

Dear Mr. Nicolas Charlemagne,

Frank Caron has recently approached IAC for a position on A340 / B744 as a Non Type Rated First Officer with one of our client. As part of the application process, IAC conducts reference checks on all applicants prior to forwarding their documents to our clients.

Mr. Caron has advised that we may contact you with regard to his conduct during the term of his employment with Orion and it would be greatly appreciated if you could comment on the following. Please be assured that any information/comments you may provide will be treated in the strictest confidence and regarded as being 'off the record'.

1) Can you confirm the period of employment for Frank Caron with Orion?

*Frank has worked with us as a free-lance CRM instructor on various occasions.*

2) How would you rate Mr. Caron's general flying ability? (eg. excellent, average, poor standard)

*Frank once took a hiring/screening check ride on one of our simulators. The simulator had been rented out to a regional operator on a dry lease scheme for this hiring process. As an observer and evaluator myself I would have rated this particular test as difficult and the evaluator as "tough". Yet, Frank passed the test and got hired, obviously demonstrating superior airmanship. To my eyes Frank maturity and experience made a big difference compared to more junior pilots.*

3) Have you ever flown with him? In what capacity and on what aircraft?

*No, beside the tests he took at Orion for a third party I just have had him riding one of my simulators (Twin turboprop) and another instructor was actually facilitating the session. His feedback was very good.*

4) Can you comment on Mr. Caron's personal conduct during his employment with Orion? (eg. did he have any behavioural problems and was he a good team player etc.)

*Frank was employed with Orion on several occasions BECAUSE of his outstanding behaviour and capacity in teaching or facilitating CRM classes.*

5) How was he regarded by other crewmembers in a multi-crew environment?

*Non applicable.*

6) Would you recommend him to another airline/employer or re-employ him?

*I am looking forward to re-employing Frank in the near future if he is still available.*

We are very appreciative of your assistance and thank you for your time.

*Any time*

Nick Charlemagne

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