

NATIONAL TRANSPORTATION SAFETY BOARD
Investigative Hearing

Alaska Airlines Flight 1282

Boeing 737-9, N704AL

Left Mid Exit Door Plug Separation in Portland, OR

January 5, 2024

Docket No.	SA-543
EXHIBIT	
11L	

**Manufacturing Records and Human
Performance - Attachment 11
Spirit AeroSystems Interview
Transcripts**
(167 Pages)

DCA24MA063

**MANUFACTURING RECORDS AND HUMAN
PERFORMANCE**

Group Chair's Factual Report

Attachment 11 – Spirit AeroSystems Interview Transcripts

July 1, 2024

Spirit AeroSystems Personnel Transcripts

Table of Contents

<u>Michelle Delgado</u>	<u>3</u>
<u>Tran Nguyen</u>	<u>78</u>
<u>Aaron Simmons</u>	<u>131</u>

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of:

*

*

ALASKA AIRLINES BOEING 737-9

*

MAX IN-FLIGHT STRUCTURE

*

Accident No.: DCA24MA063

FAILURE NEAR PORTLAND, OREGON

*

ON JANUARY 5, 2024

*

*

* * * * *

Interview of: MICHELLE DELGADO, Structures Mechanic
Launch Technical Workforce Solutions

Renton, Washington
Boeing Facility

Monday,
March 4, 2024

APPEARANCES:

POCHOLO CRUZ, Aerospace Engineer
Structures and Maintenance Investigator
National Transportation Safety Board

SABRINA WOODS, Aviation Human Performance Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

BJORN ANDERSON, Captain
Alaska Airlines
Representing the Air Line Pilots Association

TROY LEVANEN, Director, Maintenance and Engineering
Safety
Alaska Air Group

DAN MARCOTTE, Air Safety Investigator
Boeing

JOHN PETRUZZELLI
Representing the International Association of Machinists
and Aerospace Workers

ROBERT RESOR
Spirit AeroSystems

JEAN ROLLO, President/CEO, Launch Technical Workforce
Solutions
Representative for Ms. Delgado

I N D E X

<u>ITEM</u>	<u>PAGE</u>
Interview of Michelle Delgado:	
By Dr. Woods	8
By Mr. Cruz	27
By Mr. Johnson	35
By Mr. Rigsby	38
By Mr. Resor	41
By Mr. Petruzzelli	43
By Mr. Levanen	44
By Mr. Anderson	50
By Dr. Woods	55
By Mr. Cruz	61
By Mr. Johnson	63
By Mr. Rigsby	66
By Mr. Resor	67
By Mr. Petruzzelli	69
By Mr. Marcotte	69
By Mr. Levanen	70
By Mr. Anderson	71
By Dr. Woods	72

I N T E R V I E W

(11:42 a.m.)

DR. WOODS: Okay, good morning again. It's March 4th, 2024, the time is 11:42 Pacific. Hi, Michelle, my name is Dr. Sabrina Woods, I am a human performance investigator with the National Transportation and [sic] Safety Board. I'm here with Pocholo Cruz. We are both leading the -- co-leading the manufacturing and human performance working group for this accident. The accident number is DCA24-Mike-Alpha-063 and this is involving Alaskaian [sic] Airlines Flight 1282. Just to let you know, the NTSB is an independent federal agency charged with determining the probable cause of transportation accidents and promoting transportation safety. The NTSB is not a part of the Department of Transportation or the FAA. We have no regulatory or enforcement powers, we are a safety organization.

I'm going to go around the room because there's quite a few people in the room and we need to let you know who we are and each individual is going to introduce themselves so you have a better understanding, so we're going to start going this way.

Pocholo.

MR. CRUZ: Hi, I'm Pocholo Cruz. I'm, just like Sabrina says, working as one of the lead investigators for the manufacturing and the human performance group.

DR. WOODS: Nils.

MR. JOHNSON: Nils Johnson, NTSB, maintenance investigator,

1 and I've got about 30 years in aviation maintenance.

2 DR. WOODS: Matt.

3 MR. RIGSBY: I'm Matt Rigsby with the FAA's Office of
4 Accident Investigation, I'm here for the safety investigation --
5 (Noise interference.)

6 MR. RIGSBY: -- rules or anything like that, but I don't do
7 any enforcement. There's no enforcement, it's purely a safety
8 investigation.

9 DR. WOODS: Robert.

10 MR. RESOR: Good morning, I'm Robert Resor, I'm a Spirit
11 AeroSystems representative and I have 27 years of aerospace.

12 DR. WOODS: John, you're up.

13 MR. PETRUZZELLI: John Petruzzelli, I am representing the
14 International Association of Machinists and Aerospace Workers
15 union. I also work here at the Boeing company. I've got about
16 27, 28 years in this industry.

17 MR. MARCOTTE: I'm Dan Marcotte, I'm a Boeing air safety
18 investigator and I'm based in Southern California.

19 DR. WOODS: Troy.

20 MR. LEVANEN: Troy Levanen, I represent Alaska Airlines in
21 the investigation and I'm the director of maintenance and
22 engineering safety, and I've been with the airline for 34 years.

23 DR. WOODS: And Bjorn.

24 MR. ANDERSON: Hey, Michelle, I'm Bjorn Anderson, I'm a
25 captain with Alaska Airlines, about 30 years of aviation

1 maintenance background, as well, and I'm representing the Air Line
2 Pilots Association.

3 DR. WOODS: So Michelle, that's everybody today who will be
4 asking you questions. As I mentioned earlier, we do use a digital
5 recorder. After the interview we will send that recording out for
6 transcription and the party members will have an opportunity to
7 review that transcription; so will you, if you should formally
8 request to do so. We review that for any typographical errors, we
9 do not edit for content.

10 Once again, the purpose of the investigation is to determine
11 probable cause and prevent reoccurrence. Essentially, we want to
12 know what happened, we want to figure out how to make sure it
13 doesn't happen again. Our role is not to assign fault, we don't
14 do that. We're here simply for you to share your insight, your
15 understanding, your subject matter expertise with the goal of
16 preventing future accidents. Having said that, we cannot offer
17 any guarantee of confidentiality or immunity and again, the
18 transcription will go to be a part of the public docket.

19 Each member of the group will have the opportunity to ask
20 questions, I'm going to lead it off. We will ask them one at a
21 time, so don't feel like -- not everybody's going to be asking all
22 at once, and then we'll go around, everybody's been instructed not
23 to interrupt during that time, each person will have an
24 opportunity to speak. Please answer all the questions to the best
25 of your ability. If you don't understand, just tell us to

1 clarify, we'll do so. If you realize later that oh, I think I
2 might have misspoke on something, don't hesitate to go back and,
3 you know, bring back something you said earlier and correct it.
4 You are entitled to have one person, one representative, any
5 person of your choosing with you, is there somebody that you have
6 here with you that you would like to be a representative?

7 MS. DELGADO: Yeah. Well, just Jean Rollo, yeah.

8 DR. WOODS: Okay.

9 MS. DELGADO: The CO --

10 DR. WOODS: Okay. Jean, I understand you're kind of webbing
11 in to us, could you please introduce yourself for the transcript?

12 MS. ROLLO: Sure, this is Jean Rollo, I'm the president and
13 chief operating officer of Launch Technical Workforce Solutions
14 where Michelle works. Sabrina, also just want to say I can hear
15 you very well, I really couldn't hear anybody else when they were
16 introducing themselves around the room, so I don't know if there's
17 an opportunity to move a microphone or something, but I didn't get
18 any of it.

19 (Off microphone comments.)

20 MR. CRUZ: You got a handheld mic.

21 DR. WOODS: Okay. Okay, we'll note that and we'll currently
22 have a fix in work, but since I'm starting off and Pocholo's next,
23 we should have it solved for now and then we'll work through that
24 issue when the time comes. So with that, we will begin.

25 INTERVIEW OF MICHELLE DELGADO

1 BY DR. WOODS:

2 Q. Michelle, if we could please start off, could you state your
3 full name and spell your last?

4 A. My name is Michelle Delgado, my last name is Delgado,
5 D-e-l-g-a-d-o.

6 Q. Okay. And what is your title?

7 A. Structures mechanic.

8 Q. Okay. And who is it that you work for?

9 A. Launch Technical Workforce Solutions.

10 Q. Okay, through Launch, how do you -- how are you connected to
11 Spirit Aero?

12 A. So they brought me up on a contract and Spirit, I think they
13 requested people, they put like the online job hiring and then my
14 recruiter tells me what the job specifics, job descriptions are
15 and then he tells me what -- if I need my own tools, if I don't
16 need my tools, tools will be provided, if there's any more
17 compensation and any other things related to the job specifically
18 because there's a lot of jobs out there in different states, and
19 then that's how I got hired on here.

20 Q. And by "here," what do you mean?

21 A. The list (ph.) I got, they -- I don't really know how that
22 process goes, but my recruiter basically is like the middleman to
23 like getting me the job here, I don't really know how exactly that
24 works.

25 Q. But I meant "here," like when you say the word "here,"

1 because I don't know --

2 A. Here at Boeing.

3 Q. -- and the transcriptionist doesn't know -- okay.

4 A. Yes.

5 Q. So here at Boeing.

6 A. Yes, here at Boeing.

7 Q. Are there other places you work at, like --

8 A. As a contractor? I've only worked here through Launch at
9 Boeing as a contractor.

10 Q. And how long -- I guess, give me a quick high-level
11 background on your maintenance history.

12 A. So I went to A&P school for two years and that was in Everett
13 Community College. I did airframe/powerplant in general there, I
14 never got my license, I did get my certs, so that was, I think,
15 the years 2018, 2017. (Indiscernible). Then I went to work at
16 Aviation Technical Services in Everett for three years as a Level
17 1 Entry Mechanic, so that's where I started getting my foundation
18 of background and structures.

19 And then I worked at Martin, which is also like a contracting
20 house, and that's -- I joined them, let's see, it's 2024, so 2019
21 I worked there with them, I don't really remember off the top of
22 my head the years. But I worked there for a year and then I
23 contracted with Launch, but I was already working at Martin, I was
24 already working here at Boeing.

25 Q. Okay.

1 A. So they also work like Gemco and they work other places, too.
2 So they are also kind of like a contracting house, in a sense. So
3 then I've been here for five years through Launch at Boeing.

4 Q. Okay. So when you say "here," you were talking about Boeing?

5 A. Boeing, yes.

6 Q. Got it. Can you give me a high-level overview of your job
7 and what it entails?

8 A. So my job as a structure -- as a structures mechanic here at
9 Boeing is so the airplane gets shaken down by QA inspectors and
10 sometimes there's missing parts, sometimes there's mis-located
11 parts, there's missing rivets, there's high rivets, there's Hi-
12 Loks, so our job is to remove fasteners, remove and replace,
13 countersink. Sometimes some holes come in at an oversize, they're
14 not per drawing, we just get with engineering about the holes and
15 irregularity, sometimes they're all -- like they're coming up
16 tilted, that's because there's a hole angularity issue, so we get
17 with engineering, fill out all the documentation and proceed
18 through with engineering.

19 Parts, sometimes there's incorrect parts installed or there's
20 backwards parts, like this part on the left side of the airplane
21 is installed on the right hand and it's supposed to be on the
22 left, so we have to remove them and swap them. Sometimes the
23 holes don't line up, so we have to order brand-new parts.
24 Sometimes the pilot holes don't match up, so then we have to get
25 fabricated parts with no pilots and then proceed, but that's all

1 engineering. So here it's very much as the building process goes
2 throughout the fuselage, there's new-found problems because when
3 you go to install a seat and there's a long seat track or there's
4 an incorrect bolt where it's not supposed to, you don't run into
5 those issues until sometimes further down the line versus Day 1,
6 you want to be able to catch it because it's not a problem there
7 versus there's usually just they'll notice small things like
8 missing rivets, missing parts. But every day as the airplane gets
9 built there's definite issues that come up.

10 Q. Are you a part of that shakedown process?

11 A. No. I'm just a mechanic, I go in, I change parts, I remove
12 fasteners, reinstall fasteners.

13 Q. It's a lot of different opportunities to work that you just
14 mentioned there. How do you know, when you come in for a shift,
15 how are you notified what it is you're going to be doing that day?

16 A. So our managers come in at the bright early hour of 4:00 in
17 the morning usually every day and they usually get e-mails linking
18 them to hey, so I'm in flow day 6, this is high priority, we're
19 trying to get our lav in and there's a wrong tie-down or there's
20 an extra shim on here and it's too high, we can't start our lav,
21 or there's a rivet under and we're about to install, is there any
22 that -- before we close the floor, you guys got to shoot the rivet
23 in, we just got the paperwork, we just noticed it was missing, and
24 that's usually how every day they usually start with higher
25 priority, everything down line is higher priority, then everything

1 upstairs in 1 through 3, which is the build days. So anything in
2 Day 3, which is right before it jumps to Day 4, which is where the
3 wing to body gets joined is also high priority because they want
4 to get every -- all the defects in 1 through 3 done before it
5 jumps to Flow Day 4, you know what I mean?

6 Q. Um-hum.

7 A. So every day, sometimes we'll know we have a job waiting for
8 us because we're just waiting for a part, we're just waiting for a
9 fastener because it was -- the oversized fastener is coming from
10 Spirit in Wichita, so we have to hold for things like that.

11 So sometimes we, ourselves, are looking at the manufactured
12 parts requests and seeing if it's coming, if it's on time, so it's
13 either that or managers will assign us our jobs. Throughout the
14 day sometimes I'll finish a job and she'll be like hey, there's a
15 high blow (ph.) fastener that's missing in the fuselage. It's in
16 Day 6 before power tonight, we need to get that shot in, you know.

17 Q. So when you said managers, who is your manager?

18 A. My manager is Laurie Myers, Michael Ounaphom, and Mike Riney.
19 So usually through them is who we get our jobs from depending on
20 if the parts are here, they ordered our fasteners, if we have all
21 the drawings necessary to accomplish the job. And if engineering
22 had to make any changes, if engineering came out with the newest
23 dispo (ph.), yeah. They usually own that.

24 Q. And I guess, physically, how do they notify you, what form?

25 A. They'll call me.

1 Q. Okay.

2 A. They have my phone number, they'll call me and they say hey,
3 line unit 8941, the part's in, the fasteners are in, we have the
4 whole packet ready for you with drawings. Engineering just
5 dropped the dispo, it's ready to work, I left it on the table for
6 you, which is in our back shop, we have a work table, and they
7 usually put jobs there.

8 And sometimes when we finish a job, they don't have to
9 necessarily come and be like hey, I need you to do an X odd job,
10 our job as a mechanic is we look at the table, we look at the
11 furthest units down line, we'll go and we'll see if we have
12 access, we'll go and see if we have fasteners or we'll order
13 fasteners or order the part that wasn't ordered already and then
14 we usually work, like I said, the furthest and the hottest units
15 down line, the hottest priority units, and then we just -- we'll
16 pick up a packet and move up.

17 We'll get texts from our managers, hey, like they want me to
18 remove and replace this part but it's -- I can't because if I
19 remove and swap it because it's 180, the lines are -- they'll hold
20 the line up.

21 Q. Um-hum.

22 A. So I need a brand-new part and then we'll order a brand-new
23 part and we're just in the loop like that all day.

24 Q. So for that -- if you should need more parts or if you should
25 need additional hardware, you are capable of doing that yourself?

1 A. Yes.

2 Q. Of ordering them?

3 A. Me, myself?

4 Q. Um-hum.

5 A. Yes. Because I've been here long enough. So within working
6 with the flow days and the barges, the barges are the people that
7 help you, that help you order fasteners, they'll help you get a
8 new engineering dispo, they usually -- you can go to them and be
9 like hey, so I need to get with engineering or hey, I'm missing a
10 part, can I order it from you, and then they'll zoom in on their
11 aviation computer and then they'll pinpoint exactly what part it
12 is and then they'll order a new part for me.

13 So once you've been here like, at least for me, five years,
14 you know who works in what barge and you'll be like hey, I'm on
15 this plane, it's in your flow day, I need to order this part, I
16 need to order these fasteners. I learned how to do it in five
17 years.

18 Q. So you kind of roundabout answered this next question, but I
19 want to confirm for the record --

20 A. Yeah.

21 Q. -- is there any particular flow you work on?

22 A. I work all over the factory.

23 Q. Okay. And what shift do you typically work?

24 A. I work first shift.

25 Q. And for the record, what does first shift mean?

1 A. First shift means that your eight-hour shift is from 6:00 to
2 2:30.

3 Q. So earlier you mentioned "if I have access," like they --
4 there's something that needs to be done and "if I have access, I'm
5 on it."

6 A. Yes.

7 Q. What do you mean by access?

8 A. So because every day the plane is being built, carpet's being
9 installed, floor panels being installed, so let's say that the
10 fastener that is missing that was found in -- and this is the
11 problem here, is it was found in Day 1 and now the plane's in Day
12 4 and it's in electronics equipment bay, which I don't know if you
13 guys are familiar, it's a really small area, all the electronics
14 go in there, so let's say it's under an e-rack, now there's a
15 missing fastener here behind the structure, now I have to go talk
16 to somebody about now there's power on the airplane, we need power
17 down, I need the LRU out of the way, might need the rack moved out
18 of the way, so that's what I mean by access.

19 Q. Um-hum.

20 A. Sometimes it's right under the floor, but now floorboards are
21 installed and the only way to do it is to have these two
22 floorboards removed. I can just shoot it in, it takes five
23 minutes to get an inspection, shoot your fastener in, verify,
24 paint, you know, but it's harder when everything's installed.

25 Q. Um-hum.

1 A. That's what I mean by access. So here -- because every day
2 that plane's getting built, depending on the flow day you're at,
3 your things tend to get covered up, you know what I mean?

4 Q. Um-hum. Who's responsible for getting you access?

5 A. So I will talk to my managers, either one that's available,
6 and I will tell them hey, so this unit, I need the floorboard up,
7 they go like hey, can you give me a part number of the floorboard,
8 if you can see it or can you -- and usually there's a part number
9 right on top, like I need the dash 21 and the dash 22 out of the
10 way and he'll be like okay, they usually send an e-mail out to the
11 managers and the managers will usually get somebody or a team or
12 one of their employees that install the floorboards to remove them
13 for us, we don't remove anything that's installed.

14 Q. Okay. So you basically use "they" and managers.

15 A. Um-hum.

16 Q. So the first set of managers you are contacting are --

17 A. My managers, so my Spirit managers.

18 Q. Okay. And they are contacting who?

19 A. They are contacting Boeing managers --

20 Q. Okay.

21 A. -- from separate Boeing flow days.

22 Q. Okay. And those are the individuals who are responsible
23 for --

24 A. Getting things that are open moved out of our way so we can
25 accomplish our job.

1 Q. And then how -- how are you typically told when its "okay,
2 it's ready, go for it"?

3 A. They'll usually -- Boeing will usually send my manager an
4 e-mail, hey, there's access, or they'll call her, hey, there's
5 access to this job that you were asking about, and then we'll go
6 and we'll -- from -- usually if they move something and then we
7 see there's something else in the way, then we got to go hey, now
8 we have this to get out of the way, but usually from there on,
9 they'll just call and say it's ready to work, go ahead and work
10 it.

11 Q. So you said you have your back shop and there's a package
12 that's already there for you for these types of jobs. In that
13 situation where you go and you find out that your access is
14 blocked for whatever reason and you're now waiting, what happens
15 to that package, does -- what happens to the package?

16 A. So I'll write a note on it, pull out my pen and I'll say hey,
17 held for access, date, and the time. And then I'll usually tell
18 my manager, hey, I left the packet on the shop table and she'll
19 come and pick it up, or if I'm already walking by she'll go like
20 hey, hand me the packet, I'll hold on to it until I know there's
21 access.

22 We also have little bins in our back shop that say ready to
23 work, held for NCR, reconvene (ph.), held for NCR, held for
24 engineering, holding for parts, holding for access. We can also
25 put it in there. But then it's -- later, she'll be like hey, it's

1 ready to work, I already know where the packet is and I'll go and
2 grab -- or she'll call me like hey, what did you do with your
3 packet, I left it in the help for access bin, she'll be like okay
4 and then she gets somebody else to do it.

5 Q. Okay. Getting a better appreciation for the process. So
6 you've already provided us with a written statement and thank you
7 for that --

8 A. Um-hum.

9 Q. -- working up to kind of the sequence of events for this
10 incident and I know it was a while ago, I appreciate that, we're
11 talking, you know, six-ish months later, but from your
12 recollection, can you walk me through that job, that NCR, and what
13 happened?

14 A. Yes. So my manager, Tran, Boeing -- Spirit manager, he
15 called me and he said hey, is there -- or like where are you, I'm
16 like oh, I'm walking towards the back shop. He told me hey, could
17 you see if this -- oh, I don't remember what line unit it was, he
18 was like hey, see if they have opened the door to access, he had
19 already mentioned to me about the rivets, he's like we need the
20 door open, we need a stand, can you let me know if the door's open
21 or if we have a stand.

22 So there was already a stand in place when I walked in there
23 and the door was closed, it was earlier in the day. Later in the
24 day he told me hey, can you go ahead and see if we have access to
25 that. I don't remember what time it is, it was, but it was

1 towards the end of the day, it was maybe 1:30, 1:00, and I said
2 yeah, the door's open, it was laid back, it was open. He said
3 great, do you -- can you go and check on the airplane if you have
4 any more access, if you need any more access -- this is access
5 we're talking about -- and I'm like yeah, I can go up there and
6 see if we need anything else removed. So I walked up to the
7 airplane, after checking in, in LOTTO, and I told them that there
8 was a seal that went in a seal retainer, I'm like there's just a
9 seal that's in the way of the rivets, and door crew, I believe,
10 had written up a removal because they thought we would have to
11 remove the entire seal, but usually if you're really careful
12 taking it out with a plastic -- a little plastic spoon, it usually
13 mingles (ph.) right out.

14 So I'm like no, I'm like it's just -- I'm only going to take
15 about 10 inches of it out, I don't need to remove it all. The
16 door lead had mentioned to me, hey I have a new seal in case you
17 need to remove and replace it and I said no, it shouldn't -- it
18 usually just comes right out and he said okay, that's fine. I
19 don't know what they did, I think they just returned the seal
20 because I didn't need to remove and replace it.

21 So then I'm like that's it, that's all I need, specifically.
22 They were concerned about having to maybe remove the retainer clip
23 because they didn't know if the rivets were sandwiched between two
24 structures, but they weren't, they went through the -- they went
25 through the retainer, the little retainer part, and then just

1 through the other side of the door structure.

2 Q. Um-hum.

3 A. So I didn't need any more removals after that. So I told
4 them, I'm like no, I can remove this little spice (ph.) of seal
5 and then we can go ahead and start removing and replacing the
6 rivets as -- without anything else being removed.

7 Q. So that's a lot of communication back and forth, how exactly
8 are you communicating, are you face to face or --

9 A. No, phone.

10 Q. Um-hum.

11 A. Phone. I think the first time around he came in and he
12 looked at it and he said oh, we still need a door open.

13 Q. Who's he?

14 A. My manager.

15 Q. Okay.

16 A. So he called me and then he met me at the plane and then we
17 just walked away because we had -- we didn't have any access. And
18 then when we were -- when I was on the plane, I was on the phone
19 with him, I was like hey, I don't need anything else removed, I'm
20 looking at it, it's just a seal, like, it's fine.

21 Q. You said Tran asked you to verify that the door, the plug,
22 was open.

23 A. Um-hum.

24 Q. How did Tran know that the plug -- who notified Tran in the
25 first place that access was required?

1 A. He notified Boeing that we needed that door open in order to
2 accomplish the rework, then Boeing goes about to send whoever, I
3 don't know what the ladder, exactly looks like for Boeing or who
4 they -- how this looks -- how they get somebody to remove
5 something, again, this is a process of we just request for the
6 access, he'll send the Boeing managers hey, I need access, if you
7 want this job done, we need a -- we need this door open and then
8 so that's between him and Boeing managers. So they'll usually
9 like, a Boeing manager will usually be like oh, we'll get it
10 accessed, should be maybe no more than an hour, you know what I
11 mean?

12 Q. Um-hum.

13 A. So it's like sometimes we have to double check and go back
14 and walk around and be like is there access, is there not access.
15 So that, again, is if I know I'm on a job and I know I'm waiting
16 on something to be opened, I'll usually go back and check a few
17 times just because I know I'm waiting to do a job, you know, so
18 that's just on me, as a mechanic, I know I have to work the shop,
19 I'll just check back every now and then.

20 But that day, that was -- I was like oh, we're probably not
21 going to get access to this today, so I didn't really -- I went
22 and looked, still closed, so -- like I said, it was approaching
23 end of shift, so usually anything end of shift starts -- shift
24 change, first shift, second shift, some people come in at 5:00 and
25 leave at 1:30. Some people come in at 6:00 and we leave at 2:30,

1 so then depending on managers, what time they get in and what time
2 they get out, who's in charge. So the communicating with Tran is
3 Tran and Boeing, so it would be like hey, there should be access
4 now, we sent something over earlier, or we put somebody on it, but
5 sometimes you get a QA and everything to get verified first, it's
6 like a whole process, so -- sometimes it takes a while to get the
7 access and sometimes it's quicker, so -- so Tran's communicating
8 with Boeing, Boeing will through e-mails or phone calls and then
9 he's calling me and telling me hey, can you just verify we have
10 access or not, is it open yet or not, do you need any more access,
11 just like --

12 Q. Do you have any idea how -- did Tran determine for himself
13 that access was needed or did someone tell him that access was
14 needed to get to those rivets?

15 A. Can you ask that again?

16 Q. How did Tran know that access was needed to get to those
17 particular rivets, did somebody tell him hey, boss, I need it
18 or --

19 A. Yeah, so the previous -- so just as -- so when you -- when
20 someone like -- when we get a new job --

21 Q. Um-hum.

22 A. -- whenever that job was looked at, you try and determine
23 what exactly is in your way. So as soon as they saw it, I think
24 this was written up maybe in Flow Day 1 or 2 or 3, it was up in
25 the tier when this specific job was written up. And while they do

1 the riggings and they do all their things, the door gets closer,
2 it gets open, doors get closed, and then as soon as it hits the
3 floor, it's harder to get access for a ladder, but we usually end
4 up not doing the job until further down line, once -- once we're
5 able to get a ladder on there because as they do all their
6 functional -- and there's different equipment different days,
7 sometimes we can't get access until Day 8, Day 9. So you're not
8 familiar with flow days? Day 8, 9, and rollout are right at the
9 door.

10 Q. Um-hum.

11 A. So it's like almost the plane's almost done getting
12 assembled. So they already knew, the previous mechanic that had
13 looked at it had told them if you want to work these rivets, we
14 need that door opened, so now it's just a waiting game of when you
15 can get a stand. So now it was closer to the door, which means
16 whenever's a plane's closer to the door, it gets hotter, it gets
17 hotter, we need the rework done in order for the plane to get out,
18 you know, so --

19 Q. Um-hum.

20 A. -- that's when it's pressed on a little bit, so then it gets
21 a little bit more important to hurry up and get a stand out there,
22 hurry up and get an access because this needs to be done, you
23 know?

24 Q. Do you know who the previous mechanic was?

25 A. Can I look up the job for Day 1 --

1 Q. Um-hum.

2 A. -- or 2? I think it was [REDACTED] (ph.).

3 Q. Okay.

4 A. Yeah. He looked at it and he said if you guys need this
5 done, they need to open the door.

6 Q. Do you ever interface or interact with Boeing door crews?

7 A. Yeah, all the time.

8 Q. Because earlier you mentioned about the door lead --

9 A. Um-hum. [REDACTED]. I don't know what his last name is. He's a
10 Flow Day 1, he stays in Flow Day 1 and they usually take care of
11 like rigging the galley doors, the fore and aft, opening doors.
12 Usually, because we're not allowed to open doors, because if
13 anything gets damaged or goes wrong, like we'll get in trouble.
14 So usually anything that's already installed are closed, whoever
15 closed it or Boeing specifically has to open it or close it for us
16 so nothing gets damaged, we don't know if they're running any
17 tests, we don't know why the door's closed, they just don't open
18 it.

19 So usually in Days 1 through 3 or anything down line, I
20 usually talk to the door crew because they're doors, so I'll be
21 like hey, do you know anything about the door or whatever. But
22 because they remove and replace seals all the time, he's like I
23 know it's hard to get those out sometimes and without nicking
24 them, he's like so I just ordered you one to have in stock in case
25 if you remove your section and it became damaged, not have a

1 removal written and everything. So I'm like oh, okay. I was like
2 it should be fine, I'll let you know if I do need it, it's a huge
3 seal that goes around the door.

4 Q. Um-hum.

5 A. And I'm like no, it should be fine. Like when I used to work
6 at Aviation Technical Services, because we do 12-year checks,
7 16-year checks, 22-year checks, we usually had to remove and
8 replace them all the time, so I already knew how to kind of
9 finesse it out without damaging the seal, which was good. But
10 that's why he had told me, he said hey, I got you a seal if you
11 need it and that's all he communicated to me that day.

12 Q. For that job, is that the only time that you interacted with
13 any of the door crews?

14 A. No, I interact with them all the time, depending on what job.
15 For that specific job?

16 Q. For that specific job.

17 A. That was the only time.

18 Q. So at one point you saw, I think you said the rigging was
19 there but you did not see the door open and then later on but
20 towards the end of your shift, you -- then it was open.

21 A. Saw the stand was there, yes.

22 Q. Um-hum.

23 A. The door was closed.

24 Q. Okay.

25 A. And then so usually because it's the end of shift, you're

1 like no way it's going to get opened today. And later he said
2 hey, they said they should -- they, as in my manager, Tran, said
3 hey, they should have access, can you go and check one more time
4 if we do or we do not have access.

5 Q. Um-hum.

6 A. And then that's when I went and I said yeah, the door's open,
7 he said do you need anything else further? I walked up, no,
8 everything should be fine.

9 Q. But at that point you're at the end of the day, so --

10 A. It's already 1:00.

11 Q. Yeah.

12 A. Yeah. But as contractors, our minimum, usually if there's
13 work, our minimum workday would've been anywhere from 10 to 12
14 hours, so we already know, even if it's hooking into the end of
15 the day, we're going to work about 12 hours that day.

16 Q. So then did you -- I guess I don't understand, did you
17 progress with the job that day or did you wait for the next shift?

18 A. No, I think that day I reworked it. Once the door was
19 open --

20 Q. Um-hum.

21 A. -- he said hey, are you able, do you need anything else,
22 access. If I needed more access, I would've told him what I
23 needed removed and then I would've proceeded to come in the next
24 day and work it once everything was out of the way. I do believe
25 I worked it, I think I did work it, I think.

1 Q. Do you remember what day that was?

2 A. October -- oh, my god, I want to say 27th, 28th, but I could
3 be completely wrong. It was the end of October. That I remember.
4 I want to say October 27th or 28th, but I don't remember exactly.
5 It was the end of October.

6 Q. My maintenance counterparts will get more in depth with those
7 for you, so no worries. And then I have a few more questions, but
8 I'm going to let it go around. The one thing that I'll part with
9 on this round for me is do you -- all that interaction's going on,
10 do you have any idea who on the door crew provided access for you?

11 A. No.

12 Q. And can you guesstimate the time lapse between the time that
13 you saw it and it was stand's there, but it's closed --

14 A. I think it was --

15 Q. -- and then --

16 A. -- like an hour.

17 Q. Okay.

18 A. An hour to two hours.

19 Q. Okay.

20 A. Um-hum.

21 DR. WOODS: Okay. All right, that's it for me for now.

22 Pocholo.

23 BY MR. CRUZ:

24 Q. Thank you for coming today and props to you for your
25 statement because it's pretty detailed, definitely. So I want to

1 start out, what kind of training did you get with Boeing as far as
2 using their system?

3 A. When I hired on five years ago, we had -- we had -- we get
4 trained in Wichita, we have to pass plate tests, we have to do --
5 we have to do a bunch of tests at the actual Spirit/Wichita in
6 Kansas, you have to do rigorous tests and it's about three days.
7 Initially, if you don't pass your plate tests in the first hour,
8 you get sent back home. So when I was hiring on, that's how it
9 was.

10 So then they'll take you through all the specs of how to fill
11 a seal, how to face seal, how to cap seal, how to brush seal, the
12 different types of seals and then they'll take us through what you
13 can use when you're installing, what the parameters are for, all
14 your different bolt sizes, countersinks, tampers (ph.) that
15 somehow it's required. So that's about 3 days that we did with
16 Spirit. Then they sent us back and they sent us to the company.
17 Specifics for how to work at Boeing and how to understand --

18 Q. Um-hum.

19 A. -- the system and how to understand all that, we had three
20 leads in place when I was here and they all had been here for
21 three or four years previously, so they were in charge of showing
22 us how to use CMES, how to use -- but they were also contractors,
23 so they didn't work directly with Boeing, they were also
24 contractors. They showed us how to use the system, how to sign up
25 for jobs, how to get a QA called. We also had a Boeing QA sitting

1 down there in our back shop with us, so he would make sure that we
2 were making -- he was making sure that all the paperwork looked
3 good, he'd kick it back and say hey, you need to change this, you
4 need to change that. So it was a different system. Now we don't
5 have leads because after the pandemic they went different places,
6 to Florida, somebody went to Thailand, somebody else went
7 somewhere else. So when we came back it was really weird, you
8 know how the whole work system was really weird after COVID.

9 Q. Um-hum.

10 A. So it was just us, the mechanics, and our manager, so that's
11 why we communicate a lot with our manager in regards to our jobs
12 and what we should work and what's next and what's hot. So that's
13 how we learned how to use the Boeing systems and how to
14 communicate with the people at the barge to get parts ordered,
15 fasteners ordered, usually they would take care of it, but if they
16 were too busy working on hotter jobs they'd be like hey, go to the
17 barge, talk to this person, they'll get you drawings, they'll get
18 you the parts, so that's how we became familiar with the systems,
19 how to work.

20 Q. Can you sign off yourself on a certain IP section in the
21 Boeing system or no?

22 A. So there's different types of paperwork, all we really work
23 are NCRs and pickups.

24 Q. Okay.

25 A. But like if there's like R-I-Ns, which are informational

1 pickups, we can't stamp those off. So usually we coordinate with
2 Boeing and then we'll get a Boeing mechanic to stamp off something
3 on information pickup and then they'll just sign our bins on the
4 end of the sign-off so they know that. They might be stamping off
5 for us, but this work was accomplished by -- usually, though, we
6 won't do that, we'll just have them move it over to a new pickup
7 or a new NCR so we can work it for that.

8 Q. Okay. And you mentioned you talked to the door crew.

9 A. The door lead.

10 Q. The door lead, okay. Is there any point in time where -- do
11 you know, I guess, whether the door lead or door crew, are they
12 the only ones that can typically open doors on the airplane or is
13 there any other people besides them?

14 A. That I do not know and cannot confirm.

15 Q. Okay.

16 A. I do know whenever I run into any door issues wherever I'm
17 at, I usually just call the door lead --

18 Q. Okay.

19 A. -- because I have his number. I'll call him and I'll be like
20 hey, so I'm on this unit, is there any way you can help me open up
21 this door, and he'll be like oh, no, I can't, like I'm busy here
22 or I have something to do and I'll just leave and then they'll
23 send somebody else. And by "they send somebody else" is my
24 manager will get in contact with Boeing, Boeing will send a
25 mechanic or they will send whoever is working that airplane,

1 whether it's in the ramp for that specific flow day to open up the
2 door or something. But my initial -- my -- in my -- in me, it's
3 always just hey, like I'm trying to get -- do you know anything
4 about this and sometimes he'll be like no, I have no
5 idea --

6 Q. Um-hum.

7 A. -- what you're talking about. But because he's got very
8 experienced guys on there, they usually send anything to do with
9 heavier rigging, they'll send their more experienced guys to go
10 out and work on those doors if your work needs to be accomplished
11 or a rigging issue, so I'll usually just talk to them. Again,
12 that goes in part like how I go to the barge to order parts and
13 fasteners, sometimes if my manager's -- you know, as a manager in
14 the facility are bombarded with a million and ten things, so --

15 Q. Um-hum.

16 A. -- if there's something I can do like get my own access by
17 talking to a lead or by talking to the barge, like I'll try to
18 take initiative to do that.

19 Q. Um-hum.

20 A. But, yeah. So -- yes.

21 Q. Okay. And do you work seven days a week or what? Do you
22 take --

23 A. Usually. Six to seven.

24 Q. Six to seven days a week.

25 A. Um-hum.

1 Q. So do you recall around this time where this NCR was, whether
2 you were working?

3 A. I think -- it varies. Sometimes when we get really busy
4 we'll have a mandatory weekend and sometimes when it lightens up,
5 we'll only work six, but -- and we're only working eight hours a
6 day --

7 Q. Yeah.

8 A. -- so they're not really long shifts. Sometimes we'll work
9 12-hour shifts five days a week, but then we take the weekend off.

10 Q. Okay. And at the time that --

11 A. At that specific time, I don't remember.

12 Q. Okay. How many people were working during that time, do you
13 know? How many structures?

14 A. Maybe 12 of us, 12, 15 of us.

15 Q. Now, all you guys work on day shift or how does that work?

16 A. Yes. So at that moment, we -- right now we're only day shift
17 and split shift, where split shift is only 8:00 to like 4:00, so
18 it's still kind of --

19 Q. Right, right, right. Okay.

20 A. There's nobody working second, there's nobody that works
21 graveyard.

22 Q. Okay. And so every Spirit personnel basically works during
23 that split shift on that day or people are off or how does that
24 work?

25 A. What do you mean, sir?

1 Q. Like you said there are about 10 to 12 of you --

2 A. Um-hum.

3 Q. -- like structures folks, all you guys work on that same day
4 or are some off?

5 A. Yeah, so we all have the -- so we all have the same Monday
6 through Friday unless weekend is mandatory, but as contractors, we
7 usually work six to seven days a week and normally work anywhere
8 from 10 to 12 hours every day. That's just what our typical
9 schedule looks like. But we're only -- basically, we're only in
10 an eight-hour shift contract --

11 Q. Okay.

12 A. -- so that's what it is on paper, 6:00 to 2:00, 8:00 to 4:00.

13 Q. Okay.

14 A. But everybody, again, works differently because we have
15 specific skin guys working skin depressions on the airplane, which
16 is about a crew of seven or eight of them, and there's us working
17 the floor, which is about four of us, which we go out and do
18 different things with the structures work that I told you guys
19 about earlier.

20 Q. Okay. In this particular case have you had any issues with
21 the forward doorframe on a mid-exit door before, that you had to
22 rework?

23 A. Yes. Not specifically -- there was just -- those were
24 retainers. Sometimes when they go to -- they have to open it up a
25 little bit in order to install the seal because sometimes they

1 come really close up. I think they damaged the corner of one, so
2 I removed and replaced one, but that only consisted of hi-loks and
3 sealed seals-seal.

4 Q. So they had to partially open the door, the mid-exit door?

5 A. Yeah, that was up in Days 1 through 3, though, so they were
6 able to just kind of open it up --

7 Q. Yeah.

8 A. -- and press it against the railing with the pad on the back
9 and then I was able to rework it right then and there.

10 Q. But that didn't happen on 8789, did it?

11 A. No.

12 Q. Okay, so that was just another --

13 A. No, that was just in general.

14 Q. Yeah, okay.

15 A. But on that specific plate on that specific door, no, there
16 was no issues whatever.

17 Q. Okay. And out of curiosity, did you witness or hear any
18 conversation regarding opening that door, opening the left-hand
19 mid-exit door plug?

20 A. No. And any conversation I had about the specific door was
21 just with my manager about --

22 Q. Okay.

23 A. -- getting access to the door and if we had access to the
24 door.

25 MR. CRUZ: Okay. That's all I have for now.

1 Nils, do you want --

2 MR. JOHNSON: No, I'll speak loud.

3 MR. CRUZ: Okay.

4 MR. JOHNSON: I'm not yelling at you.

5 MS. DELGADO: Okay, thanks.

6 MR. JOHNSON: I'm speaking loud so others can hear me.

7 BY MR. JOHNSON:

8 Q. So I've gone through a whole bunch of paperwork, so I'm going
9 to give you details and hopefully you'll remember them the way I
10 see them. So September 18th was the day that the -- I believe the
11 plug was opened.

12 A. Um-hum.

13 Q. September 18th, I believe is the day that in that afternoon
14 you drilled out the fasteners, but I don't believe you had the
15 fasteners to put them back in, I --

16 A. Right, I had to order them.

17 Q. -- believe you had to wait until the next day. So I'll try
18 not to lead you too much but I'm just trying to -- do you remember
19 what time you arrived at 8789 on September 18th?

20 A. It was around the end of shift, so it was around 1:00.

21 Q. So the barge log shows you coming in at 10:53 a.m., does that
22 sound like it's correct?

23 A. That must have been -- yeah, it was about -- it could be
24 around mid-shift, I don't remember --

25 Q. Okay.

1 A. -- exactly on this particular time.

2 Q. And when you arrived to shift, was the left-hand mid-entry
3 door plug open?

4 A. It was closed the first time I went to the unit.

5 Q. The first time, okay. What work did you accomplish on the
6 18th?

7 A. Removing the fasteners and ordering the fasteners that day
8 because there were GF4s and they hadn't ordered any fasteners that
9 day so I ordered them, three different lengths.

10 Q. Good. Do you remember what time you departed the barge or
11 the airplane?

12 A. I don't remember.

13 Q. Does 3:36 sound correct?

14 A. Probably end of shift.

15 Q. Okay, good deal. On September 19th, do you remember what
16 time you arrived to finish the job?

17 A. No. I think it was probably end of shift, as well, anywhere
18 from 12:00 to 2:00.

19 Q. Okay. I'm showing you at 6:35.

20 A. First thing in the morning.

21 Q. First thing entering the barge. On the 19th do you remember
22 what work you accomplished?

23 A. Installing the fasteners.

24 Q. Okay. And do you remember what time you left on the 19th?

25 A. Probably end of shift.

1 Q. Okay, I'm --

2 A. I worked it all day --

3 (Crosstalk.)

4 BY MR. JOHNSON:

5 Q. -- showing 3:11 p.m., so that sounds good. But you did end
6 up working it two separate days, correct?

7 A. Yeah, it was two separate days. I don't remember because I
8 -- I think I did and I waited because I needed a hole check and I
9 needed to wait for the fasteners because they hadn't ordered the
10 fasteners, which is a problem that comes along for some of our
11 jobs. Sometimes they don't know what length or what specific
12 lengths to get us, so they wait for us to drill the fasteners out
13 and then we'll just order depending on --

14 Q. Yeah.

15 A. -- where that goes. So yes, then I drilled at the end of
16 shift the day before and then I installed them the beginning of
17 the day, seeing if -- we probably checked in, went to go check if
18 they had arrived at the WIP rack and then proceeded as well as --

19 Q. So I showed sign-offs in -- for the nonconformance, so
20 [REDACTED], I showed operations 10, 20, 30, 40, and 50,
21 Step 10, all signed off at 3:36 in the afternoon. Were you the
22 one that signed those off in CMES?

23 A. Yes.

24 Q. Okay, perfect. And give me one second. I'm trying to get a
25 timeline that I understand, that's why I'm --

1 A. Um-hum.

2 Q. -- reinforcing. Then at 3:11 p.m. on the 19th, I show --
3 that would be QA, sorry. Quality assurance signs off your work
4 after you at 3:11 p.m. on the 19th, so does that -- you would've
5 signed off CMES --

6 A. Um-hum.

7 Q. -- for that step on the card (ph.)?

8 A. Yes.

9 MR. JOHNSON: Thanks.

10 MR. LEVANEN: Six eleven.

11 MR. JOHNSON: What's that?

12 MR. LEVANEN: Six eleven.

13 MR. JOHNSON: Six eleven p.m.?

14 MR. LEVANEN: When QA did.

15 MR. JOHNSON: Okay. Got it.

16 DR. WOODS: Is that it?

17 MR. JOHNSON: I think I'm good for this round, thank you.

18 DR. WOODS: Okay. Matt, we're going to go this way, so --

19 MR. RIGSBY: Okay.

20 BY MR. RIGSBY:

21 Q. So, Michelle, did you -- did you open the door seal, I mean,
22 are you the one that kind of pulled it back --

23 (Noise interference.)

24 BY MR. RIGSBY:

25 Q. When you're doing that work on the -- doing that repair

1 rivet, are you working inside the aircraft?

2 A. I am working inside the aircraft.

3 Q. Okay. And the door was open at that time. Did you see like
4 a bag of hardware or anything like that --

5 A. No.

6 Q. -- attached to the door? Okay. In the past, not only this
7 event, but have you worked in that area in the past where the door
8 had to be opened to do a repair or anything?

9 A. I used to work on the mid-exit door of ground straps, on the
10 bottom there's a plate that contains about 30 hole fasteners and
11 the ground straps weren't coming in correctly sealed, so we would
12 have to take it all apart, get everything off, make sure we did a
13 correct stack-up for the 50-117 (ph.) grounding of the straps with
14 seal, we'd seal everything and then I'd reinstall the plate.

15 So the door crew, because it was a multi-unit, that affected
16 a large amount of units, but it constantly -- but this would be
17 accomplished upstairs, usually. They would just open it up a
18 little bit, have me -- just enough for me to get my tools in there
19 and get everything out. So yes, that door.

20 Q. You said you're working six to seven days a week.

21 A. Yeah.

22 Q. Do you guys experience quite a bit of fatigue or --

23 A. Yes. There's -- because it's so demanding to try and keep up
24 with all the work, sometimes our jobs do take really long hours
25 and -- but then our managers are also really good, they usually

1 don't mandatory and when they do mandatory it's because we haven't
2 been working weekends so then they'll be like hey, guys, it's time
3 to mandatory this weekend and next weekend because we need to make
4 sure we're getting ahead of things, getting piled under things for
5 access.

6 Q. Do you feel pressured to complete the work sometimes?

7 A. Yes.

8 Q. Who is that pressure from?

9 A. Boeing. Boeing, because basically it seemed like a block for
10 them to install their lavs, a block for them to install their
11 seats, a block for them to install the floorboards, so -- because
12 they're trying to meet demand, it's -- the pressure's there, like
13 it needs to get done today and this -- the power's off on this
14 airplane but we have to have it back on tomorrow morning and this
15 part needs to be installed today, so --

16 Q. Do you feel comfortable, like if you were -- if you were
17 fatigued and just didn't feel you could do a quality job, who
18 would you -- who would you talk to?

19 A. My manager, Laurie.

20 Q. Is that Tran?

21 A. Laurie. And usually, she's pretty good at just cut it, we'll
22 see about it in the morning, just leave it there.

23 Q. Okay.

24 A. Or she'll get me the help from a more experienced mechanic,
25 like I can't shoot this rivet, like I really can't, I need

1 somebody to do this and she'll go I'll send somebody over, so
2 she's really good about getting me the help I need.

3 Q. Once you removed the door seal or opened it up to
4 (indiscernible) access, were you the one that reinstalled the door
5 seal, as well?

6 A. Yes.

7 Q. Okay. Is that in the engineering work orders?

8 A. No. There was no engineering work order, it was just a
9 pickup to remove and replace the rivets, specifically, then the
10 NCR goes into detail, remove rivet, hole sizes, hole check,
11 reinstall per drawing.

12 Q. In the NCR, does it talk about the door seal?

13 A. No.

14 MR. RIGSBY: Okay, I think I'm done.

15 DR. WOODS: Okay. Robert.

16 BY MR. RESOR:

17 Q. Just want to go back a little bit, you were talking about
18 when you stamp your work up, you have different types of
19 paperwork --

20 A. Um-hum.

21 Q. -- NCRs, pickups.

22 A. Um-hum.

23 Q. I think you referred to an R --

24 A. (Indiscernible)?

25 Q. -- R-I-N.

1 A. Informational pickup.

2 Q. What program do you sign those up in?

3 A. CMES.

4 Q. CMES.

5 A. Um-hum.

6 Q. Are there any other programs that you have access to that you

7 sign work up?

8 A. No, just CMES.

9 Q. CMES.

10 A. Um-hum.

11 Q. Do you or have you ever written removals?

12 A. We used to write removals and then I think there was other

13 mechanics that were writing them correctly or sometimes they would

14 write one and then Boeing would write one so that there would be

15 double removals, so then we came to the conclusion only the lead

16 of whatever job or the IP or the specific NCR that we're working

17 will write a removal for us.

18 Q. Is that Boeing or Spirit?

19 A. It will be Boeing.

20 Q. Boeing.

21 A. Boeing. So us, as Spirit, we don't write anything, we just

22 get the paperwork handed to us and if we need a removal written,

23 we'll go to a lead or we'll go to our manager and say hey, I need

24 a removal for this specific part number or this specific blanket

25 or for this specific floorboard for them to remove or for us to

1 remove, we needed this removal written first.

2 (Noise interference.)

3 BY MR. RESOR:

4 Q. You said that you used to write removals.

5 A. Correct.

6 Q. What's the time frame of that, what is the used to?

7 A. Maybe about a year ago we stopped writing removals.

8 MR. RESOR: That's all I have, thanks.

9 DR. WOODS: John.

10 BY MR. PETRUZZELLI:

11 Q. Just two questions. You referenced --

12 (Noise interference.)

13 BY MR. PETRUZZELLI:

14 Q. -- you talk to the door crew lead, do you know who that is?

15 A. [REDACTED] (ph.).

16 Q. And second question, if you're referring to [REDACTED], you said
17 something about a removal for the seal.

18 A. Yeah.

19 Q. Did that happen, did that removal get generated?

20 A. I don't remember. I do think a removal was written for that
21 seal.

22 MR. PETRUZZELLI: Okay. Thank you.

23 DR. WOODS: Dan.

24 MR. MARCOTTE: All my questions have been answered.

25 DR. WOODS: Well, that makes it easy.

1 Troy.

2 BY MR. LEVANEN:

3 Q. Hey, it's Troy from Alaska again. I do have a few questions
4 for you. From the way you're explaining it, I feel like you're
5 like a fireman, it sounds like they move you around, you must be
6 pretty good because they move you all around these different areas
7 to put out fires. With that said, do you -- this one is more of a
8 general question, do you see similar discrepancies in similar
9 areas on similar units as they come in, like on these multi-units,
10 do you commonly do the -- like maybe not this type of repair, but
11 just kind of do you expect to see the same thing on --

12 A. Yes.

13 Q. You do?

14 A. Yes. Sometimes, like (indiscernible) still affect a large
15 amount of airplanes, but sometimes even like flooring, railings or
16 some floor supports in aft cargo bays the holes will be off and
17 we'll have to plug them with sealer or remove them and double-
18 flush plug them instead of swapping rails because usually this
19 will be where the other one is supposed to be on the airplane --

20 Q. Um-hum.

21 A. -- rails, specifically, and then it will vary (indiscernible)
22 or a missing floorboard or a missing nut plate on a rail on the
23 floor.

24 Q. Um-hum.

25 A. So there are very much reoccurring jobs.

1 Q. Okay.

2 A. On not specifically units one after the other, but you'll see
3 about the same thing on sporadic different units.

4 Q. Okay. Yeah, looking through the records, I saw that there
5 were multi-units assigned to each aircraft and then you check them
6 and they would be checked each time and some of them --

7 A. Yeah.

8 Q. -- you'd have to do.

9 A. To see if they exist or if they don't exist.

10 Q. Okay.

11 A. So usually, if I order back to the RIN, the informational
12 pickups, that's what they are, will say if this condition still
13 exists, if they were still incorrect and still needs to be and
14 that is an informational pickup usually used to extend a multi-
15 unit or they're used to say that it's still not getting fixed in
16 Wichita --

17 Q. Yeah.

18 A. -- and then engineering proceeds (indiscernible).

19 Q. Yeah. Down the line to make sure we're in the clear, huh?

20 Okay. And then when you installed those rivets, did you have help
21 or do you do those yourself?

22 A. Yeah, I had help.

23 Q. Oh, you had help.

24 A. I usually do everything by myself but specifically, that
25 time, because it's between a seal retainer clip --

1 Q. Yeah.

2 A. -- I had to use a smaller die --

3 Q. Yeah.

4 A. -- so just in order to get those hit right perfectly, I
5 needed help.

6 Q. I saw them on the aircraft and it looked like you did a nice
7 job on them, I'll give you that.

8 A. Yeah.

9 Q. I have experience in structures, but I figured it might take
10 two people. Who is the other person that helped you?

11 A. William Robinson (ph.).

12 Q. William. Is he another structures for --

13 A. Yeah, for us.

14 Q. Okay.

15 A. Contractor.

16 Q. Got it. And then you were talking about your schedule with
17 the hours, the long hours, and you kind of answered it, you said a
18 lot about it, so that's good, but I was curious, is it mostly by
19 choice that you work the long hours, I mean, do you like to work
20 the long hours or would you prefer to work less hours?

21 A. When we're very overwhelmed with work, it is pressing because
22 with everything we've cut down on some personnel, so now it's like
23 in order for me to not have to deal with a worse situation
24 tomorrow, I'd rather work a 12 to 13-hour shift to get it all
25 done, for my sake, so I don't have to deal with people the next

1 day --

2 Q. Yeah.

3 A. -- but it does get heavy, it does get heavy.

4 Q. Okay.

5 A. And sometimes it is very much like this has to get done today
6 because it jumps to Flow Day 4 and the wings are going on, like
7 this --

8 Q. Um-hum.

9 A. -- needs to get done today, so then you bust along one shift.

10 Q. So you choose to do it but you choose to do it at times by
11 the pressure of the event versus --

12 A. That's --

13 (Crosstalk.)

14 BY MR. LEVANEN:

15 Q. -- because you want some overtime.

16 A. Yeah.

17 Q. Okay. And then, which led into my next question about day of
18 build. So normally, it's like as you said, a nine-day build and
19 then it goes on Day 10, and this was from what we can tell about
20 Day 18, when you were doing your repair, Day 18, Day 19, were you
21 aware of that, did you feel like there was pressure that went
22 around that?

23 A. A little bit, yes. Usually any at the door that's about to
24 move out or needs to go out because it's going to ramp or it's
25 going to go out to Seattle, you feel the pressure of this needs to

1 get done.

2 Q. Um-hum.

3 A. But regardless, because it's at the door, you'll get somebody
4 calling and like whatever job it is, usually when it's at the
5 door, because they're trying to close all the jobs that are in the
6 factory, it's "this needs to get done, this needs to get done
7 today, they're moving it out, this needs to get done, that needs
8 to go out," but --

9 Q. Um-hum.

10 A. -- we've learned a lot to push back and be like we don't have
11 fasteners, we're waiting, so it feels like less of a pressure when
12 it's not on you, but it's like you have everything, you're like
13 oh, my god, I got to go get it done.

14 Q. And do you feel like you can rely on your managers to run
15 interference for you in those --

16 A. Yes.

17 Q. -- situations?

18 A. Hands down.

19 Q. You made it sound like you did, I just wanted to check on
20 that. And then -- let's see, I had one more question in there
21 somewhere, but I can get back to it on the next round. The other
22 one I was going to ask you about was you mentioned that the work
23 system changed after COVID, so it sounded like -- can you explain
24 a little bit more, just one more time for me, it sounded like
25 there was some Boeing QA involved before, but --

1 A. Yeah, so --

2 Q. -- then it changed.

3 A. -- I feel like when I started here at Boeing, as a
4 contractor, they had a hole structure, so they had three leads and
5 two leads were split between flow days, so one lead was focused on
6 Days 4 through the door, the other was focused on -- on a
7 different line because we would run central, west and east line at
8 this time, we were at full production rate.

9 Q. Um-hum.

10 A. So they were in charge of different lines, and then there was
11 one lead that was completely in charge of everything in 1 through
12 3 upstairs. So they would determine what jobs were coming in and
13 what parts needed to be ordered, what fasteners needed to be
14 ordered.

15 But when we got back from COVID, which I think our last day
16 working was January 23rd of 2020, when we got back from COVID,
17 which was in -- I hired back on in August or July of 2020 and we
18 were mainly doing TR (ph.) blankets and removing and replacing
19 them if they had bad dates (ph.) on them, so smaller -- out in the
20 Seattle delivery center in Plant 2.

21 Then when I -- when they would have a little bit more work in
22 the factory, in the Renton factory in the Boeing facility, they
23 would send us over to work a Hi-Lok or a rivet. But once we got
24 everything up to -- up to speed out on the Seattle delivery and
25 Plant 2, we were sent back in to the specific Renton factory and

1 then that's when jobs would slowly start coming in because they
2 would start to pick up, and that was in the month of October,
3 September --

4 Q. Yeah. Ramping up.

5 A. -- of 2020. It started slowly, they were trying to get a
6 line running back up and trying to figure out exactly where the
7 plane demand was at, at that specific time. But when we came back
8 to the factory, the leads that we had in place weren't here
9 anymore, they didn't hire back on, so it was just a bunch of
10 mechanics that were working, it was maybe seven or eight of us at
11 that moment, we were working fours.

12 So it's less personnel and no leads. So then we started
13 having to basically do what our leads would do, which is going to
14 make sure our parts are ordered, going to make sure our fasteners
15 and hardware were ordered, getting drawings if we required them,
16 talking to engineering seeing if there is something we can do.

17 Q. You ended up doing that part, then.

18 A. Yes.

19 Q. Okay, that's how you got so good at all that stuff.

20 A. Yeah, yeah.

21 MR. LEVANEN: Okay. All right, I think that's all for my
22 questions, thank you.

23 DR. WOODS: Bjorn.

24 BY MR. ANDERSON:

25 Q. Thanks for coming in today. You had mentioned that there's

1 -- often there's access, there might be a barrier for you guys to
2 be able to do your jobs and so when there is an access issue and
3 the packet is just -- it's taken back and it's sent off to where
4 you said, the -- to an access bin, just to hold for access.

5 A. Um-hum.

6 Q. And when that happens, is that communicated or documented
7 anywhere for like if your shift changes and then somebody's coming
8 in to second shift that they kind of know the status?

9 A. Well, we don't have a second shift and Boeing --

10 Q. Got you.

11 A. -- doesn't work our contracting jobs.

12 Q. Okay.

13 A. So we'll usually pick it up first thing in the morning.

14 Q. Next day.

15 A. But as for annotating where we left off on a job, besides
16 annotating in pen on a paper and (indiscernible) date this time
17 and communicating to a manager I need this removed out of the way,
18 we have a board, like an electronic board in our spare area where
19 we -- every job we do, we scan it into the system, we put what
20 time we pick up the job, and then if we are (indiscernible) held
21 for parts for an engineering dispo, we'll put the time we're done
22 with it there and then we'll put on the comment section held for
23 parts, held for access for floorboard to be removed, and then
24 we'll scan in to another job and that's the way of our managers
25 knowing what jobs we picked up that day, where it's at, and we'll

1 constantly check it throughout the day.

2 Q. And then for access to this specific job, when you guys were
3 waiting for the door to be opened, did it seem as though this was
4 a longer period to wait for access to do your work than maybe
5 other --

6 A. No, it's about the same amount.

7 Q. About normal.

8 A. Yeah.

9 Q. And then what's the communication that you'll have with the
10 Boeing mechanics or is it through your managers that they're
11 making the request for access?

12 A. It's through managers, so I don't talk to any Boeing
13 mechanics.

14 Q. Okay. And do you know if there was any communication from
15 the Boeing's doors team to, you know, let you guys know that the
16 door's been opened or was it just from your going back out and
17 looking at the fuselage?

18 A. It's just from me going out and --

19 Q. Okay.

20 A. -- seeing if we did or did not have access.

21 Q. How do you feel the interaction is between Spirit and Spirit
22 contractors and the Boeing mechanics?

23 A. Well, basically we're the cockroaches of the factory, so
24 respectfully.

25 Q. Okay.

1 A. It's just -- that's just when you get a unit that comes in
2 here and there's defects and they hold up your job, we're looked
3 at as it's your fault because, because of you, how do you do the
4 rework.

5 Q. Um-hum.

6 A. But it's not my fault, this unit came in and I'm just fixing
7 it, you know. I look at it as we should all just -- we're all
8 working towards the same common goal, to get the unit out in as
9 good and perfect condition as we can, you know. But if there's
10 very much we're here and Boeing there and so.

11 Q. Yeah.

12 A. We do get dogged a lot.

13 A. Got you. Do you know -- earlier what you were saying, a lot
14 of the jobs will get addressed, as the labels, as the hottest
15 priority down line --

16 A. Um-hum.

17 Q. -- and is that prioritized by your managers or information
18 from Boeing or does it just depend on where the -- at what day and
19 what build day they're on?

20 A. Usually, you know what jobs are hot depending on like if you
21 read through the engineering or the pickups. If you look at the
22 station, you already know oh, my god, a lav is about to get
23 installed here or a water tank this goes underneath it, so I
24 should probably get it done now, or this is right below the wing
25 so I should probably remove it and replace this doubler right now

1 because they're going to -- it goes right underneath the wing. So
2 you, yourself, with the experience you have working here, all of
3 our mechanics right now have worked here at least a minimum of two
4 to three years, so we all kind of understand the same thing of
5 when you look at a job and you see where it's at and what day this
6 unit's at, you're like oh, my gosh, it's about to get buried, so I
7 have to go work this right now. So you'll start to learn and
8 understand what takes priority.

9 Sometimes, even though a unit's in Day -- at the door and
10 it's just a rivet on the bottom and there's already access to it
11 versus something's about to get installed over here, you'll know
12 probably you should work this first because a lav is going in
13 versus right now this plane is not moving tomorrow, which means it
14 doesn't really have a higher priority.

15 Especially right now, because the airplanes aren't moving at
16 complete rate, so a plane will sit out at flow day for a day or
17 two or three before it moves anywhere. So you're like this isn't
18 important, this is important, but again, you know, it's like
19 knowing where the specific problem is and what is about to go on
20 top of -- if it's about to get closed for access, you know it's
21 hotter than some things that might be in Flow Day 6, if it's Day
22 3. That just comes with the experience.

23 MR. ANDERSON: Yeah, I see that. That's all I have, thank
24 you.

25 DR. WOODS: Okay, thank you. Thank you. So that was Round

1 1. Congratulations through that. Like I said, Round 2 is usually
2 much shorter, however, I want to make sure I check in with you and
3 how are you feeling, do you need a break?

4 MS. DELGADO: I'm good.

5 DR. WOODS: We can certainly take one. Okay. All right.
6 And Jean on the line, how is the -- how is the audio? I was a
7 little concerned there for you.

8 MS. ROLLO: Thank you, it got better. I was able to put it
9 on closed captioning, so I'm good. Thank you.

10 DR. WOODS: Okay. Oh, perfect. Okay. I'm glad to hear
11 that, all right.

12 BY DR. WOODS:

13 Q. Well, then, to follow up, kind of some of the things that
14 both Troy and Bjorn have brought out about that interplay between
15 Spirit, Spirit contractors, and Boeing, do you ever get feedback,
16 good, bad, or indifferent, about the job that you've done?

17 A. Yeah. From who, specifically?

18 Q. Well, I was about to ask you that, so from who?

19 A. From who?

20 Q. From who, specifically, are you typically getting feedback?

21 A. Boeing, Boeing people. The people working around my area --

22 Q. Um-hum.

23 A. -- or people that know that I've worked for a long time here.
24 I've gotten job offers to work for Boeing a lot, they'll be like
25 hey, like, if you ever want to hire on, like I'd be glad to take

1 you on my team, like we do some really good -- really good jobs.
2 And like I said, it's not to toot my own horn, but I am really
3 good at what I do.

4 Q. Okay.

5 A. So I do and my mechanic, my managers, Laurie, she's also
6 really good about it. She knows to send me when there's a higher
7 priority job or like something that needs to be done, like without
8 any interference, to get it done, she knows to send me. So
9 sometimes there's slight pressure because -- because you are
10 really good at something, you get pulled and tugged left and
11 right.

12 Q. Yes. No good deed goes unpunished. So given that, in your
13 experience and the fact that you're good at your job, if you see
14 things that are going on around you or if you see those recurrent
15 issues that are popping up, do you have a mechanism for providing
16 feedback?

17 A. And what, specifically, are you referring to?

18 Q. Like, if you see certain jobs where it's routine errors are
19 being made or something that you're having to constantly go work
20 on, you know, different airplanes that are coming in, is there a
21 way for you to go back up the chain and go hey, I'm seeing a lot
22 of this lately, I didn't see it three months ago, you might want
23 to be aware?

24 A. No. I specifically could say something to someone, but how
25 -- the way Boeing's process is, if it is -- if there's three -- if

1 it affects three units in a row, then it becomes a multi-unit, but
2 -- if it affects like one after another, three or more, then it's
3 a multi-unit. But let's say it affects two and then it doesn't
4 affect four and then it comes back on the fifth one but then it
5 doesn't come back until the twelfth one, that's not -- they
6 wouldn't claim that as a multi-unit even though it's something
7 that I re-occuringly see. If it's not frequent enough, like one
8 after another, they won't generate an NCR unless it's something
9 steady.

10 And I can't -- well, I could, I would be like hey, this is a
11 problem but, again, because I'm a Spirit contractor, they don't
12 really -- like, I'd have to go get a Boeing QA and the Boeing QA
13 would have to write an information pickup and usually they're like
14 oh, like I can't do that or I don't know, talk to your manager and
15 then my manager -- but I don't even go up the ladder because
16 they'll eventually get to it and I just work it, as long as
17 they're picking it up, you know.

18 There has been times where I'll run into things like I know
19 this is a reoccurring problem, I will be like I can -- I usually
20 tell them, yeah, like hey, there was a missing fastener right
21 here, "oh," and then they'll write a pickup but they won't make a
22 multi-unit off of that because it's not one after another after
23 another.

24 Q. So outside of that multi-unit -- I guess what I'm trying to
25 ask is there's -- you've got a wealth of on-the-job experience and

1 information running around in your head.

2 A. Yeah.

3 Q. How does that get captured to where everybody has a clear
4 understanding of what's going on, on the line?

5 A. I guess maybe I'm not actually understanding what
6 specifically you're asking.

7 Q. Yeah. And it just may be there's no process for that.

8 A. Yeah.

9 Q. I'm just trying to say if you had feedback, is there a
10 formalized process for like Michelle's opinion goes forward?

11 A. No, no.

12 Q. Okay, okay.

13 A. There's not.

14 Q. Fine. If it is a -- let's say it's not a production issue,
15 it was a safety issue, if you saw something --

16 A. That was concerning?

17 Q. -- that was concerning --

18 A. Yes, I would talk to my manager, pull her aside, and then she
19 would get with another manager from Boeing and then they would
20 then get inspectors out looking at something, if it was about
21 safety, something actually critical versus just a missing Hi-Lok
22 or a missing rivet here.

23 Q. Have you ever had to do that before?

24 A. No, because there's never been anything that major.

25 Everything that's been found has been found, like the bulkheads

1 or, you know, all types of different stuff.

2 Q. Do you feel comfortable that were that situation to occur
3 that you could handle it, that you are comfortable going to your
4 manager and saying hey, this isn't right?

5 A. Yeah.

6 Q. If I say the words "safety management system," what does that
7 mean to you?

8 A. Safety management system?

9 Q. Um-hum.

10 A. It depends if you're implying in a workplace or -- safety
11 management system as in the work area or personal?

12 Q. We'll do both, but let's start with the work area, your work
13 environment.

14 A. Safety management system.

15 Q. Um-hum.

16 A. And this is implying as in like what safety do we have, like
17 who is in charge of safety?

18 Q. I'm asking you.

19 A. Oh.

20 Q. What does it mean to you?

21 A. Safety management system would just be something to -- for
22 me, a safety management system looks more like a system to -- for
23 safety, as in the airplane in regards to -- I don't know,
24 actually, I don't even know that word.

25 Q. That's fine, that's fine. "I don't know" is a perfectly good

1 answer. What about safety culture?

2 A. Safety culture makes more sense, it's more so doing things to
3 keep the environment safe, which is probably like FOD and tool --
4 and making sure that all your tools are collected and re-accounted
5 for and that your shavings and the FOD -- and making sure that if
6 you're working in a really -- like sometimes you have to work on
7 the wing or sometimes you have to work on the stand, making sure
8 that safety -- that's what I would (indiscernible).

9 Q. Okay. And because you're a Spirit contractor, are -- how
10 familiar are you with Boeing's concept of safety? Or do you feel
11 there's a difference?

12 A. I don't really think -- I think it's just what they have like
13 on the walls that are talking about like the five S's and FOD is
14 really like a really big thing, but other than that, where they
15 have the posters on the walls, I don't really like have like a
16 concept thing.

17 Q. You gave me a touch of it, a little highlight of what it's
18 like working here, but I guess if I were a person on the street,
19 if I were a mechanic on the street and I'm like hey, I want to do
20 what you do, what would you tell me life is like working here?

21 A. It depends if you want to come in as a contractor or as a
22 Boeing person. I would probably tell you to go to Boeing to get
23 your experience and again, that's because I come from a place
24 where I already have my experience, but if you are someone coming
25 in new and you're asking me that you want to work here, I would

1 tell you to go right to Boeing, Boeing's a really good job.
2 Boeing provides you with everything and the training necessary to
3 do the job. Specifically, as a structures mechanic, here it's
4 more so a build versus actual doing structures, which is what I
5 like to do, which is why I do contracting and which is why I've
6 gotten all my experience because I do a lot of everything in
7 different situations in different parts of the airplane. So if I
8 was going to recommend somebody, I'd have to ask them that, do you
9 want to actually work physical structures by job, then I would say
10 to get their experience with my contracting company because if you
11 go into Boeing, you won't be a structures mechanic right off the
12 bat. But again, that comes with experience. But now experience
13 everywhere is very little, so you'd probably want to start where
14 you're going to get the experience of time, which is Boeing.

15 DR. WOODS: Okay. Thank you for that. I have a couple
16 closing questions, but before we get to those, keep her going,
17 Pocholo.

18 BY MR. CRUZ:

19 Q. Yeah, just one -- just one question from me. When you start
20 a job, is there a possibility that that job goes to somebody else
21 the following day in case you need to stop the job for any reason?

22 A. Yes. And yeah, sometimes like, let's say I get sick
23 overnight and I don't feel well and I don't come in the next day,
24 usually they're pretty good about calling me or I'll leave a
25 detailed call to my manager, hey, the part is drilled up,

1 everything's ready to install, just need QA to look at it and all
2 the fasteners I left with the paperwork, everything is ready to
3 work, so then she'll just send somebody to shoot some fasteners
4 into it.

5 Q. Okay.

6 A. That's that case. But I'm usually the person that likes to
7 finish the job.

8 Q. Sure, sure.

9 A. So unless I'm held up for a part or I'm held up for another
10 revision on engineering or I'm held up for something else, I'll
11 usually -- she's pretty good at it because us, as mechanics, don't
12 like picking up anybody else's job because you don't know what was
13 removed, you don't know the process, you don't know what Hi-Lok
14 was in there and why now it's oversized or why now it takes
15 something else, you know, so we usually don't like picking up
16 other people's jobs, which is why we're really good about
17 finishing our job all the way through, and our managers are pretty
18 good about that unless it's a really, really hot job and it needs
19 to have somebody get it done the day we don't come in, she'll send
20 someone that will give a detailed tie-in for that.

21 Q. Does your manager make the decision what job you think you
22 should get?

23 A. Yes.

24 Q. Okay. So he or she trusts somebody to do a specific job,
25 knowing -- based on their experience, then, is that correct?

1 A. Um-hum.

2 Q. Okay. One last question from me. This particular NCR was
3 opened on the 1st of September --

4 A. Yeah.

5 Q. -- and it didn't get worked until the 18th or so. Were you
6 involved anywhere in between the 1st and the 18th on this
7 particular job?

8 A. No.

9 Q. No.

10 A. No, the mechanic that had originally went to go look at it
11 for access --

12 Q. Yeah.

13 A. -- was on per diem, so he was out of it, that's why I had to
14 work that job.

15 Q. Okay. So you really didn't know anything previously as in
16 the painting of the rivets or anything like that on this job?

17 A. No.

18 MR. CRUZ: Okay. Thank you. That's all I've got.

19 Nils.

20 BY MR. JOHNSON:

21 Q. A couple things from me.

22 A. Yes.

23 Q. Did you take that picture?

24 A. Yeah, I did.

25 DR. WOODS: Can you describe for the transcriber what the

1 picture is, please?

2 MR. JOHNSON: The picture is a picture of the MED, left-hand
3 MED plug open with a mechanic holding the seal away from the seal
4 retainer.

5 BY MR. JOHNSON:

6 Q. What was the purpose of taking that picture?

7 A. Oh, to let my manager know that there was no damage and that
8 I was able to not have to remove it all, that I only removed that
9 portion of it.

10 Q. Excellent.

11 A. Because he had asked me did you have to remove the entire
12 seal, did it get damaged, and I said no (indiscernible).

13 Q. "He" was Tran?

14 A. Tran, yeah. I said oh, we were in this portion.

15 Q. You said you went to A&P school, do you have your A&P? I
16 didn't catch that.

17 A. No, I never went back --

18 Q. Okay.

19 A. -- to get my license.

20 Q. You said when you came back post-COVID that you were missing
21 leads, was it Boeing leads or Spirit leads?

22 A. It was our Spirit contractor leads.

23 Q. Spirit's. All right. And I think one more and I'll be done.
24 You said that you logged into a system and made comments, is
25 that --

1 A. Oh, our Spirit work board. So we have --

2 Q. Spirit work board.

3 A. -- a computer that tracks all our jobs, and this is in our
4 back shop, it's a big display that we scan into with all our jobs.
5 Then there's a comment section next to it that we -- we put time
6 started, time ended or when we left the job and then we will
7 comment as to if it's complete, held for access, held for
8 fasteners, ordered part, waiting for part and then we'll put an
9 NCR number next to it so like our managers can look at it and
10 reference the part number so they can track it in our system.

11 MR. JOHNSON: Dan, do we have access to that Spirit board?
12 I've never heard of it before now, that's why I'm asking.

13 MR. MARCOTTE: Not that I'm aware of.

14 MR. JOHNSON: Can we request that, you think?

15 MR. MARCOTTE: That would be through Spirit --

16 DR. WOODS: Okay.

17 MR. MARCOTTE: -- I would think.

18 DR. WOODS: We'll table that for later.

19 MR. JOHNSON: All right. Well, with that, that's it for me.
20 Thank you.

21 MR. CRUZ: Just to add to that, does that -- does Boeing get
22 to look at that board or no, it's just Spirit only?

23 MS. DELGADO: That is there for our managers to keep track of
24 what we do and we don't do for the day, but it's not -- it's not
25 shared with anything else.

1 MR. CRUZ: Okay.

2 MS. DELGADO: It's just on that computer in our back shop,
3 it's a big display, so --

4 DR. WOODS: Matt.

5 BY MR. RIGSBY:

6 Q. Have you ever seen or interacted with anybody from the FAA
7 manufacturing office (indiscernible)?

8 A. No, I think there was only one time, I think a year ago, and
9 that was just asking how we got this job.

10 Q. When you stop a job like midway through, and I know you
11 document it paperwork-wise, but like on this, do you flag like the
12 -- like if you didn't install a rivet, you know, and say you are
13 sick the next day, do you mark that with like, lack of a better
14 term, a lockout/tag out device or, you know, an 8130 tag or
15 something like that, that you might put around that to show
16 somebody else --

17 A. That there's still a missing rivet?

18 Q. Right.

19 A. Generally, are you speaking in terms so it doesn't get
20 covered up or --

21 Q. Correct.

22 A. -- it doesn't go misconcepted as it's already done?

23 Q. Right.

24 A. Let's say I have to leave, we always have to document
25 everything, so we'll go on CMES to short stamp, let's say there's

1 10 rivets to install, let's say we installed nine rivets per
2 drawing requirements and that's it. So there's a short stamp, so
3 whoever goes into there will verify oh, they haven't installed all
4 10 fasteners, so nothing will get covered up. But we have to
5 document on CMES short stamp install, so that day, when we get a
6 break -- and then I signed up for hole track (ph.), remove rivets
7 to, to hold the rivets --

8 Q. Um-hum.

9 A. -- I had to document it, so everything has to be documented
10 on CMES to know exactly where you're at. So if we do leave one
11 rivet out, we have to say installed only nine rivets, and
12 sometimes I'll annotate hold for rivet order and whatever.

13 Q. Have you ever seen -- have you ever watched or seen the door
14 installed or -- or not installed, I'm sorry, opened or closed?

15 A. No.

16 Q. No. That's only with a lead?

17 A. Yeah.

18 MR. RIGSBY: That's it for me.

19 DR. WOODS: Robert.

20 BY MR. RESOR:

21 Q. We were talking about earlier whenever sometimes you run into
22 those circumstances where you will start a tag or a pickup and it
23 may go through to the next day or if you're held for parts or
24 fasteners, you may have -- there may be some lag time in between.

25 A. Um-hum.

1 Q. Once you're at -- once you're complete with your paperwork,
2 whether it's NCR or pickup and you put your [REDACTED] stamp on it, how
3 do you ensure that it is bought off complete and you don't have
4 any other discrepancies that you need to fix?

5 A. What do you mean by other discrepancies for?

6 Q. When you sign it up for QA at your final buy-off, what is
7 your checks, balances and checks, that it's complete and sold and
8 there's nothing more for you --

9 A. Oh, well, Boeing does our final stamp on all of our
10 paperwork, so I'll stamp [REDACTED] but Boeing QA has to come and final
11 stamp it, that's basically them verifying the job is done and
12 complete. If there is a defect noted on an overshot rivet, an
13 undershot rivet, a cut rivet or damage, tool mark, they will not
14 final stamp it and they will write another pickup stating tool
15 mark, wrong rivet or damage on rivet, remove and replace. They
16 will stamp that final and they'll write something else on it.

17 Q. How do you get notified for that, does it go back through the
18 process or through your manager?

19 A. It will go through our manager, so my manager will be made
20 note of it because usually they will ask her hey, where's this job
21 at. They also have access to CMES, they can look it up, usually
22 anything written up on that card is attached right to it. So
23 sometimes we can't finalize because if there's other removals that
24 are attached to that card, I won't be able to final it because it
25 says other jobs are open. So until all the other removals are

1 bought, then I can -- we can finally, finally stamp this specific
2 job, so there's a bunch of steps in there.

3 MR. RESOR: Thank you, that's all I have.

4 DR. WOODS: John.

5 BY MR. PETRUZZELLI:

6 Q. When you're talking about additional pickups, have you ever
7 heard the term redline?

8 A. I've heard it, I don't really know what it is.

9 Q. Okay. Short version is QA would remove your acceptance and
10 you're saying typically they write another pickup?

11 A. They'll write another pickup, yeah.

12 Q. Okay, that makes sense. You mentioned [REDACTED], was
13 there anybody else with him?

14 A. No.

15 Q. Okay. Last, do you take a lot of photos?

16 A. No.

17 MR. PETRUZZELLI: Okay. That's all for me.

18 DR. WOODS: Dan.

19 BY MR. MARCOTTE:

20 Q. Just one quick question to follow up. When you spoke to [REDACTED]
21 and he said he had written a removal for the seal, do you know was
22 the door open then?

23 A. The --

24 Q. The plug.

25 A. I don't remember. I don't remember because I was walking

1 away from the airplane and he had the seal in his hand, he said
2 hey, I have the seal just in case when you remove it, if it gets
3 damaged. And I said oh, it should be fine, but thanks for
4 ordering it --

5 Q. Right.

6 A. -- ahead of time if it does get damaged.

7 MR. MARCOTTE: That's it. Thank you.

8 DR. WOODS: Troy.

9 BY MR. LEVANEN:

10 Q. A couple quick ones. When you do those short signs, you
11 talked about the short sign process, like you get nine out of ten
12 done and you short sign it, so you sign that electronically?

13 A. Yes, on CMES.

14 Q. And then does it require a buy-back electronically, the short
15 sign or no?

16 A. Yes.

17 Q. It does.

18 A. Yes. So in order for me, I have to get a QA --

19 Q. Yeah.

20 A. -- to verify that I've only installed -- I can't just stand
21 it off and leave it.

22 Q. A Boeing QA?

23 A. Yeah, a Boeing -- well, now we use Boeing QAs, now we don't
24 have our own QAs.

25 Q. Before COVID, it was Spirit QA?

1 A. Before -- no, this is recently --

2 Q. Oh.

3 A. -- so within the last two months, last month we don't have
4 our QAs anymore, we -- specifically, Boeing wanted us to start
5 using only their QA --

6 Q. Got it.

7 A. -- so now -- now it would be like that. But we always need
8 to have -- whatever we stamp off, we need to have a QA back it up
9 to verify exactly where we're at.

10 Q. Okay. And then one other -- I know that you said you
11 communicate like with the door leads and with your manager, do you
12 do most of that by a regular phone call or do you prefer to use
13 the text or do you use some combination?

14 A. By phone calls, usually.

15 Q. Phone call.

16 A. Yeah.

17 MR. LEVANEN: Okay. And that's it for me. Thank you.

18 DR. WOODS: Bjorn.

19 BY MR. ANDERSON:

20 Q. The Spirit access board that you mentioned, where you guys
21 make notes, does that -- is this archived, do you know if it goes
22 back each month, you can go back and track to see kind of some
23 historical information on that?

24 A. Yes. But I do know -- recently, I think it was maybe two or
25 three weeks ago, I don't know what -- somebody fumbled, but it

1 deleted an amount of data like two or three months, then we
2 started right back up. So you know how it auto saves sometimes?

3 Q. Um-hum.

4 A. They couldn't -- I think they only tracked it back to like
5 January, the beginning of January. Yeah. So I -- we don't really
6 know how to get where the other one was. So it's pretty good,
7 it's pretty dated, it should be because every day everybody signs
8 into their jobs, but sometimes technical errors like that happen.

9 Q. Um-hum.

10 A. It's lost (indiscernible).

11 MR. ANDERSON: That's all for me.

12 DR. WOODS: Okay, all right. Okay, I think we're coming to
13 the end, anybody else think of anything else?

14 (No response.)

15 BY DR. WOODS:

16 Q. Okay, okay. So I always end every interview with two unusual
17 questions, so bear with me on that. The first is that if you were
18 queen for a day and you had a magic wand, this is my wand, if
19 there was something that you would change or make for the better
20 to make your job and your role easier, what would it be?

21 A. A couple of things. Maybe leads, leads to do -- basically,
22 have the structure we had when I started.

23 Q. Um-hum.

24 A. Have a Boeing QA specifically assigned to our area
25 downstairs, double-checking our stuff. Our leads triple-checking

1 the work and getting all our hardware and all the parts ordered so
2 we don't have to waste the time we do on that and look for a part,
3 you go to a WIP rack and you go talk to -- it's a lot of waste of
4 time, in my opinion, versus just going, getting it done and then
5 moving on. I think I would just kick back time to be exactly
6 where we were there. Even though we were at full rate, it was a
7 really good system and I feel like they would make it a habit to
8 check back on jobs and did you -- did you end up checking back on
9 the door, did you end up checking back on this part, did you end
10 up -- there was a lot of -- when there's more people and a lot
11 more reassurance, things are done in a more productive way versus
12 now you're like looking for a part, now you're looking and
13 ordering the fasteners, now you wasted half a day trying to locate
14 one rail when you could've been working on the plane, you know. I
15 think that's it.

16 Q. And that's a good question, then. If you had to do like at a
17 hundred percent of your time split, how much of your time would
18 you say now is dedicated to running around, doing those things
19 that the leads did before versus actually working a job?

20 A. It's probably split 50/50 versus just coming in and doing
21 your jobs and moving along, now there's -- it would take you --
22 let's say it takes you, while you're at the job, grab your tools
23 and then you go to the airplane, to remove and to replace it, it
24 will take you about three hours if it's a smaller job, all day if
25 it's a huge job. But now you have to make sure you have access,

1 now you have to make sure all your parts are ordered, I have to
2 make sure the fasteners are ordered and if they're not ordered,
3 see if we have them in stock and if they're not in stock, that's
4 about two hours gone and you could've already started the job.
5 Yeah, so it is, kind of.

6 Q. Understood, thank you. And then the last question I have is
7 you knew we wanted to talk to you for your experience on this
8 particular case and I'm sure you had some time to think about
9 that, is there anything that we did not ask you that you thought
10 for sure you were going to be asked?

11 A. No.

12 Q. Okay.

13 A. Everything was asked.

14 DR. WOODS: Okay. Okay, all right. With that, do you have
15 any questions for us, given the understanding that this is still
16 an open case that we're looking into?

17 MS. DELGADO: No.

18 DR. WOODS: Okay. All right, with that -- well, then,
19 appreciate your time, once again. We are going to stop this
20 interview at 1:14 Pacific time.

21 (Whereupon, at 1:14 p.m., the interview concluded.)
22
23
24
25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: ALASKA AIRLINES BOEING 737-9 MAX
 IN-FLIGHT STRUCTURE FAILURE
 NEAR PORTLAND, OREGON
 ON JANUARY 5, 2024
 Interview of Michelle Delgado

ACCIDENT NO.: DCA24MA063

PLACE: Renton, Washington

DATE: March 4, 2024

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.

Karen D. Martini
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of: *

*

ALASKA AIRLINES BOEING 737-9 *

MAX IN-FLIGHT STRUCTURE * Accident No.: DCA24MA063

FAILURE NEAR PORTLAND, OREGON *

ON JANUARY 5, 2024 *

*

* * * * *

Interview of: TRAN NGUYEN, Spirit AeroSystems Representative
 Sale and Delivery Center
 Strom Aviation

Renton, Washington

Monday,
 March 4, 2024

APPEARANCES:

POCHOLO CRUZ, Aerospace Engineer
Structures and Maintenance Investigator
National Transportation Safety Board

SABRINA WOODS, Aviation Human Performance Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

BJORN ANDERSON, Captain
Alaska Airlines
Representing the Air Line Pilots Association

TROY LEVANEN, Director, Maintenance and Engineering
Safety
Alaska Air Group

DAN MARCOTTE, Air Safety Investigator
Boeing

JOHN PETRUZZELLI
Representing the International Association of Machinists
and Aerospace Workers

ROBERT RESOR
Spirit AeroSystems

KATHY YODICE, Esq.
Yodice Associates
Representing Mr. Nguyen

I N D E X

<u>ITEM</u>	<u>PAGE</u>
Interview of Tran Nguyen:	
By Mr. Cruz	7
By Mr. Johnson	14
By Dr. Woods	15
By Mr. Anderson	21
By Mr. Levanen	23
By Mr. Marcotte	25
By Mr. Petruzzelli	28
By Mr. Resor	29
By Mr. Rigsby	30
By Mr. Cruz	32
By Dr. Woods	37
By Mr. Anderson	40
By Mr. Levanen	42
By Mr. Marcotte	45
By Mr. Petruzzelli	47
By Mr. Rigsby	49
By Mr. Cruz	50
By Dr. Woods	50

I N T E R V I E W

(8:56 a.m.)

MR. CRUZ: Thank you for being here talking to us today. My name is Pocholo Cruz, I'm the lead -- one of the lead investigators along with Dr. Sabrina Woods with the NTSB. Both of us are leading the manufacturing and human performance working group for the accident investigation DCA24MA063 involving Alaska Airlines Flight 1282. The NTSB is an independent federal agency charged with determining the probable cause of transportation accidents and promoting transportation safety. The NTSB is not part of the Department of Transportation or the FAA, and has no regulatory or enforcement powers.

I would like now to have Dr. Woods and each of the group members briefly introduce themselves.

Dr. Woods.

DR. WOODS: Hi again, Tran. Dr. Sabrina Woods, I'm the human performance investigator from the NTSB assigned to this case, so quickly, my job is to essentially determine all the things that enable us to do our job better and maybe some of the things that detract us from doing our job well.

Bjorn.

MR. ANDERSON: Good morning, Bjorn Anderson, I'm a captain with Alaska Airlines and here representing the Air Line Pilots Association.

MR. LEVANEN: Good morning, guys. I'm Troy Levanen, I'm the

1 director for maintenance and engineering safety for Alaska Air
2 Group and I'm also a certified investigator for the company, but
3 not -- obviously, I'm just a party to this to help with the NTSB
4 investigation. And I've been in aviation for 34 years.

5 MR. MARCOTTE: Good morning, I'm Dan Marcotte from Boeing air
6 safety investigations, I reside down in Southern California.

7 MR. PETRUZZELLI: Hi, I'm John Petruzzelli, I am here
8 representing the International Association of Machinists. I also
9 work at Boeing, as well.

10 MR. CRUZ: Nils.

11 DR. WOODS: Nils.

12 MR. JOHNSON: Hi, Nils Johnson. I'm the maintenance
13 investigator for the NTSB, and about 30 years in aviation
14 maintenance.

15 MR. RIGSBY: Hi, I'm Matt Rigsby with the FAA's Office of
16 Accident Investigation, an accident investigator for the FAA. In
17 case you do have certificates, I don't have any enforcement
18 authority. Anything you say here can't be used against you for
19 any type of enforcement or anything like that.

20 MR. RESOR: Good morning. Robert Resor, I am here for Spirit
21 AeroSystems, and 27 years with aerospace.

22 MR. CRUZ: Okay. So today we'll be using a digital recorder.
23 After the interviews we will send the recordings out for
24 transcription and the party members will have the opportunity to
25 review the transcription to correct it for any typographical

1 errors. Once again, the purpose of this investigation is to
2 determine probable cause and prevent reoccurrence. Our role is
3 not to assign fault, we're here simply for you to share your
4 insight with the goal of preventing accidents. Having said that,
5 however, we cannot offer any guarantee of confidentiality or
6 immunity, and a transcription of this interview will eventually be
7 part of the public docket for this accident investigation.

8 Each of the group members will have a chance to ask
9 questions, we'll ask questions one at a time and everyone has been
10 instructed not to interrupt the person who's asking questions at
11 that time. There will be an opportunity for each group member to
12 ask follow-up questions after each person has had a turn.

13 Please answer all the questions to the best of your
14 recollection and if you don't understand a question, just say so.
15 And if you realize you've misstated something, please correct it
16 once you have the opportunity. You're entitled to have a
17 representative of your choosing, is there someone you would like
18 to have as your representative?

19 MR. NGUYEN: Ms. Kathy Yodice.

20 MR. CRUZ: Okay. Ms. Yodice, could you please introduce
21 yourself to the transcriptionist?

22 MS. YODICE: Certainly.

23 My name is Kathy Yodice, Y-o-d-i-c-e, and I'm a partner with
24 the law firm of Yodice Associates and I have been practicing
25 aviation law 37 years, including in accident investigations.

1 MR. CRUZ: Okay, thank you. If you would like to take a
2 break at any time, please let us know. Do you have any questions
3 for us?

4 MS. YODICE: I have one question. We will be able to review
5 the transcript, as well? You mentioned the transcript would be
6 shared with the party members, but since it will be a part of the
7 public docket, it would be fair for Mr. Nguyen to be able to
8 review it before it goes into the public docket, to assure of what
9 he has said.

10 DR. WOODS: Yes. So we would need in writing a formal
11 request from you, as the counsel, that you would request to review
12 the transcription but again, we review for typographical errors,
13 not for content. If there's something during that phase that you
14 realize that that didn't come up the way I intended or perhaps I
15 misspoke, you can always submit a small addendum which would be
16 put with the transcription into the docket. It would not take the
17 place, however, we do not change the transcription.

18 MS. YODICE: Understood.

19 MR. CRUZ: Okay, ready?

20 MR. NGUYEN: Yeah.

21 MR. CRUZ: All right.

22 INTERVIEW OF TRAN NGUYEN

23 BY MR. CRUZ:

24 Q. Please state your name and spell it, please, so that we have
25 it.

1 A. Tran Nguyen, T-r-a-n, Nguyen, N-g-u-y-e-n.

2 Q. Okay. And what is your -- who do you work for?

3 A. I work for Strom Aviation.

4 Q. Okay. And what is your position with Strom Aviation?

5 A. I am the Spirit representative at the sale and delivery
6 center.

7 Q. Okay. And how long have you been in that position?

8 A. I mean, in Seattle, since early November.

9 Q. Okay.

10 A. But in the factory here, I was -- September 15th, actually,
11 and then they transferred me to Seattle in early November.

12 Q. September 15th, 20 --

13 A. Twenty twenty, this year -- I mean, last year, 2023.

14 Q. Okay. And what was your previous position that you held
15 at --

16 A. I was the lead mechanic here from 2018 to before I got the
17 position.

18 Q. Okay. And could you please briefly describe your
19 professional background?

20 A. I've been in aviation since 2004, so 19, 19 years -- no,
21 2005, 19 years of aviation experience, structures mechanic.

22 Q. Okay. And in your current position, what are your duties and
23 current responsibilities?

24 A. Whenever there's work or whenever a customer writes something
25 up, I get my mechanics to go work the job. Basically, whenever

1 Boeing identifies a Spirit issue, I will get my mechanics to go
2 work the job.

3 Q. Okay. And how many mechanics work for you?

4 A. Right now, two.

5 Q. Two mechanics?

6 A. Yeah.

7 Q. What discipline? What discipline do they work? Structures,
8 systems?

9 A. Oh, yeah, structures. It's just the fuselage structures.

10 Q. Fuselage, okay. And are you a full-time employee with Strom?

11 A. Yes.

12 Q. Okay. And what shift, is there any shift work that -- what
13 shifts do you work?

14 A. First shift.

15 Q. Just first shift?

16 A. Yeah, 6:00 a.m. to 2:30, but we stay, you know, if we don't
17 finish a job, we stay for overtime work.

18 Q. Okay. So on a typical day, what do you do as a -- as a
19 manager?

20 A. I come in to the -- I mean, I come, show up to work, come in
21 to the meetings, we have Tier 2 and Tier 3 meetings that I have at
22 7:00 a.m. and 8:00 a.m. And then after the meetings I go to my
23 desk and I just read through all the jobs that we have, and then I
24 do a spreadsheet and I send it up to the management here, so to
25 let them know what we're working and everything.

1 Q. You said Boeing management?

2 A. Boeing and our Spirit management.

3 Q. Oh, okay. And what is the difference between a Tier 1 -- or
4 a Tier 2 and Tier 3? What does that mean?

5 A. So the Tier 2 meeting is only first-line managers that are
6 Boeing first-line managers, and then the Tier 2 (sic) meeting is
7 like second level and higher.

8 Q. Okay. So do you work with the same two mechanics every
9 shift?

10 A. Yes.

11 Q. Okay. And typically, what is a shift turnover? Do you do
12 any turnover log or anything like that or how does that work?

13 A. I mean, we don't have a second shift right now, so there's no
14 -- no turnover.

15 Q. So do you work the job until it's done or --

16 A. Yes.

17 Q. -- pretty much -- so you stay over --

18 A. Yes.

19 Q. -- at that point?

20 A. Yes.

21 Q. Okay. And who do you report to?

22 A. Mike Riney.

23 Q. Mike Riney, who is the Spirit manager?

24 A. Spirit, yeah. Spirit rep, Spirit manager.

25 Q. Did you receive any training with regards to any Boeing

1 process and procedures on how they do work here?

2 A. Yes.

3 Q. And what are those procedures?

4 A. So when we -- when I started in 2018, they sent me out to
5 Wichita, Kansas for this training, for all the Boeing specs and
6 everything --

7 Q. Um-hum.

8 A. -- and then their procedures and all that.

9 Q. Okay. And then what about the Boeing training here? Have
10 you had any Boeing training here?

11 A. Yeah, I mean, I -- in order for me to be in Seattle, we had
12 to do a flight line training and -- yeah, safety training and all
13 that.

14 Q. Okay. So what about the process and procedures within the
15 plant?

16 A. I don't recall having process training in the plant, no.

17 Q. Okay.

18 A. Just the Wichita training.

19 Q. When Boeing asks for a vendor assist, what does that mean to
20 Spirit or to you?

21 A. When they ask for a vendor assist? So we would have
22 basically like a job work order that they would give us, either an
23 NCR or a pickup, but we also ask them -- if we do get that work
24 order, we need a package, what we call it, so we would have
25 drawings and fasteners and whatever else we need for that job.

1 And specs and everything.

2 Q. So they give you the manuals and everything for that, too?

3 A. Not the manuals, but like the drawings and then -- yeah,
4 because we don't work off of manuals out here, so it's just a
5 drawing that they give us and we work it per the drawing. Or if
6 we have like an NCR, that will be like an engineering dispo, so we
7 work it per the engineering whatever --

8 Q. So they give you that package?

9 A. Yes, they give us that package on the work order, yes.

10 Q. Okay. If there's any reference documents in that package,
11 how do you guys get access to the reference documents?

12 A. We would have to go -- what they have out here is the barges
13 for support, we would go to either Flow Day 1, 2, or 3 barge,
14 whatever the barge -- wherever the airplane is and we would ask
15 them hey, I need this drawing, hey, I need this spec and
16 then --

17 Q. Okay, so they provide that to you?

18 A. Yeah.

19 Q. Okay. At any point in time do you access or input anything
20 into the Boeing production system?

21 A. When we work these work orders, we have to buy off in their
22 CMES system.

23 Q. Okay. So does that mean that you had training into the CMES
24 system to be able to put that stuff in the system or --

25 A. If I had training, that was a long time ago, I don't -- I

1 don't recall having training for it.

2 Q. Okay.

3 A. I've had access ever since 2018 so, I mean, I don't -- I
4 don't recall.

5 Q. Okay.

6 A. Yeah.

7 Q. So run me through a typical -- if an NCR is saying that they
8 want Spirit to work an NCR --

9 A. Um-hum.

10 Q. -- run me through from beginning to end how that gets signed
11 off and closed.

12 A. So say there's a skin job, right, we get the job and we go
13 check out the area, if there's a -- I mean, the package and
14 everything, the drawing, so we get -- we would have to get it from
15 Boeing first and then we would go to the area and if we have
16 access, you know, behind the blankets or whatever needs to be
17 pulled out of the way, so then we would go and get -- hey, I need
18 -- we tell Boeing I need access, I can't work this job until we
19 get access to this area. So until they come back and say hey, we
20 have access now, that's when we would go out there and start doing
21 the work and it will, you know, list out the operations and stuff,
22 so we just follow the operations --

23 Q. Okay.

24 A. -- how to do the work, yeah.

25 Q. All right. So when you guys do the work, what happens after

1 that? How do you close that job out?

2 A. So we stamp it all the way off, but they won't -- so we stamp
3 it -- if there's access and like if there's removals written and
4 everything for the access of the area, we can't stamp off the
5 [REDACTED] until -- which the [REDACTED] is the final, which until all the
6 other access is closed up by Boeing before we stamp it, the [REDACTED].

7 MR. CRUZ: Okay. Sabrina, I'm done.

8 DR. WOODS: (Indiscernible) Nils.

9 MR. CRUZ: Nils.

10 BY MR. JOHNSON:

11 Q. I noticed from the barge log that at 8:00 a.m. on the 18th of
12 September you logged into the barge for line number 8789. I'm
13 curious if you recall what was the status of the left-hand MED
14 plug when you logged in at 8:00 a.m.

15 A. Okay, that's -- I don't remember. What day was that?
16 September --

17 Q. September 18th.

18 A. Okay.

19 Q. I can give you some context if you would like. So --

20 A. Yes.

21 Q. -- that was the day that I believe Michelle worked, reworked
22 the removal of the fasteners --

23 A. Yes.

24 Q. -- based on paperwork I've seen.

25 A. Yes.

1 Q. And I was just wondering, because I noticed that you logged
2 into the barge at 8:00 a.m., I was just wondering if you happened
3 to recall what the status of the left-hand MED plug was at that
4 time.

5 A. Maybe I asked if the door was opened or not yet, but I don't
6 remember, I don't recall.

7 Q. Okay.

8 A. Yeah.

9 Q. The same day, at a similar time, Mike Ounaphom, and I know
10 you can't speak for him, I was just wondering if you had
11 communicated to Mike Ounaphom what the status of the door was,
12 because he said that the access was now available and they were
13 going to assign a mechanic from Spirit to work the rework.

14 A. Yeah, I don't -- I don't remember talking to him.

15 MR. JOHNSON: All right, thank you. That's all for me.

16 BY DR. WOODS:

17 Q. So I'm going to circle back a little bit to -- because I'm
18 fairly new to this, your relationship, the interplay between --
19 you said you work for Strom Aviation, correct?

20 A. Um-hum.

21 Q. But you're a contractor for Spirit?

22 A. Yes.

23 Q. Working for Boeing?

24 A. Working at Boeing.

25 Q. Working at Boeing. So how does that interplay work? I know

1 you said who you report to, but suppose if you need something, who
2 do you go to?

3 A. Can you like -- what kind of need would I need? Like, that's
4 what I'm asking.

5 Q. HR. If you need something from a human resources standpoint,
6 who are you going to?

7 A. I would talk to Mike Riney, who is the Spirit -- that's who
8 is assigned. Yeah.

9 Q. Okay. So if you were submitting a time-off request, who does
10 that go to?

11 A. Mike Riney.

12 Q. So essentially all of your human resource functions are
13 through Spirit?

14 A. Yes.

15 Q. Okay.

16 A. I mean, it goes through Mike Riney, yes.

17 Q. Okay.

18 A. Yeah.

19 Q. So if you have an issue with the -- or one of your mechanics
20 under you has an issue with equipment, like on the flow, who are
21 you going to, does that change?

22 A. Like tooling-wise?

23 Q. Yeah.

24 A. I would -- no, it would be Mike Riney, yeah.

25 Q. Okay. How do you interact with Boeing, is it -- how do you

1 interact with Boeing personnel?

2 A. They all have my number, they call me, text me, and if they
3 need something done, yeah, they call me or text me.

4 Q. So they do not have to go through Mike Riney to get to you?

5 A. No, no. I mean, because I'm -- so for example, I'm in
6 Seattle, right?

7 Q. Um-hum.

8 A. They wouldn't have to call Mike Riney to tell him hey, I need
9 some work done on this airplane, they would just call me directly
10 and then I would get my mechanics out there. Is that what you're
11 -- is that what you're asking?

12 Q. It is.

13 A. Yeah.

14 Q. So after the fact do you then report back to Mr. Riney that
15 that was -- that you were requested or that your mechanic services
16 were requested?

17 A. I mean, sometimes yes, but I usually don't, no, because I
18 mean, we want to get the job done, but I do -- I do let him know
19 what's going on during the day and everything.

20 Q. How do you go about letting them know what's going on? Is
21 there a process for that?

22 A. I text him. I text him, hey, we're working on this line
23 number or this job number. Yeah.

24 Q. There's no other way you record that information?

25 A. Like I said, I have a spreadsheet at the end of the night

1 where I give him the status of each job that we have and I send it
2 out to both Boeing and Spirit.

3 Q. And is that spreadsheet something of your creation or was it
4 given to you to use?

5 A. It was -- yeah, it was given to me to use and I just edit it
6 every day.

7 Q. And is that housed like on your laptop or is it within --

8 A. Yes, it's --

9 Q. -- an intranet somewhere?

10 A. Yeah, it's in my -- it's on my laptop.

11 Q. Okay. I'm just trying to understand the interplay between
12 Spirit and Boeing better. Earlier you had said letting somebody
13 know if you need access, letting Boeing, if you know -- know if
14 you need access. How do you let them know?

15 A. We usually run -- go to the barge, you know, and then tell
16 them or tell the lead, hey, I need access to this shop, I can't
17 work it until it opens up, basically. Yeah.

18 Q. So you just -- it's word of mouth?

19 A. Yeah, I mean, word of mouth or like a text message or call
20 somebody or something. Yeah.

21 Q. And then how do they get back to you that the access has been
22 supplied?

23 A. The same thing, they either come up to my desk or they call
24 me or text me, hey, we got access now.

25 Q. At that point whose -- is it recorded any other place, not

1 necessarily by you, is it recorded any other place than text
2 message or word of mouth?

3 A. I mean, there's removals that they would have to write, that
4 would be onto their system.

5 Q. Who's they?

6 A. Boeing. Yeah, because we don't, we don't write the removals
7 or anything, like Spirit.

8 Q. Um-hum.

9 A. Yeah. So they would have to write removals for the job and
10 everything. Like if you remove a blanket, you got to write a
11 removal and everything, yeah.

12 Q. So then once you're done with your job, is it still just now
13 you're word of mouth or texting that hey, the job's been
14 accomplished?

15 A. Or they can look up in the CMES system where we bought
16 everything on and then they'll be like oh, yeah, these guys are
17 done, let's go close it up.

18 Q. Do any of the jobs your mechanics do require a quality
19 control aspect or a QC check afterwards?

20 A. Oh, yeah, yeah. I mean, every step there's usually a quality
21 check, hey, you drove out a fastener, let's go check the hole or
22 -- yeah.

23 Q. So walk me through how that gets accomplished.

24 A. Me, at the start out in Seattle, I -- there's the quality at
25 every stall. So once we get a step done, we'll go buy it off, our

1 step, hey, I drove this fastener out, right, and then the next
2 step would be hole check, so we would stamp that off and we'll go
3 like hey, QA, this check is ready for a hole check for you. So
4 they would go and check the hole and then either it's bad or it's
5 good, they buy it off if it's good, if it's bad, they then state
6 that it's bad and reconvene the tag, basically. Yeah.

7 Q. And again, how are you notifying QA that it's time for them
8 to go do their thing?

9 A. I just let them know because the stall is small, so they're
10 sitting at their computer or something and if they're out on the
11 airplane, sometimes we come back to their desks and we let them
12 know hey, can you go check this for us, this is ready for you.
13 Yes.

14 Q. Have your mechanics ever been in a situation where the job
15 was so big that it's going to take more than a full shift and some
16 overtime to accomplish?

17 A. Oh, yeah, yeah.

18 Q. So then what is the process for documenting where you stopped
19 and where you need to start again the next day?

20 A. So on my spreadsheet --

21 Q. Um-hum.

22 A. -- I would write in any work and then I would write where we
23 left it off at the end of the night. And then that's how I would
24 send it out to them, to -- you know, Spirit and to Boeing. Yeah.

25 Q. And currently, do you know exactly who's on the receiving end

1 of these spreadsheets? I know you said Spirit and Boeing, but
2 that's a bit nebulous to me, so --

3 A. There's like 37 people that --

4 Q. Okay.

5 A. -- when I got promoted to management, Mike Riney was like
6 send -- at the end of the night, send all these to these people
7 right here, so I just copy and paste --

8 Q. Okay.

9 A. -- and I send it to them.

10 DR. WOODS: I think that's all I have for now. We're going
11 to go this way --

12 MR. NGUYEN: Okay.

13 DR. WOODS: -- and then we're going to come back around in
14 kind of a semicircle, so Bjorn.

15 BY MR. ANDERSON:

16 Q. Hey, thanks for coming in, Tran. One question I have, when
17 you guys are getting a packet to work the different jobs, and you
18 were saying that there's reference material, so like if you have
19 Boeing reference material that's not out there for the mechanics
20 to work, where are they referencing it? Is that material, are
21 those documents in -- at the barge, that they have to go
22 reference?

23 A. The reference material.

24 Q. Like there's reference material, like BAC, BAC [REDACTED], so
25 it's like solid rivet installations that were referenced.

1 A. Yes, those are -- those are the specs and we would go to the
2 barge and ask if -- if we need that spec, we would go to the
3 barge, hey, can you pull up this spec for us and print out what we
4 need.

5 Q. Um-hum.

6 A. Yeah.

7 Q. And then do you recall -- initially, there was some reference
8 of that material, that the rivets in question were acceptable and
9 it was referencing that material that -- that manual, as far as
10 how the installation was done and there was maybe a
11 misunderstanding of it or a misunderstanding of the description
12 that the acceptance was referencing the heads of the rivet and not
13 the shop end of the rivet or the bucked end of the rivets?

14 A. I don't, I don't remember that.

15 Q. Okay.

16 A. Yeah, I don't remember that. Yeah.

17 Q. And then for communication, as you see, can you think of any
18 improvements or anything different that would make your job easier
19 for communicating either with your Boeing counterparts or with
20 your mechanics or to be able to communicate how the process or
21 resistance in the progress of the job is going?

22 A. Not really. I mean, we use our cell phones nowadays, so --

23 Q. Um-hum.

24 A. -- yeah, I don't see any.

25 Q. They're pretty handy.

1 A. Yeah, I mean, it beats going down to the computer and hey,
2 send an e-mail or something, but yeah, I mean, we use cell phone
3 and text messages and they call.

4 Q. Um-hum.

5 A. They can do that now.

6 Q. And in the mornings when you're coming in and you are going
7 through the Tier 2 and Tier 3 briefings, can you help us
8 understand a little bit how the process of each job is being
9 communicated to you as far as deadlines and are there any
10 pressures being put on or to say like how things are prioritized?

11 A. I mean, they just let me know hey, we have this job, we have
12 this skin depression for you, and then we just go out there and
13 check it out, to be honest with you, with no like priority or you
14 know what I mean, like this -- we just go out there and work it.

15 Q. Yeah.

16 A. Yeah.

17 Q. Okay.

18 A. As soon as they say hey, go check out this airplane in this
19 stall, we have something for you, then we'll go check to see if we
20 have access and stuff and everything. But yeah.

21 MR. ANDERSON: Okay. Cool. Yeah, that's all.

22 DR. WOODS: Troy.

23 MR. LEVANEN: Yeah, thank you.

24 BY MR. LEVANEN:

25 Q. A couple questions. When you get the package for the job, is

1 it -- is it like an electronic package or is it like a paperwork
2 packet?

3 A. It's a paperwork packet, yeah.

4 Q. Okay.

5 A. It comes with -- we ask for the job number, if it's an NCR or
6 a pickup or something, stapled to that is the drawing and then the
7 fasteners, whatever hardware we need for that job.

8 Q. Are there photos in there, too, of --

9 A. Yeah, of the -- I mean, photos should be attached to the NCR
10 or the --

11 Q. Okay, got it. Yeah, I did see, I did see those. Okay.
12 Okay. And then -- and you said, you referenced a [REDACTED] and just to
13 refresh me, what's that [REDACTED] again?

14 A. Basically saying that our job is final, is complete,
15 everything is done.

16 Q. Okay.

17 A. That's the operation [REDACTED].

18 Q. Okay.

19 A. Yeah.

20 Q. And then -- operation, I understand. Now, for me, just the
21 interface between Strom and Spirit one more time for me, so Strom
22 is a contractor hired by Spirit.

23 A. Yes.

24 Q. And does Strom only do work for Spirit or does Strom do work
25 for other --

1 A. I honestly do not know. I mean, me, personally, I only do
2 work here for Spirit, for here at Boeing.

3 Q. Okay.

4 A. For the rest of Strom, I don't, I don't --

5 Q. They may have -- yeah, okay.

6 A. Yeah.

7 Q. Got it, thank you. And then a little bit on the QA, you
8 mentioned the QA, is the Q -- does the Q -- when you refer to it
9 as QA comes and buys it off, is that Spirit QA or Boeing QA?

10 A. That's Boeing QA.

11 Q. Okay. Then it goes back over to Boeing QA.

12 A. Yeah. For me, like, when I'm in Seattle, that's --

13 Q. Yeah.

14 A. -- Spirit. I mean Boeing, sorry, Boeing QA.

15 Q. Okay. So Spirit doesn't have -- does Spirit have a QA?

16 A. They used to here. Both. To be honest, yeah, they don't,
17 there's no Spirit QA.

18 MR. LEVANEN: Okay.

19 MR. NGUYEN: Yeah.

20 MR. LEVANEN: Got it. And I think that's it, thank you.

21 DR. WOODS: Dan.

22 BY MR. MARCOTTE:

23 Q. Yeah, Dan Marcotte again. I'm trying to get it straight, I
24 got a little confused when Pocholo was asking your history between
25 your job last September and your current job at the delivery

1 center, so we're really kind of focusing on back in September. So
2 back in September you did have QA?

3 A. We did have QA, yes.

4 Q. You did have QA.

5 A. Yes.

6 Q. Okay, thank you.

7 A. We did have Spirit QA, yes.

8 Q. Okay. Yeah. And back in September, how many guys did you
9 have reporting to you?

10 A. Probably 10.

11 Q. Okay.

12 A. Yeah.

13 Q. So when you said you had two guys, that's today out at the
14 delivery center?

15 A. Yeah.

16 Q. Okay. Now it's making a little more sense.

17 A. Our crew's a lot smaller up in --

18 Q. Yeah, I understand, yeah. Okay, now I understand.

19 A. Um-hum.

20 Q. And so back in September, were you set up with leads and
21 mechanics and inspectors or --

22 A. Yes.

23 Q. Okay.

24 A. Yes.

25 Q. So when a job came in, do you assign the mechanic or you give

1 that to your lead and say hey, go work with your crew and figure
2 out --

3 A. We ask the mechanic --

4 Q. Okay.

5 A. -- of what to work, yeah.

6 Q. Okay. Thanks. Okay, that clears that up, thank you. So I
7 heard you just talking with Bjorn and you said like when the --
8 when a job's ready, you get the paperwork package with the work
9 instructions, whatever they are, and specs and drawings, but also
10 you said there would -- you'd have the hardware available. Would
11 you normally, if you -- will start a job if you don't have all the
12 hardware available or do you like have to wait until you have --

13 A. We would like to wait until we have it available.

14 Q. Okay. And I was asking that because this job wound up taking
15 -- you know, I'm going to go back to the plug --

16 A. Um-hum.

17 Q. -- to rework the rivets.

18 A. Um-hum.

19 Q. Five rivets. I think the job took two days because the
20 rivets weren't available, Michelle went out and drilled the holes
21 and then they were inspected, the holes were good, but then I
22 think I saw something in the tracking records saying that they
23 were held for rivets and they were coming down from Everett.

24 A. Um-hum.

25 Q. That's why I'm asking do you normally wait until you -- I

1 know I usually prefer to have everything on hand, but --

2 A. But at that time Boeing said hey, are we done, what's the
3 status on this job, what's the status on this job, so we started
4 it. I believe we started it, yes.

5 Q. Okay.

6 A. Yeah.

7 Q. Okay. Well, back in September, was that kind of the norm
8 where you would be asked was there -- was there more pressure on
9 you back in September to get work done?

10 A. There's pressure on us every day.

11 Q. All the time.

12 A. Yeah.

13 Q. That's the world we're in, right?

14 A. Yeah.

15 MR. MARCOTTE: No matter where you are in aviation --

16 MR. NGUYEN: Um-hum.

17 MR. MARCOTTE: -- right, not just in Boeing. Okay. I think
18 that's it for now, thank you.

19 DR. WOODS: John.

20 BY MR. PETRUZZELLI:

21 Q. Do you have -- you have a [REDACTED]?

22 A. Yes.

23 Q. Okay. Do you actually have access REDARS?

24 A. No.

25 Q. Can I get on --

1 A. No.

2 Q. -- by PSDS?

3 A. No.

4 Q. CMES?

5 A. CMES, yes.

6 Q. How about the SAT system?

7 A. No. I believe that when I pull up the SAT system, it kicks

8 me out.

9 Q. Okay.

10 A. I don't have access.

11 Q. And you were there, but even with (indiscernible)?

12 A. Yeah.

13 MR. PETRUZZELLI: Okay, thank you.

14 MR. NGUYEN: Um-hum.

15 DR. WOODS: We're hopping over to this side.

16 BY MR. RESOR:

17 Q. Hey, Tran, so you made a comment earlier about for the buying

18 off the [REDACTED] operation. Can you go into a little bit more detail

19 on what are you buying? When you say buying off a [REDACTED]

20 operation, is that on a paper copy or is that --

21 A. No, that's on --

22 Q. What's that on?

23 A. That's on the CMES system.

24 Q. CMES.

25 A. Yeah.

1 Q. Okay.

2 A. And the CMES won't even -- if there's removals that are open
3 against the job, the system won't let us buy it until the removal
4 is closed. Yeah.

5 Q. And then on the -- you said that you had Spirit quality up
6 here, you used to have Spirit quality. What are they -- what
7 would they typically buy off on in order to rework?

8 A. Just the processes. We would not -- the Spirit QA would not
9 allow us to buy off the final job.

10 Q. And the final is the [REDACTED]?

11 A. Yeah, the [REDACTED].

12 Q. That has to go back to Boeing --

13 A. Yeah.

14 Q. -- to buy off the [REDACTED]?

15 A. Yeah, at Boeing, yeah.

16 MR. RESOR: Thank you for clearing that up.

17 MR. NGUYEN: Um-hum.

18 MR. RESOR: Thank you.

19 DR. WOODS: All right. Matt, you're up.

20 BY MR. RIGSBY:

21 Q. Just a couple. Most of mine have already been answered.
22 Tran, are you an A&P mechanic?

23 A. I am not.

24 Q. Okay. Are the mechanics --

25 (Noise interference.)

1 MR. NGUYEN: No.

2 BY MR. RIGSBY:

3 Q. Do you provide -- you being the lead, do you provide any QA
4 of your -- of the work that your mechanics do, like your own
5 quality assurance to make sure they're doing it correctly or --

6 A. No, we use whoever the QA is in the stall.

7 Q. Okay

8 A. Whoever, yeah, whoever's assigned to that stall to QA, so
9 that's who we use.

10 Q. Have you ever had any action with -- interaction with the
11 FAA, the manufacturing and inspection office assigned to Boeing?

12 A. No.

13 Q. I know that once you get your packet and you have all the
14 tooling, if you find something like, in this case, the rivets that
15 weren't there, they weren't available, but if you start a job and,
16 you know, a rivet gets damaged or something needs to be replaced,
17 how do you go through and submit to get replacements for the items
18 that weren't included in the package or maybe --

19 A. We would go back to the barge and say hey, I need you to
20 order additional rivets or I need you to do this.

21 Q. Okay. And if there's five rivets that the operation takes,
22 you just get five rivets?

23 A. No, we usually order extra.

24 Q. Just order extra?

25 A. We usually order extra.

1 Q. Okay.

2 A. Yeah. Say there's five, we might get eight or ten or
3 something.

4 MR. RIGSBY: Okay. Okay, that's all.

5 DR. WOODS: Okay. First round's down.

6 (Laughter.)

7 MS. YODICE: Would you like to take a break?

8 MR. NGUYEN: Yeah, sure.

9 DR. WOODS: Okay. All right, then, we're going to take a
10 break, we're going to go off mike at 9:30 Pacific.

11 (Off the record at 9:30 a.m.)

12 (On the record at 9:41 a.m.)

13 DR. WOODS: Okay, we're back on the record at 09:41 Pacific.

14 BY MR. CRUZ:

15 Q. Okay, I'll start the questioning off. Just to remind you,
16 the information that we're looking for is around September of last
17 year. I know that things have changed since then, but if you can
18 recall the stuff from September of last year, that would help us
19 quite a bit. With this rivet replacement, I know it was opened in
20 September of last year, September 1st of last year. Did you get
21 involved from -- I know that there wasn't anything in the SAT with
22 regards to painting of the rivets. Are you familiar with that
23 particular portion of it?

24 A. I am not, because September 15th was my first day as a
25 manager.

1 Q. Okay.

2 A. Yeah.

3 Q. Okay, great. And you said at the time there were more -- you
4 had more structures people back then in September or no? How many
5 structures people did you -- that worked for you in September?

6 A. At that time I was in the factory here, so I had like 10
7 people under me.

8 Q. Okay. So 10 people, are all of them structures people?

9 A. Yeah, yeah, we're all structures here.

10 Q. Okay.

11 A. Actually, no, sorry. Four sealers and then the rest is
12 structures.

13 Q. Four, I'm sorry, sealers?

14 A. Four sealers.

15 Q. Sealers?

16 A. Yes.

17 Q. Okay. Four sealers. Do you recall the names of the
18 structures people that worked for you at the time?

19 A. Yeah, I mean, Michelle, [REDACTED], [REDACTED] (ph.) and -- I mean, most
20 of the guys are still here. William was working under me, and
21 [REDACTED] (ph.) was working under me.

22 Q. Okay. So who at Boeing did you talk to when you're given a
23 status of -- of jobs and what needs to be done, do you talk to
24 Boeing -- who?

25 A. Say --

1 Q. Who at Boeing do you talk to when you give status of where
2 you are in a particular job, an NCR or anything like that?

3 A. Whoever asks, basically.

4 Q. All right. Are you familiar with the LSCC people at --

5 A. I mean, not really. I just know that those guys are at the
6 barge, barges, right?

7 Q. Okay.

8 A. I think so, yes.

9 Q. Okay. Are you familiar with the SAT?

10 A. Yeah, the staffing status, I forgot the name of it, but yeah.

11 Q. Okay. And do you know who inputs information in the SAT?

12 A. That would be -- to me, I think it's the people at the barge.

13 Q. At the barge?

14 A. Yes.

15 Q. Okay. When you were here on the 18th, I believe you said you
16 were here on the 18th, do you recall seeing the left-hand mid-exit
17 door plug open?

18 A. I don't think so, because there was -- there was a stand up
19 there, but it wasn't open yet.

20 Q. It wasn't open yet. And do you know approximately what time
21 you came on the 18th?

22 A. I was here at 6 o'clock in the morning.

23 Q. Six o'clock in the morning?

24 A. When I walked out there, probably 6:45-ish and then it wasn't
25 -- it was only a stand, it wasn't open yet.

- 1 Q. Were you given the NCR to work at that time?
- 2 A. I found out about it, the NCR was on the 15th.
- 3 Q. Fifteenth.
- 4 A. Yes, the 15th of September is when I was contacted by a
- 5 Boeing manager, Phally Meas or whatever his name is.
- 6 Q. Okay.
- 7 A. Yeah. He kept asking me how come there wasn't work yet, so I
- 8 sent him a picture because the airplane sitting right over here --
- 9 Q. Yeah.
- 10 A. So I was walking through the cafeteria and I sent him a
- 11 picture, the reason why is the door was not open. That's why
- 12 there wasn't work yet.
- 13 Q. And what does Phally Meas do, who is he a manager of?
- 14 A. I believe he's Flow Day 5 and 6 manager.
- 15 Q. Okay. So he was the one looking over and seeing what was
- 16 still open on the airplane; called you on the 15th, you said?
- 17 A. Texted me on the 15th.
- 18 Q. Texted you on the 15th.
- 19 A. Yeah.
- 20 Q. And then what did you say to him on the 15th --
- 21 A. I told him it's -- we can work it, yes, but we need the door
- 22 opened.
- 23 Q. Okay. And then what happened after that?
- 24 A. The 16th, I believe, he texted me again --
- 25 Q. Okay.

1 A. -- asking how come there wasn't work and then I said the door
2 is still not open.

3 Q. Okay. And then did he tell you that he would have the door
4 opened or --

5 A. He said he would get somebody on it, yes.

6 Q. Okay. And was that on first shift, second shift, third
7 shift?

8 A. I believe it was like in between because I think the smaller
9 guy is the second shift person.

10 Q. Okay.

11 A. So it was like around noon-ish, 1:00-ish.

12 Q. Okay.

13 A. If I remember right.

14 Q. I recall you said that you guys only typically work first
15 shift, you don't --

16 A. At that time there was a second shift, we had second shift
17 mechanics.

18 Q. Okay. And who was overseeing those mechanics since you only
19 worked first shift, right? Is there another manager similar to
20 you?

21 A. They would -- no, there's no manager.

22 Q. Okay. So you would basically give the mechanics instructions
23 and they would finish it off. When they signed it off, did they
24 let you, as the manager, know that they finished it off or how
25 does that work?

1 A. At the end of the night when they would leave, they will send
2 us a turnover, basically, send us a tie-in of what they completed
3 or what's still in working. Yes.

4 Q. Okay. Do your mechanics -- when you need access to something
5 on the airplane, do Spirit mechanics access it themselves or do
6 they ask Boeing to access it for them?

7 A. They usually let us know, let us Spirit managers know, and
8 then we call the Boeing manager.

9 Q. Okay, but they're not allowed to open any doors or anything
10 like that?

11 A. I tell them not to, yeah, I let them know not to touch it,
12 not to touch -- if it's a Boeing installation, we don't -- we
13 don't touch it. Basically, that's what I tell them.

14 MR. CRUZ: Okay. I think that's it for me for now.

15 DR. WOODS: Nils.

16 MR. JOHNSON: I have no further questions.

17 BY DR. WOODS:

18 Q. Okay. I'm going to take you off in a slightly different
19 direction, talking about just kind of like the environment as a
20 whole. Particularly again, going back to this interplay between
21 Strom and Spirit and Boeing. If I say the words safety management
22 system, what does that mean to you?

23 A. Safety, I mean. Safety, you know, like being safe.

24 Q. Okay, give me an example of being safe.

25 A. Just wearing your safety glasses or stuff.

1 Q. Okay. Have you ever been trained or have you ever had any
2 online or in-residence courses on anything to do with safety
3 management systems?

4 A. If I had -- I'm pretty sure, but it's just been a while, I
5 don't remember, but I'm pretty sure when we first started back in
6 2018, I'm pretty sure they put us through that, through the online
7 course and everything.

8 Q. And so who would've been "they"?

9 A. Like when I went to Wichita for Spirit training.

10 Q. Okay, so it was Spirit who did that.

11 A. Um-hum.

12 Q. So there's nothing recurrent?

13 A. Not that I -- not with the safety management system, no.

14 Q. Okay. What about the words safety culture?

15 A. The same thing, just being safe, right? I mean --

16 Q. Okay. If you did have any sort of safety concern for you or
17 your mechanics, who are you taking that to?

18 A. Just whoever's in charge of the airplane or like the manager
19 or something or -- yeah, like that. Or the lead, if we see
20 something unsafe, we would let them know.

21 Q. Has that ever happened before, to you?

22 A. No.

23 Q. No.

24 A. I mean, not really. There was one time where the light came
25 on because it was too windy and we were working off a lift, that

1 was about it, and I said hey, we're not working this until, you
2 know, the wind stops or the wind died down or something. It would
3 have like light indicators and stuff for us to work it or not.

4 Q. And do you feel comfortable doing that, saying hey, I'm not
5 going to?

6 A. Yeah.

7 Q. Um-hum.

8 A. Sure.

9 Q. Have you ever had pushback in the past if you said that?

10 A. No. If the light is on, like the amber light --

11 Q. Um-hum.

12 A. -- that they have, if the light is on we're not -- I mean,
13 we're not supposed to be working out there.

14 Q. And that's just one example, but I'm -- I'm talking about
15 multiple different things. Do you feel comfortable saying no if
16 you feel it's warranted?

17 A. Oh, yeah.

18 Q. Are you familiar at all with Boeing's feedback system?

19 A. No.

20 Q. Okay.

21 A. Boeing feedback. That's the first time I ever heard of it,
22 so --

23 Q. That's fine. If you had like a bright idea, you're sitting
24 there and you're going "you know what, this would make this
25 better," how would you go about letting somebody know about your

1 bright idea?

2 A. I would talk to whoever -- like, if I'm working on that
3 specific airplane, I would just go talk to the lead or whoever's
4 on that airplane --

5 Q. Um-hum.

6 A. -- and say hey, we could do this better or something.

7 Q. Okay, okay. If I were a person on the street saying you know
8 what, I'm looking for a job, I think I want to come to do what you
9 do, what would you tell them, what would you tell me life is like
10 working here?

11 A. It's a fun job, I mean, I love what I do, working in aviation
12 and everything here.

13 Q. Um-hum. What would you tell them the environment here is
14 like?

15 A. It could be push, push, push, push, but other than that, it's
16 good work.

17 Q. Um-hum.

18 A. The time goes by a lot faster, so yes.

19 DR. WOODS: Okay. I have a couple final questions I'm going
20 to ask at the very end, but for now I'm going to pass it on to
21 Bjorn.

22 BY MR. ANDERSON:

23 Q. Hey, Tran, earlier you were saying that right around
24 September you had 10 mechanics working under you and now you have
25 two. Do you know what the reason for the reduction is, is it a

1 seasonal thing or is anything other associated with that?

2 A. The reason why is when I came in September, I wasn't here in
3 the factory and there was more mechanics, more airplanes, because
4 in Seattle there was not many jobs, not that many airplanes out
5 there, that's why we only have two.

6 Q. And that team size here in -- at the Boeing facility, is that
7 a typical size?

8 A. Yeah.

9 Q. Okay.

10 A. Yeah, because there's a lot more airplanes here to work
11 rather than at the delivery center in Seattle.

12 Q. Okay.

13 A. Yeah.

14 Q. And then to follow up, John was asking a question about
15 access for different programs, different -- like the SAT, not
16 having access to that. How are you informed about the information
17 that's on that, who informs you?

18 A. I would either get like a Boeing manager or something, would
19 get an e-mail asking about the status of this, the status of that,
20 that's how they would let me know, or they would call me or text
21 me.

22 Q. And it's mostly cell phone text message, phone call?

23 A. Yeah. Um-hum.

24 Q. Okay. And then at Alaska, we have something that's called
25 like a safety stop or a safety pause. Do you feel that you have

1 any of that empowerment here at Boeing with the push, push, push
2 that can be present or feel? Who would you reach out if you
3 really want to just say hey, we got to stop the operation just for
4 a minute?

5 A. That would be -- yeah, that would go back to whoever's in
6 charge of the airplane or the manager that's in charge of the area
7 of where the safety issue would occur, I would let them know hey,
8 we got to stop real quick, you know.

9 Q. Um-hum.

10 A. Yeah.

11 MR. ANDERSON: Okay. I think that's all I have.

12 DR. WOODS: Troy.

13 BY MR. LEVANEN:

14 Q. Okay, I was going to ask a couple follow-ons to the timeline
15 you talked about. On the 16th, so the 15th and the 16th, I had
16 that you told Phally that that door needed to be open.

17 A. Yeah.

18 Q. And then somebody had asked, on the 18th in the morning, the
19 door still -- the door still wasn't open, is that how you said it?

20 A. Yes. It wasn't open but there was a stand pushed up to the
21 door.

22 Q. A stand, okay. And then on the 17th, was there the same
23 dialogue as the 15th and 16th?

24 A. I believe so, yes. It still wasn't open and there was no
25 stand at the door.

1 Q. No stand. And then -- okay, so just in my head, so you
2 would've went home on the 18th with still no progress, right --

3 A. Yeah.

4 Q. -- because there were still -- so then on the 19th, then,
5 when you came in then, it changed.

6 A. I believe that was when the door opened, yes. It was open.

7 Q. When you came in, you think the door was open when you came
8 in that day and then it was --

9 A. When I came in, it wasn't open. I believe it opened probably
10 like two or three hours after into our shift.

11 Q. On the 19th?

12 A. Yeah.

13 Q. Okay. And then jumping to when -- then you talked about the
14 turnover they did at the time between second shift and then the
15 layover night to the first shift, is that -- can you describe that
16 turnover a little bit, like is it electronic or paper?

17 A. It's usually through text message, it's all of the Spirit
18 management and like the mechanic will be like hey, this -- this
19 line number, for example, like 8506 or something, and then this
20 job, they would list the job number and they would say complete or
21 -- it would say either complete or waiting on QA or waiting on
22 this, waiting on that, waiting on fasteners or waiting on this,
23 waiting on that, just whatever they did for that night.

24 Q. And it's a group text?

25 A. Yes, it would be a group text.

1 Q. Is it the same group text all the time or do they have to put
2 in like individual names to --

3 A. It's usually the same text.

4 Q. That would be rolling for a while, then, like months or --

5 A. Yeah, during that second shift, during the time when we had a
6 second shift, yes.

7 Q. That was the turnover process?

8 A. Yeah.

9 Q. Okay. And then I had kind of keyed on that operational
10 pressure aspect, too, just you said push, push, push and different
11 ways to word it, I guess, but when I think about Day 19 and a
12 typical build is nine days or 10, call it 10 if it's outside on
13 the tenth day, from what we've seen, and it's Day 19, do you feel
14 additional pressure at that time? Do you feel like it was like
15 you were being pushed even a little more than normal, like this
16 thing's here double as long as it should be or anything like that?

17 A. I mean, are you talking about on that airplane?

18 Q. Yeah, that specific one.

19 A. So not really, because when they say hey, I need you to work
20 this job, we can't work it until those rivets are in the frame,
21 right? So we can't work it until the door is actually open. So
22 until they open it, we can't work it, you know what I mean?

23 Q. So you didn't feel any undue pressure because your position
24 was hey, when you give me access, I'll -- is that kind of --

25 A. Yes, basically, because we've been telling them the past

1 three days, "Hey, what's going on?" Like, you know, they keep
2 asking us hey, we need this job done, but we can't, we can't
3 continue unless you get it open, we get access for it, so --

4 Q. Okay.

5 A. Yeah.

6 MR. LEVANEN: All right, I think that's good for me. Thank
7 you.

8 DR. WOODS: Dan.

9 BY MR. MARCOTTE:

10 Q. So you came in on what, you said 2018?

11 A. Yeah, with Spirit. Yeah.

12 Q. With Spirit, yeah. So you're within Boeing, basically
13 working within Boeing since around 2018. Have you ever felt
14 pressured, you know, has -- so either it's when you're actually
15 more like touch labor working on the planes when you first came in
16 through now, you know, and there can be pressure in a production
17 environment or the airline.

18 A. Yeah. Yeah, both.

19 Q. But do you ever feel where it was you had so much pressure
20 that it, you know, would impact the ability of your guys, you or
21 your guys, to do the job right or anybody asking you to --

22 A. I mean, we can only do what we can do.

23 Q. Right.

24 A. Yeah. Like if we have no fasteners, no nothing, we just --
25 hey, I need these.

1 Q. Yeah.

2 A. I need those, yeah.

3 Q. Because as I said, the nature of aviation is there's some
4 pressure, but we don't want to get it to the point where people
5 are taking shortcuts or they feel they have to --

6 A. Um-hum.

7 Q. -- you know, they're going too fast.

8 A. Yeah.

9 Q. You want them to do it right. The other thing was you took a
10 picture, was it the door, the plug, closed with the stand up
11 against it?

12 A. Yes.

13 Q. Do you still have that?

14 A. Yes.

15 MR. MARCOTTE: Could we get that just to see if there's a
16 time stamp or other information to help the timeline?

17 MR. CRUZ: Yeah. We can get a copy of that.

18 MR. MARCOTTE: I don't know --

19 DR. WOODS: If there are any requests after this for anything
20 you might need, by all means, just go through me.

21 MR. CRUZ: Okay.

22 DR. WOODS: Ask for anything and we'll do our best --

23 MR. MARCOTTE: Yeah.

24 DR. WOODS: -- to get whatever we can.

25 MR. CRUZ: Okay.

1 MR. MARCOTTE: Great. Yeah, we're building a timeline, so it
2 might be another thing that helps us with the timeline and that's
3 all.

4 DR. WOODS: Certainly.

5 MR. CRUZ: So that's a different picture than what you --

6 MR. MARCOTTE: That was -- yeah, that was a different
7 picture.

8 MR. CRUZ: Okay.

9 MR. MARCOTTE: I think, but until we --

10 MR. CRUZ: Yeah, okay.

11 MR. MARCOTTE: We have to see it.

12 DR. WOODS: Yeah, I don't know if it's a different picture.

13 MR. MARCOTTE: Yeah.

14 MR. CRUZ: Yeah, yeah.

15 MR. MARCOTTE: Yeah.

16 MR. CRUZ: No, no, we have a picture of something --

17 (Crosstalk.)

18 MR. CRUZ: -- but I just -- I didn't know that there was
19 another one.

20 MR. MARCOTTE: I don't -- I don't know.

21 MR. CRUZ: Okay.

22 MR. MARCOTTE: That's it for me, thank you.

23 DR. WOODS: Thank you. John.

24 BY MR. PETRUZZELLI:

25 Q. You commented towards the end of your (indiscernible), but --

1 MR. CRUZ: Speak louder, please.

2 BY MR. PETRUZZELLI:

3 Q. You mentioned that if it's a Boeing installation, you do not
4 touch it or have your people not touch it?

5 A. Yeah.

6 Q. Can you talk a little bit more about that, specifically, if
7 it's a Spirit installation?

8 A. We would fix it, obviously, that's why -- that's why we're
9 here, but if it's -- say it's like a blanket closing up our area,
10 we -- we don't -- us, Spirit, who works for Spirit, we don't, we
11 let Boeing write the removals, we let Boeing remove it so we can
12 get to our area and then they would -- when we're done, we would
13 let them know hey, we're done, then they would get back on there
14 and close it back up for us.

15 Q. So regarding removals in CMES, you have access to CMES?

16 A. We do have access to CMES.

17 Q. Is it true, then, that you have the ability to generate the
18 removal?

19 A. We can, but we were taught not to.

20 Q. By?

21 A. By Boeing management. We would go to the leads and let them
22 -- either the lead of the airplane or the barge and let them --
23 hey, I need -- I need a removal for this.

24 Q. Has that been the -- for you guys to not write a removal, has
25 that been the process since you've been here?

1 A. Yeah.

2 MR. PETRUZZELLI: Okay, that's all I have. Thank you.

3 MR. RESOR: My questions were answered earlier, so I have no
4 further questions.

5 DR. WOODS: Okay.

6 BY MR. RIGSBY:

7 Q. Just a couple, Tran. Are you familiar with the term short
8 stamp?

9 A. Yes.

10 Q. What does that mean?

11 A. Say an operation -- so to me, this is what it is. Say an
12 operation needs -- you're halfway through the operation, so we
13 would short stamp it where we left off, basically.

14 Q. Okay. Also, your Boeing QA people, is it always the same
15 people you go to?

16 A. No.

17 Q. Or do you just put in a request that you need something?

18 A. For me, out in Seattle, it's whoever's assigned to that stall
19 for that day, because they switch all the time.

20 Q. Okay. And do Spirit employees have an actual stamp that they
21 mark paperwork with?

22 A. Like a hard stamp?

23 Q. Right.

24 A. We do not. It's all through CMES.

25 MR. RIGSBY: It's all through CMES, okay. I think that's it,

1 thank you.

2 DR. WOODS: Okay. All right.

3 MR. CRUZ: I have one more thing.

4 DR. WOODS: Alibis, go ahead. That's what I was going to ask
5 next.

6 BY MR. CRUZ:

7 Q. Do you know who opened the door?

8 A. I do not.

9 Q. Have you heard anybody else or have any conversation
10 regarding opening that door?

11 A. No. It was only with Phally to get it open, but I didn't,
12 no.

13 Q. You weren't told who potentially could've opened that door?

14 A. Uh-uh.

15 MR. CRUZ: That's all I have.

16 DR. WOODS: Okay. Any other alibis from around the table?

17 MR. LEVANEN: Well, I was going to ask if he knew who closed
18 the door because, back to the [REDACTED] operation can't be signed off
19 until it's completely closed out, but maybe you already answered
20 that.

21 MR. NGUYEN: I don't know who closed the door.

22 MR. LEVANEN: Okay, thank you.

23 DR. WOODS: Anyone else?

24 (No response.)

25 BY DR. WOODS:

1 Q. Seeing and hearing none, so I always have two wild card
2 questions I end with and they're a little unorthodox, but bear
3 with me. The first is if you were king for a day, you had a crown
4 and you had a magic wand, you could do anything you want to make
5 your life and your position as a manager easier here, what would
6 you do?

7 A. I mean, that's kind of an oddball question, but I don't -- I
8 honestly don't know, I mean, I love what I do and I love my job
9 and everything, so --

10 Q. Is there anything that you've noted you know what, just this
11 one thing, if they tweaked it, it would be perfect? Nothing has
12 ever occurred to you?

13 A. No.

14 Q. Okay.

15 A. No. Yeah, I love what I do here, yeah.

16 Q. All right, okay. And the next one is you had some time to
17 think about this, you knew we were coming and is there anything
18 that we did not ask you that you thought for sure oh, man, they're
19 going to ask me that as soon as I get there?

20 A. No.

21 Q. Okay.

22 A. You covered everything.

23 DR. WOODS: Okay. All right. And then given that this is
24 still an open investigation, do you have any questions for us?

25 MR. NGUYEN: I do not.

1 DR. WOODS: Okay, all right. Last chance, alibis?

2 (No response.)

3 DR. WOODS: All right. Seeing none, we are going to go off
4 the record at 10:05 Pacific.

5 (Whereupon, at 10:05 a.m., the interview concluded.)

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: ALASKA AIRLINES BOEING 737-9 MAX
IN-FLIGHT STRUCTURE FAILURE
NEAR PORTLAND, OREGON
ON JANUARY 5, 2024
Interview of Tran Nguyen

ACCIDENT NO.: DCA24MA063

PLACE: Renton, Washington

DATE: March 4, 2024

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.

David A. Martini
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of:

*

*

ALASKA AIRLINES BOEING 737-9

*

MAX IN-FLIGHT STRUCTURE

*

Accident No.: DCA24MA063

FAILURE NEAR PORTLAND, OREGON

*

ON JANUARY 5, 2024

*

*

* * * * *

Interview of: AARON M. SIMMONS, Structures Mechanic
Aerotek Aviation, LLC

Seattle, Washington

Monday,
March 4, 2024

APPEARANCES:

POCHOLO CRUZ, Lead Investigator
National Transportation Safety Board

SABRINA WOODS, Aviation Human Performance Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

BJORN ANDERSON, Captain
Alaska Airlines
Representing the Air Line Pilots Association

TROY LEVANEN, Director, Maintenance and Engineering
Safety
Alaska Air Group

DAN MARCOTTE, Senior Manager, Air Safety Investigations
Boeing

JOHN PETRUZZELLI
Representing the International Association of Machinists
and Aerospace Workers

ROBERT RESER
Spirit AeroSystems

I N D E X

<u>ITEM</u>	<u>PAGE</u>
Interview of Aaron M. Simmons:	
By Mr. Cruz	7
By Mr. Johnson	14
By Mr. Rigsby	15
By Mr. Reser	16
By Mr. Petruzzelli	16
By Mr. Levanen	17
By Mr. Anderson	19
By Dr. Woods	20
By Mr. Cruz	26
By Mr. Rigsby	28
By Mr. Reser	30
By Mr. Marcotte	31
By Mr. Levanen	31
By Dr. Woods	32
By Mr. Cruz	33
By Dr. Woods	34

I N T E R V I E W

(1:56 p.m.)

DR. WOODS: Okay, it's March 4th, 2024 and the time is 1:56 Pacific. Hi Aaron, again, my name is Dr. Sabrina Woods, I am a human performance investigator for the National Transportation Safety Board. I'm here with Pocholo Cruz to my right, both of us are leading the manufacturing and human performance working group for accident investigation number Delta-Charlie-Alpha-2-4-Mike-Alpha-0-6-3, this is involving an Alaska Airlines flight, 1282. The NTSB is congressionally mandated for determining probable cause in transportation accidents and for promoting transportation safety, essentially. The NTSB is not a part of the Department of Transportation and we're not part of the FAA, we have no regulatory or enforcement powers whatsoever.

Essentially, I'm going to go around the room and I'm going to have each of the party members that are attached to this investigation introduce themselves. Again, part of the process is that we do have other subject matter experts out there who contribute to the case. So with that, I'm going to start with Pocholo.

MR. CRUZ: Hi, I'm Pocholo Cruz. I'm just like Sabrina, the group lead for this particular group. I've worked for the Board for about 20 years, I have a structures and maintenance background.

MR. JOHNSON: Nils Johnson, National Transportation Safety

1 Board, I'm a maintenance investigator and about 30 years in
2 maintenance and aviation.

3 MR. RIGSBY: Hi, I'm Matt Rigsby with the FAA's Office of
4 Accident Investigation, I solely work on the safety end of it. I
5 have no enforcement authority here or anything like that, so don't
6 worry about the FAA scaring you. I've been in the aviation
7 industry about 30 years.

8 MR. RESER: Robert Reser, I'm with Spirit AeroSystems, I have
9 27 years in the aviation industry.

10 MR. PETRUZZELLI: I'm John Petruzzelli, I am here
11 representing the International Association of Machinists, a union.
12 I also worked for Boeing about 25, 26 years in maintenance.

13 MR. MARCOTTE: I'm Dan Marcotte, I'm an air safety
14 investigator stationed in Southern California.

15 MR. LEVANEN: Troy Levanen, I work for Alaska Airlines and
16 I'm the director for maintenance and engineering safety and I'm
17 helping with the investigation, and I've been at the airline for
18 about 34 years.

19 MR. ANDERSON: I'm Bjorn Anderson, I'm a captain for Alaska
20 Airlines and I've got about 30 years of aviation maintenance
21 background, and I'm here representing the Air Line Pilots
22 Association.

23 DR. WOODS: Okay. So with that, Aaron, that's all the people
24 here that are going to be asking questions at any given time.
25 Just to reiterate, we do use a digital recorder. After the

1 interview, we will send that recording out for professional
2 transcription and the party members will all have an opportunity
3 to review it, edit it for any sort of typographical errors. We do
4 not edit for content. Again, the purpose of the investigation is
5 to determine probable cause and also to prevent reoccurrence,
6 right, we want to make sure that things like this don't happen
7 again. Our role is not to assign fault, it's not what we do,
8 we're here simply for you.

9 Because you're a subject matter expertise on your -- expert
10 on your process, it's for you to help inform us as to what your
11 process is, again, with that goal of preventing future accidents.
12 Having said that, we can't offer or guarantee any sort of
13 confidentiality or immunity. This transcription will go forward,
14 it will become a matter of public record.

15 Each of the group members here will have a chance to ask
16 questions. We will ask questions one at a time, we don't have
17 like everybody gang up on you, that's not the way the process
18 works, and everyone knows that they're instructed to kind of
19 essentially wait their turn and they can ask follow-up questions
20 if need be.

21 With that, if you don't understand a question, please ask,
22 let us know, we'll clarify, we'll do our best to do that.
23 Likewise, we'll do the same. If at any time you feel like you
24 misspoke or feel like "you know what, that question you asked" --
25 feel free, just go "you know what, I'd like to go back to this

1 question that was asked previously and clarify," if you feel you
2 need to do so. And if at any time you feel you need to take a
3 break, also let us know, we'll go off record, we'll make that
4 happen. You are entitled to have one person of your choosing with
5 you to support you in this process, I see you don't have anybody
6 with you, okay, is that the case? So you are -- you're declining
7 that?

8 MR. SIMMONS: Yes.

9 DR. WOODS: Okay, no problem. So with that, we're going to
10 get going. I'm going to start to my right with Pocholo.

11 INTERVIEW OF AARON M. SIMMONS

12 BY MR. CRUZ:

13 Q. For the record, could you state your name and spell it,
14 please?

15 A. Aaron Michael Simmons.

16 A-a-r-o-n M-i-c-h-a-e-l S-i-m-m-o-n-s.

17 Q. Okay. And what is your position?

18 A. Right now, I'm currently a mechanic.

19 Q. A mechanic, okay. And what company do you work for?

20 A. For Aerotek Aviation. And then they work with Spirit.

21 Q. Okay. And how long have you been with Aerotek?

22 A. Since 2021.

23 Q. And can you give us, I guess, your professional background as
24 a mechanic?

25 A. I started working for Cessna Aircraft in Wichita, Kansas back

1 in 2005 as a mechanic, as a sheet metal structures mechanic, and
2 there -- I was there for -- until 2009. I think on my statement I
3 had actually put 2005 to 2005, but it was 2009 when the economy
4 tanked.

5 Q. Okay.

6 A. So I've been crew chief there and while we were there, we had
7 to -- went through courses to be able to self-verify our work that
8 we had done on certain things, as long as it wasn't to do with the
9 -- certain functionality tests, that type of stuff.

10 Q. Okay.

11 A. And then Spirit AeroSystems and D-J Engineering as a CNC
12 machinist. So other than a CNC machinist, I've always been in
13 structures.

14 Q. Okay. And when did you -- Spirit AeroSystems and then --

15 A. I was at Spirit AeroSystems and back to Textron Aviation,
16 which used to be Cessna Aircraft, and then it was back to Spirit
17 AeroSystems after that and then I moved out to Washington and then
18 COVID hit and then that's when I started with Aerotek.

19 Q. Okay. All right. And as a structures mechanic, what are
20 your duties and responsibilities?

21 A. To follow prints and processes and planning, flag notes,
22 drawings, 3-D, blueprints, engineering requirements, and just
23 drilling holes and fixing the jobs that they put out for us to
24 fix.

25 Q. Okay. And what is your -- are you a full-time employee,

1 part-time employee, but -- full time? And what does that entail,
2 full time?

3 A. Eight hours Monday through Friday, typically, but we've been
4 working 10 hours to 12.

5 Q. Okay, what time do you typically start?

6 A. Six a.m.

7 Q. Six, so -- okay. Do you work second shift, too, or --

8 A. I had for a short stint, yes.

9 Q. Okay. On a typical day when you come in, what do you do?
10 Run me through a typical day for you.

11 A. We come in at 6 o'clock, we meet in the shop and we wait for
12 the Spirit supervisor to come down with the workload that we have
13 for the day and they assign it and then we go from there and put
14 it on the board, go out and see if we have access. If we do,
15 start looking at our planning to see what our first step is to
16 start accomplishing the work.

17 Q. Okay. And then once you have that package, what do you do
18 after that?

19 A. We find out if it's -- if we need the blueprint for it, if
20 it's flag notes, if it's going to be torque specs, if it's just a
21 fastener and what type of fastener, and what we need to do and
22 then if it's a hole check, then we sign it up for inspection to
23 come out and check it and verify that it's clean and that we can
24 install the fastener.

25 Q. Okay.

1 A. And then install the fastener and then they come and look at
2 it and sign it back up and send it out.

3 Q. Who is "they"?

4 A. Their inspection, Boeing inspection.

5 Q. Boeing inspectors, okay. Typically, who is -- who is your
6 supervisor?

7 A. Laurie Myers and Mike Ounaphom.

8 Q. Okay. And so are those the two persons that basically give
9 you the jobs or --

10 A. Yes.

11 Q. -- put the jobs out there?

12 A. Yeah.

13 Q. And when you have the jobs, are you there to basically look
14 for every manual that's needed for the job or is it given to you?

15 A. We go and get with the barge if we don't have it already, we
16 go and get with the Boeing barge to get the blueprints or the
17 specs that we need to complete that job.

18 Q. Okay, what about parts?

19 A. Parts are the same.

20 Q. So they're already -- they're already there for you?

21 A. They're already there or we figure out what it is that is
22 actually needed to perform the work and then they do the orders to
23 get the parts.

24 Q. Okay. So what type of training have you had with Spirit or
25 with Boeing? Well, Spirit, let's go with Spirit first.

1 A. Plate tests and blueprints and sealers training, gears,
2 (indiscernible) systems.

3 Q. Okay. Is that the Spirit side of things?

4 A. Yeah, that was -- here, itself, for Spirit, of the
5 contractor, it was just blueprint training, sheet metal training
6 and the seal training.

7 Q. Okay, what about Boeing?

8 A. Boeing, we have taken the plate tests for Boeing.

9 Q. You've taken -- I'm sorry?

10 A. Plate tests, sheet metal tests.

11 Q. Oh, just the plate tests?

12 A. Yes.

13 Q. What about access to their computer system or anything like
14 that?

15 A. Just the CMES, basically to stamp up the jobs. As far as we
16 know, to pull up our own prints or flag notes or anything like
17 that, we're not allowed to.

18 Q. Okay. So who works with you typically on a typical day, is
19 it another mechanic or --

20 A. Typically, yeah, unless it's a big job we're working.

21 Q. You're working alone.

22 A. Yes.

23 Q. Okay. And I guess do you recall this particular NCR with
24 regard to the left-hand door on 8789?

25 A. Yes.

1 Q. What's your involvement with this particular --

2 A. That time I was doing inspection.

3 Q. Okay.

4 A. So I verified that the holes were drilled out and clean and
5 round the fasteners that were removed. Measured them and gave
6 them the okay to install, they installed it, went back and checked
7 the fasteners to make sure that they were installed per the BAC
8 spec [REDACTED].

9 Q. Okay.

10 A. And then they put the -- they touched up the finish on them
11 and then went back and verified that they're done with the job.

12 Q. And who worked -- who did you work with?

13 A. That was Michelle Delgado.

14 Q. Okay, all right. And did you have -- previous to the time
15 that you worked at it, did you know anything about this particular
16 NCR prior to you getting involved?

17 A. No, because that NCR was started off of a -- I believe it was
18 origin (ph.) job, where they originally found the fasteners.

19 Q. Okay.

20 A. So yes, I was with that NCR from (indiscernible).

21 Q. You were with the NCR from the start?

22 A. Yeah, from that particular 1296 job, I believe it is.

23 Q. Okay. So were you assigned that job?

24 A. No, it was just the mechanic that's working the job at the
25 time, if you're in inspection, they go to the first available

1 inspector --

2 Q. Okay.

3 A. -- to go and work with (indiscernible).

4 Q. Okay, maybe I didn't hear you right. You started the job
5 when, on September 1st, when the first -- when the job came about
6 or no?

7 A. When the -- okay, so as an inspector, you're looking at
8 everybody, multiple different jobs --

9 Q. Sure.

10 A. -- and stuff, so you don't actually touch anything until the
11 mechanic brings it to you with an area for it --

12 Q. Okay.

13 A. -- and QA.

14 Q. I understand that. Okay. So when you got there and you were
15 talking to Michelle or Michelle asked for some help --

16 A. Yes.

17 Q. -- was the mid-exit door plug already open?

18 A. At that time, yes, it was.

19 Q. Would you happen to know when the door was opened?

20 A. No. No, I don't.

21 Q. After you basically give the buy-off for that, what happens
22 to the job? After you've bought it off from Michelle, what
23 happens next?

24 A. Then it goes to the Boeing QA to go back and go through and
25 they'll verify that it was completed per the NCR and they would

1 finalize it.

2 Q. Okay. Where's your sign-off at this point?

3 A. Mine would be the very -- I'm not quite sure which operation
4 it was on that particular NCR, but it would've been above the FOD
5 check.

6 Q. Above the FOD check.

7 A. Yeah. Like it would've been my -- or like an inspection
8 stamp for Spirit and then it would've been the FOD check and then
9 it would've been mine and for the Spirit mechanic, as well, she
10 would've just (indiscernible).

11 Q. Okay. After you finished the job, what did you do?

12 A. Just stamped it off and then it was back to the mechanic to
13 go and give it to the Boeing QA to finalize.

14 Q. And what time do you think that was about, do you recall?

15 A. I don't recall.

16 MR. CRUZ: Okay. Nils.

17 BY MR. JOHNSON:

18 Q. Hi. So do you remember, did you work this airplane two days
19 or just one?

20 A. I'm not a hundred percent sure, it was going back and forth
21 for a little while.

22 Q. But I believe on September 18th I see a sign-off in CMES on
23 the NC, nonconformance, it shows supplier quality, would that have
24 been you that signed that off?

25 A. Yes.

1 Q. Okay, because I see one on the 18th and then I see one again
2 on the 19th, so that's what I was trying to understand.
3 Apparently they had to order rivets, they didn't have the rivets
4 in stock, so it looks like you said the holes were clean and round
5 on the 18th and then I see again, after the fasteners are
6 installed, another supplier sign-off, is that you, as well?
7 A. That (indiscernible).
8 Q. Okay. And you don't remember when you departed the airplane
9 on either day?
10 A. No.
11 MR. JOHNSON: All right, I'm good.
12 DR. WOODS: Okay. Matt.
13 BY MR. RIGSBY:
14 Q. Aaron, I missed something you said. Are you an A&P mechanic?
15 A. No, I'm not.
16 Q. And your job is a structures mechanic, but then QA
17 inspection?
18 A. For a short time.
19 Q. Okay. During this --
20 A. Yeah, during that incident.
21 Q. Okay. When you first came up to the aircraft, you said the
22 door was already open?
23 A. Yes.
24 Q. Did you see the door closed?
25 A. Only in the -- so as the first step when I would go to look

1 at a job, I'd always pull up the NCR and go through and make sure
2 I understand what information they're asking for, for the
3 operation, and go through the attachments and in the attachments
4 are the pictures of it, we first discovered the door was closed.
5 So when I got to the aircraft to verify the holes, it was already
6 open.

7 Q. Did you see hardware laid around, bolts, nuts?

8 A. No.

9 MR. RIGSBY: Okay. I think that's it for me.

10 DR. WOODS: Okay. Robert.

11 BY MR. RESER:

12 Q. Just to clarify one thing, you talked a little bit earlier,
13 you were an inspector at the time of the plug door?

14 A. Yes.

15 Q. But since then, you are now transitioned over to a --

16 A. Back to a mechanic, yes.

17 Q. Okay. That's the clarity I was looking for, I had a little
18 disconnect.

19 A. Okay.

20 MR. RESER: Thank you. That's all I have.

21 DR. WOODS: John.

22 MR. PETRUZZELLI: You stole my thunder.

23 (Laughter.)

24 BY MR. PETRUZZELLI:

25 Q. Yeah, I was going to ask the same. So how long were you an

1 inspector?

2 A. I was an inspector from approximately August until January of
3 this year.

4 Q. So what happened in January?

5 A. Boeing decided to use their own inspection from start to
6 finish. So I took the plate tests to qualify so I can insert
7 that.

8 DR. WOODS: That's it, then?

9 MR. PETRUZZELLI: That's it.

10 DR. WOODS: Okay. Troy.

11 BY MR. LEVANEN:

12 Q. Yeah, you said you work for Aerotek?

13 A. Yes.

14 Q. So is that -- I swear, back when I was running the heavy
15 maintenance side, I had -- Aerotek was a contractor, they've been
16 around for a while, huh?

17 A. Yes.

18 Q. Yeah, I had like -- I had half of my two services and that
19 was one of them, but with that said, are there many other people
20 here that work for -- as Spirit contractors that work for Aerotek?

21 A. I believe I'm the only one as of right now.

22 Q. Okay. And then you talked about your shift work being -- it
23 sounds like Monday through Friday, eight-hour days, but then
24 you're -- you're working, you said, tens and twelves, what about
25 weekends and -- what about weekends?

1 A. As work flow, so as of the past weekend, yeah, I have worked
2 on weekends.

3 Q. Did you? Would you prefer to do that or would you prefer to
4 just work Monday through Friday? I mean, is that kind of your
5 choice, your preference, to try to go for the extra overtime or
6 would you prefer to -- or is it just because you feel like you
7 have to?

8 A. It's more of a workload, so it's just as the jobs come open
9 so that the line is not -- somebody's not being held up while I'm
10 trying to work the rework. And so a lot of it is they have to
11 remove stuff, write removals and remove stuff for us to be able --
12 Spirit to be able to go in there and work it as far as
13 contractors. Just kind of try to do it so not everybody is having
14 to do that, so we try to get it done before anything else gets
15 installed.

16 Q. Um-hum. And then I think John might've been going to ask
17 this, but I was going to ask how do you -- how do you feel like
18 your interaction is with the Boeing technicians on the floor, as
19 far as especially maybe even your times when you were an
20 inspector, is that -- is that pretty amicable or how does it work
21 for you?

22 A. Well, if you have questions, they're very -- pretty much very
23 helpful on it, you know, they answer it for you or if they don't
24 particularly have the answer, they know. It's a very good
25 cooperative team on it. So if they have questions for us about

1 certain things and we're able to answer it or the previous build
2 stuff coming out of Wichita, so it's really good. Pretty good
3 communication.

4 MR. LEVANEN: Okay. I think that's all I have, thank you.

5 DR. WOODS: Okay. Bjorn.

6 BY MR. ANDERSON:

7 Q. Thanks for coming in. You mentioned that once the jobs are
8 assigned to the mechanic, you guys will -- it will go on the board
9 and is that the Spirit access board you're talking about?

10 A. Yeah, it's the board in the shop that they're able to verify
11 what plane we're on, which jobs we're working at the particular
12 time.

13 Q. Um-hum.

14 A. And when they get sold.

15 Q. Are the mechanics entering that or is that a -- is that the
16 manager function?

17 A. It's more of a manager's function, just kind of -- so they
18 can kind of -- they know where we're at if they need us and where
19 we're working so they can keep track.

20 Q. Is that a platform that the mechanics can access and put
21 information in?

22 A. The only information is just like the date, time, our name
23 and then the job that we're working. And then once it's
24 completed, we type completed and just -- so basically, since we're
25 kind of all over working multiple different jobs, like in a day,

1 the ones they complete and start another, they can kind of keep
2 track of where we're at so they can -- when they have to go to
3 their meetings, they have that accessibility just to visually see
4 it and be like okay, this is where we got to, we're not going to
5 be able to complete this one today, it will be tomorrow.

6 MR. ANDERSON: That's all I have.

7 BY DR. WOODS:

8 Q. Okay. If you find yourself needing help or needing
9 something, there's an issue with a job that you're trying to
10 tackle, who are you going to with that information?

11 A. I would go to, first off, my -- try to find like maybe an
12 employee that I know who has worked that before and then seek
13 their input on it and then if there's like a -- if it's a drawing
14 or a spec issue, I would go to the barge or Boeing QA and then
15 they can -- they can help us navigate that to get the information.
16 And then if we're not able to find somebody, then we would take it
17 to our supervisor, Mike or Laurie, they would reach out and find
18 the answers for us.

19 Q. Okay. When that happens, do you -- how soon is it typically
20 resolved?

21 A. If it's a -- if it's -- it's kind of a different time frame
22 for different situations. So it would be like sometimes Boeing
23 doesn't always have the access to a Spirit print and that
24 particular thing you're on may be a Spirit-related blueprint that
25 you need for that information. So then I believe that they would

1 reach out to Spirit and then usually within a day, typically, and
2 then most of the time it's within 20, 30 minutes you're going to
3 have your answer.

4 Q. Okay. Let's say it's a longer delay, like they're going to
5 have to research some blueprints, they're going to have to source
6 more parts or whatever, how do you manage that?

7 A. We would put it on the board saying that we're -- the reason
8 why we're being held up, so if it's a blueprint, a hold for prints
9 from Spirit or a hold for a verification from Boeing of what
10 exactly is being asked or while we're even doing that, it would go
11 into -- it would just get put on that board and you'd hold it and
12 it would stay there until you got your answers and then you'd go
13 back to it (indiscernible).

14 Q. So would you be the person that's expected to go back to it
15 or would somebody else --

16 A. Not always.

17 Q. -- depending on who's available?

18 A. It just depends on where you're at, but you always go and ask
19 the person that was on that last and we'd go over the NCR or the
20 pickup that you're working to and verify where they're at.

21 Q. Okay. Do you ever get feedback on the jobs you've done?

22 A. Yes. We get feedback (indiscernible).

23 Q. From who?

24 A. It would be like Boeing QA or Boeing supervisors, like hey,
25 that -- that was done and we were able to move on, thank you, or

1 didn't quite like the way that the finish looked, you guys go back
2 and touch it up.

3 Q. Um-hum. Is that usually direct or does it come through your
4 manager, how does that work?

5 A. It's usually through the manager.

6 Q. What about if you have feedback, if you want to point out
7 something that you see that's reoccurring or if there's a concern
8 you might have, how would you approach handling that?

9 A. Typically, you're going to go through -- you would go through
10 your supervisor. If there was a situation like that where you
11 felt like there was something that you didn't quite like, it would
12 go through your supervisor and then they would go to the
13 appropriate team that would be available, I guess,
14 (indiscernible).

15 Q. Have you ever had to do that?

16 A. No.

17 Q. Okay. Do you have confidence that if you had to do that, you
18 would be listened to?

19 A. Yeah.

20 Q. Do you ever find yourself in the position of giving feedback
21 or assessments or concerns directly to Boeing employees?

22 A. No.

23 Q. So I guess to packet what you're saying, you're pretty much
24 going to go through your manager.

25 A. Yes.

1 Q. Okay. Has Boeing ever offered you any sort of outlet or
2 resource to be able to give feedback directly?

3 A. They did have a stand-down meeting to where we could --
4 everybody had a chance to voice their opinions and concerns.

5 Q. So you said "did," past tense, but was this a one-time thing
6 or is it recurrent?

7 A. Since I've been here.

8 Q. Okay. About --

9 A. I believe that Boeing, themselves, have their kind of one
10 that they do pretty regularly, but that was with Spirit, you know.

11 Q. When was that?

12 A. It was early January.

13 Q. Okay.

14 A. Oh, maybe mid, mid-January area.

15 Q. In reference to the incident we're talking about, was it
16 before or after?

17 A. After.

18 Q. Okay. And if I say the words to you, safety management
19 system, what does that mean to you?

20 A. I'm not sure.

21 Q. Okay.

22 A. Sorry.

23 Q. That's all right. "I don't know" is a perfectly acceptable
24 answer. What about safety culture?

25 A. Safety culture. Okay, so you do what's right the first time

1 that you're asked per the requirements that they have and so
2 forth.

3 Q. Um-hum. Have you ever received any sort of training in
4 safety culture?

5 A. Not from here.

6 Q. And by here, you mean --

7 A. Since I've been here.

8 Q. At Boeing?

9 A. Yes.

10 Q. Okay. Okay. Good. Oh, I do have one more question. So if
11 I was a person, mechanic on the street looking for a job and I
12 came up to you and said Aaron, what's life like working here for
13 Boeing, what would you have to say?

14 A. It's good, I like it. I like the work. I like seeing the
15 process and how it goes from one step to the next and eventually
16 (indiscernible).

17 Q. Um-hum.

18 A. So I personally enjoy it.

19 Q. Okay. Is there anything that you feel could be done better?

20 A. Not from where I sit, I mean, just kind of -- because I don't
21 see all the behind the scenes, but from where I sit everything's
22 going very good.

23 Q. Okay.

24 A. For the most part.

25 Q. So you would recommend it to --

1 A. Yeah.

2 Q. -- the mechanic on the street?

3 A. Yeah. I've actually recommended it to my son before.

4 DR. WOODS: That's good. All right, I think that's it for
5 me.

6 MR. SIMMONS: Oh, I would say --

7 DR. WOODS: Yeah.

8 MR. SIMMONS: -- I forgot, but we do go through a yearly with
9 Spirit and we do go over like quality culture.

10 DR. WOODS: Okay.

11 MR. SIMMONS: Sorry about that.

12 DR. WOODS: No, that's fine.

13 MR. SIMMONS: Yeah.

14 BY DR. WOODS:

15 Q. So what is quality culture, then?

16 A. Oh, I mean, it would just be like -- so basically, it's --
17 you're going to be -- you don't cut corners. If something goes
18 wrong, you speak up immediately and then it's going to be --
19 you're going to get it fixed directly through the proper channels,
20 like engineering, inspection.

21 Q. Okay.

22 A. That's the way I take it.

23 Q. And does Boeing provide any sort of similar training like
24 that?

25 A. We go solely through Spirit.

1 DR. WOODS: Okay, okay. So that was super quick for a first
2 round. How are you feeling, still feeling good?

3 MR. SIMMONS: Yeah, I'm good.

4 DR. WOODS: Okay. Do you need a break at all?

5 MR. SIMMONS: No.

6 DR. WOODS: All right, we're going to keep her going.

7 Pocholo.

8 BY MR. CRUZ:

9 Q. Yeah, just a couple more questions. When you were in QA,
10 what does it take to be a QA inspector for Spirit? How did you
11 get that qualification?

12 A. Go through the class and then get certified with the trainers
13 from Spirit.

14 Q. Okay. Were you a mechanic prior to being a QA?

15 A. Yes.

16 Q. How long were you in that --

17 A. From 2021 here at this facility with Aerotek and Spirit until
18 2022.

19 Q. Okay. And --

20 A. Twenty twenty-three, I'm sorry.

21 Q. Oh, that's okay. Were you the only inspector during that
22 shift? No. How many inspectors were there?

23 A. So when I was an inspector --

24 Q. Yeah.

25 A. -- I was on the split, we call it a split shift, so until --

1 up until 4:30 to 6:30 depending on what the first shift inspectors
2 were, we were -- there was three. And then from 4:30 until
3 typically 9:30, 10:30 at night, there's just me with three
4 mechanics.

5 Q. Okay. So you were working the split shift of 4:30 to 9:00.

6 A. Yeah. It was like -- well, I get here at -- my split shift
7 was I get here at 8:30 to 10:30, just depending on the workload
8 that was --

9 Q. Okay.

10 A. -- going on throughout the day.

11 Q. Okay.

12 A. Together, there was three mechanics or QA from, typically,
13 8:30 to 4:30.

14 Q. Okay. And at the time, typically, how many mechanics are
15 there typically in a day? Here, back in September.

16 A. I couldn't even give you a number.

17 Q. No, you don't --

18 A. Yeah, because there's people, there's some people out at
19 Seattle delivery center, there are some people, they're just kind
20 of -- sometimes you don't even see people for a few days because
21 they're -- depending on the job that they're working.

22 Q. Okay. But here at --

23 A. So roughly --

24 Q. But here, here in the production line, do you know?

25 A. For Spirit?

1 Q. Yeah.

2 A. Roughly around 20 people, I would say, maybe.

3 Q. Okay, okay. You said two or three QA people, is that right?

4 A. Yes.

5 Q. Okay. Have you had any -- have you worked with the Boeing
6 door crew before here?

7 A. No.

8 Q. You have not?

9 A. No.

10 Q. Do you know who some of them are or no?

11 A. No.

12 MR. CRUZ: Okay. All right, that's it.

13 Nils.

14 MR. JOHNSON: You unfortunately asked my questions.

15 DR. WOODS: All right. Matt.

16 BY MR. RIGSBY:

17 Q. A quick question, Aaron. You mentioned you put on the board,
18 what board is that?

19 A. It's a computer screen that's attached to the computer. And
20 it's just an Excel sheet, pretty much, is what we're --

21 Q. Is that a Spirit --

22 A. Yes.

23 Q. -- document? Okay. And who's your supervisor?

24 A. Laurie Myers and [REDACTED].

25 Q. Okay. And you said you took -- I think you said you took a

1 test when you went from QA to a structures mechanic?

2 A. Yes.

3 Q. That test is for Spirit?

4 A. It was the one that Boeing had created for us to take to
5 verify that we were skilled enough to be in the building.

6 Q. Okay. By test, is it written, is it practical?

7 A. It's practical, hands on.

8 Q. Hands on, okay. And who (indiscernible) and grades that
9 test?

10 A. Boeing instructors.

11 Q. Boeing instructors, okay. Do you get that on site here
12 (indiscernible)?

13 A. Yes, we do.

14 Q. You basically rivet or you do metal work?

15 A. Through an IP that has structure around the plate test that
16 you're working and they verify that you're following the
17 instructions step by step, that everything matches up to how it's
18 wrote down in there.

19 Q. And do you have to take that test for -- like, say you're
20 working on a door frame today and you go work on, you know, an
21 (indiscernible) horizontal stabilizer, do you get another test for
22 that or is it all --

23 A. It's all included.

24 Q. Any interaction with the FAA manufacturing office recently?

25 A. No.

1 MR. RIGSBY: Okay, I'm done.

2 DR. WOODS: Okay. Robert.

3 BY MR. RESER:

4 Q. I want to ask a couple questions on the time that you were an
5 inspector. What is the -- can you elaborate on a little bit more
6 detail on when the shop would sign that they're in-processing and
7 seeing this on the computer, how do you get notified what they
8 need you to go look at?

9 A. They would bring it to you, I mean, yeah, because our desk
10 would be in the shop with the mechanic and they would stand it up
11 and they would find a QA that was in the shop or that was not busy
12 and like (indiscernible). Then you would take it and you'd go and
13 look it up on the computer to see (indiscernible).

14 Q. If something wasn't correct, for example, if there was a hole
15 size that wasn't within the spec allowance, what type of action
16 were you able to take at that point?

17 A. We'd be able to measure it at that point, in our certified
18 tools that we use to measure it, and short stamp the NCR stating
19 that the hole was oversized to the size it measured out to be, and
20 we put the nominal size of what it should have been and then send
21 a request and a mechanic takes it from there and (indiscernible)
22 you have to and it's sent back.

23 Q. And from that, do you have any interaction with Boeing QA?

24 A. No.

25 Q. And then the final stamp for any tags or (indiscernible), are

1 you able to go in and buy those off?

2 A. No.

3 MR. RESER: That's all. That's all I have.

4 DR. WOODS: John.

5 MR. PETRUZZELLI: Nothing.

6 DR. WOODS: Dan.

7 BY MR. MARCOTTE:

8 Q. Just really quick, so I want to make sure I'm back in
9 September. Who was your leadership then, who you reported to?

10 A. We had Michael O., Mike Ounaphom, and Tran Nguyen.

11 MR. PETRUZZELLI: That's it.

12 DR. WOODS: Troy.

13 BY MR. LEVANEN:

14 Q. So I wanted to talk about the pressure a little bit, you
15 know, I know you guys, you know, feel like there's pressure to
16 work the overtime and make it happen, get it done. On this
17 particular aircraft, it was Day 9 of -- or Day 19, roughly, when
18 you were on, it sounds like 18, 19, 20 of a nine-day, a typical
19 nine-day build, and like were you aware of that at the time, did
20 you feel like there was any pressure? Would that pressurize
21 things a little bit, not --

22 A. No.

23 Q. I mean, not at all, huh?

24 A. No.

25 Q. Earlier, I mean, looking through the -- kind of the tracking

1 of the aircraft, about Day 6 or 7 there was -- there was -- these
2 same rivets had come to light and been worked on.

3 A. Yes.

4 Q. And were you aware, were you aware of those?

5 A. I had heard about it, yes.

6 Q. We had heard maybe that there was like a safety stand-down or
7 a crew brief or something. Can you tell me a little bit about
8 that or are you aware of that?

9 A. I don't recall. I just remember hearing like the guy, the
10 individual who (indiscernible) had asked for it be inspected, but
11 Boeing had already -- inspection had already started working. So
12 yeah, I didn't -- I don't recall what came of that, it would've
13 been -- that became the new NCR --

14 Q. Um-hum.

15 A. -- that was worked.

16 Q. The new NCR would be like to require a replacement of the
17 rivets?

18 A. Yes.

19 MR. LEVANEN: Okay, I think that's all I got. Thank you.

20 DR. WOODS: Bjorn.

21 MR. ANDERSON: I have no other questions.

22 BY DR. WOODS:

23 Q. Okay. I have a couple follow-up questions just real quick.
24 So when you -- you show up in the morning, you're there for your
25 shift, you get assigned whatever it is you're assigned, whose

1 tools are you using?

2 A. We actually check tools out from the Boeing crew.

3 Q. Okay. So that's provided for you, then?

4 A. Yes.

5 Q. That's nothing you have to bring yourself?

6 A. No.

7 Q. Okay.

8 A. Some people do have their own, but I use (indiscernible).

9 Q. What makes it so that other people can use different tools?

10 A. They have their own, but they go through Boeing compliance
11 and have them -- they're signed out to them and so they have their
12 checkout sheets for their boss, so every day a supervisor and they
13 go through and verify that they have all their tools --

14 Q. Okay.

15 A. -- that they're supposed to have.

16 Q. So there's still tool accountability maintained?

17 A. Yes.

18 DR. WOODS: Okay. I do have two final questions, but I
19 always go last with my last two, so before I get to there, anybody
20 else, alibis?

21 MR. CRUZ: Yeah, real quick.

22 BY MR. CRUZ:

23 Q. Troy brought up the idea. Did Spirit not have a stand-down
24 at the time in September with regards to this particular issue
25 with the -- the rivets themselves being painted over?

1 A. I was -- like I said, I wasn't QA at the time, so if there
2 would've been, I don't recall about being a part of that or not.

3 Q. Okay.

4 A. But typically, when there are situations, mechanics are
5 brought in if it's a mechanic issue or if it's --

6 Q. It's not a whole group issue, it's just an individual issue?

7 A. No, they would address it, too. So if it was a mechanic
8 issue, they would address it with all the mechanics.

9 Q. Right.

10 A. Yeah. Sometimes it depends on what it was, QAs may have been
11 there or it may have been QAs aren't required for this, it's the
12 -- I can't remember exactly (indiscernible).

13 Q. All right. Since you've been working for Spirit, has Spirit
14 had any safety stand-downs in the time that you've worked for
15 them? That you were part of.

16 A. Not that I can recall as far as our shop, no.

17 MR. CRUZ: Okay.

18 DR. WOODS: Okay?

19 MR. CRUZ: That's all I have.

20 DR. WOODS: Anyone else?

21 (No response.)

22 BY DR. WOODS:

23 Q. Okay, so I always ask the same last two questions and the
24 first is if you were king for a day and you had a magic wand,
25 essentially, and there was anything that you could change for the

1 better or anything that's out there in your day-to-day work where
2 you're like "you know what, if just this one thing would change or
3 two things or however many, this would be perfect," what would
4 that be?

5 A. Nice weather.

6 (Laughter.)

7 BY DR. WOODS:

8 Q. You were reaching for it. Okay. Does that hamper your day-
9 to-day work at all?

10 A. Sometimes when we do work outside, so if it's super hot, then
11 it's super hot, or the plane, if it's raining, it's wet.

12 Q. Understood, okay. But nothing else about like, I guess,
13 internal about your process or your procedures or your people
14 or --

15 A. I guess if anything, it would be a little bit more have the
16 accessibility without having to go find somebody to look up
17 documents.

18 Q. Um-hum.

19 A. I guess that would be the one thing.

20 Q. Did you have that before as a QA individual?

21 A. No. It was still the same process.

22 Q. Okay. Have you ever had that, I guess, at Spirit, from your
23 experience?

24 A. From here, no. But as being direct, yeah.

25 Q. Okay. And then the last question I always ask is you had

1 some time knowing that you were going to come in and interview
2 with us and we appreciate you for that, so you had some time to
3 think about it, is there anything that we -- you thought for sure
4 we were going to ask but we haven't yet?

5 A. No, you pretty much covered everything.

6 DR. WOODS: Okay. Okay, because sometimes, you know, inside
7 -- again, this is something you do.

8 MR. SIMMONS: Yes.

9 DR. WOODS: We're just trying to guess at what you do, so --
10 okay, with that, if nobody else has any follow-ups, last-minutes?
11 Okay, we appreciate your time again. We're going to go off the
12 record at 2:38 Pacific time.

13 (Whereupon, at 2:38 p.m., the interview concluded.)
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: ALASKA AIRLINES BOEING 737-9 MAX
 IN-FLIGHT STRUCTURE FAILURE
 NEAR PORTLAND, OREGON
 ON JANUARY 5, 2024
 Interview of Aaron M. Simmons

ACCIDENT NO.: DCA24MA063

PLACE: Seattle, Washington

DATE: March 4, 2024

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.

David A. Martini
Transcriber