



OFFICE OF THE CHIEF EXECUTIVE OFFICER

*Trin Ref:*  
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**Australian Representative on the Council of ICAO**

**Referee Comment on Mr Peter Ilyk**

**General comments**

I have known Peter Ilyk on a professional basis for a number of years, and in particular during my time as a Board member of CASA in late 90's, during the period I served as chair of the Aviation Safety Forum, CASA's industry advisory body, and most recently following my appointment as CEO of CASA in December 2003.

I regard Peter as an astute and experienced senior executive who exhibits high standards of integrity and professionalism. He is a clear thinker with a rational and reasoned approach to complex issues. He is articulate, has good presentational skills, and participates confidentially and productively in high level forums. His views and recommendations are typically supported by thorough research and are well balanced, taking proper account not only of the objective data, but also the less tangible politics and practicalities, based on his extensive experience in policy advising.

Peter is a skilled negotiator, and is unlikely to be unduly influenced by emotional argument, intimidation or unsubstantiated assertion. He has consistently shown himself to be fully committed to the interests of CASA, and I am confident he would carry that level of commitment to any new position to which he might be appointed.

While Peter's principal experience lies in aviation law, I believe he has the intellect, experience and skills to fulfil broader high level responsibilities. I consider him particularly well suited for the ICAO position and I believe he would make an excellent Australian representative. I am therefore very pleased to support his application.

**Comment in respect of selection criteria**

*1. A high level of written and oral communication skills, in particular the representation skills required to participate effectively in international fora.*

Mr Ilyk possesses written and oral communication skills of a high order. His writing is clear and authoritative, he has a comprehensive command of language, and he exercises great care in the choice of his words. He is well able to adapt his style of writing to the nature of the communication.

Peter's oral communications are similarly well developed. He has good conversational skills and an ability to put people at their ease in informal situations. In more formal environments he has strong presentational skills, with an emphasis on clarity of message, and is well versed in the protocols and procedures associated with high level forums.

In both written and oral communication he shows a ready awareness of the subtleties of language and has considerable persuasive skills. My most recent direct experience of Peter's talents in this area was when we both were in London to meet with CASA's insurance underwriters. Peter gave an excellent presentation which, combined with his professional approach to the subsequent discussion and questions, materially contributed to what was a successful outcome for CASA.

Overall, I believe Peter is an effective communicator with strong representational skills.

*2. Demonstrated ability to identify and analyse strategic issues, to assess implications for Australia and to develop effective and timely advice.*

Peter is a sound strategic thinker. He has the ability and experience to cut through the extraneous, and accurately identify and prioritise key issues in a complex matter. He is an active contributor to internal corporate planning strategic sessions and I have come to respect his judgement on matters of strategy and issue analysis. I have no reason to believe that his skills would not be equally effective in assessing the strategic implications of issues for Australia, rather than just for CASA.

Peter has a clear understanding that there is limited merit in identifying strategic issues without the ability to develop appropriate advice and recommendations. I am aware that he played a key part in an important strategic review of CASA's structure and governance in the period immediately prior to my appointment as CEO. This review required the development of a range of high level options and recommendations.

He is a good lateral thinker with an ability to produce innovative alternatives when they are needed. In my experience, his strategic recommendations and options have been well thought through, typically represent realistic options, and are consistently delivered against tight timelines.

*3. Demonstrated leadership qualities, including an understanding of the principles of corporate governance, a high degree of personal drive and integrity and the ability to achieve results and promote productive working relationships.*

I consider Peter to be a good leader and an experienced manager, with an ability to motivate others. His management style is to lead by example. He is aware of the importance of communication and consultation as part of effective management, but he also is prepared to take decisions and to be accountable for those decisions. My confidence in Peter's integrity and understanding of corporate governance principles is perhaps best illustrated by the fact that in addition to his line management responsibilities in Legal Services, he has been my senior adviser on matters of governance.

Peter has demonstrated a strong commitment to CASA and its goals. He is a diligent worker, willing to put in whatever personal effort is required to achieve the desired outcome. He relates well to his staff and is good at getting the best out of his people.

*4. A good understanding of the structure and organisation of the Australian aviation industry and the role of the Government.*

Peter's long experience at senior levels in CASA and its predecessor have given him a comprehensive understanding of the issues, politics and complexities of the Australian aviation industry. He is familiar with many of the organisations and individuals that make up the industry, a familiarity which goes well beyond those organisations and individuals against which CASA has taken regulatory action.

He has an extensive knowledge of the role and functions of government in the aviation area, and he has a strong network of contacts in most of the stakeholders, including ministerial offices, DoTARS, Airservices, ATSB and Office of Legal Drafting. I believe these contacts would be a valuable resource for the occupant of a representative position at ICAO.

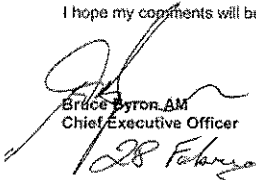
*5. A sound knowledge of the international aviation regulatory framework.*

CASA has a significant involvement with ICAO and it has often been necessary for Peter to provide legal advice on matters associated with CASA's ICAO relationships, including Australia's responsibilities under ICAO's protocols and guidelines. This has resulted in him developing a comprehensive understanding of ICAO, its structures, role, and procedures, and the regulatory inter-relationship between the international body and Australia.

In the same sense, Peter's role in CASA has required him to develop a sound understanding of the structures and policies of the key overseas aviation regulatory bodies such as the Federal Aviation Administration and the European Aviation Safety Agency. Towards the middle of last year Peter attended a major FAA/EASA safety conference in Europe as a representative of CASA, a forum which assisted him to renew high level contacts and keep up to speed with international aviation regulatory developments. He had previously represented CASA at FAA/JAA harmonisation conference in the US.

I rate his understanding of the international aviation regulatory environment quite highly.

I hope my comments will be of some assistance.

  
Bruce Byron AM  
Chief Executive Officer