

**Rural & Regional Affairs and Transport Legislation Committee**

**ANSWERS TO QUESTIONS ON NOTICE**

Budget Estimates May 2012

**Infrastructure and Transport**

**Question no.:** 68

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** CEO Credit Card Refund

**Proof Hansard Page/s:** 35 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** There was never any refund by Mr Russell in a personal capacity for any of those expenses?

**Mr Clark:** There was never any?

**Senator XENOPHON:** A refund by Mr Russell in a personal capacity for any of those expenses?

**Mr Clark:** On one occasion during the period of time I was signing off, yes, there was.

**Senator XENOPHON:** And how much was that for?

**Mr Clark:** I will have to take that on notice and give you the detail.

**Answer:**

From August 2007 to the time of his resignation from Airservices, Mr Russell identified \$7,807.32 worth of expenses he needed to reimburse.

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**Infrastructure and Transport**

**Question no.:** 69

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** CEO Settlement

**Proof Hansard Page/s:** 35 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** I go to the exit of Mr Russell from Airservices Australia. Did he receive a payout as a result of exiting Airservices Australia before his contract expired?

**Mr Clark:** As I understand, Mr Russell and the board are currently in discussions about his final monies as they relate to his resignation.

**Senator XENOPHON:** So it was a resignation?

**Mr Clark:** It was a resignation.

**Senator XENOPHON:** Will that payout be made public?

**Mr Clark:** The final details of Mr Russell's settlement, if you like, or final monies, rather, in regard to his resignation would be subject presumably to an arrangement between him and the board. I could certainly take that on notice, though.

**Answer:**

Mr Russell's separation payment has been finalised with the Board. Airservices confirms it comprised 3 months salary and accrued leave less the purchase of his motor vehicle which Mr Russell kept.

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**Infrastructure and Transport**

**Question no.:** 70

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** General Manager Settlements

**Proof Hansard Page/s:** 36 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** Could you take it on notice as to who the general managers were or their positions? Can you provide a list of that, please?

**Mr Clark:** Yes. Of course.

**Senator XENOPHON:** Could you indicate to me the terms of payouts for those general managers who have left and the circumstances in which they left. Airservices Australia's annual report makes reference to bullying and harassment claims. What was the extent of those payouts, without specifying individual cases, for the 11 general managers that you refer to? I have a figure of 18. In any event, how much has been paid out in the last five years for terminations of senior executives?

**Mr Clark:** I think that was a previous question on notice which we responded to.

**Senator XENOPHON:** No. You did not provide details. You did not provide me a quantum.

**Answer:**

Refer to Question 83.

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**ANSWERS TO QUESTIONS ON NOTICE**

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**Infrastructure and Transport**

**Question no.:** 71

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** CEO Spouse Travel

**Proof Hansard Page/s:** 36 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** On notice, can you please provide details of how much Mr Russell's spouse cost taxpayers?

**Mr Clark:** Yes. Of course.

**Answer:**

Airservices Australia receives no Government appropriation.

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**Infrastructure and Transport**

**Question no.:** 72

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Staff Numbers

**Proof Hansard Page/s:** 37 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** In 2010-11, the figures I have are that the expenditure is \$772.6 million, with staff numbers of 3,886, an increase of 29.7 per cent and 890 extra staff members. Of that 29 per cent increase, what increase was there in air traffic controllers in that time?

**Mr Clark:** The number of air traffic controllers has increased slightly over that period of time. I can certainly provide more detail on notice.

**Senator XENOPHON:** Not by 29 per cent, though.

**Mr Clark:** No. Not by 29 per cent.

**Senator XENOPHON:** I suggest to you maybe only two or three per cent?

**Mr Clark:** Well, I would certainly have to take that on notice in terms of the sheer number. But the increase in staff within Airservices Australia has been predominantly around new functions, such as the environment function. Airservices Australia is also now delivering some \$200 million worth of capex around Australia both regionally and within capital cities. That has caused us to increase quite significantly the number of project staff. We have also commenced a range of new services, both aviation risk and firefighting and air traffic control, in at least three locations in recent times.

**Answer:**

The number of air traffic controllers including trainees increased from 2006-07 to 2010-11 by 9.5%.

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**Infrastructure and Transport**

**Question no.:** 73

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** ATC Simulator

**Proof Hansard Page/s:** 37 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** I want to go to Mr Harfield in relation to the Eurocat project. That is the simulator. Is that right? Is that what it is?

**Mr Harfield:** 'Eurocat' is a broad term because Eurocat is the name of our actual air traffic management system that we use operationally. But there is a project that is underway that is updating our simulator in that regard.

**Senator XENOPHON:** And that project has cost something in the order of how much—\$33 million?

**Mr Harfield:** I will have to take it on notice as to the exact amount, but it is in that vicinity.

**Answer:**

The actual spend to the end of May 2012 was \$33.2m, with an approved budget at \$35.6m, which is in line with the forecast at completion for the project.

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**Infrastructure and Transport**

**Question no.:** 74

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Alan Woods Building Refurbishment

**Proof Hansard Page/s:** 38 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** I will roll it into one. I am happy for this to be taken on notice. As I understand it, the St Hilliers construction arm went into voluntary administration recently, but ASIC searches could have indicated problems with that contractor for some time. Did you conduct due diligence of the liquidity of St Hilliers at the time you signed up with them?

**Mr Clark:** It is certainly normal practice for us to conduct due diligence on any tenderer that we are dealing with. In relation to St Hilliers, Senator, I will certainly have to take that on notice.

**Answer:**

Airservices completed a financial and legal risk assessment of St Hilliers which determined that the risks were tolerable and as good or better than the other tenders for the Alan Woods Building project.

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**Infrastructure and Transport**

**Question no.:** 75

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Required Navigation Performance (RNP) Perth

**Proof Hansard Page/s:** 39 (23/05/12)

**Senator LUDLAM asked:**

**Senator LUDLAM:** Okay. My final batch, then, will be on notice. How far away are we from having that technology installed at Perth airport, where air traffic as a result of FIFO traffic has gone absolutely berserk and residents are justifiably pretty annoyed at the amount of noise in and out of Perth? Can you provide us with an update of whether or when RNP technology will be considered for Perth airport?

**Mr Harfield:** We will take that on notice, Senator.

**Answer:**

Required Navigation Performance (Smart Tracking) has been permanently introduced at Brisbane Airport and is delivering safety, environmental and efficiency benefits. The rollout of this technology is subject to commercial decisions by airlines (to fit cockpit avionics and undertake pilot training), safety considerations and the assessment of environmental impacts. Airline demand has seen Airservices establish a provisional rollout program to several major city and regional airports in coming years. Perth is being considered in this program, however much of the fleet of aircraft currently using this airport are not equipped to use this technology.

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**Infrastructure and Transport**

**Question no.:** 76

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Gold Coast Instrument Landing System

**Proof Hansard Page/s:** 39 (23/05/12)

**Senator MACDONALD asked:**

**Senator IAN MACDONALD:** The master plan approved will substantially increase the capacity, as I understand. Has there been an independent audit of flight paths and approaches? Is that the assessment you are talking about?

**Mr Harfield:** I will have to take that on notice, Senator.

**Answer:**

Airservices has conducted a technical assessment to inform the decision being made by Gold Coast Airport about which runway end will be used for the installation of an Instrument Landing System. Airservices is not aware of any independent audit of flight paths for this airport.

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ANSWERS TO QUESTIONS ON NOTICE

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**Infrastructure and Transport**

**Question no.:** 77

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Gold Coast Consultation and Black Soot

**Proof Hansard Page/s:** 40 (23/05/12)

**Senator MACDONALD asked:**

**Senator IAN MACDONALD:** Because of time constraints, I will ask you to, on notice, tell me what the consultation process is planned to be. Who are you consulting and how are you doing it? Has there been an EIS on the new arrangements? There have been complaints, as I understand, of build-up of black soot on roofs from aircraft pollution. Have you heard that one?

**Mr Harfield:** I have not personally, Senator.

**Senator IAN MACDONALD:** Could you look to see if that is right? Has any investigation taken place? Is it accurate or not accurate? I understand the extension of the airport runway by 380 metres will allow larger aircraft, meaning that they will spend more time over Kingscliff and, indeed Surfers Paradise, if it is coming from the other way. Can you tell me what the community consultation process has been about that?

**Mr Harfield:** I will take that on notice.

**Answer:**

The process to establish an Instrument Landing System for Gold Coast Airport is still in its preliminary stages and the required environment assessment and community consultation activities have therefore not yet been commenced. Airservices consultation process will be conducted according to the organisation's *Communication and Consultation Protocol*.

The presence of black soot on a roof in the suburb of Kingscliff was raised at a meeting of the Gold Coast Airport Community Aviation Consultation Group in February 2012, however there was no evidence presented to suggest the soot was the direct result of aviation activities.

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**Infrastructure and Transport**

**Question no.:** 78

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Air Traffic Controller Training

**Proof Hansard Page/s:** 41 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** Have you not cut the course time in the last few years?

**Mr Harfield:** No, Senator. The average course length for an ab initio trainee—that is somebody that we are taking off the street—is usually about 12 months in our learning academy. Then they do probably six to eight months out on the job training.

**Senator XENOPHON:** It was longer previously, was it not?

**Mr Harfield:** No. It used to actually be shorter. It used to only be about nine months in the learning academy and about six months after that depending on whether you are an ab initio or an experienced controller, like somebody who has come from the Defence Force or from an overseas ANSP. It may be shorter.

**Senator XENOPHON:** I do not want to hold things up. Can you provide on notice what the difference has been over the years in time lines? Thank you.

**Answer:**

The average planned course time for the Learning Academy phase of training has changed from 48 weeks in 2008 to 52 weeks in 2012. The on the job instruction required after the Learning Academy component of training has been consistent at 6 to 8 months depending on location.

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**Question no.:** 79

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** General Manager Performance Criteria

**Proof Hansard Page/s:** 42 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** Will the department and will Mr Clark have any difficulty in providing us with details of what those performance criteria are? We do not need to know the quantum of such.

**Mr Mrdak:** We would be happy to take it on notice. I think Mr Clark was not making the point you were suggesting, that performance bonuses are tied to the profitability of the business.

**Answer:**

In the 2011-12 financial year, performance criteria for General Managers comprised: 30% for Behaviours (meeting our corporate values of Excellence, Inclusion, Cohesion and Initiative) and 70% for Accountabilities (which is broken down into: 30% for collaboration, team, strategy map; 30% for top 5 priorities; 30% for business as usual, branch business, operational KPI's, compliance; and 10% for people management and workplace health and safety).

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**Infrastructure and Transport**

**Question no.:** 80

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Australian Transport Safety Bureau (ATSB) Reports

**Proof Hansard Page/s:** 43-44 (23/05/12)

**Senator FAWCETT asked:**

**Senator FAWCETT:** My last question: How many reports in the last five to six years have highlighted issues with air traffic control training or recurrent training or standards that have contributed to near misses or incidents worthy of reporting by ATSB?

**Mr Harfield:** Can I take that on notice to give you the detail?

**Senator FAWCETT:** Suffice it to say there have been several?

**Mr Harfield:** Off the top of my head, not in the context of what you are saying about near misses. We have probably had some to do with training in regard to what we call compromised separation—when we have a loss of separation event and how the controller recovers from it. It has been picked up in a number of ATSB reports and that has been supported by the ATSB or the training regime that we put in place to ensure all air traffic controllers on an annual basis are doing recovery training.

**Answer:**

In the last six years there were three Australian Transport Safety Bureau (ATSB) reports that highlighted safety factors relating to air traffic control training. In each case, Airservices had already indentified the issue and taken appropriate action – this was acknowledged by the ATSB in the reports.

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**Question no.:** 81

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Western Australia Route Review Project (WARRP)

**Proof Hansard Page/s:** 44 (23/05/12)

**Senator SMITH asked:**

**Senator SMITH:** Thank you very much. In light of your previous comments I will restrict my questions to one, but look forward to an opportunity of meeting with Airservices soon. Specifically with regard to Perth airport, do you anticipate, or are there any factors that may lead to or require, a full review of the WA route review project at any time over the next two years?

**Mr Clark:** In WA, as you could appreciate, there has been a significant volume in growth of movement out of Perth. Indeed, 75 per cent of all intrastate pax movements now relate to the mining industry. There has been a huge amount of growth and volume. You would certainly be aware of the recent review that we had undertaken and the question in relation to that necessarily. There is an awful lot of stuff that Airservices Australia is doing in Perth from a safety perspective, not the least of which is installing a radar in Paraburdoo to try and take care of and deal with some of the traffic that is travelling north early in the morning and coming back in the afternoon servicing the mining industry. We are also looking at encouraging ATSB fleet fitment—so transponders on aircraft in order to provide a better surveillance service necessarily. In relation to your question specifically, if I may, we could take that on notice.

**Answer:**

Airservices has completed a post implementation review of the Western Australia Route Review Project and currently is not planning to undertake a further full route review within the next two years.

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**Question no.:** 82

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** FRMS

**Proof Hansard Page/s:** 44 (23/05/12)

**Senator XENOPHON asked:**

**Senator XENOPHON:** Mr Harfield, would you have any difficulty in providing a copy of the fatigue risk management system?

**Mr Harfield:** Not at all.

**Senator XENOPHON:** Perhaps it could be provided on notice.

**Answer:**

A copy of Airservices' Fatigue Risk Management System is attached.

**82 – Attachment A – Airservices Fatigue Risk Management System**

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**Infrastructure and Transport**

**Question no.:** 83

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Executive Contracts

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

1. Are all Senior Executives in ASA employed on a standard contract? If not, what guidance is followed in negotiating the terms of individual contracts?
2. Under the existing ASA Executive Contracts, what are the termination benefits payable on resignation?
3. In the case of 'mutually agreed separation', is there a limit on 'ex gratia' payments and who approves the quantum?
4. Was Mr Russell's contract materially different from other Senior Executives in regard to termination benefits payable on resignation?
5. (a) Was Mr Clark as CFO involved in the review of Mr Russell's overseas travel expenses directed by the Minister? (b) Who conducted the review?
6. Given that his resignation was of immediate effect, when was Mr Russell removed from Airservices' payroll?
7. Given the precipitate nature of his resignation, why was there any need for Mr Russell and the board to enter into any "discussions about his final monies as they relate to his resignation"?
8. Who authorised Mr Russell's 'final monies'?
9. During the hearing, Mr Clark agreed to provide a list of Senior Executives who have left ASA, but there may be some doubt as to the period required. Could you provide a list of Senior Executives (by name) who have left ASA since Mr Russell took up his appointment in July 2005?
10. During the hearing, Mr Clark agreed to provide details of the termination payments of the Senior Executives who have left ASA. For consistency, those details should match the people and the period (from July 2005) listed in response to Question 9 and the quantum should be net of accrued leave and pro-rata bonus entitlements. In addition, could you provide the period of service with ASA of each of those Senior Executives?
11. For the same list of Senior Executives:
  - (a) how many left to take up employment opportunities that they had already secured elsewhere?
  - (b) how many were dismissed and for what reasons?
  - (c) how many had completed their contracts?
  - (d) what position did they hold and for how long?
  - (e) what were their salary packages (listed but not identified)?
12. Mr Clark indicated that financial reporting by ASA was not previously to the same standard as, in the quoted example, CASA. (a) What system does Airservices use to prepare budgets? (b) Is it similar to that used by, for example, CASA or ATSB?
13. Is the ASA budgetary process consistent with accepted accounting standards? If so, has that always been the case?
14. Mr Clark in evidence stated that he had been signing off Mr Russell's credit card since August 2011. He further stated that it was not signed off by the Board. Could you confirm that Ms Caroline Fleming was responsible for signing off Mr Russell's credit card expenditures up until the day that she left?

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15. Who was responsible for signing off Mr Russell's credit card expenditures from the time of Ms Fleming's departure until Mr Clark assumed the responsibility in August 2011?
16. Why was the responsibility for sign-off transferred from the Head of People & Change to the CFO after some 6 years of the previous arrangements?
17. Was Mr Clark aware when he gave evidence that the Minister had written to the Chairman expressing very clearly the need for Board sign-off of the CEO's expenses?
18. Could you provide the list of attendees and the organisations they were representing for each of the functions hosted by Mr Russell at the Ottoman restaurant?
19. Could you provide:
  - (a) a list of overseas trips undertaken by Mr Russell since 01 July 2008,
  - (b) the names of any other ASA Senior Executives who accompanied him or were at the same locations, and
  - (c) confirmation that, in each case, no other Senior Executive incurred any expenses at functions where Mr Russell was present?

**Answer:**

1. General managers are employed on a form of contract which in the main have standard terms and conditions.
2. The termination benefits payable upon resignation may include final fortnightly salary, payment in lieu of notice, accrued annual and long service leave, and other payments as agreed.
3. Termination payments for employees are negotiated in line with their contracts and for executives these are agreed with the Chief Executive Officer (CEO).
4. No.
5. The Airservices Board requested the Chief Financial Officer (Mr Clark) to perform an analysis of the CEO's credit card and travel and associated approval and governance processes.
6. 24 May 2012.
7. After Mr Russell tendered his resignation the Board needed to review his final pay under the terms and conditions of his employment contract.
8. The Chair of Airservices.
- 9-10. A list of all Airservices Executives and their terms of appointment is available in the annual report.
11. (a) This information is not required to be provided at the time of separation and therefore has not been recorded.
  - (b) Nil.
  - (c) Airservices executives do not have fixed term contracts.
  - (d) Refer to 9-10.
  - (e) The key components of each salary package comprised remuneration (cash and non-cash benefits), superannuation and performance pay as negotiated.
- 12-13. Airservices financial statements are prepared in accordance with applicable accounting standards and the Finance Ministers Orders for the relevant year. These statements are audited by the Australian National Audit office. The accounting standards require disclosure of total remuneration and Airservices has always supplied this information. The Finance Ministers Orders applicable to Commonwealth Authorities and Companies were changed for the 2011-12 financial year to include disclosure of executive remuneration by bands and Airservices will disclose this information in the 2011-12 Annual Report.
14. Yes.

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15. The General Manager, People and Change.
16. To align with standard practice in Australian Government agencies.
17. The Airservices Chief Financial Officer was aware that the Minister asked the Board to review these matters to satisfy itself that the CEO's expenses were appropriate and properly incurred and the Board has done so and confirmed this was the case.
18. Mr Russell hosted attendees from a range of organisations that included Sensis, Qantas, Thales, Naverus, Honeywell, Clayton Utz, RAAF, UK NATS, Metron, Air New Zealand and staff and board members of Airservices.
19. (a) Refer Attachment A.  
(b) Refer Attachment A.  
(c) It is Airservices policy for the most senior staff member present to pay function expenses whenever possible; however for practical purposes this may not always be achieved.

**83 – Attachment A**

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**83 - Attachment A**

<b>Date Departed</b>	<b>Country</b>	<b>Accompanied by Airservices Senior Executive</b>
30 October 2008	USA	Nil
14 February 2009	New Zealand	GM Technology & Asset Services
12 March 2009	Netherlands	Nil
26 April 2009	Singapore	GM Corporate Affairs
6 June 2009	Malaysia	Nil
19 June 2009	USA	GM Air Traffic Control, GM Corporate Affairs
3 September 2009	Papua New Guinea	Nil
24 September 2009	USA and UK	Nil
21 January 2010	United Arab Emirates and Singapore	Nil
3 March 2010	Denmark and Netherlands	GM Air Traffic Control, Board Chairman, Board Member
10 June 2010	Norway and Spain	GM Safety & Assurance, GM Air Traffic Control
22 October 2010	USA, Ireland and UK	GM ATC Future Systems
10 November 2010	Singapore	GM Safety & Assurance
24 November 2010	New Zealand	Board Chairman
11 December 2010	New Zealand	GM Corporate & International Affairs, GM Air Traffic Control, Chief Financial Officer, A/g GM People & Change, GM Environment, GM Aviation Rescue & Fire Fighting, GM Safety & Assurance, GM ATC Future Systems, GM Technology & Asset Services
3 March 2011	Netherlands	GM Corporate & International Affairs, GM Air Traffic Control, GM Safety & Assurance
3 June 2011	Singapore and Thailand	GM Corporate & International Affairs, GM Safety & Assurance
24 July 2011	New Zealand	Nil
12 August 2011	USA	Nil
25 September 2011	USA and UK	Nil
20 January 2012	United Arab Emirates and UK	Nil
11 February 2012	Singapore	Nil
1 March 2012	Netherlands	GM Air Traffic Control, GM Corporate & International Affairs, GM ATC Future Systems, GM Safety & Assurance
30 April 2012	Maldives	GM Safety & Assurance

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**Question no.:** 84

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic: Report to Industry**

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

You provide basic advice in your Report to Industry on major projects.

1. Are there publicly available documents that provide greater transparency of project performance in terms of time and costs?
2. What are the range and median time and cost performance on major projects since 01 July 2007?
3. Who are the 5 most frequently used contractors for major projects since 01 July 2007?
4. How well has each of those 5 contractors performed in terms of scheduled time and cost targets?
5. (a) What is the SAP Upgrade Project? (b) How much has it cost; and (c) have all performance milestones been met?

**Answer:**

1. Project performance information is included in quarterly reports to the aviation industry.
2. Major Projects are classified as those over a million dollars. Airservices currently has major projects ranging from \$1M to \$70M, the median time and cost varies depending on the mix of projects in our capital works program.
- 3-4. Thales  
Thales is the provider of our Air Traffic Management System (ATM). There have been a number of projects undertaken to upgrade the ATM since July 2007 that has been primarily necessitated by changing surveillance technology, in particular GPS based surveillance. There have been a number of projects undertaken by Thales that have run over their scheduled completion which is mostly due to testing and verification time. Airservices thoroughly tests and assures that software updates meets our high operational safety standards.

Hansen and Yunken

Hansen and Yunken are constructing the Adelaide and Melbourne air traffic control towers. Both towers have achieved practical completion, meeting their time and cost schedules. Hansen and Yunken are also constructing a new office building in Melbourne which is on schedule to be completed.

Indra Australia

Indra Australia are a specialist contractor, supplying navigation beacons that upgraded and replaced ageing infrastructure that was up to 40 years old. They have also been selected to undertake an enroute radar replacement project. This project has recently commenced with the first radar at Mt Sandon now undergoing testing. Indra has performed to time and cost on all projects.

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Rosenbauer

Rosenbauer has supplied 64 fire tenders since June 2004 and performed to time and cost schedules.

Saab Sensis

Saab Sensis is a specialist contractor supplying surface movement surveillance, wide area multilateration and tower systems to Airservices. Sensis was impacted by the global financial crisis and some projects underway with Airservices at that time experienced schedule slippage, however there was no issue with cost performance. Saab Sensis was established in 2010 and has since implemented a wide area multilateration system in the Sydney basin. This project was over schedule by some two months in order to ensure all safety testing was adequately completed. Saab Sensis costs were within the contract.

5. SAP is enterprise software that has been implemented to meet the needs of Airservices financial, human resources, logistics and business intelligence information processing requirements. Being a fully integrated system, it allows different business units within Airservices to store, share and process information from a central database.
  - (a) The SAP Upgrade Project upgraded the exiting SAP installation from Version 4.6c to Version 6. This was necessary to avoid obsolescence and cost penalties for providing maintenance support to Version 4.
  - (b) The total cost of the project was \$6.4M.
  - (c) Yes.

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**Question no.:** 85

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Alan Woods Building Refurbishment

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

In relation to the refurbishment of the Alan Wood Building:

1. Please provide details of what due diligence processes were undertaken by Airservices before St Hillier's was engaged.
2. What is the name of the person or company (and the principle person in that company) undertaking the interior design work in the Building?
3. What due diligence processes were undertaken before the appointment of this person/company?
4. What prior experience with this type of project does this person/company have?
5. What is the value of this contract and what are the payment arrangements for this contract, given that the construction contractor has gone into administration?
6. (a) Were there any conflicts of interest in appointing this person/company? (b) Were they disclosed, and (c) did the relevant persons exclude themselves from the procurement process?

**Answer:**

1. Airservices completed a financial and legal risk assessment which determined that the risks were tolerable and as good or better than the other tenders for the Alan Woods Building project.
2. The interior design work is being undertaken by Peck Von Hartel (PVH) architects and the principle designer is Marcelo Solar.
3. PVH was chosen through a competitive selection process and due diligence of the company was completed during their submission to Airservices Preferred Supplier Panel for Interior Design Services.
4. PVH is a widely recognised national and international design practice. Prior experience is listed on PVH website at <http://www.pvh.com.au/>.
5. The value of the PVH design work is \$735,340. Payment arrangements are outlined in the contract and are tied to the successful completion of identified work.
6. There was no conflict of interest declared by PVH as part of the Request for Price Quotation (RFQ) which sought advice about conflict of interest.

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**Question no.:** 86

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Staff Culture

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

Last year Mr Russell in Estimates suggested that the information I had been provided that suggested that the culture within ASA was one of retribution and fear was ill-founded. He spoke at some length about Just Culture and corporate openness. Since that time, I have had increasingly negative feedback about the ASA culture.

1. (a) Have you recently conducted an Employee Opinion Survey? (b) What were the results?
2. (a) How does feedback about the Executive management performance compare to the national average? (b) Do you believe that it supports Mr Russell's view that "all is well" within ASA?
3. The 2011 Annual Report mentions allegations of harassment and bullying within Airservices. How many bullying and harassment claims have been made and investigated at Airservices since 01 July 2007?
4. (a) Have there been any complaints in writing to the Board about the conduct or behaviour of Mr Russell? (b) What did the Board do to investigate these complaints?
5. How much has been spent on legal fees (internal and external) on disputes with current and ex-employees who have made bullying and harassment claims?
6. How much has been spent of legal fees (internal and external) on defending or settling disputes with employees who were dismissed?
7. Were these expenditures reported to the Board?
8. (a) Has the Board approved these payments and (b) have they been reported in annual accounts?
9. Did Mr Russell or any other executives ever attend a bullying/harassment program? If so, when?

**Answer:**

- 1-2. Airservices latest Employee Opinion Survey was conducted in March 2012. The employee engagement score was 70% against a national benchmark for public sector agencies in 2012 of 67%.
3. 53 fairness and diversity complaints were made and investigated during the period July 2007 through June 2012.
4. No.
- 5-6. The settlement and legal costs for Airservices ongoing matters are identified in the organisation's financial statements which are approved by the Board and reported in the Annual Report.
7. At each meeting the Board is updated on a range of legal matters which can include various disputes with current and former employees and associated expenditure.
8. Refer to 5-6.
9. The Executive team including Mr Russell piloted the program prior to rollout to the full management team.

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**ANSWERS TO QUESTIONS ON NOTICE**

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**Infrastructure and Transport**

**Question no.:** 87

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Workforce Plan

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

The 2011 Annual Report indicated that an updated Workforce Plan was due to be completed by EOY 2011. (a) What happened to that update and (b) when will the 2012 update be completed?

**Answer:**

- (a) Airservices 2011-13 Workforce Plan was approved by the Board at its meeting in December 2011. It is available on Airservices website at <http://www.airservicesaustralia.com/publications/corporate-publications/strategic-planning/>.
- (b) The updated Workforce Plan is expected to be published by September 2012.

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**ANSWERS TO QUESTIONS ON NOTICE**

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**Infrastructure and Transport**

**Question no.:** 88

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Airservices Staffing

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

The ASA website indicates that, of a total of 3853 full-time staff, Air Traffic controllers make up just under 25%, technical officers just over 7% and fire fighters a little over 19%.

1. How do these proportions compare to similar organisations in the US, UK, Europe and Canada?
2. How does the total size compare with organisations covering similar traffic densities?
3. Regarding manpower planning models:
  - (a) What manpower planning systems does Airservices have in place?
  - (b) Who designed them?
  - (c) Have these systems been design-audited? When and by who?
  - (d) What were the outcomes? Were any recommendations implemented?
4. Are there any recognised shortages in manpower? If so, how are these being addressed?
5. What are the rates of staff turnover by category?
6. What are the current age group demographics for the 3 operational personnel groups, i.e. Air Traffic controllers, technical officers and fire fighters?
7. What annual recruitment rate have you forecast for each operational group for the next 3 years?
8. What is your expected pass rate for training recruits in each of the 3 operational groups?
9. How long does each operational group take between recruitment and achieving full operational status?
10. What planning ratios do you use for instructors and supervisors (in Full Time Equivalents (FTEs)) for each phase of training for each operational group?
11. For Air Traffic controllers, (a) what are the types of Training & Checking (T&C) personnel and (b) what are the ratios of line controllers for each type of T&C person?
12. How many days per year are set aside for the types of recurrent training set out in Chapter 5 of the Manual of Standards?
13. For each of the 3 operational groups, what operational reserve coverage do you provide to cover for unscheduled absences?
14. For each of the 3 operational groups, what percentage of normal hours is worked as overtime?
15. For each of the 3 operational groups, how is Workforce Plan validated and how often?
16. For each of the 3 operational groups, how often do you measure the achieved percentage of the validated mature establishment?
17. What percentage of the validated mature establishment is agreed upon as the trigger for recruitment activity?
18. What is the practical maximum rate of training for each of the 3 operational groups, without compromising standards or agreed training resource models?

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**Answer:**

- 1-2. This information is currently not available.
3. (a) Since 2003, Airservices has used a workforce planning tool called SuccessFactors Workforce Planning. Data analysis includes: impact modelling to quantify the impact of various workforce scenarios; internal supply forecasting; demand modelling and forecasting; and gap and impact analysis.
- (b) Airservices utilised the SuccessFactors methodology in the development of this workforce planning tool. SuccessFactors are market leaders in enterprise application software with over 15 million subscribers in 168 countries and covering 60 industries.
- (c)-(d) SuccessFactors and Ernst and Young have reviewed and assisted the workforce planning requirements of Airservices as part of the various iterations of the workforce planning tool since 2003. Airservices also internally audited the workforce planning process in 2011. Ernst and Young developed a methodology to measure workload levels and the outputs of this have been adapted as a validation of workforce requirements at the individual unit level. The Airservices internal audit identified a need to further connect strategy to implementation, and this will be implemented in Airservices 2012-13 Workforce Plan with more focussed consultation within the organisation to formulate the workforce planning assumptions and workforce requirements.
4. Airservices publishes an annual Workforce Plan which identifies any workforce gaps across four major organisational groups.

5. **Staff Turnover**

<b>Separations</b>	<b>2011-12</b>	<b>2010-11</b>	<b>2010-09</b>	<b>2008-09</b>
Aviation Rescue & Fire Fighting	33	23	17	28
Air Traffic Control	59	65	65	91
Projects & Engineering	42	50	35	30
Corporate	105	115	106	92
<b>Total Separations</b>	<b>239</b>	<b>253</b>	<b>223</b>	<b>241</b>
<b>Total Staff</b>	<b>3991</b>	<b>3799</b>	<b>3572</b>	<b>3364</b>

6. **Age Group Demographics**

	<b>&lt;25 years</b>	<b>25 to &lt;35 years</b>	<b>35 to &lt;45 years</b>	<b>45 to &lt;55 years</b>	<b>55 to &lt;65 years</b>	<b>65 + years</b>
All Groups	179	836	1143	1181	601	51
Air Traffic Control	25	207	412	445	183	10
Aviation Rescue & Fire Fighting	11	179	248	230	120	4
Projects & Engineering	54	177	195	290	186	12
Corporate	89	273	288	216	112	25

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7. Initial Trainees  
Air Traffic Control – 110  
Fire Fighting – 36  
Technical – 15
8. Air Traffic Control – 75%  
Fire Fighting - 95%  
Technical - 75%
9. Air Traffic Control – 18 months to 2 years depending on the complexity of operation  
Fire Fighting – 1 to 2 years depending on complexity of location  
Technical – 3 years
10. For the 2012-13 training program:
- Air Traffic Control  
Classroom - 1:16  
Practical Simulation - 1:2 or 1:1 depending on type of training  
On-the-job training – 1:1
- Fire Fighting  
Classroom -1:24  
Practical - 1:5
- Technical  
Classroom - 1:15  
Practical - 1:2
11. (a) Training and Checking personnel are all operational air traffic controllers with qualifications regulated by the Civil Aviation Safety Authority and in accordance with Civil Aviation Safety Regulations Manual of Standards Part 65 – Standards Applicable to Air Traffic Services Licensing and Training Requirements.  
(b) Qualified to supervise Checking 1:8 and on-the-job training 1:2.
12. On average 5 shifts per controller per annum.
13. The Air Traffic Control roster includes an allowance of eight days per controller a year to cover unscheduled absences. The other operational groups do not include such an allowance and manage unscheduled absences as they occur.

14. **Overtime hours worked as a percentage of working hours**

	<b>2011-12</b>
Air Traffic Control	2.67%
Aviation Rescue & Fire Fighting	3.69%
Projects & Engineering	0.95%

15. A series of workshops are held annually which seek to revalidate the planning assumptions for each operational group. This informs scenario planning and demand and supply modelling which allow the calculation of workforce gaps.
16. Review of the ‘mature establishment’ requirement for staff is undertaken by the Air Traffic Control operational group at least on a monthly basis. This term is not used by the other operational groups.

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17. Recruitment levels for each operational group is based on forecast retention rates and projected demand for projects or services.
18. The practical maximum rate is defined by the demand for resources based on operational requirements.

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**Question no.:** 89

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Air Traffic Control Training & Simulators

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

1. Can you provide an outline of the 'cradle to grave' training system for controllers that Airservices has in place?
2. Does this system align with any international benchmarks or standards? Which ones?
3. ASA uses simulators as part of the training system. (a) When were the simulators purchased? (b) How long has each of them been in use?
4. What is the expected useful lifetime of each simulator?
5. (a) Has each simulator met the project specifications and requirements? (b) Are they fully effective in their design role?
6. (a) Has the purchase of the Eurocat simulator been value for money? (b) Have the reductions in manpower that preceded the introduction of the simulator been sustainable?
7. Are all recurrent training and staff development targets being consistently met?
8. Does the operational ATC system support the training system with active and current controllers as and when they are required?

**Answer:**

1. The Airservices training system is regulated by CASA and is in accordance with CASR Part 172 Manual of Standards Chapter 5.
2. Airservices training programs comply with the requirements of International Civil Aviation Organization Annex 1, Civil Aviation Safety Regulations Parts 143 and 165 licensing requirements and National Vocational Training Regulator legislation.
3. PC simulators for en-route training have been in use since 1988, receiving periodic hardware and software upgrades. Over time, these will be decommissioned once the Eurocat Academy Simulator is fully commissioned. Eurocat Operational Simulators were implemented in 1999 with upgrades conducted in Melbourne and Sydney in October 2011, and Brisbane and Perth in November 2011. Tower/Visual Simulators (360 degrees, 240 degrees and Part-Tasker) were implemented in 2009. The Eurocat Academy Simulator commenced training operations in May 2012.
4. Given simulators are computerised, its useful lifetime depends on how it is maintained and upgraded. Airservices ATC simulators are maintained and upgraded in accordance with asset management practices to ensure they are fit-for-purpose.
5. All fully commissioned simulators are effective in their design and support effective training outcomes.
6. The Learning Academy Eurocat Simulator is functioning successfully for the stage of commissioning and a post-implementation value for money assessment and full benefits realisation is therefore yet to be undertaken. No manpower reductions preceded its introduction.
7. Yes.
8. Yes.

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**Question no.:** 90

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** Fatigue Risk Management System (FRMS)

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

You have chosen to adopt a Fatigue Risk Management System (FRMS). The 2011 Annual Report says: "Airservices operations are regularly audited by CASA to ensure all procedures, including fatigue management, are in accordance with CASA standards." Mr Harfield confirmed that in evidence.

1. Who designed the system – a specialist supplier or an in-house team?
2. (a) What is the science behind the system? (b) Has it been reviewed since 2005?
3. What CASA standard applies to the Airservices FRMS?
4. The Annual Report mentions a minimum break of 10 hours between shifts – does this vary to account for Circadian Rhythm?
5. What periodic shift limits are in place to prevent short-term and chronic fatigue in Air Traffic controllers?
6. What mechanisms exist to detect unreported fatigue in Air Traffic controllers on active duty?
7. How many Air Traffic controllers have reported as unfit for duty in the last year due to fatigue?
8. If a controller declared him/herself unfit for duty due to fatigue, (a) how is that lost time managed and (b) do you require them to take sick leave?

**Answer:**

- 1-2. Airservices established a Fatigue Risk Management System (FRMS) for the Air Traffic Control Group in 2005. The system is informed by international scientific research and the system complies with International Civil Aviation Organization Standards and Recommended Practices. Since then, Airservices conducted an internal review of the FRMS and identified an opportunity to enhance the system. FRMS2 was then designed by an internal reference group in collaboration with Integrated Safety Support, an Australian-based internationally recognised consultancy group that specialises in fatigue risk management as it pertains to operational safety.
3. Airservices is required under Civil Aviation Safety Regulations Parts 139H, 171, 172 and 173 to have a Safety Management System that is in accordance with applicable Manual of Standards. The Manual of Standards states a Safety Management System must have processes for the identification, assessment, control and mitigation of potential safety hazards in service provision. The FRMS is a key component of the Safety Management System that provides the organisation with the means to manage fatigue-related risk.
4. Under FRMS2, the minimum rest period between two consecutive rostered shifts will be 11 hours. The rest period between two consecutive night shifts will typically be at

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least 15 hours and more than two night shifts in succession will be immediately followed by an extended rest period of at least 59 hours.

5. Limits on shift duration are specified in the FRMS and the Air Traffic Control Certified Agreement.
6. Staff may raise a concern about fatigue confidentially through an internal process or externally to the Australian Transport Safety Bureau or Civil Aviation Safety Authority safety reporting hotline.
7. Seven.
8. An employee may notify their manager if they consider that reporting for operational duty may pose a fatigue risk. In the first instance, a notice of absence from a shift due to fatigue is treated in the same manner as an employee who calls in sick. The employee and manager may discuss control measures that could be put in place to mitigate the risk including consideration of the employee attending work for non-operational duties.

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**Question no.:** 91

**Program:** n/a

**Division/Agency:** (AA) Airservices Australia

**Topic:** SMS

**Proof Hansard Page/s:** Written

**Senator XENOPHON asked:**

1. Could you provide specific details (date, time, reason etc) for each occasion when TIBA procedures were invoked since July 2009?
2. How many reportable incidents have occurred in each period of TIBA airspace activation since July 2009?
3. Invoking TIBA is clear evidence of a service failure. Could you outline the SMS or other processes you employ to review each event and to prevent recurrence?
4. Has the SMS been substantially reviewed since 2005?
5. (a) Are you satisfied that there is a robust reporting culture within ASA? (b) Could you provide the number of reports per year since 2005?
6. What mechanisms are ASA using to provide feedback to the staff on the various SMS processes and outcomes?

**Answer:**

1. TIBA procedures were implemented on 17 occasions between 1 July 2009 and 30 June 2012 with aircraft affected on four of those occasions. For further details refer Attachment A.
2. Three.
3. In accordance with the Business Continuity Management Plan, each time a TIBA is implemented Airservices immediately publishes a NOTAM to inform industry, notifies the Civil Aviation Safety Authority and promulgates an Electronic Safety Incident Report and an Event Report. A Post Activation Review Report is completed within 14 days of the occurrence and submitted for review by Airservices senior management within 28 days.

A broader review, involving affected stakeholders (airlines, airport operators, Defence and CASA) will also be conducted as soon as possible.

4. The operational and safety aspects of the SMS are subject to continual assessment by the Civil Aviation Safety Authority and Airservices as well as assessment by international bodies. The major audits were:
  - An assessment of the level to which Airservices SMS complied with International Civil Aviation Organization (ICAO) Standards and Recommended Practice undertaken by ICAO during the Universal Safety Oversight Audit of Australia in 2008;
  - An assessment conducted by Eurocontrol in May 2010 against the Civil Air Navigation Services Organisation Standard of Excellence in SMS;
  - An audit by the Civil Aviation Safety Authority in September 2010 under Civil Aviation Safety Regulations Part 139H, 171 and 172 on the management and effectiveness of the SMS.

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5. (a) Yes.

(b) **Number of ESIR Reports and Events**

<b>Year</b>	<b>ESIR</b>	<b>Events</b>
2005	6570	1954
2006	6402	3552
2007	6746	3901
2008	7156	5206
2009	6291	4967
2010	6120	5990
2011	5033	3662
2012 (to 30 June)	2417	1536

6. Airservices uses a range of feedback mechanisms to staff on the SMS processes and outcomes including:

- Safety Alerts - formal communications to provide for a systematic and timely approach to the distribution of workplace health and safety (WHS) warning information to a targeted internal audience.
- Aviation Rescue & Fire Fighting (ARFF) Operational Safety Bulletin - safety information specifically related to ARFF operations.
- s@fetybyte newsletter - provides information to operational staff relating to lessons learnt from incidents, occurrences and accidents.
- Safety Notes - provide additional information to clarify awareness regarding a product, substance, process or safety issue where a gap in staff knowledge has been identified.
- Insight - regular communications to Air Traffic Control Line Managers and Airservices safety investigators. The intention is to provide lessons learnt from successful investigations and information regarding compliance with investigation policies, procedures and best practise.
- Safety Articles - produced as required for inclusion in Airservices corporate communications mediums and are tailored towards the promotion of a specific safety event or launch of a new procedure.
- Preliminary Factual Bulletin - short updates about an incident under investigation to ensure relevant personnel are aware of the facts as they are known and an update on the status of the investigation.
- Investigation Reports - a comprehensive report from a particular investigation and provides the reader with the facts, findings and recommendations of an investigation.
- Incident Feedback Bulletin - communicate to Airservices operational staff the lessons learnt from investigations to improve the safety outcomes of Airservices operational and occupational environments.

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**91 - Attachment A**

<b>Year</b>	<b>Date and Time</b>	<b>Duration</b>	<b>Location</b>	<b>Number of Aircraft Affected</b>
<b>2009</b>	11.15pm 2 July to 5.00am 3 July	5 hours 45 minutes	East Coast Services – southeast Queensland	22
	8.00am to 11.00am 9 July	3 hours	Regional Services - uncontrolled airspace near Perth	Nil
	3.00am to 4.00am 10 July	1 hour	East Coast Services – uncontrolled airspace near Sydney	Nil
	5.15pm to 6.00pm 18 July	45 minutes	East Coast Services – northwest NSW	10
<b>2010</b>	11.30pm 26 June to 4.15am 27 June	4 hours 45 minutes	East Coast Services – southeast NSW near Sydney	Nil
	Midnight to 2.00am 5 August	2 hours	Upper Airspace Services – northwest Western Australia and ocean	3
	Midnight to 4.30am 30 August	4 hours 30 minutes	East Coast Services – southwest NSW near Sydney	Nil
	8.45pm to 11.15pm 21 October	2 hours 30 minutes	Regional Services – central NSW	Nil
<b>2011</b>	11.45pm 1 April to 4.00am 2 April	4 hours 15 minutes	East Coast Services – northeast NSW	Nil
	10.00pm 2 April to 5am 3 April	7 hours	East Coast Services - northeast NSW	Nil
	0.45am to 6.15am 25 June	5 hours 30 minutes	Regional Services – central NSW	Nil
	1.00am to 6.00am 9 July	5 hours	Regional Services – central NSW	Nil
	2.30am to 5.15am 4 August	2 hours 45 minutes	Regional Services – south Western Australia near Perth	12
	Midnight to 6.00am 9 December	6 hours	Regional Services – central NSW, northern Victoria	Nil
<b>2012</b>	0.15am to 5.15am 31 March	5 hours	Upper Airspace Services – northwest Western Australia and ocean	13
	0.15am to 6.00am 28 April	5 hours 45 minutes	Regional Services – Tasmania near Hobart	Nil
	11.15pm 18 June to 0.25am 19 June	1 hour 10 minutes	Regional Services - Tasmania	Nil