

OFFSHORE HELICOPTER SAFETY INQUIRY

October 27, 2009

*Tara Place, Suite 213, 31 Peet Street
St. John's, NL*

October 27, 2009

PRESENT:

**John F. Roil, Q.C./
Anne Fagan.....Inquiry Counsel**

**Amy Crosbie. Canada-Newfoundland and Labrador Offshore
..... Petroleum Board (C-NLOPB)**

**Ian Wallace Hibernia Management and
..... Development Company (HMDC)**

D. Blair PritchettSuncor (Petro-Canada)

Stephanie Hickman Husky Oil Operations Ltd.

Jonathan Tarlton/Mark FreemanDepartment of Transport Canada

Norman J. Whalen, Q.C.....Cougar Helicopters Inc.

Jamie Martin.....Families of Deceased Passengers

**Kate O'Brien.....Davis Estate (Pilot) and
..... agent on behalf of Douglas A. Latto for Lanouette Estate (Co-pilot)**

**Raman BalakrishmanCommunications, Energy and Paperworkers Union
..... Local 2121**

TABLE OF CONTENTS
OCTOBER 27, 2009

MR. MICHAEL STEPHENSON (RESUMES STAND)
Examination by Mr. Jamie Martin (cont'd).....Pgs. 1 – 47
Examination by Ms. Kate O'BrienPgs. 47 – 93
Re-examination by Ms. Anne Fagan.....Pgs. 93 – 106

Certificate

1 October 27, 2009
 2 COMMISSIONER:
 3 Q. Good morning, ladies and gentlemen. Are you
 4 ready, Ms. Fagan?
 5 MS. FAGAN:
 6 Q. Yes.
 7 COMMISSIONER:
 8 Q. Thank you. Oh no, I'm sorry, you're
 9 questioning. Sorry, about that. It's your
 10 question.
 11 MR. MICHAEL STEPHENSON, RESUMES STAND, EXAMINATION BY MR.
 12 JAMIE MARTIN (CONT'D)
 13 MR. MARTIN:
 14 Q. Thank you, Mr. Commissioner. Good morning,
 15 Mr. Stephenson.
 16 MR. STEPHENSON:
 17 A. Good morning, sir.
 18 MR. MARTIN:
 19 Q. I just wanted to start off this morning, just
 20 to address a few issues that we did yesterday.
 21 You'll recall yesterday, I asked you a
 22 question about the co-dispatch system as
 23 opposed to the pilot's self-dispatch, and you
 24 indicated that Cougar, although not required
 25 by law to go to that system, actually did so,

1 that's essentially what he has informed me.
 2 MR. MARTIN:
 3 Q. Do you have any knowledge as to when that
 4 might have occurred?
 5 MR. STEPHENSON:
 6 A. I would imagine when they--and forgive me,
 7 Commissioner, I'm just speculating now, and
 8 that's--I assume that's when they went to
 9 start up operations offshore, but I don't know
 10 that.
 11 MR. MARTIN:
 12 Q. Is that type of occurrence routine or normal
 13 that an operator--and I'm not suggesting it's
 14 a bad thing, because any time anyone wants to
 15 improve something, which I understand the co-
 16 dispatch system is, it's helpful to the
 17 system, but is that type of interaction
 18 between the Cougar, as the operator in this
 19 case, and Transport Canada, is that a normal
 20 type of interaction that you would have?
 21 MR. STEPHENSON:
 22 A. If you asked me that question 20 years ago, I
 23 would have said no, but the relationship, I
 24 think, over the last few decades, we've seen
 25 operators take on more accountability and more

1 and I asked you the question how did that come
 2 about, because oftentimes things just don't--
 3 things happen for a reason.
 4 MR. STEPHENSON:
 5 A. Sure.
 6 MR. MARTIN:
 7 Q. And I understand from your legal counsel that
 8 you may have the answer to that question here
 9 this morning.
 10 MR. STEPHENSON:
 11 A. Yes, sir. I took the liberty of actually
 12 contacting Arthur Allan, the director of Civ.
 13 Av. and asked him directly. In fact, I do
 14 recall a number of years ago, we had this
 15 discussion. It was just a vague recollection
 16 that I had when I actually worked in the
 17 region. Cougar, among other operators, I had
 18 interest in at the time. So I re-asked him
 19 the question and he basically told me, in
 20 simple terms, Cougar actually came to them and
 21 said that's what they wanted to do. He didn't
 22 tell me what the source of their desire was,
 23 other than it was desire on their part to
 24 bolster the flight following and the oversight
 25 of their aircraft while they're offshore. So

1 responsibility, more desire to do things that
 2 gives the--and I'm thinking of the CEO who
 3 owns the company, gives them more confidence
 4 that an operation is structured in a manner
 5 where they would have more confidence in it.
 6 It also puts them in a good position, forgive
 7 me, with the regulator themselves by giving
 8 the regulator confidence that they're actually
 9 looking at things in a different way, in a
 10 more robust way, in this example of co-
 11 dispatch, but yeah, we've seen operators have
 12 a desire to do something differently, to use
 13 technology, for example. I think, if you
 14 recall, I mentioned that we have technologies
 15 where you can flight follow an aircraft using
 16 GPS system in the aircraft and rather than
 17 having a human being on site all the time, and
 18 I'm talking small operators in particular,
 19 it's simple for them to put the GPS's in their
 20 aircraft. They dispatch their aircraft as
 21 they normally would do and even in their own
 22 home, they can bring up, using a keyboard and
 23 a mouse and they can actually see exactly
 24 where their aircraft are. That technology,
 25 inexpensively, didn't exist five-ten years

Page 5

1 ago. So we have operators having desires to
 2 use that sort of technology, as an example.
 3 So it's not uncommon, and I hope it becomes
 4 more and more common actually, because it's a
 5 good thing.
 6 MR. MARTIN:
 7 Q. Right. Okay, so you would encourage it to the
 8 extent possible?
 9 MR. STEPHENSON:
 10 A. Absolutely. I should share with you though,
 11 because Cougar operates under the 704 commuter
 12 regulations, the commuter regulations require
 13 certain elements of their dispatch program.
 14 Cougar's desire was to use something in the
 15 airline regulations. So we did use a vehicle
 16 to, I'll use the word discount or to take that
 17 piece that's within the commuter regulation,
 18 set it aside and bring in the higher level of
 19 standard. We did that using a legal vehicle.
 20 We can't allow them to operate under the
 21 airline regs because it doesn't apply to them.
 22 So we used a legal vehicle to bring the
 23 elements of that into their operation.
 24 MR. MARTIN:
 25 Q. Okay. I also want to go back to a question I

Page 6

1 asked yesterday, and in actual fact, it was a
 2 request for some information. You spoke
 3 yesterday about the penalties that can be
 4 imposed on operators and I believe you were
 5 talking more along the lines of Cougar as the
 6 operator, or Cougar or their counterpart in
 7 the industry.
 8 MR. STEPHENSON:
 9 A. Sure.
 10 MR. MARTIN:
 11 Q. And you did speak of fines.
 12 MR. STEPHENSON:
 13 A. Yes.
 14 MR. MARTIN:
 15 Q. And, you know, my observation from your
 16 evidence yesterday was that it's--you use it,
 17 but it's something that you don't necessarily
 18 use a lot. I then asked you about you have
 19 the option of suspending operations of
 20 helicopter transport carriers.
 21 MR. STEPHENSON:
 22 A. Yes.
 23 MR. MARTIN:
 24 Q. And I asked whether that has been used in the
 25 past and I believe you said yes.

Page 7

1 MR. STEPHENSON:
 2 A. Yes.
 3 MR. MARTIN:
 4 Q. But I just wanted to get some idea and want
 5 the Commissioner to have some idea as to how
 6 often have you used that, and I believe you
 7 didn't have the information yesterday, but I
 8 just want confirmation that at some point in
 9 time, you may be in a position to provide that
 10 to the Commissioner?
 11 MR. STEPHENSON:
 12 A. I can tell you we could probably easily
 13 provide you statistical data on the number of
 14 times a notice of suspension came into force.
 15 It would be a very manual process for me to go
 16 back through the hundreds of files we have
 17 across the country or even in this region to
 18 determine whether a notice of suspension was
 19 actually issued, understanding we normally put
 20 conditions in and give a time period, and if
 21 the operator complies with the conditions that
 22 we put in place, we would simply counter with
 23 a second letter that simply voids the
 24 suspension notice. So in fact the operator
 25 would not have been suspended. So it would be

Page 8

1 very difficult for me to simply just quickly
 2 provide you a statistic. It would probably
 3 take several days for somebody to go through a
 4 process to see if a notice was issued yet did
 5 not come into force versus one that actually
 6 was suspended.
 7 MR. MARTIN:
 8 Q. So the notice is in a written form?
 9 MR. STEPHENSON:
 10 A. Correct. It's usually directly to the
 11 operator. It would talk about a suspension
 12 date, in other words by this date, and -
 13 MR. MARTIN:
 14 Q. And conditions that you have to meet in order
 15 to get your license back?
 16 MR. STEPHENSON:
 17 A. - and you must--that's correct. You must meet
 18 these conditions, not to get it back, before
 19 it comes into force, in other words, by the
 20 end of the month. We usually work with
 21 specifically block periods of time, unless
 22 it's a serious issue, and then we'll give a
 23 very short period of time. I've given an
 24 operator a day or two on occasion, but usually
 25 it's 30 days, 60 days, a common vehicle to put

Page 9

1 in place, because we're talking about--if you
 2 recall, I spoke about quality assurance and
 3 quality controls. Quality controls and
 4 quality assurance doesn't necessary mean the
 5 aircraft are not maintained well. The
 6 workmanship on the aircraft might be suitable.
 7 The documentation might be suitable. What we
 8 don't have is an organization that's reviewing
 9 its process, right. So it doesn't imply
 10 airworthiness of the aircraft are--it doesn't
 11 imply that the aircraft is not airworthy, but
 12 we want to have the confidence in that example
 13 that an aircraft operator or in this case, an
 14 aircraft maintenance organization is looking
 15 after its business. So we would give a period
 16 of time to come back to us with a system and
 17 demonstrate that it's functioning.

18 MR. MARTIN:
 19 Q. You use the term airworthiness.

20 MR. STEPHENSON:
 21 A. Yes.

22 MR. MARTIN:
 23 Q. Or airworthy. You just use it and I guess it
 24 was used countless times yesterday.

25 MR. STEPHENSON:

Page 10

1 A. Yes.

2 MR. MARTIN:
 3 Q. But you know, this is an inquiry that's of
 4 great interest to the public and, you know, to
 5 the families and to the users of the system.
 6 Can you point us to, in your regulations or
 7 otherwise, what do you mean by airworthiness?

8 MR. STEPHENSON:
 9 A. There would be a definition probably in the
 10 air regulations. If you like, I could have a
 11 quick peak or I could do that a little bit
 12 later and actually give you a proper
 13 definition.

14 MR. MARTIN:
 15 Q. I think it might be helpful because that's--
 16 you know, it's in your Terms of Reference, Mr.
 17 Commissioner, and it's something that it's a
 18 topic that I don't think you're going to
 19 explore to any great length, but it is
 20 something, I would think that the general
 21 public, the users and the families, our
 22 clients -

23 MR. STEPHENSON:
 24 A. Yeah.

25 MR. MARTIN:

Page 11

1 Q. - would be interesting in knowing. What is
 2 airworthiness? So if you can point us to the
 3 regulation -

4 MR. STEPHENSON:
 5 A. Sure.

6 MR. MARTIN:
 7 Q. - I think it would be very helpful.

8 MR. STEPHENSON:
 9 A. Now, I believe I've actually expressed my
 10 definition of airworthiness, and that is that
 11 the aircraft--and we did it in simple terms,
 12 when it comes off the assembly line, it is in
 13 a certain condition and depending on the
 14 complexity of the aircraft, whether it be a
 15 simple, small, single engine aircraft or a
 16 large airliner, you can imagine the complexity
 17 of maintenance on either one of those aircraft
 18 are going to be completely different. There
 19 will be schedules of maintenance on the
 20 engine. Schedules of maintenance on the
 21 components of the aircraft and provided that
 22 schedule is maintained in accordance with that
 23 criteria, the aircraft would be considered to
 24 be airworthy. I'll also add to that, if for
 25 example, and I'm just giving you an example,

Page 12

1 an aircraft has all of that done and yet
 2 somebody damages the aircraft in some way with
 3 a ground vehicle, the aircraft is then again
 4 not airworthy and that's--to me, that's a
 5 better layman's term, set of terms, than me
 6 giving you a definition, which we will give
 7 you anyway, but it might not be as meaningful
 8 to you as what I think I just gave you.

9 MR. MARTIN:
 10 Q. I recognize there are processes leading up to
 11 you determining that an aircraft is airworthy,
 12 but I still think the definition would be
 13 important.

14 MR. STEPHENSON:
 15 A. Well, we'll certainly send it.

16 MR. MARTIN:
 17 Q. For comfort level, if anything.

18 MR. STEPHENSON:
 19 A. Yeah, yeah.

20 MR. MARTIN:
 21 Q. For the users of the system and for the
 22 general public at large, to instil confidence
 23 in the system. So can you point us to that in
 24 your regulations or legislation?

25 MR. STEPHENSON:

Page 13

1 A. Do you want me to try to do that right now?
 2 MR. MARTIN:
 3 Q. If you could?
 4 MR. STEPHENSON:
 5 A. It'll take a moment.
 6 MR. MARTIN:
 7 Q. I'd certainly like to see it.
 8 MR. STEPHENSON:
 9 A. Let's bring up the--let's go back, yeah, part
 10 five, yeah, and see if we actually have a
 11 definition. I think the air reg might fail us
 12 here or--I'm a layman on the part five.
 13 MS. KAMAL:
 14 A. I can look for it.
 15 MR. STEPHENSON:
 16 A. Would it be all right if Lucille actually--Ms.
 17 Kamal actually did a little search, while we
 18 continue?
 19 MR. MARTIN:
 20 Q. No problem. I can continue on with my
 21 questions. We'll come back to that.
 22 MR. STEPHENSON:
 23 A. Yeah, she'll see if she can locate that for
 24 us.
 25 MR. MARTIN:

Page 14

1 Q. We'll come back to that. So I was on the
 2 penalty section, and we talked about
 3 suspension of the operating certificate, and
 4 you indicated that it would be difficult, to a
 5 certain extent, to obtain data on that, but my
 6 follow up question to you on that is that I
 7 would think that that type of document, in
 8 written form, would be a significant document.
 9 Would that be -
 10 MR. STEPHENSON:
 11 A. It is, specific to the air operator or the
 12 maintenance organization, not as a broad
 13 statistic.
 14 MR. MARTIN:
 15 Q. No, no, but if it's a significant enough
 16 document, that wouldn't it be something that
 17 would be important to keep statistics on?
 18 MR. STEPHENSON:
 19 A. To the operator specifically, yes.
 20 MR. MARTIN:
 21 Q. To the operator, but if the public are going
 22 to have any confidence in the system, then
 23 they would want to know whether the operator
 24 has had their certificate suspended, their
 25 operation certificate suspended. Isn't that

Page 15

1 something that you would want the public to
 2 know, that Cougar, for example, and just
 3 single them out, had their operation
 4 certificate suspended on ten occasions, isn't
 5 that something that there should be some kind
 6 of ready data on?
 7 MR. STEPHENSON:
 8 A. And I would have ready data and Cougar. I
 9 would have ready data on any airline or any
 10 air operator. I could give you that, well, as
 11 quickly as I could get it.
 12 MR. MARTIN:
 13 Q. No problem. So it is something that you could
 14 obtain for us?
 15 MR. STEPHENSON:
 16 A. For this operator?
 17 MR. MARTIN:
 18 Q. For the Newfoundland and Labrador offshore,
 19 how many suspension -
 20 MR. STEPHENSON:
 21 A. Well, it would be easy because there are very
 22 few doing it. So yes, I could do that easily.
 23 MR. MARTIN:
 24 Q. You could do that, okay.
 25 MR. STEPHENSON:

Page 16

1 A. Oh yes.
 2 MR. MARTIN:
 3 Q. We won't have it for today, but it's something
 4 that we could get and share it with the
 5 Commissioner at a later date, okay.
 6 MR. STEPHENSON:
 7 A. Happy to do that.
 8 MS. FAGAN:
 9 Q. Can you define and just give us some sense -
 10 MR. MARTIN:
 11 Q. Well, what we're looking for is you're looking
 12 for--you've told us that you have the power to
 13 suspend the operation certificate of the
 14 operators, and you're talking about helicopter
 15 transport providers.
 16 MR. STEPHENSON:
 17 A. Yes.
 18 MR. MARTIN:
 19 Q. I'd want to know how often have you done that,
 20 for what reasons you've done that.
 21 MR. STEPHENSON:
 22 A. Okay.
 23 MR. MARTIN:
 24 Q. And that's essentially the--you know, why have
 25 you done it and I understand--actually, it

Page 17

1 would be helpful if we saw how you did it.
 2 Like what does a suspension note--I know what
 3 a suspension notice looks like in other
 4 disciplines.
 5 MR. STEPHENSON:
 6 A. It's a letter. It's in a letter form.
 7 MR. MARTIN:
 8 Q. Okay, but it would be helpful that if it's
 9 been used in the Newfoundland and Labrador
 10 offshore, that we be given examples of that.
 11 Well, actually we be given the full list and
 12 full inventory of what you've done in the
 13 Newfoundland and Labrador offshore. That's
 14 what I'm looking for.
 15 MR. FREEMAN:
 16 Q. Mr. Commissioner, if I may, I think this is a
 17 an area where you are going to be asked to
 18 make a decision on whether this is the type of
 19 material that you want to get into at this
 20 Inquiry. So it's historical information about
 21 a specific operator, I think, that is being
 22 requested, and we feel it is perhaps outside
 23 the mandate and we've read the mandate, as you
 24 did yesterday out loud, and we just want to
 25 leave that decision to you, at this point, and

Page 18

1 if that's--if this type of request, this type
 2 of data is something that you feel is inside
 3 your mandate, then as Mr. Stephenson said, it
 4 can be obtained. I'll sit down.
 5 MR. MARTIN:
 6 Q. Could I respond to that?
 7 COMMISSIONER:
 8 Q. Oh, yes, absolutely.
 9 MR. MARTIN:
 10 Q. I've had another look at the Terms of
 11 Reference and the specific mandate, Section 5C
 12 of the mandate, is to look at the role of the
 13 C-NLOPB and other regulators, and Transport
 14 Canada is a regulator, in ensuring compliance
 15 with legislative requirements in respect of
 16 worker safety. Now if, as you're telling us,
 17 operation certificates are issued in
 18 accordance with legislation, then I think it's
 19 helpful to know, from an historical
 20 perspective, as to whether the operators in
 21 this province have adhered to those
 22 legislative requirements. That's the context
 23 in which I'm making this request. So I don't
 24 think the Commissioner's mandate is restricted
 25 in any way from the production of that type of

Page 19

1 information, and it's up to the Commissioner
 2 then to attach what, if any, weight he wishes
 3 to do so in terms of doing his report and
 4 coming to conclusions and recommendations. So
 5 I clearly think it's within the mandate of the
 6 Terms of Reference and I know that was
 7 mentioned a couple of times yesterday by your
 8 legal counsel and I'm, quite frankly, not
 9 accepting that as a basis for possibly not
 10 providing the information I'm looking for.
 11 MR. FREEMAN:
 12 Q. And I would just--sorry, Mr. Commissioner, if
 13 I may?
 14 COMMISSIONER:
 15 Q. Yes.
 16 MR. FREEMAN:
 17 Q. I would just say that looking at that
 18 paragraph -
 19 REGISTRAR:
 20 Q. Excuse me. Would the speaker identify
 21 themselves for the record?
 22 MR. FREEMAN:
 23 Q. I'm sorry, yes. Again, it's Mark Freeman for
 24 Transport Canada, legal counsel for Transport
 25 Canada. I just look at that paragraph and see

Page 20

1 the role of C-NLOPB and the other regulators,
 2 and we're talking about the role. We're not
 3 talking about historical data. We're not
 4 talking about historical documents. But
 5 again, I'm not standing here and forcefully
 6 objecting and saying we will not and we will
 7 appeal such a decision. I feel at this point
 8 it's a question that is squarely within your
 9 decision making power absolutely and we've
 10 heard from counsel for the families and we'll
 11 just leave it at that and leave the decision
 12 to you at this point. If this is the kind of
 13 information you'd like, at this point, of
 14 course, we can look into it and provide it.
 15 MR. MARTIN:
 16 Q. If I may, Mr. Commissioner, just the role, you
 17 just can't look at the role from this day
 18 forward. You've got to look at things from an
 19 historical perspective, and that's the point
 20 I'm making, you know, and there may be little,
 21 if any, significance to the data, but let's
 22 see the data first before we -
 23 MR. STEPHENSON:
 24 A. Mr. Commissioner, can I make a comment? And I
 25 realize this is a legal discussion and perhaps

Page 21

1 not the place I might step in, but it might
 2 help to get us to the finish line a little
 3 quicker. First of all, I think it's probably
 4 clear to say, and this might help you or might
 5 now, explain what happens when an accident
 6 happens with respect to the Transportation
 7 Safety Board. It's just a little bit of
 8 information for you perhaps, and perhaps for
 9 you as well, and it might also give you some
 10 confidence. When an accident occurs, and I'm
 11 talking about Ontario, this is our procedure,
 12 but it exists across the country, perhaps not
 13 in the exact same physical way, but when an
 14 accident occurs within usually--if it happens
 15 in the evening or in the night time, we wait
 16 until the morning, but if it happens in the
 17 day time, we do it immediately in the day
 18 time. If it happens on the weekend, we wait
 19 until Monday, unless it's really that urgent,
 20 but my staff specifically go and they secure
 21 all of the files, all of the technical files
 22 around the aircraft involved. They secure all
 23 the air operator files. They secure all of
 24 the maintenance organization's files. They
 25 put them all in a box. They seal them up and

Page 22

1 they physically will either deliver them to or
 2 make them available to the Transportation
 3 Safety Board. Transportation Safety Board
 4 then makes their own decisions around what is
 5 and what is not relevant and usually they take
 6 copies and usually over a period of time, they
 7 return them to us, because they're our
 8 operational files.
 9 That doesn't discount them from later on
 10 saying "we want this back" or usually--I don't
 11 know what they take. They take pictures of
 12 everything, so perhaps they keep everything
 13 and, so they may discount, in the earlier
 14 stages, something and then obviously bring it
 15 back in their investigation. It's clearly all
 16 within their purview.
 17 MR. MARTIN:
 18 Q. Do you not keep copies?
 19 MR. STEPHENSON:
 20 A. No, actually they take--they take everything.
 21 MR. MARTIN:
 22 Q. They physically take your file and -
 23 MR. STEPHENSON:
 24 A. Usually they take them. Sometimes they come
 25 in and use our photocopier, but it depends if

Page 23

1 it's a small file. But if it's a huge thing,
 2 they take the whole unit away. They'll take
 3 what they need and then they will return them
 4 over time. It's usually anywhere from weeks
 5 to could be months, and we just continue on
 6 with the organization the way we would. So I
 7 just share that with you. Also, the fact that
 8 the interactions we've had with the two
 9 certificate holders, the maintenance
 10 organization, the air operator, we become part
 11 of that investigation or could become part of
 12 that investigation, meaning we're being
 13 investigated or at least they're looking at
 14 our systems and procedures. So they do that
 15 as well, if they believe it's relevant. I
 16 mean, it's really completely up to them.
 17 They're not at arm's length. They're not
 18 connected to us in any way. So I share that.
 19 The other piece I thought I would share
 20 for you, because I took the liberty of asking
 21 based on your questions yesterday and today,
 22 and I was informed that there are no
 23 suspension notices in place or were in place
 24 for this particular carrier in the past.
 25 That's what I was informed of.

Page 24

1 MR. MARTIN:
 2 Q. A suspension notice, but how about the
 3 suspension--you're including suspension of the
 4 operation certificate in that?
 5 MR. STEPHENSON:
 6 A. That's correct, yeah. That's the information
 7 I was given, if that helps. Because I realize
 8 we're having a legal discussion, but -
 9 COMMISSIONER:
 10 Q. I guess it answers the question.
 11 MR. STEPHENSON:
 12 A. Yeah, without -
 13 COMMISSIONER:
 14 Q. Without my having to make a ruling, I suppose.
 15 MR. STEPHENSON:
 16 A. - and these guys can give me heck later, if
 17 they want, but that kind of gets us to the
 18 finish line on that question.
 19 MR. MARTIN:
 20 Q. But that's the preliminary indication you
 21 have, is that there were no suspension -
 22 MR. STEPHENSON:
 23 A. That's correct.
 24 MR. MARTIN:
 25 Q. - suspension of the operation certificate or a

Page 25

1 suspension notice issued to operators?
 2 MR. STEPHENSON:
 3 A. That's what I was informed of, yes.
 4 MR. MARTIN:
 5 Q. Okay, thank you very much.
 6 COMMISSIONER:
 7 Q. Now, Mr. Martin, I think we have to leave that
 8 subject there.
 9 MR. MARTIN:
 10 Q. Oh yes, yes.
 11 COMMISSIONER:
 12 Q. Because this is a piece of information which
 13 has been given, but the Commissioner's mandate
 14 does not include an examination. So yes,
 15 we've been given a piece of information, but
 16 we can't go further and examine or place
 17 significance or otherwise at this stage on any
 18 of that.
 19 MR. MARTIN:
 20 Q. Okay. I'll move on. Mr. Stephenson,
 21 yesterday, you indicated that Transport Canada
 22 makes findings, but they don't make
 23 observations. I think that was your--you made
 24 a distinction between findings and
 25 observations.

Page 26

1 MR. STEPHENSON:
 2 A. Yes, I corrected myself because 15-18-20 years
 3 ago, we used to do that and so, and I've been
 4 around since then, so it just spontaneously
 5 came out of me and I felt compelled to correct
 6 myself. We used to literally leave operators
 7 with observations. In other words, this
 8 isn't--there was no legal basis for what we
 9 wrote and gave to the operators, but you know,
 10 we would suggest you do it a different way, or
 11 something looks like it could be done a little
 12 bit better. That's not really a legal thing,
 13 but we used to leave that with them, and it
 14 would go on their record, and it would imply
 15 all sorts of things. It was a long time ago
 16 that we stopped using that and yet, the
 17 expression comes out of somebody like me from
 18 time to time. We actually have findings.
 19 That's what we find. We look to a break in
 20 the rules or the regulations or often, more
 21 often than not, their own policy, which is the
 22 basis for which they're approved to operate.
 23 So an operating manual, we approve the
 24 operating manual and there's a legal
 25 connection to that and their operating manual

Page 27

1 says what it says, and we audit them to that
 2 commitment or that contract, and we'll have
 3 findings based on those.
 4 MR. MARTIN:
 5 Q. But would it be fair to say that before you
 6 can come up with a finding, you have to make
 7 an observation?
 8 MR. STEPHENSON:
 9 A. Of course, of course.
 10 MR. MARTIN:
 11 Q. Yeah, so it would be -
 12 MR. STEPHENSON:
 13 A. But it's not -
 14 MR. MARTIN:
 15 Q. - I'm just wondering why you would say
 16 Transport Canada doesn't observe.
 17 MR. STEPHENSON:
 18 A. Well, we do, we do.
 19 MR. MARTIN:
 20 Q. You have to observe in order to make a
 21 finding.
 22 MR. STEPHENSON:
 23 A. Of course.
 24 MR. MARTIN:
 25 Q. Okay, and what I'm getting at is, I assume--

Page 28

1 or did you have an opportunity to read or hear
 2 the evidence last week of the Canadian--Canada
 3 Newfoundland Offshore Petroleum Board?
 4 MR. STEPHENSON:
 5 A. I didn't get into great details, no, I didn't,
 6 forgive me.
 7 MR. MARTIN:
 8 Q. Because last week, there was evidence given by
 9 Mr. Pike, I believe, that he talked about 178
 10 observations were made to the Board, I
 11 presume, or by--I don't think it was
 12 necessarily by the Board, but it was to the
 13 Board.
 14 MR. STEPHENSON:
 15 A. Actually I remember reading that specifically,
 16 so there you go.
 17 MR. MARTIN:
 18 Q. That was the first time we had heard that, and
 19 there's some follow up required for that, and
 20 what I'm really getting at is I want to know
 21 more, on behalf of the families and on behalf
 22 of the public, I would think at large, I want
 23 to know more about what relationship, if any,
 24 you have to the C-NLOPB. Because those
 25 observations that were made by or to that

Page 29

1 Board, to your knowledge, were they shared
 2 with you?
 3 MR. STEPHENSON:
 4 A. The 170 observations, I would be surprised if
 5 they were shared with us. If they were
 6 directly related to the air operator, I would
 7 hope that if they were of any significance,
 8 other than perhaps procedure or whatever that
 9 the air operator would in fact have that
 10 report in their hands and that they would
 11 probably look at themselves and based on what
 12 was observed, as you called it, and I don't
 13 know what that means from their context, that
 14 the air operator would apply those
 15 observations to themselves and, as I tried to
 16 explain yesterday, and I might look for--we
 17 talked yesterday a lot about data. That to
 18 them would be a source of data. My
 19 understanding is operators who deal with large
 20 corporations are audited all the time.
 21 Certainly the ones in Ontario are audited all
 22 the time, sometimes by multiple sources. I
 23 don't normally have--they would never give the
 24 report to me as the regulator, but we might
 25 ask them those questions. They're good

Page 30

1 questions to ask. All the sources of data,
 2 that would be a proactive thing for them to
 3 do.
 4 MR. MARTIN:
 5 Q. But my understanding was -
 6 MR. STEPHENSON:
 7 A. But I wouldn't know about that.
 8 MR. MARTIN:
 9 Q. Sorry, thank you very much. But my
 10 understanding of those 178 observations were
 11 that they were in relation to the helicopter
 12 transportation industry.
 13 MR. STEPHENSON:
 14 A. Okay.
 15 MR. MARTIN:
 16 Q. That's my understanding.
 17 MR. STEPHENSON:
 18 A. Okay.
 19 COMMISSIONER:
 20 Q. Just for me to be clear now, Mr. Martin, these
 21 observations were observations made by the C-
 22 NLOPB.
 23 MR. MARTIN:
 24 Q. Yes, that's correct, but I want to go one step
 25 further, because the C-NLOPB, in their

Page 31

1 evidence, on more than one occasion, said that
 2 some of--they didn't get into specifics
 3 because we don't have the specifics on the 178
 4 observations, something we will in all
 5 likelihood be seeking, but the point is in
 6 more than one occasion, in their evidence,
 7 they said that's something that Transport
 8 Canada will be looking at, and there was--I'm
 9 not saying there was a division or an
 10 abdication of responsibility of one party as
 11 opposed to the other, but what I want to know,
 12 I want to know what is the level of
 13 cooperation, what is the level of the
 14 interaction between the different regulators.
 15 In this case, the people we've heard from, the
 16 C-NLOPB and Transport Canada. I think that's
 17 a fair question to ask in terms of what are
 18 the mechanisms, what the consultative
 19 mechanisms, if any, that exist, what processes
 20 are in place so that, as a user of the system,
 21 I have some confidence that there's more than
 22 one, just one set of eyes looking at the
 23 problems, if any, that exist in the system.
 24 So are you in a position to answer that
 25 question?

Page 32

1 MR. STEPHENSON:
 2 A. Yeah, well, I'll make some comment. I'm not
 3 sure I can answer all of your question because
 4 it's quite complex. First of all, Transport
 5 Canada is the regulator when it comes to all
 6 of the factors around the air operator. The
 7 Board you speak of is not. That doesn't mean
 8 they can't ask or in some sort of contractual
 9 arrangement or whatever authority they have
 10 over offshore operations doesn't mean that
 11 they can't come in and observe, have findings
 12 or whatever they call it, on the entire
 13 operation, including flight operations, if
 14 they wish, but they don't have a regulatory
 15 authority over them at all. So I'm finding it
 16 difficult, other than you've asked me are we
 17 connected and do we have a relationship that
 18 they transfer their information to us -
 19 MR. MARTIN:
 20 Q. But that's what I'm -
 21 MR. STEPHENSON:
 22 A. - or vice versa. That's what you're asking.
 23 MR. MARTIN:
 24 Q. Is there an obligation on the C-NLOPB vis-a-
 25 vis Transport Canada to share those

Page 33

1 observations? Because some of the
 2 observations, and we haven't seen them, but
 3 some of the observations, I would presume,
 4 deal with Cougar and the helicopter transport
 5 of that transport provider. So is there an
 6 obligation? Is there a mechanism in place
 7 between the two regulators to share that type
 8 of information, and if so, to deal with any
 9 issues that arise? And again, we're operating
 10 in a vacuum here because there's 178
 11 observations that have been there that we
 12 don't know anything about, but all we do know,
 13 based on the evidence last week, is that they
 14 had--some of them had to do with the
 15 helicopter transportation provider. So I'm
 16 just wondering what, if any, legislative
 17 obligation is there or what, if any, policy
 18 obligations there might exist between the two
 19 boards to--the two entities to share
 20 information and to make joint decisions for
 21 the benefit of the industry?
 22 MR. STEPHENSON:
 23 A. I'm reasonably confident that there is no
 24 legal obligation for the two organizations to
 25 work as you describe, to share audit reports,

Page 34

1 as an example. The duty and the authority to
 2 inspect air operations is clearly Transport
 3 Canada. The duty to oversee or inspect or
 4 look at an accident is clearly the
 5 Transportation Safety Board. Again, I'm not
 6 that familiar with this other board and what
 7 its legal obligations are or connections are
 8 to the offshore, other than it--and again,
 9 quickly, I looked at their website. It looks
 10 like an agreement to do certain things and I
 11 haven't studied it, so I guess I can't go much
 12 further than that.
 13 MR. MARTIN:
 14 Q. Okay, that's fair enough. But you mentioned
 15 that you inspect. You inspect operator
 16 facilities, I presume.
 17 MR. STEPHENSON:
 18 A. Facilities.
 19 MR. MARTIN:
 20 Q. How often would you do that?
 21 MR. STEPHENSON:
 22 A. Again, depending on the complexity of the
 23 organization, depending on--based on our
 24 assessment of risk. If you recall, I talked
 25 about assessment of risk for the entire

Page 35

1 industry and when we get into a region,
 2 Atlantic, they will have done an assessment of
 3 risk based on--and they do it in a layered
 4 type. As I said, the airline operations would
 5 have dedicated resources. They would look for
 6 the areas where they believe it's in the
 7 public interest, it's in their best interest
 8 to focus their attention in certain areas.
 9 Offshore operations, I believe, and in
 10 conversing with Mr. Allan in Atlantic, he
 11 would agree, that this is a place that we
 12 would focus resources on a regular basis, and
 13 we do here in Atlantic Canada. So it gets our
 14 attention on a regular basis. They're seen
 15 outside of the normal day-to-day interactions,
 16 which may be required for various reasons.
 17 There'll still be an annual structured plan of
 18 we're going to do a fulsome inspection at
 19 least once a year and they'll target certain
 20 areas of the operation based on things that
 21 might be going on, either in the industry or
 22 things that are going on in the air operator
 23 specifically, and then they will probably, at
 24 least every two or three years, give a more
 25 fulsome audit, where they'll go from, you

Page 36

1 know, go through the entire organization.
 2 MR. MARTIN:
 3 Q. And you use the word "fulsome."
 4 MR. STEPHENSON:
 5 A. Yes.
 6 MR. MARTIN:
 7 Q. And I'm just--can you clarify what does that
 8 mean?
 9 MR. STEPHENSON:
 10 A. It's a situation where they put together an
 11 entire team of auditors and they'll bring that
 12 team together. They'll--if you recall, I
 13 talked about the flight operations, the
 14 maintenance, transportation of dangerous
 15 goods, cabin safety. They'll bring the
 16 experts into it that will cover the entire
 17 organization. They'll bring them together and
 18 they'll do a--have a coordinated approach to
 19 basically covering the entire operation.
 20 They'll do it over a longer period of time.
 21 They'll do it in depth entirely. Go back to
 22 the issue of inspection. You'll see a similar
 23 thing happening, but it'll be the cabin safety
 24 individual will probably look at the carrier
 25 on their own and look at similar things, but

Page 37

1 not with a team. Our transportation of
 2 dangerous goods folks will have targeted
 3 inspections and they will, on their own, look
 4 at specific areas of the organization. The
 5 operational inspector, on his own, will go out
 6 and look at certain things, and the same thing
 7 with maintenance. So when they're not putting
 8 the entire team together, as I said, they'll
 9 do that probably every two or three years.
 10 They'll do it throughout the year in a less
 11 structured way.

12 MR. MARTIN:
 13 Q. So there's no regular process, in terms of
 14 every so many months? It's done, would it be
 15 fair to say, in sort of an ad-hoc or on an as-
 16 needed basis?

17 MR. STEPHENSON:
 18 A. It can be.

19 MR. MARTIN:
 20 Q. Yeah.

21 MR. STEPHENSON:
 22 A. But as I said at the beginning of the year,
 23 they'll plan their resources. They'll say
 24 "okay, we're going to do Cougar in March.
 25 That's what we're going to do." It'll be

Page 38

1 planned, in the case of the more fulsome
 2 audit. The individual, if I were the
 3 transportation of dangerous goods inspector,
 4 I'm going to look at my clients and which ones
 5 do I think I need to target. I'm going to
 6 personally do Cougar in June, and perhaps I
 7 know there's something going on. They're
 8 doing something different, and this could be
 9 for anybody, of course, I'm going to also do
 10 them in December, because I know there's
 11 something special that I could go and look at
 12 and get more data out of. It's easy to go to
 13 an organization when there's nothing going on
 14 and you would not necessarily accomplish
 15 something. But when you know there's an
 16 opportunity to see something going on, it's a
 17 good time to inject yourself into it. So
 18 again, they take those opportunities, if
 19 possible.

20 MR. MARTIN:
 21 Q. But you have--would you have exclusive
 22 responsibility for the heliports? I think you
 23 spent some time yesterday going through the
 24 different types of -

25 MR. STEPHENSON:

Page 39

1 A. We talked about heliports. We talked about
 2 aerodromes.

3 MR. MARTIN:
 4 Q. Aerodromes.

5 MR. STEPHENSON:
 6 A. Yes.

7 MR. MARTIN:
 8 Q. And how often would you inspect a heliport?

9 MR. STEPHENSON:
 10 A. And again, keep in mind, a heliport's a fairly
 11 fixed unit. So physically, we wouldn't
 12 inspect it often. You know, the helipad's
 13 there. It'll be there next year. So when we
 14 go in to check compliance for a heliport or an
 15 airport, the runway, the length generally
 16 doesn't change. Oddly enough, our people
 17 actually go out and measure them. With the
 18 invention of the laser, we can measure them
 19 easier. That might sound a little silly, but
 20 literally, we used to measure the length of
 21 the runway. Well, in the case of a helipad,
 22 it's a helipad, but it still needs dimensions,
 23 and so the markings, the paint on the pavement
 24 if that's what the helipad is set up like,
 25 it'll be there next year. So we wouldn't go

Page 40

1 to it as often as we would to an air operator,
 2 which is more dynamic and as you can imagine,
 3 aircraft are moving around and people are
 4 engaging, and I'm over simplifying a heliport
 5 and airport because that's not all we look at.
 6 That's the compliance piece. The non-
 7 compliance piece is the manner at which it's
 8 operating.

9 In the case of a heliport, and again, not
 10 to sell heliport short, the operation of a
 11 heliport is a lot less complex. It is a
 12 facility that sits on the ground. Generally,
 13 unless it's really, really busy, which it can
 14 be, it doesn't usually have a lot of personnel
 15 working around it. If you go to a typical
 16 hospital and see the heliport, unless there's
 17 somebody coming or going, it just--it's like a
 18 parking lot, it just sits there and nothing
 19 happens. There would be activity when an air
 20 ambulance would come to it. The hospital
 21 would be aware. They would probably come out
 22 and make sure it's clear of debris, you know.
 23 If it sat there and was inactive for a month
 24 or a week, I mean, debris can get onto it.
 25 So, and again, clearly a heliport is a simply

Page 41

1 thing of, you know, sweeping it off or
 2 whatever they do to clean off a heliport. And
 3 I'm really simplifying, just to give you
 4 examples.
 5 MR. MARTIN:
 6 Q. Sure.
 7 MR. STEPHENSON:
 8 A. In the case of an active heliport, I would
 9 suggest, or in this case an aerodrome or
 10 helideck, I think, is the term they use for a
 11 floating structure or whatever, you can
 12 imagine it's more active because they are
 13 coming and going all the time, so there'll be
 14 activities that'll take place on that deck
 15 more often to keep it clear and safe, keeping
 16 in mind it's a fairly restricted area. They
 17 fuel helicopters on these decks, I'm assuming,
 18 so there's issues around fuel and storage and,
 19 you know, not to over simplify it, but simply
 20 putting the hose away so it's not in the way.
 21 Helicopters stir things up when they land, so
 22 obviously the deck needs to be clear of things
 23 that would pick up, and so I can imagine
 24 that's happening. Our people wouldn't be
 25 there on a regular basis to make sure that

Page 42

1 that's happening. We would go there and
 2 inspect that. We would watch that operation.
 3 We would look at their procedures. We would
 4 ensure that they're following their
 5 procedures. We do that because we aren't on
 6 the deck all day long every day. We just
 7 aren't. That's the job of the operator and we
 8 want to make sure they're doing that.
 9 MR. MARTIN:
 10 Q. Has your colleague had any success in locating
 11 the definition of airworthiness?
 12 MR. STEPHENSON:
 13 A. I don't know.
 14 MR. MARTIN:
 15 Q. Because I'm pretty much at the end of my
 16 questions, but I do want to conclude on that
 17 point.
 18 MR. STEPHENSON:
 19 A. She wrote it down. Search did not bring up--
 20 forgive me.
 21 MR. FREEMAN:
 22 Q. I may be able to help out here. I've actually
 23 got it in the CARS, in the regulations.
 24 MR. STEPHENSON:
 25 A. Oh, you did.

Page 43

1 MR. FREEMAN:
 2 Q. I found the definition of airworthy in the
 3 regulations here online.
 4 MR. STEPHENSON:
 5 A. Okay.
 6 MR. FREEMAN:
 7 Q. And so the regulations which we provided to
 8 all the parties, this is the Canadian Aviation
 9 Regulations. The section number where the
 10 definition section is for that reg is
 11 101.01(1). So it's 101.01(1) and then there
 12 are a number of definitions in quotation marks
 13 and it says "in these regulations" and if you
 14 scroll down to, alphabetically, airworthy is
 15 defined, and airworthy is defined as, there we
 16 are, "in respect of an aeronautical product
 17 means fit, in a fit and safe state for flight
 18 and in conformity with its type design."
 19 MR. STEPHENSON:
 20 A. Which is essentially what I said yesterday. I
 21 didn't do the fit part, but it was--it's
 22 basically in accordance with its type design.
 23 In other words, what it was like when it was
 24 designed, manufactured and rolled off the
 25 assembly line. We all know an aircraft or

Page 44

1 your vehicle that you own, as soon as it rolls
 2 off the assembly line, I use the term, you
 3 begin to consume it, the engine starts to wear
 4 out as soon as you start to drive your car.
 5 Your tires begin to wear out. So based on
 6 that definition, obviously that's not--you
 7 know, logically it can't be completely true in
 8 the sense that your tires begin to wear out,
 9 but they stay within the type design of the
 10 tire and at some point in time, they're
 11 considered to be worn out and you would
 12 replace them, and inspections would inspect
 13 your tires and I'm being simplistic again with
 14 a car, you inspect your tires, or in the case
 15 of an airplane, we inspect tires on an
 16 airplane and helicopters have tires, some
 17 helicopters have tires, so you would inspect
 18 the tires or any other parts that wear.
 19 MR. MARTIN:
 20 Q. For the benefit of the public, the audience
 21 beyond this room, if you're certifying
 22 something as airworthy, does that mean it's
 23 safe? I mean, can you take that to mean that
 24 it's -
 25 MR. STEPHENSON:

Page 45

1 A. That's the standard we use to ensure safety,
 2 that we have a safe vehicle to operate. So
 3 you're asking me a question that's nebulous,
 4 what is safe?
 5 MR. MARTIN:
 6 Q. And what is -
 7 MR. STEPHENSON:
 8 A. What is safer?
 9 MR. MARTIN:
 10 Q. - well, I suppose you could say what is
 11 airworthy.
 12 MR. STEPHENSON:
 13 A. Yeah.
 14 MR. MARTIN:
 15 Q. You know, I mean -
 16 MR. STEPHENSON:
 17 A. That's our definition. I appreciate counsel
 18 finding that. It's a very simple term. It's
 19 a legal term, and forgive me, it is a legal
 20 term. What are we going to point to? We're
 21 going to point to the type design. How did we
 22 design it? How did we manufacture it? How
 23 can we keep it as close to that point as we
 24 can? And not to rework the thing, but an
 25 aircraft is never what it is after it comes

Page 46

1 off the assembly line. We begin to consume
 2 it, as you do your vehicle.
 3 MR. MARTIN:
 4 Q. Sure.
 5 MR. STEPHENSON:
 6 A. So we keep it as safe as we can. I mean, you
 7 drive your car around the block, you could
 8 replace the tires again. You could argue
 9 that's safer. I would disagree with that, but
 10 you get my point.
 11 MR. MARTIN:
 12 Q. Yes, I do.
 13 MR. STEPHENSON:
 14 A. Eventually you need to replace the tires.
 15 MR. MARTIN:
 16 Q. Those are all my questions. Thank you, Mr.
 17 Stephenson.
 18 MR. STEPHENSON:
 19 A. My pleasure.
 20 COMMISSIONER:
 21 Q. I guess, Mr. Stephenson, the words "in a fit
 22 and safe state for flight," that really
 23 encapsulates it, doesn't it?
 24 MR. STEPHENSON:
 25 A. I think so, yeah, I think so.

Page 47

1 COMMISSIONER:
 2 Q. Yeah, yeah. Okay, thank you. Now I've lost
 3 my list now, but I think the representatives
 4 which you are, Ms. O'Brien, for the pilots'
 5 families, yes.
 6 MS. O'BRIEN:
 7 Q. Yes, exactly, for the families of the flight
 8 crew.
 9 COMMISSIONER:
 10 Q. Yes, okay.
 11 MR. MICHAEL STEPHENSON, EXAMINATION BY MS. KATE O'BRIEN
 12 MS. O'BRIEN:
 13 Q. Good morning, Mr. Stephenson.
 14 MR. STEPHENSON:
 15 A. Good morning.
 16 MS. O'BRIEN:
 17 Q. Kate O'Brien speaking. I have a couple of
 18 questions for you. The first one is on the
 19 CADORS database that you spoke about
 20 yesterday. You had mentioned that there was
 21 requirement for air operators and others to
 22 make certain report to CADORS? Is that right?
 23 MR. STEPHENSON:
 24 A. No, the ones that obliged by, I'm going to
 25 guess regulations, I'm pretty sure it is

Page 48

1 regulations, is the Nav. Canada, the air
 2 traffic services provider for this country,
 3 and they're the ones that provide, as I
 4 suggested yesterday, most of the reports,
 5 partly because they're obliged to and partly
 6 because they're the ones that are out there
 7 seeing a lot of the activity in the industry
 8 every day. So they have that opportunity.
 9 MS. O'BRIEN:
 10 Q. Okay. So are they the only ones who are
 11 obligated to make a report?
 12 MR. STEPHENSON:
 13 A. The reports to CADORS, yes. Operators, also
 14 though, have an obligation to report accidents
 15 or incidents, depending on what the
 16 regulations say to them. In the case of an
 17 airline operator, if they were to have an
 18 accident, they're obliged to report.
 19 Actually, in that example, everybody is
 20 required to report an accident by definition.
 21 In the case of an incident, the airlines are
 22 required to report their incidents, and
 23 there's a definition for that in the CARS as
 24 well from an airline perspective, and again,
 25 if you'd like, we could have somebody do a

Page 49

1 quick search for that, to enter it into the
 2 record or it's there in the regs, in any case.
 3 MS. O'BRIEN:
 4 Q. I may ask for that in just a moment. I just
 5 want to -
 6 MR. STEPHENSON:
 7 A. Yeah, okay, so maybe -
 8 MS. O'BRIEN:
 9 Q. - to clarify something. So if the air
 10 operators are required to report accidents and
 11 incidents, so I would be interested in knowing
 12 where in the regulations that requirement is.
 13 MR. STEPHENSON:
 14 A. Sure.
 15 MS. O'BRIEN:
 16 Q. And I understood from yesterday then, what
 17 Trans Canada does, Transport Canada does when
 18 you get those reports of accidents or
 19 incidents, you ensure that they're entered on
 20 CADORS? Is that right?
 21 MR. STEPHENSON:
 22 A. Yeah, well, we do that. It's just a process
 23 we have, and it's just a good way for us to
 24 capture it. It's a communication vehicle for
 25 us as well, and I mentioned to you, not tongue

Page 50

1 in cheek, it's a fact, I mean, a CADOR, any
 2 kind of CADOR happens, it gets sent out by e-
 3 mail to various parties. There's a big
 4 distribution list. It's probably overkill,
 5 but that's the way it is and so everybody is
 6 informed, everybody knows and then those who
 7 have accountability for it, if it was an
 8 Ontario regional carrier, for example, I'm in
 9 Ontario, then my staff would have certain
 10 accountabilities. Here in Atlantic Canada,
 11 obviously it would go to Mr. Allan and a
 12 number of his staff, and they have
 13 accountability. So to do certain things, and
 14 it might be something as simple as to know,
 15 because it's just a minor issue, or not to
 16 know, because it's a know issue, which is the
 17 case with a lot of the CADORS, or it's
 18 something that they might actually have to
 19 take action for, to the extreme. As I
 20 suggested, they may have to know that on
 21 Monday morning or tomorrow or right now, I
 22 have to go and box up a bunch of files because
 23 there was actually an accident.
 24 MS. O'BRIEN:
 25 Q. Sure, okay. So I would be interested in

Page 51

1 knowing where the air operator's requirements
 2 are. So what I'm to understand is that they
 3 must report accidents and incidents, which you
 4 know, I'm sure is defined there and you'll be
 5 able to point me to that?
 6 MR. STEPHENSON:
 7 A. Yeah.
 8 MS. O'BRIEN:
 9 Q. And I'm assuming it's something lesser than an
 10 accident, and then a bulletin that goes on to
 11 CADORS and it goes out to a number of people,
 12 the information you said yesterday, you get it
 13 on your Blackberry, and you just said then
 14 that it goes out to a large distribution list?
 15 MR. STEPHENSON:
 16 A. That's correct.
 17 MS. O'BRIEN:
 18 Q. Okay. Would anyone from the C-NLOPB be on
 19 that distribution list?
 20 MR. STEPHENSON:
 21 A. I doubt it.
 22 MS. O'BRIEN:
 23 Q. Okay.
 24 MR. STEPHENSON:
 25 A. I don't know that they aren't, but I don't

Page 52

1 know that they are.
 2 MS. O'BRIEN:
 3 Q. Okay, and the reason I'm asking this question
 4 is because I am interested in what interaction
 5 that there does take place between the safety
 6 officers of the C-NLOPB, whom we've heard from
 7 their chief safety officer, and Transport
 8 Canada.
 9 MR. STEPHENSON:
 10 A. Sure.
 11 MS. O'BRIEN:
 12 Q. Because there was an indication that the C-
 13 NLOPB wasn't aware of the CADORS database
 14 until after the accident that's brought us all
 15 here today, and that now they have a loose
 16 policy of checking it from time to time.
 17 MR. STEPHENSON:
 18 A. Right.
 19 MS. O'BRIEN:
 20 Q. And when they checked it against their own
 21 reports of incidents, they found that there
 22 was a number of incidents that you had
 23 reported that they didn't.
 24 MR. STEPHENSON:
 25 A. Right. Can I just interrupt you for two

Page 53

1 seconds?
 2 MS. O'BRIEN:
 3 Q. Yes.
 4 MR. STEPHENSON:
 5 A. I just want to help Lucille with something.
 6 I'm just trying to help her with her search.
 7 MS. O'BRIEN:
 8 Q. Okay.
 9 MR. STEPHENSON:
 10 A. Because I think it's in the TSB Act. I don't
 11 think it's in our reg actually.
 12 MS. O'BRIEN:
 13 Q. So that just sort of explains why I'm looking
 14 for that information to be able to do some
 15 sort of comparison and assessment there. Is
 16 there anything on your distribution list--
 17 would it be possible to put someone from the
 18 C-NLOPB or is that only an internal
 19 distribution list? I mean, do you distribute
 20 to other third parties?
 21 MR. STEPHENSON:
 22 A. Yeah, forgive me. I'll leave the--it's a
 23 roomful of lawyers and I was going to make a
 24 lawyer comment. I'll leave this to lawyers to
 25 figure out. I don't know what their standing

Page 54

1 is. I don't know what their legal standing
 2 is. For example, I wouldn't put somebody from
 3 the general public on my distribution list.
 4 They may be--from my perspective, they may be
 5 the general public. They're certainly not the
 6 general public, but I don't know what their
 7 legal standing is. So the answer quickly
 8 would be in that case, no. But because we're
 9 sharing what could be inflammatory information
 10 about something or somebody that in fact in
 11 the end, I've tried to tell you in CADORS,
 12 often turns out to be not the case, and
 13 somebody can run off with that information.
 14 It's preliminary information, so it's not
 15 something I'd put out right away. It is
 16 public, certain bits of it are public, but
 17 it's--we try to craft them so we don't put
 18 your name in it. We simply state the facts as
 19 we know them today. So my preliminary comment
 20 would be, maybe not, or if we're able to
 21 connect to them, then maybe we could. I don't
 22 think there's a reluctance because we don't
 23 want to. It's just it's what's appropriate.
 24 MS. O'BRIEN:
 25 Q. Do you know if other regulators distinct from

Page 55

1 Transport Canada are on that distribution
 2 list?
 3 MR. STEPHENSON:
 4 A. I don't know that. TSB might be on there. Do
 5 you know if TSB is on it?
 6 MS. KAMAL:
 7 A. I believe CADORS is internal distribution
 8 list.
 9 MR. STEPHENSON:
 10 A. I'm told it's an internal distribution list.
 11 MS. O'BRIEN:
 12 Q. Okay, all right.
 13 MR. STEPHENSON:
 14 A. Sorry, forgive me. The communication process
 15 we're talking about.
 16 MS. O'BRIEN:
 17 Q. I understand. CADORS itself is public.
 18 MR. STEPHENSON:
 19 A. That's right.
 20 MS. O'BRIEN:
 21 Q. Yes, okay. Moving to another area, you talked
 22 yesterday and there was some follow-up
 23 questions from Ms. Fagan to clarify who issues
 24 type certificates, who issues airworthiness
 25 certificates, and type certificates are, I

Page 56

1 understand, issued by whatever the authorities
 2 are in the individual countries and which type
 3 of aircraft is operating, and that the
 4 airworthiness certificate is only issued by
 5 the jurisdiction who--the jurisdiction that
 6 manufactured, has the manufacturer and
 7 designer for that aircraft.
 8 MR. STEPHENSON:
 9 A. That wasn't quite correct.
 10 MS. O'BRIEN:
 11 Q. Okay.
 12 MR. STEPHENSON:
 13 A. Do you want me to try it again?
 14 MS. O'BRIEN:
 15 Q. Yes.
 16 MR. STEPHENSON:
 17 A. Because I realize it's confusing if somebody
 18 hasn't traced it before. The type
 19 certificate, I'll use these terms. There's an
 20 original type certificate -
 21 MS. O'BRIEN:
 22 Q. Right.
 23 MR. STEPHENSON:
 24 A. - where the country in which the design and
 25 manufacture originates from, where they are.

Page 57

1 There's the original type certificate, and
 2 when that's issued then other countries then
 3 immediately or over time, will also, if they
 4 choose to, will issue another type certificate
 5 in their country.
 6 MS. O'BRIEN:
 7 Q. Yes.
 8 MR. STEPHENSON:
 9 A. That's a type certificate. So when the
 10 aircraft leaves--when the aircraft leaves the
 11 assembly line, it is purchased and finds
 12 itself in its home, whether it be the country
 13 that it was originally type certified and
 14 manufactured, or another country. The country
 15 in which it finds its home will issue--and I'm
 16 really being simplistic again--will issue the
 17 airworthiness certificate.
 18 MS. O'BRIEN:
 19 Q. Okay. Sorry, yes, I understand that now, yes.
 20 All right. So wherever that aircraft is
 21 operating from, that's the jurisdiction, okay.
 22 MR. STEPHENSON:
 23 A. Correct.
 24 MS. O'BRIEN:
 25 Q. Now one thing you didn't address was

Page 58

1 manufacturer certificates. So I understand,
 2 if we're talking about a Canadian
 3 manufacturer, obviously Transport Canada would
 4 certify that manufacturer, say Bombardier.
 5 MR. STEPHENSON:
 6 A. Right.
 7 MS. O'BRIEN:
 8 Q. If there--would you ever do any certification
 9 or analysis on a US manufacturer or would that
 10 only be done by the FAA?
 11 MR. STEPHENSON:
 12 A. That's a good question. I don't believe that
 13 we actually go out and inspect foreign
 14 manufacturers. I think that was your
 15 question. I don't know that we don't. So I
 16 guess I'm going to be a little fuzzy on my
 17 answer, but that hasn't come up in any of my
 18 analysis or discussion with anybody, so in the
 19 case of Bombardier, would the FAA come and
 20 visit them? Now that I say it that way, it
 21 wouldn't surprise me that they do. Would they
 22 have any legal standing on them? I don't
 23 believe they do, any more than if we went to
 24 Sikorsky, for example. Perhaps Canada has
 25 gone to the manufacturer. Would we have any

Page 59

1 legal standing on that manufacturer? I don't
 2 believe we do, not from their manufacturer's
 3 certificate perspective.
 4 MS. O'BRIEN:
 5 Q. Okay.
 6 MR. STEPHENSON:
 7 A. Forgive me, that's a little bit -
 8 MS. O'BRIEN:
 9 Q. But I'm sorry, I'm not really clear. Are you
 10 saying you would have--Transport Canada would
 11 -
 12 MR. STEPHENSON:
 13 A. No, I don't know. I'm just imagining that
 14 Bombardier is so huge, their aircraft are all
 15 over the world. It wouldn't surprise me that
 16 regulatory authorities have visited their
 17 manufacturing facility. That would seem like
 18 a -
 19 MS. O'BRIEN:
 20 Q. Sure.
 21 MR. STEPHENSON:
 22 A. - if nothing, a courtesy. "We'd like to know
 23 how your manufacturing?" But keep in mind, we
 24 have bilateral agreements. I'll use the FAA
 25 and Canada as the best example. We have

Page 60

1 bilateral agreements. We have these
 2 interactions all the time. They know what our
 3 process is to certify an aircraft type. They
 4 know what our process is to certify a
 5 manufacturer. They know what our process is
 6 to certify an air operator and a maintenance
 7 organization. There's a lot of similarities,
 8 as you can imagine, between Canada and the
 9 United States, but we're not the same. We're
 10 not the same as the European countries. We're
 11 not the same as the Asian countries, but there
 12 are bilateral agreements, and we exchange the
 13 information so they completely understand, as
 14 simple as the questions that were being asked
 15 earlier. How do you inspect these
 16 organizations? They ask these questions.
 17 They want to know whether we do or don't, and
 18 they want to know how we go about doing it,
 19 and then it gives them confidence that our
 20 system is robust enough that they can, for the
 21 most part, stay hands off and they don't have
 22 to put their resources to us and we don't have
 23 to put our resources to them. So, as I say,
 24 there is an exchange and I suspect there are
 25 opportunities when we have points of interest

Page 61

1 and I suspect it's vice versa.
 2 So now, just to be clear, you've asked me
 3 a direct question and I haven't answered it
 4 very well, specifically. So if you'd like, I
 5 could find that answer out and somehow deliver
 6 it to you in some other form, if that would
 7 help.
 8 MS. O'BRIEN:
 9 Q. What I'm interested in, not so much of what
 10 the FAA does. I'm obviously interested in
 11 what Transport Canada does.
 12 MR. STEPHENSON:
 13 A. Sure.
 14 MS. O'BRIEN:
 15 Q. So what I'm interested, I'm hearing from you
 16 is you certainly do not issue any sort of
 17 manufacturer's certificate to a US
 18 manufacturer?
 19 MR. STEPHENSON:
 20 A. That's correct.
 21 MS. O'BRIEN:
 22 Q. Okay. But I'm interested, do you ever visit
 23 US manufacturers?
 24 MR. STEPHENSON:
 25 A. Yeah, I think a quick answer, keeping in mind

Page 62

1 they're--let's be clear here. There are about
 2 1500 approved type designs in this country
 3 alone every year. Now we talked about--we're
 4 talking about aircraft, but we're talking
 5 about small products of some sort. It could
 6 be an aircraft part. Every one of those that
 7 are designed are going to be manufactured some
 8 place, and we issue manufacturing certificates
 9 to all those manufacturers in this country.
 10 If you can imagine, the FAA now has
 11 accountability to come and inspect all our
 12 manufacturers? Not going to happen. And you
 13 can imagine, we're not going to go the US,
 14 which is 10-15 times our size in many aspects,
 15 including aviation, and we certainly aren't
 16 going to put our resources to inspect every
 17 manufacturer in the US. That said, we may
 18 have points of interest that we're interested
 19 in. That's why the bilateral. That's why the
 20 exchange of information. That's why we want
 21 to have confidence in the case of the FAA,
 22 their system. That's why they want to have
 23 confidence in our system.
 24 MS. O'BRIEN:
 25 Q. Are these bilateral agreements that you're

Page 63

1 speaking of, are they public documents?
 2 MR. STEPHENSON:
 3 A. Probably, yeah, everything we do is public, I
 4 mean.
 5 MS. O'BRIEN:
 6 Q. Do you know if you can point them to us on
 7 your website?
 8 MR. STEPHENSON:
 9 A. Yeah, and I'm not sure the bilateral is a
 10 piece of paper. It's a process. It's a
 11 discussion. Eventually there may be a
 12 document exchanged. The bilateral though,
 13 when I say bilateral, I use the term loosely
 14 and I personally don't participate in that
 15 process. It's done by our headquarters folks
 16 and we use the term meaning we have agreements
 17 and in the end, there could very well be a
 18 document exchanged.
 19 MS. O'BRIEN:
 20 Q. You mean these could be oral agreements
 21 between the -
 22 MR. STEPHENSON:
 23 A. No, no, no, no.
 24 MS. O'BRIEN:
 25 Q. No, so they're written agreements?

Page 64

1 MR. STEPHENSON:
 2 A. No, it's an expression we use. In other
 3 words, we recognize the FAA as--and we have an
 4 agreement with them and so you're asking for
 5 something that might not be as simple.
 6 MS. O'BRIEN:
 7 Q. Go ahead. I see your counsel wants -
 8 MR. FREEMAN:
 9 Q. I think the witness is doing his best to come
 10 up with an answer, but I think it's something
 11 that we're happy to take away and look into
 12 and see if a bilateral agreement is a piece of
 13 paper that can be produced.
 14 MR. STEPHENSON:
 15 A. It's a good question.
 16 MR. FREEMAN:
 17 Q. And it's a fair question.
 18 COMMISSIONER:
 19 Q. I would have thought the agreement would come
 20 first.
 21 MR. FREEMAN:
 22 Q. Right.
 23 COMMISSIONER:
 24 Q. And then the bilateral action would follow.
 25 MR. FREEMAN:

Page 65

1 Q. Perhaps that's the case and that's something
 2 much like the co-dispatch question. We're
 3 happy to go away and come back with an answer.
 4 MS. O'BRIEN:
 5 Q. Wonderful, thank you.
 6 MR. FREEMAN:
 7 Q. Thank you.
 8 MS. O'BRIEN:
 9 Q. Okay. On the--I understand that one of the
 10 things from your testimony that Transport
 11 Canada does is you obviously issue the
 12 certificate to the air operators?
 13 MR. STEPHENSON:
 14 A. Yes.
 15 MS. O'BRIEN:
 16 Q. And yesterday you spoke of before they get
 17 that certificate they have to satisfy
 18 Transport Canada that they're operating safely
 19 and you have various requirements, and you
 20 mentioned that you, as part of your
 21 assessment, before you issue a certificate,
 22 you look at a variety of their procedures and
 23 their manuals?
 24 MR. STEPHENSON:
 25 A. Right.

Page 66

1 MS. O'BRIEN:
 2 Q. And one of them you did mention was the pilot
 3 training manual.
 4 MR. STEPHENSON:
 5 A. We call it a training program or, yeah.
 6 MS. O'BRIEN:
 7 Q. Training, okay.
 8 MR. STEPHENSON:
 9 A. Yeah, yeah, it's a training program. It is
 10 contained--usually contained in a separate
 11 document.
 12 MS. O'BRIEN:
 13 Q. Okay.
 14 MR. STEPHENSON:
 15 A. Or a series of documents, depending on the
 16 complexity of the organization. It could be
 17 one for each aircraft type. It could be in
 18 many forms.
 19 MS. O'BRIEN:
 20 Q. Okay, and I'm not interested in getting into
 21 the specifics of what you're looking for.
 22 MR. STEPHENSON:
 23 A. Sure.
 24 MS. O'BRIEN:
 25 Q. But I am interested to know are there any

Page 67

1 regulations or guidelines that you follow in
 2 assessment of those manuals?
 3 MR. STEPHENSON:
 4 A. Yes. We have the regulation which simply says
 5 they have to have this. It's fairly simple.
 6 And then we have standards that give more
 7 specifics and then we have additional
 8 guidelines, and you heard me speak about
 9 operation evaluation as well where we actually
 10 may impose more rigor to a particular aircraft
 11 type, if it was something different than might
 12 be conventional to a helicopter or fixed wing,
 13 so whatever that might be. I mean, an
 14 aircraft, let's say helicopters are
 15 traditionally made with no wheels and all of a
 16 sudden a helicopter shows up with wheels,
 17 we're going to say "well, what's with the
 18 wheels?" I mean, wheels are retractable, and
 19 so we would actually wonder about how we would
 20 go about ensuring training was done around
 21 that piece. Again, being simplistic, but the
 22 wheels go up and down, so let's not forget
 23 that in the training program. That may be a
 24 weak example, but sometimes you'll see that a
 25 simple curriculum won't satisfy the aircraft

Page 68

1 type because it's more complex. So we'll say
 2 we need an additional 10 or 15 or 20 hours of
 3 training in ground school or on that system or
 4 whatever.
 5 MS. O'BRIEN:
 6 Q. Okay. So certainly your regulations are
 7 published?
 8 MR. STEPHENSON:
 9 A. Yes.
 10 MS. O'BRIEN:
 11 Q. And the standards that those regulations would
 12 refer to, and I'm talking really on this pilot
 13 training piece, they'd obviously be published?
 14 MR. STEPHENSON:
 15 A. Right.
 16 MS. O'BRIEN:
 17 Q. When you're talking about these sort of
 18 additional requirements that Trans Canada may
 19 put on there because they see a unique
 20 feature, would that information be published?
 21 MR. STEPHENSON:
 22 A. The outcome would be. We don't publish--and
 23 it would be published in the document that the
 24 air operator would hold, the training manuals.
 25 That's where--that's the end result. What we

Page 69

1 do is we count on the professional pilots that
 2 we employ, the professional maintenance
 3 engineers that we employ, to go and interact
 4 with the manufacturer, the holder of the
 5 aircraft type. We rely on them to interact
 6 with them and quite typically, they'll take
 7 the sponsoring air operator, because they're
 8 all involved with the same process, to
 9 determine what is most suitable for, let's
 10 say, pilot training specifically is what we're
 11 talking about, to make sure that the training
 12 that they're going to give the pilots is
 13 sufficient enough and we tend to require more
 14 than, you know, what a pilot could otherwise,
 15 I'll use the word--well, we make it quite
 16 robust. In other words, you don't--we don't
 17 like weak training programs. We give robust
 18 training programs.
 19 MS. O'BRIEN:
 20 Q. Okay. So I just want to make sure I
 21 understand your answer. So certainly any one
 22 of us could go look at the regulations, any
 23 one of us could go look at the published
 24 standards for training?
 25 MR. STEPHENSON:

Page 70

1 A. Correct.
 2 MS. O'BRIEN:
 3 Q. But anything additional to those, what's in
 4 the standards that may be required by
 5 Transport Canada, that would be a professional
 6 assessment by your experts?
 7 MR. STEPHENSON:
 8 A. The process is, yes.
 9 MS. O'BRIEN:
 10 Q. And they would generate that on a case-by-case
 11 basis?
 12 MR. STEPHENSON:
 13 A. And that's the whole point of the operational
 14 evaluation. Now the operational--the folks
 15 who put the teams together to do the
 16 operational evaluation probably have a
 17 protocol or I'll say checklist, but I don't
 18 know that they actually have a checklist, but
 19 they'll have a process they follow generally.
 20 It becomes routine to them, and they may have
 21 a document that can describe how to go about
 22 doing an op eval, operation evaluation, and
 23 again, I'll say to counsel, if we could
 24 provide that to you, I'm happy to do that.
 25 It's just probably a process manual, but I

Page 71

1 don't know that it exists. As I say, this is
 2 done out of--centred in a team in Ottawa.
 3 They actually pull our regional folks into
 4 those things. We look for type specialists
 5 and if it's a brand new type to the region or
 6 to the country, then we'll bring the closest
 7 thing we can to a type specialist to that team
 8 as well, and remember, they get involved with
 9 the aircraft. They also get involved with the
 10 simulator training as well, which is quite
 11 important to us.
 12 MS. O'BRIEN:
 13 Q. If there's any further documentation that can
 14 be provided -
 15 MR. STEPHENSON:
 16 A. I think that can be done easily.
 17 MS. O'BRIEN:
 18 Q. - on that, I would be interested. Thank you.
 19 MR. STEPHENSON:
 20 A. Absolutely.
 21 MS. O'BRIEN:
 22 Q. The next area I want to get into is I need to
 23 get some clarification on the aerodromes, the
 24 helidecks on the Hibernia platform.
 25 MR. STEPHENSON:

Page 72

1 A. Yes.
 2 MS. O'BRIEN:
 3 Q. I reviewed your testimony for yesterday on
 4 that point and I have questions as a result.
 5 MR. STEPHENSON:
 6 A. Sure.
 7 MS. O'BRIEN:
 8 Q. I know that you said that for the floating
 9 platform, so everyone but Hibernia, because
 10 they come under the auspices of your marine
 11 division, the marine division of Transport
 12 Canada.
 13 MR. STEPHENSON:
 14 A. They do, yeah.
 15 MS. O'BRIEN:
 16 Q. Okay. So it would be that division that would
 17 be responsible for doing an assessment of the
 18 helidecks on those floating platforms?
 19 MR. STEPHENSON:
 20 A. That's true, I can tell--and if you recall or
 21 if my mind recalls, I suggested helicopter
 22 operations across the country, they go to
 23 landing points all over the world and we don't
 24 go to those, all those locations, but what I
 25 did say yesterday was that our inspectors,

Page 73

1 even though it's technically not in their
 2 mandate, have been to the helidecks, and
 3 again, I don't know this firsthand, but I know
 4 they were trained to be in the helicopters. I
 5 know they've gone to the sites. My suspicion
 6 is, and it's a fair question to ask probably
 7 directly to Cougar if they happen to sit here
 8 at some point in time, but they'll probably
 9 tell you that the inspectors have been to the
 10 helidecks and have looked at the operations,
 11 and so from that perspective, they've maybe
 12 gone beyond the reach of their mandate, but
 13 they've probably done so because of the
 14 environment.
 15 MS. O'BRIEN:
 16 Q. Sorry, are you speaking now about civil
 17 aviation inspectors or marine inspectors?
 18 MR. STEPHENSON:
 19 A. Yeah, I'm confident they've been to the
 20 helidecks. I'm confident they've looked at it
 21 from a--at least from their operational
 22 perspective.
 23 MS. O'BRIEN:
 24 Q. You mean your civil aviation inspectors?
 25 MR. STEPHENSON:

Page 74

1 A. Correct.
 2 MS. O'BRIEN:
 3 Q. Okay. So let me--I'm going to take you back a
 4 bit.
 5 MR. STEPHENSON:
 6 A. Yeah.
 7 MS. O'BRIEN:
 8 Q. Okay. So I understood from yesterday that
 9 inspectors in the marine division of Transport
 10 Canada would be responsible for assessing the
 11 helidecks on the floating platform?
 12 MR. STEPHENSON:
 13 A. Yes, that is within their mandate to do that.
 14 MS. O'BRIEN:
 15 Q. Okay, and you, even yesterday, you said they
 16 have a standard that they look at?
 17 MR. STEPHENSON:
 18 A. There is a standard that's there.
 19 MS. O'BRIEN:
 20 Q. 4414.
 21 MR. STEPHENSON:
 22 A. It's referred to as a guideline actually. I
 23 don't know what it's legal connection is.
 24 MS. O'BRIEN:
 25 Q. Okay.

Page 75

1 MR. STEPHENSON:
 2 A. They use that to guide them, yes.
 3 MS. O'BRIEN:
 4 Q. Okay. You said it's "marine safety does have
 5 a standard that they point to, my
 6 understanding, and it's a Transport Canada
 7 publication. We refer, you'll hear, to the
 8 expression TP which is a Transport
 9 publication, 4414."
 10 MR. STEPHENSON:
 11 A. That's correct.
 12 MS. O'BRIEN:
 13 Q. Okay. So that's what the marine inspectors
 14 use when they go to the floating platforms to
 15 assess the helideck?
 16 MR. STEPHENSON:
 17 A. That's my understanding.
 18 MS. O'BRIEN:
 19 Q. Okay, and I understand that Hibernia is unique
 20 because it is a fixed structure, a gravity
 21 base structure, it does not fall under the
 22 purview of the marine division of Transport
 23 Canada.
 24 MR. STEPHENSON:
 25 A. Correct, yeah.

Page 76

1 MS. O'BRIEN:
 2 Q. Okay.
 3 MR. STEPHENSON:
 4 A. So 4414 theoretically does not apply to it.
 5 MS. O'BRIEN:
 6 Q. Right, okay.
 7 MR. STEPHENSON:
 8 A. But it could be used as a standard for anybody
 9 who wanted to say is it safe, it is not safe,
 10 what would I use, and they certainly could use
 11 that.
 12 MS. O'BRIEN:
 13 Q. Okay, and that's what I'm going to--what I'm
 14 trying to drill down, and you're saying words
 15 like "theoretically" and "could be used."
 16 MR. STEPHENSON:
 17 A. Yeah.
 18 MS. O'BRIEN:
 19 Q. So I'm more interested now in what's actually
 20 done.
 21 MR. STEPHENSON:
 22 A. Okay. So let me be clear though, Hibernia is
 23 an aerodrome. The airport regulations do not
 24 apply to it, right. We could apply heliport
 25 regulations. We could apply heliport

Page 77

1 regulations, but we don't. The builder of it
 2 could have used the heliport regulations and
 3 standards as a method of certifying it--not
 4 certifying it, but building it. They
 5 certainly could have used 4414, or as I
 6 understand British have another standard which
 7 others use as well. What is it? CAPP 437,
 8 that's another standard that they could use as
 9 well. I mean, because it's not--it is a
 10 platform, it is an aerodrome and I told you an
 11 aerodrome could very well be your backyard.
 12 MS. O'BRIEN:
 13 Q. Sure.
 14 MR. STEPHENSON:
 15 A. But from a safety perspective, a workplace
 16 perspective, one might want to use a standard
 17 that exists to actually build around, and I
 18 suspect that's likely what's happened, but I
 19 don't know that firsthand.
 20 MS. O'BRIEN:
 21 Q. Okay. I mean, you know, I understand that
 22 aerodromes can be anywhere. They can be in a
 23 field. They could be in my backyard, but
 24 clearly that's not as volatile an environment
 25 -

Page 78

1 MR. STEPHENSON:
 2 A. Agreed.
 3 MS. O'BRIEN:
 4 Q. - as the offshore.
 5 MR. STEPHENSON:
 6 A. Yeah, I would agree.
 7 MS. O'BRIEN:
 8 Q. So what I'm--you know, you did say your
 9 inspectors, in that you said "our interest is
 10 actually very similar in that we would look to
 11 the same standard or a similar standard to
 12 show us how they're going to do it safely."
 13 MR. STEPHENSON:
 14 A. That's correct.
 15 MS. O'BRIEN:
 16 Q. And what you're telling me here now is they
 17 could look to this standard 4414 or the -
 18 MR. STEPHENSON:
 19 A. They could.
 20 MS. O'BRIEN:
 21 Q. - European equivalent or whatever.
 22 MR. STEPHENSON:
 23 A. Yeah.
 24 MS. O'BRIEN:
 25 Q. I want to know what they do do.

Page 79

1 MR. STEPHENSON:
 2 A. Yeah, I can--again, I don't have firsthand
 3 knowledge, so I could ask that question and I
 4 see counsel is writing it down for me.
 5 MR. FREEMAN:
 6 Q. Yeah.
 7 MR. STEPHENSON:
 8 A. That's a good question to ask.
 9 MS. O'BRIEN:
 10 Q. Okay.
 11 MR. STEPHENSON:
 12 A. But, and again, I believe they're probably
 13 used that standard, but I'll get that
 14 information for you.
 15 MS. O'BRIEN:
 16 Q. Okay, and would you be able to provide
 17 information on how often that they inspect
 18 those?
 19 MR. STEPHENSON:
 20 A. My answer probably is going to be similar to
 21 the question asked earlier, but I could find
 22 out if it's on a specific frequency, if
 23 they're out on those helidecks often, once a
 24 month, once a year. I don't know the answer.
 25 MS. O'BRIEN:

Page 80

1 Q. I would appreciate that answer.
 2 MR. STEPHENSON:
 3 A. Yeah, sure.
 4 MS. O'BRIEN:
 5 Q. Thank you. My final area of questioning has
 6 to do with the airworthiness directives. So I
 7 understood from your testimony yesterday, and
 8 please correct me if I've got a wrong
 9 understanding, that the service bulletins are
 10 generated by the aircraft manufacturers?
 11 MR. STEPHENSON:
 12 A. Correct.
 13 MS. O'BRIEN:
 14 Q. And they send--when they have a service
 15 bulletin, they send them out to all the
 16 various authorities -
 17 MR. STEPHENSON:
 18 A. Right.
 19 MS. O'BRIEN:
 20 Q. - who have issued type certificates, and all
 21 the various operators who are operating that
 22 specific type of aircraft?
 23 MR. STEPHENSON:
 24 A. Yeah.
 25 MS. O'BRIEN:

Page 81

1 Q. Yes, and so Transport Canada is receiving
 2 these service bulletins from various
 3 manufacturers all the time, and you're doing
 4 an assessment, which is not just limited to
 5 reviewing the service bulletins, but you're
 6 also speaking with your counterparts in other
 7 jurisdictions?
 8 MR. STEPHENSON:
 9 A. Yeah, it's one source of data that we use to
 10 evaluate the condition of or what's going on
 11 with a specific aircraft type that might be in
 12 our country. In this particular case, if it's
 13 coming from--if the service bulletins are
 14 coming from other countries, it's information
 15 for us. So there's--it's just data for us.
 16 MS. O'BRIEN:
 17 Q. Okay. So at some point the Transport Canada
 18 may decide that it's appropriate to issue an
 19 airworthiness directive?
 20 MR. STEPHENSON:
 21 A. Um-hm.
 22 MS. O'BRIEN:
 23 Q. For a particular aircraft.
 24 MR. STEPHENSON:
 25 A. Um-hm.

Page 82

1 MS. O'BRIEN:
 2 Q. And I understood from your testimony yesterday
 3 that typically Transport Canada would only
 4 issue an airworthiness directive for an
 5 aircraft that was designed and manufactured in
 6 Canada. Is that correct?
 7 MR. STEPHENSON:
 8 A. Yeah, that's correct. In fact, I wrote some
 9 words, if this will help, because I know there
 10 was some clarity, we tried to do it yesterday
 11 and I felt obliged to do it again today, so
 12 I'm glad you're asking the question actually.
 13 I wrote the words. An airworthiness directive
 14 is normally issued in the country that holds
 15 the original type design and the original type
 16 certificate. The counter to that is it is
 17 unusual--and somebody asked the question
 18 yesterday. It is unusual for a country to
 19 issue an airworthiness directive on an
 20 aircraft that they do not hold the original
 21 type design and the original type certificate.
 22 So that's--and the example, we went through a
 23 bunch of examples, which I think maybe
 24 confused a few of us.
 25 MS. O'BRIEN:

Page 83

1 Q. Okay. I understand that, and so what I'm
 2 going to get at is this. This is how it's
 3 normally done and it would be unusual to do it
 4 another way, because I want to know what sort
 5 of procedures that Transport Canada--what
 6 processes Transport Canada has in place as
 7 it's evaluating these service bulletins and
 8 what airworthiness directives may be issued
 9 from other authorities with respect to
 10 aircraft that are operating in Canada, okay.
 11 MR. STEPHENSON:
 12 A. Yeah.
 13 MS. O'BRIEN:
 14 Q. So obviously, I know you're going to be
 15 interested in those, if FAA issues an
 16 airworthiness directive on an aircraft that's
 17 operating here.
 18 MR. STEPHENSON:
 19 A. Yeah, it becomes a --it's really an automatic
 20 thing. They issue a directive. Let me be
 21 clear. If a foreign operator, a foreign
 22 country issues an airworthiness directive on
 23 an aircraft that is operating in Canada,
 24 there's no discussion. We issue the exact
 25 same thing.

Page 84

1 MS. O'BRIEN:
 2 Q. Okay.
 3 MR. STEPHENSON:
 4 A. Actually, let me rephrase because I said it
 5 wrong. The operator of the aircraft must
 6 follow that airworthiness directive. That's a
 7 directive to them by the manufacturer, design
 8 and manufacturer of the aircraft. There's no
 9 option.
 10 MS. O'BRIEN:
 11 Q. Right ,you -
 12 MR. STEPHENSON:
 13 A. We don't then counter with another
 14 airworthiness directive. It just happens.
 15 They follow it.
 16 MS. O'BRIEN:
 17 Q. They have to follow that one?
 18 MR. STEPHENSON:
 19 A. Right.
 20 MS. O'BRIEN:
 21 Q. Yes, I understand, okay. So what I want to
 22 understand is what oversight, if any, does
 23 Transport Canada do on how other authorities
 24 are making decisions about whether or not to
 25 issue airworthiness directives? So if I can

Page 85

1 clarify that maybe with an example.
 2 MR. STEPHENSON:
 3 A. Yeah, I'm not going to be able to answer the
 4 question fulsomely enough for you, because
 5 it's not the business I'm in on a regular
 6 basis. One of our headquarters folks may be
 7 able to answer the question. I do know
 8 though, in my discussions with them, that when
 9 a country like the FAA decide they're going to
 10 issue an airworthiness directive, there's a
 11 fair amount of communication between them and
 12 the countries that actually are operating the
 13 aircraft. In the case of S-92, there's only
 14 like 110 of them in the world, right, so--or
 15 any other aircraft type. When we get into
 16 large aircraft like airliners, they don't make
 17 thousands or I think the Commissioner made
 18 reference in his opening statement to millions
 19 of cars. We're only talking hundreds, if
 20 that, in the case of these large vehicles. So
 21 they're not operating in 180 countries.
 22 They're operating in 12 or 14 or 16. So the
 23 communication is fairly--I'll say fairly tight
 24 or at least it is certainly between us and the
 25 United States. I mean, we have a very good

Page 86

1 connection between our headquarters folks and
 2 the FAA. So there's a very tight connection.
 3 They're talking to each other all the time in
 4 some form or another. So to tell you what
 5 that process is, I can't do that, because I
 6 don't--I'm not familiar with that exact
 7 process. So I really can't help you. I don't
 8 know what the solution is to that other than
 9 to bring somebody from Ottawa here to answer
 10 the question or perhaps they could--maybe they
 11 got some better guidance material that they
 12 can provide to you.
 13 MR. FREEMAN:
 14 Q. We'd be happy to make those inquiries for you,
 15 Ms. O'Brien, if you'd like, just because as a
 16 director of civil aviation, he may not have
 17 those answers for things that are taking place
 18 in headquarters, as he said.
 19 MS. O'BRIEN:
 20 Q. Okay. I would also be interested, because you
 21 said, you know, normally it is the country
 22 that--the authority that first issued the type
 23 certificate that will issue the airworthiness
 24 directive.
 25 MR. STEPHENSON:

Page 87

1 A. Yeah.
 2 MS. O'BRIEN:
 3 Q. It would be unusual to be any -
 4 MR. STEPHENSON:
 5 A. It's very rare.
 6 MS. O'BRIEN:
 7 Q. - very rare?
 8 MR. STEPHENSON:
 9 A. Yeah.
 10 MS. O'BRIEN:
 11 Q. I mean, has it ever happened? Has Transport
 12 Canada ever said "I don't know what they're
 13 doing over in that country. I think someone
 14 might be asleep on the switch. I think you
 15 better issue an airworthiness directive now",
 16 has that ever happened?
 17 MR. STEPHENSON:
 18 A. I don't monitor that, so I can't answer the
 19 question.
 20 MS. O'BRIEN:
 21 Q. I would be interested in some kind of
 22 quantification of you're saying it's rare,
 23 it's very rare, it's unusual.
 24 MR. STEPHENSON:
 25 A. Yeah.

Page 88

1 MS. O'BRIEN:
 2 Q. I mean, has it ever happened?
 3 MR. FREEMAN:
 4 Q. We could take a look at that as well.
 5 MS. O'BRIEN:
 6 Q. Great, thank you. My final question was you
 7 actually largely answered in response to Mr.
 8 Martin's questions a few moments ago. I was
 9 interested in how frequently you audit. I
 10 just want to make--to understand a little bit
 11 about how audit communications--and I think
 12 this would also apply really to airworthiness
 13 directives, how those may or may not flow from
 14 the operator to, say, employees like pilots
 15 who are involved or people who are using the
 16 aircrafts.
 17 MR. STEPHENSON:
 18 A. Sure.
 19 MS. O'BRIEN:
 20 Q. So I think I'll put that in sort of two parts.
 21 One would be sort of the results of audit
 22 information, does that flow to the pilots or
 23 people, and the other thing is these
 24 airworthiness directives, does that, you know,
 25 flow down? How does that channel of

Page 89

1 communication go from Transport Canada, air
 2 operator, pilots and other employees and
 3 people who are using the aircrafts?
 4 MR. STEPHENSON:
 5 A. So I'm going to answer your question in a
 6 couple of ways. First of all, I can tell you
 7 what the regulations say, and then I can tell
 8 you what my experience is, and then I suggest
 9 you ask that question directly of Cougar if
 10 you want to know that specific -- the answer
 11 on how they do. First of all, the regulations
 12 doesn't require them to communicate right down
 13 to the front ranks of all staff, whether it be
 14 an airworthiness directive, or whether it be
 15 the audit report. The do have an obligation,
 16 though, to, if an airworthiness directive
 17 affects their organization in any way, that
 18 those people involved, for example, if there's
 19 a maintenance -- it's usually around
 20 maintenance, it's possible to have -- or even
 21 just talking about service bulletins, leave
 22 the airworthiness directive out of the
 23 discussion, when a service bulletin comes out
 24 and it talks about, you know, a best practise,
 25 service bulletins can be very, very benign

Page 90

1 that nobody has to follow, it says, oh, gee,
 2 you can do it better this way, and you could
 3 be saying, well, actually I've gotten used to
 4 it this way and I'm going to keep doing it
 5 that way, you don't have to follow that
 6 maintenance suggestion, but they're just
 7 things they put out there because they want
 8 their product to be improved or they want --
 9 they've found that there's different ways of
 10 doing things, and again, picking out
 11 maintenance, but -- because that's what I
 12 think of in almost all cases. So they're just
 13 putting that data out there. The operators
 14 receive them, they go, okay, yeah, we figured
 15 that out a month ago, thanks for telling us,
 16 or, gee, that's a good idea, or we don't know,
 17 maybe we should look at that, or perhaps, no,
 18 we don't want to do that, and I'm really being
 19 simplistic again, but if they decide they're
 20 going to change a procedure, then obviously
 21 they're engaging those people who need to be
 22 involved in changing a procedure. Whether it
 23 be an airworthiness directive, they have to do
 24 an inspection on a particular thing, or
 25 whatever, then again the same thing with a

Page 91

1 directive -- forgive me, I've gone back to the
 2 directive. The people that would be involved
 3 would be involved. They have to know.
 4 Sometimes you'll see that a procedural change,
 5 and it'll affect the way the pilot operates or
 6 the way the pilot inspects something. Pilots
 7 inspect aircraft from time to time, forgive
 8 me, you know, for whatever that -- when they
 9 do a walk around the aircraft. It might
 10 require them to do something, so the pilots
 11 obviously in that case would be informed or in
 12 the loop, but they might not be aware of
 13 exactly what's taken place in the maintenance
 14 shop. Well, the pilots aren't interested,
 15 anyway; some are, but it just depends on what
 16 the aspect of the airworthiness directive, as
 17 you've asked, or even the service bulletin,
 18 but we don't regulate that in the sense that
 19 you have to tell everybody, but we would
 20 expect to see that the right people were
 21 informed and the right people were involved
 22 with their solution or their inspection, or
 23 whatever the issue would be. When we do our
 24 audits or inspections, if we have a series of
 25 service bulletins, we'd like to know what the

Page 92

1 carrier is doing with the service bulletins.
 2 They need a process to have them come in their
 3 door and deal with them. So that's an
 4 opportunity. It's one of many opportunities
 5 we have to say how is your system working. If
 6 it's an airworthiness directive and it's
 7 really, really -- all ADs are important, but
 8 it's something -- again it's an opportunity
 9 for us to say, okay, what did you do with the
 10 AD. We might be simply looking for
 11 compliance. You heard me talk about
 12 compliance versus looking at the system, but
 13 it gives us both the opportunity. We're
 14 obviously interested in compliance; did you do
 15 it, yes, you did it, show me that you've done
 16 it. Okay, that's good, you've done it, now
 17 tell me about the system that you have in
 18 place to actually have made sure it works. So
 19 we get kind of both opportunities to inspect.
 20 I'm forgetting your question now, so I think
 21 I've answered it, but I'm not sure.
 22 MS. O'BRIEN:
 23 Q. I think you've been responsive, actually. All
 24 right. That concludes my questions. Thank you
 25 very much.

Page 93

1 COMMISSIONER:
 2 Q. Now we go back now to the counsel for the
 3 party being examined.
 4 MS. FAGAN:
 5 Q. Do you want to take the mid morning break or
 6 do you want to go on?
 7 COMMISSIONER:
 8 Q. If there are going to be questions, yes, we
 9 can take the break. They may not be -- do you
 10 want an sort of re-examination of your client?
 11 MR. FREEMAN:
 12 Q. Not at this time. I believe counsel for the
 13 Board has informed me she may have a couple of
 14 questions, maybe one or two, or perhaps
 15 they've already been taken care of. I'll
 16 leave that to her, but we don't have any
 17 further follow up.
 18 COMMISSIONER:
 19 Q. You don't have any follow up, okay, then.
 20 MR. FREEMAN:
 21 Q. No, thank you.
 22 COMMISSIONER:
 23 Q. What about you, Ms. Fagan?
 24 MR. MICHAEL STEPHENSON - RE-EXAMINATION MS. FAGAN:
 25 MS. FAGAN:

Page 94

1 Q. There was one clarification, but beyond that
 2 everything else that I thought needed to be
 3 covered has been covered, and this is just a
 4 clarification point. Yesterday, Mr.
 5 Stephenson, you had mentioned on a number of
 6 times towards the end of the day what you do
 7 if it was a small operator or what you do
 8 versus a large operator.
 9 MR. STEPHENSON:
 10 A. Uh-hm.
 11 MS. FAGAN:
 12 Q. And I just wanted clarification as to what you
 13 would define or what you had meant as a small
 14 operator versus a large or versus not small?
 15 So when the parties are going back and perhaps
 16 looking at the evidence or the transcript,
 17 they would be able to put that in context?
 18 MR. STEPHENSON:
 19 A. Okay, sure, and, yeah, you're right, I use
 20 terms, and they sort of come out of you. I
 21 have to tell you, through our entire industry
 22 the terms are sort of mixed, depending on what
 23 subject matter we're talking about. We do
 24 have aircraft that we refer to as large and
 25 small, it's a term we use, and it's based on

Page 95

1 the category that the aircraft is based on
 2 weight category; large aircraft, small
 3 aircraft. In the case of fixed wing, which I
 4 know better, the dividing line is 12,500
 5 pounds. There's a kilogram reference, and I
 6 don't know what the heck that is, but 9,626 or
 7 something, but there's a dividing line. So we
 8 have small aircraft, obviously being on the
 9 light side; large on the other. I think in my
 10 discussions yesterday it was probably around
 11 something -- a term we use, we call size and
 12 complexity, and if you look through the
 13 regulations, from time to time you'll see a
 14 reference to size and complexity. Actually,
 15 Lucille, if you could bring up that 7.05 rule
 16 again, if you wouldn't mind, and I'll show you
 17 an example of size and complexity, and they
 18 make reference to it in the airline section
 19 when we're talking about dispatch, and I'll
 20 have to see it before I can -- she's just
 21 going to dig it up really quickly here, Part
 22 7, Sub-Part 5, and go to 20, I think it is,
 23 operational control system. I think there's a
 24 reference to there someplace. Just pan down.
 25 I thought there was one there. Sorry, forgive

Page 96

1 me. Yeah, go down to 20, I think it is, and
 2 it referred to the difference between large
 3 and small -- 20. We've got dead air on here,
 4 that's not good. We're almost there, yeah,
 5 20. Go down a little further. Yeah, the
 6 expression, they use the word "complex
 7 operations". We're on the screen, for the
 8 viewers and television, I'm sure they can't
 9 see this, so I'll read it. It says, "Means
 10 operations where any two of the following
 11 conditions exist; the air operator operates
 12 more than six aeroplanes", so somebody has
 13 actually defined it for us, "having a
 14 passenger seating configuration of 20 or more,
 15 and a maximum gross take-off of 100,000 pounds
 16 or more, and the air operator operates more
 17 than 18 flights". So we're talking about
 18 complexity and the air operator's operations
 19 are mixed domestic. So that's complex.
 20 Anything less than that would be not complex.
 21 MS. FAGAN:
 22 Q. So when you were talking -- in your example
 23 when you referred to a small operator versus a
 24 large operator --
 25 MR. STEPHENSON:

Page 97

1 A. Yes.
 2 MS. FAGAN:
 3 Q. Could we take that to be a complex --
 4 MR. STEPHENSON:
 5 A. Yes, yes, it would, but in the context of my
 6 discussion yesterday I was probably using the
 7 expression loosely. I wasn't referring to a
 8 regulation. When we do an assessment of risk,
 9 and I used a couple of examples, if it's a one
 10 aircraft, one pilot owner, that would be a
 11 simple operation, and it would find its place
 12 in my inspection program based on that.
 13 Keeping in mind, you have to understand, and
 14 I'll use Ontario, we've got two of three
 15 hundred air operators. Most of them are close
 16 to what I just described, very few of them are
 17 larger or complex, and in that assessment of
 18 risk we don't use a regulation to determine
 19 that. We simply use our team approach to
 20 where are the risks, where should we put our
 21 resources today, tomorrow, this week, next
 22 year, or this year rather, or even next year.
 23 We talk about it as a team, we do an
 24 assessment of risk of the region, and we apply
 25 our resources. In the more complex

Page 98

1 organizations, in this case of Atlantic
 2 Canada, we would probably put our resources to
 3 the likes of Cougar and others because they
 4 are complex, and they're in an environment
 5 that would require -- we believe would require
 6 our constant attention in some form, and it
 7 might be simply awareness of them being there,
 8 and monitoring their operation even from our
 9 locations that are not necessarily on site.
 10 We all do continuous monitoring, yet our
 11 inspection program will be built around that,
 12 perhaps in a different way than the small
 13 single engine single aircraft operator. So
 14 that's what I meant, I think, in that
 15 particular context.
 16 MS. FAGAN:
 17 Q. So in your risk assessment, you wouldn't
 18 necessarily follow -- purely look at this
 19 definition?
 20 MR. STEPHENSON:
 21 A. No.
 22 MS. FAGAN:
 23 Q. You'd look beyond that in determining whether
 24 or not it would warrant more attention?
 25 MR. STEPHENSON:

Page 99

1 A. That's right. I believe in the regs there's
 2 probably a couple of other references to maybe
 3 not that exact term "complex", but again kind
 4 of a line in the sand or a dividing line where
 5 they felt it was necessary to give a
 6 definition, and in this case, it's determining
 7 whether you're going to be using one type or
 8 another type of dispatch, as an example. We
 9 allow small air operators, that I describe
 10 earlier, to use a very simple airworthiness
 11 manual -- I'm sorry, operating maintenance
 12 manual that's no thicker than this, and we
 13 allow them to do that for a one, two, I think,
 14 or a three aircraft operation. In the bush,
 15 for example, we don't like them to have a book
 16 this big because, first of all, we know it's
 17 difficult for them to do it, and we know
 18 they're probably not going to do it. As long
 19 as they got a good quality maintenance
 20 engineer who does good work, he follows the
 21 guidelines of this very simple manual. When a
 22 company becomes more complex, we need more
 23 rigor around things like tracking more than
 24 one or two or three airplanes. When you get
 25 into a fleet of 20 or 30 aircraft, you can

Page 100

1 imagine the complexity of keeping all of those
 2 aircraft serviceable, just administratively,
 3 let alone physically doing the work, right.
 4 MS. FAGAN:
 5 Q. I think that's the only -- that was the only
 6 area where I wanted a definition. Thank you,
 7 Mr. Stephenson.
 8 COMMISSIONER:
 9 Q. Okay, thank you. I just have one thing I want
 10 to be sure of.
 11 MR. STEPHENSON:
 12 A. Sure.
 13 COMMISSIONER:
 14 Q. Mr. Stephenson, when an accident occurs or
 15 something that goes to the Transportation
 16 Safety Board, which is usually an accident --
 17 MR. STEPHENSON:
 18 A. Right.
 19 COMMISSIONER:
 20 Q. You box up everything connected with that
 21 operator, I presume, do you?
 22 MR. STEPHENSON:
 23 A. That's correct, and if you recall, I said if
 24 it was a lot of books -- if it's a very small
 25 operator, they may actually just come to us

Page 101

1 and photocopy what they need because it may be
 2 a simple file, right.
 3 COMMISSIONER:
 4 Q. Yes, I see. So, all right, you -- one way or
 5 another you send everything?
 6 MR. STEPHENSON:
 7 A. That's correct.
 8 COMMISSIONER:
 9 Q. To the Transportation Safety Board. You don't
 10 make, I take it, any comment to the effect
 11 that this may be useful?
 12 MR. STEPHENSON:
 13 A. No.
 14 COMMISSIONER:
 15 Q. Or that may be useful.
 16 MR. STEPHENSON:
 17 A. No, no.
 18 COMMISSIONER:
 19 Q. You just send the whole thing?
 20 MR. STEPHENSON:
 21 A. Yes, and you heard me say, we could become
 22 part of -- subject of the investigation if the
 23 Transportation Safety Board decided that that
 24 would be relevant to their investigation.
 25 COMMISSIONER:

Page 102

1 Q. So they then have complete freedom outside of
 2 your department to investigate, and use
 3 whatever they may or may not wish to use?
 4 MR. STEPHENSON:
 5 A. That's correct.
 6 COMMISSIONER:
 7 Q. And in the end when their work is finished,
 8 they send it back to you?
 9 MR. STEPHENSON:
 10 A. Yes, they send it -- well, not necessarily
 11 when it's done, and just for clarity, they may
 12 send it ahead -- send it all back to us before
 13 their actual report is out.
 14 COMMISSIONER:
 15 Q. Oh, yes, I see.
 16 MR. STEPHENSON:
 17 A. But at some point in time during that period
 18 they'll return or working copies to us.
 19 COMMISSIONER:
 20 Q. Yeah.
 21 MR. STEPHENSON:
 22 A. They'll have taken what they need, and I
 23 suspect they take copies of more than what
 24 they think they need because they want that
 25 flexibility. That doesn't mean they can't

Page 103

1 come back and obviously grab it from us again,
 2 if they wish, it's certainly within their
 3 purview to do that.
 4 COMMISSIONER:
 5 Q. They use whatever they wish to use?
 6 MR. STEPHENSON:
 7 A. That's correct.
 8 COMMISSIONER:
 9 Q. And send the whole thing back to you?
 10 MR. STEPHENSON:
 11 A. That's correct, and that's -- from our
 12 perspective, they also have access to other
 13 things. They could probably go to the C-
 14 NLOPB.
 15 COMMISSIONER:
 16 Q. Oh, I'm sure, yes.
 17 MR. STEPHENSON:
 18 A. They can go anywhere because the Act allows
 19 them to do that.
 20 COMMISSIONER:
 21 Q. But from your department's point of view,
 22 that's how it works?
 23 MR. STEPHENSON:
 24 A. That's correct.
 25 COMMISSIONER:

Page 104

1 Q. And you have no input into the investigation?
 2 MR. STEPHENSON:
 3 A. Other than they interview us.
 4 COMMISSIONER:
 5 Q. I see.
 6 MR. STEPHENSON:
 7 A. Yes, they interview us for sure.
 8 COMMISSIONER:
 9 Q. Yeah.
 10 MR. STEPHENSON:
 11 A. We are data, and our paper is data as well.
 12 COMMISSIONER:
 13 Q. Okay, then, thank you very much, Mr.
 14 Stephenson. Before we take a break, I --
 15 ROIL, Q.C.:
 16 Q. Actually, Mr. Commissioner, the parties and
 17 you will remember that in our rules we had
 18 anticipated that issues might come up from
 19 time to time, and just to, I guess, show how
 20 this might work, and perhaps this might be a
 21 legitimate issue, I wonder whether I wouldn't
 22 table for your consideration as an issue that
 23 we might wish to examine Part 1(b), whether
 24 additional linkages between C-NLOPB and
 25 Transport Canada might advance transportation

1 safety in the offshore. That's not to say
 2 that that becomes a big issue or a small
 3 issue, but I think that based on some of the
 4 questioning from some of the counsel today, I
 5 could see that as an opportunity that might be
 6 worthy of additional --
 7 COMMISSIONER:
 8 Q. Yes, I thought it might come up later in the
 9 process because obviously there is an interest
 10 here, by some counsel, at any rate.
 11 ROIL, Q.C.:
 12 Q. Yeah, and, you know, as I say, I want to
 13 encourage counsel when they -- by my standing
 14 up here now, the issues that we look at can be
 15 raised by anybody.
 16 COMMISSIONER:
 17 Q. Oh, yes.
 18 ROIL, Q.C.:
 19 Q. And so I need people to be comfortable with
 20 the standing up and raising the issue. At the
 21 end of the day, obviously, if you have 300
 22 issues, you're going to have to make some
 23 critical decisions.
 24 COMMISSIONER:
 25 Q. Uh-hm.

1 CERTIFICATE
 2 We, the undersigned, do hereby certify that
 3 the foregoing is a true and correct transcript of a
 4 hearing heard on the 27th day of October, 2009 at
 5 Tara Place, 31 Peet Street, Suite 213, St. John's
 6 Newfoundland and Labrador and was transcribed by us
 7 to the best of our ability by means of a sound
 8 apparatus.
 9 Dated at St. John's, NL this
 10 27th day of October, 2009
 11 Cindy Sooley
 12 Discoveries Unlimited Inc.
 13 Judy Moss
 14 Discoveries Unlimited Inc.

1 ROIL, Q.C.:
 2 Q. But I don't want to have people wait for
 3 simply counsel from the Inquiry, or for you to
 4 raise the issue. It is the responsibility
 5 that we all have in this collaborative effort
 6 that we're --
 7 COMMISSIONER:
 8 Q. Yes, that's a very good point. Issues
 9 are there for anyone to grasp and put
 10 forward if any counsel -- if they feel
 11 that they should be considered, and
 12 that's part of the process throughout.
 13 Okay, then the other thing is, could
 14 counsel stay behind for a few minutes.
 15 There's an information or an IT problem
 16 which our Inquiry counsel would like to
 17 raise with you, purely a practical
 18 matter, doesn't involve you, Mr.
 19 Stephenson, or -- but a brief meeting.
 20 Okay, we'll adjourn now until tomorrow
 21 morning at 9:30.

-1-	ability [1] 107:7	ahead [2] 64:7 102:12	apparatus [1] 107:8	54:15 64:11 65:3
1 [3] 43:11,11 104:23	able [8] 42:22 51:5 53:14 54:20 79:16 85:3,7 94:17	air [29] 10:10 13:11 14:11 15:10 21:23 23:10 29:6 29:9,14 32:6 34:2 35:22 40:1,19 47:21 48:1 49:9 51:1 60:6 65:12 68:24 69:7 89:1 96:3,11,16,18 97:15 99:9	appeal [1] 20:7	-B-
10 [1] 68:2	absolutely [4] 5:10 18:8 20:9 71:20	aircraft [67] 2:25 4:15 4:16,20,20,24 9:5,6,10 9:11,13,14 11:11,14,15 11:17,21,23 12:1,2,3,11 21:22 40:3 43:25 45:25 56:3,7 57:10,10,20 59:14 60:3 62:4,6 66:17 67:10 67:14,25 69:5 71:9 80:10 80:22 81:11,23 82:5,20 83:10,16,23 84:5,8 85:13 85:15,16 91:7,9 94:24 95:1,2,3,8 97:10 98:13 99:14,25 100:2	apply [8] 5:21 29:14 76:4 76:24,24,25 88:12 97:24	b [1] 104:23
10-15 [1] 62:14	accepting [1] 19:9	aircrafts [2] 88:16 89:3	appreciate [2] 45:17 80:1	backyard [2] 77:11,23
100,000 [1] 96:15	access [1] 103:12	airline [7] 5:15,21 15:9 35:4 48:17,24 95:18	approach [2] 36:18 97:19	bad [1] 3:14
101.01 [2] 43:11,11	accident [11] 21:5,10,14 34:4 48:18,20 50:23 51:10 52:14 100:14,16	airliner [1] 11:16	appropriate [2] 54:23 81:18	base [1] 75:21
110 [1] 85:14	accidents [4] 48:14 49:10,18 51:3	airliners [1] 85:16	approve [1] 26:23	based [12] 23:21 27:3 29:11 33:13 34:23 35:3 35:20 44:5 94:25 95:1 97:12 105:3
12 [1] 85:22	accomplish [1] 38:14	airlines [1] 48:21	approved [2] 26:22 62:2	basis [9] 19:9 26:8,22 35:12,14 37:16 41:25 70:11 85:6
12,500 [1] 95:4	accordance [3] 11:22 18:18 43:22	airplane [2] 44:15,16	area [6] 17:17 41:16 55:21 71:22 80:5 100:6	become [3] 23:10,11 101:21
14 [1] 85:22	accountabilities [1] 50:10	airplanes [1] 99:24	areas [4] 35:6,8,20 37:4	becomes [5] 5:3 70:20 83:19 99:22 105:2
15 [1] 68:2	accountability [4] 3:25 50:7,13 62:11	airport [3] 39:15 40:5 76:23	argue [1] 46:8	begin [4] 44:3,5,8 46:1
15-18-20 [1] 26:2	Act [2] 53:10 103:18	airworthiness [32] 9:10 9:19 10:7 11:2,10 42:11 55:24 56:4 57:17 80:6 81:19 82:4,13,19 83:8 83:16,22 84:6,14,25 85:10 86:23 87:15 88:12 88:24 89:14,16,22 90:23 91:16 92:6 99:10	arise [1] 33:9	beginning [1] 37:22
1500 [1] 62:2	action [2] 50:19 64:24	airworthy [10] 9:11,23 11:24 12:4,11 43:2,14 43:15 44:22 45:11	arm's [1] 23:17	behalf [2] 28:21,21
16 [1] 85:22	activities [1] 41:14	Allan [3] 2:12 35:10 50:11	arrangement [1] 32:9	behind [1] 106:14
170 [1] 29:4	activity [2] 40:19 48:7	allow [3] 5:20 99:9,13	Arthur [1] 2:12	benefit [2] 33:21 44:20
178 [4] 28:9 30:10 31:3 33:10	actual [2] 6:1 102:13	allows [1] 103:18	Asian [1] 60:11	benign [1] 89:25
18 [1] 96:17	AD [1] 92:10	almost [2] 90:12 96:4	aside [1] 5:18	best [5] 35:7 59:25 64:9 89:24 107:7
180 [1] 85:21	ad-hoc [1] 37:15	alone [2] 62:3 100:3	asleep [1] 87:14	better [6] 12:5 26:12 86:11 87:15 90:2 95:4
-2-	add [1] 11:24	along [1] 6:5	aspect [1] 91:16	between [13] 3:18 25:24 31:14 33:7,18 52:5 60:8 63:21 85:11,24 86:1 96:2 104:24
20 [8] 3:22 68:2 95:22 96:1,3,5,14 99:25	additional [6] 67:7 68:2 68:18 70:3 104:24 105:6	alphabetically [1] 43:14	aspects [1] 62:14	beyond [4] 44:21 73:12 94:1 98:23
2009 [3] 1:1 107:4,10	address [2] 1:20 57:25	ambulance [1] 40:20	assembly [5] 11:12 43:25 44:2 46:1 57:11	big [3] 50:3 99:16 105:2
213 [1] 107:5	adhered [1] 18:21	among [1] 2:17	assess [1] 75:15	bilateral [10] 59:24 60:1 60:12 62:19,25 63:9,12 63:13 64:12,24
27 [1] 1:1	adjourn [1] 106:20	amount [1] 85:11	assessing [1] 74:10	bit [6] 10:11 21:7 26:12 59:7 74:4 88:10
27th [2] 107:4,10	administratively [1] 100:2	analysis [2] 58:9,18	assessment [13] 34:24 34:25 35:2 53:15 65:21 67:2 70:6 72:17 81:4 97:8,17,24 98:17	bits [1] 54:16
-3-	ADs [1] 92:7	annual [1] 35:17	assume [2] 3:8 27:25	Blackberry [1] 51:13
30 [2] 8:25 99:25	advance [1] 104:25	answer [19] 2:8 31:24 32:3 54:7 58:17 61:5,25 64:10 65:3 69:21 79:20 79:24 80:1 85:3,7 86:9 87:18 89:5,10	assuming [2] 41:17 51:9	block [2] 8:21 46:7
300 [1] 105:21	aerodrome [4] 41:9 76:23 77:10,11	answered [3] 61:3 88:7 92:21	assurance [2] 9:2,4	board [15] 21:7 22:3,3 28:3,10,12,13 29:1 32:7 34:5,6 93:13 100:16 101:9,23
31 [1] 107:5	aerodromes [4] 39:2,4 71:23 77:22	answers [2] 24:10 86:17	Atlantic [5] 35:2,10,13 50:10 98:1	bolster [1] 2:24
-4-	aeronautical [1] 43:16	anticipated [1] 104:18	attach [1] 19:2	Bombardier [3] 58:4 58:19 59:14
330 [1] 105:21	aeroplanes [1] 96:12	anyway [2] 12:7 91:15	attention [4] 35:8,14 98:6,24	book [1] 99:15
37 [1] 1:1	affect [1] 91:5		audience [1] 44:20	books [1] 100:24
37th [2] 107:4,10	affects [1] 89:17		audit [8] 27:1 33:25 35:25 38:2 88:9,11,21 89:15	box [3] 21:25 50:22 100:20
-5-	again [29] 12:3 19:23 20:5 33:9 34:5,8,22 38:18 39:10 40:9,25 44:13 46:8 48:24 56:13 57:16 67:21 70:23 73:3 79:2,12 82:11 90:10,19 90:25 92:8 95:16 99:3 103:1		audit [2] 29:20,21	brand [1] 71:5
5 [1] 95:22	against [1] 52:20		auditors [1] 36:11	break [4] 26:19 93:5,9 104:14
5C [1] 18:11	ago [7] 2:14 3:22 5:1 26:3 26:15 88:8 90:15		audits [1] 91:24	brief [1] 106:19
-6-	agree [2] 35:11 78:6		auspices [1] 72:10	bring [12] 4:22 5:18,22 13:9 22:14 36:11,15,17 42:19 71:6 86:9 95:15
60 [1] 8:25	Agreed [1] 78:2		authorities [5] 56:1 59:16 80:16 83:9 84:23	British [1] 77:6
-7-	agreement [4] 34:10 64:4,12,19		authority [4] 32:9,15 34:1 86:22	
7 [1] 95:22	agreements [7] 59:24 60:1,12 62:25 63:16,20 63:25		automatic [1] 83:19	
7.05 [1] 95:15			Av [1] 2:13	
704 [1] 5:11			available [1] 22:2	
-9-			aviation [5] 43:8 62:15 73:17,24 86:16	
9,626 [1] 95:6			aware [3] 40:21 52:13 91:12	
9:30 [1] 106:21			awareness [1] 98:7	
-A-			away [5] 23:2 41:20	
abdication [1] 31:10				

<p>broad [1] 14:12 brought [1] 52:14 build [1] 77:17 builder [1] 77:1 building [1] 77:4 built [1] 98:11 bulletin [4] 51:10 80:15 89:23 91:17 bulletins [9] 80:9 81:2,5 81:13 83:7 89:21,25 91:25 92:1 bunch [2] 50:22 82:23 bush [1] 99:14 business [2] 9:15 85:5 busy [1] 40:13</p> <hr/> <p style="text-align: center;">-C-</p> <p>C [3] 30:21 52:12 103:13 C-NLOPB [10] 18:13 20:1 28:24 30:25 31:16 32:24 51:18 52:6 53:18 104:24 cabin [2] 36:15,23 CADOR [2] 50:1,2 CADORS [10] 47:19,22 48:13 49:20 50:17 51:11 52:13 54:11 55:7,17 Canada [46] 3:19 18:14 19:24,25 25:21 27:16 28:2 31:8,16 32:5,25 34:3 35:13 48:1 49:17 49:17 50:10 52:8 55:1 58:3,24 59:10,25 60:8 61:11 65:11,18 68:18 70:5 72:12 74:10 75:6 75:23 81:1,17 82:3,6 83:5,6,10,23 84:23 87:12 89:1 98:2 104:25 Canadian [3] 28:2 43:8 58:2 CAPP [1] 77:7 capture [1] 49:24 car [3] 44:4,14 46:7 care [1] 93:15 carrier [4] 23:24 36:24 50:8 92:1 carriers [1] 6:20 cars [3] 42:23 48:23 85:19 case [25] 3:19 9:13 31:15 38:1 39:21 40:9 41:8,9 44:14 48:16,21 49:2 50:17 54:8,12 58:19 62:21 65:1 81:12 85:13 85:20 91:11 95:3 98:1 99:6 case-by-case [1] 70:10 cases [1] 90:12 category [2] 95:1,2 centred [1] 71:2 CEO [1] 4:2 certain [11] 5:13 11:13 14:5 34:10 35:8,19 37:6 47:22 50:9,13 54:16</p>	<p>certainly [12] 12:15 13:7 29:21 54:5 61:16 62:15 68:6 69:21 76:10 77:5 85:24 103:2 certificate [24] 14:3,24 14:25 15:4 16:13 23:9 24:4,25 56:4,19,20 57:1 57:4,9,17 59:3 61:17 65:12,17,21 82:16,21 86:23 107:1 certificates [7] 18:17 55:24,25,25 58:1 62:8 80:20 certification [1] 58:8 certified [1] 57:13 certify [5] 58:4 60:3,4,6 107:2 certifying [3] 44:21 77:3 77:4 change [3] 39:16 90:20 91:4 changing [1] 90:22 channel [1] 88:25 check [1] 39:14 checked [1] 52:20 checking [1] 52:16 checklist [2] 70:17,18 cheek [1] 50:1 chief [1] 52:7 choose [1] 57:4 Cindy [1] 107:11 Civ [1] 2:12 civil [3] 73:16,24 86:16 clarification [4] 71:23 94:1,4,12 clarify [4] 36:7 49:9 55:23 85:1 clarity [2] 82:10 102:11 clean [1] 41:2 clear [10] 21:4 30:20 40:22 41:15,22 59:9 61:2 62:1 76:22 83:21 clearly [6] 19:5 22:15 34:2,4 40:25 77:24 client [1] 93:10 clients [2] 10:22 38:4 close [2] 45:23 97:15 closest [1] 71:6 co [2] 3:15 4:10 co-dispatch [2] 1:22 65:2 collaborative [1] 106:5 colleague [1] 42:10 comfort [1] 12:17 comfortable [1] 105:19 coming [5] 19:4 40:17 41:13 81:13,14 comment [5] 20:24 32:2 53:24 54:19 101:10 Commissioner [54] 1:2 1:7,14 3:7 7:5,10 10:17 16:5 17:16 18:7 19:1,12 19:14 20:16,24 24:9,13</p>	<p>25:6,11 30:19 46:20 47:1 47:9 64:18,23 85:17 93:1 93:7,18,22 100:8,13,19 101:3,8,14,18,25 102:6 102:14,19 103:4,8,15,20 103:25 104:4,8,12,16 105:7,16,24 106:7 Commissioner's [2] 18:24 25:13 commitment [1] 27:2 common [2] 5:4 8:25 communicate [1] 89:12 communication [5] 49:24 55:14 85:11,23 89:1 communications [1] 88:11 commuter [3] 5:11,12 5:17 company [2] 4:3 99:22 comparison [1] 53:15 compelled [1] 26:5 complete [1] 102:1 completely [4] 11:18 23:16 44:7 60:13 complex [12] 32:4 40:11 68:1 96:6,19,20 97:3,17 97:25 98:4 99:3,22 complexity [9] 11:14,16 34:22 66:16 95:12,14,17 96:18 100:1 compliance [7] 18:14 39:14 40:6,7 92:11,12 92:14 complies [1] 7:21 components [1] 11:21 conclude [1] 42:16 concludes [1] 92:24 conclusions [1] 19:4 condition [2] 11:13 81:10 conditions [5] 7:20,21 8:14,18 96:11 confidence [11] 4:3,5,8 9:12 12:22 14:22 21:10 31:21 60:19 62:21,23 confident [3] 33:23 73:19,20 configuration [1] 96:14 confirmation [1] 7:8 conformity [1] 43:18 confused [1] 82:24 confusing [1] 56:17 connect [1] 54:21 connected [3] 23:18 32:17 100:20 connection [4] 26:25 74:23 86:1,2 connections [1] 34:7 consideration [1] 104:22 considered [3] 11:23 44:11 106:11 constant [1] 98:6</p>	<p>consultative [1] 31:18 consume [2] 44:3 46:1 CONT'D [1] 1:12 contacting [1] 2:12 contained [2] 66:10,10 context [5] 18:22 29:13 94:17 97:5 98:15 continue [3] 13:18,20 23:5 continuous [1] 98:10 contract [1] 27:2 contractual [1] 32:8 control [1] 95:23 controls [2] 9:3,3 conventional [1] 67:12 88:11 conversing [1] 35:10 cooperation [1] 31:13 coordinated [1] 36:18 copies [4] 22:6,18 102:18 102:23 corporations [1] 29:20 correct [26] 8:10,17 24:6 24:23 26:5 30:24 51:16 56:9 57:23 61:20 70:1 74:1 75:11,25 78:14 80:8 80:12 82:6,8 100:23 101:7 102:5 103:7,11,24 107:3 corrected [1] 26:2 Cougar [15] 1:24 2:17 2:20 3:18 5:11 6:5,6 15:2 15:8 33:4 37:24 38:6 73:7 89:9 98:3 Cougar's [1] 5:14 counsel [17] 2:7 19:8,24 20:10 45:17 64:7 70:23 79:4 93:2,12 105:4,10 105:13 106:3,10,14,16 count [1] 69:1 counter [3] 7:22 82:16 84:13 counterpart [1] 6:6 counterparts [1] 81:6 countless [1] 9:24 countries [7] 56:2 57:2 60:10,11 81:14 85:12,21 country [19] 7:17 21:12 48:2 56:24 57:5,12,14 57:14 62:2,9 71:6 72:22 81:12 82:14,18 83:22 85:9 86:21 87:13 couple [6] 19:7 47:17 89:6 93:13 97:9 99:2 course [5] 20:14 27:9,9 27:23 38:9 courtesy [1] 59:22 cover [1] 36:16 covered [2] 94:3,3 covering [1] 36:19 craft [1] 54:17 crew [1] 47:8 criteria [1] 11:23 critical [1] 105:23</p>	<p>curriculum [1] 67:25</p> <hr/> <p style="text-align: center;">-D-</p> <p>damages [1] 12:2 dangerous [3] 36:14 37:2 38:3 data [18] 7:13 14:5 15:6 15:8,9 18:2 20:3,21,22 29:17,18 30:1 38:12 81:9 81:15 90:13 104:11,11 database [2] 47:19 52:13 date [3] 8:12,12 16:5 Dated [1] 107:9 day-to-day [1] 35:15 days [3] 8:3,25,25 dead [1] 96:3 deal [4] 29:19 33:4,8 92:3 debris [2] 40:22,24 decades [1] 3:24 December [1] 38:10 decide [3] 81:18 85:9 90:19 decided [1] 101:23 decision [5] 17:18,25 20:7,9,11 decisions [4] 22:4 33:20 84:24 105:23 deck [3] 41:14,22 42:6 decks [1] 41:17 dedicated [1] 35:5 define [2] 16:9 94:13 defined [4] 43:15,15 51:4 96:13 definition [16] 10:9,13 11:10 12:6,12 13:11 42:11 43:2,10 44:6 45:17 48:20,23 98:19 99:6 100:6 definitions [1] 43:12 deliver [2] 22:1 61:5 demonstrate [1] 9:17 department [1] 102:2 department's [1] 103:21 depending [6] 11:13 34:22,23 48:15 66:15 94:22 depth [1] 36:21 describe [3] 33:25 70:21 99:9 described [1] 97:16 design [9] 43:18,22 44:9 45:21,22 56:24 82:15,21 84:7 designed [3] 43:24 62:7 82:5 designer [1] 56:7 designs [1] 62:2 desire [5] 2:22,23 4:1,12 5:14 desires [1] 5:1 details [1] 28:5</p>
--	--	---	--	---

<p>determine [3] 7:18 69:9 97:18</p> <p>determining [3] 12:11 98:23 99:6</p> <p>difference [1] 96:2</p> <p>different [9] 4:9 11:18 26:10 31:14 38:8,24 67:11 90:9 98:12</p> <p>differently [1] 4:12</p> <p>difficult [4] 8:1 14:4 32:16 99:17</p> <p>dig [1] 95:21</p> <p>dimensions [1] 39:22</p> <p>direct [1] 61:3</p> <p>directive [2] 81:19 82:4 82:13,19 83:16,20,22 84:6,7,14 85:10 86:24 87:15 89:14,16,22 90:23 91:1,2,16 92:6</p> <p>directives [5] 80:6 83:8 84:25 88:13,24</p> <p>directly [5] 2:13 8:10 29:6 73:7 89:9</p> <p>director [2] 2:12 86:16</p> <p>disagree [1] 46:9</p> <p>disciplines [1] 17:4</p> <p>discount [3] 5:16 22:9 22:13</p> <p>Discoveries [2] 107:12 107:14</p> <p>discussion [8] 2:15 20:25 24:8 58:18 63:11 83:24 89:23 97:6</p> <p>discussions [2] 85:8 95:10</p> <p>dispatch [6] 3:16 4:11 4:20 5:13 95:19 99:8</p> <p>distinct [1] 54:25</p> <p>distinction [1] 25:24</p> <p>distribute [1] 53:19</p> <p>distribution [9] 50:4 51:14,19 53:16,19 54:3 55:1,7,10</p> <p>dividing [3] 95:4,7 99:4</p> <p>division [6] 31:9 72:11 72:11,16 74:9 75:22</p> <p>document [8] 14:7,8,16 63:12,18 66:11 68:23 70:21</p> <p>documentation [2] 9:7 71:13</p> <p>documents [3] 20:4 63:1 66:15</p> <p>doesn't [14] 5:21 9:4,9 9:10 22:9 27:16 32:7,10 39:16 40:14 46:23 89:12 102:25 106:18</p> <p>domestic [1] 96:19</p> <p>done [19] 12:1 16:19,20 16:25 17:12 26:11 35:2 37:14 58:10 63:15 67:20 71:2,16 73:13 76:20 83:3 92:15,16 102:11</p> <p>door [1] 92:3</p> <p>doubt [1] 51:21</p>	<p>down [11] 18:4 42:19 43:14 67:22 76:14 79:4 88:25 89:12 95:24 96:1 96:5</p> <p>drill [1] 76:14</p> <p>drive [2] 44:4 46:7</p> <p>during [1] 102:17</p> <p>duty [2] 34:1,3</p> <p>dynamic [1] 40:2</p> <hr/> <p style="text-align: center;">-E-</p> <hr/> <p>e [1] 50:2</p> <p>easier [1] 39:19</p> <p>easily [3] 7:12 15:22 71:16</p> <p>easy [2] 15:21 38:12</p> <p>effect [1] 101:10</p> <p>effort [1] 106:5</p> <p>either [3] 11:17 22:1 35:21</p> <p>elements [2] 5:13,23</p> <p>employ [2] 69:2,3</p> <p>employees [2] 88:14 89:2</p> <p>encapsulates [1] 46:23</p> <p>encourage [2] 5:7 105:13</p> <p>end [8] 8:20 42:15 54:11 63:17 68:25 94:6 102:7 105:21</p> <p>engaging [2] 40:4 90:21</p> <p>engine [4] 11:15,20 44:3 98:13</p> <p>engineer [1] 99:20</p> <p>engineers [1] 69:3</p> <p>ensure [3] 42:4 45:1 49:19</p> <p>ensuring [2] 18:14 67:20</p> <p>enter [1] 49:1</p> <p>entered [1] 49:19</p> <p>entire [8] 32:12 34:25 36:1,11,16,19 37:8 94:21</p> <p>entirely [1] 36:21</p> <p>entities [1] 33:19</p> <p>environment [3] 73:14 77:24 98:4</p> <p>equivalent [1] 78:21</p> <p>essentially [3] 3:1 16:24 43:20</p> <p>European [2] 60:10 78:21</p> <p>eval [1] 70:22</p> <p>evaluate [1] 81:10</p> <p>evaluating [1] 83:7</p> <p>evaluation [4] 67:9 70:14,16,22</p> <p>evening [1] 21:15</p> <p>Eventually [2] 46:14 63:11</p> <p>everybody [4] 48:19 50:5,6 91:19</p> <p>evidence [7] 6:16 28:2,8</p>	<p>31:1,6 33:13 94:16</p> <p>exact [4] 21:13 83:24 86:6 99:3</p> <p>exactly [3] 4:23 47:7 91:13</p> <p>examination [3] 1:11 25:14 47:11</p> <p>examine [2] 25:16 104:23</p> <p>examined [1] 93:3</p> <p>example [2] 4:10,13 5:2 9:12 11:25,25 15:2 34:1 48:19 50:8 54:2 58:24 59:25 67:24 82:22 85:1 89:18 95:17 96:22 99:8 99:15</p> <p>examples [4] 17:10 41:4 82:23 97:9</p> <p>exchange [3] 60:12,24 62:20</p> <p>exchanged [2] 63:12,18</p> <p>exclusive [1] 38:21</p> <p>Excuse [1] 19:20</p> <p>exist [5] 4:25 31:19,23 33:18 96:11</p> <p>exists [3] 21:12 71:1 77:17</p> <p>expect [1] 91:20</p> <p>experience [1] 89:8</p> <p>experts [2] 36:16 70:6</p> <p>explain [2] 21:5 29:16</p> <p>explains [1] 53:13</p> <p>explore [1] 10:19</p> <p>expressed [1] 11:9</p> <p>expression [5] 26:17 64:2 75:8 96:6 97:7</p> <p>extent [2] 5:8 14:5</p> <p>extreme [1] 50:19</p> <p>eyes [1] 31:22</p> <hr/> <p style="text-align: center;">-F-</p> <hr/> <p>FAA [10] 58:10,19 59:24 61:10 62:10,21 64:3 83:15 85:9 86:2</p> <p>facilities [2] 34:16,18</p> <p>facility [2] 40:12 59:17</p> <p>fact [8] 2:13 6:1 7:24 23:7 29:9 50:1 54:10 82:8</p> <p>factors [1] 32:6</p> <p>facts [1] 54:18</p> <p>Fagan [14] 1:4,5 16:8 55:23 93:4,23,24,25 94:11 96:21 97:2 98:16 98:22 100:4</p> <p>fail [1] 13:11</p> <p>fair [7] 27:5 31:17 34:14 37:15 64:17 73:6 85:11</p> <p>fairly [5] 39:10 41:16 67:5 85:23,23</p> <p>fall [1] 75:21</p> <p>familiar [2] 34:6 86:6</p> <p>families [6] 10:5,21</p>	<p>20:10 28:21 47:5,7</p> <p>feature [1] 68:20</p> <p>felt [3] 26:5 82:11 99:5</p> <p>few [7] 1:20 3:24 15:22 82:24 88:8 97:16 106:14</p> <p>field [1] 77:23</p> <p>figure [1] 53:25</p> <p>figured [1] 90:14</p> <p>file [3] 22:22 23:1 101:2</p> <p>files [7] 7:16 21:21,21,23 21:24 22:8 50:22</p> <p>final [2] 80:5 88:6</p> <p>finding [4] 27:6,21 32:15 45:18</p> <p>findings [5] 25:22,24 26:18 27:3 32:11</p> <p>finds [2] 57:11,15</p> <p>finer [1] 6:11</p> <p>finish [2] 21:2 24:18</p> <p>finished [1] 102:7</p> <p>first [10] 20:22 21:3 28:18 32:4 47:18 64:20 86:22 89:6,11 99:16</p> <p>firsthand [3] 73:3 77:19 79:2</p> <p>fit [4] 43:17,17,21 46:21</p> <p>five [2] 13:10,12</p> <p>five-ten [1] 4:25</p> <p>fixed [4] 39:11 67:12 75:20 95:3</p> <p>fleet [1] 99:25</p> <p>flexibility [1] 102:25</p> <p>flight [7] 2:24 4:15 32:13 36:13 43:17 46:22 47:7</p> <p>flights [1] 96:17</p> <p>floating [5] 41:11 72:8 72:18 74:11 75:14</p> <p>flow [3] 88:13,22,25</p> <p>focus [2] 35:8,12</p> <p>folks [6] 37:2 63:15 70:14 71:3 85:6 86:1</p> <p>follow [14] 4:15 14:6 28:19 64:24 67:1 70:19 84:6,15,17 90:1,5 93:17 93:19 98:18</p> <p>follow-up [1] 55:22</p> <p>following [3] 2:24 42:4 96:10</p> <p>follows [1] 99:20</p> <p>force [3] 7:14 8:5,19</p> <p>forcefully [1] 20:5</p> <p>foregoing [1] 107:3</p> <p>foreign [3] 58:13 83:21 83:21</p> <p>forget [1] 67:22</p> <p>forgetting [1] 92:20</p> <p>forgive [1] 3:6 4:6 28:6 42:20 45:19 53:22 55:14 59:7 91:1,7 95:25</p> <p>form [6] 8:8 14:8 17:6 61:6 86:4 98:6</p> <p>forms [1] 66:18</p>	<p>forward [2] 20:18 106:10</p> <p>found [3] 43:2 52:21 90:9</p> <p>frankly [1] 19:8</p> <p>freedom [1] 102:1</p> <p>Freeman [18] 17:15 19:11,16,22,23 42:21 43:1,6 64:8,16,21,25 65:6 79:5 86:13 88:3 93:11,20</p> <p>frequency [1] 79:22</p> <p>frequently [1] 88:9</p> <p>front [1] 89:13</p> <p>fuel [2] 41:17,18</p> <p>full [2] 17:11,12</p> <p>fulsome [4] 35:18,25 36:3 38:1</p> <p>fulsomely [1] 85:4</p> <p>functioning [1] 9:17</p> <p>fuzzy [1] 58:16</p> <hr/> <p style="text-align: center;">-G-</p> <hr/> <p>gee [2] 90:1,16</p> <p>general [5] 10:20 12:22 54:3,5,6</p> <p>generally [3] 39:15 40:12 70:19</p> <p>generate [1] 70:10</p> <p>generated [1] 80:10</p> <p>gentlemen [1] 1:3</p> <p>given [7] 8:23 17:10,11 24:7 25:13,15 28:8</p> <p>giving [3] 4:7 11:25 12:6</p> <p>glad [1] 82:12</p> <p>goes [4] 51:10,11,14 100:15</p> <p>gone [4] 58:25 73:5,12 91:1</p> <p>good [20] 1:3,14,17 4:6 5:5 29:25 38:17 47:13 47:15 49:23 58:12 64:15 79:8 85:25 90:16 92:16 96:4 99:19,20 106:8</p> <p>goods [3] 36:15 37:2 38:3</p> <p>GPS [1] 4:16</p> <p>GPS's [1] 4:19</p> <p>grab [1] 103:1</p> <p>grasp [1] 106:9</p> <p>gravity [1] 75:20</p> <p>great [4] 10:4,19 28:5 88:6</p> <p>gross [1] 96:15</p> <p>ground [3] 12:3 40:12 68:3</p> <p>guess [7] 9:23 24:10 34:11 46:21 47:25 58:16 104:19</p> <p>guidance [1] 86:11</p> <p>guide [1] 75:2</p> <p>guideline [1] 74:22</p> <p>guidelines [3] 67:1,8 99:21</p>
---	---	---	---	--

<p>guys [1] 24:16</p> <hr/> <p style="text-align: center;">-H-</p> <p>hands [2] 29:10 60:21 happening [3] 36:23 41:24 42:1 happy [5] 16:7 64:11 65:3 70:24 86:14 headquarters [4] 63:15 85:6 86:1,18 hear [2] 28:1 75:7 heard [8] 20:10 28:18 31:15 52:6 67:8 92:11 101:21 107:4 hearing [2] 61:15 107:4 heck [2] 24:16 95:6 helicopter [8] 6:20 16:14 30:11 33:4,15 67:12,16 72:21 helicopters [6] 41:17,21 44:16,17 67:14 73:4 helideck [2] 41:10 75:15 helidecks [7] 71:24 72:18 73:2,10,20 74:11 79:23 helipad [3] 39:21,22,24 helipad's [1] 39:12 heliport [13] 39:8,14 40:4,9,10,11,16,25 41:2 41:8 76:24,25 77:2 heliport's [1] 39:10 heliports [2] 38:22 39:1 help [8] 21:2,4 42:22 53:5 53:6 61:7 82:9 86:7 helpful [6] 3:16 10:15 11:7 17:1,8 18:19 helps [1] 24:7 hereby [1] 107:2 Hibernia [4] 71:24 72:9 75:19 76:22 higher [1] 5:18 historical [5] 17:20 18:19 20:3,4,19 hold [2] 68:24 82:20 holder [1] 69:4 holders [1] 23:9 holds [1] 82:14 home [3] 4:22 57:12,15 hope [2] 5:3 29:7 hose [1] 41:20 hospital [2] 40:16,20 hours [1] 68:2 huge [2] 23:1 59:14 human [1] 4:17 hundred [1] 97:15 hundreds [2] 7:16 85:19</p>	<p>40:2 41:12,23 60:8 62:10 62:13 100:1 imagining [1] 59:13 immediately [2] 21:17 57:3 imply [3] 9:9,11 26:14 important [4] 12:13 14:17 71:11 92:7 impose [1] 67:10 imposed [1] 6:4 improve [1] 3:15 improved [1] 90:8 inactive [1] 40:23 Inc [2] 107:12,14 incident [1] 48:21 incidents [7] 48:15,22 49:11,19 51:3 52:21,22 include [1] 25:14 including [3] 24:3 32:13 62:15 indicated [3] 1:24 14:4 25:21 indication [2] 24:20 52:12 individual [3] 36:24 38:2 56:2 industry [7] 6:7 30:12 33:21 35:1,21 48:7 94:21 inexpensively [1] 4:25 inflammatory [1] 54:9 information [26] 6:2 7:7 17:20 19:1,10 20:13 21:8 24:6 25:12,15 32:18 33:8 33:20 51:12 53:14 54:9 54:13,14 60:13 62:20 68:20 79:14,17 81:14 88:22 106:15 informed [8] 3:1 23:22 23:25 25:3 50:6 91:11 91:21 93:13 inject [1] 38:17 input [1] 104:1 inquiries [1] 86:14 inquiry [4] 10:3 17:20 106:3,16 inside [1] 18:2 inspect [18] 34:2,3,15,15 39:8,12 42:2 44:12,14 44:15,17 58:13 60:15 62:11,16 79:17 91:7 92:19 inspection [6] 35:18 36:22 90:24 91:22 97:12 98:11 inspections [3] 37:3 44:12 91:24 inspector [2] 37:5 38:3 inspectors [8] 72:25 73:9,17,17,24 74:9 75:13 78:9 inspects [1] 91:6 instil [1] 12:22 interact [2] 69:3,5 interaction [4] 3:17,20</p>	<p>31:14 52:4 interactions [3] 23:8 35:15 60:2 interest [8] 2:18 10:4 35:7,7 60:25 62:18 78:9 105:9 interested [18] 49:11 50:25 52:4 61:9,10,15 61:22 62:18 66:20,25 71:18 76:19 83:15 86:20 87:21 88:9 91:14 92:14 interesting [1] 11:1 internal [3] 53:18 55:7 55:10 interrupt [1] 52:25 interview [2] 104:3,7 invention [1] 39:18 inventory [1] 17:12 investigate [1] 102:2 investigated [1] 23:13 investigation [6] 22:15 23:11,12 101:22,24 104:1 involve [1] 106:18 involved [10] 21:22 69:8 71:8,9 88:15 89:18 90:22 91:2,3,21 issue [27] 8:22 36:22 50:15,16 57:4,15,16 61:16 62:8 65:11,21 81:18 82:4,19 83:20,24 84:25 85:10 86:23 87:15 91:23 104:21,22 105:2,3 105:20 106:4 issued [11] 7:19 8:4 18:17 25:1 56:1,4 57:2 80:20 82:14 83:8 86:22 issues [11] 1:20 33:9 41:18 55:23,24 83:15,22 104:18 105:14,22 106:8 it'll [6] 13:5 36:23 37:25 39:13,25 91:5 itself [2] 55:17 57:12</p> <hr/> <p style="text-align: center;">-J-</p> <p>JAMIE [1] 1:12 job [1] 42:7 John's [2] 107:5,9 joint [1] 33:20 Judy [1] 107:13 June [1] 38:6 jurisdiction [3] 56:5,5 57:21 jurisdictions [1] 81:7</p>	<p>kilogram [1] 95:5 kind [7] 15:5 20:12 24:17 50:2 87:21 92:19 99:3 knowing [3] 11:1 49:11 51:1 knowledge [3] 3:3 29:1 79:3 knows [1] 50:6</p> <hr/> <p style="text-align: center;">-L-</p> <p>Labrador [4] 15:18 17:9 17:13 107:6 ladies [1] 1:3 land [1] 41:21 landing [1] 72:23 large [14] 11:16 12:22 28:22 29:19 51:14 85:16 85:20 94:8,14,24 95:2,9 96:2,24 largely [1] 88:7 larger [1] 97:17 laser [1] 39:18 last [4] 3:24 28:2,8 33:13 law [1] 1:25 lawyer [1] 53:24 lawyers [2] 53:23,24 layered [1] 35:3 layman [1] 13:12 layman's [1] 12:5 leading [1] 12:10 least [5] 23:13 35:19,24 73:21 85:24 leave [10] 17:25 20:11,11 25:7 26:6,13 53:22,24 89:21 93:16 leaves [2] 57:10,10 legal [19] 2:7 5:19,22 19:8,24 20:25 24:8 26:8 26:12,24 33:24 34:7 45:19,19 54:1,7 58:22 59:1 74:23 legislation [2] 12:24 18:18 legislative [3] 18:15,22 33:16 legitimate [1] 104:21 length [4] 10:19 23:17 39:15,20 less [3] 37:10 40:11 96:20 lesser [1] 51:9 letter [3] 7:23 17:6,6 level [4] 5:18 12:17 31:12 31:13 liberty [2] 2:11 23:20 license [1] 8:15 light [1] 95:9 likelihood [1] 31:5 likely [1] 77:18 likes [1] 98:3 limited [1] 81:4 line [11] 11:12 21:2 24:18 43:25 44:2 46:1 57:11</p>	<p>95:4,7 99:4,4 lines [1] 6:5 linkages [1] 104:24 list [11] 17:11 47:3 50:4 51:14,19 53:16,19 54:3 55:2,8,10 literally [2] 26:6 39:20 locate [1] 13:23 locating [1] 42:10 locations [2] 72:24 98:9 logically [1] 44:7 longer [1] 36:20 look [34] 13:14 18:10,12 19:25 20:14,17,18 26:19 29:11,16 34:4 35:5 36:24 36:25 37:3,6 38:4,11 40:5 42:3 64:11 65:22 69:22,23 71:4 74:16 78:10,17 88:4 90:17 95:12 98:18,23 105:14 looked [3] 34:9 73:10,20 looking [15] 4:9 9:14 16:11,11 17:14 19:10,17 23:13 31:8,22 53:13 66:21 92:10,12 94:16 looks [3] 17:3 26:11 34:9 loop [1] 91:12 loose [1] 52:15 loosely [2] 63:13 97:7 lost [1] 47:2 loud [1] 17:24 Lucille [3] 13:16 53:5 95:15</p> <hr/> <p style="text-align: center;">-M-</p> <p>mail [1] 50:3 maintained [2] 9:5 11:22 maintenance [18] 9:14 11:17,19,20 14:12 21:24 23:9 36:14 37:7 60:6 69:2 89:19,20 90:6,11 91:13 99:11,19 makes [2] 22:4 25:22 mandate [11] 17:23,23 18:3,11,12,24 19:5 25:13 73:2,12 74:13 manner [2] 4:4 40:7 manual [9] 7:15 26:23 26:24,25 66:3 70:25 99:11,12,21 manuals [3] 65:23 67:2 68:24 manufacture [2] 45:22 56:25 manufactured [5] 43:24 56:6 57:14 62:7 82:5 manufacturer [13] 56:6 58:1,3,4,9,25 59:1 60:5 61:18 62:17 69:4 84:7,8 manufacturer's [2] 59:2 61:17 manufacturers [6] 58:14 61:23 62:9,12</p>
<hr/> <p style="text-align: center;">-I-</p> <p>idea [3] 7:4,5 90:16 identify [1] 19:20 imagine [9] 3:6 11:16</p>		<hr/> <p style="text-align: center;">-K-</p> <p>Kamal [3] 13:13,17 55:6 Kate [2] 47:11,17 keep [9] 14:17 22:12,18 39:10 41:15 45:23 46:6 59:23 90:4 keeping [4] 41:15 61:25 97:13 100:1 keyboard [1] 4:22</p>		

<p>80:10 81:3 manufacturing [3] 59:17,23 62:8 March [1] 37:24 marine [7] 72:10,11 73:17 74:9 75:4,13,22 Mark [1] 19:23 markings [1] 39:23 marks [1] 43:12 Martin [82] 1:12,13,18 2:6 3:2,11 5:6,24 6:10 6:14,23 7:3 8:7,13 9:18 9:22 10:2,14,25 11:6 12:9,16,20 13:2,6,19,25 14:14,20 15:12,17,23 16:2,10,18,23 17:7 18:5 18:9 20:15 22:17,21 24:1 24:19,24 25:4,7,9,19 27:4,10,14,19,24 28:7 28:17 30:4,8,15,20,23 32:19,23 34:13,19 36:2 36:6 37:12,19 38:20 39:3 39:7 41:5 42:9,14 44:19 45:5,9,14 46:3,11,15 Martin's [1] 88:8 material [2] 17:19 86:11 matter [2] 94:23 106:18 maximum [1] 96:15 may [35] 2:8 7:9 17:16 19:13 20:16,20 22:13 35:16 42:22 49:4 50:20 54:4,4 62:17 63:11 67:10 67:23 68:18 70:4,20 81:18 83:8 85:6 86:16 88:13,13 93:9,13 100:25 101:1,11,15 102:3,3,11 mean [25] 9:4 10:7 23:16 32:7,10 36:8 40:24 44:22 44:23,23 45:15 46:6 50:1 53:19 63:4,20 67:13,18 73:24 77:9,21 85:25 87:11 88:2 102:25 meaning [2] 23:12 63:16 meaningful [1] 12:7 means [4] 29:13 43:17 96:9 107:7 meant [2] 94:13 98:14 measure [3] 39:17,18,20 mechanism [1] 33:6 mechanisms [2] 31:18 31:19 meet [2] 8:14,17 meeting [1] 106:19 mention [1] 66:2 mentioned [7] 4:14 19:7 34:14 47:20 49:25 65:20 94:5 method [1] 77:3 MICHAEL [3] 1:11 47:11 93:24 mid [1] 93:5 might [36] 3:4 9:6,7 10:15 12:7 13:11 21:1,1 21:4,4,9 29:16,24 33:18 35:21 39:19 50:14,18 55:4 64:5 67:11,13 77:16</p>	<p>81:11 87:14 91:9,12 92:10 98:7 104:18,20,20 104:23,25 105:5,8 millions [1] 85:18 mind [7] 39:10 41:16 59:23 61:25 72:21 95:16 97:13 minor [1] 50:15 minutes [1] 106:14 mixed [2] 94:22 96:19 moment [2] 13:5 49:4 moments [1] 88:8 Monday [2] 21:19 50:21 monitor [1] 87:18 monitoring [2] 98:8,10 month [4] 8:20 40:23 79:24 90:15 months [2] 23:5 37:14 morning [11] 1:3,14,17 1:19 2:9 21:16 47:13,15 50:21 93:5 106:21 Moss [1] 107:13 most [4] 48:4 60:21 69:9 97:15 mouse [1] 4:23 move [1] 25:20 moving [2] 40:3 55:21 Ms [125] 1:4,5 13:13,16 16:8 47:4,6,11,12,16 48:9 49:3,8,15 50:24 51:8,17,22 52:2,11,19 53:2,7,12 54:24 55:6,11 55:16,20,23 56:10,14,21 57:6,18,24 58:7 59:4,8 59:19 61:8,14,21 62:24 63:5,19,24 64:6 65:4,8 65:15 66:1,6,12,19,24 68:5,10,16 69:19 70:2,9 71:12,17,21 72:2,7,15 73:15,23 74:2,7,14,19 74:24 75:3,12,18 76:1,5 76:12,18 77:12,20 78:3 78:7,15,20,24 79:9,15 79:25 80:4,13,19,25 81:16,22 82:1,25 83:13 84:1,10,16,20 86:15,19 87:2,6,10,20 88:1,5,19 92:22 93:4,23,24,25 94:11 96:21 97:2 98:16 98:22 100:4 multiple [1] 29:22 must [4] 8:17,17 51:3 84:5</p>	<p>105:19 needed [2] 37:16 94:2 needs [2] 39:22 41:22 never [2] 29:23 45:25 new [1] 71:5 Newfoundland [5] 15:18 17:9,13 28:3 107:6 next [5] 39:13,25 71:22 97:21,22 night [1] 21:15 NL [1] 107:9 NLOPB [3] 30:22 52:13 103:14 nobody [1] 90:1 non [1] 40:6 normal [3] 3:12,19 35:15 normally [6] 4:21 7:19 29:23 82:14 83:3 86:21 note [1] 17:2 nothing [3] 38:13 40:18 59:22 notice [8] 7:14,18,24 8:4 8:8 17:3 24:2 25:1 notices [1] 23:23 now [28] 3:7 11:9 13:1 18:16 21:5 25:7 30:20 47:2,3 50:21 52:15 57:19 57:25 58:20 61:2 62:3 62:10 70:14 73:16 76:19 78:16 87:15 92:16,20 93:2,2 105:14 106:20 number [8] 2:14 7:13 43:9,12 50:12 51:11 52:22 94:5</p>	<p>observations [15] 25:23 25:25 26:7 28:10,25 29:4 29:15 30:10,21,21 31:4 33:1,2,3,11 observe [3] 27:16,20 32:11 observed [1] 29:12 obtain [2] 14:5 15:14 obtained [1] 18:4 obviously [16] 22:14 41:22 44:6 50:11 58:3 61:10 65:11 68:13 83:14 90:20 91:11 92:14 95:8 103:1 105:9,21 occasion [3] 8:24 31:1,6 occasions [1] 15:4 occurred [1] 3:4 occurrence [1] 3:12 occurs [3] 21:10,14 100:14 October [3] 1:1 107:4 107:10 Oddly [1] 39:16 off [9] 1:19 11:12 41:1,2 43:24 44:2 46:1 54:13 60:21 officer [1] 52:7 officers [1] 52:6 offshore [11] 2:25 3:9 15:18 17:10,13 28:3 32:10 34:8 35:9 78:4 105:1 often [12] 7:6 16:19 26:20 26:21 34:20 39:8,12 40:1 41:15 54:12 79:17,23 oftentimes [1] 2:2 once [3] 35:19 79:23,24 one [32] 8:5 11:17 30:24 31:1,6,10,22,22 47:18 57:25 62:6 65:9 66:2,17 69:21,23 77:16 81:9 84:17 85:6 88:21 92:4 93:14 94:1 95:25 97:9 97:10 99:7,13,24 100:9 101:4 ones [6] 29:21 38:4 47:24 48:3,6,10 online [1] 43:3 Ontario [5] 21:11 29:21 50:8,9 97:14 onto [1] 40:24 op [1] 70:22 opening [1] 85:18 operate [3] 5:20 26:22 45:2 operates [4] 5:11 91:5 96:11,16 operating [17] 14:3 26:23,24,25 33:9 40:8 56:3 57:21 65:18 80:21 83:10,17,23 85:12,21,22 99:11 operation [18] 4:4 5:23 14:25 15:3 16:13 18:17 24:4,25 32:13 35:20</p>	<p>36:19 40:10 42:2 67:9 70:22 97:11 98:8 99:14 operational [7] 22:8 37:5 70:13,14,16 73:21 95:23 operations [13] 3:9 6:19 32:10,13 34:2 35:4,9 36:13 72:22 73:10 96:7 96:10,18 operator's [43] 3:13,18 6:6 7:21,24 8:11,24 9:13 14:11,19,21,23 15:10,16 17:21 21:23 23:10 29:6 29:9,14 32:6 34:15 35:22 40:1 42:7 48:17 60:6 68:24 69:7 83:21 84:5 88:14 89:2 94:7,8,14 96:11,16,23,24 98:13 100:21,25 operator's [2] 51:1 96:18 operators [20] 2:17 3:25 4:11,18 5:1 6:4 16:14 18:20 25:1 26:6,9 29:19 47:21 48:13 49:10 65:12 80:21 90:13 97:15 99:9 opportunities [4] 38:18 60:25 92:4,19 opportunity [7] 28:1 38:16 48:8 92:4,8,13 105:5 opposed [2] 1:23 31:11 option [2] 6:19 84:9 oral [1] 63:20 order [2] 8:14 27:20 organization [13] 9:8 9:14 14:12 23:6,10 34:23 36:1,17 37:4 38:13 60:7 66:16 89:17 organization's [1] 21:24 organizations [3] 33:24 60:16 98:1 original [6] 56:20 57:1 82:15,15,20,21 originally [1] 57:13 originates [1] 56:25 otherwise [3] 10:7 25:17 69:14 Ottawa [2] 71:2 86:9 outcome [1] 68:22 outside [3] 17:22 35:15 102:1 overkill [1] 50:4 oversee [1] 34:3 oversight [2] 2:24 84:22 own [8] 4:21 22:4 26:21 36:25 37:3,5 44:1 52:20 owner [1] 97:10 owns [1] 4:3</p>
<p>-N-</p>		<p>O'Brien [109] 47:4,6,11 47:12,16,17 48:9 49:3,8 49:15 50:24 51:8,17,22 52:2,11,19 53:2,7,12 54:24 55:11,16,20 56:10 56:14,21 57:6,18,24 58:7 59:4,8,19 61:8,14,21 62:24 63:5,19,24 64:6 65:4,8,15 66:1,6,12,19 66:24 68:5,10,16 69:19 70:2,9 70:2,9 71:12,17,21 72:2,7,12 72:7,15 73:15,23 74:2,7 74:14,19,24 75:3,12,18 76:1,5,12,18 77:12,20 78:3,7,15,20,24 79:9,15 79:25 80:4,13,19,25 81:16,22 82:1,25 83:13 84:1,10,16,20 86:15,19 87:2,6,10,20 88:1,5,19 92:22</p> <p>objecting [1] 20:6 obligated [1] 48:11 obligation [6] 32:24 33:6,17,24 48:14 89:15 obligations [2] 33:18 34:7 obliged [4] 47:24 48:5 48:18 82:11 observation [2] 6:15 27:7</p>	<p>observations [15] 25:23 25:25 26:7 28:10,25 29:4 29:15 30:10,21,21 31:4 33:1,2,3,11 observe [3] 27:16,20 32:11 observed [1] 29:12 obtain [2] 14:5 15:14 obtained [1] 18:4 obviously [16] 22:14 41:22 44:6 50:11 58:3 61:10 65:11 68:13 83:14 90:20 91:11 92:14 95:8 103:1 105:9,21 occasion [3] 8:24 31:1,6 occasions [1] 15:4 occurred [1] 3:4 occurrence [1] 3:12 occurs [3] 21:10,14 100:14 October [3] 1:1 107:4 107:10 Oddly [1] 39:16 off [9] 1:19 11:12 41:1,2 43:24 44:2 46:1 54:13 60:21 officer [1] 52:7 officers [1] 52:6 offshore [11] 2:25 3:9 15:18 17:10,13 28:3 32:10 34:8 35:9 78:4 105:1 often [12] 7:6 16:19 26:20 26:21 34:20 39:8,12 40:1 41:15 54:12 79:17,23 oftentimes [1] 2:2 once [3] 35:19 79:23,24 one [32] 8:5 11:17 30:24 31:1,6,10,22,22 47:18 57:25 62:6 65:9 66:2,17 69:21,23 77:16 81:9 84:17 85:6 88:21 92:4 93:14 94:1 95:25 97:9 97:10 99:7,13,24 100:9 101:4 ones [6] 29:21 38:4 47:24 48:3,6,10 online [1] 43:3 Ontario [5] 21:11 29:21 50:8,9 97:14 onto [1] 40:24 op [1] 70:22 opening [1] 85:18 operate [3] 5:20 26:22 45:2 operates [4] 5:11 91:5 96:11,16 operating [17] 14:3 26:23,24,25 33:9 40:8 56:3 57:21 65:18 80:21 83:10,17,23 85:12,21,22 99:11 operation [18] 4:4 5:23 14:25 15:3 16:13 18:17 24:4,25 32:13 35:20</p>	
<p>-P-</p>		<p>paint [1] 39:23 pan [1] 95:24 paper [3] 63:10 64:13</p>		

<p>104:11 paragraph [2] 19:18,25 parking [1] 40:18 part [13] 2:23 13:9,12 23:10,11 43:21 60:21 62:6 65:20 95:21 101:22 104:23 106:12 participate [1] 63:14 particular [7] 4:18 23:24 67:10 81:12,23 90:24 98:15 parties [5] 43:8 50:3 53:20 94:15 104:16 partly [2] 48:5,5 parts [2] 44:18 88:20 party [2] 31:10 93:3 passenger [1] 96:14 past [2] 6:25 23:24 pavement [1] 39:23 peak [1] 10:11 Peet [1] 107:5 penalties [1] 6:3 penalty [1] 14:2 people [15] 31:15 39:16 40:3 41:24 51:11 88:15 88:23 89:3,18 90:21 91:2 91:20,21 105:19 106:2 perhaps [16] 17:22 20:25 21:8,8,12 22:12 29:8 38:6 58:24 65:1 86:10 90:17 93:14 94:15 98:12 104:20 period [6] 7:20 8:23 9:15 22:6 36:20 102:17 periods [1] 8:21 personally [2] 38:6 63:14 personnel [1] 40:14 perspective [10] 18:20 20:19 48:24 54:4 59:3 73:11,22 77:15,16 103:12 Petroleum [1] 28:3 photocopier [1] 22:25 photocopy [1] 101:1 physical [1] 21:13 physically [4] 22:1,22 39:11 100:3 pick [1] 41:23 picking [1] 90:10 pictures [1] 22:11 piece [10] 5:17 23:19 25:12,15 40:6,7 63:10 64:12 67:21 68:13 Pike [1] 28:9 pilot [7] 66:2 68:12 69:10 69:14 91:5,6 97:10 pilot's [1] 1:23 pilots [8] 69:1,12 88:14 88:22 89:2 91:6,10,14 pilots' [1] 47:4 place [18] 7:22 9:1 21:1 23:23,23 25:16 31:20 33:6 35:11 41:14 52:5</p>	<p>62:8 83:6 86:17 91:13 92:18 97:11 107:5 plan [2] 35:17 37:23 planned [1] 38:1 platform [4] 71:24 72:9 74:11 77:10 platforms [2] 72:18 75:14 pleasure [1] 46:19 point [27] 7:8 10:6 11:2 12:23 17:25 20:7,12,13 20:19 31:5 42:17 44:10 45:20,21,23 46:10 51:5 63:6 70:13 72:4 73:8 75:5 81:17 94:4 102:17 103:21 106:8 points [3] 60:25 62:18 72:23 policy [3] 26:21 33:17 52:16 position [3] 4:6 7:9 31:24 possible [4] 5:8 38:19 53:17 89:20 possibly [1] 19:9 pounds [2] 95:5 96:15 power [2] 16:12 20:9 practical [1] 106:17 practise [1] 89:24 preliminary [3] 24:20 54:14,19 presume [4] 28:11 33:3 34:16 100:21 pretty [2] 42:15 47:25 proactive [1] 30:2 problem [3] 13:20 15:13 106:15 problems [1] 31:23 procedural [1] 91:4 procedure [4] 21:11 29:8 90:20,22 procedures [5] 23:14 42:3,5 65:22 83:5 process [20] 7:15 8:4 9:9 37:13 49:22 55:14 60:3 60:4,5 63:10,15 69:8 70:8,19,25 86:5,7 92:2 105:9 106:12 processes [3] 12:10 31:19 83:6 produced [1] 64:13 product [2] 43:16 90:8 production [1] 18:25 products [1] 62:5 professional [3] 69:1,2 70:5 program [6] 5:13 66:5,9 67:23 97:12 98:11 programs [2] 69:17,18 proper [1] 10:12 protocol [1] 70:17 provide [8] 7:9,13 8:2 20:14 48:3 70:24 79:16 86:12</p>	<p>provided [3] 11:21 43:7 71:14 provider [3] 33:5,15 48:2 providers [1] 16:15 providing [1] 19:10 province [1] 18:21 public [16] 10:4,21 12:22 14:21 15:1 28:22 35:7 44:20 54:3,5,6,16,16 55:17 63:1,3 publication [2] 75:7,9 publish [1] 68:22 published [5] 68:7,13 68:20,23 69:23 pull [1] 71:3 purchased [1] 57:11 purely [2] 98:18 106:17 purview [3] 22:16 75:22 103:3 put [21] 4:19 7:19,22 8:25 21:25 36:10 53:17 54:2 54:15,17 60:22,23 62:16 68:19 70:15 88:20 90:7 94:17 97:20 98:2 106:9 puts [1] 4:6 putting [3] 37:7 41:20 90:13</p> <hr/> <p style="text-align: center;">-Q-</p> <hr/> <p>Q.C [4] 104:15 105:11 105:18 106:1 quality [5] 9:2,3,3,4 99:19 quantification [1] 87:22 questioning [3] 1:9 80:5 105:4 questions [15] 13:21 23:21 29:25 30:1 42:16 46:16 47:18 55:23 60:14 60:16 72:4 88:8 92:24 93:8,14 quick [3] 10:11 49:1 61:25 quicker [1] 21:3 quickly [5] 8:1 15:11 34:9 54:7 95:21 quite [6] 19:8 32:4 56:9 69:6,15 71:10 quotation [1] 43:12</p> <hr/> <p style="text-align: center;">-R-</p> <hr/> <p>raise [2] 106:4,17 raised [1] 105:15 raising [1] 105:20 ranks [1] 89:13 rare [4] 87:5,7,22,23 rate [1] 105:10 rather [2] 4:16 97:22 re-asked [1] 2:18 re-examination [2] 93:10,24 reach [1] 73:12</p>	<p>read [3] 17:23 28:1 96:9 reading [1] 28:15 ready [4] 1:4 15:6,8,9 realize [3] 20:25 24:7 56:17 really [18] 21:19 23:16 26:12 28:20 40:13,13 41:3 46:22 57:16 59:9 68:12 83:19 86:7 88:12 90:18 92:7,7 95:21 reason [2] 2:3 52:3 reasonably [1] 33:23 reasons [2] 16:20 35:16 recalls [1] 72:21 receive [1] 90:14 receiving [1] 81:1 recognize [2] 12:10 64:3 recollection [1] 2:15 recommendations [1] 19:4 record [3] 19:21 26:14 49:2 refer [3] 68:12 75:7 94:24 reference [8] 10:16 18:11 19:6 85:18 95:5 95:14,18,24 references [1] 99:2 referred [3] 74:22 96:2 96:23 referring [1] 97:7 reg [3] 13:11 43:10 53:11 region [5] 2:17 7:17 35:1 71:5 97:24 regional [2] 50:8 71:3 REGISTRAR [1] 19:19 regs [3] 5:21 49:2 99:1 regular [5] 35:12,14 37:13 41:25 85:5 regulate [1] 91:18 regulation [5] 5:17 11:3 67:4 97:8,18 regulations [27] 5:12,12 5:15 10:6,10 12:24 26:20 42:23 43:3,7,9,13 47:25 48:1,16 49:12 67:1 68:6 68:11 69:22 76:23,25 77:1,2 89:7,11 95:13 regulator [5] 4:7,8 18:14 29:24 32:5 regulators [5] 18:13 20:1 31:14 33:7 54:25 regulatory [2] 32:14 59:16 related [1] 29:6 relation [1] 30:11 relationship [3] 3:23 28:23 32:17 relevant [3] 22:5 23:15 101:24 reluctance [1] 54:22 rely [1] 69:5 remember [3] 28:15 71:8 104:17</p>	<p>rephrase [1] 84:4 replace [3] 44:12 46:8 46:14 report [13] 19:3 29:10 29:24 47:22 48:11,14,18 48:20,22 49:10 51:3 89:15 102:13 reported [1] 52:23 reports [5] 33:25 48:4 48:13 49:18 52:21 representatives [1] 47:3 request [3] 6:2 18:1,23 requested [1] 17:22 require [6] 5:12 69:13 89:12 91:10 98:5,5 required [7] 1:24 28:19 35:16 48:20,22 49:10 70:4 requirement [2] 47:21 49:12 requirements [5] 18:15 18:22 51:1 65:19 68:18 resources [9] 35:5,12 37:23 60:22,23 62:16 97:21,25 98:2 respect [4] 18:15 21:6 43:16 83:9 respond [1] 18:6 response [1] 88:7 responsibility [4] 4:1 31:10 38:22 106:4 responsible [2] 72:17 74:10 responsive [1] 92:23 restricted [2] 18:24 41:16 result [2] 68:25 72:4 results [1] 88:21 RESUMES [1] 1:11 retractable [1] 67:18 return [3] 22:7 23:3 102:18 reviewed [1] 72:3 reviewing [2] 9:8 81:5 rework [1] 45:24 right [34] 5:7 9:9 13:1,16 47:22 49:20 50:21 52:18 52:25 54:15 55:12,19 56:22 57:20 58:6 64:22 65:25 68:15 76:6,24 80:18 84:11,19 85:14 89:12 91:20,21 92:24 94:19 99:1 100:3,18 101:2,4 rigor [2] 67:10 99:23 risk [7] 34:24,25 35:3 97:8,18,24 98:17 risks [1] 97:20 robust [4] 4:10 60:20 69:16,17 ROIL [4] 104:15 105:11 105:18 106:1 role [5] 18:12 20:1,2,16</p>
---	--	---	--	--

<p>20:17 rolled [1] 43:24 rolls [1] 44:1 room [1] 44:21 roomful [1] 53:23 routine [2] 3:12 70:20 rule [1] 95:15 rules [2] 26:20 104:17 ruling [1] 24:14 run [1] 54:13 runway [2] 39:15,21</p> <hr/> <p style="text-align: center;">-S-</p> <p>S-92 [1] 85:13 safe [9] 41:15 43:17 44:23 45:2,4 46:6,22 76:9,9 safely [2] 65:18 78:12 safer [2] 45:8 46:9 safety [16] 18:16 21:7 22:3,3 34:5 36:15,23 45:1 52:5,7 75:4 77:15 100:16 101:9,23 105:1 sand [1] 99:4 sat [1] 40:23 satisfy [2] 65:17 67:25 saw [1] 17:1 says [6] 27:1,1 43:13 67:4 90:1 96:9 schedule [1] 11:22 schedules [2] 11:19,20 school [1] 68:3 screen [1] 96:7 scroll [1] 43:14 seal [1] 21:25 search [4] 13:17 42:19 49:1 53:6 seating [1] 96:14 second [1] 7:23 seconds [1] 53:1 section [5] 14:2 18:11 43:9,10 95:18 secure [3] 21:20,22,23 see [24] 4:23 8:4 13:7,10 13:23 19:25 20:22 36:22 38:16 40:16 64:7,12 67:24 68:19 79:4 91:4 91:20 95:13,20 96:9 101:4 102:15 104:5 105:5 seeing [1] 48:7 seeking [1] 31:5 seem [1] 59:17 self-dispatch [1] 1:23 sell [1] 40:10 send [10] 12:15 80:14,15 101:5,19 102:8,10,12,12 103:9 sense [3] 16:9 44:8 91:18 sent [1] 50:2 separate [1] 66:10 series [2] 66:15 91:24 serious [1] 8:22</p>	<p>service [12] 80:9,14 81:2 81:5,13 83:7 89:21,23 89:25 91:17,25 92:1 serviceable [1] 100:2 services [1] 48:2 set [4] 5:18 12:5 31:22 39:24 several [1] 8:3 share [9] 5:10 16:4 23:7 23:18,19 32:25 33:7,19 33:25 shared [2] 29:1,5 sharing [1] 54:9 shop [1] 91:14 short [2] 8:23 40:10 show [4] 78:12 92:15 95:16 104:19 shows [1] 67:16 side [1] 95:9 significance [3] 20:21 25:17 29:7 significant [2] 14:8,15 Sikorsky [1] 58:24 silly [1] 39:19 similar [5] 36:22,25 78:10,11 79:20 similarities [1] 60:7 simple [14] 2:20 4:19 11:11,15 45:18 50:14 60:14 64:5 67:5,25 97:11 99:10,21 101:2 simplify [1] 41:19 simplifying [2] 40:4 41:3 simplistic [4] 44:13 57:16 67:21 90:19 simply [11] 7:22,23 8:1 40:25 41:19 54:18 67:4 92:10 97:19 98:7 106:3 simulator [1] 71:10 single [4] 11:15 15:3 98:13,13 sit [2] 18:4 73:7 site [2] 4:17 98:9 sites [1] 73:5 sits [2] 40:12,18 situation [1] 36:10 six [1] 96:12 size [4] 62:14 95:11,14 95:17 small [16] 4:18 11:15 23:1 62:5 94:7,13,14,25 95:2,8 96:3,23 98:12 99:9 100:24 105:2 solution [2] 86:8 91:22 someone [2] 53:17 87:13 someplace [1] 95:24 sometimes [4] 22:24 29:22 67:24 91:4 Sooley [1] 107:11 soon [2] 44:1,4 sorry [11] 1:8,9 19:12,23 30:9 55:14 57:19 59:9</p>	<p>73:16 95:25 99:11 sort [14] 5:2 32:8 37:15 53:13,15 61:16 62:5 68:17 83:4 88:20,21 93:10 94:20,22 sorts [1] 26:15 sound [2] 39:19 107:7 source [3] 2:22 29:18 81:9 sources [2] 29:22 30:1 speak [3] 6:11 32:7 67:8 speaker [1] 19:20 speaking [4] 47:17 63:1 73:16 81:6 special [1] 38:11 specialist [1] 71:7 specialists [1] 71:4 specific [8] 14:11 17:21 18:11 37:4 79:22 80:22 81:11 89:10 specifically [7] 8:21 14:19 21:20 28:15 35:23 61:4 69:10 specifics [4] 31:2,3 66:21 67:7 speculating [1] 3:7 spent [1] 38:23 spoke [4] 6:2 9:2 47:19 65:16 sponsoring [1] 69:7 spontaneously [1] 26:4 squarely [1] 20:8 St [2] 107:5,9 staff [4] 21:20 50:9,12 89:13 stage [1] 25:17 stages [1] 22:14 STAND [1] 1:11 standard [13] 5:19 45:1 74:16,18 75:5 76:8 77:6 77:8,16 78:11,11,17 79:13 standards [5] 67:6 68:11 69:24 70:4 77:3 standing [8] 20:5 53:25 54:1,7 58:22 59:1 105:13 105:20 start [3] 1:19 3:9 44:4 starts [1] 44:3 state [3] 43:17 46:22 54:18 statement [1] 85:18 States [2] 60:9 85:25 statistic [2] 8:2 14:13 statistical [1] 7:13 statistics [1] 14:17 stay [3] 44:9 60:21 106:14 step [2] 21:1 30:24 Stephenson [222] 1:11 1:15,16 2:4,10 3:5,21 5:9 6:8,12,21 7:1,11 8:9,16 9:20,25 10:8,23 11:4,8</p>	<p>12:14,18,25 13:4,8,15 13:22 14:10,18 15:7,15 15:20,25 16:6,16,21 17:5 18:3 20:23 22:19,23 24:5 24:11,15,22 25:2,20 26:1 27:8,12,17,22 28:4,14 29:3 30:6,13,17 32:1,21 33:22 34:17,21 36:4,9 37:17,21 38:25 39:5,9 41:7 42:12,18,24 43:4 43:19 44:25 45:7,12,16 46:5,13,17,18,21,24 47:11,13,14,23 48:12 49:6,13,21 51:6,15,20 51:24 52:9,17,24 53:4,9 53:21 55:3,9,13,18 56:8 56:12,16,23 57:8,22 58:5 58:11 59:6,12,21 61:12 61:19,24 63:2,8,22 64:1 64:14 65:13,24 66:4,8 66:14,22 67:3 68:8,14 68:21 69:25 70:7,12 71:15,19,25 72:5,13,19 73:18,25 74:5,12,17,21 75:1,10,16,24 76:3,7,16 76:21 77:14 78:1,5,13 78:18,22 79:1,7,11,19 80:2,11,17,23 81:8,20 81:24 82:7 83:11,18 84:3 84:12,18 85:2 86:25 87:4 87:8,17,24 88:17 89:4 93:24 94:5,9,18 96:25 97:4 98:20,25 100:7,11 100:14,17,22 101:6,12 101:16,20 102:4,9,16,21 103:6,10,17,23 104:2,6 104:10,14 106:19 still [3] 12:12 35:17 39:22 stir [1] 41:21 stopped [1] 26:16 storage [1] 41:18 Street [1] 107:5 structure [3] 41:11 75:20,21 structured [3] 4:4 35:17 37:11 studied [1] 34:11 Sub-Part [1] 95:22 subject [3] 25:8 94:23 101:22 success [1] 42:10 such [1] 20:7 sudden [1] 67:16 sufficient [1] 69:13 suggest [3] 26:10 41:9 89:8 suggested [3] 48:4 50:20 72:21 suggesting [1] 3:13 suggestion [1] 90:6 suitable [3] 9:6,7 69:9 Suite [1] 107:5 suppose [2] 24:14 45:10 surprise [2] 58:21 59:15 surprised [1] 29:4 suspect [4] 60:24 61:1 77:18 102:23</p>	<p>suspend [1] 16:13 suspended [5] 7:25 8:6 14:24,25 15:4 suspending [1] 6:19 suspension [15] 7:14,18 7:24 8:11 14:3 15:19 17:2,3 23:23 24:2,3,3,21 24:25 25:1 suspicion [1] 73:5 sweeping [1] 41:1 switch [1] 87:14 system [20] 1:22,25 3:16 3:17 4:16 9:16 10:5 12:21,23 14:22 31:20,23 60:20 62:22,23 68:3 92:5 92:12,17 95:23 systems [1] 23:14</p> <hr/> <p style="text-align: center;">-T-</p> <p>table [1] 104:22 take-off [1] 96:15 taking [1] 86:17 talks [1] 89:24 Tara [1] 107:5 target [2] 35:19 38:5 targeted [1] 37:2 team [8] 36:11,12 37:1,8 71:2,7 97:19,23 teams [1] 70:15 technical [1] 21:21 technically [1] 73:1 technologies [1] 4:14 technology [3] 4:13,24 5:2 television [1] 96:8 telling [3] 18:16 78:16 90:15 ten [1] 15:4 tend [1] 69:13 term [12] 9:19 12:5 41:10 44:2 45:18,19,20 63:13 63:16 94:25 95:11 99:3 terms [12] 2:20 10:16 11:11 12:5 18:10 19:3,6 31:17 37:13 56:19 94:20 94:22 testimony [4] 65:10 72:3 80:7 82:2 thank [16] 1:8,14 25:5 30:9 46:16 47:2 65:5,7 71:18 80:5 88:6 92:24 93:21 100:6,9 104:13 thanks [1] 90:15 that'll [1] 41:14 themselves [4] 4:7 19:21 29:11,15 theoretically [2] 76:4 76:15 there'll [2] 35:17 41:13 they've [7] 73:5,11,13 73:19,20 90:9 93:15 thicker [1] 99:12 thinking [1] 4:2</p>
---	---	--	---	--

<p>third [1] 53:20 thought [5] 23:19 64:19 94:2 95:25 105:8 thousands [1] 85:17 three [5] 35:24 37:9 97:14 99:14,24 through [7] 7:16 8:3 36:1 38:23 82:22 94:21 95:12 throughout [2] 37:10 106:12 tight [2] 85:23 86:2 times [5] 7:14 9:24 19:7 62:14 94:6 tire [1] 44:10 tires [10] 44:5,8,13,14,15 44:16,17,18 46:8,14 today [7] 16:3 23:21 52:15 54:19 82:11 97:21 105:4 together [5] 36:10,12,17 37:8 70:15 tomorrow [3] 50:21 97:21 106:20 tongue [1] 49:25 took [2] 2:11 23:20 topic [1] 10:18 towards [1] 94:6 TP [1] 75:8 traced [1] 56:18 tracking [1] 99:23 traditionally [1] 67:15 traffic [1] 48:2 trained [1] 73:4 training [15] 66:3,5,7,9 67:20,23 68:3,13,24 69:10,11,17,18,24 71:10 Trans [2] 49:17 68:18 transcribed [1] 107:6 transcript [2] 94:16 107:3 transfer [1] 32:18 transport [38] 3:19 6:20 16:15 18:13 19:24,24 25:21 27:16 31:7,16 32:4 32:25 33:4,5 34:2 49:17 52:7 55:1 58:3 59:10 61:11 65:10,18 70:5 72:11 74:9 75:6,8,22 81:1,17 82:3 83:5,6 84:23 87:11 89:1 104:25 transportation [13] 21:6 22:2,3 30:12 33:15 34:5 36:14 37:1 38:3 100:15 101:9,23 104:25 tried [3] 29:15 54:11 82:10 true [3] 44:7 72:20 107:3 try [3] 13:1 54:17 56:13 trying [2] 53:6 76:14 TSB [3] 53:10 55:4,5 turns [1] 54:12 two [15] 8:24 23:8 33:7 33:18,19,24 35:24 37:9</p>	<p>52:25 88:20 93:14 96:10 97:14 99:13,24 type [43] 3:12,17,20 14:7 17:18 18:1,1,25 33:7 35:4 43:18,22 44:9 45:21 55:24,25 56:2,18,20 57:1 57:4,9,13 60:3 62:2 66:17 67:11 68:1 69:5 71:4,5,7 80:20,22 81:11 82:15,15,21,21 85:15 86:22 99:7,8 types [1] 38:24 typical [1] 40:15 typically [2] 69:6 82:3</p> <hr/> <p style="text-align: center;">-U-</p> <hr/> <p>Uh-hm [2] 94:10 105:25 Um-hm [2] 81:21,25 uncommon [1] 5:3 under [4] 5:11,20 72:10 75:21 undersigned [1] 107:2 understand [19] 2:7 3:15 16:25 51:2 55:17 56:1 57:19 58:1 60:13 65:9 69:21 75:19 77:6 77:21 83:1 84:21,22 88:10 97:13 understood [4] 49:16 74:8 80:7 82:2 unique [2] 68:19 75:19 unit [2] 23:2 39:11 United [2] 60:9 85:25 unless [4] 8:21 21:19 40:13,16 Unlimited [2] 107:12,14 unusual [5] 82:17,18 83:3 87:3,23 up [28] 3:9 4:22 12:10 13:9 14:6 19:1 21:25 23:16 27:6 28:19 39:24 41:21,23 42:19 50:22 58:17 64:10 67:16,22 93:17,19 95:15,21 100:20 104:18 105:8,14,20 urgent [1] 21:19 used [16] 5:22 6:24 7:6 9:24 17:9 26:3,6,13 39:20 76:8,15 77:2,5 79:13 90:3 97:9 useful [2] 101:11,15 user [1] 31:20 users [3] 10:5,21 12:21 using [8] 4:15,22 5:19 26:16 88:15 89:3 97:6 99:7 usually [13] 8:10,20,24 21:14 22:5,6,10,24 23:4 40:14 66:10 89:19 100:16</p> <hr/> <p style="text-align: center;">-V-</p> <hr/> <p>vacuum [1] 33:10 vague [1] 2:15 variety [1] 65:22</p>	<p>various [6] 35:16 50:3 65:19 80:16,21 81:2 vehicle [9] 5:15,19,22 8:25 12:3 44:1 45:2 46:2 49:24 vehicles [1] 85:20 versa [2] 32:22 61:1 versus [6] 8:5 92:12 94:8 94:14,14 96:23 vice [2] 32:22 61:1 view [1] 103:21 viewers [1] 96:8 vis [1] 32:25 vis-a [1] 32:24 visit [2] 58:20 61:22 visited [1] 59:16 voids [1] 7:23 volatile [1] 77:24</p> <hr/> <p style="text-align: center;">-W-</p> <hr/> <p>wait [3] 21:15,18 106:2 walk [1] 91:9 wants [2] 3:14 64:7 warrant [1] 98:24 watch [1] 42:2 ways [2] 89:6 90:9 weak [2] 67:24 69:17 wear [4] 44:3,5,8,18 website [2] 34:9 63:7 week [5] 28:2,8 33:13 40:24 97:21 weekend [1] 21:18 weeks [1] 23:4 weight [2] 19:2 95:2 wheels [5] 67:15,16,18 67:18,22 wherever [1] 57:20 whole [4] 23:2 70:13 101:19 103:9 wing [2] 67:12 95:3 wish [5] 32:14 102:3 103:2,5 104:23 wishes [1] 19:2 within [8] 5:17 19:5 20:8 21:14 22:16 44:9 74:13 103:2 without [2] 24:12,14 witness [1] 64:9 wonder [2] 67:19 104:21 Wonderful [1] 65:5 wondering [2] 27:15 33:16 word [4] 5:16 36:3 69:15 96:6 words [10] 8:12,19 26:7 43:23 46:21 64:3 69:16 76:14 82:9,13 worked [1] 2:16 worker [1] 18:16 workmanship [1] 9:6 workplace [1] 77:15</p>	<p>works [2] 92:18 103:22 world [3] 59:15 72:23 85:14 worn [1] 44:11 worthy [1] 105:6 writing [1] 79:4 written [3] 8:8 14:8 63:25 wrong [2] 80:8 84:5 wrote [4] 26:9 42:19 82:8 82:13</p> <hr/> <p style="text-align: center;">-Y-</p> <hr/> <p>year [10] 35:19 37:10,22 39:13,25 62:3 79:24 97:22,22,22 years [6] 2:14 3:22 4:25 26:2 35:24 37:9 yesterday [32] 1:20,21 6:1,3,16 7:7 9:24 17:24 19:7 23:21 25:21 29:16 29:17 38:23 43:20 47:20 48:4 49:16 51:12 55:22 65:16 72:3,25 74:8,15 80:7 82:2,10,18 94:4 95:10 97:6 yet [4] 8:4 12:1 26:16 98:10 yourself [1] 38:17</p>
--	--	---	---