be assessed for the issue of a COA. The import timeline would depend on the condition and completeness of the records. If the aircraft has had multiple owners then that maybe an issue and the records would need to be in English. To issue a COA you have a couple of options, use a delegate or use CASA.

If the aircraft is the first of type (FOT) first of model (FOM), you will need to request that CASA issue a TC. This again is fairly straight forward, but depends on who issued the initial type certificate. If the initial issuer of the TC is a member of a contracting state, then it is a simpler process to that if they are not. In the majority of cases only CASA can issue the COA for a FOT FOM, however, some delegates maybe able to seek a dispensation, dependant on the aircraft type and the delegates instrument of appointment.

I hope this helps.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley [<mailto:glen.buckley@mft.edu.au>]

Sent: Monday, 10 July 2017 11:25 AM

To: Costa, John

Subject: Request from Glen Buckley

Good Morning John,

When we caught up the other day you mentioned the number of Operators in the Region.

Ideally I would like to get a list of those Operators so that I can ensure I have approached them all with the APTA proposal.

I definitely am not expecting any protocols to be breached or to place anyone in a potentially awkward situation.

Is this something you can assist with, or would I be better to approach this through the Corporate relations department.

Thanks for your consideration. Cheers. Glen.

Regards,

Glen Buckley

From: Costa, John [<mailto:John.Costa@casa.gov.au>]

Sent: Wednesday, 12 July 2017 9:11 AM

To: Glen Buckley <glen.buckley@mft.edu.au>

Subject: RE: Request from Glen Buckley [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

Further to your request, the recommendation is for you to contact our Stakeholder Engagement Group as they may be able to assist you. The manager for the group is Robert Walker-rob.walker@casa.gov.au. Or another option could be to engage with our ASAs, such as Tim Penny as they have contact with the wider aviation community.

Hope this helps.

Kindest regards

John Costa

Certificate Team Manager-Southern Region

Safety Assurance Branch

From: Glen Buckley

Sent: Thursday, 13 July 2017 11:00 AM

To: 'rob.walker@casa.gov.au' <rob.walker@casa.gov.au>

Subject: FW: Request from Glen Buckley [SEC=UNCLASSIFIED]

Dear Mr Rob Walker,

I have been referred to you, to see if my request can be met.

I am wanting to find out if a list of Flight Training Organisations for the Vic/Tas region is available, as I am wanting to establish contact with all of those Operators.

I am not requiring any further information than a list of the names of the Organisations as a checklist to make sure I haven't missed anyone.

I am hoping you are able to oblige or can direct me to the appropriate person for the request,

Thankyou in anticipation of your assistance. If you are experiencing a compressed workload, I understand and another option would be for me to contact Tim Penny a CASA ASA.

Cheers. Glen.

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Thursday, 13 July 2017 11:02 AM

To: Costa, John <John.Costa@casa.gov.au>

Subject: FW: Request from Glen Buckley [SEC=UNCLASSIFIED]

Cheers John. FYI. Regards, Glen

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Thursday, 13 July 2017 8:49 PM

To: Costa, John

Subject: Part 142 Feedback

****Document 1****

Dear John,

Might seem a bit corny, but I sat down tonight with hindsight and had a review of the Part 142 Process. I don't really know who I wrote it for, but thought I would send it to you. I certainly hope its not taken the wrong way. It's an Industry perspective drawing on what I did right, and what I could have done better. Primarily its intended to help someone considering the decision, to weigh up the pros and cons. It may be of some use in your discussion when talking with potential 142 organisations, and may actually help to expedite the process. Your welcome to distribute, use as the basis of discussion with Operators, or roll it up into a tight ball and flick it over towards the waste paper basket. Two points for a swish and only one off the wall.

Quite seriously my intention here is to get as many Aussie owned businesses over the line as possible. If of any value, I am happy to entertain any operators in our Business for a number of days to snoop around and see what we do. Im not suggesting that my Exposition is the "model", but potential operators may be able to see it working and see what works best for their own Organisation. It may assist them in their own Manual development.

If you see an opportunity for me to support a fellow operator, with guidance for their own Organisation, don't hesitate to send them to us. Its intended as a genuine offer and not a shameless plug for APTA, and I can assure you, that will be my intent.

If I had to summarise my experience based on the fact that I launched before any guidance material was available, and recognising that the process is now significantly improved. Despite the fact that the process was too drawn out and too expensive, I am convinced that I have a stronger, safer, more robust Organisation so you can tell Mr Graeme Crawford that Glen Buckley is nibbling the crust of humble pie. Not eating it, but I am nibbling.

Cheers. Glen

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Thursday, 20 July 2017 12:46 PM

To: Ford, Mathew <Mathew.Ford@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: Message from Glen Buckley

Hi Matt,

Thanks for taking the time to drop by today.

As discussed, I would be quite keen to seek your support in the development of my instructional staff.

I would like to hold a safety stand down day for staff training and development.

The intention of the day would be

- Develop a stronger relationship between CASA and my staff
- Provide Instructors with guidance on Fault analysis, and assessing
- Any CASA feedback from testing that you feel could be of value
- Any other topic you feel pertinent.

I appreciate the workload for CASA personnel is excessive at the moment and resources are somewhat stretched. This could be scheduled for a convenient future date.

Ideally CASA presenting a half day and my team conducting the other half, so we could do an AM or PM as suits.

I anticipate 15 to 20 attendees, and would be happy to open it up other schools to ensure the feedback and suggestions reach as many instructors as practical.

Thanks for your consideration. Cheers. Glen.

From: Ford, Mathew <Mathew.Ford@casa.gov.au>

Sent: Wednesday, 26 July 2017 12:33 PM

To: Glen Buckley <glen.b@auspta.com.au>; Ogilvie, Ian <IAN.OGILVIE@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: RE: Message from Glen Buckley [SEC=UNOFFICIAL]

UNOFFICIAL

Hi Glen

Thanks for making us feel welcome on our recent visit.

I have forward the request to Ian for consideration.

Regards

Mathew Ford

Flight Training Examiner

Flight Testing Office

National Operations section

Safety Assurance Branch

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 14 August 2017 5:11 AM

To: Costa, John <John.Costa@casa.gov.au>; Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Roff <aroff@base64.com.au>

Subject: Update on Avia joining APTA

Dear John Costa and Team,

Further to our discussion Thursday August 3rd, I have been formally advised that Avias intention is to join APTA.

We are in receipt of the signed contracts, and are ready to commence the process.

I appreciate CASAs significant workload at the moment, but our intention is to work towards a six week time line

Importantly for Avia, they wish to maintain continuity of operations if all practical. At this stage, my understanding is that they will have the continuing support of their existing HOO, Max Sereno, so I do not expect any loss of Key Personnel.

In the event that Avia were to lose any existing Key Personnel during that period, our intention would be to transfer the Students to MFT, temporarily delivering the training for RPL and PPL only, under our syllabi, until Avia operations were ready. This training would be delivered from our existing MFT base.

Ermin has been very clear on his expectation that irrespective of the outcome with the Key Personnel, we will not compromise our procedures. Similarly, there will obviously be no expectation that CASA would compromise there procedures

For your information our intention is for Darren Schmidt, current Training Manager at MFT, and Flight Examiner to take on the role of Senior Base Pilot at Avia. Darren has been with us for about seven years and will be the ideal candidate due to his familiarity with APTAs operations. It is anticipated that Darren will transfer to Avia in approximately two weeks time

Thankyou for your consideration, please feel free to contact Ermin or myself with any queries or any clarification you require.

Thankyou to the team in anticipation of your assistance.

Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Monday, 14 August 2017 5:11 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Update on Avia joining APTA

I will be out of the office on CASA business from Thursday 10 August and will return to the office on Monday 14 August. During this time I will have limited access to my emails. For any urgent requirements you can contact me on my mobile 0427913566 or contact the Southern Region office at southern.region@casa.gov.au or call 131757

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Wednesday, 16 August 2017 10:53 AM

To: Costa, John <John.Costa@casa.gov.au>; Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: Request regarding Avia audit

Dear John, Nishi, and Harold,

As you are aware, we have received signed contracts from Avia and are moving forward with the process.

As part of our process we call for previous CASA audit findings, to help us build a picture.

Avia have advised that they have never been subjected to an audit. I appreciate that I cannot request the findings from you, but are you able to confirm that there advice is correct.

It could just be that with the changing Personnel, there are no current Personnel with a recollection of the audit.

Thanks for your assistance,

Cheers. Glen.

From: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Sent: Tuesday, 22 August 2017 3:39 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Glen Buckley <glen.b@auspta.com.au>

Subject: Change Management Process - Supporting Documents

****APTA OM5 Chapter 5 – ED 2 REV 1 – 15JUL17 DRAFT****

****CEO Recommendation****

****Formal Assessment****

Dear John Costa,

Please accept the supporting documents for processing the significant change to our Exposition (SMS). A final copy of APTA OM5 will be supplied to your team after CASA approval. Thank you, have a nice day.

Kind regards,

Ermin

From: Glen Buckley

Sent: Wednesday, 30 August 2017 4:40 PM

To: bill.cox@casa.gov.au

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; john.costa@casa.gov.au; Annalisa Miles <amiles@tvsa.com.au>

Subject: Follow up on Bacchus visit 29/08/17

Good afternoon Bill,

I just wanted to touch base after your visit to Bacchus Marsh yesterday. As you are most likely aware TVSA operates as a member of APTA. We are somewhat obsessed by Continuous Improvement, so very keen to receive any feedback at all.

Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Wednesday, 30 August 2017 4:40 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Follow up on Bacchus visit 29/08/17

I will be out of the office on leave from Thursday 31 August and will return to the office on Monday 2 October 2017 August. Tony Cox will be acting in my position from 31 August until 17 September. Tony can be contacted at Tony.cox@casa.gov.au. or 0499999157 Nishi will be acting in my position from 18 September until 1 October. Nishi can be contacted at Naomichi.nishizawa@casa.gov.au or 0419014784. For any urgent requirements contact the Southern Region office at southern.region@casa.gov.au or call 131757

From: Glen Buckley

Sent: Monday, 4 September 2017 9:48 AM

To: john.costa@casa.gov.au

Cc: Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Kai <KAI@learntofly.edu.au>; Jason Ji <JasonJi745@hotmail.com>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>

Subject: APTA advising new Member- Learn to Fly

Dear John,

I am writing to inform you that Learn To Fly will be joining APTA.

LTF is a Company established at Moorabbin Airport since 2016. They have been delivering RAA Training from Moorabbin from above the Flinders Island Airlines Building. For information only, they are the Organisation that had the recent fatality in the Bristell in the Moorabbin Training Area.

Their intention had been to submit a Part 141 and possibly Part 142 application to facilitate future growth. At this stage I am advising you only as we still need to conduct our assessment over the coming week, prior to committing to move forward with the process.

Cheers. Glen

From: Glen Buckley

Sent: Thursday, 7 September 2017 6:00 PM

To: john.costa@casa.gov.au

Cc: Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Cameron Marchant <cameron.marchant@flightstandards.com.au>; ben.mackney@flightstandards.com.au; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; 'Coby Ramos' <cramos@mft.edu.au>

Subject: Advising Flight Standards joining APTA

Dear John Costa (Team Leader),

I am writing to advise that we have had a Darwin based organisation, Flight Standards express intent to join APTA. We have scheduled this task to commence in mid October.

Cameron Marchant, is the HOO of Flight Standards and he has initiated initial discussions with Greg Imlay from CASA, who has been supportive of the proposal.

I have travelled to Darwin to view the operation. I have also scheduled Ermin for a follow up visit over coming weeks, and Cameron Marchant will be travelling to Melbourne and spending some time with us.

At this stage, I am simply advising to assist you with resource planning. Hope you are travelling well, cheers. Glen.

From: Glen Buckley

Sent: Tuesday, 19 September 2017 5:12 PM

To: john.costa@casa.gov.au; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Safety Systems Manager <safety@mft.edu.au>

Subject: Follow up email regarding Significant change submission.

Dear John, Nishi, and team,

As you are most likely aware, APTA has submitted two "significant change" requests. One being for the addition of Avia and the other being an amendment to our change management process.

I appreciate that the high volume of work at the moment means these jobs are in the queue. From our perspective the higher priority task is the submission for the amendment to the change management process as this will help us to apply continuous improvement to the Organisation.

We have activated Avia as a temporary location, so that has relieved some of the pressure associated with that request.

This email is intended to assist you with prioritising tasks, as I am mindful and understanding of the workloads being experienced at the moment,

Cheers. Glen.

From: Glen Buckley

Sent: Tuesday, 3 October 2017 10:41 AM

To: Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Wesley Mason <w.mason@me.com>; owen murphy <ormurphy@hotmail.com>; john.costa@casa.gov.au; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: FORM 6-004 AIRCRAFT HIRE AGREEMENT - 15SEP17

**** FORM 6-004 AIRCRAFT HIRE AGREEMENT - 15SEP17****

Hi All, well after a long wait I have finally completed the Aircraft Cross Hire agreement. The concept here is that this will effectively form the entire aircraft part of our Ops manual. The whole section is extracted and effectively becomes the agreement. In this manner I feel all parties can get a better overview of our operation and the part that they play. Please note that the contents are unchanged, simply the location and layout. Information in different parts of the manuals have been brought into the one location. This will avoid "I didn't know..."

The document is currently in a word format and has not gone to Wes for editing, so it is currently a bit "agricultural"

Ermin (HOO)

Appreciate you are busy but if you get a chance can you have a review of the document. You will notice a step by step process to guide staff

John Costa (Team Leader CASA)

Hi John, in your ample spare time are you able to have a quick look at this proposed agreement, to see if there are any glaring deficiencies or suggestions. Appreciate you have a significant workload, but if you get the opportunity to have a look it would be appreciated.

Wes (technical writer)

Hi Wes, please accept this updated copy. I have changed the order, not the content to achieve a better flow. This will be the copy to edit up please. There may be further minor input from other parties which I will forward through.

Laveniya (internal co-ordinator)

Laveniya, we will go through the related processes but are you able to put this into the change management process please. No change to content only presentation.

Owen Murphy (casually contracted Engineer that we will call on as required for guidance and technical expertise)

Owen. Thankyou for taking on the role of reviewing our Maintenance Organisation checklist and building more substance into it.

Once you have completed that could you please send it back to me for review.

Once we adopt the new more indepth audit process, we will commence the audits, and we will engage your assistance on that process. Keen also to receive any feedback on your thoughts for this agreement. Thankyou all, cheers. Glen.

From: Bankien, Harold <Harold.Bankien@casa.gov.au>

Sent: Friday, 6 October 2017 11:51 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Costa, John <John.Costa@casa.gov.au>;

Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Clowes, Brett

<Brett.Clowes@casa.gov.au>

Subject: Post Authorisation Review [SEC=UNCLASSIFIED]

****Event Notification Letter 14941****

UNCLASSIFIED

Dear Glen,

Please refer our telephonic conversation earlier today.

As advised attached please find the formal Notification of the Review Audit schedule 20/11/2017 to 23/11/2017.

Kind Regards,

Harold A Bankien

Flying Operations Inspector

Certificate Management Team 2

From: Howard, Grant <GRANT.HOWARD@casa.gov.au>

Sent: Friday, 6 October 2017 12:14 PM

To: Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>;

Andrew Warland-Browne <andrew.wb@auspta.com.au>; Nishizawa, Naomichi

<Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Ermin,

I have reviewed the draft Change Management (CM) element for APTA OM- Volume 5.

In general, the CM process is seen to support capability in assessing changes to the organisation and its operations and a fitting continuous improvement initiative.

I have some queries in relation to:

- OM- Volume 5:
 - 5.5.6: Changes to Permanent Appointment of Key Personnel and Associated Processes.
 - The notice/advice periods do not align with similar information in OM- Vol 1 0.4 which is compliant with CASR Part 142.165. Suggest a sign post reference to OM- Vol 1 0.4, if this information is intended.
 - 5.5.7: Immediate Change and Associated Process.
 - Query the reasoning behind any key person or standby having authority to bypass CM procedures. While it cites that a determination be made in the interests of aviation safety, there is no apparent guidance on context or which procedures are able to be bypassed. Also suggest authorisation by a higher authority than (potentially) a Standby Key Person. Note: I am not necessarily suggesting an urgent operational decision in the interests of safety needs to go through a change process, but am of the view that a fast track process could be better described.
 - Considerations when implementing change. Not sure if this list is for consideration of "Immediate Change and Associated Process" or change generally. If the former, is the intention for the initiator to somehow use and document the immediate change via this list?
- YMMB- AVIA Base Procedures Manual.
 - 1.2 Drug and Alcohol Management Programme (DAMP).
 - Refers to APTA DAMP in OM-Vol 1. Apparent intention to cover AVIA, and future members', Part 99 obligations under the APTA DAMP. It is suggested that a prospective member's DAMP obligation is considered hazard with appropriate defence actions, to ensure that no compliance liability is inherited. [This link](#) is a useful resource for outlining known DAMP compliance issues.

I am out of the office this afternoon but am happy to discuss on Monday if you wish to call.

Regards, Grant Howard

From: Ermin Guido Javier Jr

Sent: Friday, 6 October 2017 4:39 PM

To: Howard, Grant <grant.howard@casa.gov.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>;

Andrew Warland-Browne <andrew.wb@auspta.com.au>; Nishizawa, Naomichi

<naomichi.nishizawa@casa.gov.au>; Costa, John <john.costa@casa.gov.au>

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

Good afternoon Grant,

Thank you for your email. All points acknowledged, we will review and get back to you on Monday with clarifications. Have a nice weekend.

Kind regards,

Ermin

From: Glen Buckley

Sent: Saturday, 7 October 2017 10:50 AM

To: Crawford, Graeme <Graeme.Crawford@casa.gov.au>

Cc: john.costa@casa.gov.au

Subject: Request for meeting with Glen Buckley from APTA (dont roll your eyes)

Dear Mr Graeme Crawford,

You may recall me from this previous email,

"Dear Mr Graeme Crawford,

I am writing to update you on our process in working towards the Part 142 Approval. I have been advised by Mr John Costa that the issue is imminent.

The purpose of my letter is to provide some feedback.

As you are aware I have some concerns about the Process and associated costs. But that is not the purpose of this email.

I would like to convey my appreciation for the exceptional support provided by the Southern Region team. It was obvious that a very significant allocation of resources was made available to my Company and I am very appreciative of that

Every person involved in the process was nothing less than exceptional. I do appreciate that some direction did come from your Office, and that required a number of CASA Personnel to redirect their efforts. Could I respectfully request that you pass my thanks down the line.

Although the Transition process got off to a somewhat slow start, I am very confident that the process is improving significantly. Lots of lessons learned by both sides that will benefit future applicants and facilitate smoother Transitions going forward.

Once again thankyou for your initial direction, and thanks to the Southern Region for so professionally executing the task.

Cheers. Glen."

But alas, I fear you will better remember me, from our meeting in Aviation House on Wednesday 18th January 2017, which I will choose to gloss over if that's OK?

You may recall that towards the end of that meeting you queried me about my "project", which I assumed to be the Australian Pilot Training Alliance (APTA). I brushed your query aside, because I felt I was there as the CEO of Melbourne Flight Training, and that was totally independent to my role as CEO of APTA. In this correspondence however I am writing to you as the CEO of APTA.

I am certainly not "eating humble pie" but; I am, now nibbling at the crust of it. It actually looks and smells quite good. I needed more ingredients than the recipe book said, and the ingredients were much harder to get, I had to cook it much much longer, but it came together very well.

In all seriousness, the Product is exceptional. Not just my own, but I am now truly convinced that any well intentioned, well resourced Part 142 Organisation has a lot to contribute. It is a measurably

safer organisation. On that point I unreservedly admit that component of my initial argument was wrong. It is, Safer.

My project APTA, had an extremely slow start, part due to the 12 month delay of the Transition date. We now have that date locked in by CASA, and I have had significant interest from a number of Operators with three other Organisations joining over the last few weeks. Information about this concept is on our website at www.auspta.com.au . A recent media release has generated a level of interest from a number of media outlets. APTA is not intended to deliver a significant ROI. It is intended and designed from the outset as a means to increase Safety and Quality, while actually stimulating Business. It is an umbrella organisation and the Profit and Loss is fully disclosed to all members including wages and salaries paid. All member subscription fees are re-invested into developing and improving the group.

My area of preference to operate in is, Victoria and Tasmania. If this system works, nothing would give me greater satisfaction, than to see it replicated. To fully reach its potential, it depends on an almost intertwined relationship with CASA, and that is the purpose of this correspondence.

Am I able to request a meeting with the appropriate Personnel within CASA. The request is not urgent, and I appreciate it will require many weeks scheduling. The purpose of this meeting is to find out what CASA wants. How can APTA help CASA to get the product out there. I need to build a strong relationship. I want to work very closely. Ideally I would like to have somebody from CASA placed within the group as a liaison person with all expenses of that deployment met by APTA. That is simply one option, but I would like to explore all options.

My only time constraint is that I anticipate discussing the concept with the media over coming weeks, Australian Flying has approached me and intend to do a fairly comprehensive article on the concept over Christmas

I have included our draft contract that has variations applied to it, as required. In particular the final pages contain the "spirit of APTA". It will give you an overview of the concept. Obviously it has a level of commercial sensitivity attached to it, but I do appreciate that by the nature of this correspondence I am sharing it.

Thankyou for your consideration. I have included Mr John Costa in on this email, as I am sure he is eagerly looking for more things to get involved in, in the lead up to Christmas,

Cheers. Glen.

From: Ermin Guido Javier Jr

Sent: Thursday, 19 October 2017 12:46 PM

To: Howard, Grant <GRANT.HOWARD@casa.gov.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>; Wesley Mason <w.mason@me.com>

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

Greetings Grant Howard,

Apologies for the late response, our initial intent to discuss your points through telephone did not eventuate due workload and schedule mismatch.

Please allow me to address your queries below;

- *OM- Volume 5:*
 - *5.5.6: Changes to Permanent Appointment of Key Personnel and Associated Processes.*
 - *The notice/advice periods do not align with similar information in OM- Vol 1 0.4 which is compliant with CASR Part 142.165. Suggest a sign post reference to OM- Vol 1 0.4, if this information is intended.*

OM5 5.5.6 addresses CASR 142.140 (Ermin gets fired/replaced scenario), whereas; OM1 0.4.4 addresses CASR 142.165 (Ermin gets hit by a bus scenario). We currently view it as consistent and compliant with the regulations, but are open to suggestions if change is required.

- *5.5.7: Immediate Change and Associated Process.*
 - *Query the reasoning behind any key person or standby having authority to bypass CM procedures. While it cites that a determination be made in the interests of aviation safety, there is no apparent guidance on context or which procedures are able to be bypassed. Also suggest authorisation by a higher authority than (potentially) a Standby Key Person. Note: I am not necessarily suggesting an urgent operational decision in the interests of safety needs to go through a change process, but am of the view that a fast track process could be better described.*

Thank you for this feedback. The management team have workshopped this point and have reached the conclusion that our other existing procedures are robust enough to be able to address similar concerns. We envisage our continuous improvement process will highlight any company current and future requirements and it maybe something we will revisit at a later stage. **For this application we will remove section 5.5.7 Immediate Change and Associated Process (and format).**

- *Considerations when implementing change. Not sure if this list is for consideration of "Immediate Change and Associated Process" or change*

generally. If the former, is the intention for the initiator to somehow use and document the immediate change via this list?

Will be removed.

- *YMMB- AVIA Base Procedures Manual.*
 - *1.2 Drug and Alcohol Management Programme (DAMP).*
 - *Refers to APTA DAMP in OM-Vol 1. Apparent intention to cover AVIA, and future members', Part 99 obligations under the APTA DAMP. It is suggested that a prospective member's DAMP obligation is considered hazard with appropriate defence actions, to ensure that no compliance liability is inherited. [This link](#) is a useful resource for outlining known DAMP compliance issues.*

Regarding the APTA structure, all members work wholly under our exposition at the time of joining the group. We accept full responsibility from that date. Operations prior to that date are the responsibility of the previous AOC holder.

If we have misunderstood any of your points above, please feel free to contact myself (available tomorrow 9am to 5pm) or Glen Buckley 0418 772 013/ 03 99887784 (available today). Thank you for your time, have a nice day.

Kind regards,

Ermin

From: Howard, Grant <GRANT.HOWARD@casa.gov.au>

Sent: Friday, October 20, 2017 9:29:16 AM

To: Ermin Guido Javier Jr

Cc: Glen Buckley; Laveniya Ruthralingam; Andrew Warland-Browne; Nishizawa, Naomichi; Costa, John; Jacqueline Armstrong; Wesley Mason

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Ermin,

Thank you for clarifying the intent of the references. **My comments are below.**

In summary, I am satisfied that the documentation is acceptable to support change management capability .

Regards,

Grant Howard

Safety Systems Inspector

From: Ermin Guido Javier Jr [<mailto:ermin.j@auspta.com.au>]

Sent: Thursday, 19 October 2017 12:46 PM

To: Howard, Grant

Cc: Glen Buckley; Laveniya Ruthralingam; Andrew Warland-Browne; Nishizawa, Naomichi; Costa, John; Jacqueline Armstrong; Wesley Mason

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

Greetings Grant Howard,

Apologies for the late response, our initial intent to discuss your points through telephone did not eventuate due workload and schedule mismatch.

Please allow me to address your queries below;

- *OM- Volume 5:*
 - *5.5.6: Changes to Permanent Appointment of Key Personnel and Associated Processes.*
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OM5 5.5.6 addresses CASR 142.140 (Ermin gets fired/replaced scenario), whereas; OM1 0.4.4 addresses CASR 142.165 (Ermin gets hit by a bus scenario). We currently view it as consistent and compliant with the regulations, but are open to suggestions if change is required.

🔍 **CASA: Accepted**

5.5.7: Immediate Change and Associated Process.

- *Query the reasoning behind any key person or standby having authority to bypass CM procedures. While it cites that a determination be made in the interests of aviation safety, there is no apparent guidance on context or which procedures are able to be bypassed. Also suggest authorisation by a higher authority than (potentially) a Standby Key Person. Note: I am not necessarily suggesting an urgent operational decision in the interests of safety needs to go through a change process, but am of the view that a fast track process could be better described.*

Thank you for this feedback. The management team have workshopped this point and have reached the conclusion that our other existing procedures are robust enough to be able to address similar concerns. We envisage our continuous improvement process will highlight any company current and future requirements and it maybe something we will revisit at a later stage. **For this application we will remove section 5.5.7 Immediate Change and Associated Process (and format).**

- *Considerations when implementing change. Not sure if this list is for consideration of "Immediate Change and Associated Process" or change generally. If the former, is the intention for the initiator to somehow use and document the immediate change via this list?*

Will be removed.

? **CASA: Accepted**

- *YMMB- AVIA Base Procedures Manual.*
 - *1.2 Drug and Alcohol Management Programme (DAMP).*
 - *Refers to APTA DAMP in OM-Vol 1. Apparent intention to cover AVIA, and future members', Part 99 obligations under the APTA DAMP. It is suggested that a prospective member's DAMP obligation is considered hazard with appropriate defence actions, to ensure that no compliance liability is inherited. [This link](#) is a useful resource for outlining known DAMP compliance issues.*

Regarding the APTA structure, all members work wholly under our exposition at the time of joining the group. We accept full responsibility from that date. Operations prior to that date are the responsibility of the previous AOC holder.

- ?** **CASA: Accepted. Group member employees would be inducted into the APTA DAMP as new (SSAA) employees. [Limited Exemption/s are available.](#) May be an opportune time to review the organisation's DAMP for any fine tuning/clarification in the APTA environment. Would also satisfy the 5 yearly review period requirement.**

If we have misunderstood any of your points above, please feel free to contact myself (available tomorrow 9am to 5pm) or Glen Buckley 0418 772 013/ 03 99887784 (available today). Thank you for your time, have a nice day.

Kind regards, Ermin

From: Nishizawa, Naomichi [<mailto:Naomichi.Nishizawa@casa.gov.au>]

Sent: Monday, 4 December 2017 12:26 PM

To: Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: additional matters arose from the recent surveillance [SEC=UNCLASSIFIED]
UNCLASSIFIED

Hello Ermin,

As you are aware we are in the process of compiling the surveillance report. One of the processes is for us to review information, data and other materials and determine the appropriate form of findings for the matters.

Due to the size, location and range of surveillance scope, we had limited time to share the details of the on-site surveillance activity in the given timeframe for the exit meeting. I did not specifically mention several things however during the review process I intend to raise some of these matters as formal findings. In accordance with the notes under para 4.5.13.2 of CASA Surveillance Manual, I advise the details of these matters so that your team is able to commence internal review prior to receiving the formal report & findings.

1. Oversight of flying activities by Senior Base Pilots

We noted that the SBP for MFT is not qualified for IR and ME training. At YBSS, the SBP is not qualified for IR training and while qualified for ME training, she explained to me that she resorts to Max Sereno for the standards of ME & IR training. This is not documented. When looking at these matters in conjunction with the published ME asymmetric training policies & procedures, as well as the S&P checks by the HOO, I raise question with regards to the effectiveness of training oversight framework on areas which SBPs are not qualified and/or experienced.

2. Use of correction fluids/tapes in the logbook

This will be an observation, not a safety findings. Pilot's logbook is a document required for the purpose of legislative compliance. For this reason the use of correction tapes or fluids compromises the authenticity of such documents. I found this while randomly inspecting logbooks at YBSS. I did not find evidence of this being systematic, but it is recommended that instructors teach students about these things at their early stage – principle of primacy. I chose to raise this matter as my previous experience in conveying verbally had limited effect.

Stemming from the point 2, just a friendly reminder that CASR 61.345 specifies what information needs to be kept in the logbook. It is one of the common findings when we inspect the logbook, with details of the flight written as "type check", "90-day currency", "S&P", etc – without departure and arrival locations. Perhaps take the opportunity to set standards by example – reviewing staff logbooks to start off with.

Apologies for not sharing this at the exit meeting, as mentioned after giving consideration I made a determination that the above matters need to be formally communicated, but at the same time did not want to present these as a surprise upon receipt of the report.

Kind regards, *Naomichi Nishizawa (Nishi)*

From: Glen Buckley

Sent: Tuesday, 12 December 2017 10:10 AM

To: Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Subject: Pre Audit results email from APTA- Glen Buckley

Dear Harold,

Firstly I would like to acknowledge the professional manner in which the audit was conducted at APTA and amongst its members.

We have made a significant effort and investment into our Transition to a Part 142 Organisation, and I'm extremely proud of how far the Organisation has come, but also recognise that the opportunity for Continuous Improvement is an ongoing process, which we are committed to as an Organisation.

I have no doubt that the audit results on receipt will highlight areas for further improvement. I am writing to assure you that the results will be embraced by APTA and its Members and I appreciate that the feedback is valuable, and an essential part of the process.

I look forward to working closely with you and the team to continue working towards my goal of a Safe, and highly compliant Organisation.

Thankyou again for the engaging nature of the audit,

Yours respectfully

Glen Buckley

From: Glen Buckley

Sent: Wednesday, 20 December 2017 3:55 PM

To: Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: Receipt of Audit results for APTA ARN 759217

Good afternoon Harold,

I am in receipt of the audit results, and you are still on my Christmas Card list, so Merry Christmas and safe travels to you and your family over the festive season.

Regarding the responses to the eight Safety Findings and six Safety Observations.

I am aware that a response is not required for Safety Observations, although we will attend to those as well.

Obviously Safety Findings will be the priority, and we will attend to those accordingly.

May I respectfully request a 10 day extension to the due date of 09/01/18 until 19/01/18.

Reason for the extension request is due to the Christmas New Year Period. A considered response requires input from all members of management. Due to periods of annual leave this results in more limited opportunities for all members of the team to be present.

I anticipate that we will achieve the original deadline for some Findings although the extension will facilitate a more considered response.

Thankyou for your consideration and for the engaging and supportive approach during 2017 (and hopefully into 2018 and beyond),

Cheers. Glen.

From: Glen Buckley

Sent: Tuesday, 16 January 2018 6:21 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Subject: Glen Buckley- Period of leave

Dear John,

I am advising you that I will be on a period of leave commencing 16/01/18 and returning to the Office on the 26/01/18.

Although I will be in Japan for a majority of the time, due to the similarity of time zones, and my access to communications, my intention is to remain in the role of CEO.

Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 16 January 2018 7:27 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Subject: RE: Glen Buckley- Period of leave [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Glen,

Enjoy the break.

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: Glen Buckley

Sent: Tuesday, 30 January 2018 1:59 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Daniel Pearson (TVSA) <dpearson@tvsa.com.au>; Annalisa Miles <amiles@tvsa.com.au>

Subject: APTA membership

Dear John,

Hope you managed a bit of a break over the Chrissie, NY period.

I am just writing to advise you that TVSA have advised APTA that they will be commencing their own operations independently and outside of the APTA umbrella from February 1st 2018.

This is not unexpected, as the CEO, Dan Pearson has been discussing this with me over a period of time, and they have our full support in their decision.

Therefore, please accept this as formal notification of such. Any queries please feel free to call.

Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 30 January 2018 2:55 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Daniel Pearson <dpearson@tvsa.com.au>; Annalisa Miles <amiles@tvsa.com.au>; Nuttall, Will <Will.Nuttall@casa.gov.au>

Subject: Re: APTA membership [SEC=UNCLASSIFIED]

Thank you Glen,

Understood. I have copied in Will as the TVSA over sighting team manager.

Kindest regards

John Costa

From: Glen Buckley

Sent: Tuesday, 30 January 2018 4:54 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Daniel Pearson <dpearson@tvsa.com.au>; Annalisa Miles <amiles@tvsa.com.au>; Nuttall, Will <Will.Nuttall@casa.gov.au>

Subject: Re: APTA membership [SEC=UNCLASSIFIED]IMPORTANT CHANGE

Dear John,

My very sincere apologies as that date was incorrect.

TVSA will continue with APTA until the commencement of March 1st.

Apologies to all.

Cheers. Glen

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 30 January 2018 5:01 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Daniel Pearson <dpearson@tvsa.com.au>; Annalisa Miles <amiles@tvsa.com.au>; Nuttall, Will <Will.Nuttall@casa.gov.au>

Subject: RE: APTA membership IMPORTANT CHANGE [SEC=UNCLASSIFIED]

UNCLASSIFIED

No problems,

Thanks Glen.

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 6 February 2018 11:29 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Clowes, Brett <Brett.Clowes@casa.gov.au>; Winter, Debbie <Debbie.Winter@casa.gov.au>

Subject: APTA audit response [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

Hope all is well with you and your team.

Just a short email to acknowledge receipt of APTA's audit response dated 29/01/2018.

As the response includes objections to findings, we are bound by policy to apply our procedural fairness principles as prescribed in the CASA Surveillance Manual (CSM) which is available on the CASA website.

The management of objections is detailed in section 4.7.4.1 of the CSM and provides a number of possible outcomes which include:

- Withdraw the finding
- Downgrade a Safety Finding to a Safety Observation
- The objection is rejected
- The finding is amended.

The surveillance team has been working on providing me evidence in the form of emails, hand written notes taken during the event and copies of any relevant documents provided during the event.

This information is being gathered in support of any decisions made in relation to the objection outcome(s)- The CSM 4.7.6.1 refers.

In addition, in the accompanying letter you make reference to a number of concerns you have in relation to the conduct of surveillance and statements made in the executive summary for example. As always we are keen to look at any possibilities to better communicate or to conduct surveillance events for example.

To avoid the possible clutter of emails going back and forth and to avoid possible misinterpretation, I suggest that our teams meet to discuss the matters mentioned above, whether that be by discipline or all together.

As always we are happy to meet at MBR or in our offices. Availability is a concern as both teams are extremely busy, however it is important that we do not let too much time pass.

Happy to discuss.

Kindest regards John Costa

From: Glen Buckley

Sent: Tuesday, 13 February 2018 11:50 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Bankien, Harold <Harold.Bankien@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Clowes, Brett <Brett.Clowes@casa.gov.au>; debbie.winter@casa.gov.au

Subject: RE: APTA audit response [SEC=UNCLASSIFIED]

Hi John,

Apologies for the delayed response I have been overseas on Business with a fairly hectic schedule.

We would be very appreciative of the opportunity to meet with you and the appropriate Personnel.

I suggest that our team would have more short term flexibility than CASA, so if you work it from your end and send me the date and venue we can certainly make it happen.

One weeks notice would be ideal and a preference to avoid Wednesdays as we use the morning for our own internal Company meetings.

Looking forward to the opportunity, cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 13 February 2018 11:51 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: APTA audit response [SEC=UNCLASSIFIED]

I will be out of the office on CASA business from Monday 12 Feb and will return to the office on 26 Feb 2018. During this time I will have limited email access. For any urgent matters you can contact me on my mobile 0427913566 or contact the Southern Region at southern.region@casa.gov.au or call 131757.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Wednesday, 14 February 2018 8:43 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: RE: APTA audit response [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Glen,

I am out of the office this week and my schedule has me out for most of next week. I will need to have a look at the schedule to see if there is any availability and get back to you.

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: Costa, John <John.Costa@casa.gov.au>

Sent: Monday, 19 February 2018 7:36 AM

To: Glen Buckley <glen.b@auspta.com.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Clowes, Brett <Brett.Clowes@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Subject: surveillance catch up [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

We have some of the team at MBR on Friday 23 Feb.

How is your team placed for a possible meeting say straight after lunch?

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: Glen Buckley

Sent: Monday, 19 February 2018 11:36 AM

To: Costa, John <John.Costa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Clowes, Brett <Brett.Clowes@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Subject: RE: surveillance catch up [SEC=UNCLASSIFIED]

Hi John,

That will work fine. I have advised the team and we will be available as suits you from 12.30 onwards on Friday, cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 20 February 2018 7:33 AM

To: Glen Buckley <glen.b@auspta.com.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Clowes, Brett <Brett.Clowes@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>

Subject: RE: surveillance catch up [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Glen

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: Glen Buckley

Sent: Tuesday, 20 February 2018 10:09 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Cameron Marchant <cameron.marchant@flightstandards.com.au>; Ben Mackney <ben.mackney@flightstandards.com.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>

Subject: Update on Flight Standards joining APTA

Dear John. (please note I have only included you as the sole CASA recipient, so please disseminate as required)

I am writing to advise you that we will be commencing the induction of Flight Standards into APTA. As you may be aware we work to a 6 week timeline and intend to have the process completed by April 2nd.

As part of inducting Flight Standards in Darwin we will also be inducting the Alice Springs Aero club as Flight Standards will be running that operation, effectively as a subsidiary base.

If you have any queries, please feel free to contact me, otherwise I may see you on Friday if you will be joining the team.

Cheers. Glen.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Tuesday, 20 February 2018 10:45 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Cameron Marchant <cameron.marchant@flightstandards.com.au>; Ben Mackney <ben.mackney@flightstandards.com.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>

Subject: RE: Update on Flight Standards joining APTA [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thank you Glen.

Kindest regards

John Costa

Certificate Team Manager

Regulatory Services & Surveillance

From: "Bankien, Harold" <Harold.Bankien@casa.gov.au>

Date: 1 March 2018 at 9:01:08 am AEDT

To: 'Glen Buckley' <glen.b@auspta.com.au>

Cc: "Winter, Debbie" <Debbie.Winter@casa.gov.au>, "Costa, John" <John.Costa@casa.gov.au>,

"Clowes, Brett" <Brett.Clowes@casa.gov.au>, "Nishizawa, Naomichi"

<Naomichi.Nishizawa@casa.gov.au>, "Findlay, Leanne" <LEANNE.FINDLAY@casa.gov.au>

Subject: Response Letter - 14941 [SEC=UNCLASSIFIED]

****APTA – Response to Objection****

UNCLASSIFIED

Good Morning Glen,

Attached please find CASA's response to your objections to the Safety Findings/Observations raised in surveillance event 14941.

Regards,

Harold A Bankien

Flying Operations Inspector

Regulatory Services & Surveillance

Southern Region

From: Glen Buckley

Sent: Tuesday, 13 March 2018 3:37 PM

To: Bankien, Harold <Harold.Bankien@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: Audit response

Dear Harold and team,

Apologies for the delayed response. Thanks for sending through the response to the objections. Thankyou also for your efforts getting the team together for the face to face meeting. No small task, I appreciate.

After the benefit of the meeting and your written response, we are in the process of responding, and will have the responses to you by the deadline.

My hope is that the responses are to CASAs complete satisfaction, and that is what we will be aiming for,

Cheers. Glen.

From: Glen Buckley

Sent: Thursday, 15 March 2018 4:52 PM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Clowes, Brett <Brett.Clowes@casa.gov.au>

Subject: Feedback from Glen Buckley regarding Surveillance event 14941

Dear John,

The purpose of this email is to provide feedback on future audits for no other reason than to improve relationships with industry. Like always, I hope it is received in the manner it is intended. It is not now relevant to my own audit but I offer it as a suggestion for future audits.

My hope is that this does not increase your workload and you can simply forward it through the relevant department if you deem it of merit.

As you are aware some Operators are a little over sensitive and may take a bit too much pride in their organisation. Often CASA may correspond with industry and an unintended consequence is the Flying School owner gets overly defensive. Of course, I am asking you to "stretch your imagination"

As in Safety Finding 717884 as a result of Surveillance event 14941.

The terminology used on occasion is "Defects not entered on MR **including but not limited to....** (the text then goes on to provide one example)

An overly sensitive flying school owner could interpret that as though CASA is alluding to the fact that there are numerous deficiencies, when in fact only one was found.

I called to discuss this approach with Brett Clowes and he has provided a very informative and educational response, which I thank him for.

My suggestion for inclusion in the Surveillance Manual to avoid overly sensitive flying school owners getting overly defensive, and ensuring that we all get along as well as practical.

Terminology similar to

on occasion CASA will use the terminology "including but not limited to". This does not necessarily infer that CASA has found numerous related issues but rather that the operator should consider a more holistic approach to the issue. It is intended as guidance to suggest the operator should consider a more overall approach rather than focus in on the single occurrence alone. (I suggest getting Brett Clowes to write it as he explained it beautifully)

Thanks for your consideration John, it may be that there is only one overly sensitive flying school owner, but I suspect not.

I don't need a response or to know if the suggestion is acted on, as it is just intended as feedback,

Cheers. Glen.

P.S. Special thanks to Brett for his continuing support and guidance.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Thursday, 15 March 2018 4:52 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Feedback from Glen Buckley regarding Surveillance event 14941

I will be out of the office from Thursday 15 March and returning to the office on Monday 26 March. During my absence Tony Cox will be acting in my position from Thursday until Wednesday 21 March. Tony can be contacted at Tony.cox@casa.gov.au or 0419633932. Nishi will be acting in my position from Thursday 22 March. Nishi can be contacted at Naomichi.Nishizawa@casa.gov.au or 0419014784. For any urgent matters you can the Southern Region at southern.region@casa.gov.au or call 131757.

From: Clowes, Brett <Brett.Clowes@casa.gov.au>

Sent: Thursday, 22 March 2018 7:35 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>; Cox, Anthony <Tony.Cox@casa.gov.au>

Subject: RE: For your information [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good Morning Glen,

Thankyou for your email. I am always more than happy to discuss airworthiness topics with you either here or at your office. In this instance I expect you will agree that it would be of most value once we have worked through APTA's responses to the current findings and acquitted them.

I look forward to talking with again you in the near future.

Kind Regards

Brett Clowes

Airworthiness Inspector

Regulatory Services & Surveillance

Southern Region

From: Winter, Debbie <Debbie.Winter@casa.gov.au>

Sent: Tuesday, 3 April 2018 1:34 PM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Findlay, Leanne <LEANNE.FINDLAY@casa.gov.au>; Clowes, Brett <Brett.Clowes@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: Communication from CASA - Safety Finding Acquittal [SEC=UNCLASSIFIED]

****SFAcquittalLetter-Event 14941****

****SF-717862****

UNCLASSIFIED

Dear Glen

Please find attached acquittal letter for findings as a result of surveillance event in November 2017.

Additionally I have attached the revised Safety Finding No 717862 which I believe was the result of discussions with yourself and the Certificate Management Team.

Kind regards

Debbie Winter

Technical Coordinator
Regulatory Services & Surveillance

From: Glen Buckley

Sent: Tuesday, 10 April 2018 3:18 PM

To: Costa, John

Cc: Ermin Guido Javier Jr

Subject: Update on APTA from Glen Buckley

Dear John,

I thought I might take the opportunity to provide a brief overview at where APTA is at, and our current and future projects. The purpose of the email is to keep you in the loop.

AVIA, LTF, and MFT

Established and operating bases.

Flight Standards in Darwin

As you are aware Flight Standards is the next organisation scheduled to join APTA. We anticipate completing that process over the next two to three weeks.

Alice Springs Aero Club

Flight Standards and the Alice Springs aero club have an existing relationship. The intention is for Alice Springs aero club to join APTA in approximately 4 to 6 weeks as a Satellite facility of the Darwin Flight Standards branch.

Latrobe Valley Aero Club

I have been in ongoing discussions with the LTV Aero Club and I am having one further meeting with them tomorrow morning. It seems highly likely that they will be joining APTA over the next week, and our processes will begin. They have expressed some concern that their current AOC coverage may be pulled at short notice, so this may be a project that needs to be bought forward, and it may in fact become a priority task.

Ballarat Aero Club

As you will be aware the HOO has left the Ballarat Aero Club, resulting in a suspension of their operations. They are not in a position to pay commercial rates for an APTA membership. In light of the nature of their operation, I am keen to support it, so am in discussions with them to provide APTA coverage at a heavily discounted pricing structure. It would appear that this will most likely proceed, but I will confirm once I have more information.

MFT

Subject to workload, MFT intends to open up additional bases at Essendon Airport and at Bacchus Marsh Airport. With regards to timelines these tasks will most likely commence towards the end of April.

Other matters

APTA has both a commercial aspect to it as well as an altruistic component. Ideally I am seeking 10 X full paying members of APTA. However, taking the commercial "hat" off and putting on the "altruistic" hat. If during your travels, and if appropriate. If you encounter any well intentioned operators in the Southern Region only, that are not going to achieve the Transition date deadline, and may be faced with closure after September 1st, and provided I get enough notice and have resources available, I am prepared to provide short term coverage at a nominal rate. This rate would be significantly below cost and the intention would be to facilitate continuing operations for up to 6 months after Transition date. My intention would be to assist them transition to their own 141, and provide them "breathing Space" to secure their own HOO, as with the proposal for Ballarat. Cheers Glen.

From: Glen Buckley

Sent: Friday, 13 April 2018 8:08 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: kjeffs@bigpond.net.au; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Subject: Update on Ballarat Aero Club and APTA

Dear John,

I am writing to advise you that the Ballarat Aero Club has expressed its intention to join APTA.

This decision has been prompted by the departure of their HOO, Mr Reg Phillips, and the associated cessation of operations.

APTA has made a decision to accept Ballarat Aero Club into APTA at a heavily discounted rate. The motivation here is altruistic, rather than commercial, as they are a not for profit organisation. My intention is to support continuing operations of Ballarat Aero Club.

As you are aware it is a relatively small operation with only two instructors and delivering approximately 600 hours of training per annum. Initially the intent is to sustain operations and not to grow them.

Irrespective of the heavily reduced rate, I can assure you that APTA commitment will be the same as for our commercial customers.

My expectation is that this could be a relatively streamlined process, as we have an existing temporary location at Ballarat and an associated Base Procedures Manual, that will need only minor amendments. Effectively, it will primarily be a change of delivery address at Ballarat.

The current proposal that I have put to Ballarat Aero Club is that they come under APTA for a period of 6 months. Hopefully during that time they are able to secure the services of a Part time HOO and reactivate their own operation, as they do have a Transitioned Part 141.

If at the end of the 6 month period Ballarat Aero Club has not been able to secure the services of a HOO, they would have the option to continue with APTA under an agreement that suits them and their financial situation. I will not leave them "high and dry" at any stage provided we are satisfied that they are delivering safe and compliant operations. My primary goal is to ensure APTA is economically viable, however I will extend support to any well intentioned aero clubs that find operations difficult due to lack of key personnel or regulatory compliance.

At this stage, the aero club is keen to re-establish operations as soon as practical, and obviously we are keen to support them.

We have met with Keith Jeffs from the aero club today, and our plan going forward.

- Start reviewing the Base Procedures Manual.
- Ballarat staff will relocate to MFT at Moorabbin for their induction and associated training. It is anticipated that will take approximately two weeks.
- APTA management will do a site visit next Thursday at Ballarat.

We will revert to you after that time.

Cheers Glen.

From: Glen Buckley

Sent: Monday, 16 April 2018 10:16 AM

To: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: Query from Glen Buckley regarding "teach out clause"

Good Morning Nishi,

As September 1st approaches, I was keen to clarify the policy after that date.

Consider a student training on a 150 hour syllabus at a particular flying school. If after September 1st 2018, the school transitions to a Part 141 only.

Will there be a teach out clause for Part 141 operators to finish existing students, or will they be expected to transfer to an Integrated course immediately, if they wish to continue on a 150 hour course,

Cheers. Glen.

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Monday, 16 April 2018 10:19 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: RE: Query from Glen Buckley regarding "teach out clause" [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hello Glen,

At this point I have not heard any resolution but will find out. There would be more than a handful I imagine!!

Kind regards,

[Naomichi Nishizawa \(Nishi\)](#)

Flying Operations Inspector – Certificate Management Team 2
Regulatory Services & Surveillance

From: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Sent: Monday, 30 April 2018 10:14 AM

To: Glen Buckley <glen.b@auspta.com.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: RE: Query from Glen Buckley regarding "teach out clause" [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

The answer to your question is that there are no mechanisms ('teach out clause' in your words) to allow continuation of integrated CPL if the school is not transitioning to 142.

In a hypothetical scenario, an ABC flying school chooses not to transition to 142, after 31 August, their integrated CPL students need to either:

- 1) Transfer to 142 school, or,
- 2) Change-over to 200 hour CPL course (provided that ABC flying school transitions to 141 with CPL).

Kind regards,

Naomichi Nishizawa (Nishi)

Flying Operations Inspector – Certificate Management Team 2

Regulatory Services & Surveillance

From: Glen Buckley

Sent: Monday, 30 April 2018 1:23 PM

To: Clowes, Brett <Brett.Clowes@casa.gov.au>

Cc: Costa, John <John.Costa@casa.gov.au>

Subject: Request for a meeting with Brett Clowes at APTA

Good Afternoon Brett,

I was hoping I may be able to schedule about 1 to 2 hours with you at Moorabbin airport on any day over the next month that works for you.

I would like to run through a few items with you on that day.

I am currently inducting an aircraft VH-XVV into our fleet. During that process, a couple of anomalies have been discovered that I would like to run through with you. They may have potential airworthiness concerns. I want to make sure I handle this correctly, and would appreciate the opportunity to work through this particular aircraft with you. The aircraft induction will not proceed until I have met with you and all parties are satisfied.

The second issue I would like to discuss is the categorisation of Flying Training. Previously CAR 206 listed Flying Training under airwork, but it would appear that Flying Training has been intentionally removed from the Airwork category. Therefore I am seeking clarification as to the category of Flight training and what the associated obligations are, particularly with regards to Airworthiness.

Look forward to hearing from you, cheers. Glen.

From: Glen Buckley

Sent: Tuesday, 1 May 2018 1:51 PM

To: Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>

Subject: RE: Query from Glen Buckley regarding "teach out clause" [SEC=UNCLASSIFIED]

Cheers Nishi,

I know its not necessarily CASAs responsibility, but it may be worth communicating. It would give the students an opportunity to speed up their training and not have to change Provider.

Cheers and thanks for looking into it. From a selfish perspective it suits those of us that have made the effort, cheers. Glen.

From: Glen Buckley

Sent: Monday, 7 May 2018 7:08 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; 'Coby Ramos' <cramos@mft.edu.au>

Subject: Request for a catcup.

Good Morning John,

I was hoping over the next few weeks we could perhaps get approximately an hour to an hour and a half of yours, or someone on the teams time. The matters are not urgent, so I am hoping you can squeeze it in to a suitable time slot and we will work around you. Some topics for discussion, and we may add to the list.

Testing

I wanted to discuss a closer relationship with CASA in regards to Testing and Proficiency checks for staff throughout the APTA group. I appreciate that CASA resources are finite but as this is a user pays service it may be something that could be considered. The benefits being greater transparency with CASA, potentially improved feedback, standardisation, and will develop relationships between the Regulator and Industry.

Maintenance

A number of minor queries related to our Service Level Agreements with Aircraft Owners. As Flying Training is no longer classified as a Commercial Operation (according to my understanding) it has potential ramifications that I would like to workshop.

APTA

Update on you on the current "state of play"

Cheers. Glen.

From: "Massey, Michelle" <Michelle.Massey@casa.gov.au>

Date: 10 May 2018 at 2:49:40 pm AEST

To: "glen.b@auspta.com.au" <glen.b@auspta.com.au>

Cc: "Nuttall, Will" <Will.Nuttall@casa.gov.au>, "Costa, John" <John.Costa@casa.gov.au>, "Winter, Debbie" <Debbie.Winter@casa.gov.au>, "De Villa, Maria" <Maria.DeVilla@casa.gov.au>

Subject: Letter from RM - Change of Oversight Team [SEC=UNCLASSIFIED]

****Letter to APTA – Change of Oversight – 10 May 2018****

UNCLASSIFIED

Dear Glen,

I hope this email finds you well. Please find attached a letter explaining the outcome of a recent office reorganisation I commissioned.

CTM Will Nuttall is on leave today, but we will call you tomorrow to make introductions and to make arrangements for you to meet Will and his team. I am confident you will find the oversight from Will's team to be as positive and productive as you have experienced with John Costa's team.

Best,

Michelle Massey

Region Manager, Southern
Regulatory Services & Surveillance

From: Glen Buckley

Sent: Friday, 11 May 2018 10:04 AM

To: Massey, Michelle <Michelle.Massey@casa.gov.au>

Subject: RE: Letter from RM - Change of Oversight Team [SEC=UNCLASSIFIED]

Dear Michelle,

Thankyou for the notification. As you will appreciate the news is quite surprising for us. May I request a one on one meeting with yourself at your earliest convenience,

Cheers. Glen

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Friday, 11 May 2018 2:11 PM

To: Massey, Michelle <Michelle.Massey@casa.gov.au>

Subject: Message from Glen Buckley

Good afternoon Michelle,

I look forward to a one on one meeting if that can be facilitated.

Can I also formally pass on my very positive feedback on John Costas team. To be perfectly honest I respect the professional manner in which the entire team operated. I would like to formally acknowledge Nishi in particular for the support given throughout the entire Part 142 application process. On reflection I can sincerely state that his involvement was a significant contributor to the Projects success. Thanks to all

Cheers. Glen

From: Massey, Michelle <Michelle.Massey@casa.gov.au>

Sent: Friday, 11 May 2018 2:24 PM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: RE: Message from Glen Buckley [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Glen,

I'm more than happy to meet with you one on one.

I'd also like an opportunity for you to meet with the team, perhaps we can come for a visit in the near future.

I will certainly pass on your thanks to John and his team, specifically Nishi. John's team sits right next to Will so I'm sure they will continue to work closely together in the transition.

I'm free later next week, just let me know when suits you.

Best,

Michelle.

Michelle Massey

Region Manager, Southern
Regulatory Services & Surveillance

From: Glen Buckley

Sent: Monday, 29 October 2018 12:04 PM

To: Jones, David <David.Jones@casa.gov.au>; Nuttall, Will <Will.Nuttall@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>

Subject: Emailing: APTA response

****APTA Response****

Dear Mr David Jones,

Please accept my correspondence as a precursor to tomorrows meeting. Please not that I have included Mr Shane Carmody. I look forward to tomorrow's meeting. I intend for it to be professional and amicable.

Yours sincerely

Glen Buckley.

From: Glen Buckley

Sent: Friday, 21 December 2018 10:26 AM

To: shane.carmody@casa.gov.au

Cc: White, Peter <Peter.White@casa.gov.au>; McHeyzer, Jason <Jason.Mcheyzer@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>; michelle.massey@casa.gov.au; Jones, David <David.Jones@casa.gov.au>; Nuttall, Will <Will.Nuttall@casa.gov.au>; phil.betts@casa.gov.au; Ford, Mathew <Mathew.Ford@casa.gov.au>; CLARC <CLARC@casa.gov.au>; Martin, Craig <Craig.Martin@casa.gov.au>; Gobbitt, David <David.Gobbitt@casa.gov.au>; Penney, Timothy <Timothy.Penney@casa.gov.au>; CASA-Michael White (michael.white@casa.gov.au) <michael.white@casa.gov.au>; Crosthwaite, Roger <ROGER.CROSTHWAITE@casa.gov.au>; Ogilvie, Ian <IAN.OGILVIE@casa.gov.au>; Peucker, Andrew <Andrew.Peucker@casa.gov.au>; debbie.winter@casa.gov.au; Clowes, Brett <Brett.Clowes@casa.gov.au>; White, Brett <Brett.White@casa.gov.au>; Flight Testing Office Mailbox <flighttesting@casa.gov.au>; Secombe, Gavin <Gavin.Secombe@casa.gov.au>; ftto@casa.gov.au; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Jacqueline Armstrong <jacqui.a@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Coby Ramos <coby.r@auspta.com.au>; Cale Johnston <Cale.J@auspta.com.au>; Nathan James <nathan@smartclasssystems.com>

Subject: Message from Glen Buckley

****CASA supporting GA****

Dear Mr Shane Carmody,

I am writing to ensure that CASA as an Organisation is fully aware of the repercussions of its inappropriate actions. CASA has advised that they intend to shut down my entire operation, and not on the basis of any safety concerns.

I intend to mount a very public and robust defence of APTA, the concept, and its members.

The simple facts are that the CASA action will result in sending my Business bankrupt and CASA would be aware of those consequences. If there is any doubt, then I reiterate it here. As a Company Director, I have obligations on me to maintain solvency of the Business. The CASA action will force me to close the Business, and CASA will be held fully liable for that. The claim will be substantial. I will however be putting a stop to that CASA action. The repercussions are too serious on too many people, and as this is not a safety matter it will not be proceeding, I can assure you.

CASA has not initiated this action on the basis of any safety concerns. Your bullying and intimidating approach will be held to account.

By CASAs own admission the trigger for the action against me was the "Aviation Ruling". I challenged that action on the basis that the aviation Ruling did not apply. By its own definition it referred to an "arms length arrangement". Quite simply APTA does not operate with an arms length agreement. The fact is that APTA operates as the one Organisation in all matters regarded to Safety and Compliance which should be the areas of focus. In addition I pointed out that it referred to "CAR 206" operations of which flying training is not. Furthermore the Aviation Ruling was written in 2006 for an entirely different regulatory environment. It also refers to a Chief Pilot, a role which does not exist in a Flight Training Organisation. This matter has now dragged on for two months at a cost to my Business, well in excess of \$100,000.

I was advised at the meeting with CASA on 20/12/18 that the Aviation Ruling is now "off the table" and CASA is pursuing a completely different line of attack which will be advised to me via written notification. This is quite simply outrageous and immoral. If CASA has determined now to change tact then I must hold you liable for the damage caused over the last 9 weeks. You are choosing to use brute force rather than any sense of decency.

I will irrefutably demonstrate in the public domain, how CASA has

- Acted with total disregard for its own Regulatory philosophy
- Made false allegations in audits of a substantial nature that were challenged and retracted.
- Failed to provide me with natural justice/ procedural fairness
- Blatantly breached the requirements of Administrative law
- Operated in breach of requirements of the Public Governance, Performance and accountability act
- Acted to bring harm to me and my business
- Compromised safety
- Caused job losses and particularly in regional areas
- Caused enormous stress and harm to me, my family and my Business.
- Failed to achieve clear and concise aviation safety standards as required of it in the Act.
- Produced a negligently inaccurate Regulation Impact Statement with regards to Part 61/141 and 142.

I have exhausted all opportunities to resolve this with CASA, and it must now proceed to the next step. My argument will be very public however at all times I will ensure that responsibility lands where it should. CASA is an organisation of many exceptional and Industry leading people. Unfortunately when senior management choose to act in such a combative and inappropriate manner you actually make the job of the "troops" that much more difficult. My issue is not with the people at the coalface, and I intend to make that very clear. There are many people in that Organisation of whom I have a high level of confidence and trust. My battle is not against the individuals within the Organisation. My issues are caused by a CASA approach of using bullying and intimidation as their preferred course of action.

I will be encouraging you to follow my thread on this matter on Pprune. I will be soliciting support of this from the wider community and media, while also initiating processes to ensure legal recompense for all affected parties.

To all of the well intentioned professionals in the Organisation I wish you a merry xmas, happy New Year, thankyou for your efforts, and recognise that you are not "the problem". To the few that cause so many problems for your work colleagues and for Industry, I intend to hold you to account.

Regards. Glen Buckley

Footnote: I have attached an excerpt from a recent CASA bulletin. Quite seriously, who writes that rubbish.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Saturday, 22 December 2018 10:36 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: For your records. ICC complaint lodged today

I will be out of the office on extended leave pre (24 December 2018) post (2-5 Jan 2019) the scheduled CASA shutdown returning to the office on 7 Jan 2019. Andrew Kenyon will be acting in my position during 2-5 January 2019. Andrew can be contacted at Andrew.kenyon@casa.gov.au or 0428228243. For any other matters you can contact the Southern Region at southern.region@casa.gov.au or call 131757.

From: Costa, John <John.Costa@casa.gov.au>

Sent: Wednesday, 2 January 2019 11:34 AM

To: Glen Buckley <glen.b@auspta.com.au>

Subject: Automatic reply: Urgent Message for CASA Board from Glen Buckley CEO APTA

I will be out of the office on extended leave pre (24 December 2018) post (2-5 Jan 2019) the scheduled CASA shutdown returning to the office on 7 Jan 2019. Andrew Kenyon will be acting in my position during 2-5 January 2019. Andrew can be contacted at Andrew.kenyon@casa.gov.au or 0428228243. For any other matters you can contact the Southern Region at southern.region@casa.gov.au or call 131757.