

The Institution of Engineers, Australia: Sydney Division  
**Engineering Heritage Committee**  
**ORAL HISTORY PROGRAM**

**INTERVIEWEE:** William Casley

**TAPE NUMBERS:** IEA SYD: SA<sup>6</sup><sub>1</sub>, SA<sup>7</sup><sub>2</sub>,  
SA<sup>8</sup><sub>3</sub>,<sup>8</sup>

**INTERVIEWER:** Sue Andersen

**DATE:** 18 July

**NUMBER OF TAPES:** 3

**RESTRICTIONS ON USE:** NIL

**LOG PREPARATION:** This log was prepared using a **DENON DRW660** tape deck

**INTERVIEW TAPE LOG**

**Tape:** IEA SYD: SA1, Side A

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
47	Born in Parkes, New South Wales 17 April, 1937	<b>Parkes NSW</b>
58	Father was a railway employee - Carpenter with works branch - building railway homes between Parkes and Broken Hill	<b>Parkes Broken Hill</b>
91	Earliest recollection was living in Newcastle then moved to Sydney	
115	Early schooling at Chapel Street Public in Marrickville then Cleveland St, Intermediate Boys High School	<b>Chapel St. Public Cleveland St. Boys High</b>
160	Subjects completed - English, Chemistry Maths I & II, Industrial Arts and Engineering Drawing. Cleveland St. orientated to trades background	
210	Awarded prize for English. Came 8th in school in intermediate exam	

## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA1, Side A (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
245	His interests were the Railways - father brother and uncle were in railways	
276	Interested in Signalling first then as boiler maker, third rail carriage builder. set on being a Signal Electrician - only had position as Rail Carriage Builder - was offered apprenticeship and took it	
412	Won Commissioners prize five consecutive years - third year won State Bronze medallion	<b>Commissioner's Prize</b>
447	1956 part of apprenticeship was to work in the Drawing Office of the Mechanical Branch of Railways	<b>Mechanical Branch</b>
497	Discusses applying and obtaining cadetship - asked to withdraw application to allow a completing apprentice, Warren Bullock, the cadetship	<b>Cadetship Warren Bullock</b>
626	Discusses Bill O'Connor offering him a cadetship (without applying for it) four weeks before finishing his apprenticeship	<b>Bill O'Connor Cadetship</b>
698	That lead him to University of New South Wales - old University of Technology - changed diploma course to 6yr part time Bachelor Science Technology. Worked with Bill Sanders and Ian Brownwater, Fitters	<b>University of New South Wales Bill Sanders Ian Brownwater</b>
747	Married not long after cadetship - worked with Ian doing research and study - lived in Dulwich Hill then bought house in Loftus	<b>Cadetship</b>
788	Applied to Telecom for a telephone when first moved to Loftus - took 8yrs	

## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA1, Side A (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
808	Discusses his motivation to perform well - railways his life - more than just money - Worked with Todd Henderson and Jimmy Littlewood - his mentors - they told him he should be in Operations	<b>Motivation Todd Henderson Jimmy Littlewood</b>
914	He gets into trouble with his staff about his reminiscences - doesn't understand people who don't want to remember past	
935	Member of the Railway Historical Society since 1957 - not active - uses to get information	<b>Railway Historical Society</b>
959	Talks about discussing his ambitions within the Railways with his sister - feels he achieved his aims	
1036	Describes what subjects he took at University - distinction in Engineering Drawing - Chemistry caused problems	
1130	Discusses where he took classes - Ultimo, UNSW and stage II chemistry at Granville	<b>UNSW, Ultimo Granville</b>
1255	Hard work during that time - two daughters by stage II - never took holidays - totally supported by wife	
1282	Studied eight years - first two preparatory course - when started uni, new wife and by 2nd year a family	
1314	Discusses being sent to Wilfred Jones Manager, Clyde Wagon Works, to discuss design ideas - meeting ends in an argument - Bill Waite, Chief Mechanical Engineer advises him meeting was a job interview and he was to start on the following Monday	<b>Wilfred Jones, Manager, Clyde Wagon Works Bill Waite, Chief Mechanical Engineer</b>



## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA1, Side A (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
1514	Discusses the outspoken culture in those days - not the same freedom now	<b>Culture</b>
1537	Describes the Railway's training principles - mentor system - allowed a free rein - Manager at Carriages, Bob Murray allowed him a lot of freedom	<b>Training principles Manager Carriages Bob Murray</b>
1603	Bob Murray true philosopher - he would say day would come when paid people to stay at home	<b>Bob Murray</b>

## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA1, Side B**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
25	Worked with fantastic people - Tommy Sorrell, Ray Richardson, Allen Pittondery, - mentor system - shared skills - lots of humour	<b>Tommy Sorrell Ray Richardson Allen Pittondery</b>
111	Discusses the principle of being allowed to make mistakes - conversion of vehicle to assist Silver City Carriage - sag in body DH 212 - vehicle tragedy - collision	<b>Silver City Carriage DH212</b>
246	State Rail 54,000 employees - had flexibility, not possible today	<b>State Rail</b>
291	Discusses significant projects - 1960 went on to be Planning Engineer, Clyde Wagon Works - bogie exchange through broad gauge to Perth Lindsay Grimshaw, Design Engineer helped with that work	<b>Planning Engineer Clyde Wagon Wks Bogie exchange  Lindsay Grimshaw Design Engineer</b>
324	Broke all rules - Workshops not allowed to do designs, only drawing office - did designs to adapt plain bearing vehicles to roller bearings - Allen Pittendery advised to send designs to Design Office - got go ahead	<b>Plain bearing vehicles - roller bearings Allen Pittendery</b>
401	Proved could do good turn around - Design office picked up design	
435	Describes introducing modern suspension into rolling stock - coil springing	<b>Modern suspension</b>
475	In those days all work was done in railways	

## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA1, Side B (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
494	Discusses significance of bearing changes - plain bearing labour intensive - roller bearing provided more effective means of haulage	<b>Bearing changes</b>
550	Discusses significance of bogie exchange - before tremendous expense due to having to transship goods - standard gauge great breakthrough - bogie exchange expanded utilisation of rail	<b>Bogie Exchange</b>
680	Explains the problems of repairs while he was Chief Production Manager, Workshops	<b>Chief Production Manager Workshop</b>
702	Went to Clyde Carriage Works as Planning Engineer - became Works Assistant for 11 - 12 yrs - youngest person ever appointed - rebuilt a number of vehicles	<b>Clyde Carriage Works, Planning Engineer Works Assistant</b>
761	Thinking back should have been disciplined for things he did there - never got permission - good relationship with Operations - good at cutting red tape	
803	Reflects on Carriage Works days - good relationship with staff - they recognised that he had come off the floor	<b>Carriage Works</b>
896	Discusses initiating incentives for staff - inspired staff to get better records - introduced critical path analysis	<b>Critical Path Analysis</b>
947	Describes production meetings - doing designs in meeting for work next day - changed culture - craftsmen to working to targets	



## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA1, Side B (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
993	Norm Peterson, Manager of Rolling Stock introduced this at Chullora due to its success	<b>Norm Peterson, Manager, Rolling Stock, Chullora</b>
1022	Explains the challenges involved in changing the culture, especially the car builders - no time for craftsman any more	<b>Culture</b>
1141	Explains critical path analysis - breaking up job - identifying activities that cause problems - marshalling resources	<b>Critical Path Analysis</b>
1214	Describes the culture of workers then - believed they were doing meaningful job - they had difficulty in accepting that they didn't have to overhaul old vehicles - restoring vehicles held Railways back	<b>Culture</b>
1260	Newer vehicles more effective - could put more together - craftsmen held back development	
1323	Cost effectiveness in those days was not exceeding the budget	<b>Cost effectiveness</b>
1339	Describes getting 100 more labourers and not having any work for them - policy was to get people working, no dole - some people were medically unfit for work - menial tasks they had to do	
1410	1977 became Assistant Manager at Elcar Chullora -didn't want to go - Elcar had bad industrial relations reputation	<b>Assistant Manager Elcar, Chullora</b>
1446	Barry Richards offered this new position - Ray Caldwell told him not to go into workshop - stay in office and work on modernising Elcar	<b>Barry Richards Ray Caldwell Modernising Elcar</b>

## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA1, Side B (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
1535	After 7 weeks relieved Ray Caldwell while he was on holidays - Unions then got into him - talked to unions extensively	<b>Ray Caldwell Unions</b>
1602	Discusses relationship with unions - when Manager there had good functioning workshop - negotiated removing asbestos - wanted to get production up	<b>Unions</b>



## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA2, Side A**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
30	Continues discussion about the unions and the removal of asbestos from workshop	<b>Unions</b>
94	Explains how he got unions of side and how he looked after the staff	<b>Unions</b>
122	Discusses the challenge of critical path analysis - demonstrated it by drawing on paper all around the walls of the office	<b>Critical Path Analysis</b>
186	Successfully achieved 80 vehicles through cosmetic overhauls compared with previous year of six - work done well but proved took too long	
260	Explains how they started working with stainless steel - derailment of Spirit of Progress and VBK4 had major damage - talked Bill Waite, Chief Mechanical Engineer into repairing stainless steel - selected tradesman - never been done before in Railways - job done satisfactorily, then started developing core of people	<b>Stainless Steel Spirit of Progress VBK4 Bill Waite, CME</b>
467	At Elcar 3827 involved in collision - Unions supported doing repairs - first stainless steel car to get repaired within NSW - contractors not happy	<b>Elcar, 3827 Unions Stainless steel</b>
570	From there started to repair stainless steel - car in accident Hornsby - rebuilt totally	
615	Core staff did repairs - OK to do as long as didn't exceed budget - achieved this	

## Tape Log of interview with William CASLEY 18 July 1997

Tape: IEA SYD: SA2, Side A (cont'd)

Tape Counter	Subject	Names & Keywords
666	Explains the difficulties of repairing stainless steel - alignment and welding problems - developing welding techniques - in 1990's cheaper to scrap vehicles	<b>Repairing stainless steel</b>
751	1980 became Chief Production Manager, Redfern -	<b>Chief Production Manager Redfern</b>
800	Discusses nature of work - co-ordination work of 6,500 worker - ensured production met all requirements - Everley Workshop still had foundry - produced moulds, cast iron blocks	<b>Everley Workshop</b>
912	Describes the innovation of the Railway's tradesmen - had main jobs - most Planning people were once tradesmen	<b>Railways</b>
977	Role during that time was to keep to target and the dissemination of information - people were supportive of each other	
1000	Discusses how he monitored changes - regular production meetings - charts - by seat of pants - not scientific - clearly identifying what people were doing - workers parochial, but defended any external attack	<b>Monitored changes</b>
1071	Describes taking work from Elcar while at the Carriage Works - went to General Manager to say he could do it faster	<b>Elcar</b>
1121	Describes era as wonderful - something had to be done they would do it	
1165	Believes he learnt from workers as they learnt from him - advantages in moving from State Rail to Department - involved with a broad range of people	<b>State Rail Dept. Transport</b>

## Tape Log of interview with William CASLEY 18 July 1997

Tape: IEA SYD: SA2, Side A (cont'd)

Tape Counter	Subject	Names & Keywords
1243	Discusses responsibilities involved in becoming Assistant General Manager when Graham Baird became General Manager - financial side and industrial relations - David Hill, Chief Executive ask him to go to Mechanical branch to assist Tony Bolland	<b>Assistant General Manager</b> <b>Graham Baird, GM</b> <b>David Hill, Chief Executive</b> <b>Tony Bolland</b>
1323	This happened at a time when they started reorganising workshops - he was resistant to direction of changes	
1356	Gives a background on the reorganisation - perceived too much spending on maintenance -time of economic rationalism	<b>Reorganisation Workshops</b>
1375	Moving on to the Mechanical branch as Asst. Chief Mechanical Engineer was the only job he wasn't resistant about going to - operational based position - cutting edge of train operations - happiest time	<b>Mechanical Branch</b> <b>Assistant Chief Mechanical Engineer</b>
1412	Describes responsibilities - headed up group that made things move - derailments - restoration	
1448	Became Chief Mechanical Engineer when Tony Bolland moved on - was the last person to hold this position	<b>Chief Mechanical Engineer</b> <b>Tony Bolland</b>
1460	Discussed the closure of the Mechanical Branch in 1989	<b>Mechanical Branch</b>
1497	Discussed his involvement in industrial relations and safety issues	<b>Industrial Relations</b>
1547	Discussed the major issues involved in industrial relations - moving break vans from trains - taking 2nd person off XPT Bill Irvine and Pat Johnson, Assistant Commissioner did most of negotiations	<b>Industrial Relations</b> <b>XPT</b> <b>Bill Irvine</b> <b>Pat Johnson, Asst. Commissioner</b>



## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA2, Side A (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
1586	Commented on work force fixed targets and featherbedding	<b>Workforce fixed targets featherbedding</b>
1626	Talked about gratuity payments in old workshop situations	

## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA2, Side B**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
15	Continues discussion regarding gratuity payments - introduced incentives instead - ended up with strikes - realised wasn't the amount of money people were paid, but the recognition - backed down	<b>Incentives</b>
156	Explains work force fixed targets - claim of Elcar - nothing wrong with targets - they had to be relevant	<b>Workforce fixed targets</b>
204	Wasn't well received - some validity in saying it was featherbedding	<b>Featherbedding</b>
253	Achieved higher targets - problems with having to employ staff due to employment policy	
354	Discussed unions at Chullora - committed - maybe went too far	<b>Unions Chullora</b>
407	Described the social nature of work done by unions - Arthur Walsh, Union President made people identify with what they were doing	<b>Unions Arthur Walsh, Pres</b>
510	Explains how all perceived troublemakers were sent to Elcar - management created own problems - unions supported stainless steel repairs - went too far with other issues	<b>Elcar Stainless steel</b>
622	Discusses feeling honoured by reaching position Chief Mechanical Engineer - culminated railway career - when branch broke up broke him up	<b>Chief Mechanical Engineer</b>
686	Discusses evolution of Branch - how it transpired - moving regional - big concern now that have moved away from core group	

## Tape Log of interview with William CASLEY 18 July 1997

Tape: IEA SYD: SA2, Side B (cont'd)

Tape Counter	Subject	Names & Keywords
825	Describes how he managed scattered and diverse work force - meetings - encouraged staff to recognise their role and perform well - respect staff and give responsibility	<b>Managed workforce</b>
986	Believes that by holding a certificate doesn't make you better than anyone else - discusses this philosophy, the mentor system and sharing experiences	<b>Mentor system</b>
1056	Went to hospital after branch broke up - Vince Graham, Chief Operations Manager asked whether he wanted to take up position as Regional Maintenance Manager or work on project about future evolution of maintenance - est to be a 2-3yr project - did project work and finished huge volume in 6 months then went to work with Tony Bolland with Safety Group	<b>Vince Graham, Chief Operations Manager Regional Maint. Manager or Project</b>  <b>Tony Bolland, Safety Group</b>
1129	Managed 1997 recommendations in Booz Allen report with John Johnson, Brian Jolly and Terry Mather	<b>Booz Allen John Johnson, Brian Jolly, Terry Mather</b>
1161	Discusses the report's benefit to State Rail - didn't fit in an Australian context	<b>Report State Rail</b>
1200	Describes how he developed the Master plan - collected team - went through individual recommendations - events overtook what Booz Allen recommended not sure if they were achieved - while doing this project also involved in using surplus stores inventory to purchase 4 additional 81 classes	<b>Master Plan Booz Allen</b>
1315	Discusses how career taken away from workshop as Chief Mechanical Engineer - isolation - a lot of paperwork - became aloof to day to day activities	<b>Chief Mechanical Engineer</b>



## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA2, Side B (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
1398	Explains how he gained computing skills and got into locomotion information system	<b>Locomotion information system</b>
1501	Discusses his philosophy in managing people	
1518	Discusses appointment of newly created position Manager, Rolling Stock Safety by Ross Sayers, Chief Executive Officer, State Rail - primary role looking at operations - compliance audits - investigations into incidence - others on Safety Group, Tony Bolland, Barry Camage, Operations, Owen Henry, infrastructure	<b>Manager, Rolling Stock Safety Ross Sayers Chief Exec Officer Safety Group Tony Bolland, Barry Camage Owen Henry</b>
1564	Discusses collision - heritage train most horrendous accident since Granville Tony Bolland Chairman investigation panel Paul Pointon and Trevor Adams , independents on panel - with Barry Camage co-ordinated technical investigation	<b>Heritage train Tony Bolland Paul Pointon Trevor Adams Barry Camage Investigation panel</b>
1601	Role got to be more hands on - talking to people doing audits	<b>Audits</b>

## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA3, Side A**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
35	Describes establishment of Audit Safety Group in 1989 and its aims	<b>Audit Safety Group</b>
157	Explains Hazard Coding System - mode , potentials and reason - prioritising hazard, probabilities	<b>Hazard Coding System</b>
316	Applied figures to regional area- in top 20% hazards, 90% appeared in all areas - developed control sheet and standards and procedures	
462	Discusses compliance inspections and the development of scaling system	<b>Compliance Inspections</b>
564	Explains the protocol of inspections	
644	Inherently railways safe	
678	Discusses his role looking at safety - great to be on the field again - provided atmosphere where people could talk	
766	Not hard to change culture once people understood what was going on	<b>Culture</b>
800	Discusses an experience he had with a leading examiner in Dubbo	
878	More on changing culture - people accepting the process of inspections	
949	Involvement in a number of significant enquiries	

## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA3, Side A (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
965	Discusses starting up the Rail Safety Group and work that Tony Bolland , Owen Henry did	<b>Rail Safety Group Tony Bolland Owen Henry</b>
1002	Significant events - generally think of accidents - need to think of positives group were doing	
1099	Explains that motorists are major cause of accidents	
1155	Since Audit Group set up, broken rails dropped off significantly	<b>Audit Group</b>
1210	August 1992 seconded from State Rail to Department of Transport - discusses the role John Walker, Exec. Director Policy wanting him to undertake - look at broad view - advise on direction of safety - report - recommended moving from regulatory system to legislation	<b>State Rail Dept. Transport John Walker, Exec Director Policy  Legislation</b>
1352	Report given go ahead by Director General, Max Moore Wilton	<b>Max Moore Wilton, Director General</b>
1377	Discusses role of developing Rail Safety Act - 1st in Australia to develop policy - concept of asking questions then developing answers - circulated questions and answers to unions and industry - put in correct format - kept questions and answers as appendix	<b>Rail Safety Act</b>
1552	Major piece of legislation - happened in 6 months - benchmark - South Australia and Victoria draws heavily on structure - due for review in 1998	<b>Legislation South Australia Victoria</b>
1617	Discusses thrust of legislation - performance based - not written by lawyers to be challenged in court	<b>Legislation</b>



## Tape Log of interview with William CASLEY 18 July 1997

**Tape: IEA SYD: SA3, Side B**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
10	Tape ID	
18	Continues discussion on developing legislation -UK and the US would like to use it as a base - liaised with Hong Kong and New Zealand about their legislation	<b>Legislation UK and USA Hong Kong New Zealand</b>
87	Went to conference New Zealand Oct 92, saw their draft legislation and saw problems	<b>Conference New Zealand</b>
136	Rail Safety Act proclaimed in Sept 93 - basis for regulating safety	<b>Rail Safety Act</b>
162	Describes regime of accreditation - have to satisfy Director General, Transport that all safety issues are in place	<b>Accreditation Director General, Transport</b>
246	Discusses the role in Department - investigate companies and advise Department whether they should be given accreditation - compliance inspections	
356	July 1995 inter governmental agreement that mutually recognises for interstate operations provided that accreditation based on accepted Australian standards	<b>Accreditation Inter governmental agreement Aust. Standards</b>
470	Discusses the responsibilities as Executive Director of Transport Safety - safety of all transport modes	<b>Executive Director Transport Safety</b>
502	Total job satisfaction - lot of work still to do	
531	Discusses the future - hard to relinquish reins - just accepted a 5 year contract at 70 years of age - trying to get people to fill his shoes	<b>Future</b>

## Tape Log of interview with William CASLEY 18 July 1997

Tape: IEA SYD: SA3, Side B (cont'd)

Tape Counter	Subject	Names & Keywords
582	Explains how his training has given a broad view of the industry - no difficulty in understanding what people want	
635	Encourages open door philosophy	
655	Describes the Bureau's approach to organisations who have no rail knowledge - inter governmental agreement - standard guidelines book - must prove they can comply with all safety standards	<b>Bureau Inter governmental agreement</b>
822	Expectation of accreditation is to comply with safety standards - not looking for organisations to provide same information to Department -performance based not regulatory -	<b>Accreditation</b>
900	Discusses philosophy behind regulatory system	<b>Regulatory system</b>
930	NSW operates without regulation except for fare evasion - organisations need to comply with safety standards	<b>Safety Standards</b>
992	Discusses what his role will be in future years - review of legislation - work on a number of projects including expansion of light rail, high speed trains, extension to Bondi	<b>Review legislation</b>
1074	Strong affinity with Rail - has a great role to play - fabric of state and nation	
1110	Seen whole gambit of change since started apprenticeship in 1952, 45 yrs - need to manage it professionally	

## **Tape Log of interview with William CASLEY 18 July 1997**

**Tape: IEA SYD: SA3, Side B (cont'd)**

<b>Tape Counter</b>	<b>Subject</b>	<b>Names &amp; Keywords</b>
1157	Railways fed and clothed his family	
1178	Discusses the importance of reminiscence, getting people's history	
1205	End interview tape ID	