

Statement of Mary Rose Diefenderfer, ex-POI Alaska Airlines from May 1993-June 1997.

This statement is meant to assist the NTSB in their investigation into the crash of ASAA 261, and any contributing factors caused by lack of FAA oversight, or interference by FAA management. This statement is not to be given to anyone from Alaska Airlines.

My experience background:

Graduate B.S. Aeronautical Science, Embry Riddle Aeronautical University
February 1978-October 1985, Texas International/Continental Airlines DC-9 pilot
July-1988-November 1999, FAA Aviation Safety Inspector, including the following positions:

- Geographic air carrier inspector
- A-320 national resource
- Geographic Section Supervisor
- DC-9 Aircrew Program Manager, Midway Airlines
- Assistant POI, Alaska Airlines
- Supervisory POI/POI Alaska Airlines
- Regional Air Carrier Specialist, Technical Standards Branch

Certificates, Rating, Flight Hours:

Airline Transport Pilot, DC-9, A-320, multi-engine
Commercial, Single Engine Land and Sea
Private, Glider

Flight Engineer, Turbojet

Certified Flight Instruct, Single Engine Land, Instrument

Basic, Advanced, and Instrument Ground Instructor

Approx. 5000, 4000 in Part 121 operations

Awards:

FAA Distinguished Service Award

Star Quality Award

Several performance awards

Current Position: Vice President of Safety & Regulatory Compliance at Pro Air, Inc.

General Statement:

The compliance attitude being demonstrated by Alaska Airline maintenance currently is not unexpected. This attitude was first exhibited in Alaska Airlines Flight Operation years ago. FAA management promoted this attitude through interference with inspectors. It is only a natural progression that the attitude spread to maintenance, while the airline enjoyed the protectionism of the FAA.

I am the previous FAA Principal Operations Inspector (POI) for Alaska Airlines. I have strong evidence and history, which strongly suggests a company attitude at Alaska Airlines that could have been a contributor to this accident. This attitude includes failing to not write up mechanical discrepancies so to “get the job done”, and a history of falsification of records, and several instances of non-compliance with FAA Approved training programs (including similar reoccurring events).

I can also show interference by FAA management officials, all the way to FAA Headquarters, which helped to promote this company attitude. I have evidence of FAA management interference in inspector investigations, FAA making deals with ASAA to “fix” the inspectors, FAA management ordering inspectors not to be “too hard” on ASAA, implied threats, and disciplinary actions as a result of ASAA complaints.

I can show that Alaska Airlines regularly made complaints about the inspectors to FAA management, usually in conjunction with inspectors filing violations. I can show that ASAA management was involved in making false allegations against inspectors during FAA Security investigations. I can show that FAA management bowed to ASAA’s demands to “fix inspectors”, and that FAA management sought ASAA’s input as to what actions should be taken to “fix the inspectors”.

I held the ASAA POI position from May 1994 through June 1997. Previous to that, I was the Assistant POI (APOI) for Alaska Airlines, acting in the position of POI. Hence, I have about 5 years experience overseeing Alaska Airline, I am familiar with the attitude of the pilots, the company “unwritten philosophies”, the relationship between the FAA management and the airline, and the violation history of the pilots and company.

The reason for my statement is to make you aware of some of the history of the issues I encountered as POI for Alaska Airlines. You should also be aware of the relationship between FAA Flight Standards management in the Northwest Mountain Region and FAA Headquarters, and Alaska Airlines. I believe the FAA contributed to the Alaska Airlines Flight 261 tragedy.

Late 1998/early 1990- Mr. Edward Duchnowski is FAA POI for Alaska Airlines (ASAA). He worked directly for Mr. William Baldwin, Previous POI for ASAA. Mr. Baldwin historically has the attitude that the FAA’s customer is ASAA. Mr. Duchnowski interviewed and accepted a management position with ASAA while he was the POI. He continued to have oversight of ASAA after accepting a position with ASAA. FAA management overlooked this conflict of interest. The matter was brought to the attention of FAA Legal and FAA Security at a later date, but no action was pursued.

During the 1991 timeframe, I was called by Ed Duchnowski to conduct type-rating rides at Alaska. Ed was the POI. In Seattle, he told me that he had been hired by Alaska Airline and was going to work in the near future.

My husband, Glenn, interviewed for the POI position, which Duchnowski was vacating. Duchnowski also told Glenn that he was going to work for Alaska Airlines. Duchnowski was still the POI.

Mr. Robert Lloyd becomes POI approximately 1990/91. He continuously has problems with ASAA lying to him about various regulatory and safety issues. One lie was the status of ASAA windshear training. ASAA informed Lloyd several times that ASAA was performing wind shear recovery training in the MD-80 simulator in Long Beach, CA. By coincidence, a Long Beach inspector called Lloyd to tell him that the simulator

was not approved for wind shear recovery training because the wind shear instruments were not installed in the simulator. This scenario was typical from ASAA. (Lloyd has detailed diaries to verify). He also has problems with ASAA management officials calling Mr. Baldwin, Lloyd's supervisor, to have safety decisions overturned. Ms. Pam Perrins, secretary, continuously overhears Baldwin on telecons with ASAA, informing ASAA that they do not have to comply with safety decisions. Further, Baldwin berates the POI and other inspectors in the presence of ASAA management for the POI's safety determinations. Lloyd finally has enough of FAA management interfering with safety and regulatory issues, and sending a clear message to ASAA that the FAA management will run interference for the airline. Lloyd leave the CMS.

1993, I take over as POI of ASAA. Mr. Lloyd trains me for the position and makes me aware of the FAA/ASAA management relationship. He warns me to keep good records and notes, which I do.

I encountered the same problems as Lloyd. Baldwin continuously tells ASAA they don't have to comply with safety/regulatory issues. The ASAA VP of Flight Operations at the time was Mr. Tom Cufley. Mr. Cufley was a previous FAA inspector with oversight of ASAA and worked for Baldwin. Hence, there is a personal relationship between the two men. Baldwin is very protective of Cufley.

Early 1994, ASAA requested a life raft deviation for its Russian operation. The FAA inspector team, including the Principal Maintenance and Principal Avionics inspector had safety concerns about granting this deviation in such a cold climate and freezing water. Baldwin told the inspectors that ASAA *WOULD* get the deviation "*or else*". He raised his voice to the inspectors and emphasized many times that ASAA was our customer, and our job was to give them what they wanted. We disagreed, stating the flying public was our customer, and people would die unless we protected them. *This type of incident was typical of Mr. Baldwin.* In another incident, Mr. Bill Boser directed a Russian mechanic to de-ice an MD-80 with vodka and a garden sprayer. It was then done with passengers on the airplane and the APU running (a recipe for a fire). The plane then departs. I discovered the incident, attempted to go after the airline for safety violations, and experienced interference from Baldwin. Boser was a personal friend of Baldwin's. Baldwin said he thought the incident was "funny" and "showed creativity". Baldwin became angry when I pursued the issue.

August 1993, I began to suspect that ASAA management officials were falsifying pilot training records. Mr. Cufley reportedly became lost while flying in Russia. It came to my attention that Cufley had allegedly not taken the required Russia training. I directed my MD-80 APM to gather Mr. Cufley's training records. After reviewing the records, I determined that Mr. Cufley might have falsified his own training records. Because this would constitute a criminal violation, and I anticipated a possible FAA/ASAA cover-up by Baldwin, I immediately reported my suspicions to FAA Security, as per FAA Orders. Security initiated a criminal investigation. Ultimately, five management pilots lost their ATP pilot certificates. Mr. Cufley lost his VP position. *However, Mr. Baldwin and the Division Manager, Mr. Bradley Pearson, removed me from the POI position. No other*

inspector was removed. I believe I was removed because I prevented the FAA from protecting Cufley and ASAA. Ultimately, after filing a claim with the Office of Special Counsel, I was returned to the POI position. Baldwin was then removed. No action was taken against ASAA. FAA Headquarters sent a team to investigate this and other incidents in the Seattle FSDO. Their investigative results are contained in the Seattle FSDO Report.

In 1994, Mr. Phil Hoy replaced Baldwin. Hoy had worked for Baldwin previously, overseeing ASAA. He had a reputation of being a poor supervisor (reflected in the Seattle FSDO Report), and for being sympathetic to ASAA. I worked for him for about 3 years until he had me and two other inspectors removed for finding a possible *second case of falsification of records* at ASAA. This case was closed “no action” immediately after the removal of the third inspector, and after Hoy was overheard assuring ASAA officials that their problems were over.

Mr. Mike Swanigan replaced Cufley as the VP of Flight Operations. During that 3-year period, Mike Swanigan began going to Hoy with complaints about inspectors. The ASAA management was quickly learning from Hoy that he did not support the inspectors when they identified safety/regulatory problems. He constantly told the inspectors that they were “too hard on ASAA”. He made a statement in a meeting with the operations inspectors that we were “finding too many violations on ASAA” and he felt “compelled to change that”. (Documented in PTRS entries). Hoy began to take complaints about inspectors from Swanigan and disciplining inspectors. In one case, Swanigan forced ASAA instructor pilots to make a false complaint to Hoy and FAA Security. The pilots later retracted their statement. In the FAA Security report, the investigator stated that there was an appearance of Alaska Airlines exerting undue influence to have inspectors removed (Report involving Mr. Jewett Gibson, B-737 APM).

I identified a problem with ASAA pilots “carrying” airplanes. In other words, having mechanical failures and flying the airplane until it returned to a main maintenance base. (If you will check the records, you will determine that relatively few mechanical problems “show up” in Russia or Mexico). I worked this issue with my APMs and ALPA (Lew Richardson) to make cultural changes through positive corrective action. However, that did not work. As time went on, there were more and more instances of pilots carrying airplanes, especially in the state of Alaska. When we determined it was time to take tougher action against the pilots involved, Mr. Hoy would not allow it.

During that time, an Alaska Airlines pilot had a severe “aircraft upset” incident flying out of Juneau at night in conditions too severe to depart. The aircraft came within approx. 200’ of hitting the ground. Alaska Airlines took action to hide this event from the FAA, but when the event was finally known, the Congressionally mandated Juneau Study was initiated. This study was the result of this incident and several fatal crashes in and around Juneau.

During my oversight, my APMs and I saw so many incidents and problems that pointed to an attitude by ASAA and the crews that they could do whatever was necessary,

regulations aside, as long as they got the job done. My APM saw illegal approaches being taught by management pilots in the State of Alaska, I detected the crews “busting approach minimums” by 1300’ in Dutch Harbor, Alaska, I saw pilot training not being completed as approved, etc. In my professional opinion, this “get the job done attitude” developed over many years with the help of FAA management. New ASAA pilots were introduced to this company attitude during their Indoctrination training when they were shown a video about the history of ASAA, and how they found ways (explained in detail in the video, of which I have a copy) to beat the CAA (at that time). I attempted to stop ASAA from using that video in their training because it sent a negative safety message (press on, get the job done even if it is illegal, and the company will reward you). They would not cease.

Hoy had discussion with Swanigan and sought his suggestions and approval for action to “fix the inspector problems”. Swanigan gave the FAA a time deadline in which to act. In 1997, I was placed in “facilitated sessions” by Mr. Hoy and Ms. Marlene Livack to learn how to be more “customer sensitive” to ASAA. During those sessions, I attempted to inform Ms. Livack of the past history and safety problems my team and I encountered with ASAA. She would not listen. Rather, she accused me of making “unsubstantiated remarks”. After providing her and Hoy with proof, she claimed I failed to give her proof. She consistently emphasized that ASAA was not happy with the inspectors and we were going to learn how to be more customer sensitive. Safety did not seem to be the issue; ASAA’s happiness was apparently the issue. I was shortly thereafter removed from my POI position for being too hard on ASAA. Mr. Phil Hoy and Ms. Marlene Livack (Seattle FSDO Manager) asked Mr. Brad Pearson (Division Manager) to remove me. They thought I was not “customer sensitive” enough to ASAA, because I pursued violations, documented non-compliance, and because I supported my APM and APOI who were investigating ASAA for falsification of pilot training records (certifying that FAR required line checks were given, when in fact, they were not).

FAA management first removed me, then proceeded to pressure Jewett Gibson and Les Martin to request reassignment. Pressure came by way of complaints and threats by Alaska Airlines to Livack and Hoy and subsequent disciplinary actions against the inspectors. Within about 3 months, all three of us (who were incidentally involved in the line check violation) were reassigned. Alaska was also making allegations against the remaining inspector, Steve Franklin. He was disciplined at least once or more based on complaints from ASAA.

The retaliation didn’t cease upon my removal. I was subsequently admonished, given a letter of reprimand, had my civil rights violated, had at least a half dozen bids denied, and had my FAA medical certificate revoked with no justification or recourse. (Descriptions at end of chronology).

I sent safety alerts and information, as well as appeals for intervention to Mr. Brad Pearson, Division Manager; Mr. Nicholas Lacey, AFS-1; Ms. Jane Garvey, FAA Administrator; Mr. Dick Gordon, previous AFS-1, former Alaska Region Division Manager, and friend to Alaska Airlines; several of Ms. Garvey’s Associate

Administrators; the FAA Hotline; Congressional Subcommittees; and Ms. Jennifer Dunn's office, U.S. House of Representatives. My safety concerns were referred back to the Northwest Mountain Region and "investigated" by Mr. Pearson, Ms. Livack, and Mr. Hoy. Of course, they found no problems. I have documents of proof, including FAA management responses disregarding my safety concerns.

Other inspectors outside the CMS also sent safety concerns to AFS-1 and others, including one who identified Alaska Airlines the "next Value Jet" just 9 months before the accident.

Much of this information is documented in an October 1998 PASS Arbitration record. The FAA has possession of this document. Key inspectors were interviewed during that legal proceeding and provided evidence showing interference in safety issues by Hoy, Livack, and Pearson. Management witnesses were Phil Hoy and Marlene Livack (again, who is allegedly under investigation for falsifying government documents). There are also peripheral witnesses involved over the years with ASAA who can provide similar evidence. I will provide names.

In June 1997, the Seattle FSDO received a letter from a Mr. Gustafson, a Boeing employee and ex-ASAA mechanic, describing situations where ASAA management attempted to force mechanics to falsify maintenance records. The FBI and Oakland FSDO have a copy of that letter. The Seattle FSDO should have a copy of it, unless they destroyed the letter in an attempt to protect ASAA.

Lastly, as you know, in January 1998, the press broke the story of ASAA allegedly falsifying maintenance records in Oakland maintenance base. This is the fourth time since 1993 that possible falsification of records was identified. If the 1992/93 incidents of ASAA taking credit for windshear recovery training when, in fact they knew the simulator did not have the windshear instruments, could be considered falsification of training records, then this is the fifth incident since 1992. The inspector investigating that case was harassed, and his career threatened. He most likely would provide you with additional evidence of FAA interference in correcting ASAA safety issues.

I had a conversation with an inspector in the ASAA Certificate Management Section a few days after the crash of flight 261; he stated that the FAA management and current POI (Dennis Harn) were doing some serious CYA (cover your ass) in the office. He did not say what they were doing, but I believe they are probably destroying records from the time that I was the POI. These records would prove a history of problems that FAA management ignored.

Conclusions: It appears that FAA management certainly could be negligent in allowing FAA inspectors to assure the highest levels of safety for the flying public, and in fact, could indirectly be responsible for contributing to this accident. If it is concluded that FAA management is somewhat responsible, certain individuals must be held accountable.

These individuals are Brad Pearson, Northwest Mountain Division Manager; Marlene Livack, Seattle FSDO Manager; Phil Hoy, CMS Supervisor; FAA management officials in the Western Pacific Region who were involved in harassing the investigating inspector of the falsified maintenance records; Nicholas Lacey, AFS-1; Dick Gordon, previous AFS-1; Jane Garvey, Guy Gardner, and her other Associates.

Historical Relationships:

Bill Baldwin, Phil Hoy, Bob Hill, and Brad Pearson are long time FAA Northwest Mountain Region Flight Standards management. They all have been involved with Alaska Airlines. They have all been in trouble at one time or another. The common way of solving the problem is to move people around who either get in trouble or are perceived to cause trouble. The 1995 Seattle FSDO Report, produced by AFS-30, identifies this problem and makes recommendations. However, just recently the “swap” was made again, as a result of ASAA 261.

Bill Baldwin was the POI of Alaska Airlines during the mid-80’s when the carrier was small. Phil Hoy (later CMS supervisor), Tom Cufley (inspector assigned to Alaska and later VP Flight Ops at Alaska), and Ed Duchnowski (POI Alaska and later Director of Safety at Alaska) worked for him at one time or another, as did others involved in Alaska.

Baldwin appeared to have quite a close to Tom Cufley during the time Cufley was VP Flight Operations. He also appeared to be very close to Bill Boser, who was Cufley’s assistant. He appeared to protect and defend both gentlemen. It was rumored that they saw each other outside of business.

Boser once showed me a photo of Bill Baldwin occupying the captain’s position in a B-727 in flight. There was a flight attendant on Baldwin’s lap. One can draw their own conclusions on this photograph, but to me it indicates somewhat more than a professional oversight relationship.

About 1991- POI Ed Duchnowski solicits a high paying position with ASAA, interviews, accepts, and continues to oversee ASAA until the time he leaves FAA. FAA management is well aware of this conflict of interest, yet does nothing. Inspectors, including Bob Lloyd and myself, bring this up to management yearly during ethics training. Nothing is done. Ed D. was direct FAA contact for ASAA. His relationship with FAA management contributed to the problems Lloyd and I had.

Brad Pearson is either Acting Division Manager or Division Manager from 1993-present. He kept himself intimately involved with Alaska Airlines business, and the removal of inspectors from the Alaska Airlines and Horizon certificates (ASAA sister company).

Mike Swanigan- I do not know of any historical relationships between him and the FAA. However, as the VP of Flight Operations, a great deal of his income package was tied to profit sharing and stock options. He certainly had reason to pressure the FAA management to get “fix” the inspectors. The same probably applies to John Fowler and others.

Dennis Harn, current POI, is a neighbor and very close friend of Bill Baldwin. Bill brought him into the air carrier section from general aviation, where Harn spent the bulk of his career. Dennis is very close to his sister-in-law, who is in a high management position in the Alaska Airlines financial department. She would obviously be concerned about any costs to the airline.

Chronology:

- **Alaska Airlines violations/incidents/pilot training problems in this font, as well as the incidents of putting pressure on FAA management to have inspectors removed.**

Spring of 1993, I became the Assistant POI (and acting POI, as Bob Lloyd had vacated the position in January). The inspectors involved can verify these incidents. Inspectors involved at this time were:

- Bob Lloyd- ex-POI
- Christina Dawson- PAI
- John Hubbard- PMI
- Steve Franklin- MD-80 APM
- Corky Luchs- B-737 Partial Program Manager
- Bill Whitaker- MD-80 Partial Program Manger
- Jewett Gibson- Regional Air Carrier Staff Specialist, and later B-737 APM

Many controversial issues concerning Russia operations came up. ASAA was attempting to play hardball to get what they wanted without any safety considerations or review by POI. Baldwin was highly critical of me for asking for safety documentation, as he was with Lloyd before me. He admonished me for sending letters and asking appropriate questions.

Some specific examples are:

- ASAA applied for a life raft deviation for the Sea of Okhast. Previously, Bob Lloyd (POI) and Frank Fernett (APM) had both denied the deviation based on the survivability in the cold Russian waters. John Hubbard, PMI was in agreement. When I took over, the principals were **told by an angry Baldwin (several times) that ASAA would get their deviation, “or else”**.
- During meetings of the entire CMS, an **angry Baldwin told us many times that ASAA was our customer, not the passengers**. He said ASAA paid our salary, and our job was to **give them what they wanted**.
- When I questioned ASAA as to the weight bearing capacity of their alternate airports in Russia, **I was admonished and told by Baldwin that I shouldn’t be asking those questions**; he said I did not need to know that information.
- I insisted that Alaska Airlines have the Russian alternate airport approach charts published in English for the pilots. **Baldwin angrily approached me and demanded to know why** I wanted that to be done. I explained that if the pilots should have to deviate for an emergency in bad weather, etc., they would need to be able to read the charts. He told me that it was possible that they would divert

in good weather. I agreed but said that we must plan on the worst-case scenario. Baldwin disagreed.

May 1993

5-6-93- I write letter to ASAA requesting more information on metric altimeter for Russia. **Baldwin admonished me for asking questions.** Later I find very similar letter from Chris Dawson. She said Baldwin approved her letter.

5-30-93- I officially got the Supervisory POI position. I had been "acting" since January. Shortly thereafter, Jewett Gibson was assigned as my B-737 APM.

Prior to Jewett Gibson's permanent assignment as B-737 Aircrew Program Manager, ASAA attempted to keep him from the certificate by making complaints. Baldwin and ASAA did not want Gibson because he previously discovered ASAA serious pilot training issues years ago when Baldwin was POI. From the time Gibson came into section, ASAA regularly made complaints and attempts to have him removed. They attempted to "wash him out" of APM pilot training. I was told by Bill Baldwin to "take care of Jewett". Alaska subsequently came after Jewett with other complaints; one from an ASAA ticket agent, and one claiming conflict of interest. Gibson was disciplined for both, although he either lacked proof, or FAA Security proved that ASAA were making false statements.

June 1993

6-2-93- ASAA de-iced with vodka in Russia under supervision Assist. VP of Flight Ops, Bill Boser. Boser friend of Baldwin. **Baldwin criticized me for following up.** FAA management saw no problem. Baldwin thought the situation was funny and Alaska was very creative. Bill Boser, Assit. VP was on the airplane and ordered the de-icing. FAA mngt. and ASAA mngt. met about this without inspectors. ALPA going to FAA headquarters with complaint about local FAA interference.

August 1993

8-24-93- I discover ASAA falsification violation. (pilot training records)

8-26-93- Steve Franklin and I gather evidence.

8-26-93- Bill Boser of ASAA faxes Baldwin a complaint that we were looking at pilot training records. **Baldwin angry with us, and admonishes us.**

8-26-93- Franklin and I interview witness at ASAA.

8-30-93- I report falsification finding to Jim Vanderpool at FAA Security, as per FAA Order 1600.38b. Security takes over investigation and coordinates with US Attorney. Ultimately, they charged 5 management pilots, including VP of Flight Operations of falsification of records, had pilot certificates revoked. *During this investigation, Jim Vanderpool discovered Ed Duchnowski had lied and said that ASAA was not keeping 2 sets of training records (real and falsified). Upon confronting the CEO at the time, ASAA disclosed that they did keep 2 sets of training records.* FAA Security inspector, Bud Gonzales informed me of this.

8-31-93- Hubbard informs me **Baldwin very upset.** Claims I was "singling out Cufley".

September 1993

September timeframe- I made trip to Attorney General's office with Security, Vanderpool and Gonzales. **They express concern that SEA FSDO mangt. will interfere** with the investigation. The Attorney General expresses the same concerns. (Zachary flies in reserves with several airmen, possible leaks)

9-8-93 meeting Zachary, Lorenz, Baldwin, Franklin, and I- FAA received complaints from ASAA - **we are told to be nicer to the airline.**

9-21-93- Baldwin angry, confronted me, about suspending checkairmen authority for airmen who falsified records. **Tells me I cannot send out letters anymore without him approving. Tells me I have "personal relationship problem" with the airline.** Baldwin telling other inspectors.

9-23-93- Baldwin gives me poor PER for falsification investigation.

9-30-93- Pam Perrins, secretary, witness discussion between CEO, Pat Glenn, and Baldwin. Baldwin assured CEO ASAA would get their life raft deviation **in spite of the principals concerns.**

October 1993

10-5-93- CEO writes Franklin about deteriorating relationship.

10-5-93- conversation with Art Jones, lead investigator in falsification case. Said he was **concerned about all the "leaks" to ASAA** during investigation.

10-5-93- with Lew Richardson, ALPA. Cufley says nothing will happen to him because he has friends in the FAA.

10-15-93- Conversation with Bud Gonzales about ASAA keeping 2 sets of training records.

November 1993

11-28-93- ASAA, Bill Boser, attempting to have 2 pilots lie about a conversation I had with them while enrouting. Boser makes complaint to Baldwin, who admonishes me.

The intent is to get me removed from the ASAA CMS. I later spoke to one pilot, Mark Laura, he confirmed incident. Laura told me that he and the other pilot refused to lie about me.

December 1993

12-9-93- Vanderpool warns me **FAA mngt. very upset with me and plans to take action against me.**

12-17-93- ASAA goes to Dennis Harn, APOI, instead of me. They get answers they want. Baldwin encouraging this, and would not inform ASAA I was appropriate contact. Harn and Baldwin neighbors and friends. (Harn is being groomed for later taking over POI position, I believe)

*During the 1993/1994 time period, I had many meetings and wrote many memos asking for upper management help in dealing with an **abusive supervisor**. I was largely given lip service and ignored. Towards my removal time, **upper management became aggressive in their treatment; even to the point of telling me I needed "medical evaluations"**. Management was also very tough on my APM's, whom I defended vigorously for doing their jobs well. I was their supervisor for part of this time period.*

January 1994

1-24-94- meeting with George Bagley, then VP of Flight Ops. about problems, violations, attitude, relationship.

March 1994

3-22-94 -I am notified that I am being transferred to the region. Order was given by ANM-200 (Pearson)

3-23-94- I file complaint with the OSC.

3-28-94- Zachary threatens to send me for "medical evaluation".

3-29-94- message from me to Zachary asking for reasons for reassignment in writing. Never received any.

3-29-94- meeting with Roger Knight, Brad Pearson, Steve Franklin, myself and other regional personnel. I was told it was **"in my best interest" to drop this.** (implied threat)

3-31-94- Lew Richardson, informs me Zip Trower, Steve Sanford, Steve Day, and Bill Boser convinced CEO that I was cause of all their problems, hence my removal after placing pressure on FAA officials.

Note: the region had historically been known as the "dumping ground for problem employees". Presently, there are 5 employees who have been removed from other sections. It is very difficult to ever leave the region once you get there. Dead end.

April 1994

4-3-94- I am reassigned to the Regional Office to do "staff" work.

May 1994

5-13-94- David Harrington, AFS-200 admitted to Lew that **my move was politically motivated.**

5-23 to 6-2-94- Accardi sends 3-person team to conduct interviews with SEA FSDO employees after my official complaints. I was returned to POI position after team left in June. Baldwin removed from ASAA CMS during my reassignment at the region. Phil Hoy was moved from the general aviation section to the ASAA CMS. Hoy was removed from the general aviation section because he was such a poor supervisor that several of his employees were fired falsification of airmen certificates: issues he should have been aware of (see SEA FSDO report). Keeton Zachary, SEA FSDO Manager, also removed and sent to the region. Sam Aaron is transferred from Region to SEA FSDO manager position.

Seattle FSDO report is eventually released. It criticizes the Northwest Mountain Region for simply "swapping" supervisors when they get into trouble instead of addressing the problem.

June 1994

6-12-94- official reassignment from regional office to ASAA section. Hoy is my new supervisor.

September 1994

9-27-94- I file violation on ASAA for allowing an unauthorized person on the cockpit jumpseat on a revenue flight. ASAA's Mike Swanigan very unhappy with me.

October 1994

10-12-94- During the CMS meeting, I relayed my conversation with Sam Aaron, SEA FSDO Manager. Sam told me I would do violations where we see them (Sam was generally supportive, but left the office in a short time. After his transfer, I again experienced an increase in supervisory interference). I also relayed the fact that we had to may "leaks" to ASAA.

1994-1995 time frame, Roy Peterson was **removed from his job and fired from the FAA by Brad Pearson for finding violations on ASAA sister airline, Horizon Air.**

Sometime in 1995, we participated in a congressionally mandated Juneau Safety Study. Team leader was Mr. Pete McHugh out of ASY. The study lasted about 2 years, and resulted in many safety improvements at the Juneau Airport. Alaska Airlines was very resistant to any changes. They took a hard line against the FAA, to the point of **making false complaints about the inspectors to FAA Headquarters and the local Juneau newspaper.**

February 1995

2-9-95- My letter of investigation about unqualified airmen in revenue service. ASAA failed to provide downgrade training.

March 1995

3-2-95- Phil conducts **Weingarten meeting** with me, no advance notice.

3-30-95- Tom Britz conducted official pilot training for ASAA although he was unqualified. His ATP had been revoked for falsification of records, but ASAA was allowing him to instruct pilots and record training.

April 1995

4-5-95 - ASAA failed to provide training records of contract ARCO pilots. My letter said they must submit records and give full course of instruction.

May 1995

5-10-95- Meeting held between Sam Aaron, Bill Baldwin, and myself. **Bill was attempting to have me disciplined by Sam.**

June 1995

6-13-95 - SEA FSDO report. **Hoy was very upset, and became emotional** over this report at several subsequent meetings.

6-20-95- SEA FSDO report. cc:Mail from me to Sam Aaron about **rumors that certain management officials plan to "tear me to shreds"** over the SEA FSDO report. (this

will keep coming up over and over, even after my 2nd removal in 1997). I faced continuing reprisal for this in the form of hostile confrontations

July 1995

7-12-95- I discover minimums "busting" at Dutch Harbor, Alaska. Being promoted by Terry Smith, ANC base manager.

I heard rumors that this was occurring, so I went to Dutch Harbor to check it out. The Captain was Kevin Earp (one of the previous falsifiers). He was concerned and admitted to me that Terry Smith was forcing the ANC pilots to bust minimums (1900 feet) by 1300'. He would have busted minimums, but I was on the jumpseat, so we diverted to Cold Bay and took 3-hour delay. Mike Swanigan go on the phone and told me I was out of line and Alaska Airlines had special permission by someone in the FAA to fly contrary to the approach minimums. I asked him to fax me the documentation, but he could not produce any. When I returned to Seattle the next day, **I was admonished by Hoy** for causing Alaska Airlines problems. I gathered all the operations inspectors for a meeting and drew out the scenario I experienced and reviewed the approach chart. **Hoy and Harn both said that it was OK for Alaska to bust minimums by 1300' because they had been doing it, and they hadn't hit anything yet!** Hoy made it clear that he disagreed with me. I explained that there were legal processes to go through to change minimums and they could not arbitrarily change minimums. They disagreed; however, Alaska Airlines later went through the legal process and had the mins. changed.

7-28-95- Letter from Dave Harrington, AFS-200, informing ASAA that Headquarters supports my Dutch Harbor "catch" and national policy will be changed as a result of my work.

August 1995

8-15&16-95- ASAA Tom Britz conducts sim. training with revoked pilot certificate.

8-7-95- ASAA again complains about strict oversight.

8-29-95- I found justification for *Inspector of the Year Award* for Dennis Harn written by Hoy. **Hoy gave him credit for my work.**

October 1995

10-5-95- ASAA CEO sends letter to Steve Franklin about the deterioration of the relationship between FAA and ASAA. During falsification of records. Steve was inspector who researched the records for me and was under extreme criticism by ASAA.

November 1995

11-1-95- My letter to Mike Lawrence addressing training changes. I cite that ASAA has not complied with the settlement agreement on the Britz case. The agreement is they would rewrite the Approved Training Manual. (As of 3/98, they still had not done this.)

11-4-95- My letter to ASAA citing ATC complaints about ASAA filing a flight plan to Burbank instead of Los Angeles Int'l as a way of avoiding gate hold in Seattle. Once in the air, they change their flight plan. This overburdens ATC and becomes a safety issue. (ATC is still making complaints to this day)

January 1996

January 1996, ASAA was classified as a “major” airline. This gives us even more visibility as regulators. Now 10th largest pax. carrier.

August 1996, ASAA rated #1 in safety record. Had excellent in-depth inspection (NASIP) in flight operations. I believe due to our strict and constant oversight. **By 1997 their attitude was increasingly non-compliant and they slipped to #2. DOD placed them on “close watch” list.**

1-9-96 -I discover ASAA not using overlays for JNU training as per Juneau Study requirement.

1-10-96 - My letter to ASAA with notification that FAA was revoking authority to use certain departures from Juneau for safety reasons. A simulator demonstration showed that the departures might result in impact with terrain in most cases of engine failure.

1-12-96 - My letter-ASAA failing to conduct Juneau training as per training program and operation specification by failing to use overlay. All pilots must be retrained. Alaska retrains the pilots.

1-18-96- my letter to ASAA citing their failure to retrain pilots as agreed upon for Juneau overlays.

February 1996

2-6-96- ASAA report re: unqualified check airmen on IOE- 4 revenue flights.

2-14-96- Jewett has flight with Terry Smith where T.S. violated instrument approach procedures and sterile cockpit regulations. Terry was instructing a student at the time. Terry states “things are different in Alaska”. (talk to Gibson).

March 1996

3-11-96- My letter to ASAA closing the overlay case. All pilots retrained. No other action.

3-29-96 -My letter- ASAA failing to provide proper notification of RNP events. Also address first cadre instructor re: lack of notice.

April 1996

4-9-96 - My letter to ASAA citing that it is unapproved to use the same Checkairmen for 3 days of training and checking under SVT program.

4-11-96 - My letter- ASAA failing to conduct evaluations of procedural trainers as per AC-120-45A.

4-18-96 - Swanigan call Jewett a yellow back stabber for grounding pilots without proper line checks and threatens to have him removed.

4-29-96- record of meeting with Aaron, re: inspector time, assistance.

May 1996

I continually requested more inspector assistance to increase surveillance on ASAA, as their compliance attitude was becoming worse. I justified this for Hoy many times. However, Hoy increasingly began to restrict us from conducting surveillance. After Dutch Harbor, he informed inspectors that work in other areas like Alaska were a geographic responsibility- we were not to do surveillance.

5-3-96- message to Hoy asking for inspector assistance.

5-13-96-- message from me to McHugh expressing concern for lack of inspectors, asking for surveillance.

5-13-96- me to Hoy asking for more inspectors.

5-15-97- our office received copy of regulation change, which directs the FAA to stop “promoting” carriers and concentrate on regulating. I show to Hoy.

June 1996

6-5-96- I wrote justification for check airmen withdrawals.

6-10-96- Aviation Daily article, Value Jet, and the seriousness of falsification of records-most egregious, should shut airline down.

6-26-96- Fernald writes Gibson about lack of assistance (shortage of inspectors), states ASAA has asked FAA for more help.

July 1996

7-9-96 - My letter to ASAA stating they were in non-compliance of their approved training program and Exemption 4416E (aircraft pictorials)

7-11-96- ASAA writes me letter stating false information about Gibson during a check ride. ASAA Airmen Vincent verified info was false.

7-18-96- Sam Aaron writes Mike Swanigan (ASAA) a letter informing him that the FAA will not remove Jewett because of a customer service agent complaint.

Alaska Airlines agent, Lori Anderson, made complaints against Jewett Gibson. Gibson was attempting to ride jumpseat, and was being hindered by Ms. Anderson. Ms. Anderson made allegations, which she could not prove. She stated that she had witness' including ASAA Director of Security. However, during interviews, no witness' were produced. In spite of the appearance of false statements by Anderson, Jewett was disciplined by Hoy. I wrote a hotline complaint because I believed this type of thing was diluting the inspector effectiveness and would result in a degradation of safety.

7-19-96- Withdrawal of Juneau procedures. Time given before action.

7-19-96- Fernald gets verbally abuse to Gibson. Makes statement to me, he didn't care how is message came across; it was end result he wanted.

7-30-96- my letter to ASAA about MD-80 aircraft pictorials and their failure to training according to their training program.

7-30-96 - Pete McHugh, FAA headquarters, Juneau Study team lead, sends message to ASAA that POI (me) is a dedicated professional with safety as no. 1 priority.

Summer 1996 ASAA Newsletter- B-737-400. States that crews are not familiar with certain procedures at certain airports. This is a training problem.

August 1996

8-7-96- message from me to Gibson, requesting extra inspectors.

8-7-96- Aaron to Hoy and me. He is concerned about lack of inspectors. All ASAA designees expired.

8-15-96- Sam Aaron writes letter in response to FAA Hotline, written by me, about inspectors being intimidated from filing enforcement's, as a result of ASAA complaints against inspectors.

8-16-96- - from ASAA requesting more inspector support/ list of projects.

8-21-96- me to Hoy/Aaron pleading for more inspectors.

8-23-96-me to Hoy asking for more inspectors, ASAA requests for help.
8-23-96- me to Hoy about extra workload of non-essential items, state we may have to start delaying ASAA's projects.
8-29-96- me to Hoy about inspector time, assistance.
8-29-96- me to Hoy re: ASAA's problems with lack of inspectors.

September 1996

9-3-96-I withdraw Life Raft Deviation ops specs as per AFS-200. ASAA didn't like, but decided not to fight. This deviation never should have been given to Alaska but Bill Baldwin told the PMI and I that we must give the deviation "or else". (implied threat).
9-5-96-letter to withdraw ASAA's use of STI simulator for certain types of pilot training due to deficiencies in simulator, as per ASAA themselves.
9-5-96- My letter of investigation to ASAA for interfering with inspectors (Jewett Gibson) access to the cockpit, as per regulations.
9-10-96- me to Aaron requesting more inspectors, Hoy afraid of other supervisor's complaints that the ASAA section getting more help. Hoy bending under the political pressure and not supporting our requests for more inspectors.
9-11-96 My letter to ASAA citing a violation for installing GPS on B-737-200 but failing to train pilots as agreed upon.
9-16-96- CMS surveillance for year is 2.9%, for quarter is 6.3%. Trend I have been telling Hoy about and requesting assistance.
9-30-96 - My letter to ASAA proposing withdrawing Doug Whato's Checkairmen authority. (see Juneau file- Whato had been making false statements about POI and FAA to our FAA Headquarters, attempting to create conflict between ASAA and FAA. I determine he is not a good representative of FAA)

October 1996

10-23-96 - I discover ASAA Terry Smith flying "direct" out of Dutch Harbor contrary to Ops Specs and regulations. I file violation against ANC base manager and check airman.
10-25-96 - My letter to Mike Swanigan informing him that I could not lower weather minimums for RNP approaches because they were not doing items as agreed upon. Justification and safety must be proven first.
10-26-96 - I find derogatory article about the FAA posted in the women's restroom at ASAA. It was not in the men's room.

November 1996

11-5-96- Dullaghan sends me copy of memo about ASAA's attitude during check rides in 1998 where they attempted to get inspector fired.
11-7-96- Franklin passes accolades to Hoy about serious training deficiency discovered by me.
11-20-96 - My letter to Mike Swanigan about Terry Smith's newsletter to the Anchorage pilots encouraging unsafe practices.
11-22-96 - my letter to ASAA about Marty Valla and need for recheck of his ability to hold a pilot certificate. He nearly lost control of aircraft while on instrument approach with inspector on jumpseat.

11-29-96 - My letter to Mike Swanigan about ASAA failing to train for circling approaches and conducting illegal circling approaches in the MD-80. It also cited a violation of the approved training program by using simulator scenes that were not approved.

December 1996

12-3-96 - letter to Mike Swanigan about MD-80 circling deficiencies.

12-1--96 - Letter to ASAA about their failure to have training pictorials for MD-80.

12-4-96 - My letter to ASAA pilot about requirement to re-examine his pilot abilities as a result of a near disastrous approach with an inspector on the jumpseat.

12-10-96 - Letter of Investigations sent to Smith and Gray for flying "direct".

-96- I file Hotline complaint about ASAA's attempts to have inspectors removed.

January 1997

1-3-97- conv. with Lew Richardson, ALPA concerning ASAA violating 10-knot wind restriction in Juneau. Places them too close to terrain. I addressed with Majer later.

1-10-97 - I receive package of information and memos concerning Reno airport and the new training requirements from POI, Reid Walburg. Reno Air was lead airline.

1-13-97- hotline about ASAA influencing the FAA Alaska Region re: Terry Smith. Dick Gordon was Division Manager, now AFS-2 during my removal. Connection?

1-24-97- Phil has restricted me from contacting region and headquarters' personnel to ask for guidance, as per my job description. I have been "reprimanded" several times for the way I used internal E- mail, but not guidance was ever given. *I also address Phil's many absences from the section and ask he be more available or leave contact #.* I make 5 requests.

1-28-97- My letter to Mike Swanigan about the use of two Checkairmen who were under investigation (Terry Smith and Rex Gray- going "direct" violation).

1-28-97 - Letter to ASAA for using the same check airmen for training and checking.

1-29-97- Pete McHugh warning me that **FAA officials were after me and planning to take action.**

February 1997

2-2-97 - My letter reinstating Doug Whato's Checkairmen authority.

2-4-97 - My Letter of Investigation to CEO John Kelly for a collision between an airplane and a fuel truck.

2-4-97- Hoy doubts my reporting of a conversation between Swanigan & me.

2-24-97 -My letter proposing to withdraw Terry Smith's Checkairmen authority. Letter of warning issued by me to him for "direct" violation.

2-25-97- letter of investigation sent to ASAA for boarding intox. pax. Franklin's investigative package discussed recent compliance attitude. **FAA Mgt. "lost" documentation,** told Franklin he had no case.

2-27-97- conversation with Lew Richardson. He tells me Terry Smith starting petition to have me removed. Conversation with Swanigan where he appears to lie about knowledge of this.

2-27-97- I inform Hoy of Terry Smith's petition to have me removed, as per ALPA.

March 1997

3-6-97 -My letter to Paul Majer addressing requirement to use approved checklists in their aircraft. Checklist change required as a result of 2-737 accidents, must have FAA approve first to assure checklist meets requirements of A.D. ASAA failed to seek approval.

3-11-97- Hoy's message about meeting with CEO about large maintenance fine. This is one of the issues ASAA brings up later to throw us into facilitation. John Fowler, Mike Swanigan, and John Kelly of ASAA were involved in meetings with the FAA (Livack and Hoy) to discuss what should be done about the inspectors.

3-12-97- my Geographic request for extra surveillance for B-737 checklists.

3-14-97- article released about \$810,000 fine against ASAA. ASAA very mad about this and line check violation discovery. These are what prompt ASAA to start threatening to pull out of AQP.

3-20-97- ASAA informs us they will no longer supply us with information, as a result of Hoy's meeting with CEO about large maint. fine.

3-24-97 - My letter to ASAA about using unapproved training.

About 3-31-97- Livack become SEA FSDO manager.

April 1997

April through June, I filed many PTRS entries under 1010 and 1045 to document the abusive situation in the SEA FSDO. They are under that section.

April 1997- Dan Beaudette officially goes to CSET, Pearson takes over ANM-200 permanently.

4-2-97- I request lunch meeting with Livack to discuss ASAA.

4-3-97 – Draft Letter of Investigation written to ASAA about line check violation. Appears to be falsification of records again. Gibson found and reported to me.

4-7-97- I send Security first message about line check falsification. I use "hypothetical" situation because last time (1993), I was removed.

4-7-97- me to Hoy about my desires to work as team, **leaving principal's out of "loop"**.

4-8-97- I have meeting with Livack to discuss ASAA, bring her up to speed.

4-8-97- meeting Hoy, Swanigan (ASAA), and I. Swanigan out for Jewett's firing. Said he was going after Jewett for conflict of interest between Jewett and some Checkairmen. (later, Checkairmen who were forced to lie, retracted their statements).

4-8-97 - Letter of investigation to ASAA for using unapproved checklist in B-737.

4-8-97- Phil writes apologetic letter to ASAA for the inspectors finding a line check violation.

4-8-97 - Hoy and I have meeting with Swanigan. Swanigan states he wants Gibson removed. Hoy later tells Gibson that Swanigan is "gunning for him" and Hoy doesn't know why.

4-9-97- Martin, Gibson, I attend very hostile check airmen meeting. ASAA management appears to be encouraging the hostility at meeting. Personal safety fears.

4-9-97- I inform Hoy about hostile meeting. **Phil asks what we did to "encourage" behavior.**

4-14-97 - Hoy had meeting with Gibson, Martin, Franklin, and I. **Tells us we are too hard on ASAA and he felt compelled to change that.** Cc: from Hoy- appears surprised about "falsification of records".

4-14-97 - I ask Hoy for guidance on how to work with ASAA on enforcement issues in light of their effort to remove inspectors.

4-13-97- Meet Tom Cufley, former ASAA VP, in PDX. He tells he saw the petition initiated by ASAA check airmen to remove me. Check airmen are management.

4-14-97- I report petition to Hoy again. Hoy shows no support.

4-14-97- my message to headquarters about ASAA attitude and violations. **Livack and Hoy took exception.**

4-14/15-97- Terry Clark, Safety Manger ASAA, visits me about ASAP Program. He stated that all of ASAA's internal problems are causing problems for the FAA inspectors when they point them out. He said ASAP would help that. ASAA still willing to discuss Partnership.

4-15-97- Swanigan, Hoy, Livack have meeting. Swanigan tells FAA to "fix" inspector problems" or ASAA will pull out of AQP (a voluntary program). Then Swanigan sets a date for the FAA to respond with a plan. (Hoy and Livack appear to think this is appropriate)

4-15-97- I have meeting with Hoy and Livack to "discuss how we are to 'handle' violations". **I sense they want me to drop line check violation.** Hoy concerned about sanction. I said we couldn't ignore violations.

4-16-97- I write Livack cc: Mail with an overview of the safety problems and violation history that we have worked on ASAA. This information was to give her an overview and an understanding as a new manager of the issues we faced every day.

4-16-97- ASAA makes false complaint to Livack about HUD delay. **Livack upset with me.**

4-17-97- Gibson to Hoy re: why he disagrees with line check letter. **Hoy mad.**

4-18-97- Swanigan threatens Gibson with his removal. Gibson writes memo asking for mngt. help. No response. I later send memo addressing issue to Hoy and ask for Legal and Regional input. Hoy says he perceives no threat. I forward concerns to Legal myself.

4-18-97- me to Hoy about me doing his job (*he is never around- this was a problem that I brought up often. He didn't know what was going on, and he became upset when ASAA complained*).

4-18-97- me to Livack re: Hoy not doing his job, me having responsibility but no authority.

4-21-97- Livack, Hoy and meeting with CEO, John Kelly and Mike Swanigan. They don't like direction *national FAA* going. **Threaten to pull out of AQP. "FAA must fix inspector problems"**.

4-21-97- I respond to Hoy about Gibson's message about threats.

4-21-97- Captain Sullens message about violation. He's angry that we are taking action. (for flying an airplane with a known mechanical problem). ANC based pilots angry. ANC pilots influencing ASAA to remove me.

4-23-97- Gibson asks for transfer to the Region **due to mgt. harassment** and no support.

4-23-97- ASAA attempts to issue illegal guidance about checkairmen.

4-24-97- Meeting between Principals and Hoy/Livack, then Ops inspectors and Hoy/Livack to **announce that we had a "relationship" problem and we were going to work it out.** Livack asked for feedback and mission statement, supplied 4-28-97. Places us in facilitation. Principals all expressed **concerns of message being sent** to ASAA.

4-24-97- DOD places ASAA on "close watch list". DOT Donahue riding ASAA jumpseat in Alaska. He hears complaints from pilots about Sullen's violation. Livack concerned about Donahue's comments- she doesn't want to be sent to JNU as manager.

4-24-97- I ask Hoy for guidance on how we should handle our projects with ASAA.

4-25-97 - Letter to Dean Schwab about line check training issues.

4-25-97 - Letter to Mike Swanigan addressing interfering with inspector's access to cockpit (again).

4-25-97- I send letter to Swanigan about hostility at check airmen meeting. Hoy doesn't like it.

4-28-97- Hoy has early meeting at ASAA, then spends entire day in FAA Personnel office. Why? (To have me removed, I believe)

4-28-97- Memo from me to Livack with suggestions to identify to "problems". I address 12 issues that I believe are the root causes of the problems. No one else complies with request for feedback. (also see 6-6 cc: Mail). *This is start of my "Livack" problems.*

4-29-97- I inform Hoy of rumor that ASAA is threatening to move certificate. **Hoy is clearly concerned.**

4-29-97 - Ed Duchnowski informs me ASAA will no longer share information with us because things show up on web site (we have no control of web site).

4-29-97- facilitated meeting. Inspectors ask for outside investigation. Livack asked for specific complaints, but refused to provide.

4-29-97- Hoy discusses Jewett/agent problem with me. Hoy tells me ASAA was in violation by denying Jewett boarding and tells me to write a letter. **He later tells me to drop it, and even has John Callahan (attorney) tell me to drop it.**

4-30-97- my first letter to ASAA proposing to revoke computer record keeping authorization because of apparent falsification of records via electronic records.

4-30-97- Memo from me to Brad Pearson addressing Jewett's request for lateral transfer to the region, and the reasons I believe this would be a mistake (allow ASAA to believe they can get rid of inspectors by complaining).

4-30-97- Hoy has telecon with Joyce Fischlin and Keeton Zachary and tells them of Swanigan's threats to Gibson. On 4-18-97, he told Gibson he saw no threat. (was this so he could punish Gibson to get a track record started for his removal?)

4-30-97- Memo from me to Livack asking that Mike Swanigan's threats to Jewett be addressed.

4-30-97- I write memo about negotiating about replacement B-737 APM for the good of the section. On 5/13 **Livack told Hoy that I have no say, and not to talk to people in the region.**

4-30-97- regional notification of DOD close watch list.

May 1997

April-December- management has many meeting with Legal to discuss line check violation, inspectors not included. This is very unusual.

April-June time frame, I filed several grievances (4-6) to document information, as per Jim Kelly, Pass VP. I did this as a means to document perceived FAA management interference into inspectors pursuing violations.

Sometime after the line check violation, ASAA Winkleman brags to several inspectors that ASAA could easily hide evidence in their recordkeeping system if they wanted to. I

made decision to make ASAA keep paper records for a 90 day period so we could validate accuracy. **FAA management never allow it to happen.**

5-1&6-97- Inspectors ask Hoy not to inform ASAA of LOFT investigation until we had time to investigate. Jewett Gibson discovered Alaska Airlines not training LOFT according to approved program. Further, Alaska was cutting LOFT training short by ½.

5-1-97- CMS meeting with ASAA. Hoy not present. I ask Mike Swanigan for specific complaints about inspectors. Swanigan says he has problems with certain "inspectors". He also said that Livack and Hoy sought his opinion as to what should be done about the inspectors, and got approval from Swanigan to use facilitated meetings to correct the problem!

5-1-97- my letter to CEO Kelly about relationship as related to safety.

5-1-97- Hoy calls Swanigan and informs him of our LOFT investigation and violation, and status of inspector facilitation. I overhear, and then confront Hoy. Previously, inspector's asked Hoy not to inform ASAA early. Illegal as per FAA Order 2150.

5-1-97-Hoy admits to ops inspectors that Swanigan never gave him specific complaints against inspectors.

5-1-97- Hoy tells inspectors they are conducting "clandestine investigations" for looking into training issues. **He orders us not to conduct any more.**

5-1-97- I informed Swanigan at a meeting of the upcoming letter changing his computer record keeping ops specs, he replied "its pay back time".

5-2-97- letter from me to Swanigan- re: tardy response to self-disclosure of last August. Ignoring March 31, 1997, 10-day response deadline. I asked several times before for info.

5-2 & 8-97- conversation with National Resource, Owen Dullaghan, about line check. He stated we had a qualification problem and it was serious. Falsification also. We must stop it. ASAA can lose operating certificate.

5-6-97- facilitated meeting. **Appearance management does not want ASAA violated.** Livack again mentions that we are doing things well and getting good feedback from headquarters.

5-6-97- Swanigan tells Hoy he will supply specific complaints about the inspectors. He never does.

5-6-97- me to Hoy indicating that ASAA is blaming us for pulling out of AQP. Les Martin called me from STL about it- **Hoy wants to talk, is upset.**

5-6-97-conversation with Bob Lloyd, previous POI. He left the ASAA section because of lack of management support.

5-6-97- Livack gets involved with drunken pax. violation of Franklin's. **Evidence turns up missing from the package.** It is very unusual for a manager to take such a personal interest in violations.

5-6-97- my letter to AQP branch manager asking to not allow ASAA into full AQP until falsification of records investigation is done.

5-6-97-Hoy to Gibson stating that he **wants to tell ASAA the details of the investigation** over Gibson's objections.

5-7-97 - I supply Inspector Handbook pages to Hoy, concerning recently identified (by me) safety issues.

5-7-97- Meeting called by Hoy between inspectors and ASAA to **allow ASAA to investigate their own violation.** Hoy gave Swanigan the details. Gave them 10 days to

do it. Later, Bob Lloyd said, "you never tell the company the details of an ongoing investigation!"

5-10-97 - Letter received from ASAA. Mike Swanigan address' excuses for the line check and LOFT violations. His excuses are erroneous, as they are not part of the approval. The dates ASAA wrote on both pieces of correspondence don't make sense. No wonder they can't keep their records straight.

5-12-97- to Hoy and Livack re: the meeting they requested with me about ASAA safety issues and compliance history. I ask what documents I should bring. Left voice mails. No answers. Hoy tells me I have a meeting with Livack the next day about "safety issues". **I felt a trap.** I feel it will be about safety memos I have been sending.

5-12-97- Livack has meeting with PASS rep. Steve Franklin and Whitaker. She said **she didn't like the memos** I was sending, and I would never make it into management, even though I have potential. Bill told her it appeared to him the **facilitated meetings were meant to "fillet" me.**

5-12-97- Conversation with Ross Roseman, ALPA. Livack accuses me of talking to ALPA about violations. Ross stated I never did. Ross had conversation with Swanigan. Told Swanigan ASAA needed to clean up their own house. Swanigan angry. (perceives ALPA/FAA relationship as a threat. (ALPA involved from Partnership aspect).

5-12-97- me to Hoy about the problem of ASAA's unresponsiveness to our requests for statements, and message it will send if we don't pursue.

5-12-97- Livack asks for information which I supplied via cc:Mail same day. Mssg. **tone very nasty.**

5-12-97- my message to Legal re: Jewett's threats and **mangt. unresponsiveness to my request for support.** Tell them ASAA attempting to get rid of us.

5-12-97- **mgt. interference** with Steve Franklin's violation against unruly pax.

5-13-97- facilitated meeting. **Very hostile.** Bill Whitaker in attendance. **Hoy and Livack very upset about our ASAA violations. Said when there were only 3 inspectors overseeing ASAA, they didn't have all these problems.**

5-13-97- A second meeting between me, Hoy, Livack, Whitaker. **Meetings were confrontational and hostile** because of me "mission..." feedback memo. Livack says I was a problem to other managers. Phil told me 2nd meeting was about ASAA. Not true. **Livack tells me I am going to understand "my place in the FSDO.** Livack apparently attempting to trap me into saying I am not doing my job. **Threatening statements and questions.** Whitaker statement. Union rep. also said in private meeting with Livack, she said I was blowing my chances of ever being a manager. Pearson sent me cc:mail saying that I discuss with FSDO mgt.

5-13-97- at a later meeting that day with Hoy, he told me he hates coming to work anymore. I stated I felt **Marlene was attempting to fire me.**

5-13-97 ALPA praises my safety initiative in a meeting with Hoy and Livack. It is not passed onto me by mgt.

5-13-97- my letter to Paul Majer citing training issues at Reno. I state that training must be done.

5-14-97- Jim Winkleman, Manager of Safety at ASAA, makes comment that Hoy is an "empty suit". (Obvious no respect)

5-14-97- me to Hoy requesting guidance on acceptable use of cc:Mail. He tells me my contacts with anyone outside office is not allowed.

5-15-97- inform Hoy of ASAA's refusal to train on Reno or provide information.

5-15-97- Meeting with OIG, Tristin Linkert. Gibson, Franklin, Martin, and me. Memo to Tristin Linkert about ASAA violations, **mngt saying it is only "paperwork violation"**. Follow up with faxed memo. About violations.

5-16-97- Livack writes me a memo addressing my 4-16 and 4-30 memos to her. She asks me to supply her more information on ASAA compliance history. Asks for a memo from me by COB on May 23, 1997. **It is obvious she is not happy** with my comments about management in my past memos, and orders me to tell her if any management official is interfering with conducting investigations, etc. I do.

5-16-97- facilitated mtg. No ground rules established. **Not a "safe" environment, according to facilitator.** Three principals agree that the meetings are a waste of time, and meant to appease ASAA.

5-16-97 - Bill Blake of regional office briefs Hoy and Livack about SEA office eval. Tells them I should be commended for my work.

5-19-97-- Dullaghan discussion: said Phil is the problem. Livack team leader on AEG investigation where Dullaghan lost his job. Livack said "customer service" 118 times in her report. **Rarely mentioned "safety"**.

5-19-97 - I reply to Livack 5-16 memo re: performance, ASAA issues, CMS issue. (*Good memo*) Asking for clarification on certain issues, including 5/13 meeting.

5-19-97- me message to PASS asking for intervention, **risk of removal.**

5-19-97- me to Hoy asking if he ever got any feedback from ASAA on LOFT violation. He asked them to investigate their own violation.

5-20-97- Facilitated meeting. Hubbard points out that **management shouldn't be making principal's decisions.** All principals expressed desire to quit meetings.

5-20-97- I ask Les Martin to get out the Letter of Investigation on the line checks. **He said he was afraid of Hoy and Livack.**

5-21-97- meeting with Livack, Hoy, Swanigan and me re: relationship between ASAA and FAA.

5-22-97 -Les Martin's letter of investigation to John Kelly for the line check violation.

5-22-97- documenting meeting between Livack and inspectors. Threats from ASAA. Complaints from ASAA about proposed recordkeeping requirement, but no other specifics given to inspectors. **Hoy tells me he disagrees with change and trusts Swanigan. ASAA complained that they were being held to higher standards, Hoy agreed.** (*I guess I was doing my job too well*)

5-22-97- memo to Linkert about 3 ASAA violations. Provide evidence and copies of cases.

5-23-97- Bill Whitaker message about 5-22 meeting. **Perception: to get rid of M.R.**

5-23-97- I tell Hoy how I perceive the meetings as a way for Livack **to get rid of me.** **He agreed** that the **meeting in her office was hostile** and did not go as he would have liked. He asked me to trust her. Steeb witnessed. ASAA unhappy- not getting work done.

5-23-97- facilitation. Livack admits she doesn't understand the "principal system". She got very nasty with me. Livack said Swanigan complained that I was too busy in facilitated meetings and doing internal things to help ASAA. Hubbard tells Hoy and Livack to get focus off MR and onto the subject. He got argumentative to divert attent.

5-27-97- Pearson to Franklin, "the relationship is going to change, I don't care who changes, but it is going to change".

During this timeframe, Les Martin was involved in a violation against an ASAA B-737 pilot, Rick Zimmer, for not properly complying with an MEL, not conducting a proper preflight, and failing to write up the airplane upon landing before turning the airplane over to maintenance for repairs. Les sanctioned the pilot to a 15-day suspension. **Phil Hoy told Les that the sanction was too severe** (although we were addressing a trend of “carrying airplanes” at the time). **Hoy would not allow Les to process the violation, and the matter was dropped.** Hoy indicated that ASAA, and Swanigan in particular was unhappy.

June 1997

June- as per Chris Dawson, all facilitation meetings are canceled for June and July. (None after my removal, although Livack claimed they were critical)

6-2-97- Steeb about ASAA class where they promote false story about drunk FAA inspector. She confronts issue and gets it stopped.

6-2-97- I receive memo and voice mail from Hoy informing me that I am not to have any contact with CEO ASAA. **Says I cannot have any contact with anyone outside of CMS** without permission. Says I am the problem.

6-2-97- Memo from me to Hoy asking for clarification and guidance on Hoy’s voice mail message that I was not to have any contact with CEO of ASAA. I requested formal description and PD change indicating of exactly how I was expected to conduct business. (Memo had wrong date on it, of 6-5. Date was actually 6-2)

6-4-97- to me from Pete McHugh of headquarters sending his *admiration for taking tough stance on safety issues in Juneau.*

6-4-97 -Complaint from ASAA about my CEO letter. Phil tells me to find every letter I ever wrote to Kelly. Hoy tells me **Livack is angry. Interf. with safety duties.**

6-4-97- Memo from Livack to me about a **conversation she had with Brad Pearson about me.** Erroneous information. She asks for copies of PTRS records and records of violations, etc. **Memos getting more hostile.** She accuses me of creating a hostile work environment for my supervisor because of the memo feedback I supplied at her request, concerning the issues as I saw them (including supervisors part in the situation).She objects to cc's to other inspectors involved in facilitation. She reiterates that I am supposed to continue working in accordance with my PD, and orders me again to report any supervisor who is interfering with my job. **Contradiction.**

6-4-97- message from me to inspectors/PASS about **missing evidence**, ASAA history, facilitation.

6-4-97- me to Hoy asking again for guidance on how to handle business. No answer.

6-5-97- message from Owen Dullaghan informing me that I am required as a federal employee to report fraud, waste and abuse. (in reference to missing evidence).

6-5-97- I write Hoy and ask for help in gathering the information Livack wants. I address safety issues caused by the extra demands of Livack.

6-5/9-97- I write justification for Hoy about revocation of computer recordkeeping, including Lloyd's letter to ASAA of 7-20-92 and referenced memo. Also forwarded violation info for Livack.

6-5-97- Hoy to me telling me to proceed on LOFT violation as I deem appropriate. *(Shortly later he and Livack accuse me of performance problems, yet he trusts my judgement here?)* FAA **management had this case dropped after my removal.**

6-6-97- FAA headquarters tells me to revoke Reno low approach until they train. I tell APM's. This issue going on for months. I sent cc to O. Dullaghan (AFS-200) asking how to proceed.

6-6-97- Memo from me to Livack replying to her 6-4 memo about **her conversation with Brad Pearson.** I clarify issues and point out a recent situation where an enforcement file came back from Hoy with **critical evidence missing.** I address other violations, my her demands on my time and aviation safety, past ASAA violations and their attitude, my relationship with Hoy, etc. 4.5 hours to complete.

6-6-97- Hoy tells me **Livack is very upset with me** because she received a fax from ASAA objecting to my proposed withdrawal of low minimum approach at RENO. (ASAA is refusing to train).

6-8-97- memo to Linkert asking for a letter from OIG to 4 inspectors requesting cooperation in an investigation (to be protected under whistleblower). I send message that **retaliatory actions** are commencing.

6-9-97- two E-mail's to Todd Zinzer, OIG headquarters, asking for **help and protection.**

6-9-97- telecon between me and Jim Kelly, PASS VP. Tells me I should document everything that is happening in PTRS. I do.

6-9-97- Grant Pearsoll, PASS, met with Brad Pearson. **Pearson said they were after "my blood this time." (Implied threat).** *He told Pearsoll that I "better be able to prove I am right this time."*

6-10-97- Hoy tells me **not to talk to anyone outside CMS about any safety issues,** especially Owen Dullaghan. (Owen had called Hoy to tell him he needed to take action on Reno training, Hoy told me not to take action). Not in accordance with PD.

6-10-97- Meeting Livack, Hoy, Franklin, and I. Hostile. **She tells me to stop filing grievances** and get back to work. Won't let Franklin speak, even though he is PASS rep.

6-11-97- I send copy draft LOFT violation letter to Hoy. **Violation follow up never occurs** after I am removed. Included Lloyd letter of 4-9-92.

6-11-97- Guy Gardner, new DOT AVR-1. Tells employees paying tax. are our customers, not companies. Later he ignores my safety complaints.

6-11-97- Owen Dullaghan calls and informs me that FAA mngt. knows about our OIG visit and whistleblowing. He hears it at headquarters. **Officials making threats to take care of me.**

6-11--97- I sent Hoy objection to allowing Overman to work for other offices-we need his work.

6-12-97- I find fax copy of my letter to Ed White about Lori Anderson/Jewett, dated 4/25/97. Hoy upset.

6-12-97- my **LOFT non-compliance letter to ASAA.**

6-12-97- me to Livack about requested information. I address things hindering us from our jobs.

6-13-97- I again ask Hoy for guidance.

6-14-97-L- John E. Gustafson writes letter to ASAA CEO, John Kelly, concerning falsification of maintenance records. Sends copy to FAA.

6-14-97 -Livack writes me memo **accusing me of creating hostile work environment for Hoy.**

6-16-97- from Owen Dullaghan to me addressing Reno safety issues.

6-16-97- from Gibson about hindrances.

6-16-97 - with Mike Coffey of AFS-200 about ASAA's refusal to train pilots. He said I should revoke the operations specifications.

6-16-97-letter to withdraw Reno ops spec. At this time Phil knew I was going to be removed. (Ultimately, change was not made as far as I know).

6-16-97- another computer recordkeeping letter written with a 30-day notification by me. This was not follow up on after my removal.

6-17-97- me to Coffey, headquarters, about RNO. I will go along with ANM-230 and management team about RNO. (*Teamwork*)

6-17-97- I ask Phil to please tell ASAA that work is not getting done because the FAA mangt. continues to "loan" my inspectors out to other sections.

6-18-97 - My letter to Dean Schwab about ASAA failure to get training approved in a timely manner, failure to submit QTR's for approval.

6-19-97- Franklin and I ask Swanigan again to make specific complaints. He refuses.

6-19-97 - Livack faxes my CEO letter to Pearson. **Pearson later tells PASS that that is when he decided to get rid of me, even though they never talked to me about the letter, and Livack stated it was within my job description.**

6-20-97- meeting with Ford and Vanderpool of Security about Jewett's investigation. **They warn me to be very careful and take good notes. They said SEA FSDO management not to be trusted.** They were interested in Duchnowski's conflict of interest (prev. POI soliciting job with ASAA, FAA overlooking).

6-20-97- message from me to Hoy asking that he get the computer recordkeeping letter out (since it has been 2 months already, and ASAA has falsified and destroyed records). Hoy knew I was going to be removed at this point.

6-23-97- Me to Jim Vanderpool of FAA Security about **missing evidence** taken from Les Martin's line check violation package.

6-23-97- message from me to Marla (typist)- **Hoy "lost" recordkeeping letter.**

6-24-97- Ops inspectors have meeting about line check. Our investigation is concluding that ASAA "intended" to operate contrary to FAR's.

6-25-97- meeting between Vanderpool, Franklin, and I about ASAA line check falsification. Vanderpool **agrees it is falsification of records.**

6-25-97- After I returned from meeting with Security, several supervisors inform me Phil looking for me. They knew I went to Security.

6-25-97- I send memo to inspectors stating Vanderpool's findings and discussion.

6-26-97- Dean Schwab informs me all ASAA management instructed to provide Hoy copies of all correspondence sent to me.

6-25-97- I inform Security of Les Martin's **missing evidence in his line check package.**

6-26-97- Memo from Livack to me reassigning me to the regional office. Given to me by Phi Hoy. Cites erroneous reasons. **Claims it is not disciplinary, but appears to be so.** Says I file too many grievances and cause him too much work, and he couldn't take me any longer. For the past several months Hoy consistently told me he would support me in my job as POI.

After my sudden removal as POI of Alaska Airlines, the FAA didn't stop the harassing and threatening actions against me. They continued to charge me with false allegations, such as misuse of government funds. They continued to discredit me and attempt to ruin my reputation. The significance is that the remaining inspectors saw the lengths that FAA management would go to in order to ruin somebody. It is certainly feasible that they would then "no find problems" at ASAA to avoid the same treatment. Shortly thereafter, the B-737 APM and APOI were also reassigned. The remaining MD-80 APM had several disciplinary actions taken against him- one for interaction with a ticket agent, a charge again brought against and inspector by ASAA, and one for a Russia flight.

Subsequent to my removal, I made the situation well known to the FAA Hotline, my elected representatives, OIG, and other avenues. I believed that safety was being jeopardized at the whims of Alaska Airlines. Many of the open safety items "disappeared" or were never follow up upon.

6-26-98- Hoy tells other inspectors not to talk to me or have me around CMS and ASAA.

6-26-97- Hoy tells Martin he is now POI. Martin says, "Good. There's a few things I would like to tell ASAA." Hoy retracts assignment and assigns Overman, who wants the job permanently and would be inclined to be more lenient.

6-26-97- memo-me to Vanderpool asking not to drop the line check falsification violation even though I had been removed.

6-27-97- no desk for me in Region for 8 months. Had to borrow space.

6-27-97-Dale Peterson, ASAA apparently knew before me about removal. Lew Richardson re: embarrassing message being put out by ASAA (Mike Swanigan) about my removal.

6-27-97- Les' "**missing evidence" showed up on his desk.**

6-27-97- Steeb overhears Hoy tell Martin, "I can't work with her anymore. I don't want her around the carrier."

6-27-97- from Pete McHugh - **he has documented a great deal about the SEA FSDO and their interference in safety issues.**

6-27-97- Dullaghan tells me **headquarters knew about OIG visit long ago.**

6-28-97- memo me to Zachary asking for transition period to train new POI (safety). Hoy refused.

6-30-97- memo to Zinzer about management interference in violations.

July 1997

ASAA Summer 1997 Newsletter is released, with article about new POI, Dennis Overman, how great he is, and how they are now about to get the lower RNP minimums for Juneau. (I had not lowered them due to ASAA's failure to train and submit data required).

7-1-97- from Pete McHugh to Glenn telling him AVR-1 wants an impartial "team" to do an on site investigation into the SEA FSDO events. (Ultimately they send one guy who is not impartial)

About 7-7-97- Franklin tells me that **he is under investigation by FAA for ASAA agent interaction.**

7-8-97- headquarters staffer, Kathy Hakulah, says I "press too hard" on issues.

7-8-97- Dennis Overman tells me he asked Hoy to allow me to help him transition, Hoy said he didn't want me around CMS or ASAA, although I had the historical knowledge.

7-9-97- my message to Guy Gardner re: removal and safety issues. Violations. Enclosures list.

7-10-97- my removal as POI and surrounding circumstances. 2nd fax with a letter attached to Mr. Guy Gardner.

7-13-97- me to Zachary again addressing transition and safety issues, lack of experience of new POI.

7-14-97- Zachary re: rush directive to move me to region, due to sensitivity of issue.

7-15-97- Livack bad mouthing me to FSDO employees.

7-16-97- conv. Martin and Hoy re: no violation at ASAA on line checks.

7-16-97- meeting with Zachary about Hoy burying line check, safety issues.

7-16-97- memo from me to CMS personnel about the meeting Franklin and I had with Vanderpool about the falsification case. Vanderpool agreed that falsification of records took place.

7-17-97- Martin conversation, re: ASAA destroyed records of investigation contrary to instructions by him. **Hindered the investigation. Hoy would not take any action.**

7-17-97- I send message to Dennis Overman about the list of ongoing/open ASAA projects. He later gets award. **His PTRS do not show any follow up.**

7-18-97- of a meeting I had with Vanderpool about ASAA destroying records in the falsification case as per Les Martin. Me told me that Hoy, Livack, and Keeton Zachary had been in his office that morning and were upset about my 7-16-97 memo. We also discussed Phil's interference with the LOFT violation, and **Dennis Overrun's falsification of his T&A with Hoy's knowledge.** Security investigated, but no follow up actions by Hoy.

7-18-97- concerns ASAA falsification, inexperienced replacement, etc.

7-18-97- Tom Anderson tells Glenn to back off and not get involved in wives issues. Cautions him. (Perceived as threat)

7-18-97- Patty Murry, Slade Gorton complaints.

7-19-97- to Valerie Veney forwarding two complaints.

7-21-97- I supplied Vanderpool with witness evidence of Overman's T&A falsification. Also on 7/25.

7-23-97- to Vanderpool stating Martin discovered line check violation even worse. Found 3 pilots who flew before recorded line check (with pax.)

7-28-97- **Hoy investigating Steve F.** alone at ASAA.

7-29-97- to Zinzer informing him of my **removal, and retaliation.**

7-29-97- Steeb re: **Hoy called Swanigan and said, "you are off the hook". (!?)**

August 1997

8-1-97- Swanigan appears to take credit for my removal, as per Lew R. (also see 22nd). Lew says Swanigan and Livack "big buddies" now.

8-11-97- I write to Brad Pearson about cancellation of facilitated meetings, safety.

8-14-97- Hoy informs PASS that my reassignment was because of my inability or unwillingness to perform my job adequately. (In my opinion, it was my unwillingness to ignore safety issues)

8-18-97 to March-98- around this time **Hoy starts harassing me** about the ASAA simulator. It ends up in a Security investigation.

8-18-97- while in Florida last week, Angela Elgee informed me type of questioning during manager interview. She said it was clear that mngt. wanted someone who was willing to do a hatchet job. Livack was hired. Charlene Pagan witnessed.

8/19/97- Hoy "bashing" me to Franklin (his words). Steeb says Hoy will not allow me to move with CSET team because I am "too disruptive".

8-25-97- Franklin gets letter of reprimand as a result of ASAA complaint. Livack thinks Franklin supports me too much.

8-27-97- conv. Overman re: ASAA's continued failure to submit training programs ahead of time. Training with unapproved program.

8-29-97 - receives a response from Hoy dated 7-9-97. States that my removal driven by "needs of CMS". (him) States action was not promotion, **and FAA does not have a concern about the messages it sends to the carrier.** (Later John Fowler tells FAA who ASAA wants in a maintenance position- message loud and clear)

8-31-97- Franklin visit, re: Swanigan approached him about coming to work for ASAA. (Another set up for conflict of interest?)

September 1997

9-1-97- Letter from Owen Dullaghan to Tristin Linkert about my safety history, FAA headquarters knowledge of our visit to OIG, and comments from headquarters officials that I could expect some sort of action taken against me.

9-2-97- Hoy working very hard to get Gibson out of ASAA section.

9-4-97-Message from me to Pearson about discontinued "safety" facilitated meetings. (They were only a facade to have me removed).

9-4-97- message from me to Vanderpool about Dennis Overman receiving cash award this morning. (*Cash award was for Overman solving all the problems I made, according to Hoy. All the compliance and safety problems suddenly "disappeared"*)

9-5-97- Franklin files grievance on disciplinary action Hoy took for Franklin making an ASAA agent do her job as per regulation.

9-10-97- Streeter tells me of conversation with Gary Livack. Livack claims his wife was sent to Seattle to get rid of me by Pearson and Headquarters.

9-10-97- to OIG from me about Streeter's conversation with Gary Livack about being sent to SEA to remove me and a conversation I had with Angela Elgee in Florida about Pearson's line of questioning for SEA FSDO manager position

9-11-97- Record of conversation, Glenn Diefenderfer with Dale Peterson of ASAA. About how certain ASAA personnel intentionally misquote FAA inspectors to stir up management.

9-12-97- Overman hasn't done any of project list I sent. There are follow up items to self-disclosures and violations on this list. I doubt they were ever done, giving ASAA what they wanted- **an end to corrective action.**

9-12-97-ASAA chief pilot fired supposedly for admitting line check violation.

9-17-97- Franklin and Gibson inform me they observed ASAA instructor allowing students to sign the class roster for the previous day- this is what caused 1st falsification and the "required fix" does not allow late sign ins. He said he told Hoy, Hoy just shook his head. (ASAA needs change to record requirements!)

9-19-97- Hoy informs Gibson he is being moved. (He goes to stay in bargaining unit)
9-22-97- Pearson to me re:9-4 memo. Inspectors wanted to discontinue (they did also when I was there). ASAA told FAA they wanted inspectors in facilitation, FAA went to ASAA to get permission to stop meetings.
9-25-97- Harn hired as POI.
9-29-97- During an informal telecon with ASAA, **Hoy advised Martin it is his “best interest of his career” to leave section. Hoy said inspectors have been too heavy handed.**

October 1997

10-1-97- Robert Hanson, AFS-400, sends message to FAA mngt. thanking me for assistance in developing RNP guidance and addressing issues. FAA never relays thanks.
10-1-97- met Pearson in hallway, he asks me if I am hiding violations. I told him the things and safety issues I am concerned about.
10-2-96- Pearson sends me message asking me to set up meeting with other inspectors. Before I can do this, I am informed Mr. Dave Thomas will be in town to gather safety issue evidence. This took place of meeting with Pearson (10-6). I did send Brad message on 10-10 forwarding copy of Thomas list. Brad says there is no longer need for a meeting.
10-7-97- Steeb witness' Hoy saying line check violation was "ridiculous" and didn't want Livack to sign it. He was looking for violation package.
10-6 to 9-97- Mr. Dave Thomas arrives and conducts employee interviews. He *did not take notes* and said he *would be not reporting in writing*. This appears to be another exercise in futility. I supply him with several page list of issues and problems, and much documentation.
10-10-97- from Pete McHugh. **Dave Thomas avoids politics**, not too supportive of Juneau Study, which was very political.
10-17-97- Larry Bird said he was witness, as acting ANM-201, of **Hoy and Livack coming to Pearson to have me removed**. It was his opinion that Hoy was afraid of me.
10-20-97 - Hoy to 2 APM's. Exclusion from ASAA meetings (*teamwork!*)
10-21-97 - headquarters official, Bob Hanson asking probing questions about my removal, Livack's history. He is eventually told to mind his own business. So is Streeter.
10-21-97- Pearson's permanent selection as Division Manager.
10-21-97- Don Streeter, headquarters, to higher headquarters officials about my memo to Beaudette, and supporting me. He is told to mind his own business.
10-24-97- Assoc. Adminin of Accident Investigation Report by Dave Thomas as a result of 7/7 and 7/10 hotline complaints.
10-24-98-10-24-97-cc- to me from Beaudette, he will forward my request for invest. and concerns to Dick Gordon for follow up. (None). He forwards on 10/28.
10-27-97- Dale Peterson informs me that ASAA officials saying Franklin about to be removed. (Hoy appears to be attempting with Russia trip)
10-28-97- message to Legal about ethics, inspectors reporting under law and mngt. attempting to punish the reporter.

November 1997

11-7-97- response from AVR-1 Guy Gardner concerning Dave Thomas' investigation and report. Not good for the good guys.

11-11-97- conv. Martin re: line check violation package back on his desk. **Management insisting he change it so it looks like he dropped it. Hoy on Steeb's case about her causing him too much work. (This is what he accused me of when he removed me)**

11-13-97- Les tells me and others mngt. is really on his case to close line check violation with no action. See Legal document.

11-17-97- Dullaghan tells me **Streeter is threatened.**

11-18-97- Tristin Linkert, OIG, conv. Hoy really trying to confuse the line check issue. Meeting held between inspectors and mgt. about case.

11-20-97- follow up meeting with Security. Placing **Hoy under investigation.** Says mgt. turns blind eye on each other. He says it appears D.O.'s award letter is also a falsification of records, based on erroneous dates. Nothing is done.

11-20-97- I rebut Thomas' report. I send copy to OIG, Tristin Linkert, and Guy Gardner.

11-7-97- Gardner memo to me re: Thomas findings resulting from 7 & 11 hotlines

11-20-97- -My memo to hotline, re: Thomas report.

11-21-97 - I forward message re: Overman training, t&a

December 1997

12-3-97- report from FAA Security to Flight Standards re: Gibson conflict of interest. **Report states appearance of ASAA influencing FAA mangt.** ASAA personnel lied about Jewett.

12-3-97- sent mssg. to Security about Harold Hutchins catching FAA mngt. falsifying records. (Also, Paul Haagland had similar experience several years ago. FAA supplied Errol Van Eaton's attorney, B.V., with false information).

12-4-97- conv. with Hubbard re: **Harn is really a problem. Doesn't realize the impact of his leniency.**

12-31-97- I file hotline about Hoy's handling of ASAA concerns in Russia. This situation demonstrates how poor a supervisor Hoy is and how he lies. The "critical deciding issue" in Russia were never followed up upon, or relayed to ASAA.

January 1998

1-5-98 until 2-27-98, **I was under investigation on charges of fraud, waste, and abuse** brought on by SEA FSDO management. I was cleared. (*would other inspectors in the CMS want to endure this for finding problems?*)

1-7-98- Martin questioned by Livack about his departure. **He says Phil told him to leave section** permanently during meeting with ASAA about violation.

1-8-98- Steve Franklin has conversation with ASAA Scott Thomas. Scott says Mike Swanigan is very pleased with the new FAA team he has in place now.

1-15-98- message from me to Guy Gardner about hotline answer, clarifying their misinformation. cc: to Peggy Gilligan, she then stated she would pursue. Copies to Security, OIG.

1-28-98- **Harold Hutchins visited IG about similar FAA mngt. cover-ups recently on his carriers. He was removed. Told to ignore.**

February 1998

2-17-98 - Swanigan asked Franklin when he was going to come to work for ASAA. Setup?

2-25-98 -Pearson announces Angela Elgee as ANM-201. In fall 1997, while at CSET training in Florida, Angela informed Charlene Pagan and me that it was apparent by questioning of prospective SEA FSDO managers; Pearson was looking for "hatchet person".

2-25-98-PN- conv. Blake and Pierre, Tramco threatening to go to the FAA to have Pierre removed.

March 1998

3-2-98- conv. Hugh Ford. Tells me invest. into Overman complete. Couldn't give me details but whole thing stinks. Phoned OIG in front of me and said it. Nothing is ever done.

3-3-98- Steeb attends ASAA training, ASAA promoting that they follow their own set of rules, contrary to regs.

3-13-98- call from George Darrough about call to Bird. Bird says **SEA FSDO management definitely out to get me**. He said mgt. harassing me and he didn't know what he could do about it.

3-16-98- Ford wrote 5-page document to Pearson outlining and criticizing SEA FSDO management.

3-30-98- Steve Franklin informs me that Overman did not get any punishment for falsifying T&A.

3-31-98- message from Dennis Harn indicating ASAA still ignoring training programs- same issues I addressed previously. Gibson and Franklin concur.

April 1998

4-2-98- conv. Les Martin. He attended meeting back in fall where Dave Strelinger, chief pilot ASAA, admitted to not giving line checks. Hoy informed Les it would be in "his best interest" to leave the ASAA section.

4-4-98- Telecon with Lynn Pierce. Said Larry Bird and Dick Dutton claim they will not hire me on CSET because I am a "trouble maker".

4-7-98- Gibson has meeting with Livack about 10-month-old investigation into conflict of interest. Livack states the conflict of interest is not a problem, but Gibson may be punished for "intimidating" a check airmen (one that Gibson had worked with for years!)

May 1998

5-8-98- Conv. Bill Blake re: how **Pearson lied and created documents to fire Gene Dunham. Bill and others were asked to do illegal setup actions.**

5-11-98- Franklin informs me that **he is under threat of disciplinary action for speaking to me.**

1998/1999

Without going into detail, during this time period I was retaliated against over and over to the point that I had to leave the FAA. My punishment ranged from admonishments, to a

letter of reprimand for exercising my right to tell my story to the press, to a proposed 14 day suspension for being on medical leave and under doctors care. The FAA revoked my FAA 3rd class medical without examination or justification. The FAA, as provided for under the law, ignored my appeal.

I also received a notarized statement from Harold Hood. His statement indicated that he met with Ed Duchnowski, who relayed that **Bill Baldwin approached him in 1997 to have me removed from the POI position.** Baldwin allegedly told Duchnowski that if he made false allegations against me, he would help Duchnowski get a higher paying position with ATA.

2000

I am informed by Lew Richardson of a conversation with Dave Strelinger. In that conversation, Strelinger told Richardson of a meeting in DFW with Swanigan and other airline VPs/Chief Pilots, where the subject of **“how to get the POI removed”** took place. Strelinger said the **decision was made by Swanigan to commence action against the POI at that meeting**, and it began upon return to Seattle.

Summary:

When an individual works for the FAA, he/she must choose one of two paths- to fail with truth, or succeed with fraud. I chose truth.

Items of Proof:

The attached items are not all the items of proof available. These items are show evidence of FAA management’s attempts to interfere and/or intimidate inspectors. Some items show ASAA’s attempts to eliminate the effectiveness of FAA inspectors.

- Alaska Line vodka de-icing article, record of conversation
- Record of conversation, Keeton Zachary and Bill Baldwin
- Bill Whitaker record of meeting
- Jewett Gibson FAA Security report
- E-mail to Brad Pearson
- Record of conversation between Steve Franklin and ASAA check airmen
- PTRS entries
- Harold Hood statement
- Inspector message to AFS-1, re: Value Jet
- Any last minute documents not listed here

The information presented is accurate to the best of my recollection, records, and personal notes. The incidents occurred on or about the dates presented.

This information is presented to assist the NTSB with their investigation of ASAA 261. This information shall not be used by the FAA in any litigation involving myself.

Witness contact numbers will be provided upon request.