

ERRATA

**THE CORRECTIONS BELOW ARE *INCLUDED*
IN THIS REVISED VERSION OF THE DOCUMENT**

ERA09LA469
8/21/2009
TETERBORO, NJ

QUEST DIAGNOSTICS EMPLOYEE INTERVIEW SUMMARIES

January 4, 2011

- Page 4 has been updated to remove a comment in the answer box titled "who do you work for," that was stated by a different interviewee.
- Page 5 has been updated to add a punctuation mark after "2004."
- Page 6 has been updated to remove the topic of "Dispatch Procedures," since there was no response in the answer side of the table.
- Page 7 has been updated to say "how" instead of "hoe."
- Page 8 has been updated to remove the topic of weight and balance from the question side of the table since the interviewee did not mention weight and balance until later in the interview.
- Page 10 has been updated to remove the word "doing" from the sentence, "I don't recall anyone ever refusing a flight."
- Page 14 has been updated to remove the number two from a question box where there was not a second question.
- Page 15 has been updated to remove question number four since the interviewer did not ask the question.
- Page 16 has been updated to remove the excess rows in the table.
- Page 23 has been updated to remove the word "if" from the section titled, "Dispatch Procedures."
- Page 26 has been updated to indicate "8. – 11. See above."
- Four pages from the incorrect document were removed since they were a copy of another interview summary.

**Flt Ops- Previous Pilot
Field Notes Questions**

Personal Information	
Name:	William Welch
DOH:	February 2002
What certificates do you hold?	ATP FE Turbo jet Hawker, HS 125, C500, F27, SD3, Dash 8 Designated examiner and check airman at Allegheny
What is your title?	Training Manager
Who do you work for:	Albert Murrer III Director of National Logistics, Scott Borton Director of Aviation My position was ultimately eliminated because Albert Murrer and the company were being sued, and I told them that I would not lie for them.

<p>Pilot Procedures</p> <ul style="list-style-type: none"> • Scheduling • Pre flight • Post flight <p>Weight and Balance</p>	<p>Did the schedule the week before. Tried to do it further out, but they were always changing due to aircraft and pilot availability. You were never really off call. Always on call. There was no real regard for days or nights either.</p> <p>There was nothing specifically published, so later I tried to publish procedures. After the Alvine accident, I wrote a computerized training system for winter and summer ops, but after I left, that went out the window.</p> <p>When we got Barons to replace the 310s they didn't want to send anyone to school, so I wrote an in-house training program for the Baron. It was an hour of ground school and an hour or less in the airplane.</p> <p>Their philosophy for multi-engine airplanes was if you had training in one that was good for the other.</p> <p>Mr. Murer would pick and choose who got training. There was no standardized</p>
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	<p>training for pilots across the board.</p> <p>Normal preflights. Squawks were written up. Maintenance didn't have a problem, but the boys upstairs didn't like it. Maintenance was really good, I'll tell you that.</p>
<p>Squawk reporting process Bad weather?</p>	<p>Argued with the boss about doing our own de-icing. Murrer said it was too expensive to de-ice the airplanes properly.</p> <p>I refused missions for weather, but I was more senior. Junior guys would get pressured to fly, or get chewed on for not "taking a look" when the weather was bad at their destination.</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 	<ol style="list-style-type: none"> 1. We did a formal one on the Hawker and King Air. The TBM had a pilot door installed, and a cargo net installed. With the net up, you couldn't fly the TBM with a copilot, but they did it all the time. 2. The only time we did that was we put a film together for the executives; we never did it for the crews. 3. You have to be kidding me, right? They put medical oxygen on board instead of aviation oxygen, and then they had some guys carry CO2 detectors on board, but you couldn't operate them and fly the plane at the same time. I'm pretty sure they have aviation oxygen now, but there's no training. We were told not to use the oxygen unless we were impaired. 4. They did that through the corporation. It was computer based. 5. Same
<p>Is there a designated Safety Officer in the Quest Diagnostics flight department? Does he/she have a separate, dedicated safety budget? Open door policy?</p>	<p>Nick Pagerly. Yes he was hired about 2004.</p> <p>No separate budget. He really doesn't have much authority. His standard phrase is: "Safety doesn't dictate, it just advises."</p>

<p>1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft?</p> <p>2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight?</p> <p>3) Why did Quest disconnect the unfeathering accumulators?</p>	<p>1) According to the company, there is no limit.</p> <p>2) No</p> <p>3) You're shitting me. I didn't know that.</p>
<p>Dispatch Procedures</p>	<p>The dispatcher was really used just for flight following, we had to arrange for our own alternates.</p>
<p>Crew Resource Management</p>	<p>Flight Safety Foundation audit had 175 different write-ups after the Alvine audit. There was no CRM training in the company. The pilots got recurrent training once a year, but in only one airframe. The copilots got no training.</p>
<p>Additional Notes</p>	<p>The Hawker and the King Air were both used to carry specimens. The Hawker was routinely operated above it's authorized service ceiling.</p> <p>Occasionally, family members of corporate executives will fly on company planes. Maybe for funerals or something.</p>

**ERA09LA469 Teterboro, NJ
Field Notes Questions**

Personal Information	
Name:	Scott Jay Ross
DOH:	June 1995
What certificates do you hold?	ATP Hawker, HS 125, King Air 300
What is your title?	Specimen Pilot
Who do you work for:	Bruce O'Brien

<p>Pilot Procedures</p> <ul style="list-style-type: none"> • Scheduling • Pre flight • Post flight <p>Weight and Balance</p>	<p>I live in New Jersey, and come up four or five days a week. The 950 flight from Tues thru Sat 0230 til 1200 and if there's staffing I might get a tues or a sat off. I work about 18 days a month. The flight time averages 4.2, aircraft time is about 5.0</p> <p>Walk into dispatch, check weather, check aircraft log.</p> <p>Weight and balance: The heaviest I get is 36 bags. If I topped the airplane with fuel, I would be worried that I was overgross, so I never top the tanks. I am always volumed out.</p>
<p>Squawk reporting process</p> <p>Do you ever get push back when you choose not to fly, or over fly a destination?</p>	<p>There are plenty of airplanes available, so I don't need to worry about it.</p> <p>If you look at the schedule, some of the runs are not obtainable. Some of the younger pilots get excited about not being able to make the schedule, but why worry when you can't make it.</p> <p>Bad weather? Oh yes. How do you fight the statement, "You're part 91, you can go take a look." Years ago you could fight it, but now jobs are hard to find. Mr. Murer uses that phrase. We had an incident where</p>

	<p>I had to give sworn statement and it was hard because I knew if I said something different from what was said by another pilot and it wasn't true, I'd be in trouble.</p> <p>There was one time I was flying, the weather was terrible here, and Al Murrer was telling the dispatcher to tell me "Tell him to take a look, tell him I said so." Are you kidding me? I just overflew the airport and flew to Dulles.</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 6. Asking about the company training outline. 	<ol style="list-style-type: none"> 1. No training. It's done at Simcom. 2. Baron's got the window in the rear. Behind the curtain! 3. No formal training on the use of supplemental oxygen. In the TBM, if you left a loaded airplane closed, you would choke. 4. We do theoretically get it, it's done on a computer, but you just hope you get a green bag and it doesn't leak. 5. Same 6. Have you done any of the training on this page? We have done some of this training. Dry ice is common sense. Lifting and fatigue management? We talk about fatigue, but we always work fatigued. FOM manual? We got a test when it first came out, but we don't do recurrent training. Your real training comes from SimCo
<p>Is there a designated Safety Officer in the Quest Diagnostics flight department? Does he/she have a separate, dedicated safety budget? Open door policy?</p>	<p>Nick Pagerly. Yes he was hired about 2004.</p> <p>No separate budget. He really doesn't have much authority. His standard phrase is: "Safety doesn't dictate, it just advises."</p>
<p>1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft?</p>	<p>1) Supposed to be 5 pounds, and the company makes me responsible to make sure it's five pounds, but how do you handle the excess? When you get in a closed aircraft, very quickly you get</p>

<p>2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight?</p> <p>3) Why did Quest disconnect the unfeathering accumulators?</p>	<p>out of breath. You start huffing and puffing. The TBMs the engines get hot, the bleed is turned off to keep the engines cool, and then next thing you know you are in an unpressurized cabin full of dry ice. I was overcome almost instantly one time in a TBM. I had to shut down the airplane, open the door, and it took minutes for me to get back to normal.</p> <p>2) No. The implied is get another job. Tell Scott he's to make sure...</p> <p>3) The same reason as anything else, to save money.</p>
<p>Crew Resource Management</p>	<p>Two meetings, Al Murrer said, "We don't have it. We don't have it here." I told him you can do CRM with one or two pilots. We fly jets, why is it that we don't need it? Why are we exempt? I was a flight instructor, it was easy for me to sit in the right seat and help the other guys.</p>
<p>Additional Notes</p>	<p>The Hawker and the King Air were both used to carry specimens. The Hawker was routinely operated above its authorized service ceiling.</p> <p>Occasionally, family members of corporate executives will fly on company planes. Maybe for funerals or something.</p> <p>(Mr. Ross concurred with these statements, and expounded on them later in the interview.)</p>
<p>1) Do you believe in the SMS non-reprisal policy.</p> <p>2) In your estimation does the mission come before safety?</p>	<p>1) I am living proof that it actually worked. Al Murrer came after me with both guns blazing for telling the truth, but I'm living proof that it works.</p> <p>Al Murer said, "Nobody goes missed at Dulles. Tell everyone that you were the only one that couldn't get in."</p> <p>2) How about a teeter totter? We're often</p>

<p>3) Do you believe there is a safety culture that exists and is functional at QD?</p> <p>4) Do you know of any pilots that were terminated for voicing safety concerns?</p> <p>5) Is there a safety reporting system that can be tracked to a final conclusion?</p> <p>6) Pre accident plan?</p>	<p>told, "You're flying an irreplaceable specimen! How do you compete with that. Do you know how many hurricanes I've flown through?</p> <p>3) No</p> <p>4) No. But I don't think anyone would for fear of reprisal.</p> <p>5) Why would you do one, if you have no faith in the safety officer, or the safety system. He's stealing money from Quest. Al threatened him, and yelled at him belligerently.</p> <p>6) What? It's listed but not rehearsed and trained. I invented my own. When the accident happened, nobody knew what to do. When everything went down, there weren't enough people to even answer the phones. When the accident happened, I didn't know what to do. Is the flight department shut down? Am I supposed to go fly?</p>
<p>Comments:</p>	<p>The Captain had no piston training for 2 years. He last took jet training. In seven years you've had 3 accidents and 2 fatalities. You're a disgrace. We had 2 at smith cline.</p> <p>If you don't come up with training, policies, and equipment that people are proud of, what have you got?</p> <p>Look at flight scheduling in the book.</p> <p>Company policy says we have 5 weeks of time off with pay. But the flight department says you have to schedule it, and they are particular.</p> <p>Al got in trouble for flying the Hawker at 43,000 feet. If the Chief Pilot and the assistant chief pilot are breaking the rules, and the safety officer, what have you got?</p>

**ERA09LA469 Teterboro, NJ
Field Notes Questions**

Personal Information	
Name:	Scott Borton
DOH:	February 1996
What certificates do you hold?	ATP Commercial Hawker Falcon 2000 King Air 300
What is your title?	Director of Operations
Who do you work for:	Albert Murer

<p>Sanil Gopinath</p> <ul style="list-style-type: none"> • Hiring • Check ride • Complaints 	<p>Sanil had a background, he knew someone in the IT department, got a call.</p> <p>Al was looking at starting operations in India, and Sanil made a good fit. Sanil was a dispatcher, and he was a pilot, flying traffic, and was interested in our operation.</p> <p>When we look at runs that require a copilot, we have a second in command assigned to a flight. We use it as part of our SOP, and we use it as an opportunity to groom guys.</p> <p>He came on as a one day a week guy, and after he got laid off from his other job, he came on kind of full time, 3 days a week. It worked out to be about 33 hours a week.</p> <p>Copilot/contract positions could get phased out, or they could find other jobs and moved on. Contract pilots are paid hourly. They clock in a half hour before the flight, and a half hour after.</p> <p>Contract pilot require CMEL I and 250 hours.</p> <p>We'll put them on a flight that doesn't require an SIC, and have a Captain evaluate.</p>
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	<p>Matrix grades were average at first, and improved as he flew more. We also asked for word-of-mouth evaluations.</p> <p>He wasn't ready to upgrade, and we didn't have the need to upgrade anyone at the time.</p> <p>Initially there were complaints, and some times there's a shock when a 250 hour pilot comes in and starts to fly in the kind of weather we fly in.</p> <p>He was very diligent, but his skill level didn't come up right away because he wasn't flying that much.</p> <p>He was progressing well enough that if a position came open, he would have been hired as a captain.</p>
<p>Weight and Balance</p>	<p>We evaluate each run, and if it's 16 bags on this run, it's 16 bags. We come up with an average weight per bag. Then we have a minimum, maximum, and average number of bags, and we provide a range of pre-printed weight and balance charts. We periodically check, there's no set time, but we do check.</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 	<ol style="list-style-type: none"> 1. We do fire training, but not on the aircraft. 2. We do egress training with the corporate aircraft, but not with the specimen aircraft. 3. Because we carry the dri-ice, we have installed the breathable oxygen in case they feel as though they are feeling overcome. There have been a couple of events where people have been overcome. I know it's happened to Al Murrer once. He popped the door, got some fresh air, and he was fine. The PC 12 has factory installed oxygen, but the Baron has the system draped over the seat. We do not have altitude

	<p>chamber training, or hypoxia training, but we have "annual training" that covers that.</p>
<p>1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft?</p> <p>2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight?</p> <p>3) Why did Quest disconnect the unfeathering accumulators?</p>	<p>1) The limit is 5 pounds per bag, and the limit on the number of bags exceeds what we have the capacity for. But, it's 5 pounds each for 16 bags, that's 80 pounds.</p> <p>2) I don't recall anyone ever refusing a flight. We get pilot's reporting more than 5 pounds of ice.</p> <p>3) The unfeathering accumulators were not on all of the airplanes, so we just wanted that to be consistent across the board.</p>
<p>1) Do you believe in the SMS non-reprisal policy.</p> <p>2) In your estimation does the mission come before safety?</p> <p>3) Do you believe there is a safety culture that exists and is functional at QD?</p> <p>4) Do you know of any pilots that were terminated for voicing safety concerns?</p> <p>5) Is there a safety reporting system that can be tracked to a final conclusion?</p>	<p>1) Oh yes. That was in place before we got the SMS in place.</p> <p>2) No, not at all. We have a lot of resources. We have standby airplanes, we have standby pilots and other avenues to keep the pressure off the guys.</p> <p>3) Yes. I feel it is. We started with 5 guys, and now we're a little airline.</p> <p>4) No.</p> <p>5) Yes. ASRs and GSRs.</p>
<p>1) Crew Resource Management</p> <p>2) If you have two pilots flying, and the SIC is being evaluated, where is the briefing? How are duties delineated?</p>	<p>1) For the jets, we have it through Flight Safety. With the specimen flights, it's a single pilot operation.</p> <p>2) There was no real answer. The interviewers and interviewees discussed the applicability of CRM even in a single pilot operation.</p> <p>What's written in the FOM is different from what was discussed.</p>

**Flt Ops- Previous Pilot
Field Notes Questions**

Personal Information	
Name:	Nick Pagerly
DOH:	August 15, 2004
What certificates do you hold?	ATP Commercial II Type SD 330, 360, F27, Dash 8
What is your title?	Safety Officer. I am the first one as far as I know.
Who do you work for:	Dave Norgard

<ol style="list-style-type: none"> 1. What is your background? 2. What safety training have you completed? 3. What is your mission/position description and is it written down? 4. What are your duties? 	<ol style="list-style-type: none"> 1. Airline pilot for US Airways express for 25 years and retired. 2. I completed the systems of safety management course USC. I completed human factors training there as well. Several manufacturer's standdown training events. 3. It's in the FOM. Page 2-4 4. I act as the primary safety consultant to the director of logistics. Answer to Norgard, report to Norgard.
<ol style="list-style-type: none"> 1. How often do you report to your supervisor? 2. What are the topics you discuss at those meetings? 3. Who is the corporate risk manager? 	<ol style="list-style-type: none"> 1. Every month I write a monthly report. Activities for the month, incidents, occurrences. The report is not formatted, I report on what I feel is appropriate. Hazmat/hazcom coordinator. 2. Meetings are not scheduled, we communicate by phone or meet in person as required. 3. Steve Calamari and Kim Krecicki
<ol style="list-style-type: none"> 1. What authority do you have? 2. Is Albert Murrer in your chain-of-command? 3. Have you ever talked to him about duty times? Advised him to back off from mission pressures? 	<ol style="list-style-type: none"> 1. I can issue an "all stop" order if I see a safety issue. "Safety's function is to advise, not direct. "I would advise the appropriate manager and then follow-up." 2. We can talk, and he can ask if he

<p>4. Can you overrule him on safety issues?</p>	<p>wants something done, I might do it. We work together.</p> <p>3. Yes. There are daily and weekly duty times, not flight times. Limit on a corporate pilot is 16 hours and can be extended. The maximum on a specimen guy is 14 hours. They are both closely monitored. The safety officer and/or a manager (at least two) must be involved in the conversation to extend duty day.</p> <p>4. The first thing I would do is go to Albert. I'm not here to be a cop. I have a very good working relationship with management. If it didn't go the way I wanted it, I would go to Norgard and advise Murrer.</p>
<p>Safety Management System</p> <ol style="list-style-type: none"> 1. Who decided to implement the SMS? 2. How long did it take to develop the program that was presented for certification? 3. Are your people truly empowered? 4. Does Mr. Murer embrace SMS? 5. Where is your Accident Response Plan? Do you rehearse it? 6. Could you talk about any changes since they adopted their SMS program? 7. Do you believe in the SMS non-reprisal policy? 8. "Quest Diagnostics flight operations will provide exceptional service and value to our corporate customers, while continue to make SAFETY our number one goal and top priority." In your estimation does the mission come before safety? 9. Do you believe there is a safety culture that exists and is functional since implementation of the SMS? 10. Do you know of any pilots that 	<ol style="list-style-type: none"> 1. I proposed it in my interview. 2. We had a system in place before which we tweaked for certification. It took 3.5 years. 3. No. It's not for lack of trying. They've been introduced to the material, but it comes down to an individual choice. When I walked in here, I had a large learning curve, and a few missteps, but I'm trying to bring it along. There are some who have pushed back because I didn't change the world overnight. Some of the managers here run this place "old school" if you know what I mean 4. Yes, I think he does. There was a learning curve. Some days yes, some days no. Does he call pilots out for going missed? Does he pressure them to "Go take a look?" Yes. The policies and procedures should be the law. You can't say, "We're the best, we're a small airline, we're getting better, and then say, "We're Part 91, we don't need to comply." I just cringe. I've

<p>were terminated for voicing safety concerns?</p> <ol style="list-style-type: none"> 11. How do you ensure there is no reprisal? 12. Is there a safety reporting system that can be tracked to a final conclusion? 13. Pre accident plan. 14. Go activate the emergency response plan, what would you do? 15. Do you conduct any kind of employee survey? 16. Do you review the captains' critiques of the copilots? 17. How are ASRs and GSRs processed? 18. To whom do they ultimately go? 19. Are they anonymous? 20. How do you implement changes that are suggested? 	<p>asked Dave Norgard, are we going by the FOM or not?" Micro management is an issue sometimes.</p> <ol style="list-style-type: none"> 5. Section 15 of the FOM. I don't know why they don't know, but isn't there some individual responsibility? We need to rehearse the plan, we don't. 6. The scheduling is better. They are trying to keep pilot's on as consistent a schedule as possible. 7. The perception of the pilots is that there isn't. I know there's supposed to be. I know that management doesn't like dissention. I constantly petition the pilots for ASRs and GSRs, but they won't turn them in. Albert does not come from the enlightened school of management. I don't believe he can change. It undermines my ability to do my job. The pilots see me as 'one of them' and it's hard to change their perception. 8. No. Safety and mission must go hand in hand. 9. I believe the safety culture is still in development. I take a few steps forward, and then I get knocked back a couple of steps. The tone from the top has a lot to do with that. 10. No. Were there pilots who voiced safety concerns who were terminated for other reasons? Yes. 11. We have a written reporting system that is anonymous. 12. The ASRs and GSRs and the safety issue sheet. The ASRs and GSRs feed the safety issue sheet, and then those issues are discussed with the safety committee for resolution. 13. Previously discussed, needs rehearsal. 14. Previously discussed, needs rehearsal.
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	<p>15. The company does, but I've never seen any results.</p> <p>16. No, that's and Ops thing.</p> <p>17. See item 12.</p> <p>18. See item 12.</p> <p>19. See item 12.</p> <p>20. See item 12.</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 6. Training on this page. 	<ol style="list-style-type: none"> 1. Previously discussed. 2. Previously discussed. 3. Pilot may require oxygen, and because they are not flying at high altitude, we provide medical oxygen rather than aviation oxygen. 4. Previously discussed. 5. Previously discussed. 6. Previously discussed.
<p>1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft?</p> <p>2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight?</p> <p>3) Why did Quest disconnect the unfeathering accumulators?</p>	<ol style="list-style-type: none"> 1) 5 pounds per bag, but there's no limit on the Baron. 2) No. It's case by case. 3) I don't know why, and I didn't know about it.
Dispatch Procedures	
Crew Resource Management	
<ol style="list-style-type: none"> 1. Is there a CRM program at Quest? 	<ol style="list-style-type: none"> 1. Not per se. page 11-3. CRM is taught to the corporate pilots at their SimCom training. Management says they are not required, but then the FOM says they are

	<p>required after a certain length of duty day.</p> <p>There should be a training program for SICs, but management says they come here with ratings and training, that the SICs are not required, and that a training program is not required. I have voiced my concerns about this.</p>
1) Were there any time limits to being a contract pilot?	1) I don't know, that's a personnel issue.
2) Did you ever fly with Sanil Gopinath?	No.
3) Were you familiar with the corporate trip on July 29, 2009 and July 30, 2009 in the Hawker? Who approved the trip?	3. Yes, I recommended against it. It was approved at pay grades well above my pay grade. Albert Murrer.

**ERA09LA469 Teterboro, NJ
Field Notes Questions**

Personal Information	
Name:	Eric Moscaritolo
DOH:	April 25, 2005
What certificates do you hold?	ATP multi engine land Hawker HS 125 SIC CFI II MEI
What is your title?	Assistant Chief Pilot
Who do you work for:	Bruce O'Brien
What airplanes do you fly?	Hawker and Baron

Dispatch Procedures	<p>It exists for the corporate pilots and it's taught at SimCom. There are assigned call outs and distinct separation of duties. CRM was not taught in the specimen environment. Part 91 says that we can legally fly single pilot but if there are too many flight hours, landings, or other challenges, the FOM requires a PIC. The guy flying does everything, the guy not flying is resting, until the critical stage of flight.</p>
Crew Resource Management	
Additional Notes	
<ol style="list-style-type: none"> 1) Are you familiar with the company's SMS program? 2) In your estimation does the mission come before safety? 3) Do you believe in the SMS non-reprisal policy? 4) Do you believe there is a safety culture that exists and is functional at QD? 5) Do you know of any pilots that were terminated for voicing safety concerns? 6) Accident Response Plan 	<ol style="list-style-type: none"> 1) Yes. 2) No, I would like to think that pilots think safety first. 3) I believe it's true. 4) I've also heard guys feel there is some pressure out there to complete the mission. I don't know where that comes from, but it exists. 5) None, no. 6) It's in the FOM, and there's a list by the phone. You

	<p>basically call the next guy in line.</p>
	<p>7) No. Verbally, guys have expressed concerns about Sanil's performance. Real hard worker, takes notes on everything, keeps a notebook, but on approaches, not ready to be a PIC.</p>
<p>7) Did you ever fly with Sanil Gopinath?</p>	
<p>8) Were you familiar with the corporate trip on July 29, 2009 and July 30, 2009 in the Hawker? Who approved the trip?</p>	<p>8) "We didn't know about the 30 July, 2009 until 29 July, 2009. 'We said, this is bullshit.' So Bruce, the chief pilot called Al Murrer and Al suggested we sleep in the FBO. We went to a hotel in Morristown. We were asleep by two, got to the airport at 0615. So we slept from 0200 to 0530. Why would I do that? I have a mortgage payment, I have a job, and if I don't do this, I don't have a job anymore."</p>
<p>9) Have you heard of flights conducted above the Hawkers service ceiling?</p>	<p>9) "The service ceiling is 41,000 feet and the highest I've flown it is 41,000."</p>

**Flt Ops- Previous Pilot
Field Notes Questions**

Personal Information	
Name:	Daryl Miller
DOH:	March 26, 2008
What certificates do you hold?	ATP A&P Commercial II
What is your title?	Pilot
Who do you work for:	Scott Borton

<p>Pilot Procedures</p> <ul style="list-style-type: none"> • Scheduling • Changes? • Pre flight • Post flight <p>Weight and Balance</p>	<p>As a whole, changes are usually driven by training or maintenance, or somebody calls in sick.</p> <p>We have weight and balance sheets with 3 different scenarios. I took a fish scale with me a few times, and it does come out consistently.</p>
<p>1) Squawk reporting process</p> <p>2) Bad weather?</p> <p>Do you ever get push back when you choose not to fly, or over fly a destination?</p> <p>3) Deicing</p>	<p>1) No problem</p> <p>2) I've never been pressured, if you have to go somewhere else, you go.</p> <p>3) Actually I de-iced the airplane only twice myself. I only use it for light frost, or whatever. If the airplane needs real de-icing I get it sprayed.</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 6. Training on this page. 	<ol style="list-style-type: none"> 1. We do most of that down at SimCom. I go through the book myself and review the procedures from time to time. 2. Same 3. The Barons don't get much above 12,500 so there's not much need for it. With the Baron, you can open the windows, open the vents. The dry ice is more of a problem in the pressurized airplane. Is there anything out there that you can mount on the dash that will beep or

	<p>something? That would be great.</p> <p>4. We do that. It's computer based</p> <p>5. Same</p>
<p>1) Is there a designated Safety Officer in the Quest Diagnostics flight department? Does he/she have a separate, dedicated safety budget? Open door policy?</p>	<p>1) Nick Pagerly. I've never dealt with him personally. He has his part of our pilot meeting. Scott will run pilot meetings and they're done once a month, and on an as needed basis.</p>
<p>1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft?</p> <p>2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight?</p> <p>3) Why did Quest disconnect the unfeathering accumulators?</p>	<p>1) 5 pounds per bag, but there's no limit on the Baron.</p> <p>2) No. Just send a bigger airplane or another airplane to cover.</p> <p>3) I don't know why. We train at SimCom as though we don't have them installed.</p>
<p>Crew Resource Management</p>	<p>One thing is always stressed is that the Captain always is responsible. There's no written policy. I wish the contract pilots would go to SimCom too. I mean, every airplane is different. I would like to see a more formal CRM program.</p>
<p>1) Could you talk about any changes since they adopted their SMS program?</p> <p>2) Do you believe in the SMS non-reprisal policy.</p> <p>3) In your estimation does the mission come before safety?</p> <p>4) Do you believe there is a safety culture that exists and is functional at QD?</p> <p>5) Do you know of any pilots that were terminated for voicing safety concerns?</p> <p>6) Is there a safety reporting system that can be tracked to a final conclusion?</p>	<p>1) As far as changes since ISBAO, not really. With me being one of the younger guys, I don't voice much.</p> <p>2) I mean, uh, what can I say (laughter).</p> <p>3) No, I still feel that I have the call.</p> <p>4) I do believe that safety ultimately wins out in the end. Overall, yeah.</p> <p>5) No</p> <p>6) Not that I know of, not really.</p> <p>7) No, I guess I would call my supervisor. That's not really</p>

<p>7) Pre accident plan?</p> <p>8) Go activate the emergency response plan, what would you do.</p> <p>9) Were you a contract pilot, or a captain.</p> <p>10) Were there any time limits to being a contract pilot?</p>	<p>my job.</p> <p>8) I don't know. I don't know where the ERP is.</p> <p>9) I was a contract captain.</p> <p>10) No, there was no limit. Contract pilots just basically fly until a slot opens up.</p>
<p>11) Did you ever fly with Sanil Gopinath?</p>	<p>Yes. Since I'm a flight instructor, I would not have signed him off to go by himself. The programmed portions of the flight, he was okay, but if there were any changes or unforeseen circumstances, he didn't do so well.</p>

**Flt Ops- Previous Pilot
Field Notes Questions**

Personal Information	
Name:	Chris Andreychik
DOH:	August 2004
What certificates do you hold?	ATP MEL DHC 8 CSEL *
What is your title?	Captain
Who do you work for:	Rich Wilber Chief Pilot-Scott Borton Director of Aviation-Albert Murrer III Director of National Logistics

<p>Pilot Procedures</p> <ul style="list-style-type: none"> • Scheduling • Pre flight • Post flight <p>Weight and Balance</p> <ul style="list-style-type: none"> • 	<p>Schedules were set via whatever run you were on. Posting of runs: A couple of days prior to the work week you would get assigned your 'run.' Runs were labeled by number to differentiate between location and airframe.</p> <p>Check log, check weather, see if there are any problems with the forecast for destinations. Preflight in hangar for better lighting. Books okay, drink coffee, and go fly.</p> <p>Weight and balance was not precise because the bags are not weighed individually. I had one bag delivered with 20 pounds of dri ice in it alone. I used 20 pounds per bag as a rule of thumb, but there was no way to accurately do weight and balance. The company didn't care, because it's a PIC responsibility. If we got caught by the FAA they would just hang us as individuals.</p> <p>Flight plans were filed for us. I had to amend my flight plans for alternates through ATC. There was no way to know if alternates were filed, and no published procedures on how to amend flight plans.</p>
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<p>Squawk reporting process</p> <p>Bad weather?</p> <p>Weight and Balance</p>	<p>I found the MEL was written up (fuel gauge). Discussed what was required, and operated the airplane per the MEL. Couldn't make pick up in Columbus due to weight and second airplane was dispatched. I had a long conversation with Scott Borton, the director of aviation, about how I should interpret the MEL so that I could complete the mission. I explained that I interpreted the MEL the way it was written. I operated the way I was trained. Quest pilots who were brought up in the Quest system, operate the Quest way. (Pull up MEL on line)</p> <p>Bad weather? Depends. I personally would not accept takeoff unless I had a good alternate. Under part 91, you can "go take a look." Quest encourages that even if the weather is below minimums, to "pop in, and go take a look." Take a look at their dispatch rate. Check the rate of cancellation. I'll bet it's less than 1 percent.</p> <p>We have guys that make it a point of pride to get in below minimums.</p> <p>According to Albert Murrer, "You don't have to go missed approach on the ILS 1R at Dulles because they have Cat III approach lighting."</p> <p>Pilots to whom I was giving an upgrade checkout told me that they were trained to fly ILS approaches below minimums all the way to the runway. When I brought this to management, they said, "Oh, we only taught that to be used in emergencies."</p>
<ol style="list-style-type: none"> 1. On-aircraft review of emergency equipment (fire extinguisher, etc.) and its use. 2. Location and operation of all exit locks and release handles to include actual door jettison. 	<ol style="list-style-type: none"> 1. None. 2. None There's only one way out of the airplane, and that's the crew access door. The cargo (and the cargo net) completely blocks all other exits. I filed an Aviation

<ol style="list-style-type: none"> 3. Use of supplemental oxygen training. 4. Hazardous materials/hazardous waste training. 5. Bio hazard training. 	<p>Safety Report recommending canopy-breaker tools for the aircraft.</p> <ol style="list-style-type: none"> 3. None. Oxygen was on board, but not aviation quality oxygen. Bottles will freeze and not dispense oxygen. We would fly nine to ten hours a night, and we had all of 20 minutes of oxygen on board. I filed an ASR on the use of improper oxygen. 4. In 2005 I specifically remember getting it from a company called "Safety Pack" but no follow on, recurrent training. 5. I got HAZMAT training, but don't remember any specific bio hazard training.
<p>Is there a designated Safety Officer in the Quest Diagnostics flight department? Does he/she have a separate, dedicated safety budget? Open door policy?</p>	<p>Nick Pagerly. Don't know about the budget.</p> <p>Open door policy on paper, but once you express safety concerns you are targeted for harassment.</p>
<ol style="list-style-type: none"> 1) What is the max limit in pounds of dry ice or the number of bags containing dry ice a pilot can carry onboard a Barron Class aircraft? 2) Is there a Quest Operating Procedure to address if a pilot refuses to carry a large amount of dry ice on a given flight? 3) Why did Quest disconnect the unfeathering accumulators? 	<ol style="list-style-type: none"> 1) According to the CFRs, it's 5.07 pounds per container, but that's for airplanes with a separate cargo compartment. Either in the back with the outflow valves or in the cargo compartment beneath the airplane (Part 121). Often there was 22 to 25 pounds of dry ice per container. 2) No procedure 3) No idea
<p>Dispatch Procedures</p>	<p>They use the dispatcher to track us and to track the specimens: We used two-way pagers to stay in touch.</p>
<p>Crew Resource Management</p>	<p>None</p>

**Flt Ops- Previous Pilot
Field Notes Questions**

Personal Information	
Name:	Al Murrer
DOH:	March 1982 with Smith Cline
What certificates do you hold?	ATP with 6 or 7 type ratings and an A&P certificate CFI II multi engine instructor
What is your title?	Director National Air Logistics
Who do you work for:	David Norgard

<ol style="list-style-type: none"> 1. What is your background? 2. What safety training have you completed? 3. What is your mission/position description and is it written down? 4. What are your duties? 5. What are your standards? 	<ol style="list-style-type: none"> 1. Went to college, went to Penn State, got a business degree. Started flying corporate, and then came to work here in 1982. Then I moved over here when Quest bought Smith Cline in 1999. We started back in 1988 flying 4 airplanes about 2,000 hours and now were flying about 24 airplanes and 28,000. 2. I've been to Bombardier's seminar last year. 3. It is, I guess. I'm responsible for running a safe operation, moving specimens from A to B, by air. I used to run ground and air, but it was too much. I'm in charge of 101 employees. The company only knows that there is stuff to move from A to B. I have to do it in a cost effective way. Buying airplanes, budget, getting capital... This is a big deal, for what we do and how we do it. People get hurt if you don't know what you are doing, I mean, people get hurt flying airplanes anyway, but you have to be careful. It's dangerous, but I've made it 28 years, so I guess I know what I'm doing. Nobody else does what we do, we're kind of on an island here. 4. See above. 5. We should have twin engine jets, and we should have one airframe so that we can
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	<p>standardize, but we are playing catch up. Since the accident, and the MU2 thing, I said, "Enough, I can't do this anymore." Probably the toughest sell I have, is that I deal with people that don't know anything about airplanes. I'm dealing with people in the health care business. The accident was the result of the MU2 thing, which was brought on by the TBM thing, and it's killing us. I got myself into trouble with the eclipse. It was supposed to be a two-year deal, and it turned into nine.</p>
<ol style="list-style-type: none"> 1. How often do you report to your supervisor? 2. What are the topics you discuss at those meetings? 3. What's the logic behind human resources as your supervisor? 4. Who is the corporate risk manager? 	<ol style="list-style-type: none"> 1. Daily if I have to. 2. There's no standard format, it's whatever I want it to be. We have management by objectives and you're measured against them. For example, we are supposed to expand toward the west coast. I cancelled that notion after the accident, so that I can fix this airplane thing. 3. Because it's the CEO's decision. It may have to do with his ability to control corporate airplane use. 4. Steve Calamari and Kim Krecicki. They don't come down here. They're clueless to aviation operations.
<ol style="list-style-type: none"> 1. What authority do you have? 	<p>1. I have certain things I can do, and certain things I can't do. I can't fly the airplane unless it's business or maintenance. Any deviations, I have to call and get permission. I know what I can do and what I can't do. If I have HR issues, I give it to HR. Trust and credibility has a very important part of this business.</p>
<p>Safety Management System</p> <ol style="list-style-type: none"> 1. Who decided to implement the SMS? 2. How long did it take to develop the program that was presented for 	<ol style="list-style-type: none"> 1. I did. 2. A year maybe. 3. Yes I do. They have every avenue and opportunity to voice their opinion. 4. Yes, I think it's a good thing.

<p>certification?</p> <ol style="list-style-type: none"> 3. Are your people truly empowered? 4. Do you embrace SMS? 5. Where is your Accident Response Plan? Do you rehearse it? 6. Could you talk about any changes since they adopted their SMS program? 7. Do you believe in the SMS non-reprisal policy? 8. "Quest Diagnostics flight operations will provide exceptional service and value to our corporate customers, while continue to make SAFETY our number one goal and top priority." In your estimation does the mission come before safety? 9. Do you believe there is a safety culture that exists and is functional since implementation of the SMS? 10. Do you know of any pilots that were terminated for voicing safety concerns? 11. How do you ensure there is no reprisal? 12. Is there a safety reporting system that can be tracked to a final conclusion? 13. Pre accident plan. 14. Go activate the emergency response plan, what would you do? 15. Do you conduct any kind of employee survey? 16. Do you review the captains' critiques of the copilots? 17. How are ASRs and GSRs processed? 18. To whom do they ultimately go? 19. Are they anonymous? 20. How do you implement changes that are suggested? 	<ol style="list-style-type: none"> 5. It's in the FOM and posted throughout the building. 6. We do a lot, we write a lot of stuff down. It's a cover your ass deal. If you don't have a way to take the FOM, and follow through with it, it's a big façade. One of the problems we have, its that it's hard to do the mission every day and measure it. If you don't go out there and jerk somebody around, because the word gets around and they start studying, and you don't supervise it, it's all bullshit. People will do the bare minimum. If you don't go out there and check up on these guys, it's all bullshit. 7. I don't deal with the whole day to day operation. No one has been let go for reprisal. Give me the facts and the data. You have to be strict, but at the end of the day, you have to follow the policies and procedures. If you don't do it, or you don't do it right, we can't use you. 8. - 11. See above. 12. Yes 13. In the FOM, and posted around the building. 14. By the FOM 15. The company does. We don't in the flight department. 16. -20. Not discussed.
<p>Comments: Have you ever told someone to go fly in weather below minimums?</p>	<p>As a 91 operator, we're allowed to shoot the approach, but we are not allowed to break minimums. I've never ever told someone to do something they don't want to do. What I do, and how I do it, may not</p>

	be the best for everyone. But I can tell you that safety comes way before the job.
Dispatch Procedures	
Crew Resource Management	
1. Is there a CRM program at Quest?	1. It's not required, it's a single pilot operation, it's part 91. In the corporate airplane, it's required and taught at SimCom.
1) Were there any time limits to being a contract pilot?	1) There are no more contract pilots because of the accident. The reason behind it was insurance. They were not covered by us, and not covered by their own company, so we had to hire all of our contractors.
2) Did you ever fly with Sanil Gopinath 3) Why was he hired?	2) No. 3) Why? I brought him on because he came from India, and the Chairman wanted to put airplanes in India. He was a pilot, a dispatcher, and spoke the language. He wanted to fly, so we let him fly. Scott told me he wasn't doing well, but then his evaluations came up, so we continued to use him. India is not working out.
4) What happened with the TCM issue last night. 5) Were you familiar with the corporate trip on July 29, 2009 and July 30, 2009 in the Hawker? 6) Who approved the trip? 7) Why did they not say no? 8) Have you ever been asked to stop flying? 9) Have you heard of flights conducted above the Hawkers service ceiling? 10) Why do you think this accident happened?	4) I told one guy who was already on the ground that he was done, and I diverted the other guy to Lawrenceville. It was an extra 2.0 to LZU, but I thought it was an acceptable risk. I thought worst case the affected engine blows up, and he can make it on the good engine. It was my decision to fly it to LZU or bring it back here and he was closer to LZU. 5) I agree with what you are saying. If a trip comes in, I

	<p>assign the crews, the safety officer reviews it, and if there's an issue, I resolve it. The only ones I do are this, the corporate. Scott can handle it if I'm not around. I approved this.</p> <p>6) see above</p> <p>7) see above</p> <p>8) Yes. When I was running ground and air, it was a pretty big deal. When the ground guy left, I took over both, and the boss told me to stop flying. I told him if I couldn't fly, I'd go elsewhere. Then, a ground guy took over that part, and I was back to aviation only.</p> <p>I enjoy flying, and I believe that I need to be out there with everyone else.</p> <p>9) It happened 9 years ago. Why did it happen? I don't know, weather I guess, trying to get the range. It went to the company lawyers, and I went through hell, but I did that once. The company knows about it.</p> <p>10) It could have been a bunch of reasons. I don't hold Sanil responsible, I hold the Captain responsible. He could have been incapacitated, complacent, I don't know. It would be speculation. He was competent...</p>
11) Comments	I'm here to cooperate 100%. In this business you can do nothing less than be honest. We should maintain the highest integrity.

	<p>We are operating 28,000 hours a year. Corporate hours are 600 a year. Fly to 63 cities a night, 131 legs. Ninety eight percent are single pilot, 2 percent are dual pilot.</p> <p>We are looking very strongly at running one single aircraft. We are running 6 different aircraft, but it's like running 6 different companies. We are looking at jets. If you want the best, and fly aircraft every single day, you want a twin engine jet.</p> <p>Any risk that's out there we have to mitigate it. We've grown so much that at the level we are now, we are an airline. We are the largest part 91 operator in what we do.</p> <p>We have Six Sigma people researching what the best airplane is for the mission. We have decided on the Embraer Phenom 100.</p> <p>We have 8 different Beech 58s, but they are all set up differently.</p> <p>We are always flying in the weather. I know there are limitations in the equipment we work.</p> <p>Nobody builds an airplane for the mission we do. We're running an airline, for the mission we do.</p> <p>We're out there at night, all night, in the weather, so to mitigate that risk, we're pushing for twin engine jets.</p> <p>We're not doing this because of the accident, but now I have to get there faster. Because of where we are, because of the accident, we have to do the right thing now.</p>
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