

Dear Captain Patrick Oeuvarard,

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?
- 2) How would you rate Mr. Caron's general flying ability? (eg. excellent, average, poor standard)
- 3) Have you ever flown with him? In what capacity and on what aircraft?
- 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.)
- 5) How was he regarded by other crewmembers in a multi-crew environment?
- 6) Would you recommend him to another airline/employer or re-employ him?

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

-----  
Dear Captain,

Following your 18/01/2005 email, I am pleased to provide information/comments regarding Dr. Frank Caron as an Air Bretagne employee.

As a beech 200 and 100 captain, I flew many times with Frank Caron. There were two types of flights: very short legs but on regular routes or more than 3 hours charter flights on international routes. So, two very different types of work for a crew.

On both, I could appreciate the professionalism of Frank Caron. Whatever we focus on before the flights (preparation), during the flights (as non flying pilot or flying pilot), I really appreciated:

- His availability
- His conscientiousness and uprightness
- The opening of his mind, leading to a strong synergy
- His skills during IFR conditions and flying procedures

Furthermore, as a company CRM instructor, Frank Caron always pushed the cockpit members to optimize the crew work as much as it is possible, especially during marginal conditions.

I confirm Frank Caron worked as a pilot and other positions for Air Bretagne from July 1999 to March 2000. Beyond the previously described main qualities, Dr. Frank Caron general flying abilities are really excellent.

Moreover, this pilot owns a frame of mind fully open and generous. He was appraised by the other captains, as well by the company managers, with whom he shared privileged relations due to his CRM manager and flight safety officer positions.

Today, as a Citation III captain for a corporate company, I strongly recommend Dr. Frank Caron application. Furthermore, I can guarantee his integrity as a pilot.

Feel free to contact me again if you need so.

Kind regards,  
Cpt. P. Oeuvarard