

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of: \*

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TAQUAN AIR DHC-2 METLAKATIA \* Accident No.: ANC19FA019

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Interview of: CLARK HASSELL  
Chief Pilot, Taquan Air

Taquan Air Offices  
Ketchikan, Alaska

Thursday,  
May 23, 2019

## APPEARANCES:

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National Transportation Safety Board

JON PERCY, Principal Operations Inspector  
Federal Aviation Administration

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<u>ITEM</u>	<u>I N D E X</u>	<u>PAGE</u>
Interview of Clark Hassell:		
By Ms. Price		5
By Mr. Percy		26
By Mr. O'Brien		31
By Ms. Price		32
By Mr. Percy		38

I N T E R V I E W

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2 MS. PRICE: Okay. It's May 23rd, 2019. We're here  
3 conducting interviews at Taquan Air for NTSB Accident ANC19FA019,  
4 in Ketchikan. Today I have Clark Hassell here, chief pilot.

5 Clark, the NTSB is an independent organization. We are  
6 mandated to investigate accidents to determine probable cause and  
7 make safety recommendations to prevent these sorts of things from  
8 happening in the future.

9 The interview is part of the investigation. A public  
10 transcript will be made of the interview and available when the  
11 report is published. We can't -- we have no legal authority or  
12 regulatory authority. It's strictly a safety investigation, and  
13 we can't protect anybody from any type of litigation.

14 You are permitted to have one person represent you at the  
15 interview. Who is that person going to be?

16 MR. HASSELL: Brian.

17 MS. PRICE: Okay. And at this time we'll interview everybody  
18 that's here, starting with myself. I'm Noreen Price, aviation  
19 accident investigator with the NTSB in Alaska, and the IIC of this  
20 investigation.

21 MR. PERCY: I'm Jon Percy with the FAA, investigating the  
22 accident with the Juno Flight Standards District Office.

23 MR. O'BRIEN: Mike O'Brien, senior pilot/check pilot, Taquan  
24 Air.

25 MR. GERD: Brian Gerd, legal counsel for Taquan Air and

1 representing Clark today.

2 INTERVIEW OF CLARK HASSELL

3 BY MS. PRICE:

4 Q. Okay. So, Clark, if you could say and spell your full name?

5 A. Clark Hassell, C-l-a-r-k, H-a-s-s-e-l-l.

6 Q. Okay. And what is your position in the company?

7 A. Working as chief pilot.

8 Q. How long have you been in that position?

9 A. October of '18.

10 Q. And how long have you been with the company?

11 A. Since they have restarted in about 1999 or 2000, I've been  
12 since 2016.

13 Q. And do you hold any positions with other companies,  
14 operators?

15 A. No. Not at this time.

16 Q. Can you give me a general background, where you got your  
17 aviation experience or management experience from?

18 A. Born and raised in Ketchikan. I started hanging out at the  
19 local air taxis in the mid '70s. Got a pilot license in 1977, A&P  
20 rating in 1979. Worked at a mechanic until 1987, and started  
21 flying professionally in 1987. And worked for Taquan until 1999  
22 when they went out of business.

23 Then I worked down in America for 13 years, 8 years at an  
24 airline and 5 years at a corporate job. And restarted back with  
25 the air taxis in 2013, and the company I was working for went out

1 of business, and started with Taquan in 2016.

2 Q. And about how many flight hours do you have?

3 A. 21,000.

4 Q. Approximately how many in Beaver?

5 A. 2500.

6 Q. Could you give me some information about the company? How  
7 many airplanes does the company have on certificate?

8 A. Eight Beavers, 2 leased Beavers, for a total of 10. We do  
9 have four Otters, turbine-powered Otters this year.

10 Q. And how many pilots do you have?

11 A. We were going to go with 23 pilots and about 6 part-time  
12 fill-in.

13 Q. And of the 23, are they -- I'm sorry. Did you say they were  
14 full-time, part-time, seasonal?

15 A. Seasonal. There's five full-time pilots.

16 Q. Okay.

17 A. Year around.

18 Q. And of the seasonal pilots, how many are new this year?

19 A. Four.

20 Q. Can you describe your duties as a chief pilot?

21 A. Lot's of paperwork. Training, oversight, advocate.

22 Q. Do you have any positions on any safety committees or --

23 A. No, not formally.

24 MS. PRICE: We're going to take a break on the computer, just  
25 -- okay, this is a break in the interview. Pausing.

1 (Off the record.)

2 (On the record.)

3 MS. PRICE: Okay. We're recording again, the interview.

4 BY MS. PRICE:

5 Q. Do you have adequate resources to fulfill your duties as  
6 chief pilot here?

7 A. Yes.

8 Q. Do you have any assistant chief pilots?

9 A. Yes. Not formally assistant chief pilots, people who help.

10 Q. Okay.

11 A. And the POI was dead set against that.

12 Q. Dead set against having an assistant chief assigned?

13 A. Assigned, yeah.

14 Q. Are the folks that help you, are they pilots, administrative  
15 people?

16 A. Pilots.

17 Q. Okay. Did you formally request to have an assistant chief  
18 pilot assigned and they turned you down? Is that --

19 A. Not formally.

20 Q. Okay. Do you live here in Ketchikan?

21 A. Um-hum. Yes.

22 Q. Who is your POI?

23 A. Matt. Currently it's Matt Dahl.

24 Q. And do you have a good relationship --

25 A. I think so.

1 Q. -- with him? And how often do you see him here?

2 A. We saw him at the beginning of the season. That would be  
3 April, the week of April 22, I believe is the last time that I saw  
4 him.

5 Q. How long has he been your POI; can you recall? Long time,  
6 short time?

7 A. No, maybe a month.

8 Q. Oh, okay. So prior to that, who was your POI?

9 A. Todd Clamp in South Carolina, followed by Billy Marlowe in  
10 South Carolina.

11 Q. And how was your relationship with Todd Clamp?

12 A. Just over the phone and fine, as far as I know.

13 Q. Okay. How often did you see him here?

14 A. I never did.

15 Q. Okay. And how about his predecessor, Billy Marlowe?

16 A. Never met either one of them.

17 Q. Are there any initiatives that you're working on with your  
18 current POI for improving the company?

19 A. Prior to the events?

20 Q. Yes, prior to the events.

21 A. I would say -- well, I'd be speculating if it was from  
22 memory, but with the Medallion's influence we were making changes  
23 from the event last year in 2018. Nothing regulatory, though.

24 Q. Okay. All right. I'd like to discuss training for a little  
25 bit. Who in the company actually hires new pilots?



1 A. Me.

2 Q. What role does the DO play in hiring new pilots? Does he  
3 have any role?

4 A. No.

5 Q. Okay. What is the minimum hours' experience for hiring, if  
6 you have any? Do you have any listed or stated minimums?

7 A. Well, we advertise -- I believe it was 1500 total and 100  
8 hours in floats.

9 Q. And that would be in recruiting advertisements, you put that?

10 A. Yeah. Yes.

11 Q. How about Alaska time, any Alaska time?

12 A. Not stated. Preferred.

13 Q. Okay. Can you describe to me how much of a turnover you have  
14 each season with the pilots?

15 A. It was -- I wanted to say, not that much, but to quantify  
16 that, we had lots of returning fellows from last year. And we  
17 were to have six initial new hires, and two of them didn't measure  
18 up to what we were looking for, so they've been released. And  
19 that left four.

20 Q. And this is before the accident, this accident?

21 A. Yeah.

22 Q. So you had four. Okay.

23 Can you describe how you actually recruit; where you  
24 advertise and how the process works for getting new people, new  
25 pilots in?

1 A. Flightlevel350 was one website that we used, or Climbto350, I  
2 think that's what the name of it is. There's a lot of word-of-  
3 mouth people call here and send resumes.

4 Q. And then once you get a resume, you review them for your  
5 minimums, and then what?

6 A. They have to bring something to the table, whether it be  
7 float time, Beaver time, Alaska time, total time, something that  
8 puts them in an opportunity to come here.

9 Q. Okay. And then, and then what? Do you interview them -- do  
10 they fly here or do you interview them on the phone? How do you  
11 determine who you're going to actually take on?

12 A. I interview them on the phone, and then if they decide to  
13 come up here, then we fly with them and evaluate them during the  
14 whole process of flight training.

15 Q. So do you -- they come here to start? They don't come here  
16 to interview and then --

17 A. That's correct.

18 Q. -- go away? So once they're here, you have already invited  
19 them. All right. Do they become employees from day 1, or is  
20 there -- is training not done as an employee?

21 A. They become an employee when they pass a commercial check  
22 ride.

23 Q. Okay. So are they compensated at all during that training  
24 period?

25 A. No.

1 Q. Okay. Now you get folks that have experience from other  
2 operators or other parts of the country, and then you have pilots  
3 that don't have much experience. When you bring them on, can you  
4 describe how the training process is different for the different  
5 experience levels of pilots?

6 A. It's seen right away. It typically takes 3 to 5 hours to  
7 become proficient to be able to pass the commercial check ride.  
8 And if they're having trouble in that period of time, we'll spend  
9 as much as 10 hours with them, but it's -- it becomes obvious  
10 right away that you're just not going to be able to -- that  
11 they're not going to be what we need or what we are looking for.

12 Q. Okay. But do you have a training syllabus?

13 A. Yes.

14 Q. A specific syllabus, okay. Do you know how many flights are  
15 conducted or is it until somebody passes a commercial check ride?  
16 What is the --

17 A. Initially training is 3 hours.

18 Q. In how many -- just one evolution? Can you do 3 hours at  
19 once or --

20 A. No. It can be 3 hours at once. A lot of times it's mixed up  
21 with other candidates in the airplanes. So they may get an hour  
22 or an hour and a half, and they switch seats and continue with the  
23 next candidate.

24 Q. And on the instructor who's conducting the flights, are there  
25 comments made on the flights on how somebody performed, or is it

1 check, check, check, completed?

2 A. A record is kept of what they've done on that flight. A lot  
3 of times it's just a practice 8410-3, which is all the maneuvers.  
4 It gives you an idea right away what their capabilities are. Then  
5 there's a consensus, verbal meeting, with all the different check  
6 airmen that have flown with the candidate to assess their  
7 performance, and a consensus then is drawn between -- there's four  
8 of the check airmen that work here currently. So it's not just  
9 one person that's allowing or disallowing somebody to continue.

10 Q. Okay. Is it a formalized process? They conduct 3 hours of  
11 training, 4, 5, somebody decides that perhaps a candidate is not  
12 ready? Is it, do they just talk to you about it or do you have  
13 like a progress meeting for all new hires, or --

14 A. No. Like I mentioned, it's a consensus verbally --

15 Q. Okay.

16 A. -- between the check airmen to determine how a fellow is  
17 doing.

18 Q. Okay.

19 A. If you're working with somebody for more than a few flights,  
20 for example, three, it might be time for them to fly with another  
21 fellow, another check airman to see if he's seeing the same things  
22 that you are. And then a meeting, and if there's an agreement  
23 that maybe a candidate is just not performing properly. But we've  
24 had them fly with one more check airman just to make sure we're  
25 all in agreement. And, like a mentioned earlier, two of the

1 fellows just couldn't muster it and so they were turned away.

2 Q. Do pilots get more than 5 hours if they need it, if 6, 7 -- I  
3 mean, is it part of that general consensus, like, we can get this  
4 person up, or do you have a --

5 A. By about 10, we're running a flight school at that point.

6 Q. Yeah.

7 A. And I think a couple fellows, we tried to get them through,  
8 and up to 10 hours, they weren't able to and so they got invited  
9 to leave.

10 Q. Were those the two people that left or that was different  
11 people?

12 A. No, those two that I specifically mentioned.

13 Q. Okay. And did those folks come to you with 100 hours of  
14 float time? Because that's one of your --

15 A. No. One fellow had 8,000 hours and the other fellow had been  
16 flying tours on wheels. So his asset, if you will, he brought to  
17 the table a tour background. So that's what we do. And I cannot  
18 remember how much total time he had without looking it up.

19 Q. That's okay. But he didn't have -- did he have a  
20 commercial --

21 A. Yeah. A commercial single engine sea rating.

22 Q. Okay.

23 A. And minimal float time.

24 Q. Okay. The accident pilot, I noted had 5 hours of float time.  
25 Do you -- what did he bring to the table, that you hired him?

1 A. He had 1600 hours of total time, all VFR time, and a  
2 willingness to learn.

3 Q. Do any of your pilots work other places? Do they have other  
4 flying jobs?

5 A. Yeah. A number of them.

6 Q. Okay. The accident pilot, do you know if he flew anywhere  
7 else?

8 A. He did not. He was from Pennsylvania.

9 Q. How does the company keep track of rest and flight hour  
10 limitations, crew day, crew rest?

11 A. We've got a flight and duty sheet downstairs, where we are  
12 265 or 267. I can't remember which. We're on assigned duty  
13 periods. Our duty period's identified as 6 in the morning till 8  
14 at night.

15 Q. Okay. As part of the training syllabus, do pilots, to your  
16 knowledge, are they performing downwind training, how to do  
17 tailwind landings as part of the training?

18 A. Not initial guys.

19 Q. Okay. And why is that?

20 A. That's another skillset and we wouldn't expect them to be  
21 doing that.

22 Q. How about crosswind landings?

23 A. Maximum of 10. So that is a normal function that we would  
24 do.

25 Q. Do you have any limitations on maximum tailwind landings --

1 A. Ten.

2 Q. -- wind-wise?

3 A. Ten.

4 Q. It is 10 for tail and crosswind? Okay.

5 Does the company have any restrictions put on new pilots?

6 A. Fair weather, nice days, preferably tours only, which implies  
7 better weather and a singular destination.

8 Q. You mean by singular, you mean they go to a destination and  
9 come right back to base?

10 A. Yeah. Just one stop.

11 Q. And what does fair weather mean?

12 A. Specifically?

13 Q. Yes. Yeah.

14 A. Well, a minimum of 4 miles of visibility and better. And  
15 1500 to a couple thousand-foot ceiling, if you're talking tour  
16 weather, which is what people are doing up here. If it's less  
17 than that, it's -- people are not really getting their money's  
18 worth.

19 Q. How about the sea state and winds? So are there any  
20 limitations on new pilots for those sorts of conditions?

21 A. I'd have to look in the GOM. I think destinations are 20 to  
22 gust 30. But that's a guess, so I should say I don't remember.

23 Q. Well, you have a GOM readily available to if you need to look  
24 that up, right?

25 How about a guide? Do you have any guides for pilots to use

1 with specific hazards or information about destinations?

2 A. I would go with the Float Flying Handbook and their outline  
3 of hazards.

4 Q. Well, anything specific for your destinations? So I'm a new  
5 pilot. I maybe have never been to Metlakatia. Would I be even  
6 allowed to dispatch to Metlakatia if I had never been there  
7 before?

8 A. Not an initial new hire. He'd have been there with either on  
9 IOE or have another pilot go with him.

10 Q. So you don't have like a guidebook for various destinations  
11 that have just information about them for pilots to refer to?

12 A. We do have a destination guide with descriptions and aerial  
13 photos and hazard items, rocks and best practices.

14 Q. Do you know if Metlakatia is in there, or --

15 A. I don't.

16 Q. Where is it kept? Is there a way that we can look at it  
17 today?

18 A. It's down by dispatch, by the computer outside of dispatch.

19 Q. Okay. So what type of flights do new hires get to do? What  
20 do you assign them to?

21 A. Easy.

22 Q. And can you define easy for me? Thank you.

23 A. Good weather, light winds, things that are on this side of  
24 Prince Wales Island.

25 Q. So, tours?



1 A. Tours, yeah.

2 Q. Are tours considered easy?

3 A. Twenty-minute to 30-minute flights.

4 Q. And why are tour flights considered easy?

5 A. Because it is a single destination and there's not a  
6 requirement to tie up to anything and do any docking and mooring  
7 out there. Just land and let the people look out the windows or  
8 take pictures, and then fly back to town where there is ramp  
9 agents to help catch the airplane and get them tied up.

10 Q. Okay. So after, how long would a typical new hire do tours  
11 and how would -- how does dispatch know that they can be scheduled  
12 for something other than a tour flight?

13 A. Typically, it's about 6 weeks, up until the middle of June  
14 when a lodge opens, that we expect our -- 6 weeks of continuity  
15 and confidence and experience level to be up to the next lodge  
16 work that we would do.

17 Q. So those are -- the lodge work, is that charter flights  
18 you're talking about?

19 A. Yeah.

20 Q. Okay. So you go from doing tours to then lodge work.

21 A. Lodge work is multiple flights. There's 15 to 20 airplanes  
22 at a time conducting those.

23 Q. So there's, at the same time, just multiple airplanes going  
24 to support a lodge?

25 A. Yeah. A lot of airborne resource available. People giving

1 weather reports and wind reports and -- there's a lot more  
2 information when there's more airplanes in the air.

3 Q. And you said mid-June. Is it because that's when the lodges  
4 start operating and you know, and then you tell the new pilots  
5 you're ready for the lodge operations, or dispatch? Is there any  
6 formal process that they use for -- you know, to know that, okay,  
7 these new guys are ready to be put on these type of flight?

8 A. Well, they'll either load an airplane full of the new  
9 fellows, or they will have ridden along on other flights, which  
10 they have been doing since they've gotten here, sat and observed  
11 on any empty leg, any empty seat, and become more familiar with  
12 the outlying areas, other than the tour routes that they're  
13 typically on.

14 Q. And then once the lodge work -- what happens after that once  
15 they're proficient at doing the lodges? What's the next type of  
16 flight that they would progress to?

17 A. They might be doing destinations, again on this side of  
18 Prince Wales Island: Hollis, Thorne Bay, Coffman Cove.

19 Q. So those are scheduled?

20 A. Yeah, commuter flights.

21 Q. So the accident flight was a scheduled flight to Metlakatia?

22 A. That's correct.

23 Q. And did the accident pilot have any time doing tours before;  
24 do you know?

25 A. Maybe --

1 Q. Why don't we just look at his --

2 A. I don't know. I know that he had done IOE to Metlakatia.

3 Well, actually, I don't know that. We'd have to look at his form.

4 I do know that he had been there that morning.

5 MS. PRICE: Yeah.

6 MR. O'BRIEN: I answered questions after IOE.

7 MS. PRICE: After IOE. but --

8 MR. O'BRIEN: Yeah. I don't know about the IOE.

9 MS. PRICE: Right. After IOE.

10 MR. PERCY: It think it said he did one air or two IOE from

11 (indiscernible)

12 MR. HASSELL: Have you got his records in here?

13 MR. PERCY: He did three Misty's on five.

14 MS. PRICE: Oh, that's right.

15 MR. HASSELL: Yeah, he did tours, yeah.

16 MR. PERCY: Twelve to -- well, that was two Misty's on the

17 19th, another Misty on the 20th.

18 MS. PRICE: So how many total?

19 MR. PERCY: I think he did, it looks like -- I can't remember

20 what this is, inlet -- oh, he did the inlet, that George Inlet.

21 MR. O'BRIEN: Yeah. There was the Misty tours and George

22 Inlet.

23 MR. PERCY: So there was two George Inlets and then I had six

24 total Misty's.

25 MR. O'BRIEN: Correct.

1 MS. PRICE: Okay. So --

2 MR. O'BRIEN: Because that was after --

3 MR. PERCY: IOE.

4 MS. PRICE: IOE.

5 MR. O'BRIEN: Yeah.

6 MS. PRICE: Right.

7 MR. HASSELL: Is that his flight records down there?

8 MR. PERCY: And completed IOE on 5/11.

9 MS. PRICE: Right. So he --

10 MR. PERCY: And did his, that on 5 (indiscernible) --

11 BY MS. PRICE:

12 Q. So in the 9 days between his IOE sign-off and the accident, 9  
13 days, he did eight tour trips and he did a couple of ride-alongs.

14 So did you decide that he was ready for scheduled operations  
15 at that time, or did you have any conversations with the other  
16 check airmen regarding this ability to be assigned to more  
17 advanced flights?

18 A. I did not.

19 Q. Did you know he was assigned to this flight, or did dispatch  
20 just assign him? Who actually assigns the pilot to the specific  
21 flights?

22 A. Dispatch did on that day, and no, I did not know that he was  
23 doing the Metlakatia flight.

24 Q. Do you know if the other -- you have four others, or I should  
25 say, three other new hires in the company this -- are they also on

1 commercial flights prior to the shutdown? Do you know?

2 A. Have they been flying?

3 Q. Not commercial -- I'm sorry -- scheduled flights. Yeah.

4 Have they been flying the scheduled routes like the accident pilot  
5 was?

6 A. One fellow, by memory, I know has not completed his IOE, and  
7 -- we'd have to look. I don't remember.

8 Q. Yeah. And we can do that today. We'll take a look at the  
9 schedule, like, and see what the other new hires have been doing.  
10 Would you -- can you describe some of the hazards associated with  
11 Metlakatia?

12 A. It's rising terrain, open water. There can be ocean swells  
13 in there. Rising terrain has numerous valleys that the air can  
14 flow through. There can be different wind directions in there.

15 Q. To your knowledge, any incidents or any pilots talk to you  
16 about bad landings, flights, winds, concerns with operating in the  
17 harbor there?

18 A. That day or --

19 Q. No. Prior to that day, has anybody said, you know, I had a  
20 real rough time at Metlakatia today?

21 A. Metlakatia can be challenging.

22 Q. Because of?

23 A. The rising terrain and the different wind directions and the  
24 potential of ocean swells.

25 Q. Did you ever fly with the accident pilot?

1 A. Just one time in the middle of his training.

2 Q. And how did he do on that flight?

3 A. He was on track for his performance.

4 Q. Did you have any concerns with him?

5 A. No.

6 Q. Okay.

7 A. It didn't surprise me as he continued on and I was able to  
8 conduct a commercial check ride.

9 Q. So back to the dispatch process. Can you -- is there a  
10 flight risk assessment process for dispatching flights?

11 A. There is, and I have not reviewed that to see where he fell  
12 on that flight.

13 Q. Okay.

14 A. As far as his numeric value.

15 Q. Okay. So let's talk about how it's done in general, and then  
16 we can talk about the record of that risk assessment. When a  
17 pilot shows up to dispatch in the morning, who initiates the  
18 flight risk assessment process?

19 A. Dispatch.

20 Q. And how do they do that? Do they ask questions? Do they  
21 give the pilot a form? Do they do all the rating themselves?

22 A. They pull the form up on the computer. And I believe the  
23 headings or the items are numbered and they assign a number to a  
24 column, and by the time they're done, they add up all the numbers,  
25 and if it falls between a certain value, then management is

1 contacted or the flight is -- it can reach a high enough point  
2 where the flight is just not conducted.

3 Q. And on that risk assessment, do you know, is there any place  
4 to assign a risk value based on experience?

5 A. We'd have to look at it.

6 Q. Okay. How about pilot -- is a pilot's readiness on there,  
7 meaning rest, fatigue, medical, life stressors, things like that?  
8 Is that on there?

9 A. We'll have to -- we'd have to look at one.

10 Q. Okay. So sometime today we'll go maybe just to dispatch and  
11 just look at those forms.

12 A. I think that there has been some editing and some changing of  
13 that recently.

14 Q. And who would be doing that? Who is responsible for the risk  
15 assessment forms?

16 A. I think John Dorward. And a consensus probably between the  
17 chief pilot's office and dispatch and the director of ops office.  
18 The Medallion folks were involved in the recommendations, I  
19 believe, on the risk assessment form.

20 Q. And do you know, does anybody sign it or does it just get  
21 logged in the computer?

22 A. No, the pilot signs it and they become collected by dispatch  
23 on the computer that's out there, outside of dispatch.

24 Q. Okay. So it's done on a computer. They actually print  
25 something for the pilot to look at?

1 A. Yeah.

2 Q. The pilot signs. Is it all about the risk numbers or does it  
3 also have the load and the trip and all that on there?

4 A. They'll print a manifest, as well, that will have passenger  
5 names and weights for everything, and that risk assessment will be  
6 part of that paperwork packet.

7 Q. Okay. And they hand it back to dispatch or does the pilot  
8 take it with them?

9 A. The pilot takes it with him and -- well. he needs the  
10 dispatch sheet with him for passenger names and weights for his  
11 inbound load. And the risk assessment is supposed to be deposited  
12 in that box, but typically they're kind of stapled together and  
13 they wind up going with the pilot, so they don't make it back into  
14 the box until after the flight.

15 Q. But the dispatch folks do fill it out on a computer. Do they  
16 keep a record of that without the pilot's signature? I know --

17 A. I'm sure they do. I don't know that they do for certain, but  
18 I'm sure they keep an electronic copy of it. That would have to  
19 be checked. That's just a guess on my part.

20 Q. And have you ever had a flight come up with too high of a  
21 risk value and they've called you about it?

22 A. They have. And usually ask the specifics, what put it up to  
23 the value? Was it weather or experience or what was the factors  
24 that brought the number up high enough to call me.

25 Q. Um-hum. Okay. We'll go back to there. So in regard to --



1 back to the hiring process. Can you describe the trends you've  
2 seen or describe the challenges you have with hiring pilots each  
3 season?

4 A. Finding the qualified people.

5 Q. And has it always been that way? Has it been getting more  
6 difficult every year?

7 A. I think it's getting harder. Finding a seaplane pilot is a  
8 much different skillset than finding a wheel plane pilot. More of  
9 a specialized type of skill.

10 Q. Have you changed any of your recruiting or hiring policies or  
11 training as a result of the changes in the pilot availability?

12 A. Changes? I don't know what that would be.

13 Q. I guess it would be like perhaps 6 years ago you can find  
14 plenty of pilots with 500 hours of float time. Have you had to  
15 change your, you know, your minimums for hiring, and have you made  
16 any changes to your training program to then adjust for pilots  
17 coming in with less experience?

18 A. I would say that -- and I've only been doing this for Taquan  
19 since --

20 Q. For, I know, for -- right, last year.

21 A. -- October. But I would say overall, my opinion would be  
22 that, yeah, we're having to hire less experienced pilots in  
23 floatplane.

24 MS. PRICE: Um-hum. Okay. I'm going to take a break. Thank  
25 you, Clark.

1 Jon, if you have --

2 MR. PERCY: Okay. A couple follow-ups from Noreen's  
3 questions.

4 BY MR. PERCY:

5 Q. So you said that -- the question was whether any initiatives  
6 currently in progress working with your POI making changes from  
7 the events that last year -- or that you said you were making  
8 changes from the event that occurred last year. What changes are  
9 you guys making?

10 A. And again, this was more Medallion spawned. We increased our  
11 Q-based training and published some maps with designated points  
12 that need to be able to be seen visually in order to continue.  
13 More point to point type Q-based training specifically for going  
14 across the Prince Wales island to the other side. We had chosen  
15 two preferred routes and two less-preferred routes and made  
16 requirements to have the pilots contact dispatch if they weren't  
17 able to take the preferred routes. And if contact couldn't be  
18 made with dispatch, then they were to land in Craig or in Hollis  
19 and use the telephone to contact dispatch.

20 Flights were to be kept together rather than multiple -- on a  
21 multi-airplane flight they were all to use the same route and work  
22 together as a team, rather than all take different routes. We  
23 tightened that up a little bit specifically because of the last  
24 accident back in '18. Same thing with going to the Fjords. We  
25 designated more point to point Q-based type training.

1 Q. Going to the training, so you said that you were -- you know,  
2 you advertised 1500 total and 100-hour floats. Is this different  
3 from the training program eligibility requirements? So in your  
4 current rating training program, what are the -- what requirements  
5 make a person eligible to enroll in that training program?

6 A. We'd have to look at that up. I don't recall offhand.

7 Q. Do you think it's more or less, or --

8 A. Without looking at the training manual specifically for it, I  
9 don't -- I can't answer that from memory.

10 Q. Okay. We can look at that, review. Now why, if we advertise  
11 100 hours, why would someone with 5 hours even be looked at? And  
12 I think one of your reasons was he had an eagerness to learn, but  
13 you wouldn't know that from the resume.

14 A. No. If they come up here and to get involved with us and we  
15 can teach them. We have to do that, although we can't go much  
16 more than 10 or 12 hours just to get through the commercial phase  
17 of the check ride. But we're willing to work with them and assign  
18 them simple flights, which are good weather, low wind, close.

19 Q. And just to interrupt. That's not really what I was looking  
20 for. Why would that resume even -- why would he even be called if  
21 we're looking for 100 hours and he has 5 hours. And 1600's not a  
22 lot of time. But like with 5 hours versus 100, I mean, why would  
23 we even -- why would you even --

24 A. Because that's all we can get our hands on.

25 Q. Okay. And then what would be the alternative then to not

1 hiring somebody? Just having an airplane not flown or having to  
2 reduce tours or flights?

3 A. I guess that could be true.

4 Q. Okay. Another question or a follow-up would be, you said  
5 initial new hires are not trained in downwind, that's something  
6 that they just -- you wouldn't have them do. When would you train  
7 downwind landings?

8 A. I would have to go back to a pilot's initial training, from  
9 being a student pilot who's taught to look at windsock or listen  
10 to an ATIS, and have an assumption that they'd have some  
11 responsibility on their own to determine wind direction.

12 Q. Right. Another pilot in here earlier had stated that we do  
13 downwind landings at Taquan all the time, as -- you know, as long  
14 as it's under 10. And you said we don't train in downwind  
15 landings. But I'm, I was just asking when -- to new hires you  
16 don't train. When would the company begin to train a pilot to  
17 conduct downwind takeoffs and landings, if not for a new hire?

18 A. I would say that we don't have anything in place for that.

19 Q. Another sort of follow-up on that. New flights, new pilots  
20 are assigned easy flights, and with easy flights you meant light  
21 winds. What are light winds?

22 A. Ten to 15, maybe gusting 20, should be considered light.

23 Q. I think that was -- that's weather exactly.

24 I think she earlier said that whose decision was it to assign  
25 Mr. Rash the Metlakatia flight, and you said that was dispatch,

1 correct?

2 A. I believe that's correct. I was not involved in it.

3 Q. How do they know when a pilot is ready to be assigned a  
4 particular flight? Is there a qualification or a status board  
5 that informs dispatch of a pilot's status?

6 A. There's no status board. I believe the term that I've heard  
7 a lot is tribal knowledge. It is a generalized consensus.

8 Q. So do you feel that tribal knowledge was adequate in this  
9 situation?

10 A. I'd have to say no. I don't know that that's a --

11 Q. So with operational control, I'm just wondering, with  
12 operational control in mind, how the dispatch -- I mean, you have  
13 a, you know -- we're hearing typically that a pilot will fly 6  
14 weeks to a month of tours. And clearly we're in May, we've even  
15 started out. But what indication does dispatch have other than  
16 tribal knowledge, if there is any, that a pilot is ready to move  
17 on from air tours to a more complicated or more complex flight  
18 environment?

19 A. That is observation. Again, I could use the term tribal  
20 knowledge between all the other senior pilots and pilots that are  
21 working with him.

22 Q. Are they discussing that with dispatch?

23 A. I wouldn't say they're -- well, they could be discussing it.  
24 Do you want my opinion?

25 Q. Well, I guess if that's what you've got.

1 A. Okay. My opinion would be that they are talking with the  
2 other pilots, talking with dispatch, talking with management. The  
3 company is still small enough that you can tell if somebody's not  
4 fitting in properly. If they're taking local flights, we've got  
5 customers that have been flying for 30 years. They know as well  
6 and will report to us if they're seeing things they don't --  
7 haven't seen before. Again, for lack of a better term, tribal  
8 knowledge is --

9 Q. And who assigns all of the flights? Is that -- does  
10 dispatch?

11 A. Yes.

12 Q. And are you or the -- are you informed of the decision or are  
13 you consulted at all about who's been assigned to what flights, or  
14 is this all authority delegated to the dispatch?

15 A. There will be specific things that we know to send a certain  
16 pilot on or not send a certain pilot on. I'm trying to think of  
17 an example. You're going to a different destination or a  
18 destination that maybe someone has never gone to before, that  
19 definitely is a red flag.

20 We'll send a more experienced pilot if it's some kind of a  
21 load or a challenging takeoff or landing or beaching or something  
22 that is particular that -- lakes, goat hunters. I mean those  
23 kinds of things are -- I don't know if they would surface on the  
24 risk assessment form or not. We'd have to look at one.

25 Again, that's probably more tribal knowledge. The

1 dispatchers have been doing this for 20 years, probably 40 years  
2 between the two of them, and they know not to send any pilot on  
3 any mission.

4 Q. So if we have, you know, I think you said 23 pilots. How  
5 does the dispatch know that training's been completed for a pilot  
6 before they assign them a flight?

7 A. How would dispatch know if a pilot has been released for  
8 service? I'm going to say that that would be the check airmen  
9 would communicate that probably verbally to them. They don't have  
10 a status board.

11 Q. So I guess on the same question I would say, how do we know  
12 like, if people have flown -- it happens where they overfly their  
13 medical? You know, their medical expires and 3 days into their  
14 medical being expired and they've been flying, they realize it's  
15 expired. How do you -- so they don't have -- there's no way for  
16 them to know the pilot's medical status either?

17 A. (No audible response.)

18 MR. PERCY: I don't have -- that's all the questions I've  
19 got.

20 MS. PRICE: Mike, do you have any follow-up questions?

21 MR. O'BRIEN: Yeah, just one.

22 BY MR. O'BRIEN:

23 Q. Clark, to your knowledge or memory, is there any specific  
24 requirement -- GOM, FARs, whatever -- in order to, like a box  
25 check, so to speak, to train pilots under tailwind conditions?

1 A. No.

2 MR. O'BRIEN: No. That's all I have.

3 MS. PRICE: Okay.

4 MR. HASSELL: No. To clarify that answer, I say, no, I don't  
5 know of any. I'm not saying no, there is none. I'm saying no, I  
6 don't know of any.

7 MR. O'BRIEN: Right.

8 MS. PRICE: How you doing, Clark? You all right? Do you  
9 need a break or are you good?

10 MR. HASSELL: Um-hum.

11 MS. PRICE: Okay.

12 MR. HASSELL: Get through it.

13 BY MS. PRICE:

14 Q. Okay. Last year's season, 2018, do you -- can you recall how  
15 many new hires you had then?

16 A. I mean not specifically by number. It's all the return  
17 fellows from this year.

18 Q. Did you have to --

19 A. Must be --

20 Q. -- let anyone go last year during the training or IOE  
21 process?

22 A. I don't know.

23 MR. HASSELL: Mike, do you recall? I don't think we -- I  
24 think everybody who trained --

25 MS. PRICE: New hires last season?



1 MR. O'BRIEN: I'm trying to remember. I know there was a  
2 lot. The number nine sticks in my head.

3 MR. HASSELL: I was going to say seven or nine.

4 MR. O'BRIEN: Seven or nine?

5 MR. HASSELL: But I don't think anybody flunked out, if you  
6 will.

7 MR. O'BRIEN: I don't think there was a problem, no.

8 MR. HASSELL: Um-hum.

9 MS. PRICE: Okay.

10 BY MS. PRICE:

11 Q. Medallion, are you still a Shield carrier with Medallion?

12 A. We are. I say that because I don't know if we are still  
13 under review by them by from the last event last year, or not. I  
14 think that we are cleared and can say that we are a Shield  
15 carrier. We just had an audit and I didn't hear any -- I didn't  
16 hear that we weren't.

17 Q. What was your audit in, which area? Do you remember?

18 A. I think they hit all of them.

19 Q. Oh, all of them, each area. Okay. So do you have a  
20 Medallion operational control manual? Is it a separate --

21 A. Well, there's five stars and I, to be honest with you, I  
22 don't know if they each have their own manual or it's all one  
23 great big manual. I know the CFIT manual is a manual of its own,  
24 but it may be just part of a five -- big book. Yeah, I'm pretty  
25 sure.

1 Q. Okay. We can take a look at that this afternoon as well,  
2 look for your Medallion stuff. And how about SMS? Does the  
3 company have a safety management system?

4 A. They have a formal safety program, but I don't think they've  
5 moved into what's considered an industry-type SMS program.

6 Q. So in the formal safety program, do you as the chief pilot  
7 play any role in that program and how it functions?

8 A. I haven't yet. As safety committees would be needed, I'm  
9 sure that I would be involved in that.

10 Q. But currently, you haven't done any safety committees or  
11 anything like that?

12 A. No. I haven't had the time to.

13 Q. Yeah. I understand. So in this formal program, if a pilot  
14 had a safety concern, how would a pilot communicate that safety  
15 concern?

16 A. There's a reporting system, and they call them S-1 reports.  
17 That can be submitted candidly, if they'd like, or submitted not  
18 candidly so they can discuss, expand if they want to.

19 Q. And where does that go? Like they submit an S-1, now what?

20 A. That winds up with the director of ops and he disseminates it  
21 from there.

22 Q. And have you seen any?

23 A. Um-hum.

24 Q. Have you been involved in addressing some of them?

25 A. Yeah.

1 Q. About how many have you seen since you've been the chief  
2 pilot?

3 A. Maybe half a dozen. I mean, these are everything from  
4 missing tires on the dock, loose planks, slippery steps,  
5 everything.

6 Q. Any flight safety issues brought up via S-1?

7 A. Not that I can recall.

8 Q. If a pilot did have a safety issue, say, a new hire was in  
9 place they hadn't been to many times and something didn't go quite  
10 right, how would they report that to you?

11 A. An S-1 form. Actually, I can recall, an airplane had bumped  
12 into a truck in one of the outlying areas. A truck had been  
13 relocated or for whatever reason the event happened. The pilot  
14 not only filled out the discrepancy log for the airplane, but  
15 reported that on an S-1 form as well.

16 Q. Okay. Do you have all-pilot meetings ever, pre-season all-  
17 pilot meetings or throughout the season?

18 A. It would be about now that we'd have one, but there's been so  
19 much going on. We get them, kind of get them started, and within  
20 the first few weeks of them coming up to speed, you can bring  
21 things up then at the meeting that will make sense to them after  
22 they've been on the line for a little bit.

23 I mean, you go over things in ground school so much, but it  
24 doesn't really sink in until you've been out there and seen it.  
25 And then you recap that about the middle of May, the third week in

1 May, and have a safety meeting. But we haven't done that.

2 Q. This might be a good time for an all-pilot safety meeting.

3 A. Well, there's been a lot of activity in the last couple  
4 weeks.

5 Q. So as part of the safety program, does management -- do you  
6 know if management has a method for determining what the company's  
7 risk is, specifically in-flight operations? Do they do any type  
8 of risk assessments as far as the company goes? I know you have  
9 flight risk assessments, but is there any process that management  
10 has for determining the risk Taquan Air has?

11 A. Yeah.

12 Q. There's many, yeah.

13 A. It's a good question and I don't know.

14 Q. What changes have been made, if any, to how you operate since  
15 the accident occurred, this accident? Or are there any changes  
16 coming forth?

17 A. Oh, yeah. We're going to increase the IOE from a minimum of  
18 10, which can be reduced by half, to 15 with no reduction. Pilots  
19 won't -- I'm trying to remember what we just wrote. Pilots will  
20 be -- for example, tours, if we had one airplane going on a tour,  
21 it wouldn't be a new pilot. It would be an experienced pilot and  
22 the new pilot would only be going with other groups of airplanes.

23 That document is being -- we just wrote that yesterday or the  
24 day before trying to brainstorm new things to adopt. And so,  
25 there's only three or four things on there at this point and

1 they're the only -- I'm the only one that puts some things down.  
2 We just haven't heard back yet from the DO, and the president may  
3 have some ideas. The other check airmen may have ideas. The  
4 senior pilots may have other things they'd like to see. We can  
5 get that all conglomerated and sort through it and see what best  
6 practices could be.

7 Q. Are you going to be hiring any more pilots this season?

8 A. I don't think so.

9 Q. Do you expect the situation with the shortage in pilots to be  
10 better next summer or the same or worse?

11 A. In regard to being able to find experienced pilots, I don't  
12 know how that will go.

13 Q. Do you anticipate changing any of your training program to  
14 compensate for lack of experience?

15 A. Well, already I believe we're going to go to a minimum of 15  
16 hours of IOE.

17 Q. IOE, yeah.

18 A. And I would expect that when we send out a tour flight with a  
19 new fellow in it, he'll be with a group of airplanes so he won't  
20 have to make a singular decision.

21 Q. Okay.

22 A. Those are, those are just guesses on my part. I don't --

23 MS. PRICE: Okay. So some of the things -- I don't have any  
24 more questions. Do you have more questions?

25 MR. PERCY: Yeah, just a couple more.

1 BY MR. PERCY:

2 Q. One that came up kind of as a follow-up to Mike's question to  
3 them. So he said that there's no requirement to train tailwinds,  
4 but another pilot says they're conducted all the time. Should we  
5 conduct any operation -- this is just in your opinion -- that we  
6 haven't been trained to do?

7 A. Are you asking are there other things besides downwind?

8 Q. Well, anything. If we haven't been trained to do it, should  
9 that be allowed by the company?

10 A. With the seaplane world, being so far removed from the  
11 wheeled plane world, I don't know that you could hit every -- I  
12 don't know that you could make a blanket answer that would -- I  
13 don't know how to even begin with all the variables with seaplane  
14 operations, you know, water hazards, float and dock hazards. And  
15 there is no substitute for being able to set the brakes and go,  
16 whoa, stop for a second. It's constant movement and -- I don't, I  
17 don't think I can answer that very well.

18 Q. Okay.

19 A. You know, if it weren't for a tailwind, there'd be a whole  
20 other subject -- you mentioned crosswind. Confined areas. Yeah,  
21 I don't know, Jon. I can think of something that's --

22 Q. Yeah, I was just asking for your opinion. Yeah, and I  
23 recognize there's a lot, but, you know, some of those are --  
24 there's techniques versus hazard. But anyway.

25 A. Best practices and, you know, if your procedure has

1 everything -- here's my opinion. If you procedurized everything  
2 down to all the procedures you could think of, I guarantee you  
3 there'd be one that you hadn't thought of yet that -- you know, to  
4 be in trouble for something that you didn't train for because you  
5 didn't think of that other situation that could arise, there's  
6 just too many situations.

7 You know, you think about a runway, an airport environment  
8 where you've got painted lines. You know, we don't have that here  
9 and I don't know how you'd train for every scenario.

10 Q. And one more on that crosswind. Could a poor -- in your  
11 experience as a floatplane pilot, could poor crosswind technique  
12 lead to a capsizing?

13 A. Yeah. I think we just saw it.

14 MR. PERCY: Yeah. I think, I think that's all I had.

15 MS. PRICE: Anything else, Mike?

16 Okay. I don't have anything else, but I will say there may  
17 be follow-up interviews as we get deeper into the investigation.  
18 Thank you very much for your time. Appreciate it.

19 MR. HASSELL: Absolutely.

20 MR. PERCY: Thanks, Clark.

21 MS. PRICE: That concludes the interview.

22 (Whereupon, the interview was concluded.)  
23  
24  
25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD


IN THE MATTER OF:           TAQUAN AIR DHC-2 METLAKATIA  
  Interview of Clark Hassell

ACCIDENT NO.:                ANC19FA019

PLACE:                         Ketchikan, Alaska

DATE:                         May 23, 2019

was held according to the record, and that this is the original,  
complete, true and accurate transcript which has been transcribed  
to the best of my skill and ability.

  
\_\_\_\_\_  
Romona Phillips  
Transcriber



UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of: \*

\*

TAQUAN AIR DHC-2 METLAKATIA \* Accident No.: ANC19FA019

\*

\* \* \* \* \*

Interview of: LEAH KLINGER  
Senior Dispatcher, Taquan Air

Taquan Air Offices  
Ketchikan, Alaska

Thursday,  
May 23, 2019

## APPEARANCES:

NOREEN PRICE, Investigator in Charge  
National Transportation Safety Board

JON PERCY, Principal Operations Inspector  
Federal Aviation Administration

MICHAEL O'BRIEN, Senior Pilot/Check Airman  
Taquan Air

BRIAN GERD, Esq.  
Richmond & Quinn  
(On behalf of Ms. Klinger)

<u>ITEM</u>	<u>I N D E X</u>	<u>PAGE</u>
Interview of Leah Klinger:		
By Ms. Price		5
By Mr. Percy		8
By Ms. Price		10

I N T E R V I E W

1  
2 MS. PRICE: Okay. It's May 23rd, 2019. We're at Taquan Air  
3 interviewing for the Alaska accident ANC19FA019, interviewing Leah  
4 Klinger.

5 Leah, thank you for being here today. The NTSB is an  
6 independent federal organization that investigates accidents for  
7 the purposes of safety. We appreciate your cooperation today.

8 We'll be making a transcription of this recording and it will  
9 be going in the public docket. Anytime you want to take a break,  
10 we'll take a break. You're allowed to have one person with you  
11 during the interview, who is that person?

12 MS. KLINGER: Brian.

13 MS. PRICE: Brian, okay. So going to introduce everybody  
14 around the table real quick. I'm Noreen Price, NTSB accident  
15 investigator, Alaska Region and IIC of the investigation.

16 MR. PERCY: Jon Percy, FAA investigator, Juneau Flight  
17 Standards District Office.

18 MR. O'BRIEN: Mike O'Brien, senior pilot/check pilot, Taquan  
19 air.

20 MR. GERD: Brian Gerd, legal counsel for Taquan Air and its  
21 employees.

22 MS. PRICE: Thank you. And if you could say and spell your  
23 name for me, for the record.

24 MS. KLINGER: It's Leah Klinger; K-l-i-n-g-e-r.

25 MS. PRICE: L-e-a-h?

1 MS. KLINGER: Yes.

2 MS. PRICE: Okay, great. Thank you.

3 INTERVIEW OF LEAH KLINGER

4 BY MS. PRICE:

5 Q. And what's your position at Taquan Air?

6 A. Senior dispatcher.

7 Q. And how long have you had that role?

8 A. Well, I guess the title has been on there 5 years, maybe.

9 Q. And how long have you worked for the company?

10 A. Since -- let's see. For the company was -- that is currently  
11 owned by Brien Salazar, it has been 15 years.

12 Q. And have you had any training in your position as a  
13 dispatcher/senior dispatcher? Does the company provide you any  
14 training for your duties?

15 A. Yes.

16 Q. Any recurrent training on an annual basis?

17 A. Yes.

18 Q. And what kind of things does that training cover?

19 A. We do written recurrent tests, and --

20 Q. Does it cover operational control?

21 A. Yes.

22 Q. Weather?

23 A. Yes.

24 Q. On the day of the accident, you were the person who  
25 dispatched the accident flight?

1 A. Correct.

2 Q. Did you meet the pilot that morning, or was it by phone? Did  
3 you actually see him face to face?

4 A. No, I spoke with him face to face.

5 Q. Okay. And how did he seem?

6 A. Fine. He was eager to fly.

7 Q. Do you know if he had been to Metlakatla before?

8 A. Yes, because they had done IOE to Metlakatla.

9 Q. So as part of the scheduling process he was assigned to this  
10 particular flight. How in dispatch do you know who -- what pilots  
11 can be assigned to what flights?

12 A. We have the sheet that you just took a copy of. But for this  
13 season, since there was still so much training going on, it was a  
14 verbal from my station manager, Danita.

15 Q. And what did she say to you?

16 A. I asked her if he had completed his IOE, and she said, yes,  
17 he's been released for duty.

18 Q. So when a pilot -- and your understanding of when a pilot has  
19 completed IOE, what types of flights can they be scheduled for?

20 A. They can be scheduled for scheduled operations and also for  
21 tours. But with the tours, they've had to have had the IOE for  
22 tours as well. They ride along and they have a check airman ride  
23 along with them. So they have IOE for all of it.

24 Q. So there's an IOE for tours, and on that sheet there's no  
25 tours, though. So how do you know someone's had -- how do you

1 know someone's ready for a tour, again?

2 A. Well, they've had -- been cleared for all their IOE.

3 Q. For all their IOE?

4 A. Yeah.

5 Q. Okay. Here we go --

6 A. Yeah. And it --

7 Q. So we're looking at the --

8 A. So --

9 Q. -- list of all the different flights and pilots. The release  
10 list, so to say, status.

11 A. Right. They -- all of the pilots will have been cleared for  
12 tour operations. If they have enough hours, then they will have  
13 been cleared for desni (ph.) operations. This is an additional  
14 sheet to show us which pilots can take mail flights, in addition  
15 to tour.

16 Q. And is the mail flight also scheduled flight? Is that what  
17 you mean by mail flight?

18 A. Yes.

19 Q. Because it's scheduled?

20 A. Scheduled. All the mail flights are scheduled operations.

21 Q. Okay.

22 A. Scheduled 135.

23 Q. And then these are, what, specific locations?

24 A. Correct.

25 Q. All the other items?

1 A. Yup, these are individual stations.

2 Q. And what does the weather check mean on here?

3 A. If they've been cleared to go on weather checks and give us  
4 weather.

5 Q. Okay. Did you communicate to anybody that the list was not  
6 updated for this year? Was that knowledge -- did everybody know  
7 that, that there was not an updated pilot status list for this  
8 summer yet?

9 A. I didn't communicate that to anybody. I assumed that when  
10 they were ready with updating the list that they would have gotten  
11 it to us. We were still in the middle of training.

12 Q. Yeah.

13 A. Everything is -- it's early in the season.

14 Q. So in regards to the other new pilots as well, is that all  
15 verbal where -- what they could do and what they couldn't do?

16 A. That is the only new pilot that I knew of that had been  
17 released. I had also been told by Danita that Garrett was also --  
18 had been released to do mail flights. Those were the only two  
19 that I knew of.

20 Q. Okay. All right.

21 MS. PRICE: Do you have any questions, Jon?

22 MR. PERCY: Let's see. I did.

23 BY MR. PERCY:

24 Q. So it's been discussed in here about a policy that pilots  
25 should fly a month to 6 weeks of air tours before they're put on



1 scheduled flights. Have you ever heard that before?

2 A. No. Did somebody say it?

3 Q. Yeah.

4 A. What was the question again? Sorry, Jon.

5 Q. That there was a policy in Taquan that the pilot should fly a  
6 month to 6 weeks of just air tours before being assigned to  
7 scheduled flights, is something that's been brought up.

8 A. No.

9 Q. That doesn't sound right? And then the only other question  
10 is, did you notify -- I think his -- he was in the caution. Did  
11 you notify anybody in management that he was in the caution?

12 A. That had been checked off, as Clark had been -- he had been  
13 -- I don't remember. Let me think about that.

14 So earlier in the day, when I had talked with Clark for that  
15 day, because these numbers have not changed, and so -- yes, it was  
16 earlier in the day when he did his Misty Fjord tour. So the  
17 numbers had not changed for that day.

18 MS. PRICE: Okay. This is the singular risk assessment for  
19 the day.

20 BY MR. PERCY:

21 Q. Do you do one before every flight? No, you do them before  
22 every flight, right?

23 A. We do one before every flight. With tours, it's not a  
24 requirement unless the conditions for the day have changed.

25 MS. PRICE: Okay.

1 MS. KLINGER: But we do do it for every flight. We also use  
2 this as a tool when we're doing tours so that the ticket agents  
3 know how to assign -- which pilots are being assigned for the  
4 flights. They use it as --

5 MS. PRICE: So you talked -- I'm sorry, can I?

6 MR. PERCY: No, now I'm good. Yeah.

7 BY MS. PRICE:

8 Q. You talk to the chief pilot earlier in the day on his first  
9 flight, which was a tour. And then you did another risk  
10 assessment, correct? This is a separate one?

11 A. Um-hum.

12 Q. And you did not talk to him; is that right? I just want to  
13 make sure I understand what was going on about this risk  
14 assessment.

15 A. The conditions for the day didn't change, so I didn't --

16 Q. Okay. Right.

17 A. So I didn't pull him aside a second time and say, hey, these  
18 are the numbers --

19 Q. Right. You would say that --

20 A. -- because they would --

21 Q. -- you talked to him earlier in the day and that covered --

22 A. Correct.

23 Q. -- the level of risk because --

24 A. Yes.

25 Q. -- it's already been -- okay.

1 MS. PRICE: Mike, do you have any?

2 MR. O'BRIEN: I don't think so.

3 MS. PRICE: No, I think that does it then. Thank you very  
4 much. I appreciate you taking the time --

5 MS. KLINGER: Thank you.

6 UNIDENTIFIED SPEAKER: Thanks, Leah.

7 MS. PRICE: -- out of your day to sit down with us. That  
8 concludes --

9 (Whereupon, the interview was concluded.)

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF:           TAQUAN AIR DHC-2 METLAKATIA  
  Interview of Leah Klinger

ACCIDENT NO.:                ANC19FA019

PLACE:                         Ketchikan, Alaska

DATE:                         May 23, 2019

was held according to the record, and that this is the original,  
complete, true and accurate transcript which has been transcribed  
to the best of my skill and ability.

  
Lindsey Kahnke  
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of: \*

\*

TAQUAN AIR DHC-2 METLAKATLA \* Accident No.: ANC19FA019

\*

\* \* \* \* \*

Interview of: DANITA SCOTT  
Station Manager, Taquan Air

Taquan Air Offices  
Ketchikan, Alaska

Thursday,  
May 23, 2019

## APPEARANCES:

NOREEN PRICE, Investigator in Charge  
National Transportation Safety Board

JON PERCY, Principal Operations Inspector  
Federal Aviation Administration

MICHAEL O'BRIEN, Senior Pilot/Check Airman  
Taquan Air

BRIAN GERD, Esq.  
Richmond & Quinn  
(On behalf of Ms. Scott)

<u>ITEM</u>	<u>I N D E X</u>	<u>PAGE</u>
Interview of Danita Scott:		
By Ms. Price		5
By Mr. Percy		18
By Ms. Price		20

I N T E R V I E W

1  
2 MS. PRICE: Okay. It's May 23, 2019. We're at Taquan Air  
3 conducting interviews for accident ANC19019 [sic]. This is Noreen  
4 Price.

5 And Danita, welcome today. Thank you very much for  
6 participating in our investigation.

7 The National Transportation Safety Board is an independent  
8 agency that investigates accidents to determine probable cause and  
9 to make recommendations to prevent these sort of accidents in the  
10 future. We're going to be recording this today, making a  
11 transcript. That'll go in the public docket.

12 At any time, if you need a break, just say so. We'll take a  
13 break. If you need to go to the bathroom, drink of water, or if  
14 you have to confer with your lawyer, we'll stop the recording and  
15 then do whatever we need to do, and then start it again.

16 This will be public information. I can't offer you any  
17 immunity from any legal proceedings. We have no regulatory powers  
18 or legal powers. This is strictly for safety.

19 My name is Noreen Price. I'm an aviation accident  
20 investigator with the NTSB, and I'm the investigator in charge of  
21 this accident. On behalf of the agency, I'd like to give my  
22 condolences. I know it's been a really difficult week for you  
23 guys, so we'll work through this quickly.

24 And we'll go around the table and introduce everybody that's  
25 present at the interview.



1 MR. PERCY: I'm Jon Percy, the FAA investigator for the  
2 accident from the Juneau Flight Standards District Office.

3 MR. O'BRIEN: Mike O'Brien, senior pilot/check pilot, Taquan  
4 Air.

5 MR. GERD: Brian Gerd, legal counsel for Taquan Air and its  
6 employees.

7 MS. PRICE: Okay. You're allowed to have one person present  
8 to represent you or help represent you during the interview. Who  
9 would that person be? Can you say his name?

10 MS. SCOTT: Brian.

11 MS. PRICE: Thank you very much.

12 So Brian, you can't answer any questions, but if we need to  
13 take a break, we can go ahead and do that.

14 INTERVIEW OF DANITA SCOTT

15 BY MS. PRICE:

16 Q. Okay, let's get started. If you could say and spell your  
17 full name?

18 A. Danita Scott, D-a-n-i-t-a, S-c-o-t-t.

19 Q. Okay. And what is your title here at the company?

20 A. Station manager.

21 Q. And how long have you been the station manager? We don't  
22 need exact dates, but you know --

23 A. I don't -- over 10 years. I've been employed by the company  
24 since May of 2001.

25 Q. And what did you do before station manager?

1 A. I just -- dispatch, ticket counter. It was a small operation  
2 back then.

3 Q. So what are some of -- all of your duties as station manager?

4 A. Well, I oversee the customer service staff and the flight  
5 followers, the dispatch staff. I have a freight manager and I  
6 just oversee him, but he pretty much oversees the freight  
7 department. I'm in charge of creating our schedules, filing our  
8 schedules. Our reservation program, I'm in charge of that,  
9 keeping it updated, putting our schedules in it. I also oversee  
10 all our stations. I'm their main point of contact. So I stay in  
11 contact -- you know, I'm their main person that they go to if  
12 there's any problems. They're all pretty much self --

13 Q. Um-hum. How many stations do you have?

14 A. We have Metlakatla, Thorne Bay, Craig. I have -- there's a  
15 gentleman in Hyder that meets our aircraft. Coffman Cove, Whale  
16 Pass, Point Baker, Port Protection, Edna Bay and Naukati.

17 Q. I lost count, but that's okay.

18 UNIDENTIFIED SPEAKER: It's in the low teens.

19 MS. SCOTT: Yeah, it's --

20 MS. PRICE: Yeah, yeah, yeah. Okay.

21 MS. SCOTT: And we just -- some of them are 2 days a week,  
22 some of them are 3; others are 6 days a week. It just --

23 BY MS. PRICE:

24 Q. And how many employees do you supervise, roughly?

25 A. Twenty-ish, maybe; 25 right now. Just depending on the

1 season. It's lower in the winter because it's just three or four  
2 of us here, and --

3 Q. Are you on a salary or --

4 A. Yes.

5 Q. So you said that you're responsible for creating the  
6 schedules. By schedules, you mean employment schedules or flight  
7 schedules or --

8 A. I do both. I do the work schedule for dispatch and for the  
9 customer service.

10 Q. So work schedule just for the employees that work in -- okay.

11 A. Directly. Yeah.

12 Q. I understand.

13 A. And then the other schedules that I referred to are our daily  
14 schedules. Like I plan them out into the future.

15 Q. Okay. Thank you. I'm going to --

16 A. Like our -- for our tours and our scheduled flights.

17 Q. Okay. Do you -- you don't have any operational control? Do  
18 you know what operational control is?

19 A. Yes, I know what that is.

20 Q. And do you have any -- is it delegated to you on any level  
21 that you know of?

22 A. I know that in our ops manual that it could be delegated to  
23 the flight coordinators on duty, but --

24 Q. But you don't supervise them, right?

25 A. No, I do supervise them.

1 Q. Oh, you do? The flight --

2 A. Yeah, and I --

3 Q. -- oh, the flight coordinators.

4 A. Is the dispatch office. And I also -- I do also do that a

5 few days a week.

6 Q. Okay. So let me just -- it's my own confusion with the

7 company terminology that you're using.

8 A. I'm sorry.

9 Q. No, it's my fault. You said you -- flight followers. So the

10 flight follower's a dispatch person --

11 A. Yes.

12 Q. -- as well? Same --

13 A. Yeah. So we're part 135. We are considered flight

14 followers. Yeah, sorry.

15 Q. Okay. Yes, I understand that now.

16 A. Sorry.

17 Q. So when I use the term "dispatch," I know it's not a 135

18 term, but --

19 A. Okay. You meant flight followers, yeah.

20 Q. But for our -- for my purposes, I'm going to use the word

21 dispatchers.

22 A. That's fine.

23 Q. And so we all understand, those are the flight followers --

24 A. Yep, yep.

25 Q. -- (indiscernible) and you supervise all of them. Okay. So

1 that helps.

2 Were you working on the day of the accident?

3 A. No, I was not.

4 Q. So when you're not at work, who takes your job?

5 A. That would be Tiger, is the assistant station manager. And  
6 when I'm not there, he kind of oversees, you know, the problem  
7 solvers.

8 Q. Okay. All right. So if you would describe to me the  
9 dispatch process? So we start in the morning. How does a flight  
10 get put together? Airplane, pilot, mission.

11 A. Usually we have it kind of preplanned out the night before.  
12 We know what freight we have on hand, how many passengers we may  
13 have for each flight. And then once we get our, you know, weights  
14 in the morning, we'll put them in and we'll see if we need  
15 extra -- to add an extra aircraft or not. But usually it's  
16 preplanned the night before.

17 The later flights sometimes move around or they stay where  
18 they were preplanned. It just depends on how the day is going.

19 Q. And then what about the specific airplane assignments? Who  
20 picks the airplane to be assigned to the --

21 A. To the pilot?

22 Q. To the flight and the pilot. Both those -- three things have  
23 to go together: the mission, the pilot, the --

24 A. Usually the pilot schedule has a pilot scheduled in a certain  
25 aircraft, so we'll go off of that. And then usually when we're

1 sketching out, we'll decide who gets what flights knowing --

2 Q. Okay. If you could describe -- take some time now to  
3 describe how you assign a pilot to a flight?

4 A. How I assign a pilot to a flight?

5 Q. Yeah, isn't that what you're doing?

6 A. Yeah.

7 Q. Yeah. How do you decide who gets what?

8 A. Well, to make sure they're cleared to go on that flight.

9 Number one.

10 Q. How do you know that?

11 A. We have a list of who's cleared, but usually -- who's cleared  
12 for what flights.

13 Q. What does that mean by "cleared"?

14 A. Just they've been checked out.

15 Q. And who would give you that list?

16 A. The chief pilot.

17 Q. So the chief pilot gives you a list of pilots who are checked  
18 out.

19 A. Yeah.

20 Q. Are all the pilots, like, either checked out or not checked  
21 out, or are they -- some are different?

22 A. There are certain places that, like, first-years are not  
23 allowed to go or whatnot. We have it on a list, who's cleared for  
24 Forest Service, who's cleared for -- to go to, like, Baker,  
25 Protection or to go to Hyder, which --

1 Q. And is that on the list? So is it clear to see for anyone  
2 that's working in there?

3 A. For those locations, yes.

4 Q. Right. So if I -- there was a certain destination, I can  
5 look at my list and I would know which pilots I could assign.

6 A. I mean, not all the destinations are on there. Just the ones  
7 that we consider --

8 Q. High-risk?

9 A. Yeah. A higher -- just, you know, you need to be more  
10 experienced.

11 Q. Is Metlakatla one of those destinations?

12 A. No.

13 Q. How about -- on that list, do you know who the new pilots  
14 are? Is it easy to determine new hires?

15 A. You know, I -- well, yeah. It's easy to determine that, but  
16 I haven't seen the list lately, so --

17 Q. Yeah. You know, maybe after this we can walk over real quick  
18 and just take a look --

19 A. Yeah, I would have to look and see if it's updated or not. I  
20 mean --

21 Q. -- to see what the list looks like. Yeah.

22 Okay. In the GOM, it talks about if the wind and weather is  
23 over certain limits, or if it's a lake, or if there's sea swells,  
24 and -- there's a whole section, a list of items that says if any  
25 of these things exist -- gusty winds is one of them, marginal

1 weather -- you need to confer with management. How do you guys  
2 know what -- do you have any definitions for what a gusty -- gusty  
3 winds are? Like, is that described anywhere?

4 A. You mean described on what gusty winds --

5 Q. Yeah. So you have to go to management when things are a  
6 certain level. But gusty wind is kind of a broad term. So how do  
7 you guys define this is gusty or this is not gusty? Is it written  
8 on a --

9 A. Well, first we'll assess the weather, check -- usually for,  
10 like, Metlakatla, it would -- the METAR would tell you this is  
11 what the wind is and this is what the gust is. So that is  
12 something that we look at.

13 Q. How about the wind -- the sea swells? Or waves or --

14 A. So that is something we ask our -- sometimes ask our agents  
15 to check the water conditions.

16 Q. Okay. And you guys document that anywhere? Is that -- are  
17 the water conditions written on your risk assessment or any  
18 dispatch paperwork or --

19 A. We don't usually write it down. We usually will inform the  
20 pilots or we'll -- I mean, on here, if it's gusty wind, gust is on  
21 here. It's in the wind --

22 Q. Yeah, up here somewhere.

23 A. It's over here. The gust.

24 Q. Oh, okay.

25 A. So if it's greater than 15 knots, we would give them a 3.



1 Q. I see. Okay. And crosswind component?

2 A. Greater than 10.

3 Q. All right. Previous folks who were in here described that  
4 new hires are initially restricted to certain types of flights.  
5 Do you know how that progression works? Can you describe it?

6 A. Usually, you know, closer to home. Places we service  
7 frequently like Metlakatla, Thorne Bay, Hollis, Craig.

8 Q. So new hires can be dispatched to those places?

9 A. Yeah. As long as they've completed their IOE and they're  
10 signed off by --

11 Q. And you would know that because it's on the list that the  
12 chief pilot gives you?

13 A. Or they'll verbally tell us that they've been cleared for the  
14 flight. And we'll ask too. And we will ask too, if we  
15 question -- if we have a question.

16 Q. Okay. And do you have any discussions with the pilot when  
17 you -- when the folks in dispatch are filling this out, are they  
18 talking to the pilot? Or they do this ahead of time and hand it  
19 to the pilot?

20 A. We do. We ask them to review it, and then we discuss this is  
21 the weather we got, and give them the weather we were given.

22 Q. Because like things like recent divorce is on there and  
23 things that are very personal to --

24 A. And that stuff that just -- we are usually aware of, if they,  
25 you know --

1 Q. Oh, okay. All right. Illness in the family.

2 A. Yeah. Or somebody has a recent death in the family and --

3 Q. Okay. This is the first time I'm looking at it, so I'm  
4 trying to --

5 A. No, it's okay.

6 Q. Yeah. Get a -- so new to area would be --

7 A. Just something --

8 Q. -- new to the destination or new to --

9 A. Just usually for first-years, I give them -- you know,  
10 they're new for the area for a while, and it's an automatic 2  
11 points on their risk assessment.

12 Q. Okay. So the number that he had, where is --

13 A. So you're at 12. So you're in the caution and --

14 Q. So the management needs to be notified.

15 A. So she notified -- she just checked who she notified. Chief  
16 pilot.

17 Q. Okay. Does this process work pretty well for you guys? Is  
18 it clear --

19 A. Yeah.

20 Q. -- how you do it, and then when you do have high numbers,  
21 contacting management?

22 A. Yes.

23 Q. Okay.

24 A. No, it does.

25 Q. Do the pilots, once they do a risk assessment -- they've

1 preflighted, they have their risk assessment, my understanding is  
2 that they -- pilots sign it?

3 A. Yep, they have to sign it. Review it and then they sign it  
4 right here, pilot signature. If they have a question or they  
5 don't agree with the number, they will come discuss it with us.

6 Q. Okay. And what do they do with it once they sign it?

7 A. Well, they take it with them with the manifest. When they  
8 return from their flight, it is put in the manifest box, which  
9 then we organize it into our 30-day file and we keep the records  
10 for 30 days.

11 Q. Okay. Does anybody audit that so you know if they're all  
12 being dropped back off after flights?

13 A. Well, some pilots take them home and they show up a couple  
14 days later. I mean, they take my mail slips home. They've taken  
15 freight money home by accident. They usually -- it ends back up  
16 in the box, usually.

17 Q. Okay. So how do you keep track of the pilots' crew day and  
18 crew rest in dispatch? You're assigning pilots, you have a list  
19 of who's checked off. But how do you know if -- what their rest  
20 was the night before or any flight limitation, timewise, they  
21 might have? Or medical, you know, medical has expired, things of  
22 that nature?

23 A. So the pilot schedule will show days off. And so we know  
24 what days they had off, how many days they have coming up or how  
25 many days they have coming up that are off. As far as sleep the

1 night before, I mean, that's not --

2 Q. Well, rest. Time off from work. I know you don't know --

3 A. Oh. Yeah. So we, you know, we -- we're out of here by --  
4 it's not, it's --

5 Q. There's no fatigue or -- there's no sleep or fatigue on here;  
6 is there? Illness --

7 A. So we have a -- probably these. But yeah, I guess rest is  
8 not on there. But if they go over a certain amount of days in a  
9 row, that is on here.

10 Q. Okay. Yeah, I see that.

11 A. Okay.

12 Q. And 5 hours since the previous flight, so -- for those long  
13 days.

14 A. Yep. That I'll add --

15 Q. How about medical fitness? Do you know when people are up or  
16 down or recovering from dental visits or things of that --

17 A. Yeah, they're usually pretty verbal about, hey, I have a  
18 dental appointment. And basically that's something -- we'll  
19 direct them to the chief pilot, hey, you need to make sure you get  
20 covered.

21 Q. What about their medicals? Do you know how that's tracked?

22 A. The chief -- I believe it's chief pilot and the DO keep track  
23 of that stuff.

24 Q. Do you know if it's on that list that you have there in --

25 A. I'm going to say no. We have previously before gotten one

1 where, hey, we need to keep an eye, like maybe they're getting  
2 close or in their grace month for like a check ride or something,  
3 but --

4 Q. Okay. And so in your experience in the dispatch role, is  
5 there anything special about Metlakatla that you talk to pilots  
6 about or tribal knowledge that you have about Metlakatla?

7 A. That I talk to the pilots about?

8 Q. Yeah. Brand new pilot.

9 A. Well, I know that sometimes in the summer we experience a lot  
10 of, you know, fishing vessels in the area, and then have to fly  
11 over, come back and not land.

12 Q. That's okay. No, I just was curious as to -- if there was  
13 something specific in that area.

14 A. Well, I mean, we -- you know, like everywhere, you keep an  
15 eye on what the weather conditions are doing. And if it's blowing  
16 a certain amount, maybe we'll reassess it, but --

17 Q. Are you a pilot?

18 A. No.

19 Q. Does the company provide you any formal training in your  
20 duties as -- in dispatch and flight following and operational  
21 control? Do you have any --

22 A. You mean like --

23 Q. -- training? Annual training or initial training or --

24 A. Yeah. We do an annual training and like a recurrent every  
25 year. Just, like, testing and --

1 Q. So to your knowledge, the accident pilot, was he -- he was  
2 fully qualified to go anywhere or -- do you remember?

3 A. I would say that he was cleared for tours and for the flights  
4 close by, is what I was told.

5 Q. Okay. You were told that by somebody specific or --

6 A. Well, I was told he was cleared for tours. I remember that.  
7 Scheduled flights, I mean, I don't think at the time that I was  
8 sending him on any, so I probably didn't -- wouldn't have  
9 questioned that at the time. But I know he was cleared for tours.  
10 Because I believe I dispatched him one day on some tours.

11 Q. Yeah, we'll find -- I wish I had that --

12 A. I would have to go look.

13 Q. -- list in front of me. But is tours, then, on there? Like  
14 cleared for tours on that list?

15 A. I don't think so.

16 MS. PRICE: Okay. That's all the questions I have for now.

17 MR. PERCY: I had some follow-ups, but you might have covered  
18 them.

19 MS. PRICE: It's all right. We can repeat here. We don't  
20 punish anybody for not listening.

21 BY MR. PERCY:

22 Q. So the list that you were talking about, where is the list  
23 maintained or where is it kept?

24 A. Well, we were given a copy -- I don't even know if it's  
25 updated, like I said. But it sits in a clear thing and it's on

1 one side, and then the other side's the pilot schedule. And then  
2 we just flip it over, who's cleared for what. I mean, if we have  
3 a question -- some pilots I don't need to question where they're  
4 cleared for because they're year-round and I've worked for them  
5 for a long -- with them for a long time.

6 Q. So how often is it updated? Ideally.

7 A. Probably once or twice through the summer. It just -- like,  
8 the big things that are on there: Do they have a Waterfall badge?  
9 That's something important for dispatch to know because -- for the  
10 fish we carry out of Waterfall, it's supposed to be checked all  
11 the way through and the pilot has to be badged in order to carry  
12 it. Baker/Protection is usually not a question for me, but that's  
13 on there. Hyder, that's not a question usually for me, but that's  
14 on there.

15 They added Naukati/Edna to that. I mean, that might be  
16 something I would question, yeah; are you cleared for there?

17 MR. PERCY: Thank you. I think that's -- I think that's all  
18 I have, yeah. And then we'll just want to just kind of see the  
19 list ourselves to see actually what's on it as far as  
20 (indiscernible).

21 MS. SCOTT: And I don't know how updated it is. Like I said,  
22 I -- we --

23 MS. PRICE: Um-hum. Yeah, that's all right.

24 MS. SCOTT: It could be old. It could be --

25 BY MR. PERCY:

1 Q. And what about the aircraft status as well? Like, do you  
2 have an aircraft status board that says when the 100 hours are due  
3 and the engines are due and --

4 A. Yeah. We have like three different things going on with  
5 that. At the end of the night, we'll enter the Hobbs at the end  
6 of the day in, where if it's getting close, it turns a different  
7 color on us so it's right in our face.

8 We will then email that to maintenance, and then maintenance  
9 in the -- by the morning, we should have an online status. This  
10 aircraft's online, this aircraft's online, or if this one's still  
11 in annual or -- is emailed to us. And then we have a board  
12 sitting in there as well that --

13 Q. Have you guys thought about doing that with pilots? Like  
14 having the same sort of digital tracking which would show if a  
15 pilot was approaching his medical? Like it would flash red the  
16 same way that an aircraft would?

17 A. I feel like this -- I don't think we've talked about doing  
18 that.

19 Q. Would it be helpful?

20 A. Probably as a -- if the chief pilot and them need help with  
21 that, yeah, it would be helpful.

22 MR. PERCY: That's all I've got.

23 MS. PRICE: Mike?

24 MR. O'BRIEN: No questions.

25 BY MS. PRICE:



1 Q. I have -- the fuel load. Where does the fuel load get  
2 documented? Or does it anywhere?

3 A. Yes, it does. So when they call off, they'll call off with  
4 the passenger load and then the fuel load. And it's documented on  
5 our flight following sheet that we track the guys -- the pilots,  
6 the planes on.

7 Q. And then do you know, does the company have a safety  
8 management system, an SMS, program? Do you know?

9 A. Yes, we do.

10 Q. Okay. And what is your role in that program? Do you have --

11 A. Well, I've taken the Medallion SMS course.

12 Q. Good for you.

13 A. I think its first generation, and then I did the second  
14 generation one in 2015 as well. I think it was 2015.

15 Q. And are you a member on any committees or boards in regards  
16 to the program?

17 A. No. Or I don't think so. No, I'm not.

18 Q. So do --

19 A. I am a -- like, if we have a safety meeting, I need to be at  
20 it. How about that? I better be present.

21 Q. Do you know what the -- does the company have any safety  
22 goals every year that they strive to meet?

23 A. Yes, we do.

24 Q. And do you know if they've been meeting them? Is there -- is  
25 that communicated to all the employees, or --

1 A. Yeah, usually -- you know, we set goals every year and then  
2 we'll know by -- obviously we -- you know, they'll let us know we  
3 didn't meet them or if we met anything.

4 MS. PRICE: That is all I have for right now. Thank you.  
5 We'll have a follow-up visit there in dispatch just to look at  
6 the --

7 MS. SCOTT: Okay.

8 MS. PRICE: -- the list. I wouldn't mind seeing how things  
9 work in there anyway.

10 MS. SCOTT: Okay.

11 MS. PRICE: Thank you very much. I appreciate it.

12 MS. SCOTT: It might be easier for me to explain it to you  
13 that way too.

14 (Whereupon, the interview was concluded.)

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF:           TAQUAN AIR DHC-2 METLAKATIA  
  Interview of Danita Scott

ACCIDENT NO.:                ANC19FA019

PLACE:                         Ketchikan, Alaska

DATE:                         May 23, 2019

was held according to the record, and that this is the original,  
complete, true and accurate transcript which has been transcribed  
to the best of my skill and ability.



\_\_\_\_\_  
Eileen Gonzalez  
Transcriber