

RESUME

William S. CASLEY

• **July 1995 to date**

**Executive Director
Transport Safety Bureau**

The establishment of the Transport Safety Bureau in July 1995 was a major Government initiative in the continuing process of improving Transport Safety in NSW. This initiative represented a significant personal challenge as this role had no precedent within Australia.

It involved establishing a new Division within the Department of Transport, for which I have full responsibility for managing.

This Division not only is responsible for the technical safety of railways, but oversees strategic safety issues on all transport modes. A further challenge was the assumption of responsibility for passenger security performance standards.

Concurrently with the task of establishment the Bureau, I have continued extensive consultation within the Rail Industry including Government, commercial and heritage operators, international railway representatives, affected State Government Departments, Commonwealth and other State Jurisdictions in relation to the establishment of an Australian Standard for Railway Safety. This standard AS4292 draws extensively on the work done to establish the NSW Rail Safety Act and my experience in administering this Act.

The Transport Administration Amendment (Rail Corporatisation and Restructuring) Act 1996 (TAA) has resulted in the formation of four new business groups to replace the former State Rail Authority. This has resulted in, from 1 July 1996, further responsibility being placed upon the Transport Safety Bureau. In effect the Bureau is now responsible for ensuring that all parties involved in the conduct of track and/or rolling stock maintenance under the terms of the TAA Act are accredited under the Rail Safety Act as suitable persons for their respective tasks. This task will involved overcoming conflicting interests and opinions within not only the existing Rail Industry of NSW but also a range of new participants with little or no pre-existing experience in railway safety management.

Recent major achievements in regards to new and innovative rail projects has been the granting of formal accreditation for the construction and commissioning of the 10 kilometre New Southern Railway and the Ultimo Pymont Light Rail Transit System. Both these projects required extensive negotiation regarding the acceptability of appropriate safety standards and will be the continuing subject of ongoing review by the Transport Safety Bureau.

1 August 1992 to July 1995**Director Rail Safety**

My proven and extensive knowledge and depth of experience in the Rail Industry led to my being seconded from State Rail to the Department of Transport to the comprehensive role of formulating and establishing major new legislation to ensure that all railways within NSW are operated safely.

The development of this new legislation represented a significant personal challenge as little precedent existed within Australia for the independent regulation of railways either on a statewide or a national basis. It involved extensive consultation within the Rail Industry including Government, commercial and heritage operators, international railway representatives, affected Government Departments, and members of the Government and Opposition.

This task involved overcoming conflicting interests and opinions within the Rail Industry of NSW and was successfully completed when the commencement date for the NSW Rail Safety Act, was gazetted as 24 September 1993.

The legislation established a significant landmark in the operation of railways in NSW and is served as a national benchmark for similar legislation throughout Australia.

A Directorate of Rail Safety was also established concurrently with the formulation and development of the new legislation and I held full responsibility for managing this unit.

- **29 November 1989 to 31 July 1992 - Manager, Rolling Stock System Safety**

As this was a newly created position it presented unique challenges. In particular there was a need to ensure its important role achieved appropriate recognition with State Rail swiftly, and at the same time develop a safety policy for the rolling stock system to address identified safety deficiencies, predict future problems for remedial action and implement remedial measures to overcome these.

The primary focus of this position was to ensure that the various business groups of State Rail adhered to proper safety standards and operations which balanced their commercial needs against appropriate satisfactory levels of safety for their staff and customers. This was achieved by instituting a system of safety audits designed to check all facets of State Rail Rolling Stock operations, including engineering design, construction, operation and maintenance to ensure that all practicable measures were being taken to protect the public and property on or adjacent to State Rail's railway.

A further major role was to identify and eliminate potential hazards in State Rail's rolling stock and, where necessary, recommend urgent capital expenditure to allow for the safe running of the State Rail system.

As Manager Rolling Stock System Safety I possessed total freedom to investigate, recommend and report to the Chief Executive and the SRA Board on any aspect of State Rail's operation which impacted on passenger or operational safety in relation to rolling stock. I was also required to provide advice, based on formal audits, on the safety of the State Rail system and make

recommendations to the Chief Executive and the SRA Board to establish appropriate policies and improvements to the safety of the system.

A significant challenge of this position was the need to achieve a dramatic change in the culture of the State Rail organisation in relation to rail safety from that of "getting trains through at all costs" to that of "operating SRA safely".

- **1 July 1989 to 28 November 1989 - Project Manager, Traction and Rolling Stock Implementation Team**

With the devolution of the various Branches of the State Rail Authority on 30 June 1989, I was given the responsibility of leading a small team of professional engineers charged with the task of developing a master plan to manage the 97 recommendations contained in Booz Allen & Hamilton's report on the restructure of State Rail. The primary objective of this task was to reduce operation costs and it necessitated individually evaluating and developing an implementation plan for each recommendation. It was also important to establish individual monitoring criteria and mechanisms to enable variations to the program to be made as it progressed.

All key performance indicators of this project were achieved within a period of five months, including:

- Preparation of the Master Plan
- Closure of the Train Equipment Workshops, Redfern
- Utilisation of surplus stores inventory in the acquisition of additional 81 Class locomotives.

- **17 December 1987 to 30 June 1989 - Chief Mechanical Engineer**

This position, with responsibility for a staff of some 7,000 employees, represented one of the three major operational management positions in the State Rail Authority. The Mechanical Branch at the time consisted of three divisions. A corporate function providing technical support (design and contractual acquisition services) for all traction and rolling stock within the Authority, and two operational divisions, one for locomotives and hauled freight and passenger rolling stock and the other the electric train service of NSW.

As head of the Mechanical Branch, I was responsible for the total regulation of the multi-disciplined traction and rolling stock engaged in the service of the Authority. This involved administering and developing professional, clerical and technical staff in setting appropriate engineering and operational standards for the SRA.

An integral part of managing the Branch involved establishing and maintaining effective relationships, not only with other Branch Heads, but with the SRA Executive and executives of private sector organisations.

- **26 May 1986 to 16 December 1987 - Assistant Chief Mechanical Engineer (Operations)**

Responsible for the management and operation of six regional areas throughout

NSW which maintained all the traction and rolling stock used by the SRA.

A key aspect of this role was ongoing negotiations with trade unions to ensure industrial harmony in the workplace.

I was also responsible for the development of innovative solutions to improve the cost effectiveness of the maintenance function. In particular I achieved a 20% reduction in locomotives out of service for inspections.

- **5 October 1983 to 25 May 1986 - Assistant General Manager Workshops**

Responsible for providing executive assistance to the General Manager, Workshops predominately in relation to industrial relations, branch development and budgetary control. During the General Manager's absence responsible for administering all Workshop Branch activities.

- **28 July 1980 to 4 October 1983 - Chief Production Manager**

Wholly responsible for the production activities of the Workshop Branch and ensuring that Branch performance targets were consistently achieved.

During this time I oversighted the introduction of new repair procedures for locomotive hauled rolling stock to overcome excessive workload demands and revised monitoring procedures to ensure locomotive availability was not impaired by material shortages.

- **11 July 1979 to 27 July 1980 - Works Manager**

Wholly responsible for the operation of the Electric Car Workshops, Chullora. This involved administering and controlling a multi-disciplined workforce of some 1100 staff.

- **24 November 1952 to 10 July 1979**

Throughout this period I have progressively gained promotion through a variety of positions from apprentice, cadet through to line management.

I have therefore a depth of experience in the "grass-roots" functions involved in monitoring the safety of a railway operations.

The following dates may be a bit fuzzy I am going from memory.

Nov 52 to Oct 57 Apprentice Car and Wagon Builder

Major training locations
Wagon Works Clyde
Elgar Chullora
Carriage Works Eveleigh

Achievements Awarded NSW Apprentice of the Year Award for Rail

Carriage Building - 1956

Awarded the "Commissioner's Prize" five consecutive years as best apprentice Car Builder

Obtain NSWGR cadetship to study Mechanical Engineering (Part time) at UNSW.

Oct 57 to May 65 Cadet Mechanical Engineer**....Jan 61 Planning Engineer Clyde Wagon Works****Projects**

Prototype bogie conversion plain bearings to roller
Coil sprung wheat wagons
Dual gauge (Bogie interchange) wagons

**Oct 64 to Jun 65 Planning Engineer Carriage Works Eveleigh -
Works Assistant (Rolling Stock) Carriage Works
Eveleigh (Asst Mgr)****Projects**

One piece Plywood bodied carriages and vans
"Wallangarra - Brisbane Express" Set 130 - prototype cars
Various rebuilds Heritage train, Ned Kelly train, Medical Car,
Dental cars education vans, James Cook exhibition car, New
Commissioners car AAH 9, Power van programs, Rebuild of Spirit
of Progress car following Mittagong derailment, etc etc,
Introduction of "Critical Path Analysis to A/C overhauls.
Spray painting of carriages and locomotives.

....Nov 77 Assistant Manager Elcar Workshops Chullora**Projects**

Commenced smash repairs of stainless steel carriages, Critical
path analysis for overhaul program for electric cars
Modernisation process commenced

11 July 79 Appointed Works Manager Elcar Workshops Chullora

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