

obti

From: "P [redacted] I [redacted]" <p [redacted]@pt.lu>
To: "c [redacted]" <c [redacted]@telkomsa.net>
Sent: Wednesday, March 22, 2006 9:40 AM
Subject: FW: Update crew VP CKR - Th [redacted] M [redacted] -

Hi Liefie

Hierdie is Thierry se antwoord. Ek het beide syne en L [redacted] sin benadink. Die invloed van L [redacted] op hom is baie duidelik. Het nog nie n antwoord vanaf lugwawaardin gekry nie.

Lief vir jou

XXX

-----Original Message-----

From: T [redacted] M [redacted] [mailto: [redacted]@yahoo.fr]
Sent: 22 March 2006 00:22
To: P [redacted] Captain 604
Cc: T [redacted] M [redacted]
Subject: Update crew VP CKR - Th [redacted] M [redacted] -

Dear P [redacted],

First of all, I would like to tell you that I really appreciate your move to finally get feedback from your Team. I hope everyone of us will be honest and talk nicely and frankly.

I left Jet Aviation to come and work with you because I had a good feeling and a nice agreement with J [redacted]. We have a great aircraft, nice passengers and nice destinations which make it a wonderful operation to work on.

Right from the begining, I strongly believed into it because I would like it to last for long. There are a lot of jobs on the market at this time but staying on VP CKR has always been my priority. That is why I felt necessary to have this discussion with you yesterday and to try to repair the ship before it sinks.

I am a straight forward person and when something has to be said, I normally go for it. The following comments come from ! me but also from the reactions of our crew, our wishes, our feelings and expectations. I have been talking with them for the last 10 days and here is what comes out.

As you can see, I did not copy anything to J [redacted] since I would like us to deal with it between adults and clever people and you not to have troubles.

On our particular case on VP CKR, being in charge as Captain for the last 2 weeks, I felt it was my duty to report to you what is not going so well on our operation.

I hope that the rest of our crew will act the same so that we can clearly analyze where the problem comes from.

As I told you yesterday on the phone, you have a serious problem with your team and I feel bad about it. I know you've been wishing good things to happen but I don't think that you took care of it the nicest way.

It was difficult for me to take over in Los Angeles when you went back home. E [redacted] and L [redacted] were very sad and disappointed by your attitude. Motivation was to zero. I had to remotivate them when going to Hawaii, I took care of them and tried to bring their confidence up, which I think worked out pretty well according to what they told me when they left.

I've been working on charter aircrafts for a while and it was a much bigger rush and stress than our ops. Flying 6 hours a day with always different passengers.

On VP CKR, we don't fly so much and I don't see the point of getting so much stress in the Team.

11/12/2012

I like to do my job the best way and I don't think you will have so many things to complain about. Crew Resource Management is essential and I like the people I work with to be happy. I believe in smiling, relaxed and friendly atmosphere that will give the Boss, the passengers, the handling, the ground personnel, etc.. a good image of our company.

Concerning E [redacted]. I think that although she was not so easy at the beginning due to a lack of experience, she is doing much better now and I don't see any reasons to be hard with her. I could see that you were unable to fix your problem with her so that is why, I took on me to talk with her in Thailand. We had few great discussions and all is ok now. We agreed on each other duty and service to provide, she 's doing it well and in my opinion, there is no way to bring stress about it, I must say that we have to work together to always bring the service and cabin standard as better as it can be. We have a multi million dollar aircraft which is beautiful and we must keep it that way. She is aware of it and will work on that. You wanted her to have email address, she has one. Things go slowly but change the right way, the way you like it hopefully.

Right from the beginning, you did not like her and felt unhappy about her.

How is she supposed to like you if you don't like her? It is the move of the Captain to implement the relation in the aircraft and to deal with these problems. I think that you wanted her to be fired so that you could have another flight attendant willing to take care of you and to pamper you more. I agree that it is nice to have someone to take care of you in the plane but this is not why she is paid for.

Her main duty is safety and to have a nice cabin with happy and satisfied passengers, which is the case with E [redacted]. The Boss is happy with her and that's the most important.

How is E [redacted] supposed to like you when she knows that you are pushing for her to be fired, why would she invest into a relationship with you. I guess and I hope that she will explain that to you in her email or personally. I know that you've been helping her with expenses but is that enough, I don't know.

I agree that I was not so happy with her at the beginning because I did not make the move to know her better? Now that we had that discussion, all is fine and I think that she can testify that all went ok these last 15 days.

I must say that I was very disappointed after I left you all in Luton, that your flight did not go so well. I briefed you on how to take E [redacted] and to be nice with her, I briefed her to be cooperative and smiling with you and nothing happened, you had a long flight in a stressed environment, what a shame! What a warm welcome for L [redacted] joining what we told him was a great ops!!

I must add that L [redacted] and E [redacted] are going very well together and I am happy about it.

You have to keep in mind that E [redacted] likes to be alone when we land somewhere. She has, like we all do, have her private life and she doesn't like to go for dinner, can she be blamed for that?

I must say that it is not so easy for her to work when you are so stressed or sleeping for hours during flight. L [redacted] and E [redacted] told me that you had been sleeping most of the time on an intercontinental flight at night with a brand new copilot going to Santa Ana.

It is not really the best way in my opinion to have good CRM with this kind of scenario and to welcome a new pilot in the team.

The Captain is the one giving the rhythm to the crew. If he makes it nice and easy, crew will follow being nice and easy. If he is stressed and angry leaving the hotel, all day is ruined and crew unhappy.

I must say that for our flight to Phuket, you've been sleeping most of the time from Kiev to Muscat and onto Phuket. I could easily understand that you were tired but was it safe? I don't think so.

I had been alone in the cockpit without talking to anyone besides ATC for more than 4 hours on the second leg. I don't think it is safe and specially I don't think that it is good attitude and respect towards your crew. E [redacted] was sleeping at the back on her little crew seat, you were sleeping, what a great flight for me!!

What about if I fall asleep? Aren't we paid enough to stay awake and to do the job well? Aren't we paid enough to have fun when we fly and great discussions in flight?

I am personally very satisfied with my conditions but not with the working environment that we had for the last 2 months. I think sometimes we need to be able to say no if we feel it is not safe. Taking

responsibilities to fly safe is our job.

I remember at the begining when we flew together, you were always having fun, making jokes and smiling. Today, you get stressed for nothing, you argue all the time and you are being very aggressive with ground personel. I must say that we all agree on that and that it is embarrassing for us giving a bad image of our Team.

Bargaining all the time to get a free breakfast for 20 minutes at the check-in makes life difficult and again does not give a good ima! ge of our company, even of us. Can't a Crewmember pay for his breakfast ?

I would be happy to know in what respect did John ask you to reduce the costs on this ops. We signed for conditions and here they start going down after 6 months. It is strange when the boss is going well and has plan to go for a bigger aircraft.

Same thing when we make a quick turn around on long flights, is there a specific timing, can't we breathe a little bit and relax, the pax will surely not blame us for that as long as this break gives us energy to perform better for the next take off. What a big difference if we make a turn around in 55 minutes instead of 45 ! I'd rather have 10 minutes to review departure procedures and FMS nav with my copilot, for sefaty reasons again.

Why can't we make it easy and enjoy life with all the crew ? We are doing the best job in the world, flying one of t! he nicest aircraft and going around the planet with nice passengers and making good money, where is the problem ? Why make it complicated when it could be simple ? We have only one life and it's worth taking the good part of it.

Regarding the costs, I know it is important to save money but when I signed my contract, J made it very clear that the budget enveloppe for the aircraft was very sufficient and comfortable. I have always had good standards doing this job and I would not like them to go down just because you decide to do so.

I am sure that we can save much more money on maintenance than on hotels. I am sure that a lot of money is wasted on our maintenance programs.

Talking about R, I must say that I am very disappointed about his attitude. I am sure that he is a nice guy but everytime I got emails from him, it was never very friendly and sympathetic. This is maybe the german way of communicati! ng ! He is definitely not in the Team according to his attitude.

I sent him sms when I was in Vegas since I was concerned about the maintenance of our aircraft and the tolerance regarding the 400 hours inspection.

As Captain and responsible of this aircraft, I wanted to get confirmation that it is legal to fly should we have a ramp check.

I never got any answer from him ! I don't understand this kind of attitude, he is the MC and should be reachable anytime H24 7/7 to help us which is not really the case. I guess that he is too busy taking care of other aircrafts. I heard that he takes care of several aircrafts, how can he take care of us seriously.

I still confirm to you that I would like to get the approval authorization letter from him to confirm that the plane can fly in the extension of 10%.

At least he could be concerned about it, probably too busy, CKR is not his priority ! I got confirmation th! at a letter is needed, which I think too. Anyway, when you come, you'll be in charge and you'll deal with it.

Concerning the costs, please explain to me what should we do if while in Hawaii, we have a technical problem and that the plane becomes unairworthy ? The plane will be grounded, waiting for a part that should be in the aft compartment and which is not, why?

How come it's been 6 months since I have asked you to have tools onboard the plane and that you wait for R to make that decision? Can't we buy directly from a shop, get spare wheels from Bombardier and have a bit more autonomy on our ops, this will save the costs drastically if

something happen.

Regarding a technical problem in Hawaii, it would have been at least 3 days before R [redacted] comes with his spare part to fix it. Imagine the costs for hotel, airline, customs, charter aircraft for the Boss, etc... It would be a lot of money. !

How to explain that to the Boss ?

All the aircrafts I have flown had a fly away kit installed. Specially now that we have Luch as a mechanic who can take care of it.

So this is where, in my opinion, money can be saved.

Why do we have 2 mechanics in our Ops now ? I never saw Luch working as a mechanic but he has all his papers, licences and Cayman agreements. Can't we save money and have him take care of our nice bird ? This would for sure save money. A nice competent secretary in Geneva taking care of the paperwork and accounting, I am sure that the costs will go down in a much more efficient way than saving 10 cents/ Gallon or 10\$ a night at the hotel.

And I am not mentioning the commission on maintenance that all mechanics take good care of...you surely know what I mean...

I maybe wrong but I think it would be worth thinking about it.

All of us would really appreciate to ! have a company credit card to pay for hotels, catering and maintenance, it would make it easier for everybody and specially for accounting dept: 1 hotel, 3 crew, 1 bill, that's it, simple and easier. Therefore, except for Captain, most expenses will be per diem, very simple.

L [redacted] was not very happy to pay with his credit card the hotel on his first day in the company, 1000\$ if I remember. Rental cars could be on the credit card as well and therefore we would all be covered in case of damage and accidents, not only the one who paid gets the troubles.

All these ideas come from your crew but with your attitude sometimes, it is difficult to talk about it. I am sure that a nice friendly discussion altogether with J [redacted] would clarify all that.

Concerning L [redacted], I just flew with him for few legs and I must say that I am pleased with him. Very generous and sensitive, straight forward, he is definitely an asset for our! Team.

What I don't understand is that you recruited him, negotiated with him and when he is joining, you give him a hard time. You flew with him, were friend with him and knew what to expect from him. He is willing to do good and you broke him real bad. After only a month, he wants to quit !!! He said that you are not the same P [redacted] anymore. I worked on him to remotivate him but not so easy. He said that you promised him a lot but that you are not keeping your word, he is disappointed and I understand that.

Ha was supposed to get a JAA and all he has is an FAA.

I think that you treated him like a kleenex copilot putting pressure on him right from the start. He is 45 and you need to respect him and welcome him in our Team in a nice way. You even told me on the phone yesterday that it is easy to find crews and to replace him !! What was the point of getting him in the ops then, spend 20000 \$ for his training and of he goes, is this! how we save money ? First day he flew with you, you were going to Santa Ana with a duty which is barely legal. He was new on the 604 and you kept him down all the way, making him look bad in front of E [redacted].

Being copilot is not always easy, you need to have a Captain that gives you confidence and who lets you fly on your own. He is a good pilot and will do well, he just needs confidence and a no stress environment being a sensitive person. This was not the case for that flight to California, definitely not.

I wrote some SOP's (special operating procedures) in order to make our job easier but you never gave them to him so that he knows what to expect from our Ops. I made them to have a guideline he could follow and to make the job easier for everybody; the way we like ti to be, standardized. You never used them, I don't know why.

Concerning what you call politics problems, these rela! tions with Jet aviation, B [redacted], FCG, etc.. are not part of my business as I am just a Captain but I really think that working all together could make

it easy for everybody. I have good relations with Jet Aviation and B [redacted] and for politics reasons I don't see why I should be acting badly towards them.

Aviation is a small world you know that. Why can't we work together with his pilots and help each other, this will save the costs as well. We won't have to use freelance and everyone of us will fly long haul and short haul depending on personal wishes. A new hangar for us all will be there in Riga, we'll use it nice and easy in a good atmosphere.

I hate to say that but you have changed so much in few months making it hard to work in a relax environment. Can't you get back to how you were? I have always been your little assistant helping you out but it is too much now and you are going a way that I don't agree with. Perhaps you have personal problems and we could understand that but at least let us know if we can help.

Concerning duty times. It seems that we are more and more pushing it towards the wrong way. E [redacted] has a very uncomfortable seat for long flights and I think that it is important to consider that. The Boss is very concerned about safety and I don't think that it is right to fly so much with no stops. Your duty time for the flight you did to Santa Ana was almost 23 hours, I don't find it reasonable, neither the rest of the crew.

Our ops is nice and I have no problem to have long days flying but decision should be taken by everybody and if one disagrees, it should be taken into account.

I really don't think that it was safe for you to go to your refresher in Montreal, study for 5 days in crazy conditions and come back around the world to fly the Boss out of Phuket the same day without resting. This is not my view of safety, you slept most of the way back. Nice CRM again and friendly cockpit !!

I asked several times if we would have uniforms for this ops. I know that you don't like to wear a complete suit and I regret it but I really think that it makes a good impression for the Boss and gives a good image of our company. When flying with Luch, we both had our pilot jacket on and I must say that the Boss was happy about it. Please let me know what is planned on that matter since I never got a clear feedback from you. I think that it is important to have all crew dressed alike, either with polo shirts or jackets.

Same thing for business cards, I really think that it looks more professional to have some when someone from groundstaff or maintenance ask for one.

Regarding hotels in big cities such as London, NY, etc..., we would really appreciate to go downtown when we stay more than 2 nights.

I don't know how you will like this email and I hope that our relation will not be different after that. As you wrote, this is to get our Ops better so I hope it will be effective and that you will not take it personal.

I am sad about all this but we have to face the facts.

I would not be satisfied if L [redacted] or E [redacted] would be fired for what they've not done. Therefore I hope that we will find a good arrangement for everyone and that friendly relations will come back to what it used to be. The content of this email has nothing personal, it is just the feedback from your Team in order to keep on working together.

Think about it and make the best decisions for the Team so that we can work satisfied and serve the Boss the best way.

Best regards

T [redacted]

T [redacted] M [redacted]