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	
11K	

Manufacturing Records and Human Performance - Attachment 10 Boeing Interview Transcripts

(763 Pages)

DCA24MA063

MANUFACTURING RECORDS AND HUMAN PERFORMANCE

Group Chair's Factual Report

Attachment 10- Boeing Interview Transcripts

July 1, 2024

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UNITED STATES OF AMERICA NATIONAL

TRANSPORTATION SAFETY BOARD

Investigation of: ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted] Shipside Operation Specialist
Boeing

Boeing
Renton, Washington

Wednesday,
March 6, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

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

NILS JOHNSON, Aviation Accident Investigator (Maintenance)
National Transportation Safety Board

MATT RIGSBY, Air Safety Investigator
Federal Aviation Administration

MICHAEL RINEY
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists and Aerospace Workers (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineering Safety
Alaska Airlines

BJORN ANDERSON, Captain
Air Line Pilots Association (ALPA)

WENDELYN CHRISTOPHER, Manager
Boeing
(On behalf of Mr. [redacted])

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I N T E R V I E W

(6:38 p.m.)

DR. WOODS: Good afternoon. It's March 6, 2024, and the time is 6:38 Pacific. My name is Dr. Sabrina Woods. I'm a human performance investigator with the National Transportation Safety Board. I am here co-leading a manufacturing and human performance working group for accident investigation number Delta-Charlie-Alpha-24-Mike-Alpha-063, involving Alaska Airlines flight 1282.

The NTSB is an independent federal agency charged with determining probable cause in transportation accidents and significant incidents and with promoting transportation safety. We are not a part of the Department of Transportation and we are not a part of the Federal Aviation Administration. We have no regulatory or enforcement powers.

Given that, although we're the ones responsible for determining probable cause, we can't do that by ourselves. So what you see around here at the table is a bunch of party members who are attached to the accident investigation process and who are helping us to better understand what happened here. So in a moment I'm going to have each of these people introduce themselves so you can get a better understanding of who they are and why they're here. But I'm going to start off with, to my right, co-leading this particular group is Pocholo.

MR. CRUZ: Hi. I'm Pocholo Cruz. I'm an aerospace engineer with structures and maintenance.

MR. JOHNSON: Nils Johnson, National Transportation Safety Board, aviation accident investigator, maintenance specialist.

MR. RIGSBY: Hi, [redacted] Matt Rigsby with the FAA's Office of Accident Investigation. I don't know if you hold any certificates like an A&P license, but I hold no enforcement authority, so anything you say is just -- it's all for the safety investigation.

MR. RINEY: Good evening. My name's Michael Riney. I'm Spirit's on-site Renton representative. I've worked for Spirit both in Wichita and in Washington area for just under 18 years.

MR. PETRUZZELLI: I'm John Petruzzelli. I am the representative, the party representative for the machinist union. I also work for Boeing. I work at the North Boeing Field as an AMPI, a coordinator in the field.

MR. MARCOTTE: Hi. I'm Dan Marcotte. I'm a Boeing air safety investigator and I'm based out of Southern California.

MR. LEVANEN: Hi, guys. I'm Troy Levanen. I'm director of maintenance and engineering safety for Alaska Airlines, and I've been with the airline for 34 years.

CAPT ANDERSON: Hi. I'm Bjorn Anderson. I'm a captain with Alaska Airlines and I'm here representing the Air Line Pilots Association, and I also have a aviation maintenance background for about the last 30 years.

DR. WOODS: Okay. So [redacted] that's it. That's everybody here who will be asking you questions during this process. But today we will be using a digital recorder. After the interview we

will send the recording out to be professionally transcribed and then the party members will have an opportunity to review that transcription to edit for grammatical, typographical errors, things of that nature. We do not change content.

We're here simply for you, to hear your insight, with the goal of preventing things like this from happening in the future. Having said that, we cannot offer any sort of confidentiality or immunity, and this transcription will become a matter of public record later on in conjunction with all the other data collected for this accident.

Each member of the group will have a chance to ask questions. We'll ask one at a time, and everybody has been instructed not to interrupt the person who is currently asking questions. That being said, I don't know is a perfectly acceptable answer. If you don't know something, just say that and we'll move on. If you don't understand a question, please ask for clarity and we'll do so. And likewise, we will ask for clarity of anything that we might not understand that you have said.

If at any time you need a break, please just ask. We'll stop the recording, we'll go off record, you can get that break, and then we'll come back on.

Also, if there's at any time you realize there's something that you answered that was before that you want to go back and you want to expand on, feel free to do that. Don't worry, you don't have to take things like as they come. If you remember anything

later, feel free to bring it back up.

Next up, is you are afforded one person of your choosing, a representative that you choose to support you throughout this interview process. Do you currently have somebody that's your one representative that you would like with you?

MR. [redacted]: Oh, I do. This is Wendy Christopher. She's my first-line leader.

DR. WOODS: Okay. All right.

Well, then thank you. Thank you for being here for [redacted] Wendy, if you would please state your full name and spell your last name for the record?

MS. CHRISTOPHER: My name is Wendelyn Christopher, C-h-r-i-s-t-o-p-h-e-r.

DR. WOODS: Excellent. Thank you for that.

And lastly, for the record, [redacted] if you would state your full name and spell your last?

MR. [redacted]: Okay. My full name is [redacted]. My last name is [redacted], hyphen, [redacted].

DR. WOODS: Excellent. Thank you with that.

So we're going to go on and start the question and answer session and I'm going to start here to my right with Pocholo.

MR. CRUZ: [redacted], thank you for coming and talking to us. I know you're pretty busy, so --

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. What position and title did you have at Boeing in September of 2023?

A. My position and title is a shipside operation specialist, also known as a team captain. That is the position that I held on that day. And my specific position was on the Flow Day 9 central barge on the central line.

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

A. I've been in that position since March 10th of 2023, so about 6 months, I believe.

Q. Six months. Okay. And how long have you been with Boeing?

A. I've been with Boeing since April of 2015, so almost 9 years.

Q. Okay. What previous positions did you hold prior to getting your current position in September of 2023?

A. Previous to this I served as a ship captain. It's a type of first-line leader where our main goal is to conduct work that's traveled outside of the factory. It's a management type position. And then previous to that I held a -- it's called functional test or electrical test technician. What I used to do is, I would conduct tests on different systems of the plane according to the team that I was assigned and then troubleshoot and fix as required.

Q. Okay. And can you describe for us your professional background?

A. Professional background?

Q. Right. Like before Boeing, what did you do?
A. I spent 13 years in the military. The first 6 years of that would have been in aviation. I think I did 3 years in logistics and then the last few years in intelligence.
Q. Okay. What were your duties and responsibilities in September of 2023?
A. September of 2023, my duties and responsibilities was as a team captain, and usually that entails either assisting shop mechanics with increasing their touch time on the airplane. Usually how that happens is, if they have any kind of questions or any kind of build constraints that's preventing them from completing their assigned task, I will either find that information for them, validate that and kind of push that to them, or I'll route that to a subject matter expert, whether that be engineering -- we have a bunch of different types of engineers. I would say that's kind of the basics of what I do as a team captain.
Q. What program do you use to do -- to make sure that you keep track of what's happening?
A. So we use a program called the Shipside Action Tracker. Usually what happens is whenever a build constraint is identified, a team lead or someone from that specific team that's having an issue will put in a -- pretty much a help ticket, that should have references attached that determine what that problem is and conveys that to me, and it also has an action request as to what

the desired outcome would be. My idea -- or not my idea, my job is to kind of interpret that, kind of figure out what exactly they need and validate that information, and then move that on to the next step. So if they need an engineering disposition for some type of rework, then I would make sure that all of the forms and paperwork were in order and then move that on, and then provide that coordination between shop and engineering, as needed.

Q. Okay. And what shifts do you -- did you work back in 2023?

A. Solely second shift.

Q. Second shift. And what days typically did you work?

A. My normal shift is Monday through Friday, 2:30 to 11.

Q. Okay. That's what my next -- okay, 2:30 to 11. Can you run me through a typical day, you know, starting from 2:30 to 11 for you as a --

A. Yes. So I show up to my shift. I log on to the SAT system and usually CMES, which is the system that manufacturing uses to document all of the work/rework performed. And then I will usually take a look at all of the SATs, which are our -- like our issues, right, all of our tickets. I'll take a look at all of our SATs and prioritize them based on the manufacturing and drop dead date, as well their priority; is it going to hold up a critical milestone specific to the build? If it does, then I usually try to figure out what needs to happen to get that resolved. And then I will continue to go down and handle each problem accordingly.

Q. And typically how many SATs are you handling at one time?

A. For the position that I've worked in on the Flow Day 9 central barge, we could have anywhere between from 9 to maybe even 20 SATs. We have different statuses. Usually we have current and follow-on. Current is where I'm still actively trying to find a solution. Follow-on is when a solution has been identified but hasn't been completed yet. And then finally we have a closed status as well. So it could be 20 total that's open, but between various different status.

Q. Okay. And typically you working, what's the shift turnover procedures like for you?

A. Shift turnover procedures, like a shift to shift?

Q. Yeah, yeah. Yep.

A. Usually if there's something that's really critical that requires participation from another shift, we will do a tie-in where we'll pretty much inform the next person that will be covering my specific area or the area that I'm in, what our help needs are and what work was conducted prior to that. This way there's no double work or work unable to be accomplished because we're not sure what step we're on.

Q. Okay. So do you do that at the beginning of the shift, you hear from the people that worked before you, and you do that after?

A. Usually it's kind of both, depending on the severity of the issue that we have. An email will be sent out to the initiator of that issue, right, and all the people that are actually currently

working on that will be cc'd in that email, so that happens throughout the day. On top of that, depending on how severe the issue is, at the beginning of my day is when I would get a tie-in from first shift. And at the end of my night, if I have something that needs immediate help, I will push that out to the third shift crew. But it's not necessarily very common for me to do that.

Q. Are you the only one in Flow Day 9 that works on the SAT or is there somebody else as well?

A. So on Flow Day 9, we have four positions in our area, which we call a barge; we have four desks. I sit in the front left-hand corner and then to my right is what I call my MR, or manufacturing representative. They are representatives from manufacturing shop. They're also subject matter experts that specifically deal with these issues, answer and route them accordingly. They assist me with that. And then we have assistants, not on the floor, but all of our other support organizations that we route to and tie in with.

Q. Okay. What type of training did you receive to have your position back in 2023?

A. So after I was interviewed and hired based on my knowledge and experience, we had a 3-week onboarding. And during this onboarding we go over the standard work specific to our job. So I wouldn't say it was necessarily like certifications or anything like that. Mostly it's how to resolve issues. We learn a lot about the SAT system, how we are supposed to route things or where

we're supposed to move it to, pretty much procedures. We're taught the governing documents specific to the Shipside Action Tracker. And we're also taught a lot about determining root cause analysis and conducting projects specific to the finding the root cause of any issue.

Q. Okay. Back in 2023, is a SAT, is that considered a Boeing production record?

A. To my knowledge, a SAT isn't really an authoritative document. I have been under the assumption that a SAT is mostly a communication vehicle. So nothing that we put on the SAT gives anyone any authority to work it and so we try to prevent putting stuff like proprietary information or any kind of controlled information on there. Usually we'll have references to the areas that you can find them, and all we do is relay that information from the other support organizations to manufacturing, and they're supposed to go through that information and then perform the work accordingly.

Q. Okay. Is a SAT any way archived and, if so, for how long?

A. I don't know the answer to how long it is archived, but they are definitely archived. Part of my job is to look through a lot of the archived SATs for any issues. We try to identify any kind of trends and then try to maybe prevent that from happening in the future. We conduct a project to see what the root cause was and then try to see if we can tie in with other organizations to see if there's any kind of preventative countermeasures that we can

take.
Q. Okay. Since you look at trends, what type of trends were you able to identify like, say, in the past 6 months?
A. Well, I know that we have had issues with some panels not necessarily fitting on properly. That's actually a common trend. We refer to these as multi-unit issues, specifically because it's been identified, documented, and engineering is providing a fix statement for us to kind of rework all of these and do a line check and stuff like that. So I know specific panels have had issues with fitting. I know that we had one specific to water. Sometimes our water systems, they might have a leak somewhere and then that's usually a pretty big recovery plan. So these are the things that we're actively working on to prevent.
Q. Have you worked on issues regarding a mid-exit door previous to the accident?
A. So yes, but not specifically that plug. Coming from a functional test background, especially in the Flow Days that I used to work on, we would have issues with the liners for the heating system on the overwing exit doors, and those are the ones that I commonly refer to as a mid-exit door. I've never actually encountered an issue specifically with that. Yeah.
Q. Okay. That's it for now.
MR. CRUZ: Nils?
MR. JOHNSON: Thank you.
BY MR. JOHNSON:

Q. Good evening. What is the process for shielding on and off of the barge?

A. So the process for shielding on or off the barge is you would go to your shield or LOTTO station. Usually you would coordinate with the group coordinator that's there. They have a computer and they have a couple of folders, depending on the active LOTTOs that are on the plane at the time.

Usually what you would do is you would scan your badge. That would identify you as someone that's working on that plane. And then there are view areas with dropdown boxes, and that determines where you're working, and most of the time you're going to put your job number in there as well. That's usually what happens. After you're signed in and you're checked in, then you're able to go ahead and perform whatever task it is that you need to do as long as it doesn't go against any of the active LOTTOs that are on the plane.

Q. What is a LOTTO? I'm sorry.

A. LOTTO stands Lockout Tag Tryout. From my knowledge of LOTTO, it's there to prevent any kind of unsafe actions from happening. Say, for instance, if I need to work in an area that has a controlled surface movement, what they do is make sure that any type of hazardous energy to power that would be locked out. That way I can perform the work safely. So they would lock it out, put the forms up. They would -- then they would try it, right? So they would kind of try to run through the system to see if

anything would still be operational outside of that to prevent any kind of outliers from happening. And then they would tag it out and make sure that anyone that goes in that area, even if they somehow missed the paper ones that are sitting on that table, they will see that tag hanging there and know that if they're working in the area they probably need to go check in.

Q. Okay. In September of 2023, were people shielding on and off the barge, especially at the RO station, in real time?

A. I don't know. I know that it is a very big safety measure here at the company and it's usually pretty bad especially to be caught without shielding in. So to my knowledge, everyone should be and will be LOTTO-ing in, but I wasn't actively watching that.

Q. Okay. During an earlier interview today we were told that when the rework -- sorry. September 19, 2023, after the Spirit rep got done reworking the fasteners that were common to the forward frame on ship number 8789, that specifically you were contacted to get the left-hand MED plug closed.

A. Yes.

Q. Who did you contact?

A. I do remember reaching out via instant messaging to a team member at the time by the name of [redacted] -- or [redacted], but he goes by [redacted]. Initially when I was asked if I knew anything about closing that door, I had assumed it was an actual door. I've closed overwing exit doors, cargo doors, even the forward and aft entry doors, so I assumed that this was going

to be the same thing. But I needed to investigate, so I shielded in and then I walked up into the plane through the right-hand aft entry. I made my way over to the overwing exit and then I quickly realized that it wasn't fully built. So then I proceeded to take pictures on my work phone because I had never seen an actual plug before. I assumed it was a door.

What intrigued me was that there only seemed to be these two little retaining clips, which I figured probably wouldn't be able to support the weight of that door. And then I took pictures of the surrounding area because I realized that the liners and the walls weren't on there yet. That's -- after that happened, then I reached out to [redacted] because I was confused myself. I don't really remember if he did come over or not, but I think we're both under assumption that it was a door. And then after that, I did contact Phally Meas because I identified him as the first-line leader for the team that specifically does the liners and the wall panels in that area.

Q. Okay. Do you know who shut the door?

A. I don't know who shut the door. At the time I didn't think this was going to be a big issue. My first function or priority is to ensure that the rework around that area gets done, mainly the panels and the wall, so I did reach out to Phally. And I did a lot of looking up on IVT, which is a system that generates 3D geometry of the plane and its specific configuration. Usually I use that as a reference to find the installation package or any of

the parts identified in that area. And then when I find that IP, I can find the employee who stamped that IP, and then through that I can determine who their manager is, and that's how I get in contact with them. So it's kind of brain intensive work. That's where a lot of my attention was at the time because I believed that plane was supposed to be moving out of the factory and I wanted to make sure that at least the panels were good.

In the process of doing that, I do recall hearing someone saying we've got it figure out. I didn't give a second thought to it. I just kind of continued on with my day as normal.

Q. Do you recall at what time -- or I should ask him that question. Do you recall the door plug being closed visually where you could see it? In a closed position. I don't mean the act of -- I don't mean the act of closing it.

A. Yeah. So I do believe that I glanced up and saw that it was closed. I didn't give a second thought to it.

Q. Any idea what time that would have been?

A. The only time reference I have available is that I have a Tier 2 meeting usually every day at 3:45, and I was asked for assistance somewhere between a half hour to an hour after that, and so it would have been maybe around 4:30, 5 o'clock.

Q. We've got a picture or there is a picture that was provided by --

MR. CRUZ: Phally.

BY MR. JOHNSON:

Q. Yeah, Phally, that showed -- sorry. There is a picture that was, yeah, provided by Phally that showed that the door was closed, but that happened at 6:38 -- 6:39 p.m., and then -- again, I'm trying to dial into a timeframe. I'll save it for the next round, so I'll let somebody else continue. Thank you.

A. No problem.

DR. WOODS: Matt?

BY MR. RIGSBY:

Q. Okay. Nils got several of my questions knocked out there, so. Do you recall who asked you to go up and look to see if you knew how to close the door?

A. I don't recall.

Q. Did you see the door open that day or the day before?

A. Like the physical opening of the door?

Q. Yes, sir.

A. No, I did not see it. I just went up there and, like I said, I saw it laying on a pad on the actual mid-exit stand. And my main concern was that even if I were to somehow try to close this on my own, I'm not sure what kind of damage could be caused in that threshold area. So that's why I reached out for assistance to see if anyone else might know it. And then I tried to see who might be able to rework the area around it before it is closed.

Q. Okay. So when you went on there the first time the door was open?

A. The door was already open when I was asked. And that was

pretty much my first time that I kind of had any knowledge of this.

Q. Okay. Do you recall about what time that was?

A. This was shortly after my Tier 2 meeting, so maybe 30 minutes to an hour -- it's been a while, sorry.

Q. Okay. When you came back and saw the door closed, was the ground stand, had it been removed?

A. So my barge is positioned right to the left-hand side I think a little bit aft of the wing. So I actually looked up from my desk. I believe the stand was still there when the door was closed, but I never actually physically went up to the plane.

Q. Do managers have to log in to the barge to go on the aircraft?

A. Everyone has to log into the barge to go onto the aircraft. Everyone needs to stay safe, so, yeah, there's no exceptions.

Q. Oh, are you -- do you hold any FAA certificates, A&P?

A. No.

MR. RIGSBY: Okay. I'm done.

DR. WOODS: Mike?

BY MR. RINEY:

Q. So [redacted] when you mentioned the LOTTO process and the shielding in, is it normal practice not to shield out when leaving the aircraft?

A. It should be normal practice, but I know that sometimes it does get missed. A lot of people will go on their breaks with the

intent of coming back to work whatever it was that they're working on. So I think that the main emphasis usually is the logging in, from my knowledge.

Q. Do you know if all of the photos that you had taken were provided to the team?

A. To which team? To you guys?

Q. Yeah. Well, to the NTSB or to the investigating team.

A. I know that my phone was taken by the investigation team. I had spoken up about possibly having pictures. And then when they saw that I did have pictures, they took my phone for about a day. So I would believe that, yes, they do have access.

Q. Okay.

MR. RINEY: I don't have any other --

DR. WOODS: John?

BY MR. PETRUZZELLI:

Q. A couple questions. When you were describing, I think to Nils it was, it sounded like you were speaking the over-the-wing exits and the mid-exit door plugs, you were kind of talking about them as they were the same?

A. So yes. When I mentioned that, I've never actually had to perform work around or anywhere near that, so I had assumed when I heard overwing exit, mid overwing exit, I thought it was the two doors that usually stand over the wing. So I was a little confused.

Q. Okay. You talked about using IVT for getting into module

level stuff. Is IVT authoritative to your process?
A. No. I believe it's reference only. Just sometimes we can find through publications, IPs or drawings to it. But some things are not 100 percent accurate, so therefore it's reference only (indiscernible).
Q. Do you -- like this more really an example, but when you go out to the airplane, do you open and close doors and -- as part of your job?
A. No. So as this job, no. When I was functional test I used to. So that's where I get a lot of knowledge from.
Q. And you were a functional mechanic, not quality?
A. Mechanic.
Q. Gotcha. Who -- can a mechanic initiate a SAT?
A. Yes.
Q. So a mechanic can update?
A. Most oftentimes they can, but as long as it's in the manufacturing queue. We want them to get their point across, so yes, they can update their own SAT, correct.
Q. We don't use this in the field much, so excuse my lack of knowledge about it. So a mechanic asks for help using this system, how does -- what does that system do as far as -- I get it, it tracks it, but does it require human intervention in the form of you to, whether it's pick up the phone, IM, walk across the building or whatever to get a person? It doesn't do the work for you, I guess what I'm driving at?

A. No. So like I stated earlier, it's really a communication vehicle, right, this is how everyone that might not have been through certain parts of the ship can kind of keep a tie-in on what's happening. At the end of the day, if a reasonable amount of time has passed and it doesn't seem like the organization that the issue was routed to has responded yet, then I have a duty to reach out to them, phone call or in person, if possible, and then email after that, if I can't reach them by those other means.

So yes, it's not completely autonomous. I do need to do some legwork, especially if I need clarification. Like if I need to go and look in the plane for clarification, then I need to go do that. And sometimes we also conduct what we call Gemba walks, which is where we have a lot of people from different support groups, whether it's initiation on the QA side, engineering, usually liaison engineer, and manufacturing and LSCC, we all kind of come together. We look at the problem and try to see if we might be able to determine a possible solution.

Q. And again, I don't use the SAT system and I don't go in the field much. Is it normal or is it -- normal's not the right word -- common. Is it common that this SAT was an initiated -- like my computer died so I can't ask the specific date. But this SAT looked like it was written like September 1st or something to that effect and it was open up until 19th, 20th, whatever that date was. Is that --

A. Common? Like is that --

Q. -- common for something to be open that long?
A. Usually with some of the more uncommon issues, they will take a considerable amount of time. It really depends on the amount of support organizations that's required. And sometimes the action request is simple, but the solution to that will require multiple revisions to any kind of engineering dispositions. It could require like reconvenes. And then, you know, maybe we have a part that we might be waiting for and we can't get it at approved ECD and we can't reallocate. So that will also drive the amount of time that it takes for us to resolve it. So it is uncommon for SATs to be open for that long because my organization constantly tries to drive that urgency, but it does happen for some of the more difficult challenges.
Q. So, and the common urgency actually drives me to my next question. And I see there's different tier levels, Tier 2, Tier 3, and I think in the field we use things like Tier 2 (indiscernible) Tier three -- club it. What -- in reading that SAT, it appears that you started seeing third levels poking around in it, so to speak. What happens when you start getting that level of -- I hate to say this, but when you start getting that level of help, what happens?
A. So usually when it gets elevated to a Tier 2 or to a Tier 3, the corresponding level of management, right, so Tier 3 management --
Q. So Tier 2's a general and Tier 3 --

A. Yes. So usually when they get involved, they start asking what exactly is preventing these from being resolved, right? They're looking the response times and they're saying, hey, I feel like this could have been done a lot earlier, is there a legitimate help need? And if there is, what do I need to do as this level of management to push that, right? We don't want the SATs to sit there for an extended amount of days because that means that that plane is not getting the attention that it needs. So that's usually how that works.

Q. And I'm guessing the question they ask you is what help can I give you to -- that's the question they ask? I think, yeah.

Can you -- again, this is Monday morning quarterbacking after this incident. But it looked like when you read -- go through SAT, it looked like there's starting to get to be a sense of urgency the closer it got to the rollout position.

A. Yes.

Q. I equate that in my end world with when we're getting ready to ticket we have to be ready. So what kind of, for lack of a better word, pressure for you, your leadership -- just your leadership, not ops and quality leadership -- what kind of pressure was being exerted on this one? And I notice your boss is smiling large, so -- yeah, tell me about that.

A. So we -- obviously we have a priority list based on the handoff dates per airplane. Whenever we get closer to a specific rollout plane, we're asked to deep dive into the issues

specifically on the SAT board for that line number, and we're asked to see what we can do. If there's a phone call that can be made, then we're asked to make that phone call. If there's no real, still no understanding of what exactly needs to happen, if there's a dispo that's been sitting in a queue for a while or anything like that, we're asked to reach out and figure out why that is. We need to understand why that's happening and see what's needed, right? Did initiation need more information? Did shop not know how to perform the work and did they need another support organization that might have that certification to do that? So we're asked to kind of coordinate that and remove like, maybe like admin or knowledge type roadblocks and kind of get people together to get that resolved.

Q. And my last question on this round: What happens in your daily work if you get a situation -- and I'm going to just make up a story here. This plane's supposed to be rolling out tomorrow and we're missing ACME number XYZ-4, we don't have it. It's going to slow down rollout because it has like a -- something that'll attach to the landing gear. I don't know. I'm just making a story up here. And whoever, whether it's parts people or somebody in management, says, yep, tough, nothing we can do about it. What happens and what do you do when you hit a roadblock?

A. So obviously we go through every option available. So if it was a part, right, can be reallocated in a unitype (ph.) or do we need an R4 for that, right? We can't. Can we get an approved ECD

on this? We can't. Right. So now I'm hitting these roadblocks. I communicate that with my management. They tie in with their peers. It gets brought up in meetings. And if there's absolutely nothing that we can do on our side, then usually what ends up happening is that specific line number will have a new handoff date and if there are any airplanes in a better condition for handoff, then we prioritize. So we'll shift our priorities over until whatever fix needs to happen on that one can be fixed.

Q. I mean, does that happen often where you just run into that brick wall, you can't move forward?

A. It happens so many times. Yeah.

MR. PETRUZZELLI: Thank you. That's all for round one.

DR. WOODS: Dan?

MR. MARCOTTE: Yeah.

BY MR. MARCOTTE:

Q. Just a few things, which are going to bounce around. I'm sorry. You know -- I forgot who -- your answer, but you mentioned that sometimes it almost sounds like an after-action review when you're do a deep dive on a SAT to understand what happened. Was there a deep dive on this SAT related to the plug?

A. After the incident occurred?

Q. Well, even before the incident. You know, just under course of normal business, it sounds like, you know, if there was something where you had, you know, some ongoing issues with a SAT you kind of do an after-action review and try to identify what

happened and how could it be better if it comes up again.
A. So I wasn't actually directly related to the SAT. I was working on another issue. I'm not sure what it was, right? It was just that my experience was called on to see if I could close that door. It wasn't an issue that was asked in the SAT tracker, right? Sometimes our job requires us to answer questions that can be answered quickly. So once I heard in my peripheral, right, hey, we got it, right, I never really deemed that there might be a need for an after-action review.
Q. Okay.
A. And so that's kind of --
Q. Yeah. And I don't -- I'm not in the production world. I'm just wondering, you know, what would trigger it. So here's a SAT where you said it's -- they're normally not -- this is open 3 weeks, which doesn't sound too normal.
A. No.
Q. So would that trigger an after-action review because it was a hitter?
A. Yes. So usually LSCC management is kind of in a constant state of mentorship between their managerial functions, and so a lot of times we will do SAT audits where we do peer-to-peer audits and verify how they conducted business and what they can do to improve and what we can do to improve. And then management usually will pull up random SATs and they'll be like, hey, let's do an AAR on this, what could we have done better? So --

Q. Okay. So, you know, I see a lot of stuff goes bold in here and usually it looks like it's a big tier change in status. Is there like an auto-notification that goes to the second and third, you know, level? Does the tool automatically send a --
A. I'm not 100 percent sure if it sends out an automatic notification, but I do know that we do have a Tableau website that you can filter all of this through. And I believe whenever we start looking at some of the harder issues, and if it's going through the SAT system, they will filter that entire list by priority and critical milestone and tier, and then react accordingly. So -- I'm not sure about the notification but there are ways to get that information as quickly as possible.
Q. Okay. So if something changes the tier status and it goes from 2 to 3, do you get a call pretty quick from a leader saying what's going on?
A. I may or may not. It really depends -- usually what happens is after that happens, an email will be manually sent out by the person that's doing that, tying in everyone involved in the situation. So if I haven't been working on it, then I might not. But when it does get to the Tier 3 manager and they start driving stuff downhill, then I usually get that information.
Q. Cool. So just in your opinion, you know, because you said usually the logged ones are pretty complex problems that you have to have engineering coordination. I'm going to look at this pretty simply. There were five damaged rivets that needed access,

which doesn't sound like a very complicated issue from the outside looking in. And I'm really trying to understand, again, for this one in particular, why you think it was 21 days?

A. So I believe that it was 21 days because usually before we do any kind of paperwork to start rework, right, we have to determine who that statement of work belongs to, right, whether it belongs to a structure mechanic or if it's maybe a functional testing, right? So it depends on your skill set in the factory and it also depends on who owns this specific work package, right? Sometimes we'll have vendor or Spirit, and usually we have to determine if that falls under warranty or not.

On top of that, as -- in my opinion, as the company expands and we're hiring a lot of new people, we have a lot of people that haven't really caught up to their standard of work yet. They're constantly learning, but whenever it comes to doing something that they don't normally do, sometimes it's harder to coordinate that. So usually that can drive the time up as well.

I am certified to buck rivets, but in my normal statement of work I usually never do, right? You can see how I might be a little bit intimidated because it's like this multi-million dollar plane. I fly on them, right? If I screw this up, what's going to happen? So that's kind of another one of type of issues that we deal here, we deal with here in the factory. And usually -- I think that's one of the bigger things for me, on my end, is trying to provide someone, whether it's skills enhancement center or an

engineer to be able to kind of like say, hey, this what you're going to do, this is how you're going to do it, or this is the support organization that is most skilled at that work and when they have availability, they'll come down and perform this rework for you.

Q. And I don't really feel -- I'll ask a question because I don't have a really good sense of time for how long you were working on it, but, you know, I understand you start a period you're trying to dig through sources where you find somebody who stamped an IP, somebody to give you -- find the bread crumbs. Did you think of calling anybody in engineering?

A. I did not at the time. Well, I didn't think of calling engineering. This didn't seem to be a rework issue. This simply seemed to be whenever we need to move a plane outside of the factory, sometimes we'll do temporary closures until we can move it into a stall where we can work it. This is what it sounded like to me was going to happen, and so I didn't believe -- especially with the identified rework that needed to happen in that area, I didn't believe that if it got closed there that that might be the last time anyone actually touched it. So I didn't call engineering because most of the time when there's rework that needs to happen --

Q. That's when you call them.

A. -- it gets happened.

Q. Okay. Great. Thanks for clarifying for me.

DR. WOODS: You good?

Troy?

BY MR. LEVANEN:

Q. Okay. So take a second, [redacted] and take yourself back to when you heard in your periphery that we've got it figured out. So it sounded like you had said you had called [redacted] or you had texted [redacted] ahead of that --

A. Um-hum.

Q. -- and then [redacted] -- did you see where he was at? Was he at the aircraft or was he in another location?

A. No. So he, I believe, was working on the Flow Day 9 on the west side.

Q. Okay.

A. There's kind of like a whole area that separates us. If I don't know the answer, I usually reach out to someone that I feel like might and he actually used to work in that area. So that's -- when I IM'd him, I was like, hey, I've actually never seen this before, there's no real functional tests for that, that I participated in, and I wanted to know if maybe in his skill set and expertise he might be familiar with the area. But I don't believe he had that knowledge either. I don't remember following up on it much.

Q. Yeah. With the text, it looks like that was kind of the thing he was -- he said he was going to walk over and I was just curious did he say if he ever walked over?

A. I can't remember. Once I had determined that rework needed to happen, I was more dead set on figuring out where that work belonged to. I just wanted to coordinate that before that gets closed because, like I said, I don't know the area, but I don't want any damage to happen specifically because it got closed by someone that doesn't know how to do it.

Q. Inexperienced, sure. So you never -- you don't recall ever seeing if he came over or not, [redacted] ?

A. I don't.

Q. And then there was another text message with [redacted] or maybe she goes by a different name. But she sent you a reference for the door operation fit and fair check, and then there was another reference for the sidewall diffuser installation, and then with a comment that this might be helpful and talking about how they put them together --

A. Yeah.

Q. -- and then connect the lanyard. So was that before or after -- well, I guess there's a time on it, before or after you had reached out to --

A. Yeah. I actually don't remember reaching out to her. But once she sent me that information, I believe I was already looking in IVT. And I know that we do have a door crew specifically that does the rigging and checks on stuff like that, but I know that they're also on first shift. So I think maybe I didn't recall that information because I had already determined that I don't

have the help need from that SME to be able to conduct the work, so --

Q. So it looks like it was about 40 minutes after, about 6:09 p.m. But what's [redacted] -- if you don't mind me asking, what, like what's her role?

A. So she's a manufacturing representative. She was new-ish. I can't remember when she started on the team. But usually what happens is manufacturing mechanics on the floor usually are identified for the knowledge or skill that they have. And, you know, in our line of work we need that experience, so she was interested and she came onto the team, and sometimes I rely on her. Because we all -- everyone on LSCC has different backgrounds.

Q. So she's at the barge?

A. So she's as the barge, but she's on -- she was on Flow Day 8 list, I believe.

Q. But at a barge?

A. At a barge, yes.

Q. And then what about Kim Nguyen?

A. Okay. So Kim Nguyen is a -- she is a Flow Day 6, 7 area manager. If I did reach out to her, it was probably for me to kind of pinpoint that statement of work for that (indiscernible). I know that it happens there. I just hadn't been able to figure out the specific manager or team at the time.

Q. Well, it looks like -- well, from what I could tell here, it

might have been [redacted] that had her name referenced there that sent it, or whatever, forwarded it or something. Okay. Well, with that said, though, so again take yourself back to the part where you heard that we've got it figured out, you heard it in your periphery. So in your mind, where do you recall physically being located when you heard that? Was it at the barge?

A. Yep. It was at the barge. I was sitting at my desk pouring through whatever information I could find.

Q. And so maybe somebody -- so then roughly where would that have come in to your -- like from the aircraft or from the barge or like where would you --

A. So it would be right outside of the barge. There's a little opening -- my desk here on the left and one on the right, opening here. So right in front of the barge is where I believe I might have got that.

Q. Is that the side that faces the aircraft?

A. Well --

Q. Yeah, like the opening is that closer to you --

A. Yeah, so the opening leads to the aircraft. So there's a rectangle -- there's an opening right here and the aircraft is right here.

Q. Okay. And so, but you think you heard it from somebody that was on the ground at the time, right?

A. On the ground. I don't -- like so my LOTTO station is right

next to the barge off to the right. And so, like I said, I -- it was kind of a secondary objective for me. But my assumption and what I heard for that peripheral, I believe that maybe it had already been closed and people were about to LOTTO out when someone was coming in. But like this is just an assumption.

Q. Yeah. That was my next question. With the barge records, you know, we can tell roughly who was there, but like what's that number look like? Is there 10 people that it possibly could have been or is there like 30 people there? Like roughly what's that number?

A. So in the barge, usually we have four people at any time in there. Usually the two seats in the back are occupied by shop teams leads. And at any time, usually it's mostly travelers that are working on the rollout position, which is where that plane was at. Depending on how intense the rework in the area is will determine the amount of traffic through that area. But at any time I would say maybe outside surrounding the plane on the left-hand side where I have vision, I'd say there's anywhere between 4 to 10 that I've seen consistently.

Q. So the people that could have said we've got it figured out, they would have been barged -- they would have been --

A. LOTTO'd in.

Q. LOTTO'd in.

A. Should have been LOTTO'd in, yes.

Q. Okay. And then one last one. What about Phally, when you

called him? You had mentioned that you contacted him. Did he come to the aircraft then?

A. I do believe I remember seeing him. The conversation more than likely went, hey, do you know how to close this? And also, are these -- like is this your rework area, meaning the liners and the panels. I don't remember like the details of the conversation, but since worked in the area, I know I definitely would have asked him if he had any knowledge on closing it. And then of course the rework that needs to happen, are you aware of this; is anyone asking you to do that rework?

Q. Okay. All right. That's good information. Thank you. Sorry to take so long.

DR. WOODS: Bjorn?

BY CAPT ANDERSON:

Q. Let's see. You mentioned there is a Tableau.

A. Yes.

Q. What data is going into the Tableau?

A. It really depends. There's a lot of different like projects that are run through Tableau, but for that specific one I was talking about, usually it's just critical milestone SATs. And they're usually broken down by tier, right, so Tier 1, Tier 2, Tier 3. Whenever management for LSCC and (indiscernible) need to figure out priorities for like what needs to be addressed, usually on our part, we'll look through the Tableau itself and we'll go down the list from Tier 3, moving downward, because we know that

the Tier 3 ones are going to get a lot of attention, and so we need to have that information readily available when we are asked about them.

Q. And is that data being provided from leads, from managers, or is it --

A. So that information, I believe, is actually pulled from the Shipside Action Tracker. All it does is it takes probably the summary and the key information and it pulls all of that, and then if we need to deep dive it, it provides a link to the actual SAT number, and then we can print it up from there. This is actually something that we use for Tier 2 meetings whenever we have an issue that can be driven in that local area. So for me it would be Flow Day 8, 9, and 10. We try to bring that up when we have all of the first-line leaders in that area, as well as their train levels.

Q. That makes sense. Okay. And you mentioned that when you're at the barge and you looked up and you saw the door, do you remember if the door was hanging or was it laying down on the stand?

A. When I first went up there, it wasn't even hanging. It was on a pad on the mid-exit stand laying down. When I believe that I heard that it was closed, it looked like it had been actually closed. I assumed whoever did it had knowledge on how to do it and I didn't give it a second thought.

Q. And when you saw it looked like it had been closed, is that

from inside or outside view?
A. From the outside. So I was sitting at my barge, like right here. I have a little transparent like Plexiglas screen. And then I sit a little bit aft of the left-hand wing. So the wing was kind of a little bit to my left and I have a clear view from where I'm sitting of that door.
Q. Do you recall if the mid-exit door stand was still near the aircraft or it had been pulled back?
A. I can't recall, but I don't -- I can't recall. Sorry.
Q. And then when you went inside and you were looking and you realized it was -- it wasn't an overwing exit, it was a mid-exit door plug, do you recall seeing any hardware or any fasteners anywhere nearby or hanging or --
A. I don't recall seeing any fasteners. I do recall seeing some retaining clips, but those, I believe, were hanging on lanyards. I did see liners, like insulation, hanging. I believe those were in the pictures. Yeah, it just looked like there was still work that needed to be done in that area.
Q. And the details that are entered into the SAT, do you know if something's entered into the SAT incorrectly, can you edit that?
A. Yes. So it actually happens all the time. One of the biggest things to doing SATs is to validate the information. So before we send it off to engineering or whoever we need to send it off to, like if we need a part number or something like that, we're checking engineering drawings, we're making sure the

drawings that are referenced are correct, the IPs are correct. Because it's also common for support organizations to kick back requests if the information that they're provided isn't valid. So when we do find something that isn't correct, we have a way in the SAT system to edit the SAT. And in order to edit it, you do have a comment box on the bottom where you have to provide justification for altering the original text.

Q. So it will show an edit with the original but it won't be able to omit something or delete something?

A. So I can alter the text, so I can delete stuff. A lot of times we get critical milestone flags that are false, which means that -- manufacturing will put that in. But because they manually input it, it won't flag it correctly and so it won't get the attention that it needs. So there are times where in order for me to properly flag it, I need to edit it, so I'll delete that whole part. And then in the comments section, I'll say, hey, removed the false flag and -- so I could input it as an actual critical milestone.

Q. Okay.

A. I'm not sure if that answers your question.

Q. It does. Thank you. And then you made a reference to the growth in hiring, there's lots of new mechanics coming on and it takes a while for them to work up to the standard they're learning or they're training. What do you see as a trend? Is this increasing, it's taking a longer time for mechanics to get to that

level of training? What has changed since you've been hired? Has the training changed or is it just too many new hires or -- what do you think?

A. So, in my opinion, a lot of the seasoned, experienced people, you know, they retired. You know, I think when we got rid of our pension, a lot of them retired, so we kind of had a new training force. That was when, you know, the MAX kind of came in, we swapped over the Next Gen. And then surviving that, we -- or getting past that we had the MCAS issue and all of that and then we shut down. And then trying to retain or bring back that knowledge, some people just never came back after the original shutdown. And so now we're trying to build up our forces again, and I think that our past experiences still kind of haunt us. And so people are a lot more hesitant to perform work outside of what their installation package actually calls for.

A lot of people are tired of being in the news, I believe. This is my opinion, right? I feel like we're tired of all the negative attention, but sometimes we might not understand exactly what the engineer means and I think that can be intimidating, and so we try to see if there's someone else that maybe might have more information to come and do that work, and that's what kind of holds up our process. I think over time as we kind of get into stride again, just like any other previous program that, you know, we work, we'll get better. So I think we're just kind of going through growing pains right now.

Q. And then last one, just your theory, how do you think the mid-exit door plug was closed?

A. Well, I don't really have a theory. Like I said, all I saw were retaining pins. And like I said, that didn't look like they would be sufficient to even hold the weight of that door. Later on, after the incident, I found out that there should have been bolts going through there, but I have never actually physically seen that part of the build before. So I don't have any theory other than what maybe got put out in the news and then, right, hearsay, so --

Q. Okay. Thank you.

BY DR. WOODS:

Q. [redacted] tell me what you like about your job?

A. Well, I like knowledge and I like knowing how to be self-sufficient and being in the LSCC gives me that opportunity. I've had to network with so many organizations that I didn't even know exist, and that's actually really empowering.

When I first got to the floor as a functional test mechanic, it was intimidating for me being a new person, right? I didn't know what a SAT was. I didn't know that the barge even existed. And my engineering drawing skills like reading, needed a little bit of work. So being in LSCC and figuring out that, man, we have way more support than we even know, that's kind of what I love about the job.

I love when someone comes up to me and they say, hey, how do

I find this? I'm like, man, I'm about to make your day, right, did you know you could do this instead? Or like, hey, I don't understand what an NCR is. I'm like, man, I just learned this the other day. And then I'll kind of go through my understanding, right, and I'll back that up with whatever business process instructions or guides that we have available, just so that they know the process. I think the more questions that I'm asked, the more I learn and the more that they learn as well. And I think it's super beneficial and, you know, I become self-sufficient at that point. If I were to go to any other organization that I feel like my career would take me, I feel like I would have the sufficient knowledge to perform well. So that's what I like about this job.

Q. What part of your job could frankly be better?

A. I would say communication. The entire job revolves around communication and sometimes it's hard getting in touch with people. We all have different experiences in our areas. And for the people out at the plane, it could be a lot more stressful, and sometimes trying to reach out to that person, whether to say, hey, I've got more help for you or to say, hey, you know, you got to do better, right, I might not always be able to reach them, and some people just never have their phones on. So, you know, that's another obstacle for me to navigate and it takes time to learn how to navigate communication issues. You know, like if someone yells at you -- I don't want to get yelled at, I'm just kind of like a

messenger, right? So I think communication could be better, but that's not necessarily an organizational thing. It's kind of more of a building rapport and networking type issue and I think that takes more knowledge on the person that's an issue, that communication or contact.

Q. Do you find yourself getting yelled at often?

A. I make mistakes, right, we all do. And I wouldn't say I'm getting yelled at as not a stressful thing, kind of a learning opportunity. And I might sound crazy, but I actually like those because it empowers me. Like I know, hey, right, I know exactly what they're looking at, right, so I know how to fix that. But yeah, I will say that there are times where, you know, maybe my work wasn't as thorough as I thought it was and, you know, I have a talk like, hey, what could you have done better or why didn't you perform this task like we discussed?

Q. What about when it's something that wasn't your error or your responsibility?

A. I advocate for myself thoroughly and I make sure that I'm heard. Like I said, I enjoy understanding the process. And so I will read my bargaining contract, I will read the business process instruction, and I will repeat that verbatim to whoever it is. Obviously I try to hear them out first because just quoting a rule or a process isn't going to get you heard. But I'm pretty passionate about accountability, and so I own my mistakes and if it's not mine to own, then I know my process enough to be able to

stand up for myself.
Q. Do you feel that you have the tools you need to get your job done?
A. I feel like I have more than enough tools. The problem is knowing that they exist. You can't answer a question if you don't know what that question is. So I -- every day I learn that there's an easier way for something that I've been doing, you know, the hard way, so --
Q. And if you had a concern about a process or something that you were seeing that's occurring, what would you do?
A. I'd bug my manager really (indiscernible). I constantly let her know like, hey, this is the process, what are we doing? And if we don't -- if I don't get a response, then I usually say, hey, can we have a meeting, I need a one on one. And usually, you know, she'll listen to me and, you know, and will respond accordingly and elevate it. So, yeah, if it needs to be addressed, I usually address it.
Q. Are there any other avenues that you use to get your concerns addressed?
A. I know that there is a -- actually, I have submitted an ethics report. I try not -- I try to avoid that because there are a lot of real issues out there that need to be addressed, so I try not to be biased when I do that. But I know that ethics reports are something. When I was IAM, I would bring my issues up to my union stewards. You know, if I need to elevate, I know some

higher level management do have open door policies and are more than willing to listen. And I know that we do have our seek, speak, and listen forum as well. I've never had to do that yet because I feel like I can communicate enough to drive urgency or whatever it is that's needed.

Q. So in the one opportunity that you did do the ethics form was there resolution? Did you get feedback on that?

A. Because I did it on behalf of someone else, I wasn't privy to the decisions or anything.

Q. Okay.

A. But the person that I did it on behalf was, they were actually really happy about what resolution did come of it. So yeah.

Q. So you're just aware that there was a resolution made?

A. There was a resolution and it was the desired outcome.

Q. Okay. If I say the words to you safety culture, what does that mean to you?

A. Well, safety culture to me -- I hear that word a lot usually in the company almost to the point where, you know, it's easy to kind of ignore. But the impact that it has on us is definitely real. People are definitely aware of what -- I don't if it's still called our inviolable rules or whatever, but we know that there are certain things that we don't cross a line and safety is one of them. So, I mean, the repercussions is what means a lot to me. I don't want people to get hurt. I don't want myself to get

hurt. And I definitely don't want to lose my job because I did something that could impact safety on me or whoever.

Q. When you say you hear it a lot, who are you usually hearing it from?

A. Well, it's everywhere; management. There's like a hundred posters out there along my way to my area. I log in and if I don't have a training revolving around safety that's queued for the next month or two, you know, there's usually an announcement from upper management in the email saying, hey, safety, safety, safety. Anytime we have a meeting, the first thing we do is like a safety minute or a safety moment, where we bring up an experience of something that we kind of recently went through and then how -- what we can do to mitigate or avoid it.

Q. You've been here for a little while now. Is that the way it's always been?

A. It has been that way, it's just had different names. When I was first here I believe it was Go4Zero. And I believe I was even a safety focal. Actually, I was a safety focal for a little bit. It's definitely been a constant thing, whether it was through fear of, you know, getting into trouble because you're being unsafe or just because you hear it from everyone. Like there's not a day that I come into work that there's not something safety related or talked about.

Q. If you do make a mistake but nobody else has noticed or seen it yet, do you feel comfortable letting somebody know that, hey,

that's my bad, I made that mistake?
A. I definitely feel comfortable. Like I said, accountability is one of my hugest things. From my personal experience through the military, if you own something, it's easier to overcome that challenge. Not just that, but, you know, I have a son, you know, and we've had to fly on these planes. So if I make a mistake, I definitely don't want anything to come from it so I definitely speak up. And I know that it's actually kind of forgiving around here to admit your mistakes. And I really just don't want to know what happens if you do something and you get caught. Luckily I haven't, so --
Q. So you kind of hinted at it, but I want to reaffirm, because of the fact that you're a communicator and you're working with others constantly, what is your opinion of the groups of the people that you work with? Do you think that they feel the same?
A. I feel like everyone here is passionate about what they do. I just feel like the levels of knowledge and experience that we have differs, and I think that's the hugest factor when it comes to how everyone operates. Like I said, I love reading through all of my stuff. And some people are competent through their skills, maybe if they were a mechanic, and now they have a type of salary job, right? So sometimes people don't understand that things change, engineering drawings and stuff like that, and I have to constantly remind people like, hey, that might have been correct, but thing change, so I highly recommend that you reference your

stuff. You stamped it, you own it, right, make sure that you know what you're owning.

Q. And if I were to say the words safety management system to you, what does that mean to you?

A. Well, I don't know if I've heard safety management system, but, I mean, to me it sounds like probably the operating procedures on how we would handle safety incidents and prevent that from happening.

DR. WOODS: Well, that's all I have for this round. We have actually been going for an hour and a half, so -- time flies and all that. I just want to make sure, I check in with you at this time. Are you ready for a break? How are you feeling?

MR. [redacted]: I mean, I'm good to answer or whatever, so --

DR. WOODS: Okay. How about everybody in the room?

MR. PETRUZZELLI: I'd need to hit the little boy's room.

DR. WOODS: Okay. I think you have time before we get back to you.

Do you need a break?

MS. CHRISTOPHER: I need a break. I need to talk to him.

DR. WOODS: Okay. All right, then. We will take a break and we're going to go off the record at 7:56 Pacific.

(Off the record at 7:56 p.m.)

(On the record at 8:05 p.m.)

DR. WOODS: Okay. We are back on at 8:05 Pacific Time.

BY MR. CRUZ:

Q. Okay. [redacted] you mentioned that you're pretty proficient at looking at drawings, right?

A. I'm getting better at it, yes.

Q. Okay. All right. And I'm not too familiar with IVT. Does that show drawings and installation of hardware or anything like that?

A. No. So like I stated earlier, it generates like 3D geometry for a lot of parts. But some standards, so fasteners and stuff, sometimes it doesn't show that. I don't think it shows specific wires either. And it doesn't show IPs or how to install anything. What it does is it has references based on the part numbers or whatever, that you can -- so it'll have an external information button that can take you to the drawing specific to that part, the IPs. And we use a website called Go Parts Go. It's obsolete now, but that would also provide you a little bit more insight on that part. But it is also reference only, so sometimes the drawing that you might be looking at might not be the specific one that you need, and so it's always on us to validate that information and make sure that it's the most up to date.

Q. Do you know if there is anything in that drawing for you or anything that you're looking at for reference material that shows that fastener installation on a MED plug?

A. I never pulled up that drawing for the plug specifically. The first thing we would have to identify is who that statement of

work belongs to. Sometimes it might be a supplier drawing and there's different -- there's a completely different approach to finding that information.

Q. Okay. And I don't remember if I asked you this, but who is your supervisor?

A. My supervisor is Wendy Christopher.

Q. All right. Thank you. You mentioned in one of your statements to the group that -- do you know whether there's a door crew on the second shift on the 19th?

A. I'm not aware. When I used to be a shift captain, there'd be a lot of times where my team would be asked to assist with a door rig, but my team didn't have the skill set for that. And so when it became a common issue across the ramp, and I was told that there's a door crew team on first shift.

Q. Okay.

A. So that's where I'm referencing that from. I don't know if there's a second shift team.

Q. Okay. So you don't know, on the 19th, whether there was a second shift team of door crew people?

A. I had assumed that there wasn't.

Q. Okay. All right. And lastly, you said you asked somebody whether -- somebody told you that they got it, meaning the door was closed.

A. Um-hum.

Q. Do you recall who told you that?

A. I don't. Sorry.
Q. Okay. Was it just in passing or is it just --
A. It was an in passing thing. I don't think that they were even directing that to me. But once again, that's just an assumption.
Q. Okay. I think that's all I had. Thank you, [redacted]
DR. WOODS: Nils?
BY MR. JOHNSON:
Q. One question for me. I'll use it as a concept. Do you know who at Boeing now, today -- I know hindsight's 20/20, so -- do you know who at Boeing today would be the responsible person or group to remove and/or install a mid -- MED plug from a fuselage number?
A. No. I never really looked into that. I know it's a huge issue of a lot of issues that I go through, so -- I'm sorry.
Q. So I'll ask you one follow-up to that. Have you ever used the AOG team or the SST team?
A. AOG, no. From my tribal knowledge, they're kind of like superstars, so I've never really requested their help. I feel like I would be instructed to if we needed it, and usually that level they already know what they want. As for SST, we get a lot of requests for SST assistance. And usually what we'll do is, we'll gather as much information as we can about the statement of the work and we'll request that through them. And they'll determine if they can do it, and then they'll also determine if they will do it. They're actually pretty busy, and so it's not

uncommon to get an email back stating that they have a huge backlog and that shop should be able to perform the work on their own.

Q. I guess one follow-up based on your answer. If AOG are the superstars and thing has been floating around for 21 days that no one can solve because no one knows anything about it, it's almost logical, to me at least, that you would have reached to AOG and said, we need superstars because we're all sitting here scratching our heads. Is that -- it just never crossed anyone's mind or -- I know looking back is 20/20; I get it. But I'm saying, Monday morning armchair quarterback, it would make sense to me to call the AOG to ask if --

A. Yeah. So --

Q. -- you struggled for 21 days.

A. So if I were working this specific SAT issue, it definitely could have been an option because I would be required to drive that urgency. I do believe that this SAT stemmed from Flow Day 1, and I work all the way at the other end of the factory. And then I was never actually directly involved with this SAT. I merely just came in to see, hey, can we close this? So just a little bit of clarification. If I needed to, I'm pretty sure I would have came to that eventually. I'm pretty relentless about finding some angle of approach to accomplish.

MR. JOHNSON: Thank you. That's all for me.

DR. WOODS: Matt?

BY MR. RIGSBY:

Q. Just a couple. With your seat there when you're on the floor and you said you're kind of looking left aft side, looking up, after you went and saw the door was open or partially open, do you recall seeing anybody on the stand next to that door or at any time before the stand was moved?

A. No, I don't recall. Usually that stand -- there's a ladder. You have to climb up that stand. And then with the door laying flat on the pad, if I did see someone, I don't know if they'd actually be able to fit there comfortably, so --

Q. Okay. That same night, do you recall seeing the stand move?

A. I can't recall.

Q. At the end of your shift that night was the aircraft rolled out?

A. I can't remember. Sorry.

MR. RIGSBY: Okay, that’s it for me.

DR. WOODS: Mike?

BY MR. RINEY:

Q. You mentioned that the SAT was owned by the Flow Day 1 team.

A. That's where it was initiated. As the plane rolls down, usually if there's enough communication and the people down line knows how to handle that specific area, then management can coordinate and get that SAT moved over. But yeah, so that SAT originated there. I'm not really sure what happened with that whole process.

Q. How often do you see SATs move to different areas?
A. Well, I'm temporarily assigned out on the ramp, and so I have -- there's a lot actually, mostly because the priorities change. Once it's out on the ramp, there's a lot more visibility because of the handoff status, the preflight. So a lot of times if it needs to be resolved and the plane's out there and the factory team can't work it, it'll get pushed out to the ramp queue. So it's actually pretty frequent.
Q. When did you move out to the ramp?
A. A few months ago I was asked to see if I could assist -- part of my job is to train other team captains. And so I was asked to go out there to provide that kind of training and to assist because the ramp queue covers -- like in the factory, I only cover like two or three different planes. Out on the ramp, I cover like 20, so -- or more.
Q. When the individual that you overheard stating that it's done or that it's completed, do you recall what time that was on the 19th?
A. I don't recall. It was definitely before lunch, which I usually take at about 6:40, 6:45-ish. So in between then and my 3:45 meeting, my Tier 2 meeting, so --
MR. RINEY: Okay. That's all I have. Thank you.
DR. WOODS: John?
BY MR. PETRUZZELLI:
Q. When you -- I don't remember who was asking -- I think

Sabrina was asking a question and part of your answer was referencing your CBA. Are you a machinist or a SPEEA person now?
A. I'm SPEEA now, yes.
Q. Okay. Okay. Gotcha. That's what I thought. Is this SPEEA tech?
A. It's SPEEA tech.
Q. Gotcha. Your opinion -- and I'm trying to picture exactly where your barge is compared to where the airplane is. To open this door is going to take more than a couple of seconds. Is it a reasonable conclusion that whoever opened and/or closed this door would have utilized the shield system and shielded in?
A. I would assume, yeah.
Q. So is it a high -- are you -- do you have a very, very high level of confidence that whoever did this would have shielded in?
A. I can't speak for anyone individually, but there's a very high chance that you could lose your job --
Q. Understood.
A. -- for being caught. And I don't think there are many people that are willing to flaunt that. So I would think reasonably, yeah, he would LOTTO in.
Q. Okay. So if we were to -- if we knew the timeframe and looked at, say, that day's -- because we've heard people come on and off and they don't necessarily clock out. So it's pretty reasonable to say that if we were to look at that date and pin it down, it has to be somebody that's -- circle of people; is that

safe to say?
A. I would definitely start there, but I would also have to validate if I came to a conclusion. I would then try to investigate that specific group and go from there.
Q. Okay. In your role, do you have -- and authority isn't the right word. Do you have the relationships in place that, I'm thinking you were an hourly person, that you could call -- well, I'll use me as an example. If I was a mechanic down on the floor, rockstar that I am, hey, John, can I open this. Do you have enough of a relationship that you can go say, hey, John, can you help me out with this? Without going to my manager is what I'm poking at.
A. I don't have the authority. I could -- I have -- yeah, so I mean I could probably be like, hey, you know, this might be in your best interest. Network is my bread and butter, right? But, I mean, it would kind of be up to them to decide if they wanted to or not. And usually most mechanics will ask me on what authority that they want me to do something. If they don't know why I'm asking, then they would probably not want to be held liable if anything were to happen.
Q. Sure. When -- capture my thoughts here. This isn’t easy, we have only been at this at this for 16 hours today. I’m getting a little punchy --
A. Yeah.
Q. -- questions. A couple -- and I'm going to spit this out and

it's not going to sound right, but bear with me. There were a couple comments today that said you would have a pretty good idea of who would have been on or gone on and opened that or closed that. So speak to that, in your opinion.

A. Okay. As a team captain, I am expected to be like an SME on the operations that go on around me. I can say with confidence that if this were like something that I was like directly related to or like on top of, that I would know them. But like I said, this was kind of a secondary objective. It wasn't even like a formal request. It was like a, hey, do you know to close this?

Q. Right.

A. Well, let me go check it out. Then I realized I didn't have that experience or information. Then that's kind of when I started reaching out, hey, what do I do?

Q. Okay. And that was -- I saw that in your statement, your previous statement you gave, too. As part of this, when you got to where you went up and looked at the door, I'm gathering that you actually looked at the SAT a number of times?

A. I've actually never looked at the SAT. I didn't even know that there was a SAT for this. SATs definitely are not required, right? Usually if you don't know how to resolve your issue, that's when you would open a SAT. So I don't believe I was actively working on that SAT.

Q. Okay.

A. I just know it's an issue when I tried to see what needed to

happen.
Q. Copy that. So you go up in the airplane, the door's closed, open. Based on your prior experience here as a functional test person, would you be in a position if you would've asked the question, hey, where's the removal on this?
A. That probably should have been my first question.
Q. Did it cross your mind? At the time.
A. At the time it didn't cross my mind. I just wanted to know who owns that statement of work.
Q. Yeah.
A. Usually the follow-up questions will eventually lead me to building a full story, so --
Q. Copy that. Okay. Did the whole, your involvement -- you say you didn't read the SAT. Did your whole involvement, I'm guessing, come about from one of your Tier 2 or Tier 3 meetings? Or did somebody ask you, hey, get involved in this mess?
A. I think it was just I was identified as someone who was like literally right there. Like if anyone's got a front row seat to it, it's me, right? And then while talking about it and providing what my experience would've been, you know, I was like, hey, I did reach out to Phally, and then so the conversation, went to my phone, and then I was like I might have pictures, scrolled through my camera roll, sure enough, right there, so -- That's, I think that's how my involvement came to be.
Q. As I watched the evolution of -- in Everett we called you

guys pit bosses. I've watched the evolution of that over my career here, and it's interesting to see and talk to someone like yourself that's kind of really in the middle of that. I kind of asked you at the beginning what does success look like for you in an interaction, and let me preface that. In my role and the field, as a coordinator, when we're done with the FAA and they hand me that little piece of paper that says your certificate of airworthiness and I go hand that to the VP and say, here you go, the cash register's ringing. When I walk away, that's a pretty cool feeling. What is success look like for you in your role here?

A. Well, success for me in my role is usually whenever I have like a GIMBA or a project or anything that involves my -- me, my involvement, usually if I can identify what the root cause is and the action needed, that makes me feel happy and accomplished because it's like, hey, we got this; all we really need to do at this point is follow through, get the work done, right? So, I mean, it's still not completely off my radar yet, but I think we have already determined the culprit that was the whole reason for the SAT and now we can fix that and kind of push that plane forward (indiscernible), so --

Q. Okay. And again, you -- as you just said a little bit ago, you had not read this SAT. Have you read it since?

A. I believe I might have done some digging after. So I believe I might have read the SAT trying to see if there was a removal.

So that kind of came in after I had already been asked questions. I kind of want to dig and see, hey, what was the actual --

Q. Which is where I'm going with my next question, so thank you for saying that. Did you begin looking at how you move -- how you operate going forward? What did you take out of or have you taken anything out of looking at where there was breakdowns that happened and what are you going to do about it? You personally, not your group, you personally.

A. Well, so I looked at the SAT, right, tried to follow the paper trail, see what what happened, who was involved, right? And one of the first things that I noticed was that there were stamps stating that the work was completed to an NCR, but there was no documentation that authorized that rework so, thus, there was no removal. I think after I had identified that --

Q. This is again well after the fact?

A. This is -- well, I had already had talked to the ASI.

Q. Okay. Gotcha.

A. So -- yeah.

Q. So are you taking any good out of this and taking that forward to how you do your business every day?

A. Oh, yeah. So like I said, validation, right, is the number one (indiscernible). One of the most embarrassing things for me is to bring an issue to someone saying, hey, we are ready for your assistance, and they take a look at it and they're like, no you're not, right? And so obviously what we've reiterated multiple

times, hindsight's 20/20. So yeah, definitely no removal, but at this point, right, I'm pretty sure that there had already been a thorough investigation conducted specifically on that. So I was like, you know, it's already been seen.

Q. Staying with that same theory or same -- have you -- I'm guessing that -- I'm sorry, I can only say pit bosses. You're -- okay. Have you sat with your pit boss peers or do you have a weekly or monthly or a daily meeting where you guys sit and go back and forth and say, oh, boy, this happened, and you talk about successes and failures and what you can do better? Did you guys do that before? Are you doing it now?

A. Yeah. Every week we have a staff meeting. We go over changes in our process. We go over SAT audits, right, what could we have done better, how do we address it. We bring up some of the more negative things sometimes like, hey, you know, like no one made any effort to reach out when they should have, right, or there was no urgency. And then we go over the positive things like, man, this is how it needs to happen every time, you know, good job, here's a voucher.

Q. That's always a good thing. A Tully's card used to work really well for that.

A. Yeah.

Q. With what you're saying about you sit in your peer group and you talk about negative things that happen, and also to kind of backstop on something that Sabrina was asking, is it safe for you

or your peers to bring up a negative that happened? And you alluded to the fact of owning mistakes, is it safe to do that, acknowledge that, talk about it, put it out there, and they're not going to say, you know what, congratulations, you're going to Everett third shift? That does happen around here.

A. It does. It is safe for us. In fact, I think sometimes my team specifically kind of dwell on the negative stuff, right? Like I said we're tired of being in the news, so, I mean --

Q. I think we all are.

A. Yeah. Right. We're like not really pointing fingers but we're like, hey, why is this, you know, not addressed right now, you know what I mean? I don't think we fear any type of retaliation specific to our group anyway because we kind of have a very open line of communication. So, no, I don't believe that anyone would be afraid to say anything or that there would be any kind of repercussion. I think we have a lot of tools in place to be able to pick up on that if it were to happen. So I think it's almost like a --

Q. So last question. I'm going to challenge you a little bit here.

A. Okay.

Q. You talk about talking about the negative and it's safe. So your boss is sitting right next to you. She's not going to say anything in here, but we do -- you know, obviously we talk later. In that -- inside that, right, do you feel safe enough to say --

I'm not picking on you, just you're here -- my boss really blew this one and she beats up on me? Can you have that kind of crucial conversation, one, with your peer group, and then could you then follow up and have that one-on-one with your manager and be willing to look her in the eye and say, yes, and she would have the wherewithal to be able to have that crucial conversation?

A. That's definitely happened multiple occasions. The thing with it being a communication tool is that it's only effective when you have your person that needs the communication and the person that's communicating. When more than one person gets involved with it, it can get a little bit confusing and frustrating. We all have our own experiences and different ways of approaching things and sometimes that can be detrimental when you have two different ideas coming together to solve one problem. So I've had that happen to me and I definitely vented to my manager. I was pretty upset about it. And at no point was I ever afraid that this was going to escalate into something that it was not. I'm pretty sure my manager's dealt with this many times and we have had those tough conversations and, I mean, it's usually been --

Q. And you're not -- in Everett on third shift, so --

A. Yep. Still here and --

Q. There you go. Cool.

MR. PETRUZZELLI: Thank you. I appreciate your opinions and comments. Done for me.

BY MR. MARCOTTE:

Q. I just want to make sure we're all on the same page for when you heard the comment next to where people badging on, you know, the other side of the wall from you. Was that after your standing meeting in that 4:30 to 5 o'clock timeframe when you think you heard it?

A. Yes.

Q. Okay. Good. Oh, and following up on the other (indiscernible) while we're there, you said management, you know, if they work together they can arrange to have the SAT responsibility moved to another group. What is SAT responsibility?

A. So per our process guide, wherever the issue is found, when a SAT is generated it stays in that specific area. In this case it would have been Flow Days 1 through 3. However, if it would be more feasible for another area to work it, like say if it got moved all the way down line and we had the resources to deal with it, then the manager for the LSCC group and 1, 2, 3 would coordinate with the manager in LSCC group 8 to 10, right, and say, hey, we haven't been able to resolve this, the plane is in your area, would you be all right if we transfer this to your queue? Usually if the justification is good enough, the answer's yes and it gets moved over here. Per our process, it should be communicated in the SAT there was an agreement for that to be moved, that way the SAT initiator knows if I need in-person

contact, I can go and talk to these guys and not waste my time because it's already been handed off.

Q. Yeah. You just answered my next question, you know, how can I go through the SAT and see who owns it today?

So on the 19th, the day it was closed, what group was responsible for the --

A. Well, no, I didn't look at the SAT until after everything --

Q. Okay. All right. That's it. Thank you.

DR. WOODS: Troy, you're up.

BY MR. LEVANEN:

Q. Just a couple quick ones. I looked back at the barge records just roughly for that time and it looks like there could be about 10 or so people that were logged in as passenger cabin. Do you think it's possible that anybody that goes -- it could have been logged in as anything else besides passenger cabin or would that kind of narrow it down to roughly those 10 people?

A. From my experience, I know that it could be expanded past the people that are -- it couldn't just be those 10 people. There will be a lot of times where you will have to be in multiple areas, and so it'll be the most -- the one that you believe you would be in at the time of -- so as a functional test, I'd be in the flight deck, the cargo, and the 48 section throughout that entire test, right? So, I mean, I just might put flight deck down, so --

Q. Okay. So that may be not a perfect science. But then even

with that said, having looked through one of the ADs with -- on one of these, you can't really close that with one person, it's going to take two, most times will take three people to close it. And so just considering that, and if you have a window of about 10 people, that would narrow it down to, you know, 20 percent of the people that were in the cabin at the time were actually involved with it and the rest of them would have seen it because they're all in there and you couldn't miss this big show. It would've been like, you know, like completely nonstandard for people to be in that area that no one's ever seen this open before at this stage of the game. Anybody in there would have been like, what is going on? So that said, do you know, did the ASI come and talk to those 10 people and have -- because it feels like my experience in heavy maintenance inspection, the word gets around real quick like, oh, hey, who was there? Who all was in there? It seems like you would have overheard something or seen ASI talking to them or just even a little thing.

A. I know that they had meetings. I'm not really privy. I think it might have been confidential. I would assume that that's what would have happened, but seen, heard, experienced, I don't know that, speak to that.

Q. Nothing heard? Okay. That's good enough for me. Thank you.

BY CAPT ANDERSON:

Q. One question, just a clarification. I don't understand the badging on and off the barge or on the planes as much. When you

said that it would probably be not very likely that somebody wouldn't shield on because it could be something that you could get terminated for --

A. Yes.

Q. -- and how is that enforced?

A. So usually if someone isn't badged in and something moves, right, and that person gets hurt, obviously that would be very telltale sign that, you know, it's like, hey, why are you in this area in the first place? The first thing we're going to do is check to make sure you were shielded in to make sure you were aware of the dangers in that area specifically.

I know that the group coordinators, that are the LOTTO people, I know that they have inspections. I'm not sure of the intervals, but I do know that they constantly walk the planes that they're in charge of, mostly just to make sure that everything's been conducted safely and to tag and lockout systems as required. Say if we need our electrical blue streak team to come in and re-terminate a wire, right, they'll facilitate that shutdown and they'll -- you know, so now they're walking the plane. Usually they sit at the entrance to the area. So they usually watch people that walk past them. Anyone that walks past them and the barge to go to the plane, he needs to be checked in or that's a possible termination and a possible safety violation.

Q. Okay. Cool. Thanks, [redacted] .

BY DR. WOODS:

Q. Okay. I want to take you back a bit on -- I know that Troy had just asked you, you know, have you seen people talking to ASI and things like that. What about the general gossip on the floor? Again, you deal in communications, you -- has there been any talk amongst you all trying to figure it out of what might have happened and what's going on?

A. I mean, there's always rumors. Rumors stated that, you know, there was no removal to verify that. I think a lot of people just kind of know about it, don't really talk about it. After being talked to by ASI, I wasn't sure if I was allowed to talk about it. So, I mean, I didn't really confirm or deny anything. I was mostly like, oh, yeah, you know, I'll -- maybe I'll go take a look at it. I don't really have much to say on that.

Q. Okay. I just wasn't sure, you know, because part of the trouble, and even with the ASI's is, again, we will never know your process as well as you do, we will never know the people that you work with as well as you do. So it has been difficult to even identify who we should talk to in the first place. So if there was somebody that you are aware of that might have even better insight than you, we would appreciate knowing who that person is so we can talk to them as well.

A. Gotcha. Yeah. No -- I mean, other than the people that I already mentioned that I had reached out to, I don't really have much involvement with the actual issue itself, so I guess I'm kind of like an outlier to the whole situation.

Q. If I were a person on the street and I was looking to work at Boeing, and I wanted to sit down with you, have a coffee, and be like what do I need to know to set me up for success or just what do I need to know in general about working for Boeing, what would you have to tell me?

A. Well, I'd tell you that the money's great, it's a good career. You know, it's a huge name, so it's pretty good for your resume, you know, if you ever decide to go elsewhere. You know, I'd ask them what, you know, what's your skill set? Like what do you have, what can be translated to a job that might actually be viable for you? And then, you know, like what kind of questions do you have for me?

Like I would explain to them that sometimes morale, right, can be low. We have a lot of turnover specifically because, you know, this can be a stressful job, you know. What the company wants and what we have the skills and capabilities to perform at the time sometimes that doesn't coincide, and so some people get disgruntled; they feel like they're being overworked; they feel like, you know, that we might be getting taken advantage of. But all of -- I tell people, mostly people that I'm training, you know, that it's all perspective based, that we control our own careers here, right? Someone might be telling you their negative experience, but I always tell them, you know, our main job is to validate, right? Like if someone's going to be negative, right, what kind of work ethic do they have? You know, that's like -- so

pretty much, you know, we are responsible for our own success or lack of here. It's a good opportunity whether you stay here long term or not, and then what do you want to do?

Q. Do you feel, because you just alluded to it, do you feel the turnover rate is high?

A. I mean, I myself have been through like multiple positions, right? Most of it is opportunity based, right? With a lot of our experience, you know, retiring, there's plenty of opportunity for moving up that usually doesn't happen, right? So the more experienced people take that knowledge and experience and they move into leadership position and they create a vacuum. And then the new people move into that spot, they learn a little bit, but there's still more spots up, so they move up.

When I came back to the 737 program in August of, I think, '21 -- sorry, it's been a while -- the team that I was assigned to has changed so much that I think I only recognize two or three people -- for the functional test team, I only recognize two or three people that are still on that team from the time I came back. Prior to the Next -- when I worked on the Next Gen, it was almost unheard of for someone to move outside of that team. And I think that's where a lot of the experience came from, you did the same job over and over and over and you conquered every obstacle to the point that you were a subject matter expert in your bar and there was -- it became efficient, at least when it came to doing the same thing every day.

DR. WOODS: So that's it for me for the round, although I do have two final questions that I always ask everybody we talk to. And it's interesting because my first of the questions actually ties into what you just said. But before we get to that, I want to make sure that everybody else in the room has been satisfied.

We're good on this side, good on this side. I see lots of head shakes.

BY DR. WOODS:

Q. So with that, my first question is -- and kind of thinking about it on your response to my last question like what you would tell me coming in off the street. If you were king for a day and I give you a magic wand and you could wave that wand and change any one thing that would make your job perfect, that would make a day in the life of [redacted] at Boeing the best thing, what would that be?

A. For the good of the company?

Q. For the good of the company.

A. Well, I would say once again my thing is accountability. Sometimes I feel like as long as we say, hey, I'm going to own this mistake, that we can continue to make those same mistakes. And I know that the company tries to, you know, tries to have that culture so that, you know, we do say, hey, you know, I think I screwed up. But sometimes it feels like a lot of the mistakes just continue to happen, and we have a lot of checks and balances to make sure that it doesn't escape, but we also have escapements.

So I would probably be a little bit more stricter on accountability. And obviously that's kind of an ambiguous term, but I just want, you know, everyone to kind of have that same level of gravity that I feel that I have. You know, that might sound a little bit selfish, but I'm pretty passionate about accomplishing. I feel good at the end of the day when I solve my problems. And so whenever I see a problem that I feel isn't being handled efficiently or not enough information is being provided to these teams, it can be a little bit frustrating, so --

Q. And then the last question I have is, you were notified that you were coming in to talk with us. You've had a little time to think about that. So we always want to confirm, was there anything that we did not ask you that you thought for sure we were going to ask or that you would like to let us know about that you feel would shed light onto the situation?

A. To be honest, I really didn't know what to expect. I've been through a lot of different types of interviews, so I know that even trying to prepare for one specifically, it usually never goes accordingly, so I just kind of spitball it. So no, but I think there are a couple points during the break, things that I never touched up on that I believe you specifically asked.

So when it comes to editing a SAT, I can edit the problem description. So sometimes the problem description isn't coherent or, you know, like it just doesn't -- you don't know what the problem actually is and you have to decipher it. So sometimes

we're allowed to go on there and to kind of -- after verifying what exactly is the issue, we can provide more clarification. So I can change that and I can change references and the action request, but any of the updates, those can't be touched. So anything that gets put I there, whether it's incorrect information or not, it stays incorrect and then it's -- you know, the next update's like, hey, I provided the wrong information, this is what I meant to say. As a team captain, SPEEA technical, I'm not allowed to touch parts or a plane, so I usually -- well, not usually, I don't, right? I don't know what the repercussion is, don't want to find out.

I think that's all I had to clarify on, but --

DR. WOODS: Okay. With that, we're good?

Lost my recorder.

Okay. We are going off the record at 8:48 Pacific Time.

(Whereupon, at 8:48 p.m., the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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.

_____

Kay Maurer
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of: *

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ALASKA AIRLINES BOEING 737-9 *

MAX IN-FLIGHT STRUCTURE * Accident No.: DCA24MA063

FAILURE NEAR PORTLAND, OREGON *

ON JANUARY 5, 2024 *

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Interview of: [redacted], Seat Crew Boeing

Renton, Washington

Tuesday,
April 9, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

MIKE RINEY, Onsite Representative
Spirit

JOHN PETRUZZELLI
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaska Airlines

CAPT. BJORN ANDERSON, Representative
Air Line Pilots Association

ROCHELLE SISCO, Co-worker/representative
(On behalf of Mr. [redacted])

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I N T E R V I E W

(3:04 p.m. PT)

DR. WOODS: Good afternoon. It is 1504 Pacific Time on April 9th, 2024.

Hi. My name is Dr. Sabrina Woods. I'm a human performance investigator with the National Transportation Safety Board. I am one of the co-leads along here with Pocholo Cruz, leading the manufacturing and human performance working group for accident investigation number DCA24MA063, involving Alaska Airlines Flight 1282.

The NTSB is an independent federal agency charged with determining probable cause for transportation accidents and significant incidents and promoting transportation safety. The NTSB is not a part of the Department of Transportation, and it is not a part of the FAA. We have no regulatory or enforcement powers.

We can't do an investigation on our own, though. We have what we call parties to the investigation who help us to inform the process. What you see here in the room are different parties to this particular investigation.

I'm going to now go around the room and have each of these individuals introduce themselves to you so you have an idea who it is you're talking to. So we're going to start out to my right with Pocholo.

MR. CRUZ: I'm Pocholo Cruz. As Sabrina says, I'm the

co-chair for this particular group. I'm an aerospace engineer with a specialty in structures and maintenance.

MR. JOHNSON: Nils Johnson, NTSB. I'm an aviation accident investigator with a specialty in maintenance.

MR. RIGSBY: I'm Matt Rigsby out of the FAA's Office of Accident Investigation. I don't have any enforcement authority with the FAA, purely for the safety end of it, so --

MR. RINEY: Good afternoon, [redacted] . My name is Michael Riney. I'm with Spirit AeroSystems. I'm the Washington onsite lead.

DR. WOODS: Look over here to John.

MR. PETRUZZELLI: John Petruzzelli. I am the machinist union representative for this party, and I am an AMTI over at north Boeing field.

MR. MARCOTTE: I'm Dan Marcotte. I'm a Boeing air safety investigator in Southern California.

MR. LEVANEN: I'm Troy Levanen with Alaska Airlines, both in maintenance and engineering safety, and I've been with the airline for 34 years.

CAPT ANDERSON: I'm Bjorn Anderson. I'm a captain with Alaska Airlines, and I'm representing the Air Line Pilots Association, and I have an aviation maintenance background for about the last 30 years.

DR. WOODS: Okay, with that side, that's everybody who's going to be asking you questions.

But, today, we will be using a digital recorder. After the

interview, we send that recording out to a professional transcriber. Once we get that transcription back, the party members here will have an opportunity to review it for any sort of typographical errors, and you know, we'll make small changes to those errors. However, we do not change the content.

Once again, the purpose of the investigation is to determine probable cause and prevent recurrence. Our goal and our role is not to assign fault. We're here simply for you to share your insight, your experiences, your opinions with us with that goal in mind of preventing future accidents.

For the transcription, our intent is to redact employee names from the transcript. Having said that, we cannot offer any guarantee of confidentiality or immunity as the redacted transcription will go forward to be a matter of the public docket for this accident, but there is always a chance for FOIA to come later and present the unredacted information.

Each of the group members here will ask a question. We'll ask questions one at a time, and then we'll move to the next person for them to ask their questions. Just recognize that at any time, if you don't know the answer to a question, "I don't know" is a perfectly acceptable answer. Don't feel like you have to come up with something. Just say you don't know, and we'll move on.

If at any time you don't understand a question, please ask for clarity, and we're going to do likewise. If we don't

understand an answer, we're going to ask you to clarify as well.

If at any time you realize you misstated something or you remember something later on, feel free to go back. That's okay. Just say, hey, I would like to address something that I said earlier and add on to it. Feel free to do that.

You're entitled to one representative of your choosing to support you through this process. I see you have somebody here with you, so just for the record, do you have somebody here that you want as your representative?

MR. [redacted]: (Indiscernible).

DR. WOODS: Yeah, I'm asking you if the person that you brought with you is the person that you would like --

MR. [redacted]: Oh.

DR. WOODS: -- to serve as your representative?

MR. [redacted]: Yes.

DR. WOODS: Okay. And so would that representative, for the record, if you would please state your full name and spell your last?

MS. [redacted]: Sure. It's [redacted], [redacted].

DR. WOODS: Okay. And, just for the record, you are a co-worker of [redacted]? Thank you for that.

If at any time you need a break during this process, please do not hesitate to say so. We'll make it happen. For any reason. If you want to just take a break, take a moment, or if you want to

confer with your co-worker, just let us know.

Okay. All that understood?

MR. [redacted] : Yes.

DR. WOODS: Do you have any questions at this time before we get started?

MR. [redacted] : No.

DR. WOODS: All right, with that, then, if you would please state your full name and spell your last name?

MR. [redacted] : My name is [redacted] , last name [redacted] .

DR. WOODS: Okay. So, with that, we're going to go this way around the room, starting to my right with Pocholo.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thank you for coming to talk to us today. What is your current position here at Boeing?

A. I work -- I'm in the seat crew flow day 8.

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

A. For a year.

Q. Okay. And how long have you been with the company?

A. A year.

Q. A year. I need to ask this question, but have you held any previous positions besides the one that you're in right now?

A. No.

Q. Okay. Can you describe your professional background before coming to Boeing?

A. I used to work at a warehouse in Seattle trans produce. I used to work for checkmate. Charlie Holstead (ph.) for like 10 years, it's warehouse work, managing the picking crew. Then I worked in (indiscernible) as well.

Q. Okay. And, currently, what are your duties and responsibilities in your current position here at Boeing?

A. So it's the seat crew, so we do install seats, put in the cables, cables for the seats, making sure that it's torqued to spec, make sure we're doing it correctly and safe. That's all I can think of right now.

Q. And what paperwork do you use to make sure that all that is correct?

A. The 35Y IP for seat, installation of passenger seats.

Q. Okay. And what hours do you work?

A. 2:30 to 11.

Q. What days?

A. Monday to Friday.

Q. And what shift?

A. Second shift.

Q. And if you could run me what your typical day looks like from when you start to when you leave?

A. So I come in. I actually go downstairs, lotto into the area that we have our kickoff meeting. And then our manager and our leads will tell us what's our plan for the day, and then they'll tell us what can you restore or removal or what's our seat goal.

And then after that, we would break off, and then we WIP look into a job that we're -- that you told us to go, wherever the priority plane is. And then we would check it out if it's ready, and if it is, then we start gathering our -- we check the IP, and then we check -- well, we WIP into the job.

And then we also grab all our tools that we need. I mean, if it's a plane that has cables, we would grab all the zip ties, pendulates, and pendulate gun and cutters, flashlight, and screwdriver, and we would install them. If there was cables, we would install them.

And then we WIP into task to install cables into raceway, and then after that we would put up our -- we would bring in our PREs, which is like our stuff, like, for the protection for the floor, like, for our seats so we can roll it in.

Then after that, we would install seats. Then we would WIP into install passenger seats, and then we would -- after we install, put in seats -- oh, because there's conveyor, so we would pass the seats from the trailer down to the seat loader, and after that, we would start installing, and that comes in three loads -- or four, four loads of seats.

And then after that, we would install the seats. We would have to go install seats, and then on the back we would torque it down. Then we would finish that process, and we would WIP -- we would WIP into attach cables, which is connected to the seats. And then at the same time, we would do torque limits for that, those

seats. So we had to go out -- there'd be lead job so that they would come and witness with us.

And then after that, we were done with the cables. We would go in IP then and have QA come check it.

Q. Okay.

A. And then after that, the cables. So QA would come check the cables, and then after we put the box covers, and then another QA come check it again, see if everybody's perfectly fine. I would check for FOD, and then after that, put away our tools. And then pretty much it. Then we have -- after lunch we have a meeting where we see where we're at on the seat load or whatever that needs to be done. I think that's pretty much it.

Q. Okay. Have you had -- has there been a case where you had to remove a seat?

A. Yeah. Yeah --

Q. And -- go ahead. Go ahead.

A. Our manager would let us know. If, for instance, if a wall was open still or, like, nothing's completed and we have a seat load, we would leave it off, like, loose or see if it's just in place or like push. That way, they have enough work to get into it. And then, yeah, managers would let us know, or if it's like -- you would see if they need more room or whatnot.

Q. What type of paperwork goes with that if you have to remove a seat?

A. If it's before the seat load and you see it --

Q. Um-hum.
A. -- we just don't -- we just leave it off.
Q. Okay. But what if one's already installed and had to be removed? What type of -- yeah, what type of paperwork needs to be --
A. A manager will tell us --
Q. Yep.
A. -- he would get with the other manager, and then they would check as a removal for that seat for like a -- because they have to ask for -- they have the write a removal, and then so, if they write up the removal for it, it's okay to remove. But we won't take it off if we don't have the removal --
Q. Okay.
A. -- form or whatever they do (indiscernible). I have to tell my supervisor -- or leads it's that.
Q. How many leads --
A. Write the removal.
Q. Okay. And who is your current supervisor?
A. Right now, it's Colin and Garrett. And then my manager is Somali.
Q. Okay.
MR. CRUZ: Nils?
BY MR. JOHNSON:
Q. Hi. So after reviewing the barge records for 8789, which is the airplane that lost the plug in-flight, on September 19th you

were shielded in the passenger cabin from 3:51 p.m., and you shielded out at 6:08 p.m. Does that sound right?

A. Uh huh --

Q. Do you have any recollection of that day?

A. I probably went in -- because this -- it's been a while, but I feel like it was because it wasn't ready. We did some work, and then we didn't finish, and we would go on to our next.

Q. Okay. Just to be clear, this was in the -- this was in the rollout position, so this is basically two stations down from where you normally work?

A. Uh-huh.

Q. We know that the plug was closed between 5:09 p.m. and 6:39 p.m. What can you tell me about that time? Were you in the cabin? Did you see something? Was the plug open? Was the plug closed?

A. I don't remember.

Q. No? Okay. I think you said you were working on the 350Y IP?

A. Yes.

Q. Did you stamp off any work, or did somebody else do the stamping for you?

A. I don't remember. We take turns on stamping because it's a group for seats.

Q. Okay. Do you know Michelle Delgado from Spirit?

A. No.

MR. JOHNSON: I think that's it for me this round. Matt?

BY MR. RIGSBY:

Q. You -- have you had specific training at Boeing on seat installation and removal? Is it a formal training process, or is it OJT-type training?

A. OJT.

Q. How long is that training process?

A. I would say 2 weeks.

Q. Two weeks? Do you hold any FAA certificates, like an A&P license?

A. No.

Q. So when you guys do a seat install, is that something that's done with two people, like pairs, or is it multiple people?

A. Multiple people. It's like a lot of chairs, and then we would have to, like -- like, there will be multiple people, one person pushing up the seats, one person guiding it, and then one person taking out the skates. Then you have two people that's lifting it into place, and then the person that's actually installing the seats, there's two of those guys, and they just put it into the tracks right where the lines because they write a line on first shift. And then you have another person who torques it in the back.

Q. Do you start the installation from back to front?

A. Yes.

Q. Okay. Have you ever -- maybe not 8789, this aircraft, but other aircraft, have you been installing seats and seeing the door

plug open?
A. No. I mean, if anything, it would probably just be missing a panel, but there's always a plug there for the door.
Q. If you're presented with that situation where you're missing a panel, would you skip that row of seats?
A. Yes.
Q. Okay.
A. We would just put the seat there, but then it's going to be loose so that way they have access to, you know, work on the wall.
Q. Do you know the other crews that work not necessarily seats, but say the door crew that's onboard the aircraft? Do you know them by facial recognition?
A. No.
Q. I think I'm done. Thank you.
DR. WOODS: Mike?
BY MR. RINEY:
Q. So, [redacted] , is there a specific role that you perform? Or do the team members rotate?
A. We rotate. We rotate on, like, who's torquing down the gun or taking out the skates, lifting, installing seats.
Q. To the best of your recollection, for this particular airplane, I don't know, did you do any kind of investigating in the paperwork to determine if you were present (indiscernible)?
A. So that plane was actually loaded on the weekend and on a Sunday, so which means like it would -- my time is on the 18 and

19, it was indicated, and that's when I actually entered the plane (indiscernible) install the seats. But we left those areas open, actually finish the sidewall areas.

Q. Did you talk amongst the crew after -- once the news broke about the airplane to determine if anybody could recall anybody working in that area or --

A. No. We didn't talk about anything.

Q. That's all I have.

DR. WOODS: John?

BY MR. PETRUZZELLI:

Q. When you talked about installing cable, were you talking the signal wires and power cables, like, for the IFE?

A. Yes.

Q. Okay. How do you move the seats around in the airplane? Are they on a dolly?

A. No, they're on skates.

Q. Okay. So there's three or four of you? He asked you about you start in the back. Once the seat's installed, clarify about when you do -- when you're required to do a removal for seats.

A. So our manager will let us know if it's ready, if there's a removal from a different department. They'll tell us, and then after -- like, there's a removal for this item, you know, like, it's okay, so we just remove the seats.

Q. Do you have to stamp any paperwork to say -- I mean, does he give you a copy of the removal to work to so you can --

A. I think you have to stamp it off on the computer.
Q. Right.
A. But I never touched that part.
Q. Okay. That's what I was really getting at.
How many of you typically are there when you're doing a normal installation, typical passenger configuration?
A. Probably like eight.
Q. Wow. On one shift?
A. Yeah, because there's one that's torquing it, two installers, you have two lifters, and then we have one that's removing it, removing the -- unscrewing the skates, and then another person that would put the skates in a basket, and then you have two people are just passing, so fine, passing from the bottom of the airplane or from, like, the bottom of the seat loader and then on top, just passing the seats.
Q. So when you're then installing the seats, how do you index where they're go in the seat tracks?
A. There's markings on it from first shift that they put on the seat tracks, so we just put it right there with the leg that matches it.
Q. So they're making out like a marker?
A. Yeah, just a Sharpie marker.
Q. Okay.
A. There's one on the inboard and then one on the outboard.
Q. Okay. And how did they do that on first shift?

A. I think they have a measuring tool.
Q. Okay. And so you're starting in the back of the plane. You're using these index marks.
A. Um-hum.
Q. So, I mean, you're right on the floor, right? I mean --
A. Yeah.
Q. So you got a pretty good visual of everything around you?
A. Um-hum.
Q. Okay. And do you remember on this incident aircraft about the door being opened or closed or partially opened?
A. So when we -- when I went in that plane, it was on the 18th, so it was, like, the sidewall's probably open for the seats and not even on track. There was, like, a couple of seats on that airplane that wasn't fully installed because they were still doing work around the area.
Q. Okay. Would that be seat rows 25, 26?
A. I think it was 24, 25, but then there was, like, a lot up front too as well.
Q. Do you remember what work was ongoing?
A. No. I don't remember.
Q. Okay.
DR. WOODS: Dan?
BY MR. MARCOTTE:
Q. Yeah. So the seats, they're loaded over the weekend, except for a few rows?

A. Um-hum.
Q. And then you went on the 18th, and you don't recall the state of the door, if it was open or closed?
A. Um-hum.
Q. And then you went back on it again on the 19th?
A. I think 19th was the day where our manager was like, it's okay to install so it's, like, finish, ready.
Q. Okay.
A. So we probably would have installed most of the seats.
Q. Okay. And so the sidewall would have, you know -- I'm assuming the sidewall was in then if you're installing the seats, right?
A. Correct.
Q. The whole airplane is build up, you're just waiting for the seats. And you said there was already --
MR. MARCOTTE: I think that's it. Everybody else has asked my other questions, I think.
DR. WOODS: All right. Troy?
BY MR. LEVANEN:
Q. So just following all of these guys, so the seats, you said they got loaded on the 17th, right?
A. Correct.
Q. But so all the seats were in the aircraft on the 17th, right?
A. Um-hum.
Q. They put them all -- that's when they loaded, they put them

all on.
A. Yes.
Q. Does that sound right? And then when did -- and I know some had to stay out because it was an area that was open, and I'm really happy that you can remember that because I know it's been 6 months, but were all the rest of the seats locked down on the 18th then? Or what day did they physically get locked down into place, like, okay, that seat's in?
A. So it was -- so the end of the day of the 17th, it was incomplete. There was a few seats that were not fully installed. And I think we installed everything on the 19th; 18 we were probably just checking if it was okay, but then I'm pretty sure everything was locked from the 17th. It was completed through lock those down, and we just followed by through everything -- well, whenever it was ready. And then we had to stamp and have QA check off.
Q. So on the 18th there was -- everything was installed except for those rows that had to stay out. Is that what you're saying?
A. Yes.
Q. A few rows?
A. Yes.
Q. You said there was a hole?
A. A missing sidewall.
Q. Yeah, sidewall.
A. Or the (indiscernible) but yeah.

Q. So then, if you can recall, then jumping ahead to the 19th, and show -- what time does your shift start?
A. 2:30.
Q. 2:30. So it shows you badging in at 3:48 on the 19th. So you had a little bit time there, and you got on board, and you would have -- see, if you recall, if you went to that area to see, are we ready to put seats in yet, but there's -- there was still a hole, right? It was still -- the door was open. It was sidewall was out. Everything was not ready for seats.
A. Um-hum.
Q. Can you recall that?
A. Not really.
Q. But you could see that, that you couldn't put the seats in because it wasn't ready?
A. Yeah.
Q. So, then, just out of curiosity, can -- do you recall then what you did during that time? It shows that you were on the plane almost, you know, like 2½ hours, and was there other things that you think you could have been doing or --
A. We probably started on the front area because there's -- I think it's like the front area wasn't fully installed, and then two rows in the back, so we probably start at the front, because they probably finished that, and working on our way back.
Q. But you don't recall ever seeing the area opened up, the exit, the exit, the door plug, the hole?

A. Oh. Yeah.
Q. I assume you would recall that.
A. I don't recall that. I don't think -- because it was just closed there. Like, plug's there, so I didn't see anybody working --
Q. Oh, the plug was there?
A. Yeah.
Q. Oh, so, like hanging on the cables or partially closed or whatever?
A. Yeah. Just the sidewall open.
Q. Um-hum. Okay. That helps.
Do you know a guy named Phally, Phally Meas?
A. No.
Q. No? And you didn't -- you don't recall seeing anybody else sitting there besides the three of you that were on the seat team that day?
A. Um-hum.
Q. All right.
A. I don't remember seeing anyone.
Q. Okay. All right, that's good for me. Thank you.
DR. WOODS: Bjorn?
BY CAPT ANDERSON:
Q. See, Matt asked my questions about training. After the accident happened, can you share with us any conversations that your doors or your seat team had ideas or what you guys might have

thought of the -- any ideas about that?
A. We were just talking about, like, how did -- you know, like, through like this, we were working on that area, so it was, like -- we were just wondering, like, how it blew off, which is kind of got scared, like. It was scary that something bad happened like that. We just, you know, talked about we should be more careful, extra careful again -- or be extra careful.
Q. Okay. And then from a seat team's perspective, what would you think you guys could contribute to being more careful or contribute towards the safety of that?
A. We just got to make sure that we torque everything correctly. That way, everything's, you know, stay together, done properly.
Q. Okay.
DR. WOODS: That's it?
CAPT ANDERSON: That's it.
BY DR. WOODS:
Q. [redacted], how would you describe your working environment here?
A. Can you explain that?
Q. Just everything that happens to you on a day-to-day basis, involving the job that you have to do, the time that you have to do it in, the people you have to work with. How would you describe your overall environment?
A. Like, am I feeling rushed or how -- I think everything's fine, like. I don't -- I'm not, like, struggling or anything. I mean, everybody makes it feel comfortable here. I mean, like,

everybody helps out each other and gives pointers to each other like, you know, how did you get better, like, do you need help or is someone struggling?

Q. So, overall, you would say it's a supportive environment?

A. Yes.

Q. Yeah, so I purposely don't put words in your mouth, so, you know, it could be anything. It could have to do with people, it could have to do with time, it could have to do with tools, either sufficient or otherwise. So that's why I just ask what are your impressions overall.

Are there any concerns that you have on a day-to-day basis working here?

A. No. I don't have any concerns.

Q. If you did have concerns, do you have a way to get those concerns addressed?

A. Yeah. I just talk to our manager, let him know.

Q. And you've never had to talk to your manager about anything?

A. No. No concerns, nothing. Like, everything's pretty much -- they support us, so they probably just keep asking, you know, do you need help with this, or how do you feel about this?

Q. Have you ever witnessed anyone else have to bring something to your manager?

A. Yeah. Like, time managing.

Q. Okay. And did it seem like the problem was resolved?

A. Sometimes. Like, it's, well, we can do (indiscernible). You

just got to work around it. So if like, another crew is behind, we'll just work on the next plane we need to work on.
Q. And I guess by time management and another crew, do you mean people outside of seat crew?
A. Yeah. Like, you know, like, if they're not working on the sidewall, and we are waiting for that so we can install the seats or, like, you know, just trying to make our job, make it more run smoother, make sure we have all our stuff.
Q. Have you ever received pressure to, for instance, proceed with the install despite knowing that there was something else was holding you up?
A. No.
Q. Have you ever received pressure to do something that is not within your purview or that is beyond your skill level?
A. (No audible response.)
Q. If I were a mechanic coming in off the street, and I've now been newly assigned, I'm now part of your crew, what are some tips and tricks that you would give me to succeed in this role?
A. Ask a lot of questions. Don't do anything you don't feel comfortable, have us guide you on what help you need. Just see where you're at. Give you advice after that?
Q. And conversely, then, what are some of the things I need to avoid so as not to get in trouble?
A. Make sure you read everything, read your IP. Make sure you're lotto-ing into the area. I think reading the IP is big.

Q. Do you think there are people out there who are not reading their IPs?

A. I think they do, probably skim through.

Q. Have you ever been witness to another individual who you believe didn't fully read the IP?

A. No. The people I work with, they've been here for quite a while, and so it's like, we -- they always make sure that we do everything correctly and together. Because our name's on it, so I want to make sure you know what you're doing.

DR. WOODS: I think that's all that I have for this round, pretty fast, but I want to make sure I check in with you to see how you're feeling. Are you in need of a break at this time, or would you like to keep going?

MR. [redacted] : Keep going.

DR. WOODS: Okay. Second round's usually shorter, so everybody else okay to go?

(No audible response.)

DR. WOODS: All right, well, we'll keep moving then.

Pocholo, back to you.

BY MR. CRUZ:

Q. So, just a couple of follow-ups: In your short time here, working in the seat crew, have you ever seen the mid exit door plug open?

A. No.

Q. Okay. So --

A. Like, as in that it just opened and you can see outside?
Q. Yeah.
A. No.
Q. It's always been --
A. Yeah, it's always been there.
Q. Closed?
A. Closed.
Q. So on the 18th or 19th when you were on to look, the plug was closed?
A. Yes.
Q. It wasn't hanging from a lanyard? It was closed.
A. It was closed.
Q. Okay. Is it normal for you on the crew, for one person to sign off for everybody's work with regards to seat installation?
A. Yes.
Q. That's normal? Because this is a crew of you working it? Is that why?
A. Yes.
Q. Okay. Have you witnessed anybody closing a plug at all in your time that you've been working here?
A. No. I think they do that in the other shift, I believe.
Q. I'm sorry?
A. I think they do that in the earlier shift, like first shift?
Q. Okay.
A. Because it's, like, down the flow day, so I'm on flow day 8.

I'm pretty sure those stuff are handled, like, flow day 1, 2, and 3.

Q. Do you know if -- do you know who or what type of group of people would close the door if there was something like that?

A. No.

Q. You don't know. Okay.

MR. CRUZ: And that's it for me. Nils?

BY MR. JOHNSON:

Q. All right. I'd like to show you two pictures if you'll -- that was the first one, and that is on the 19th at 5:08 p.m. And that's with the plug open, stand in place. So that was a Salvadore picture, for the record.

And then this is at 6:39 p.m., same day. But you still couldn't do the seats because the sidewalls were not up, correct?

A. Correct.

Q. Okay. I mean, the sidewalls, I don't think, went up until 7 or 8 o'clock at night, so -- all right. But none of this looks familiar to you?

A. Normally, this (indiscernible) but not this way (indiscernible).

Q. All right. That's it for me.

DR. WOODS: Matt?

BY MR. RIGSBY:

Q. Do you -- are there -- after you install the seats, is there a separate Quality Assurance that comes through and inspects the

work?
A. Yes. So when we're done with the seats, we would -- when we're done with the seats, we would repeat the job, and that way the QA would get notified to come and check it out. And we would torque it with the QA.
Q. Are they a part of your seat organization, or are they completely separate?
A. Separate.
Q. Separate. Okay. Do they, within your group, your colleagues and stuff, do they look at the work that they're doing as critical or safety-related?
A. Yes.
Q. That's all.
DR. WOODS: Mike?
BY MR. RINEY:
Q. For the shielding in and out of the barge, can you describe when you are supposed to shield in and when you are supposed to shield out?
A. When you enter the area, for like entry into the airplane, just shield in. And then shielding out is if you're going to a different airplane. Say, if I was on flow day 8 and I was going to go into the airplane or like our morning kickoff shield in. And if I was assigned to go to a different flow day, a different airplane, I would shield in to that area.
Q. Do you ever shield out if you're leaving the area to go to

break or lunch?
A. I don't.
Q. No?
A. Or if I went to the bathroom, I wouldn’t shield out because I just have to come back.
Q. And then, following up on the removals, when you were moving a seat, do you get a removal?
A. Yes. See, when we get a removal for, like, seats, a seat removal, we would -- when we get -- when our manager tells us it's a seat removal, we would -- and --
Q. I'm not saying -- I'm just saying moving the seat.
A. Oh, moving the seat? No, you can move the seat if it's already a removal because it just slides off.
Q. As long as it's not torque down, then you can still move it out of position?
A. Yes.
Q. Is there any verification on the torque that's applied to the fasteners?
A. Yeah. It's on our IP, 60 inch pounds per Alaska.
Q. Or is there a torque stripe, or is there -- how do you verify?
A. It would tell us on our IP.
Q. That's all I have.
DR. WOODS: John?
BY MR. PETRUZZELLI:

Q. When you're installing seats and you have a row you don't install, where do you park or store the seats that aren't installed?

A. They'll be in the seat track but loose. So, for instance, if it was a sidewall that was open, we would push it back more. We would leave open more than -- you know, so they would have enough room.

Q. Okay. When you're doing this installation, do you work from the LOPA drawing at all or something else?

A. The drawing.

Q. The LOPA?

A. Probably.

Q. You don't know what that is?

A. I don't know.

Q. That's okay if you don't know what it is.

A. Okay.

Q. Last question: Can you be specific what you mean by restore? I've heard that word with seats about 14 times, and I -- can't get my arms that --

A. Okay. So, for instance, if it's -- if the seat's removed or if it was incomplete, like, they can't -- because they need to get access to some area, they would say restore seats. That means we would put in track and then torque it down, and then we would call for QA and (indiscernible). Just putting the seats into place and install it. Basically, restore is install.

Q. Is there a separate series of buyoffs when you restore versus when you do initial install?
A. Yeah.
Q. Okay. That's where I'm getting confused. Okay. All yours.
MR. MARCOTTE: I have no questions.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. I was thinking that another word for that would be reinstall.
MR. PETRUZZELI: Right.
BY MR. LEVANEN:
Q. Restore reinstall seat.
One question I had, you had mentioned the lotto -- emphasis on lotto-ing into areas as, like, something you would tell a different person, you know. Do you feel like some people are complacent about lotto-ing into the areas, and they, deep down, just kind of come and go willy-nilly without actually badging in?
A. Yeah. Because it's just safety, letting people lotto, knowing that we're around the area. Because when you lotto in, it tells you what section. For instance, for me, it would be passenger cabin.
Q. Have you -- so do you sometimes see people in areas that you think -- that you suspect they didn't actually lotto in? You see people doing that sometimes?
A. I think everybody -- because that's the only way to get into the area, so you have to actually walk by the lotto, and it's

always like people lotto-ing in.

Q. What time do you go to lunch on your normal shift?

A. 6:30.

Q. 6:30. Okay. That's it for me. Thank you.

DR. WOODS: Bjorn?

CAPT ANDERSON: No. No more questions.

DR. WOODS: No more questions? Okay.

BY DR. WOODS:

Q. I'm going to shift the focus a little bit to safety culture. If I say the words "safety culture" to you, what does that mean?

A. Not just yourself safely but, like, everybody's safety, you know. You have things like entering the airplane, you know, safety for everybody. I always think of safety, like making sure everybody's safe.

Q. Is that something that you've had any sort of training on?

A. Yeah, we -- I mean, that's one of the things that is being safe. Yeah. We talked about being safe around the area, what areas that you shouldn't be walking in, like, you know, we have all these lines on the floor that tells you, should we walk in this area, and things like that. And we also have like dividers in our flow days.

Q. Are you familiar with any of Boeing's feedback systems?

A. Yeah. I've heard of that. When we're on our training, they actually tell us to, like, use those if you want, if you need to.

Q. Can you give me a high-level brief on what those are?

A. No.
Q. Do you remember the names of any of them?
A. (Indiscernible).
Q. So what would you do if you had to use one?
A. I would ask my manager.
Q. Okay. And if I say the words to you "safety management system," does that mean anything?
A. Yes. Things like people who are -- like, I'm down. Open up, making sure that everybody's cooperating, you know, being -- like, being watched on their -- if they're being safe, you know.
Q. All right. That's really all I have. It went pretty quickly.

DR. WOODS: I do have two more questions, but it's always kind of the last questions of the session.

Does anybody else have any follow-up questions before I get to those?

UNIDENTIFIED SPEAKER: No.

BY DR. WOODS:

Q. All right. Seeing none, then, unusual questions: The first is that if you were king for a day, and I handed you a magic wand, and you could do anything you wanted to make your work life better, and it could be anything that you see that, hey, if this changed, this place would be perfect, what would that be?
A. Probably making sure when it gets to our flow day, everything will be ready, like, complete.

Q. Um-hum. Is that a problem?
A. Like, no issues. Like, every -- like, full seat load would be completed without no restores. Like, no open sidewall or missing air grills or missing back walls.
Q. So, then, let's say a ballpark in the last 6 months, and this is guessing, this is you guessing, what percentage of the aircraft that come through require additional work before you can get to yours?
A. Sixty, seventy-ish?
Q. So about 60 or 70 percent of the aircraft that come through are still waiting on other work to be done?
A. Yeah. Like, there are probably one, two seats that are not ready to be installed.
Q. Okay. And then the last question I had was that you had some time to consider. We were coming. We wanted to speak to you. Is there anything that we have not asked you that you thought for sure we would ask? Or is there anything that you would like to let us know that you feel would shed light on the situation?
A. I don't have anything.
Q. No? The answer is no?
A. No.
Q. Okay.
DR. WOODS: All right. Well, with that, again, no further questions from anyone else?
All right. Well, thank you for your time and for coming in.

With that, we're going to go off record at 1554 Pacific Time.

(Whereupon, at 3:54 a.m. PT, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 9, 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.

Agatha Pak
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of: ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], Door Master Lead
Boeing

Boeing
Renton, Washington

Tuesday,
March 5, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
Manufacturing and Human Performance Group
National Transportation Safety Board

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

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATTHEW RIGSBY, Office of Accident Investigations
Federal Aviation Administration

MIKE RINEY, Director, Boeing Renton On-Site Customer Relations
Spirit AeroSystems

JOHN PETRUZZELLI, Representative
International Association of Machinists Union (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineer Safety
Alaska Airlines

BJORN ANDERSON, Captain at Alaska Airlines
Representative for Air Line Pilots Association

SCOTT HALLSTROM, Representative
International Association of Machinists Union (IAM)
(On behalf of [redacted])

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I N T E R V I E W

(8:13 a.m. PT)

DR. WOODS: Interview is starting March 5th, 2024, the time is 8:13 Pacific.

Good morning, my name is Dr. Sabrina Woods and I'm one of the human -- or I'm one of the investigators, I'm the human performance investigator working with the manufacturing and human performance group assigned to Investigation Number Delta-Charlie-Alpha-2-4-Mike-Alpha-0-6-3, this is involving an Alaska Airlines flight, 1282. The NTSB is an independent federal agency that is congressionally mandated to determine probable cause in transportation accidents and significant incidents and for promoting transportation safety. The NTSB is not a part of the Department of Transportation or the FAA. We have no regulatory or enforcement powers.

At this time I'm going to go quickly around the room, I'm going to have everybody who's here in the room, the parties to the investigation, introduce themselves, first starting with, to my right here, the co-lead investigator for the manufacturing and human performance working group is Pocholo.

MR. CRUZ: Yeah. Hello, [redacted] , thank you for coming. My name is Pocholo Cruz, as Sabrina says, I'm a co-lead on this group. I'm an aerospace engineer with a structures and maintenance background.

DR. WOODS: Nils.

MR. JOHNSON: Nils Johnson, NTSB, aviation accident investigator, maintenance. About 30 years maintenance experience. Thank you, [redacted] .

DR. WOODS: Matt.

MR. RIGSBY: Hi, [redacted] . This is Matt Rigsby with the FAA Office of Accident Investigation. I don't know if you hold any certificates, but we don't -- I have no enforcement authority, everything you say is -- can only be used for the safety aspect.

MR. [redacted] : You're a fellow Razorback, I see.

MR. RIGSBY: I'm sorry, sir?

MR. [redacted] : I said you're a fellow Razorback, I see.

MR. RIGSBY: Yes.

DR. WOODS: His daughter.

MR. RIGSBY: Go hogs.

MR. [redacted] : Go hogs.

MR. RINEY: Good morning, [redacted] . Mike Riney, Spirit/Renton onsite.

MR. PETRUZZELLI: [redacted] , Scott, John Petruzzelli. I am representing the IAM (indiscernible) 27, 28 years in this racket.

MR. MARCOTTE: Good morning, I'm Dan Marcotte, I'm an air safety investigator. I'm based out of Southern California for Boeing.

MR. LEVANEN: Good morning, I'm Troy Levanen, I'm the Director for Maintenance and Engineering Safety for Alaska Air Group and I've been in aviation maintenance and with the airline

for 34 years.

CAPT ANDERSON: Good morning, Bjorn Anderson, captain with Alaska Airlines here representing the Air Line Pilots Association and I also have an aviation maintenance background for the last 30 years.

DR. WOODS: So with that, [redacted] -- is it okay to call you [redacted] or do you prefer to be called something else?

MR. [redacted]: Oh, [redacted] is fine.

DR. WOODS: Okay. So with that, that's everybody who's going to be asking you stuff, now you know who they are and who these people are in the room and what they're here for. Today we will be using a digital recorder. After the interview we will send that recording out to a professional transcriber, the party members will then have an opportunity to correct the transcription for any typographical or like, grammatical errors that might be on the transcript.

Once again, the purpose of the investigation is to determine probable cause and prevent reoccurrence, we want to try to prevent things like this from happening in the future. Our role is not to assign fault, that's not what we do. We're here for you to share your insight, your experience, your subject matter expertise with us so we can help figure things out because you know things that we don't know. Having said that, we cannot offer any guarantee of confidentiality or immunity because the transcription of this interview, it will eventually become a part of public record, it

will go to the public docket and packaged with all the other information for this accident investigation. Each of the group members will have a chance to ask their questions. We're going to ask questions one at a time, nobody's going to gang up on you, I promise. Everyone has been instructed not to interrupt the other person, so they'll just have to wait with their questions and do follow-ups later, but there will be an opportunity for all of them to ask what they need to.

If you don't understand the question, please do not hesitate to just simply ask for clarification, we'll be happy to do so. And if, at any time, you need a break just also let us know and we will provide that break for you. You're entitled to one representative of your choosing, that person could be anybody that you choose to be with, is there anybody you'd like to serve as your representative?

MR. [redacted] : I brought with me IAM member/union steward Scott Hallstrom.

DR. WOODS: Okay. With that, Scott, if you would please, for the record, introduce yourself.

MR. HALLSTROM: Scott Hallstrom, I've been with Boeing almost 35 years, union steward.

DR. WOODS: Okay. All right with that. And so at this time, [redacted], do you have any other questions?

MR. [redacted] : No.

Dr. WOODS: Okay, excellent. With that, just for the record,

if you would please state your full name, spell your last.

MR. [redacted] : Full name is [redacted] , middle initial [redacted] ., last name is [redacted] and that's spelled [redacted] .

DR. WOODS: Perfect. All right, thank you. I'm actually not going to be starting the question session, Pocholo will be, so we'll hand it over to him.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thank you again, [redacted] , for coming today. So what is your position and title at Boeing in September of 2023?

A. Door crew team leader, so I'm one of two.

Q. One of two, okay. And how long have you been in that position?

A. I want to say -- I forget things, when we came back from the shutdown, I came back from 777 at Everett, so I think it would've been 2020, so I think I maybe came back maybe May/June of 2021. I think I was there, 18 months.

Q. Okay. How long have you been with Boeing, I'm sorry? Total.

A. Fifteen years. I'm coming into my -- 15 years, nine months.

Q. Okay. And are you a contractor for Boeing?

A. No, sir.

Q. Okay. What previous positions have you held at Boeing?

A. So starting 2008, I was a 31004 wing structures lead mechanic and I did that, I think, until 2012, they did a level load so I went to 787 doors just for a different challenge, something new,

something different to do. For 787 doors, I want to say it was 2012. Around 2014 of May they gave me a move memo, what they call north south list, that's so I could be closer to home, I was a single parent at the time, so that's so I could be closer to home in Renton because I lived in Kent. The only way for me to get closer to home, they gave me a move and said hey, you can go back to -- you can go to Renton. So I came back to the wings because I can get an automatic ERT, so I came back to wings and at the time they had changed the job code to 31005.

So I was there for a year before the Max started and they started asking people who wants to come to the Max, so (indiscernible) like June/July 2015, final assembly, got experience and then, I forget -- I forget what manager kind of put it in my head, you know, if you went back to 30304, you're probably going to max out because you're -- you know, you switched job codes and I was like yeah, well, I could use the money, so I'll go back to 30304 737 Max, final assembly, and I was there for, I think, Flow Days -- at the time we had to follow the airplane, Flow Days 4, 5, 6 because we probably built one airplane every 30, 45, 50 days.

Q. Okay.

A. And after that's -- that's -- that's when I was a temp lead on Flow Days 4, 5, 6 under Vince Rogers. He was the second, Vickie Brown-Herndon was the first level. No, John Mulaney was the first, then Vickie came back from South Carolina so I was a

team lead under both of them. They asked me to go back to wings, some guy, I guess, ripped his shoulder out or something, that's why I went back to wings for a little bit, to work in the 128 building for hydraulics and transmissions.

Q. Um-hum.

A. And when my first first shift preference came through to go back to doors and I said well, I don't want to go back there, they said no, it's in Renton. I'm like, they don't do doors in Renton, they said yes, they do, so they're already on the airplane. Okay, so I took first shift underneath Jim Angelos (ph.), that's where -- and that's where I've been until the shutdown where I went back to 777 again for 777 doors.

But then, after the shutdown, I went right back to Renton, came back, everything has changed, we got more people on the crew, so I think for every five or six people you got to have a lead. So the paperwork went up for team leaders, so myself, Tony Bowie (ph.), [redacted], you know, we all applied for it, so we only needed two at the time, so that's where I've been ever since.

Q. Okay. And can you describe for us your professional background?

A. As in -- professional. I've been with Boeing as far as aviation, since Boeing. Other than that, I worked at Kenworth, Alaskan Copper. What else? First gig was a Toyota dealership back in Seattle. I'm a detailer by trade, wash, wax, stuff like that. Acura, Lexus.

Q. Okay.
A. But other than that, professional, that's about -- I'm a car guy, so anything I can do with cars, that's what I was doing when I first moved here in 1986.
Q. Do you have an A&P license?
A. No, sir.
Q. Okay. So what were your duties and responsibilities in September of 2023?
A. Team leader for the door crew, one of two. So my responsibility is to come in -- so my responsibilities -- and you have to give me a little time.
Q. Yeah.
A. So my responsibilities would be when I get in first thing in the morning, I'm going to -- I'm going to go outside and walk what we call the R ramp. But each station has a GC house, so I have the GC in to walk the airplanes to see what the first and second shift have done. My team, we don't have like a door crew, we don't have a second shift counterpart like everybody else has a second shift counterpart.
Q. Um-hum.
A. We stop here and they come in on the same IP and continue down. We don't have a second shift. So I have to come in to kind of see okay, what's been done, what can we do, the R ramp -- so this is R16 and I usually work my way about here. A lot of times I can't get into every airplane because there's no GC there early

as I am, like 4 o'clock, 5 o'clock, so I would come right here into the slant area with a GC in on this plane, walk it; GC in on this plane, walk it; make my notes; come to west line, another GC in and walk this airplane, I'm going to go to center line. Usually, I got one guy here with me at 4 o'clock, he'll usually have already walked this airplane and he'll have notes for me already. And then usually I'll go out here, try to figure out if I can get another GC, a lot of times the GCs for this area are up here.

So then I will go right back here where my duty station is, or my desk, and I'll start my day of whatever notes in DFK, TMC, CMES notes and see what they do and usually by then I'm going to either walk the east line and the plane's all ready or if it's unfinished. And so over here there's an office, I go up about 5:20, confab with my manager, JBS load and plane load.

And what I mean by that, every time the planes get brought up, this is a load, this is a load, this is just where we put in incomplete aircraft, so I'll go up there about 5:20 and what we do is -- he'll have something, what he sees in TMC, I'll have the eyeballs what's actually put on it, to let them know that's not, that's not done and what jobs held may get on JBS and load and then I go back to my duty station, finish up from there and delegate update.

Q. Okay.

DR. WOODS: Just for the record, since the transcriber can't

see the paper, can you give me a quick description of what you were just talking about? You don't have to redo the flows, just describe the piece of paper you're using.

MR.-= Okay, my apologies. So the piece of paper that I'm using is what we call chicken tracks of the log makers of every airplane that's going to load starting Flow Day 1 so you can check it to see if the plane is going down in travelling east, central, west, slant, on ramp.

MR. CRUZ: Um-hum.

MR.-= Even Charlie ramp, Delta, Alpha, and Bravo. I have to deal with those four ramps, as well.

DR. WOODS: Okay. All right. Thank you.

MR. ___ They call it -- chicken tracks is what the paper's called.

DR. WOODS: Okay.

BY MR. CRUZ:

Q. Okay. And just to make sure, you're a full-time employee of Boeing, correct?

A. Yes, sir.

Q. Okay. And do you know if there are contractors working for the door are there contractors in the door personnel?

A. No, there's no contractors.

Q. No contractors, okay. And typically, what shift do you work?

A. First shift.

Q. First shift. And what days do you work?

A. Monday through Friday and usually, depending on how many of the team members are going to be here for the weekend, I have to show up, so it could be 21 days, 30 days in a row for me.
Q. Okay.
A. But the normal schedule for me is 5:00 a.m. to 1:30 Monday through Friday. I normally try to show up between 4:00 and 4:30 to get an extra jump on my day.
Q. To start looking at that stuff --
A. Yes.
Q. -- right there? Okay. And then do you work with the same people every day?
A. Yeah, so I have a crew -- so I have a crew of, I think it's -- so I have a crew of -- let me see, [redacted] , [redacted] , [redacted] , and [redacted]. Originally, I inherited another guy, Demetrio Chavez (ph.), which was around December 11th. So before him, I had a small crew of four, so I usually have [redacted] on the slant, I'm going to have [redacted] on the east lane RNJBS, I'm going to have [redacted] on the central line and -- yeah, so [redacted] will usually be on my central line, I'm going to have [redacted] on the west line, [redacted] will usually be on the slant and I'll usually have [redacted] doing JBS starting with the east line and throughout the R ramps.
Q. Do all four of them also work day shift?
A. Yes. Monday through Friday, 5:00 a.m. to 1:30.
Q. So the same -- same schedule as you?
A. Yes.

Q. Okay. And then how is shift turnover done, is there -- do you have a shift turnover that you guys talk to at the end of the day or how does that work, how do you know what's happening?
A. At the end of a day?
Q. Yeah.
A. As far as --
Q. As all the work that -- all your personnel that you oversee do.
A. Oh, so usually at the end of the day, if I can't catch each individual and put them in a group and talk to them, I can go on the computer and look at their notes, but throughout the day they're either texting me or their updates, CMES notes --
Q. Oh, okay.
A. -- with acronyms, and I know what they mean.
Q. Yeah.
A. I have a DFK. So for instance, if they said I can't do the forward -- if they tell me held for forward left-hand door, you know, snubber or SD, I know what that means.
Q. Um-hum.
A. That means seal depressor, so I'm going to go in and look up either (indiscernible) and then I'm going to get their full IP, just copy, paste it, what they're held for, if they got a SAT of e-track (ph.) and I put it in DFK and that transfers to the managers and the higher-ups teams. So CMES you can only put so much stuff in a box --

Q. Um-hum.
A. -- but using the little acronyms and things we have, I understand what they mean.
Q. Okay.
A. So at the end of the day, that's all I usually -- and you know, tell them good job, then they usually tell me the quirks of what happened, what they need, what's happening, keep an eye out for this, they wrote a SAT for this, waiting for a dispo. So usually -- by then I'm usually -- about 12:47 I'm usually tied in with my manager, how we're faring, what we're going to get, what's happening, that way. We don't have a second shift counterpart.
Q. Um-hum.
A. But sometimes I have to try to talk with the second shift team about their work, that holds us up, which never goes great.
Q. Okay. And in September, who was your supervisor?
A. Ken McElhaney.
Q. Okay. And then you -- how many door personnel was under McElhaney, do you know?
A. You got to give me a minute, I have to count. If I close my eyes, I'm not having a stroke.
(Laughter.)
MR. [redacted] : This may be the correct notebook because I had a notebook for these guys t-shirts.
(Pause.)
MR. [redacted]: So I want to say about -- it's going to be about

25 of us.

MR. CRUZ: Okay.

MR. [redacted] : (Indiscernible), [redacted].

(Pause.)

MR. [redacted] : So I believe at that time we had about, including the two leads, 25.

BY MR. CRUZ:

Q. Twenty five. So two leads total with -- okay.

A. Yeah. So 25 door personnel total, including the two leads, so a total of 25.

Q. Okay, thank you. And what is the difference between a door master and door crew person?

A. So -- and excuse me if I sound upset or mean -- or like I got an attitude. See, this -- this is where it gets convoluted, and I'm going to just say we've got uppers that play games with us. When I first came to Jim Little's door crew in 2018 of April, I was on the door crew and I'm going to bring up the paper again for chicken tracks, door crew, right here on the top of the two and the four, it's the 481 building, we're in the 482.

At the time I came here, I believe we were at 52 a month, so we loaded the east line, central, west line, we loaded a plane every other day and I think we're at 52 a month now. So door crew, we're into Flow Day 1, Flow Day 2. That's it. Door masters handled -- we didn't have a slant at the time, so door masters had the west line, central, east. So there was a team that

specifically did what they call rollout, which is basically what I'm doing now with the team, it's a final fit/form/function of all the doors on the aircraft --

Q. Um-hum.

A. -- with the exception of the access door and (indiscernible). So the east, they have their own crew that was underneath 8, 9, 10 of those managers down there, so they had to be on the first line, second, third, fourth level. Nothing to do with those guys, but they were still up 30605 because it was doors. Somewhere along the line, some -- after the shutdown, somebody didn't want to work down there, didn't want to be there no more, however these rumors and stuff go, so somebody put the entire door -- door masters and door crew as one big giant crew.

Q. Um-hum.

A. So not really a difference, it just -- their specific tasks, like what I'm doing now with my team of four, is to do the fit, form, and function of the doors. So when the plane's in rollout, I'm supposed to have a completed airplane, I'm not supposed to be worried about SATs, NCRs, pickups. You have to give me a completed airplane to do my job. So there's really no difference other than two different team names and specifically what they're tasked to do.

Q. So is that -- you saying that, is there like an upgrade process to a door master versus a door crew?

A. No, no.

Q. No.
A. Everybody's 30605 grade 5.
Q. Okay. How many -- because we were told, how many door masters are there?
A. So now with door masters, this recently happened, I'm just being honest with you
Q. Yeah.
A. -- all of a sudden, this recently happens across -- of what just happened. They try to separate --
Q. Okay, go ahead.
A. So just being honest. They try to separate us, I don't know why, but -- so I have -- I just inherited Demetrio, I just inherited him in December 11. But the main group is [redacted], [redacted], -· So I have a group of five, including myself, that's six.
Q. Okay. Six door masters, then?
A. Yeah, so that's what they call it, so that's the group name, door masters.
Q. Okay. And again, the door masters work day shift?
A. Yeah, they're day shift.
Q. Day shift, right?
A. Yeah.
Q. Has there been a need for you guys to work overtime past your day shift?
A. Ordinarily, Ken, at the middle of the day, like after lunch,

more like 11:15, 11:30, would kind of come to either talk to me or call me and we converse on how we're fairing for us, Alpha ramp, Bravo --

Q. Um-hum.

A. -- Delta, Charlie, R ramp plus the slant, east, west, and central, and most times I would say Ken has never had to designate us because he just tries to make sense out of it, we're not going to get any more further than we already have towards the end of the day because second shift is coming in, so now you got a functional task, they're going to check the airplane for gears, wings, so you're just going to be in the way, you're not going to be able go on the airplane because it's going to be up in the air --

Q. Um-hum.

A. -- so it's going to be unsafe. So most of the times, Wednesday we're discussing what we're going to do on the weekend for weekend plans. So ordinarily, he has never had to designate us on a Monday through Friday. Guys will kind of work to 2 or 3 o'clock, 3:30, it just depends on where they are because there's no -- once you start getting in toward a door, there's no -- oh, well, you know, it's 1:30, shut it down, you really can't because you're at a point you've got -- you have to get that door to be functional.

Q. Got you.

A. You know. If we find issues with it in our shake.

Q. Okay. And for door masters, what flow days do they -- do you typically work?
A. So we don't have a flow day, so it's technically just call it rollout, so --
Q. Oh.
A. -- I'll bring up the paper again.
Q. Okay.
A. So you'll see on the east and the central line, you'll see it says Flow Day 9 here --
Q. Yeah.
A. -- but then it's got RO-RO, so it's rollout.
Q. Right.
A. Now, because this building is smaller, this plane is supposed to have two days of sitting, which it never does, they move it over here --
Q. Um-hum.
A. -- or put it outside.
Q. Um-hum.
A. So that gives you more difficulty, you know, cold, wet, rain, no stands, no stairs.
Q. Sure.
A. And usually, what I'm showing you right now, all this stuff, that is usually all jobs behind scheduled work right there --
Q. Okay.
A. -- if they're outside that window.

Q. Okay. So is there a qualification to be a door master?
A. There's no difference between door master, door crew.
Q. No, okay. Well, when you bring up door crew, that's -- my next question is do you know what shifts the door crew works?
A. We're all 5:00 to 1:30, day shift.
Q. Okay. The same goes for the overtime, similar to what you, the --
A. Yes.
Q. -- door masters -- okay. And once again, there's no qualification for a door crew?
A. As far as --
Q. Qualifications to be a door crew member or to be working as a door crew member.
A. Well, see, that's where -- that gets a little -- I don't know if the right word is convoluted --
Q. Um-hum.
A. -- because of where I come from, Everett, I had to go through a rig document class and a rig class for the 77, which is about a month and a half to two months, to get certified to do Door 3 right and Door 2 left on the 787.
Q. Um-hum.
A. So when I went through that class, I think the certifications that I had, I think it was over 15 because I had -- on the 787 we actually got the squibs, explosive on the door --
Q. Sure.

A. -- there's some seal, that we got to be liner slide certified, so you got to go through all of that, so that was about a good month and a half, I want to say, of a door, of a door class that I went through.
Q. Um-hum.
A. As far as the guys at Renton, I don't know what -- if a lot of them ever went to a rig document class, which is something I stress to quality, about our QAs --
Q. Um-hum.
A. -- because they will argue with me about certain things, even if I got a drawing in my hand or the rig document in my hand. So the only thing I can really tell you about that is the qualification on 737 is bond and ground 4, 5, 6. You got to have seal fay, seal essentials and basically, it's on-the-job training for the 737.
Q. Okay. That basically gets to my next question, is there a specific training for door personnel that you received from your door manager to be on this door crew?
A. Say that again, please.
Q. Is there any specific training for all the door personnel, the 25 people that work under McElhaney --
A. Um-hum.
Q. -- with regards to being part of the door crew, rigging, anything like that?
A. Well, the only things we really rig on the 737 are going to

be what we call the automatic over-wing exit doors, those are the four doors in the middle of the airplane, over the wing like this.
Q. Okay.
A. So everything is -- so whenever somebody comes to that crew, it's hands-on training, it's just hands-on training to show them how to properly and safely, you know, install the AOE doors. We got an IP, I can't remember off my head, but when we removed the APU door we had to remove the 41 door and pre-prep that for later on as it travels down from the E/E bay door, that comes out, as well, in the IP and then AOEs have their own like four IPs, there's another IP that does what we call liners and switches and basically, it's just a little fine, fine -- like little rails, so eventually, that's going to slide in the liner, it's going to go once it reaches Flow Day 7, or 8.
Q. Okay.
A. So that's just on-the-job-training.
Q. Okay.
A. 777, you're going through a class.
Q. Okay.
A. Eight seven, you're going through a class because you're going to be slide/liner certified, door certified, cargo door certified. And see, I've been through that and I don't know anybody else in Renton that's --
Q. So there is nothing like that here in Renton for the 737?
A. Yeah, there's nothing like that here in 737.

Q. Okay.
A. And that's something where I get into arguments with managers. Ken is, I think, the 27th, 28th manager in two years, so that's something I've always tried to stress with managers when guys are not kind of getting it or instead of the rig doc, when [redacted] and I are trying to, you know, train.
Q. Yeah. Okay. Do you know when the last time you had -- have you had any training on BPI 1618, which is processing work instructions, do you know, do you recall if you've had training in that?
A. I believe so, I'd have to look in my learning.
Q. Okay.
A. In my learning, I got a whole list of learning stuff we have to do --
Q. Okay.
A. -- before production starts every year.
Q. Okay.
A. Then throughout the year things will pop up for me to go redo my training on pros and BPIs and hazardous materials.
Q. Okay, okay. And does that go the same for the BPI 1581, which is basically to perform a part or assembly removal?
A. Yes.
Q. Okay. Based off of that document, 1581, when does a part removal need to be documented?
A. Any time I'm removing a completed part or a finished part or

like Flow Day 4, 5, or 6, any time they got completed work, any time that I got a -- anything that has to come off, it's going to need a removal.

Q. Okay.

A. So that's just -- that's just the way I operate and perform, I mean, I been there a long time, so that BPI, I could not spit it out to you verbatim off the top of my head.

Q. Sure, sure, sure.

A. But when we're working, I'm writing removals, anything -- anything that's -- anything that's here that we need to get to, this is on top of it, you write a removal --

Q. Okay.

A. -- because you're going to compromise the vendors work or, you know, compromise Flow Days 4 or 5, you know, Flow Days 7, 6, 5, 4, 3, 2, 1.

Q. Right. Can you explain to me more in detail how you put a removal together and what happens to the removal?

A. Usually, an example like for -- like one of my team members would say, we'll either be in CMES and say held, for like pickup with the NCR number.

Q. Yeah.

A. So if they text me or call me and I'm not answering because I'm running around every -- so typically what I would do, I'll call and ask him or go say okay, I see you pick up -- the QA wrote the pickup, so I'll take the pickup, read it, and then I'll get

the -- I'll look up -- I'll compare his drawings with the drawings from the pickup and I'll go double-check that, so that I know that he and I are on the right path and then I will go through that process and then I would start to write pickups for the drawing or -- you know, whatever it needs to be.

Q. Um-hum. So is it your job to write the pickup or the person that you have assigned to write the pickup?

A. No, it's the QA's job to write the pickup.

Q. Oh.

A. So if Scott was working underneath my team and he knows, he would say Humv-D, Lock, Q (ph.), he would say okay, this corner of the door, I can get all this correct, but for some reason the doors still want to do this when you shut it and we still got a gap here.

Q. Yeah.

A. So the QA is going to just come and double-check his work, do a measurement, so I'm going to just write it up as a pickup because we're going to probably need to remove the liner, the slide the --

Q. Okay.

A. -- handle, the bustle to get to the jim (ph.) and stuff like that.

Q. Okay. So who sees the documentation and I mean, if it was documented, let's say, in Flow Day 1 and the work isn't accomplished until Flow Day 9, this is when you put a removal

together, right, can someone see that documentation is still opened from Flow Day 1 if you're in Flow Day 9?

A. Okay, you got to say that again, because --

Q. So let's say you documented a removal on Flow Day 1, okay, and it hasn't been worked until Flow Day 9, who sees -- does somebody still see that open removal when it's already on -- when the airplane's in Flow Day 9?

A. So that's going to depend on if -- excuse my language, if somebody's smart enough to double-check, to say --

Q. Yeah.

A. -- is this going to affect door masters [redacted] through -- down the line.

Q. Right.

A. Because contractors have a 9411-NL (ph.), everybody's got their own job, though. So if they -- so if you find something in Day 1 where you need a removal for something, they're going to write a removal, but if it's underneath the 941-DAD (ph.) or the 130 and they don't communicate, usually that's in the form of a tie-in from manager to manager to TL to TL to come down, so usually if there's going to be -- it should be attached.

If it's got anything to do with the door, somebody should be double-checking and saying this is going to affect when it gets down there so that we have notations with the manager or attached to my job, if it's going to hold me up. Other than that, if they wrote it in 941-DAD, I'm not going to see a removal unless when I

go and check and say hey, why isn't this done? So now I got to go to 941-DAD and I look, you know, IP, I'm just throwing a number out there --

Q. Yeah.

A. -- 27606 is held for this, for that, so now I know okay, that's what is not done, so now I can take all of that information and put it in my CMES, what we're going to be held for and transferred into my DFK.

Q. Okay.

A. So it just depends on how they log it from Flow Day 1 to 2 to 3 to 4.

Q. Typically. if there's a removal based off of an NCR, how is that tied together, is that tied in CMES together?

A. Hopefully, they put held for in, you know, 1-4-Alpha-6-0-2 or whatever.

Q. Okay.

A. So hopefully, that's there. But like I said, when I'm walking the airplane, if something is wrong, I got to go search for it, I don't just go hey, let's get it done, let's go.

Q. Yeah.

A. I have to search for it.

Q. Okay.

A. Doors, it's not to be messed with.

Q. Okay. Are there any exceptions when a part removal doesn't need to be documented?

A. Any exceptions, hopefully, would be documented. I couldn't spit that off the top of my head. I write removals, it's coming off, I'm writing a removal.
Q. Okay.
A. And I'm not being -- I don't know the word -- because I'm busy, I'm busy, I got Charlie Ramp, Delta Ramp, Alpha Ramp, I got every second level, every third, every fourth, somebody's trying to get something done.
Q. Okay. And once again, it's -- is it the people underneath that's doing work that writes the removal or do they come to you to have you write the removal?
A. They'll come to me to write the removal.
Q. Okay.
A. Sometimes they can write it themselves depending on how busy I am, and if they can't get a hold of me, you know, 10 minutes go by --
Q. Yeah.
A. -- they can get -- they can write their own removal.
Q. And then how do you find out that they wrote one, do you see it on the --
A. It's going to pop -- for my job, it's going to pop up on my screen, R -- RRMV.
Q. Okay. So if an assembly that needs to be removed has bolts, fasteners that need to be reused, what happens to those components when the assembly is removed?

A. Ordinarily, the used bolts that come off, you got to get new bolts, that's how I operate.
Q. Okay.
A. There are some processes where it says you can use the old ones depending on what the part of the airplane it is. I just don't operate that way. It's new, they remove it, put in the used standard (ph.) bin, or use new fasteners because, I mean, you'll see that sometimes you go to remove somebody's stuff --
Q. Um-hum.
A. -- and you go like this is not even the right washer.
Q. Uh-huh. Okay.
A. So we go through a lot of that, so my attitude is hey, when we remove all new, all new standards so you can go, because nine times out of 10 we're finding like wow, this bolt is too long so they added three washers.
Q. Okay.
A. So that's just how I operate.
Q. And then how does that -- how do those fasteners get back, installed on the airplane when it's removed, is there a bag that you guys tie the removal to that, would -- with fasteners and bolts, new bolts in there or --
A. No, they're going into a used standard bin, I'm ordering new bolts, and when they come in from -- fulfillment in the back --
Q. Yeah.
A. -- the new bolts, we're going to cross-reference and double-

check those with the drawing and what the drawing says it's supposed to be and usually, it's going to come in the form of a bag from fulfillment --

Q. Okay.

A. -- and they'll either put it at the barge, the barge will call me and say hey, I got your parts here, I go pick it up and I'll go hand it off to the guy. If we can't get to it right away, then I got a WIP sticker that's yellow, work in progress, IP contact name.

Q. Okay.

A. Or I either put myself, [redacted], or the manager's name or the guy that's actually doing the work and it goes in the work in progress rack.

Q. Okay. Is there a difference when you remove a door versus removing a plug?

A. Yes.

Q. And what's the difference?

A. So an active door, which is MID exit door --

Q. Yeah.

A. -- I don't know if you guys have seen it, I don't have pictures, so see, on an active door you're going to notice on the outsides you're going to have a small little window like this --

Q. Okay.

A. -- and it's going to have a compression thing. So it has a handle --

Q. Okay.
A. -- but for the most part, the bottom of it with the bonded ground jumpers that get sealed on there, you know, I think probably August -- July, August, one plane wouldn't pass high blow because a rivet was missing and you couldn't get to it to install the rivet, so they had to -- somebody had to get a removal and get that door taken off.

A plug door has -- doesn't have a handle, so it's got things, weird bolts that go through, it's got these two weird hookups and it's got -- at the bottom, it's got some thing that looks like -- almost like a cross with some of the stuff going -- so there's a lot of work you're going to need to do to write the removals to get all those bolts and stuff removed to open that door.

Q. Okay. Is a mid-exit door plug considered a door?
A. It's a door, I don't know how you want me to answer that, but it's a door.
Q. Okay, so --
A. But if you're asking me, as the door crew, for us, that's a plug, that's how we address it, that's a plug.
Q. Um-hum.
A. We do nothing with it. Only the outside do we do a gap check and fair check on the exterior door, it's in our IP, it's in caps.
Q. Okay.
A. So that's how we refer to it, it's a plug. So whenever I'm letting anybody know anything, once I say plug, they know what

that means, there's nothing to the interior side of that door that we do.

Q. Okay.

A. The mid door, which we'll say oh, it's got a mid-exit door, it's active, we know it takes a liner, a slide, and a bustle, so that's a door in Flow Day 2 and 3 that my guys upstairs are actually going to start the preset, pre-rig until it gets to us, we're just going to double-check the numbers. Once the (indiscernible) team put on the liner to slide the bustle of it, we've got a handle force check, a misfit check, a gap check, and a stop pin the pad check, which is we got these pins, clay method and you want to see if it's touching and if so, we're going to measure how deep it is and if not --

Q. Okay.

A. So one's a little more touchy-feely technical than the other.

Q. Okay. Is there a special training to open, close, remove, a mid-exit door plug versus a regular door?

A. Is there training?

Q. Yeah.

A. No. And we get put in uncharted waters and so it's going to sound mean the way I say it, we're not supposed to even do that. There are special groups, SST, AOG, Blue streak that are supposed to do stuff like that. My guys are not door mechanics. What we do in rollout is 00R2-Alpha-O155Y, which is actually a QA/IP, we're supposed to follow the QA as he checks the door and tells us

what's wrong and then we got to get into a rig document and write removals and make adjustments. We've been put in uncharted waters to where, I think, this is 2024, '23 -- somewhere, '22 or '23, we were replacing doors like we were replacing our underwear, forward doors, cargo doors, E/E bay doors. The planes come in jacked up every day. Every day.

Q. Okay.

A. So I want to reiterate that, my team is a fit, form, and function and rollout, shake, we're not door mechanics. Only when we find something wrong with the door is when we get the rig document, or the QA writes a pickup, and then we have to get removals to start adjusting that door.

Q. Okay.

A. The only reason we are considered door workers down here is because we have to touch the door, so they put us in the 30605 job code. If I was in Everett doing a 777 door, my door comes in, in a case. Before they got the new stuff, we used to have to get the little crane to break it up, pick it up and set it in place.

Q. Okay.

A. That's a whole lot more detailed than the 87 doors and the 777 doors. I've never worked on 47 or 67.

Q. Okay. Have you had any training on the SAT, whatsoever, do you work with the SAT at all or no?

A. The SAT system?

Q. Yeah.

A. Yeah, I know how to write a SAT.
Q. Okay.
A. Yeah.
Q. Do you input information in the SAT or no?
A. Yeah. If I have to write a SAT for something to track the issues and of what's going on, yeah, I'll write a SAT, I put information in the SAT. Like we had a snubber issue, so if the snubbers are bad, you know, I just write -- I'll take the pickup, cross-reference it with what the QA said about the pickup, I'm looking at the drawing and I'll write a SAT because I need to order a new snubber.
Q. Okay, all right. In July of 2020 -- I think 2023, there was a 737 quality safety alert, I think I have it here, which is basically -- I don't know whether -- do you guys see this? Regarding documenting removals, are you -- have you seen that document?
A. Yes, sir.
Q. Okay.
A. I think this came from Mani Tiggs, the VP, to go through this and read it and you have to stamp and sign off that you --
Q. Okay, so that's my next question is do you guys -- how do you -- do you do a -- how do they know that you've read that and you've signed off and you've seen it, is there a --
A. So it should -- so in the e-mail we have like, you know, the little link.

Q. Uh-huh.
A. So you go, you either watch the video and listen in or read and sometimes it will have like a little pop quiz. And so once you've done it, completed this and you completed that and usually, it should roster in my learning depending on the severity --
Q. Okay.
A. -- or it should send back a read receipt to whoever sent it out, whether my manager, VP, you know, first line, second --
Q. So each employee gets that, sees that, in their --
A. Yes.
Q. Okay.
A. Yes, everybody's going to see this.
Q. Okay.
A. And if you haven't answered right away, your manager's going to come down and say hey, you need to --
Q. Do you have a certain time frame that you need to do that by or --
A. Yeah, it's always a certain time frame because they want you to -- they don't want you to sit a week and oh, I didn't know, three months, I didn't see that --
Q. Okay.
A. -- and it's in my e-mail, so --
Q. Okay.
A. -- usually, your manager kind of dings like hey, I know it's on the roster, everybody's done this last week, here we are nine

days and [redacted] , you haven't done it, they're going to come down, get this done, sit down right now, get this done.

Q. Okay. Have you ever had to supervise on OJT for other personnel?

A. Yes.

Q. Okay. And what does that entail when you do OJT supervision?

A. So as we had a couple new guys come in back in -- when we got back from the shutdown, so they're just -- that's just getting in the rig document and helping them understand how to navigate the system REDARS and the drawings, chicken tracks, everything that's going to go, you know, with the job they're doing, so usually just -- I sit with them hand in hand, usually my way would be -- what I did when [redacted] came in, A.J., [redacted] , so we had a group of guys that came in, we had about six of them, only two really took to my training style, which was I usually have them sit and watch me, you know, for a week --

Q. Uh-huh, yeah.

A. -- they'll sit and watch like Reno (ph.) or [redacted] , somebody who's got 35, 40 years in and I would tell them specifically, get a notebook, take notes, ask questions, ask the same one if you have to, all the time.

Q. Um-hum.

A. Then usually, the next week I say okay, now you're going to put your hands on it a little bit, you know --

Q. Um-hum.

A. -- for a week. The third week you're going to sit right here beside me at the left AOE, I'm going to sit at the right AOE, I'm going to give the rig document, get you to print your drawings, you know, show me, even though it's a computer --
Q. Um-hum.
A. -- show me that you printed the drawings up, did you miss anything. Oh, ACN and you have to check your drawing and change notices, check your advanced drawing, change notices. So what we do after that, you know, so I kind of -- about the third and fourth week, I will let them basically train me --
Q. Sure.
A. -- because it gives them a more -- then they'll be like oh, my notes, PPE, that's what we need, that's what we got to do, what's the first step, so -- and that's usually how I train --
Q. Okay.
A. -- the guys when they come in.
Q. Okay.
A. But I can only train guys on liners and switches and AOE doors. The 2080 job I can't train them yet, the MED doors, I can't train them, I don't have any experience working with doors.
Q. MED?
A. Mid-exit doors.
Q. Plug --
A. Everybody says mid, but it's actually an M-E-D door, it's the emergency -- emergency evacuation door.

Q. Okay.
A. But we have so many acronyms, that's why you people go m-i-d and it's actually a MED door.
Q. I got you.
A. And if people would say it right, then they would really understand MED door versus plug door.
Q. Yeah, yeah. Okay. To the best of your recollection, your day in September of last year, September 18th, 2023, can you explain, it was the day that the door manager asked you to help with 8789.
A. Yes.
Q. Can you explain, when you started that day to the end of the day, what you did for 8789?
A. I'm just going to tell you how I operate daily, I can't tell you I specifically remember six months ago --
Q. Okay.
A. -- what I did on 8789.
Q. Yeah.
A. But normally, like I said, I come in, do my walk around checks, so ask me again what exactly you want.
Q. The 18th of September 2023, when Mr. McElhaney asked you -- what did he ask you to do for 8789?
A. To walk over and open it, and open a mid door, m-i-d door, for Spirit to work some damaged fasteners.
Q. Okay. And how did you go about to make that happen?

A. So it never happened, but as I'm talking to him, I tell him okay, I'm busy, you got to understand, I got a lot to deal with every day, so you can't tell a manager, you know, you can't say yeah, whatever. So he's giving out directives, okay, you know, which one. And I think he says -- I say left or right, he says both for now, then he goes it's probably a plug door. So in between that, I've already delegated somebody else to go over there and look at that. I never really go physically touch the airplane myself, I'm not supposed to be on the airplane as --

Q. Um-hum, um-hum.

A. -- I got a lot to do. So once he said it was a plug door, I told him plug doors take special tools, I'm done with it.

Q. Who did you have look at that?

A. My first go-to would've been [redacted], but I think, because we had -- so [redacted] down training, so it would've been -- so [redacted] is who I actually asked to go check the door.

Q. [redacted] and I'm sorry, who?

A. [redacted].

Q. [redacted] was the one that you asked to check the door, for you?

A. Yeah.

Q. Okay. Did you work on the 19th, the following day?

A. The 19th, Tuesday, yeah, I believe so.

Q. Okay. And what did you do during that day?

A. I do my normal team lead stuff --

Q. Okay.

A. -- every day.
Q. And you said the mid-exit door, mid-exit plug needs special tooling to remove, what type of special tooling is needed to remove that door?
A. See, I don't have the tools, so I've never done it, I've seen in '22 to do it, in fact, I've seen 2018, 2019 --
Q. Um-hum.
A. -- that's just what I tell Ken --
Q. Okay.
A. -- get off my back, it takes special tools, it's a plug door. I don't -- you want me to open a mid-exit door, it has a handle, boom, bam, I put the thing back, there you go. Plug door takes special tools which I do not know what the guys use to take it off, I don't mess with them.
Q. So you having said that, you don't know what it takes to reinstall it, as well.
A. No.
Q. Okay. Do you know whether it needs to be rigged or not?
A. A plug door does not need to be rigged, that's the whole purpose of a plug door, you're not supposed to touch it, you're not supposed to mess with it, you're not supposed to compromise it.
Q. Okay. And just so we understand, how often have you had to remove a plug door?
A. Mid-exit doors, I know we probably remove some here and

there. In 2018, 2019, I watched Tony Tigner (ph.), when Ryanair first started coming in with that option of doing the process for, you know, the mid-exit doors. Now at that time I don't know the difference between a mid-exit door, a plug door, what they are, I just call them exit doors. But I know the team, a couple of times high blow, I can't tell you which airplane you want me to go back and remember, but I know the guys have had to take a plug door off and put another one on. And they, excuse my French, they bitched about it so much --

Q. Okay.

A. -- every time another one came down where they had that same issue, I started writing SATs, putting up an RCR, I go to Jim Brow (ph.), I sent it up to Sayed Mohammed (ph.) and I will physically walk up to the engineer and say did you see the NCR, they're like yeah, we're going to get initiated on it so they can go check the gap because the door, a plug door is not going to take a handle, liner, slide or nothing.

So if the tolerance is really barely within being too small or slightly too big, I will ask them to do the math, is that going to make a difference, because once you start trying to get the team, somebody to delegate and take that door off, you're going to end up finding that somebody did shady work from the beginning, so I always ask for a shrunk and funk (ph.) and that's typically how I rock with the plug doors when [redacted] or [redacted] will say hey, there's a pickup, these gaps are off, this is off on the outside

of the door, I'll write a SAT, put it up for an RCR, and I'll physically walk up to the engineers and ask them can they do the math and see if that's going to really make a difference because they shrunk and funk that, because it's not going to any extra weight.

Q. Okay. In the removal of plug -- a plug door, is that a one-person or a two-person job?

A. Here at Boeing, I'm going to probably have three people in house. One person is not going to do that by themselves, I might have three people. Here at Boeing, anything over 35 pounds you got to have two or more people.

Q. Okay.

A. And so now the plane's on -- now the plane's on its landing gear, so it's jacked and it's got all this weight, so typically I'm probably going to have [redacted] , [redacted] , maybe [redacted] or [redacted] , typically it's going to be two to three people, just so they have coverage with each other with the door, nobody gets harmed, everybody does it the safe way.

Q. Okay. Is that the same for an installation of a door?

A. We don't install the doors.

Q. Is that the same if you reinstall a mid-exit door plug?

A. Yeah, yeah.

Q. In the factory, are door personnel the only ones that can open, close, secure and rig a mid-exit door plug?

A. We don't rig. You keep saying rig, we don't rig a mid-exit

door, sir, we don't rig them --
Q. Okay.
A. -- because the plug door's in place, it's not designed to moved or messed with or tampered to compromise it. We do not rig, we are a fit, form, and function team.
Q. Okay.
A. We do not rig here, we do not build doors here, the doors are -- if you go out there now, you're going to see that every airplane out there has the doors already on them, they're supposed to come in 90 percent rigged, we do fit, form, and function checks.
Q. Okay. So if there's an NCR that needs access to a mid-exit door plug, what is asked of the manager to have his crew do to make sure that they have access to that?
A. If they need access for even having that door open, they're going to just ask Ken, hey, we need this door open for whatever reason, you know, can your crew help us out, and he's going to assign it, I'm going to delegate, and we're going to get the proper removals that it needs to take that door off. But before the doors come off, about a plug door, I'm going to fight with you and ask you why and I'm going to want engineers to check, is it going to make a big difference for what they need because when the door comes off, we find that wow, you want a regular exit door, we find stuff, you know, not the proper bolts, not the proper washers --

Q. Um-hum.
A. -- this stop pin is way too short when it should be this long and once you start doing things, you look in there, you're like why does that look different because normally a stop pin that goes through like this, you know, when the door is sitting that way, you know, you walk by and you're like why is that so far out and you look around and you do this and it's that small --
Q. Um-hum.
A. -- when it should be this. So we always get burned, finding other shady stuff that people do and then we end up owning it and getting blamed for it. They would ask him to help us remove the door and so we're going to write the removals.

MR. CRUZ: Okay. Thank you, [redacted] .

MR. [redacted] : You're welcome.

DR. WOODS: All right, before we move on, it has been an hour, are you okay, you good?

MR. [redacted] : I'm fine, I'm fine.

DR. WOODS: Okay, all right. We can continue, sorry.

Nils.

MR. JOHNSON: Good morning, [redacted] .

MR. [redacted] : Oh, unless they need to.

MR. CRUZ: No, we're good.

MR. JOHNSON: No, we're good.

BY MR. JOHNSON:

Q. Everything I'm interested in revolves around September 18th

and September 19th, too. Do you know what I'm asking you for? The one question I had based on what you just answered for Pocholo is you said your team never removes plugs, is that true?

A. Well, we've had to. I know somewhere down the line --

Q. Okay.

A. -- we've been asked to remove a plug door like -- probably on the flight line, the STC or the Charlie Ramp, but that's not what we're supposed to do.

Q. Who at Boeing is supposed to do the plug removal?

A. That should be back shop warranty, that should go to Spirit, AOG, or SST. We've been compromised, sir, and been put in uncharted waters to do everybody's dirty work because nobody wants to touch it, which is understandable, but that's not -- that's not what we're qualified for.

Now, up in Everett, you know, I'd have a group or team up there with doors, so we put the door on up in Everett, you know, we rigged the door up there, each and every one of them, but the guys down here, they're being put in uncharted waters because they want -- well, you 30605 you're a door leader, it's like this is only because they have to pay us Grade 5 pay and give us that job only because we have to touch the door. And so no offense to my union, but they're going to make sure hey, those guys are touching the door, that's considered like half the work, so you're going to pay them, so my guys are in uncharted waters. What we should be doing is our fit, form, and function IPs. We argue with managers

every day from the first lines all the way up to the fourth level, we argue with QAs, we argue with everybody every day about whether there's stuff we should do or should not be doing and forced to do, and then we get in a situation like this and then I got to sit in front of you guys --

Q. Okay.

A. -- because nobody listens.

Q. You said, answering Pocholo, that you were never on Airplane 8789 on the 18th, is that correct?

A. I don't think he ever asked me if I was on the airplane.

Q. Okay. I'll ask you, were you on the airplane on -- 8789 on September 18th, which was Monday?

A. Could have.

Q. Okay.

A. So when I come in -- got to bring up the chicken tracks again to give you an idea. When I come in, this is where my station, my computer station's at, this is my aircraft. Everybody that comes in is going to work in this area, no matter who they are, you must shield in. So there's going to be times where I come in, in the morning, and get ready to walk west line or slant or central or east, or one of my guys is already on doing what they're doing and they'll give me a bunch of notes, they'll tell me something from the day before, this, that, that side. When I shield in, I'm shielding in because that's my work area. I don't necessarily have to be on the plane all day, but when I get ready to walk on

the plane, I'm going to walk on the plane, but there's times I shield in and never even touch the airplane because somebody already gave me notes about the airplane.

And I can double-check those notes by going into CMES and going into Carpet Genies, Wizards, Titans, the crews -- and checking these back shops to see, what their held -- what was holding us up. So yeah, I could've been on 87 -- I could've been on 8789, that's my work area.

Q. So is shielding in the same as a barge record, does that sound right?

A. On a barge.

Q. Like logging into a barge.

A. Well, so the shield is called GC, which is the group coordinator, everybody's got a different term for it. Let's say when you walk in, the barge is going to be -- it's like I'm going to come and see -- what's your name again?

MR. CRUZ: Pocholo.

MR. [redacted] : Pocholo. So I'm going to come in, he's sitting there, so he's at a barge, so I may come in and right about where she is with the computer, I'm going to take my badge -- I think I lost it -- and I'm just going to badge in and it's going to say where. So the most part where I'm going to be, boom, it's fastener cap because I only got four IPs. So I can be on the plane all day, in and out, in and out, but that's my work area. Everybody that comes there must shield in. If you're visiting,

you must shield in. But everybody that is assigned to the airplane, you must shield in.

BY MR. JOHNSON:

Q. On the 18th, the barge record shows that you arrived, and I guess I'll use the word shield in because that's what the -- sounds like that's what it is, you shielded in at 5:23 a.m. and then at the same -- on the same day you shielded back out at -- sorry, I missed it. Give me one second. You shielded back out at 7:33 a.m.

So it sounds like you were only there a very short period of time. My curiosity is that Ken McElhaney and you had been texting and Ken asks you if removals were written for 8827, which is obviously a completely different fuselage, do you recall that text?

A. No, I've been made aware of it when they took -- when they took me to clean my phone.

Q. Okay. What would it mean if you said that you wrote removals for 8827?

A. That means somebody needed something removed, so I -- there's been 20 weeks, a half a year, I can't remember, but that's going to mean that -- that's going to mean, in my daily briefing with him at like 5:20, somebody's probably reached out to me in an e-mail and said they need to do this or get to that or something's traveled, and so I'm probably going to write removals for whatever individual needs to remove so they can do what they have to do, so

now it's in our bucket.

Q. Okay. On September 18th at 10:59 a.m. Ken texts you, "Are the stands in place?" to which you respond "Yes." Do you mean the left-hand MED stands were in place for 8789?

A. Most likely not fully, I mean, not fully, I'm talking about stands that's got to be outside either for -- at that time -- and I'm being honest with you, I can't remember this off the top of my head, I'm just telling you my day, how I operate, because see somewhere between there there's probably going to be phone calls or he's coming by my duty station desk, "oh, also somebody asked me for this or for that." I'm running around all day, every day.

I do -- I do a thousand times more than my other lead has to do upstairs, he gets Flow Day 1, 2, 3; I get Alpha ramp, Bravo, Charlie, Delta, R ramp, slant. I get west, central, and east that I've got to deal with and I only got four guys.

So early in that day we were talking about 8831, 8827, we also -- we had another around there, 8812 that was an R16 and typically, that's what I'm doing, I'm looking for stands for every airplane that's got (indiscernible) and where to go. So in between there, there could've been something where, at 5:20, this is hot, get it done because usually when it's an R16, it's got to go. It gets towards the gate by R13, it's got to go, you know, so that could've been anything of the stands are in place, because we're talking about 8827, I think, 8800, so off the top of my head I couldn't tell you exactly what stands were going where. But

typically, if I'm saying stands are in place, that means outside because the stands are already inside for the planes as they move, as they move down, down, down, down, and down. But we did have -- we are running through a limited thing of every stand for the forward doors, aft doors, and MED stands.

So sometimes I'm playing -- not dominoes, but I'm robbing Peter to pay Paul, are you guys done with this, like yeah, are you going to need both these right now, well no, I'm going to take one and put it here because I can also put an M-E-D stand, but I don't know which one, I can put it on the aft left or the aft right-hand door, but that isn't always what it is that will fit.

Q. On the 18th at 10:59 a.m., you texted [redacted] and said, "I'm at Flow Day 8, Gucci," and he responded "Oh, yeah, I'll be there soon." Do you recall what time [redacted] arrived at your desk?

A. No, I don't pay attention, but he probably came right away. It's very expensive, Gucci cologne, he's been trying to find it, so I'm sure he came right away.

(Laughter.)

MR. [redacted] : Sorry.

MR. JOHNSON: No, that's funny.

MR. CRUZ: That's good.

BY MR. JOHNSON:

Q. What happened when he arrived, do you recall?

A. Oh, he was ecstatic, he was like oh, you found it, I'm like

yeah, you know, I got you, this, that, consider that your, you know, belated birthday gift. He's a cool cat, his dad used to be our manager, he's just a young kid. He and [redacted], I think, are the only two out of the new group that came that really took a strenuous training regimen from me of how I train, they never complained, never took me to HR or ethics or complained to a manager that I was too firm, I've had that thrown in my face before. So he was ecstatic, so that was it.

Q. Did the two of you go to 8789, do you recall?

A. No, I don't -- I don't recall. I don't think we ever did. He could have, maybe, but I can't tell you if I went to 8789, but I will say my typical F5-23 (ph.), that means I'm going to walk the airplane, walk down it, forward left, forward right, AOEs, liners, all that stuff is in and probably walking by, plug door and I just keep moving on the aft right and left, I come down the back, take a look if the cargo's in place, cargo's in place, interior cargo, interior cargo, wires running through the E/E bay door, so we're not going to be able do that.

41 door's not there, so then I'm probably walking away looking for the 41 door that's left, so -- me passing at 5:23 is probably when I started to walk the airplane because that's what I do every morning.

Q. Okay.

A. So I can't say that we never went to the airplane back and forth, back and forth, for whatever reason. [redacted] will text me or

call me or wait and I'm like what's happening, he wants to show me all, you know, this, that, you know, the rig document, track this and track that, you know, it could've been a million times that I walked over, by, in and out of that airplane.

Q. My last question for you for this round is do you recall the condition of the left-hand MED plug at about 11:00 a.m. on the 18th?

A. No, I do not.

MR. JOHNSON: That's it for this round.

DR. WOODS: Thank you.

Matt.

MR. RIGSBY: Yeah. You good, [redacted] ?

MR. [redacted] : Yeah.

MR. RIGSBY: Okay.

BY MR. RIGSBY:

Q. Is the plug for the Max different than other plugs, on 777 or 787?

A. 777, 7X, 774, 76 do not have plug doors.

Q. So it's unique to --

A. Yeah, so it's unique.

Q. Okay.

A. So Ryanair designed it, they requested that, I guess, some way back when.

Q. And I keep going back, I have M-I-D door and M-E-D door.

A. So the actual term is M-E-D.

Q. M-E-D. So that is a plug?
A. Well, yeah, that would be the plug and an active door, MED exit, MED exit door.
Q. Okay.
A. And the reason I keep trying to get people to make that distinction because people, you hear "mid," people think it's the over-wing doors because it's in the middle of the airplane.
Q. Um-hum, okay. Got it. Going back --
A. So even if you say mid door, I understand what you're saying.
Q. Okay. You mentioned that there's no specific training for the 737 door fit, form, and function.
A. Correct. Other than OJT.
Q. Other than OJT. Versus what you have at Everett.
A. Yes, sir.
Q. Why do you think that -- why do you think that is?
A. I don't know, laziness. You know, it's going to cost less money to send -- at the time I think we used to have 15 guys in the door crew, it's going to be less money to send guys up to Everett to get that knowledge and get that training. So I can't really speak for 737 when it first got built, got started, about why and when and where, but I can tell you, when door QA is going to argue about certain things that walk on the airplane and I argue with one of my guys and he's got the drawing in his hand and I got to come with the rig document drawing to see what you're talking about to -- well, "I'm a QA and I'm not doing it", I'm

like well, it's right here, you know, he's letting me know this is okay. "Well, I just don't like how it looks," so now you want to start writing the removals based on something or how it looks and now we're going to compromise the airplane. We're supposed to take -- try our best to not compromise anything that really doesn't need it. So I expressed to Stacy Gavin (ph.), who just ignores me, Sarah Knight Benning (ph.), I say "You know, these new employees," -- no offense -- "you want to hire somebody off the street from Old Navy to be a door QA and tell me, after 15 years, and one of my eight-year, four-year guys, what they're doing wrong."

I stress to them, even Dave Baker, even Alfred Pang, you need to send people up to take this training because you guys say I'm a pain in the ass, I'm an asshole, hard to work with and I'm not a team player and I act like I everything -- I know everything, I know what I know, I know what's right and what's wrong, you need to send people up to take this because they want to get a better idea because there's a certain four-hour session as we get towards the end of the 787, 777, where they talk about the 737 and why you may see this, why you may experience this, because the doors are already on the airplane. So you get up there, they're going to have on-the-job training. So this rig document pertains to all planes, but when you get the 3-7 you're not going to put the door on, you're not going to do it like you do it here, so you're going to have to pay attention, you know, as you're doing a fit, form,

and function, things like that, there's a special, like little four hour when you talk about nothing but the 737. But the 8-7, the 6-7, you're talking about -- that's going to give you some idea of how serious your job will get and that you really need to be paying attention to what you need to be doing.

Because I get -- I had a manager, sorry to be going on, I had a manager, I had three guys, one guy would always laugh when I would tell him, I'd say, "Hey," you know, "I'm looking at your seal on the automatic exit door, it's got this in it." "Yeah, but when I shut it, it goes flat." I say, "Okay, when it goes through high blow in Flow Day 7 and the door has to do this to get the streamline for the drag (ph.), this is going to be in there like that and air is going to go through."

I say again what if it -- "What if they don't hear the air, what if that guy, it's after the Fourth of July and he's been popping fireworks or he's been to the gun range or he's been hunting or something and he doesn't hear it?" "Okay, everything's good." I said, "It flies off and sucks somebody out." "Heh, heh." "That's funny to you?" I go tell my manager, Mr. Bill Brown, Jr., you know what he says to me? "Don't worry about it, just let him go," -- this, that -- "the rig document, all this stuff is not important, just train him." Well, this is a part of his training, the guy's laughing, it's not funny. And then I get moved because "oh, he's too firm." Well, I see the rig doc is up there, you have to take this out of the airplane. If you got any

trouble reading it, let me know so I can help explain it to you. "I can fucking read," I got that from a new guy. And again, Mr. Bill Brown, Jr., "Well, he thinks" you -- "you're too firm with him." It's a serious matter, if you're having trouble reading it, let me know. I mean, that's what I'm here for, that's what [redacted], that's what [redacted], that's what we're here for. So how are you supposed to work like that, with a manager like that, in culture like that? That's why I say they need to go up and take that class.

Q. Along with that, for your crew, in order for you to feel comfortable with the people you work with, how much time do you, yourself, dedicate to training them to where you feel comfortable on saying I trust you to go do the work?

A. It depends, it could be two weeks to a month, to a month and a half to two months. Like I say, some of the trouble guys I just told you about, you know, it got to a point to where I said [redacted], you need to take over, I'm not going to deal with somebody cursing at me, belittling me and accusing me of false allegations, you know, you need to take over, you know, because like, I think I got [redacted] to train, I taught [redacted] how to rig AOEs in maybe 30 days because the gentleman listened, the rig document, he and [redacted], they had it, they followed my instruction every day, we showed them techniques, right away, you know, the normal process, people like to haze you a little bit when it comes to seal, you know, before they tell you tricks of the trade, I said I'm not going to

do that because I've been put through it. You need to know exactly, after all these years, how we get this thing in perfect. So it could be two weeks, it could be a month, month and a half, just all depends on how I see, you know, the guys are doing. But it's not just me, it's going to be me, it's going to be Reno, it's going to be [redacted], it's going to be Willard, [redacted], Cleetus. We're like a little fraternity up there in Flow Day 1.

So you're new, everybody's going to show you different things and different techniques, nobody -- it's just not up to me to train [redacted], to train [redacted]. or [redacted], we're all going to be taking our turns because I can't be in that place all at once and sit with them eight hours, I got stuff to go do. So usually I'm going to send somebody like Reno, who's got 35 years, Willis, I think, got 40, [redacted] got 40.

But when I have my time I like to sit with them and show them, you know, because the old-timers will kind of let you sink or swim, watch you before they kind of tell you okay, let me show you now, let me do this, and that can be frustrating. Just like I ripped my shoulder halfway up for the last couple months, and elbow, and you're going to tell me this is a way better technique, so -- so it just depends, it just depends on the individual and like I say, because the culture here, which from Everett, you asked the question over and over and over and over again, it was the same question, if you got to do it for a year. So that's just my part of training in Everett, for the first six years I was up

there, what I bring down here, how somebody trained me. He was sitting right there with me for months, some things you have to ask the guy over and over and over and over and I asked him, you know, and I had notebooks to start writing it down. But it just depends on the individual, how he's taking to it.

Q. It sounds like there's a tremendous amount of tribal knowledge within your organization. Is it captured anywhere, I mean, like for lack of a better term, a syllabus or notes or is it all just in your all's heads?

A. Not in my head but, you know, there are a lot of guys that got it in their head, which some of them, some guys, you know, it's amazing. Guys will just spell off BPIs and pros, you know, and you're like whoa, you know, some of them got it up there. A lot of it, a lot of it, there's a combination of tribal knowledge. I've seen like Reno has a lot of tribal knowledge, but -- if I'm putting somebody together with Reno.

If you went with Scott or Reno to train, Reno was pretty much going to be like the professor, he's going to have your drawings, your rig documents, and he's going to sit there and tell you what this means, why this, why that, and what you should be doing as far as A through Z and whatever, like that, and he's going to show you this and then he's going to show you, so you're going to have to learn how to take this, this, this, add it up into one and understand the moment that you do this it affects that. So if you're doing this once this way, turn this one once the other way,

this is the stuff that he found out, oh, in his 35 years, because the rig document's going to tell you start like this, this, this, this and that, you'll be there eight days trying to rig a door. So he'll say the rig document, you need to practice this and he will show them the right way, do it, do it.

And it's frustrating because the guy's like well, I just watched you yesterday and you just -- and I'm sitting here for eight hours and got to come back the next day, the plane's moving, I got to go down another four hours to get it finished because Reno wants you to understand, or the rig document, how you do it, this is what you want to do. But after his 35 years, they figured out okay, every time I move this one this way, you know, and I go check it, something's wrong down here; so now I go here and I do this, now something's wrong up here; I go and do this, something's wrong up here.

So after all this time they figured out okay, if I'm going to turn one this way, I need to turn this one the opposite way and when you shut it, there it is. So he's kind of just saying, after a long time using cut out, just doing, you know -- and that's the only reason we're able to get up to 52 per month and that's just his tribal knowledge. But it's in the rig doc of how they want you to proceed, but after 35 years they figured out once I do this and check this gap, and check this, this gap is -- at the 17 it's going through and this one is not, well, I don't need to add another washer, the rig doc says I can add up to such and such,

which means I can also remove such and such, so he's going to remove the washer and shut the door and now, ooh, the gap is not there like it's not supposed to be, but he is going to tell you, you need to read this rig doc and he's going to quiz you, Reno's like the general of our crew, he's going to quiz you.

Q. Do you guys, for items like that where you have to adjust it here or adjust it there, does Boeing have -- are there -- are you familiar with the term liaison engineering?

A. Yeah.

Q. Do you think having liaison engineers for like -- you could get and say look, the rigging document says this but we're finding you have to turn this this way and this one this way, can we change the paperwork or change the engineering orders that identifies that, to capture that tribal knowledge?

A. Yeah, well, we lost a lot of what I would call the veteran liaisons, and no offense, but we're getting these young guys out of South Seattle Community College, they're coming from Gonzaga, and I'm just being straight with you, they have an attitude because you're a blue collar peon worker, "get out of my office, I have that degree from U-dud". They're lazy, they don't want to change and this is before I even get here, they don't want to change. It takes, you know, too much time, too much work, too much effort, but that's what you're here for, change it. I just -- before we did all this, I was just in an argument with at least six different engineers about a plane number, 8845, we're not

going to pull it out of the queue, 8845. We can't properly get the QA to inspect the AOE doors because in the rig document it says we should do the final check, you must have completed the airplane, weight on wheels, engines, stabs, vertical, seats, for the full weight because you need to see the distance between the door and for 5-year old can reach and grab the handle and pull the door up so there's no seats in it.

So we've been held for seats for three weeks. I got ringed out by Dave Baker, a fourth level, that tells me it's a BBJ. "Okay, so since when?" That's information of trying to push -- again, they get somebody to do something shady. I'm like, "This shows it's of an Italian airline," "It's a BBJ."

So instead of giving the proper information for me to get it done. Four days I got to do my own research and go up and find out that SIL is not only an Italian airline, they are now leasing airplanes to different companies. So they're going to lease an airplane for a little bit to Iceland Air, Iceland Air is going to put their own seats in for their 75th, 50th, or whatever anniversary they got coming up but see, in their mind, because it's a BBJ now, the engineers: "Well, the drawing will be different, so you can buy it off." "No, the drawing's not different." When the plane came through, it's meant to be a commercial airline and then we found out the plane was never meant to be a BBJ but see, that's what we get and if I'm not smart enough, that's somebody else, "Oh, yeah, BBJ don't take seats, so

we just go stamp it up," and it's done, see. I have to fight and fight and fight and fight for what's right and what's wrong and to make sure that I'm covered, my team is covered. So I asked them specifically, the engineers, four days, I said okay, if you're telling me it's a BBJ you need to put a red line underneath my IP, tell me, per this, per the document for this customer, that this is what it is so we can be cleared to stamp off and like I am not going to delegate somebody to go do that, just stamp it because you say it's a BBJ.

And I'm not even being a (indiscernible) and I went through all that work and as (indiscernible) looked at it and made the proper phone call and the guy that's selling the airplane goes yeah, it's not a BBJ, it's (indiscernible) this, this, and that.

He's like what's the problem (indiscernible), she goes, "Well, per the rig doc, they can't do this." "What rig doc?" So he goes, "Oh, put alert numbers in." Four days it took. But this guy upstairs wants to yell at me and tell me it's a BBJ, wrong information. Then I got a guy at the barge, Evan Short (ph.), that's going to tell me, "Oh, I ain't saying you're stupid, but I think you're reading the rig document wrong." But see, if I say, "Well, how many doors are being rigged?" now I'm the A-hole and I get taken to HR. That's my fight every day, sir, every day.

Q. I think you've answered this one, I apologize if it's a repeat, your QA people, are they part of your door crew or are they separate?

A. Yes and no. So door crew, door masters, we're one big team. We have dedicated door employees, that's all they do is doors, so they're door -- so they're door certified QAs to know about the rig doc and read the rig. So that's all they're supposed to do. You can't get them to go and do a bonding ground unless it's got something to do with the rig, they're not going to go up and do landing gear, they're not going to go do blankets, they're not going to do the work on the tail fin, they're not -- they're not wing QAs, they're strictly door QAs, that's all they do, they're strictly door QAs.

Q. Do they differentiate between a door QA for a 737 and -- like when you were at Everett -- and a 777?

A. I don't believe so. They're all door QAs, even with the 777 they're door QAs, they don't go off key and do anything with wings. I know we got one gentleman, I think he's on second shift, named Jim Julio (ph.), he's on the flight line, he's door certified for all the doors but he also is a wing QA, as well. But for the most part, doors have dedicated door QA and that's what they're supposed to concentrate on, is just doors.

Q. Okay. When you guys perform -- you say you don't remove a lot of plugs, I believe; is that right?

A. Correct.

Q. When you have to do a task like that, what document, do you take documents with you when you -- or I say you, your crew, do they take documents with them when they're doing, say, an out of

ordinary task or how do they -- what procedures do they look at, is it on the computer, do they print them and take them to do the job or --

A. So usually, I'm going to -- usually, I'm going to coordinate looking up the drawings to see, because the drawings, we don't own them, so they're not -- I usually go to the barge and say hey, I need to look at the IBT because it looks like this is in the way, that's in the way, you know, there's just sum it up for you -- and get the proper drawing sheet so I can write the removals, need to remove this for this sheet, for this station, left/right buttock line, water line.

And usually they're going to have -- we will get the drawings together so they're going to go make sure that what they're looking at on paper looks the same up there, whatever they're removing.

But see, we get into uncharted waters and there's been times we want a removal and we're removing something and it doesn't come off, like what is that, like oh, I see that, we get an IBT and you spin it around so you can see like oh, so how do we get back there to get that, so now you got to go write another removal to get back to get that little piece off that you really couldn't -- because at that first point, when you're looking at something and say oh, that's what we need, but when you get into it, you find out okay, got to get that moved, as well. So my guys are going to print their drawings, they're going to go through the barge IBT,

if I already don't have it printed it up for them and hand it to them and say here you go, so --

Q. Okay. You mentioned that you -- by your own policy or your own personal minimum, every time you remove hardware you just go ahead and replace it.

A. Yeah.

Q. Is that the -- do your crews do the same thing and you pass that on to your --

A. Yes.

Q. Okay.

A. I'm going to be honest with you, for the most part, you know, most of my guys will do it. I have one guy that I have, they're kind of like, you know, "Oh, I don't need this, so this needs to go back to the shop." "Well, I just use the same ones." "Use the new stuff." "Why?"

"Well, because I know this is sound, you just took off somebody else's stuff that we don't even build," you know. So I got one guy I have to, like, reiterate that to all the time. But for the most part, my other guys, I say here are your new fasteners, they go -- you know. So [redacted] , [redacted] -- [redacted] been there, [redacted] been there, [redacted] been, but they all understand where I'm coming from because they're usually the guys that take the training I gave them, they take it seriously, I say this is -- this job is like no other job in the world, you're in aviation, you mess up, you leave one little piece of sliver of

some aluminum, in 10 years it's going to shave through a wire and it's going to cut something and it's going to get catastrophic. Those are the only guys that didn't laugh at me. The others took me to HR, laughed at me, accused me of racism, all type of things, hurting their feelings, and I'm like really?

Q. Where do you -- where do you get the parts, I mean, do you have to request them, do you guys have like a parts bin that you go get them out off, I mean, things like cotter pins, castellated nuts, bolts?

A. So we have a system, so -- and there's still the SAT system, so if we're going to remove something in that pickup, you know, it's going to say what the part is, the bolt (indiscernible) damaged, what it is. So within that drawing I know this bolt, this shank, whatever, it's going to take this, that, that's what the drawing says is called out, so I'm just going to use that in the order that went with the SAT, please order quantity 1, 2, whatever of whatever batch number, part number.

And usually, if there's some -- and within Boeing it's going to be right below, we're on the east line and fulfillment or we got what we call the marketplace or it's going to come from Spirit in a couple days through FedEx overnight, just depending on what it is and that's just why my attitude -- because I can't remember all these acronyms and everything to know of chance, and then when I'm trying to look up the proper thing, the phone's ringing, hey, this, flight line, Charlie ramp, this, that, so my attitude is

just hey, new parts, because like I say, we get to taking things apart that we shouldn't be doing, we find this is the wrong bolt, this is the wrong washer, this is like a countersink washer. You know, we find things where they've added more seal to make a close tolerance hole seem close tolerance, you know, and that's one of the reasons I fight for us not doing anybody else's shady work, because then we own it and we're trying to get it fixed and then it becomes oh, well, you do it, you all did it before, do it again, do it again, do it again.

And you're putting people, you know, in an uncompromising, scary situation that don't -- that doesn't want to be responsible for, and they shouldn't.

Q. Okay. Along with that, when you do find the improper bolts or too many washers or, you know, whatever the circumstance and this cotter pin, something like that, is there a system where you can document that and pass that up either to management or to the QA organization, internal?

A. Well, usually I try to get a QA to write another pickup, which they'll be lazy about, oh, we'll just put in the used standard bin, I bring it up to management. I've even brought it way up to Dave Baker, to the fourth level. We have a -- we have a system that I took from 777 when we shut down and see, the -- so one of them has QVs (ph.), QMS, then they have an S-M-S for safety management. The QMS is quality management system along with something called liked an NCM (ph.). See, I'd have to look it up

for you to see but yeah, we have a system, basically the QA should write another pickup so that it goes to the proper -- you know, and then the manager should be notified, but they never want to do it, "oh, just put it in the used standard bin," you know, and like I say, I got lots of fights that I have to go through every day, every now and again on certain things.

MR. RIGSBY: I think that's it, [redacted] .

MR. [redacted] : And in the SAT, you know, it will say, you know -- in the SAT it's going to say, when I say order this washer, this bolt or something like that, well, if they're going to ask me like okay, well -- they're going to look at that and it's like well, why are you ordering this and ordering that, you know, we used to always -- they didn't know because of this, so the information, also, in the SAT as to why I'm saying order this for this, for that, even (indiscernible). So the information is usually in the SAT, too, as well.

BY MR. RIGSBY:

Q. Just one more question. You mentioned there's the door crew and the door masters.

A. Um-hum.

Q. And sorry, this is personal, but is the pay the same?

A. Yes.

Q. Okay.

A. Like I'll repeat it again, they've only done this since this happened, see, trying to separate me and my crew from up there,

you get what I'm saying?
Q. Okay.
A. We're one big crew, there's two leads, he and I both are equally responsible for all the door crew guys (indiscernible).
Q. So there's two door leads for 25 people?
A. Yeah, we have a third right now that's in training here, so he just attended.
Q. Have the other door leads, have they been through the same training you've been through up at Everett?
A. No.
Q. Have any of them been through, are you the only one?
A. I believe I'm the only one. I think [redacted] may have because [redacted]'s been on every airplane, every door, so I would assume [redacted] has the 787 and the 777 knowledge of -- even if he -- I think he's been on the 5-7, 4-7, 6-7, so I can only assume [redacted]'s been through that class because he's more like the guru, he's been here the longest, you know, up until -- he's worked on 3-7, 5-7, I believe 6, 4, 7 and 8-7 and 777, so I'm assuming [redacted], [redacted], has had that training.
Q. Do you guys have a lot of turnover in the door crew?
A. No. Let me see. So I came to that door crew in like, say April of 2018, when I got there -- so when I got there, there was [redacted], [redacted], Troy, Reno, Cletus, that's a nickname, his name is [redacted]. Who else? [redacted], Sei Pom (ph.), Willard, and I think Sam. So when I got there, those guys were already there and

I think between Reno, Willard -- Reno, Willard, [redacted] , and Joey and Troy, I believe that's almost 250 years of combined experience. You add me to it, it probably takes it up to like 275. So when I got there, those guys were already -- they were already there, so they've been there a long time upstairs.

MR. RIGSBY: I think that's it.

MR. [redacted] : Okay.

MR. RIGSBY: Thank you, [redacted] .

MR. [redacted] : You're welcome.

DR. WOODS: Thank you, Matt.

Mike.

BY MR. RINEY:

Q. Good morning.

A. Good morning.

Q. A lot of the questions have already been answered that I was going to ask, so you mentioned the -- at the 52 a month rate, that there were 15 door team members?

A. Oh, Angelos' crew, I want to say -- I want to say 52 a month when I got there in 2018, so let me see, it's this one -- so I believe 12, because we have two on the barge, but Angelos had -- so he had the door crew, he had the door masters, and he had AOG, so he had three different groups that he managed, so I believe 2018, because on the east line -- so on the east line, I would have -- and this is -- I wasn't a lead then, we didn't even have leads for the door crew, we were pretty much self-sufficient,

everybody could write their own SATs, and if you couldn't write the SAT, you know, somebody would write it for you. In 2018, when I got to the door crew, we had another lead, Sei Pom was the liner and switch guy and then we had -- Mike Carter was on the left side of AOE, Reno's on the right side, and then I believe Cletus is on the left central, Troy's on the right, and then I think Andrew was a switch guy, west line, the left-hand AOE guy, Tony (indiscernible) is the AOE guy.

We didn't have a liner and switch guy because west line was loaded every other day, so when they went to Flow Day 2, I just kind of came in with the liner and switches. They used to only have Sheena Durrell (ph.), who is now my manager, I usually help that crew with their -- you know, with the zip ties up and stuff like that.

[redacted] was second shift then, so he kind of came in second shift and took over for one of the guys, which was Kyle McCarty (ph.). Leroy, Kyle (indiscernible). Kyle McCarty, Leroy -- and I forget the third guy for -- that was actually on rollout then. So [redacted] would kind of come in on second shift and take over for rollout, you know, down line like that, so 3, 6, and 7-8. Willard was what we call a 2080 guy, so he's doing the fit, form, and function, presetting for the forward doors, the aft doors. [redacted] is also doing the same thing but he's on the central line. And they were just both kind of tag teaming the west line. What's that -- three, four, yeah. Then, like I say, Joey was our over-bar (ph.),

[redacted] was another over-bar, but he was on second shift, so Joey would be like whenever a plane -- when Ryanair first started coming through, he started doing what they call like the air stairs. So if we didn't have an air stair, he would just be like over-bar and then kind of just making sure, walking through, where are your safety glasses at, you know, seal expired, you know, because he's looking at the date and time that you were on and stuff like that.

Q. Compliance safety.

A. Yeah. Yeah. So he was kind of like our informal compliance guy before, just walk through, busting your head if you didn't have our stuff correct.

Q. But now you have 25?

A. Yeah.

Q. Do you know when the additional -- over what time frame the additional individuals came on?

A. So they had to start when we got back from the shutdown, I want to say in 2020, '21, about May, June I came back. So we had a whole new regime, so Angelos is doing something else now, our second level, she retired, we have a new fourth level and everything, so -- and there was some that we had brought up like, you know, you have more guys coming in before, you know, like we only need this many, at 52 a month, we only need this (indiscernible). And they found it hard to believe that we had that many guys, you know, doing what we needed to do at 52 a

month. So I remember John Curry (ph.), I had asked him, he was a second level, why we hired so many guys, his thought process was okay, so I'm going to have AOE guy, AOE guy, AOE guy, AOE guy, so basically 12 guys for AOEs, one door an individual, and I'm like -- the IP has an eight and a half, nine-hour IP, you're going to have people on it. So that was their -- they came up with that plan about -- to get -- you know, we want to get to 62, so we're going to have a guy for each door and they're going to work on an eight-hour IP.

I can do the left side by myself in eight, eight and a half hours, just depending on people (indiscernible). So right now we got 25 guys we don't need, I got -- upstairs, I got anywhere from seven to ten guys every day not doing absolutely nothing. But then me and [redacted] reamed and get yelled at, we'd get a talking, he's on his phone, he was doing that, where is this guy, where is that guy, it's like dude, you know, we can't keep track of everybody, you're a manager, that's your job to walk and look and find and do all this stuff, like we don't need this many people.

We got enough for what we need for roll out, if you go back to 52 or 62 and we'll have enough, you know, for upstairs, but we got extra guys. And then when I ask for help in rollout, for cross-training, the only person at Everett that put his hand up and came down was Rolly (ph.), he worked with seven to ten guys every day who are doing absolutely nothing.

Q. Yeah, that was the main question I had, yeah, with the

increase in the crew, do you feel like they all have the adequate training?

A. No, like I said, there are a few individuals, like even with me through that whole ethics HR thing where they put all those seven false allegations with me because I'm trying to -- the job is serious, you know, and nobody wants to come down and, you know, like something -- you have one person from upstairs come down for about six months and train all with [redacted] , he's the one that put his hand up and said okay, I'll come down. We got to have a backup.

Q. Since the incident have you seen implementation of any changes for the planning and to make the job more for what you actually do?

A. No. See, I'm sitting here with you guys, you would think they would've did that, you think that would've been the first thing they did. They just threw their hands up, we got no answers. Nobody sat us in a room and said we need to improve processes and (indiscernible), nobody said [redacted] , let's sit down with you, gave us a day in the life of your day.

All they did was, you know, kind of railroad me a little bit, kind of ambush me with a safety process improvement and it turned into interrogation, "oh, I need your phone." Okay. And then he tells me the text messages in this and that and then he was like oh, well, you lied. I can't remember, so that's a business phone. This is not my personal phone, you know, that's not, you know,

that’s not for me to go through and what my daughter say, "Dad, you said this, you said that." Oh, my -- let me go back and, you know, that's their business phone, every day is different, X communications, boom, boom, boom, going and going, that phone goes in my locker, I go home. But nobody sat with me from Boeing and said hey, let's get a day in the life with you because we have a serious situation that's going on. Now I'm here. So no, nobody's -- yeah.

MR. RINEY: Okay, thank you.

MR. [redacted] : You're welcome.

DR. WOODS: You done?

MR. RINEY: Yes.

DR. WOODS: John.

BY MR. PETRUZZELLI:

Q. A couple of questions. You talked about special tools being required for the mid-exit door plugs. Are you meaning the stands to where the doors can sit and so -- but is that what you're -- or is there something else?

A. No. See, it's got these like, these little funky clips on them, I don't know what those are for and I'm just being honest with you, I don't -- I don't mess with the plug door, we don't go in the interior and mess with a plug. It doesn't have a handle and it doesn't -- and it doesn't have the normal way the active door closes. It's a plug, so it's just sitting there and I know it's got this, it's got that. This is different, that's

different, this is different, that's different. So my team wouldn't handle that, that takes special tools, don't ask me again.

Q. Got you. Understood.

A. We're not going to get involved with that.

Q. Okay. On the 8789, the accident line number, do you know if yourself or anybody that was under Ken, on your door team -- and you're master of the door team, back then it was just one, right?

A. Yes.

Q. Okay. Regarding the accident airplane, do you know if someone opened that door from your crew?

A. No, I don't, but I can honestly tell you they didn't. I know my crew, I know how they operate. We're specifically talking about my crew, my four guys downstairs.

Q. I was talking the entire door team, the twenty --

A. Yeah.

Q. I think you said there was like 25 guys.

A. And all 25, I can't -- I can't tell you, I can't speak for the guys upstairs.

Q. Okay. And you, at the time, had like five or six guys?

A. Yeah. So at that time I only had four guys. [redacted], [redacted], I just inherited (indiscernible), but at the time I had four guys.

Q. So one of the things that you talked about is the pushback you give on management, as far as doing the right thing. Can you

take a few minutes and pick two, maybe three quick examples of situations, recent ones, where you feel like you have to push back on that and say can't do that, can't do that and why -- did that make sense?

A. Yeah. The recent one that just came was what, last week, week before last, about 84-5 at the next level within a BBJ being sold, it was a commercial airline first, then all of a sudden now it's a BBJ because the customer doesn't want to know more, you know, and they come flying out there and it's just -- it is a commercial airline for Iceland Air, it's not going to take seats because we don't have to put any seats in, you know, so that's why I have to push back because I know, for the rig document and everything you do, I can't pull my guys off anything until those seats are in and it's all about the weight.

Q. Okay.

A. In fact, another --

Q. When you do that pushback, though, like in that case, does -- I don't want to say do you win, but do you -- does the airplane win and you follow the process?

A. Yeah, the airplane wins.

Q. Okay. Go ahead.

A. And then another one recently -- I have so many. Oh, we have a snubber tag that's going around (indiscernible). Now, they drop it in the mechanic's box because well, you're a mechanic, this is something you should know how to do. Nobody reads the tag. The

tag is clear as day, nobody reads it. "Huh, it's on the door, call the door crew." "Hey, this is not us, this should go to you guys." "Here, you do" -- whoa, whoa, what are you talking about? Like snubber, like what does it got to do with us? I only saw the snubber. "Well, you're the door crew." Okay, door snubber. But when you read the tag, it distinctly says multi-unit tag. There numbers, they clearly say check snubbers, all four doors, it gives you the station, water line, check it.

If it's legible, N/A, boom, boom, boom. QA, then it's got a QA involved. If it has overspray, please clean with -- you know, with BAC this, that, then take BAC whatever finish to put it over. If it's got any damage to ineligible where you can't really read the serial number, it needs to be replaced. Nobody's read that and so now I got to stop, push back and say hey, that's in Flow Day 4 for you -- I got four guys, can't stop and come back and read for you -- I mean, so many -- well, I'm like they haven't even read it. "It's for the door crew."

And I told them, I said do that, call me when there's damage, when we got time, then we will come. We walk you through it, how we've done it, because it's dropped in our bucket, as well. So it's not only in Flow Day 4 bucket, there's a certain group, there's a certain amount in Flow day 10, eight, nine, first, second, and third shift. But we get these managers, anything with the doors, here you go, here you go, here you go, here you go, here you go. And it's just -- I have four guys, or five now, I

can't be stopping to help you guys with everything, read the tag.
Q. A good example. Has that pressure pushback, has it eased up or has it dramatically increased say, in the last -- I don't know, say January of last year until today?
A. My pushback? Me pushing back on them or both ways? I'll say on the pushback, it's an everyday battle, really. It's an everyday battle because -- I'll reiterate again if I may, nobody understands that what your door crew does upstairs, the rigging is done, it's AOEs, the forward doors, the aft doors, they get them fit and form preliminary checking 28's job in Flow Day 2 and 3. Once the plane gets to my crew, you're supposed to give me a completed airplane for Alaska to check this man's airplane. It's always incomplete.
Q. Are the AOE's not on?
A. They're not on. Those --
Q. That's a Boeing installation?
A. Yeah, that's a Boeing installation from Ogden, Utah, and those doors actually get put on, pinned, rigged up, set and everything.
Q. Okay, your guys do that --
A. Yeah.
Q. -- as opposed to the forward and aft entry and service doors come to us.
A. Us. Already on the airplane installed.
Q. And say if it has mid-exit doors --

A. Yeah.
Q. -- those are installed; if it has plug doors, they're installed.
A. Yeah. So the forward doors are on.
Q. The aft doors.
A. The aft doors are on. MED doors will be on. Cargo, cargo, G bay (ph.), 41, they're already prepared when it comes to us.
Q. The only ones that are not are over-wings.
A. Upper wing exit doors. So those are the only ones that we actually rig.
Q. Got you. Okay.
A. But the rig documents they'll just attach to all the doors.
Q. Understood.
A. So if you got to remove the liner slides or just a door, upper, lower, we got to go back to square one and start over again, basically. So we do end up re-rigging just about every door, every day.
Q. Okay.
A. Re-rig.

MR. PETRUZZELLI: Thank you, I'm good.

MR. MARCOTTE: In case you forgot, I'm Dan, I know it's been a while since I introduced myself. You okay?

MR. [redacted] : Yeah.

BY MR. MARCOTTE:

Q. Okay, good, good. A couple questions. And I just want to

get some terminology straight. A few guys kept asking you about door removals. Now, is there a difference between opening the door and a door removal?

A. Yes. I mean, so -- I mean, a door -- you know, it's a door, so if it's meant to be open, anybody can open the door --

(Noise interference.)

MR. [redacted] : -- forward door, spin around, boom, without, you know, opening the door.

BY MR. MARCOTTE:

Q. Right. Now, a plug --

A. That takes a removal.

Q. Okay.

A. Because it's not designed to be opened, it has no handle.

Q. Okay. So I'm just trying to get us all on the same page, so removing the four bolts and opening it, say we just open it to the lanyards.

A. That's still a removal.

Q. That's a removal, okay. Like I said, I just want to make sure we're all just talking --

A. Yeah, that's a removal.

Q. -- the same language.

A. Yeah.

Q. Okay.

A. Yeah, it's still a removal.

Q. Okay. Has your crew opened plugs in the past?

A. I have to say yes, here and there, because like I say, in 2018, '19, I remember when they first started coming in, Tigner would have to go and get them set because before they would come in on the train, and I think they would just only have like little tool hooks and some zip ties or something would keep them, because he had to end up making the clips for it.

Q. Yeah.

A. And then the stop pins, we had to order those and put those in. So it was a learning process where he actually self-trained himself on the plug door and on the mid-exit doors. And I used to just kind of -- with, like I said, the plane going in the -- I think they did in the west line, so I'll just kind of go down, like when I'm done with my liners and switchers on the west line in Flow Day 2, Tony was my partner on the right and I'm on the left, so I would actually just kind of go down and just watch what he was doing and just watch him for -- to see what it was all about.

Q. Okay. When they're open, you know, I think I heard you say on your team, typically, you're the guy who writes the removals.

A. Yes.

Q. You keep the guys working and you kind of cover the paper, right?

A. Yes.

Q. So when the doors were open in the past, did you write removals for those?

A. Yes.
Q. Okay, good. And if I understood, the plug does get a fit-and-flush.
A. A fit fair, exterior only.
Q. Okay. What if it's off, what if you've got a bad gap or --
A. So if I've got a bad gap, because of what I seen, you tend to go through and I think we have to remove -- an exit door doesn't act as a door because a rivet wasn't there before and I can't remember when.
Q. Okay.
A. But I also know, on the flight line, something did pass the high blow and I believe that was a plug door because I remember watching the guys having to do this, put the seal on and just, you know, get that stuff off or whatever. From then on, I told myself because, I mean -- you know, we got bitched out about it, it will take too long, this, that, why, why. I was like whoa, you're asking us to come and do something in uncharted waters.

So from now on when that gap, when that gap is off and this misfair is off, if this is slightly off but it's still within tolerance, I do the math, it doesn't take a liner, it doesn't take a slide, so I do the math, write a SAT, put up for an NCR. Then, after that, they go right up to the engineer and say hey, can you take a look at this, did you get the gap, and they will look at it and do the math and say okay, we're going to shrunk and funk that because they're going to come out, they even laser it sometimes

where before they come out with this blue stuff and this. They do the math and go okay, it's not going to make a difference because the reason we want -- the reason we want these gaps in the door, you know, per se, the reason we want these gaps in the door, per se, that's my (indiscernible) because when the plane is going to take off, I think, at 150 miles an hour before it lifts up at, you know, 35 degrees or whatever, when it takes off, we don't want the door to do this and to do that and then when the plane goes up we don't want the door to do this and it lands bottom up. After a couple cycles you're just going to start cracking the fuselage.

Q. Yeah.

A. So because it's a plug, my theory was it's a plug, so it doesn't really have any boom in it. So I asked them to do the math based on the weight, they did not have a line of slack and shrunk and funk. Just to not take the door off and start compromising the door, it's a lot of work, it's going to be a headache, you know, you can run into some issues and you got to replace the door or something and it takes 12 days to get a new one, you know, the seal gets compromised, there's all types of things that go on with a plug door because it's not meant to open. So -- yeah.

Q. So you never had to like -- other than, lack of a better term, manipulate and seal something you never -- in your recollection, you don't remember having just stops or --

(Crosstalk)

BY MR. MARCOTTE:
Q. -- plug.
A. No.
Q. Okay. All right.
A. Yeah, because we -- on the interior side, we don't deal with anything to that door.
Q. All right. Now I'll go on to the text messages, just to try to understand, I realize it was a while ago. So if I understand correctly, your manager, Ken, said hey, go open up the plug door, the mid over-wing or the -- he called it a mid-door, but you said -- you corrected and said hey, it's really an M-E-D plug.
A. Well, he corrected himself, so --
Q. Okay.
A. Oh, go ahead.
Q. Yeah. And you said okay, right? And then later on, like you said, you said a plug door takes special tools to open, it's in progress.
A. Yeah, so that was conversation going on between me and him on text and [redacted] on text, as I delegated him to go over and check that door.
Q. Okay.
A. Once he says -- because I asked him and he goes -- he went over to 8789 and opened the mid door for Spirit to do some damaged fasteners. Okay. I'm working, okay, I can't say no.
Q. Right.

A. Okay. I'm busy, I'm working, you just gave me this whole list of things to do at 5:20, now here you come with something else, you know, what's your priority? So I just say okay and then I say which one and he says -- I said left or right and he says both for now. Okay. And then he says it's a plug door, so in between that time, see, I already delegated it to [redacted] and so he's talking about the 8827, so me just saying hey, that takes special tools, I'm just telling him everything he asked me to do from 5:20, 5:30 with [redacted] , it's in progress. I've already told [redacted], excuse my language, double check it anyway because you know how this guy is, I've never seen Alaska have mid-exit doors, I've only experienced Ryanair.

Q. Okay.

A. Double check it because that's what it is and I told him --

(Noise interference.)

MR. [redacted] : -- staying away from it.

BY MR. MARCOTTE:

Q. So after you said it takes tools, special tools, what did Ken do, did he call the other lead and ask him to send somebody over to get tools or --

A. He could have. And I would imagine -- we had an argument, as usual, or a spat about well this, well that, and I'm probably asking questions I can't remember, but I'm just giving you an idea about Ken. Whenever he's getting us to do something -- because remember, he's new, he's like number 27 in two years.

Q. Yeah.
A. So he doesn't really understand doors, he doesn't understand me, [redacted] , or doors or how it works, so I can just tell you my interaction with Ken on certain things that I've pushed back on that should be done that I feel that we shouldn't do, there's going to be a conversation had in person or even by phone, to where I'm going to be pushing back, you know.
Q. Yeah. So I'm just trying to figure out because, you know, your roll out to the airplane is probably pretty close to going out of the building.
A. Yeah, I'm supposed to have a completed airplane to roll out.
Q. Yeah, I understand, but you know -- so there's probably -- you know Ken's getting told we got to get the airplane out, so if someone says I can't do a job because I need tools --
A. Well, that's not -- at that point it's not hot.
Q. -- that's not going to probably push the work out until later, right?
A. Yeah, at the point the plane's not hot, that's our Day 1 for our first chance to get on the airplane --
Q. Okay.
A. -- to do what we need to do. So he's probably been getting asked by somebody else --
Q. Yeah.
A. -- to help him with something that I think is probably more likely shady.

Q. Okay, but you didn't -- you can't -- you don't, you really don't know or you couldn't tell us what you think Ken did after you said you need tools and it sounds like you told him it needs tools and that was the end of it for you and Ken.
A. Yeah, just to get him off my back, get away from me because -- you know, with these plug doors because, like I say, he pushes, pushes, pushes.
Q. No, I understand.
A. So that's why I'm saying the way we interact, at times we'll push back with other scopes of work. We probably had a conversation somewhere personally, in person, you know, to where I told him no, or this or that, or why or how, you know, let's get -- let us have that later on, we got this to do or something, so I can't really say what he did, you know, after that. Because he could've called [redacted], he could've called [redacted], he could've called, you know, anybody.
Q. Okay. And you initially assigned [redacted]. Well, you said go take a look at it.
A. Yeah.
Q. Okay. And I'm sorry, you said what, if you had mentioned it before, but it's been a much longer morning for you than me, but I'm just trying to keep up. So you initially told [redacted] hey, go take a look at it and you got to get the door open and what did he report back to you? I'm sorry if you mentioned this already, I'm sorry.

A. No. So in between all that, that talking and calling me and texting and sitting there outside looking at the stands, you know, I told him, I said hey, I said -- you know, I told him to go over and check the door and everything on 8789 because Spirit needs some fasteners. At the moment, I can't go because it's a plug door. See, I probably already -- and I probably assigned [redacted] to it and he's probably going over, so I tell Ken a plug door takes special tools. So there's probably a conversation with me and [redacted] about yes, that's what it is and blah, blah, blah, because I told -- excuse my French, don't "f" with it --

Q. Yeah.

A. -- because I never seen Alaska with a mid-exit door, only Ryanair, and we've had -- since that pressure dome thing, that time we had, you know, one, two -- we had two, like, Ryanairs back to back and plus we had one outside and two other 8200s coming down the line, so we've had -- I've had a week of just madness of, you know, mid-exit doors because they're never going to come down complete.

Q. Yeah. Did you interact at all with the Spirit people or do you --

A. I don't believe I did.

MR. MARCOTTE: Okay, I think that's about it, thanks.

DR. WOODS: Okay. Troy.

BY MR. LEVANEN:

Q. Okay. Thanks, [redacted], for all the information, really

appreciate it. These guys asked, and you answered, most of my questions that I had written down but just for my information, where on the map was the aircraft like the day that -- that Ken asked you to open the door and/or you talked to [redacted], like where would that -- I really appreciate you bringing those maps, so this is my first time really getting to see anyone's brought any in. Where would it roughly have been?

A. It would've been in rollout, which we call Flow Day 10, so it would've been rollout, Flow Day 10. You can see it right here, 8789.

Q. Okay, got it.

A. So it would've been in rollout. And that's our Day 1, that's the position which it's supposed to be in, I'm supposed to have a completed airplane ready to rock and roll.

Q. That's the last step before it goes outside the next day or the day --

A. Yeah, we're day shift so we're going to do our fit, form, and function of all the doors, functional tests, it's going to like work below us in the E/E bay, some of the electronic stuff that they're going to do. Second shift is probably going to come in and put a rope around it, they're going to put it up on jacks and probably perform gear swings and other stuff and then third shift is going to take it out the door.

Q. Okay.

A. It's going to go to paint.

Q. All right. That's good, thank you for that. And yeah, I had written down to ask you about if Ken was your 27th or 28th manager in a few years but you reiterated that, so I didn't have to ask. And then the other one, I was just going to ask one last thing on that. When you mention that when you dig into these, sometimes you find shady stuff, maybe with the hardware stack-ups and/or that type of thing. Where, in your opinion, does the shady stuff come from? Is that how it comes in the door or is that what -- like what --

A. That's how it's coming in the door. I'm not going to know until Flow Day 10. I got about what, 17 -- 16 days before the plane actually gets to me. So --

Q. Okay.

A. -- the doors are already on the airplane.

Q. Correct.

A. We don't deal with them, we don't install them, we don't put them on. And that goes for even hardware for like the AOE doors, of the frame of the door, where we got the procedures for the door it's shut anyway, received and locked in.

MR. LEVANEN: Um-hum. Okay, I think that's all I have. Thank you.

MR. [redacted] : You're welcome.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. Hey, [redacted]. Like everybody, a lot of questions have been

answered, so one question, you said when you walk the floor you check in and you GC in, what is GC in, what does that mean?

A. So they call it GC in shield in, so we have -- so for safety reasons -- I'll just give you an idea. So back in the day, for safety reasons, people used to just kind of carte blanche up here, this is the tube, this is on the floor, floor, floor. People used to just kind of take a shortcut, walk this way, diagonal this way, so people get hurt, they don't realize they're walking past a wing or the flap is down, you know, you're walking through and boom, boom, boom.

So they started this thing with the caution barriers, so in order for you to get to the area you need to go, you got to walk all the way around and if you're going to go into that area, you're going to go to a computer like this, you're going to take your badge, you're going to hit it, it's going to bring your name up and it's going to say, "Where are you going?" "Passenger cabin, forward cargo, aft cargo."

Are you a visitor or -- "Are you the home team?" which means that's your work area. "Are you a visitor?" "Are you from production QA?" And it's going to ask you like what are you doing. You got to be accounted for so if something goes wrong, you get injured on the plane, well, you wasn't supposed to be over there, anyway, what are you doing? I was talking to my girlfriend. So you're not even supposed to be over there, anyway. So it's just to track the safety now and to make sure you're

accounted for and that you need to be where you need to be, because if you don't need to be on that airplane and you get shocked, it's like "What are you doing there, [redacted] ?"

Q. Um-hum.

A. I ain't supposed to be up there, it's not even my work area. But as a team lead, I have to GC in on each and every airplane to go in there. So that's you and I, work area for the day, rollout or Flow Day 9 or 6, you and I both have to shield in for that area for the entire day because that's our work area.

So even though you have a visitor come who used to work and wants to come and talk about something, he's going to have to shield in for that 10 or 15 minutes and talk to me and then he'll shield off and go back, you know, to his office or wherever. So that's what shielding in is, it's just accountability for where you're supposed to be if you should be there and in case, you know, somebody gets injured, per se.

Q. Makes sense, yeah. And then the papers that you brought in today, the chicken tracks, and it's specific to 8789 flow days.

A. Well, it's got a lot more airplanes on it.

Q. But that's for like, the --

A. Yeah.

Q. For that. And so where did you print that off, is that archived somewhere?

A. Yeah. Well, you can actually go in the computer. If you got a link, it will say chicken tracks, you kind of like put in the

date and you can print that stuff out.
Q. And you can get that readily available and just print it?
A. Yeah. Or you can go up to, I think, IE or EI and ask them for it. But usually, typically, because I don't have a second shift, anybody will tell you they would see me walking in, in the morning, and I would have like a month's worth of these, like this, in my locker because I don't have a second shift and I would like write notes up here, held for this, held for that, what happened here, this needs a (indiscernible) folks, (indiscernible) folks didn't show up.

So when I get in, I could just start over from right there and then go from Friday to Saturday, Sunday, Monday, that way I'm not -- I'm trying to be more efficient so I don't have to, like, "What did I do?" I just write that down, what was this thing.
Q. Right.
A. So I know -- I know already, in R16, you know, what happened, but if I walk in and say your plane is not in R16, I got the notes here for Monday but now your plane's moved over to the gate, you know, on the next day. So this just gives me a quick reference to start off where I left off by the end of the day, because I don't have a second shift counterpart.
Q. Um-hum. And then you mentioned the QAs that are getting hired off the street. What kind of training are they receiving?
A. I believe they're just receiving hands-on training, as well.
Q. And the hands-on training would come from the current doors

crew?
A. No, that would come from the current QA.
Q. Okay, all right.
A. Yeah.
Q. And then with the experience that you mentioned with everybody that's on the door crew, if everybody were to leave tomorrow, what training is in place to keep that experience on the floor?
A. None. It's just OJT.
Q. And then the OJT that you're providing for new members, new crew members, is that a personal program or do we have a system in place that's at Boeing? How do you track progress and what's the typical time for a person to go through what would be an OJT in the doors crew?
A. The process hasn't been used or it's been taken away, nobody goes by it anymore. When the 8-7, when the -- when the Max first started in June of 2013 I actually had a binder, like a trapper keeper, and I trained Flow Day 4 on what they call walking beams and they're just basic structures. They have the landing gear go up, they go down, within it.

So within that training packet I had walking beams for the landing gear, I had what they call like the bird cage and it's just a cage that goes inside the airplane, but then it's got this nice (indiscernible) that gets painted so you can't really see the interior of the plane. I had in that training packet -- so in

that training packet I had walking beams for the landing gear, I had the panel for under the wing, I had -- that was Flow Day 4, the bird cage. Flow Day 5, I had a training packet for lavs B and E that I did the BSI (ph.) for the ballistic door. And then I think, in Flow Day 6, I had the interior of like the flight deck, I had a keeper that I had to go through in training and to mark off when I felt comfortable that I could do it and do it and most of the times, the lead will come and watch you do what you do and see how comfortable you are, what you think can do and as you, you know, got better and better, faster -- or not fast as in "quick, quick, quick," but Day 1 -- you know, you're too slow.

By Day 30 you'll have it down pat and then we will say, you know, "Okay, I think you're good, what do you think?" "I feel confident." I sign it, my lead signs it, they take it to Josh Crumley, he signs it and then I think my second-level, Ed Crump (ph.) at the time, was signing. So I've said I know what I'm doing now, that doesn't exist anymore. And when I bring it up, I'm a pain in the ass.

Q. And that training, is it still -- that's something that's still in place on the 787 program but it's not on place at the Max?

A. Yeah.

Q. Okay.

A. See, the 787, if you own doors you're going for a rig document class, so you got to -- you need to pass. If you don't

pass and you still want to be on, you got to take it all over again. So that's tracked on the 8-7. 777, you're going through a class with instructors, you're going to have -- you know, you're going to have a bunch of class work, you're going to take a bunch of quizzes, you're going to have a bunch of tests, you know, you're going to go out on the floor and watch the guys who are already doing the work, to ask them questions, they're going to tell you things. You're going to go back in the classroom, you're going to be in and out, in and out, in and out and, you know, then you got a good two hours 30 minutes test you got to take --

Q. Um-hum.

A. -- you know. And it's not for the weak of heart, it's -- it is strenuous, it will stress you out.

Q. Um-hum.

A. And not everybody that went through the 787, I think -- I want to say it was 25 of us, I think only eight of us came of 787 doors that time. And I think they sent me up to -- when they sent us back up to Everett, I had to get recertified for 777. Everybody, myself, Sam Willard, I think that whole crew that went up there, most of those guys just skipped it, couldn't handle it, and the only reason I got through it is because I already, you know, had been through it before. So all it is, is just paying attention and just going -- you know, paying attention and going back over just what to do. I bring it up all the time to the QA managers, like Stacy Gavin, Sarah Knight, I think the other guy,

Benny, and they just --

Q. Just dismiss it.

A. Okay, I see you guys look at me like I don't know what I'm talking about and I'm this pain in the ass and "oh, you're not a team player, you make stuff difficult." I'm just telling you I know what I know. You know, there's a lot of things I don't know and that's why I push back because it just doesn't make sense, doesn't sound right from what I've been taught.

Q. Um-hum.

A. So if everybody was to leave tomorrow and if I'm still here with [redacted] it will just be OJT, but the only OJT you're going to get from me is the liners and switches and AOEs. I could not OJT you on a mid-exit door or a plug door.

CAPT ANDERSON: Um-hum. Thank you.

MR. [redacted] : You're welcome.

DR. WOODS: You done?

CAPT ANDERSON: Yeah.

DR. WOODS: Thank you.

BY DR. WOODS:

Q. You've mentioned a couple times that when you speak, QA, maybe even some managers have not necessarily been responsive. Is there anybody in your management chain that you have found that is responsive, that does listen when you talk?

A. For the most part, Ken listens halfway.

Q. Okay.

A. Other than that, I've been ranked (ph.) to a fourth level and it's just like yeah, but this and but that, well -- so the question is -- the answer, no, they don't care.
Q. Okay. You also mentioned a while back now, you mentioned something about a safety management system, what does that mean to you?
A. I can't spit it off the top of my head but it's just to keep us from getting injured, getting hurt, and when you -- you know, doing a removal, when you're installing everything, you need to have all your proper things in place just to keep from getting injured.
Q. Um-hum.
A. And I want to say the safety management system has another acronym and they call it NCM -- or the NCM may be for the quality management system. That was something that came about, unfortunately, after our two Maxes, you know, perished. So in 777, when we're up there, that came across and we had the tech in here to take that and it should be in my learning.

So me, I'm a safety guy. Yeah, I'm a safety guy, quality guy and, like I say, I'm a detailer by trade. So for me, safety, quality, and these -- you know, it needs to be a first pass.
Q. So you just said you -- it had come through "my learning," is that just for you or is that for all employees? Who should have taken this training?
A. Everybody. I think it should have came across for everybody.

Q. And was that a one-time thing?
A. I believe so. I never seen it pop back up in my learnings like we do, like there's other things that pop up, like the code of conduct, hazardous stuff like that, that I need to redo because enivornmentals may have said now this is bad, we don't want to do this, so do you understand this now, because -- but I want to say that was in the shutdown. I went up to Everett, that came across the computer, so I had to do that QMS, SMS. And we just recently had some of our removals that came down from the VP, that everybody should have took, as well.
Q. Recently, as in how long ago?
A. A couple weeks ago, probably -- well, we're in March, so February, somewhere probably along in January, about removals and understanding what you're doing.
Q. Was that focusing on the technical aspect or the documentary aspect?
A. I believe both.
Q. Okay. I get it, you repeated several times that you nor you believe your crew, and by that I mean five, like your particular set of individuals that you work with, don't do MED plug doors either, it's not -- it's not what you're here for and I understand that. But do you know if anybody else in the larger group, the 25 of you, are they willing to remove or have the competency to remove an M-E-D plug door?
A. I'm trying to figure out how to answer this for you. I'm

just going to say this SAT here tells a story.
Q. Um-hum.
A. It paints a very big picture that everybody's been missing. I don't know where everybody went wrong when they read this, skimmed over it and didn't figure this out, but it gives you a clue and gives you an idea and a direction where to go and look. This is SAT. Normally, we wouldn't write a SAT this big, this long, for rigs. But for whatever reason, somebody chose to get a SAT ready. Normally, we would get a pickup and an NCR and go CMES and work it that way.
Q. Um-hum.
A. So asking me if somebody on my crew is competent, you know, capable of doing it, I would tell you if you're not a door guy and you're not a door QA, you're not going to know the difference, somebody's going to assume this is a door, it opens.
Q. Um-hum.
A. How does this thing open? It don't got a handle. Well, what is that? Boom, boom, boom, boom. Boom, boom. Oh, there it is, voilà. Only when it became known that this was a plug door, everybody running this is SAT is shady, they've been backpedaling now that they know it's a plug door, ended up a plug door and it needs a removal.
Q. Okay.
A. So there's guys on the crew, a few of them that will come in on the weekend and work for other crews and that's why some of

these names over here make me cringe a little bit because they will push, "hey, you know, you're a door guy, open that door for us, can you go open this, you can go do that." It's all in this SAT. But people have been told "oh, that's not what that means, that's not what that means." But I got to sit here as the expert and nobody wants to listen to my theory with the SAT. So --

Q. Have you been asked what your theory is?

A. No. I'm sitting in front of you guys for the first time.

Q. Well, I mean, there's a process.

A. Yeah.

Q. I mean, we are the lead, the NTSB is the lead investigators, so --

A. But no, I don't mean it like that, I mean --

Q. Well, I also understand that there -- if there has been some reticence with your immediate management and up through the chain, it's because there's a process, we want to make sure that it's done right. So I'm going to ask you, what's your theory?

A. My theory is this door was opened on the 12th. And the reason I say it is this -- if you want to give me a moment, I'm going to read this to you, the gentleman on the front of here, we have the same name. He's Timothy N. Woodbury (ph.), I'm [redacted]. [redacted] .

Q. Okay.

A. The moment this happened I got accused of doing it, even though my name is nowhere on this SAT. Do you have a copy of it?

MR. CRUZ: Yeah.

DR. WOODS: We do.

MR. [redacted]: So 9/1/23, LSC elevation, end work, that's when they start. So as you see, they got a bunch of things about no movement, work packet delivered. It starts on 9/1, 9/1, 9/1, 9/1, 9/1, 9/1 and it gets to 9/6, six, it gets to 9/7. Supplier acceptance, remove statement of conditions still exist, rivets were just painted over. Copy of pickup delivered to Spirit 9/1. That plane is Flow Day 5 then. See, that work, that bad work is traveling, it's headed towards me.

So 9/7, no movement, you know, they talk about the 2531 at this time, it's going to ECD to Spirit's address to remove stands and complete work. 9/7, extended ECD to Spirit rework damaged as rivets per (indiscernible) the Spirit manager, Laurie, they are aware, you know, of the work history. 9/7, again extending, there's a line stop on the 7th, you know, where they per updates. I don't want to read every --

DR. WOODS: Yeah. And I see it, um-hum.

MR. [redacted]: Okay. So we get to Flow Day 5, no movement on 9/8, extend the ECD for Spirit rework. Now, to me, at Boeing we have acronyms, we have a language and definition that means things because we're not going to write out a full paragraph, a paragraph for everything. 9/9, line stop condition removed, complete, less final, process failure pickup, you know, as written, I guess has been written on the planes in Flow Day 5.

On 9/11 they get a hand-off to quality, I guess their organization quality. R5, at this time, process failure pick up 3199 is sold. Then on 9/11, the same day, either at 11:15 or at 4:30 -- I don't know how to read their time stamp, accepted actions removed, incidents removed up in 2531, as well, delivering copy of paperwork package to Spirit. Then 9/11, it just kind of repeats that again on 9/11 at about 3:20 and 3:32 p.m., 4:00 p.m. Nine/eleven, they talk about the stamps again being removed and there's something about the shake in 002 and 001 NC.

So one of those is the damaged rivets pickup, the other one is the -- what is that? Unauthorized rework, which also should have been a process failure. So ECD extend 9/12 for first shift Spirit support to continue working on the 2531. 9/11, so stamps removed, the question mark on there is for like are they just repeating what they say or did somebody like do this again?

But for me, where it gets interesting is on 9/12, per manufacturing manager Jason Russell, very shady, access is currently available for Spirit to be able to conduct work. That plane is in Flow Day 7, it gets extended in Spirit rework, it gets extended, extended, extended, extended and now, see, this plane is in Flow Day 7, this is where it gets complicated between first, second, and third shift for which work has to be -- they got to get ready for high blow on both shifts, we got -- they got like barrier coat, that's where it’s going to be stinky so you can't be nowhere near it.

DR. WOODS: Um-hum.

MR. [redacted] : So I can't speak for how -- what exactly is going on in Flow Day 7, but that's where that stuff happens at.

DR. WOODS: Um-hum.

MR. [redacted] : So that's the only reason I could see Spirit not being able to get on the airplane. So we get to what, 9/14, no further movement at this time. So now 9/14 you have 20 -- 12:49 p.m. and 4:30 p.m., these dollar signs mean this is getting critical we're losing money. Okay, here comes to push, Spirit has not yet worked, you know, the 1296002NC or this 001NC. 9/14, supplier stands come in to the 2531, were removed to bay 7:30 a.m. NCR is currently held.

So somewhere up here to up there I'm still waiting on it. He said, you know, the accept and remove, getting the work, and when they pick it up here -- where you talk about, you know, the -- the stands were removed that day on either the 14th or the 15th. Again, 9/15, per Jason Russell, access is now available, Spirit will begin work today.

My theory is the door is already open on the 12th and the 15th. So when you get past here, waiting on Spirit rework again, no stands at this time on line 16, that's Saturday. We're going to get over here to the 17th. 9/16, 4:14 p.m. for 9/17/2023, 7:30 a.m., rework not yet started by Spirit yet, pickup, you know, then it says the same day that between 10:00 a.m. and 6:57 a.m. Justin Chow updates there's no movement at this time. Then they go no

access at this time for manufacture update, coordinate with Spirit to reopen for access to complete on 9/18/23. Everybody knows what reopen means over here. We're not reopening the blanket, we're reopening that door, that door was already open.

DR. WOODS: Okay.

MR. [redacted] : See, this plane is going to get down to the asphalt and they told me somebody in my crew is going to ask questions when they see that door lined up with the stand open, we're going to ask questions. So then they get to this thing, the LSCC will help coordinate with first shift to gain access to the damaged rivets, which will include opening/removing the mid-exit door.

ECD is set Monday, 9/18, while recovered plane is in place. Now, I had -- now, this lady, Amy Walthall, had told the union that when she found out it was a plug door over the weekend, she didn't touch it. There's no plug door in here. See, nobody knows this stuff but us.

DR. WOODS: Um-hum.

MR. [redacted] : That's why they keep saying mid-exit door, they think it's designed to come open, it's a door.

DR. WOODS: Um-hum.

MR. [redacted] : That door was already open, ladies and gentlemen. It was already open. That's why they use the term reopen. So now, senior manager update, Amy Walthall will work with door crew manager Ken McElhaney and/or Vincent Jessie to

determine if door can really be opened or if it needs to be removed. If remove is needed, a removal needs to be written first. Spirit cannot rework opening and removing the door first. Need tier three support to ensure that this gets coordinated with 8789, it's in Flow Day 9 central.

Handoff day is set for 10/5. Will be easier to remove and open door while airplane is in the factory. This door's already open. This merely -- that means can we just open it and leave it hanging because we don't have enough stands. It's going to move without the mid-exit door stands because we don't have enough.

DR. WOODS: Um-hum.

MR. [redacted] : Sundays -- what happens when you come in on overtime and work, you might not get a full day, eight hours, because they got to shuffle all the airplanes around. So that's why they don't have access at a certain time on Sunday, they can finish on Saturday and on Sunday, no access, we're getting ready, the team's getting ready to move these airplanes around.

And only then, and only then, do they talk about getting, getting our help because this is what they do, throw it in the door crew lap, get them to help so we can get access to that. You're not going to use reopen if the door's not already open.

DR. WOODS: Okay.

MR. [redacted] : They already talked about the damaged rivets that they got to get to, they got to be removed and replaced and the only way you're going to do that is to open the door. The

door's already open. It's already open. And they're going to hang this on us for 9/18 based on a convoluted text message. This door is already open. That's what's left out and you guys were told oh, this is what that means.

Vincent Jessie, Jason Russell, Amy Walthall, Austin Bueller (ph.), all these men are shady, shady, shady, push, push, push, push, push, push, don't worry about it. Since when have they not called the door crew to help them with stuff when they want? We get called for everything on the door and you want to tell me this one time you don't call us? But then you know --

(Noise interference.)

MR. [redacted] : -- past those flow days, somebody's going to ask a question of why is that door open. That door was already open. That verbiage, that means something around here reopen. If we're going to say removal, we're going to say removal. But you go tell the barge guy, you know, Petruzzelli, when you go tell me at the barge hey, okay, I need to update the SAT, what's going on, [redacted] ?

Hey, so tomorrow, man, I got to get a hold of Ken, yeah, we need to get that door reopened because of removing, it's going to be in Flow Day 18, his door crew will be there at the airplane so it's going to be easier to ask the door crew to assist. He just heard what you said. He's updating the SAT. That didn't say removal. That said reopen. So they'd been in on the weekend, from Day 1 all the way to a weekend working their bad stuff and see, this is the culture. You couldn't get that fixed in three

days, that took 18 days. See, that's the culture around here. They call the door crew for everything and this one time you guys don't call us from Day 1. Anything around that door or on the door or near the door, oh, that's a door crew issue, that's a door crew issue. They did not call us.

I'm going to give you an example, we got -- we've been put into a situation. See, once you start touching other people's work, you become an expert, you own it. Flow Day 2, for cargoes, when they put in the interior, on the IP it tells them to check the counterbalance, check the pulley, this is dirty, if it can't be cleaned because it's contaminated, it needs to be changed. You think they do it? Call the door crew. We have nothing to do with a counterbalance.

We got put in uncharted waters, we get threatened with CAMs, threatened, you know, do it. So now what we do, now we got to go to IT, get all the drawings so these guys, they don't get in trouble, and then we pull the drawings and everything and we end up, you know, we're going to take this pulley apart and then we find out oh, this doesn't match. That's why this is wrong. This is the wrong nut, this is not even the correct pulley wire, this is not even the correct nickel lock-wire, this is the wrong -- you know. Now we get into those territories and now we got to go figure this stuff out, what's the right way it's supposed to be, you know, we got to go find this stuff. Then we have to put the counterbalance back in and put a cargo door back up. That's not

what we do, but we get forced to do it and we get threatened with corrective actions of not following managers and third and fourth-level directors. My crew, the door crew, the door master, whatever you want to call them, we're not supposed to be doing that type of work.

BY DR. WOODS:

Q. And to confirm, this is your small crew of four or five or all 25 of you, you're not supposed to be doing this?

A. All 25.

Q. Okay.

A. We're not supposed to be installing doors, that's not -- that's why we have AOG and SST for around here, those are the guys that have the upper echelon of the experience.

Q. What kind of document triggers their level of involvement?

A. AOG, that would be -- that would be manager, to his second, to his third, somebody will call AOG and say we need you to help, we need you to come out here and do this.

Q. But do you happen to know what kind of paperwork and how it might differ than the normal paper that you would do every day? Is there anything different that triggers now I have to go --

A. No, other than us just saying hey, this is out of our scope of work and they'll -- but that same pickup, NCR, whatever it is attached to it, they will hand that off to AOG.

Q. Okay.

A. Like, we get things like for AFOS, like we get LIN (ph.)

tags, but I have to go put in there and let -- let them know, you know, what needs to be done and I got to fill that out. So for them to get AOG it will just be the same pickup and paperwork that they will hand off to them and say this is the plane, this work's at this location.

Q. Do you happen to know if, from the top-down quality management point of view, how do I tell the difference between the pickup that was done by your crew versus a pickup that had to go to AOG? Or does it matter?

A. It's going to be the same pickup.

Q. Okay.

A. Yeah, so it's going to be the same pickup from the same QA who writes the pickup.

Q. Okay.

A. That's going to have the AOG -- the AOG is supposed to be like our Seal Team 6.

Q. Um-hum. And that's why I'm saying it's a different -- it's a different level, it's been elevated to a different level. So if I'm looking at my quality control metrics, I want to know if it had to go to Seal Team 6 versus if it was able to be handled at the usual level. So you're saying that there's no difference than in the paperwork, in the pickup, that triggers somebody else recognizing that hey, this had to be elevated and by the way, we've had to elevate this, you know, four times in the last six months or whatever.

A. Yeah, there's no difference, it's just going to be the same pickup.

Q. Okay.

A. That's just going to take me to get the manager to understand hey, bro, we are out of our territory here, you know, so you want to get SST or AOG or do back shop warranty or send it back to Spirit or whoever gives them that because you're going to just put us in uncharted, you know, territory.

Because if we miss something internally that we are not familiar with -- because you got to remember, the plane is built now, you know, it's a fuselage, there's stuff on it, you know, we are pulling the pulley off, they don't know if the -- we don't know if the pulley, where it gets attached to way back here, we don't -- how do we know if that is the right bolts there or anything. See, we don't know. We're just removing the pulley.

So if that's not the right bolts and over time that thing shakes and comes off, you know who they go back to, well, you guys removed and replaced it. How do we know that the bolts are correct in there? That's one of the reasons I push back and say you need to go get Spirit to do their own dirty work because we're doing certain things, we don't know if the bolts are correct, but we're removing the pulley and the pulley attached to this thing, there's no need to remove the little piece that it hooks on to or goes into, so that's why I have the pushback when it comes to doing somebody else's stuff. Something's going to align and we're

going to be back here again.
Q. Um-hum.
A. Something's going to happen and we're going to get the blame for it, saying your guys' stamps is on it. You know what, I should do that and like, there was no cause for removing that, remove the counterbalance, hooked it back up, put it in, that's where it goes. How do I know about a counterbalance? The only thing I can do is pull it and I want to keep researching and researching and feel confident that hey, it closed, it shuts, we put it all back together like it's supposed to be. So that's one of the reasons for my pushback, we're constantly doing everybody else's stuff.
Q. You mentioned culture quite often. What does a positive safety culture mean to you?
A. A positive safety culture. You're going to listen to the people who are actually doing the work and you're going to analyze. You shouldn't push back with us and really, are you sure of blah, blah, blah. The moment I said hey, there's a safety concern, "What is it?" and I say it, you know, even if I fill out a SHEAR, you shouldn't question my SHEAR. "You really spilling this out, bro, for that?" It's like hey, I've been telling you guys for weeks and weeks about -- this is an example, third shift leaving air hoses or second shift leaving this out, nobody's cleaning this up, this up. You're my manager, I've told you how many times. So yes, I wrote a SHEAR. I understand it's going to

take away from your precious time or whatever you got to do, but that's what that is for, you know, a SHEAR for safety concerns. And they get butt hurt over that, you know, they should go okay, they should be e-mailing me just, you know, for a safety briefing and let them come out and make that determination, let's get that cleaned up.

Q. So I guess the antithesis of that question would be what is your impressions of Boeing's current safety culture?

A. Garbage. Nobody's accountable. I come in every morning, hoses here, that's there, this -- I mean, just stuff everywhere, ladders on stands, not secure. But then you go -- you know, but because we're on the plane, whoever's on the plane, six is on the plane first shift, somebody else will walk up and say you need to get that thing and you do this, do this, do this, and it's like whoa, whoa, are you going to report this to the second and third shift manager?

Q. Um-hum.

A. You just walked in at 5, 6 o'clock in the morning. Trash not empty, you know, boot socks everywhere, you know, if you're walking through the airplane at any given time, they got the lights going through, they -- oh, we got to redo this. We go on the plane, the seats are loose, so now we can't complete the airplane because the seats are loose. I'm like, why are the seats in here? Oh, they stored them there.

Well, if you can't complete the job, you should not be

putting seats on an airplane, put the seats on the airplane loose, you walk on the airplane, oh, we took the galley out, now the galley is just sitting around. Why? Because we got to get back there, got back to that, you need to take the galley out, if you need to take lav D and E, you need to take it off the airplane, so now it's just sitting there and people are trying to walk around and do this and get around to do what they do.

You know, you bump it with your safety boots and depending on the mechanic, if he's got steel-toed boots, then, now he's going to damage this. Somebody can't get through, they're a little bigger than me, first thing they're going to do, they push stuff away and they don't ask, they just push it into something else, push it to the side of the blanket, they just damaged a stringer.

Q. So you've been here, you said 2018, correct?

A. No, I've been here since 2008.

Q. Oh, I'm sorry.

A. Twenty eighteen, I've been in Renton on the door crew.

Q. Ah. So then let's go back to 2008, has it always been like this?

A. Not in Everett. At Everett, when we come in, whether you're on second shift or first shift, you come in, the lead, everybody, they're going to do a handoff and you're going to come in and if the area's not clean, the manager's going to coordinate with the manager who just left or who's just coming in. But you really have that culture up there. You're going to come in, that hose is

where it's supposed to be, everything is swept and cleaned up. When I was on the 2:00 to 10:30 shift, about 9:50 we stopped, everybody stopped, put your tools away, get them accounted for and get all of your chits and we start cleaning up.

We had somebody that was responsible for sweeping and Five S-ing, we had one guy that got all the air hoses, we had one guy that did all the like, cloth because when we drill the holes up inside of the spar, boe-lube gets everywhere, they'll just go and kind of put them down and you kind of walk on it and let it absorb and pick all the stuff up.

Q. Um-hum. What do you suppose is the difference, other than geographic location? Why the difference, I should say, not is, but why the difference?

A. Old timers, what we call old timers, veterans. You know, I got a six-year, sixth generation union guy next to me whose dad was here, his father was here, grandfather was here, so since a kid he's been hearing that, it goes down, down, down and they take that very seriously up there. Here, let's get going, let's get going, we want to get 42 of them out, we want to get 32 of them out, we want to get 62 of them out.

Q. Um-hum.

A. Let's go, let's go, let's go, let's go, let's go, let's go, let's go, let's go. We used to -- in Everett, we have a morale focal, a tool focal, we have a focal for everything. We have -- up there we have -- every week your team would have an employee

evolvement meeting where you sit down, you manager's there, we got ETAMs (ph.) up and you're going to talk about safety, you're going to talk about quality, you're going to talk about what perks you have, what you have concerns about, we have that meeting, my team in Everett would have it every Friday, EI. Up here, you get laughed at, we don't have the time. Got to figure it out, you know, just a half an hour, you know.

Q. Are you familiar with Boeing's feedback system, internal feedback system?

A. The look up/speak up?

Q. Um-hum.

A. Yeah.

Q. What are your impressions of it?

A. That only gives -- that only gives managers a chance to put a target on your back because they're going -- they're going to get addressed first, they're going to get upset with you, it's not anonymous. The moment that I take my badge and I go --

(Noise interference.)

MR. [redacted] : -- it's not anonymous, it's not. They know exactly when I put my badge in, when I WIP in and filled it out, the a-hole said this and you can tell after a week or a couple weeks how your manager treats you, how your second level treats you, and you start like what is this issue, okay, it's not anonymous. From a Boeing computer, it's not anonymous. So that's why a lot of people are scared to speak up because they speak up,

then all of a sudden they're moved. You guys were here, what, last week out on the central floor for an investigation or whatever.

UNIDENTIFIED SPEAKER: The FAA.

MR. CRUZ: It's FAA.

DR. WOODS: Okay.

MR. [redacted] : You know, they moved me, out of sight, out of mind. They put me in 420 building and way back in the back, literally in a jail, in a cage. That's where I've been the last week and a half for eight hours a day --

DR. WOODS: Um-hum.

MR. [redacted] : -- and when I ask why, well, just until the NTSB investigation's over. My thoughts, if the NTSB is going to be on the floor maybe they don't want you guys to see my badge and come and talk to me there, maybe they don't want the FAA to talk to me now. They moved me.

BY DR. WOODS:

Q. Who's they?

A. Alfred Pang, a third-level manager. He wouldn't tell me who else upstairs discussed to do that.

Q. Um-hum.

A. But yeah, last Tuesday they moved me. And that was his words, just until the investigation is over with the NTSB. I'm like, you moved me off the airplane, you have to come to work on the airplane, I'm a team lead, you're going to cripple my team.

Just until further notice. So I've been locked in a cage. Literally they'll tell you in the mezzanine of 421 building where we do our recert training, literally up in a cage eight hours a day --

Q. Um-hum.

A. -- doing absolutely nothing. I even asked if there's a computer up there, I could still lead my team. No, no, no, no.

Q. What have you been told about the investigative process?

A. Only what I read, they sent me -- John D. Miller sent me a list of how the NTSB conducts their investigations and it's just the same way -- I'm assuming the same way you explained it today.

Q. Um-hum. Okay. But nothing else about -- about the fact finding and the data gathering and -- because I think what you were probably sent is about like the interview process, but I mean the investigative process as a whole, were you given any information about that?

A. Possibly.

Q. Okay, I was just curious.

A. I don't know.

Q. Okay. So say if I were a mechanic on the street and I was looking for a new job, what would you -- what would you have to say to me, looking for -- looking for work, is this something I want to do, is this somewhere I want to be, what would you have to say to that young person on the street looking for a job?

A. Well, first off, you know, if you told me you're a person on

the street, you know, I got a lot of oh, my god, but everybody needs to pay bills --

Q. Um-hum.

A. -- and I would say to you, okay for you to come into Boeing. If you want to take a number down or my personal e-mail down or something like that or write this down, when you get the job, let me know this is the area I'm in, but I would encourage you when you come in there, you need to pay attention to what your instructors tell you, respect the process, respect your drawings, respect everything that they're going to teach you.

When you get on the floor it's going to be a lot different. Understand, your IP, your drawings are governing what you do around here, not the manager, not your team lead, you're going to do that and I will tell you, if I was you, I would try to see if there's anything open in wing majors (ph.).

Q. Um-hum.

A. I'll tell them the wing, the reason I would say wing majors for anybody, when you go through wing majors for the 6-7, 4-7, 777, there is no room for error. Everybody on that team knows there's no room for error. You're going to be taught and trained very, very well and you're going to get a lot of understanding because you don't have to drill holes, you don't have to rivet holes, you don't have to do back drilling, you don't have to do what we call like pulling a hole or snowman and, you know, which is something you have to see those guys do because it's amazing.

And I brought that up, too, to fourth level, I say you have new people come in here, if they're going to be mechanics, with everybody in their first 45 days in wing majors, because it's going to -- it's going to humble you and it's going to make you appreciate whatever job that you're getting, whether in the blanket shop, the wire shop, or landing gear.

So that's what I would tell you, depending on what job you're going to get, pay attention to what your instructors tell you. Your drawings, your rig document, that is your bible, that's what you work by. A manager cannot tell you well, just spread some seal, just get it done, just take out a seal, we need to get this done.

That's not how we operate because you're going to sign paperwork that says I'm an adult and that I know what I'm doing and I agree to this and I agree to that. And IP, safety, your PROS, all of that is your -- that is your one big bible that you're supposed to work by, that's what you go by, you don't go by what a manager or a team lead tells you to do because we got to go, go, go, go, go. It ain't right, you can pull out your --

Q. Um-hum.

A. I believe each and every one of my crew, I make sure they keep these. And this is just the stuff for your safety. So that's what I would tell you. If you come in here to work, your drawings, your IPs, installation plan, your drawings, that's what you need to work by. Pay attention to your instructors when

you're coming through training.

Q. And what would you tell me about the working environment itself?

A. I would tell you the working environment, depending on where they're working in, can be rough. You got to understand, we have a lot of egos, they have a lot of personalities, you know, people -- people bring in their personal issues, you're going to be new, it's going to seem like, you know, somebody's going to feel like they're threatened, you know, by you, are you coming to take their place or are you going to take -- are you going to work alongside of them.

It's a big, big company. So come in here, be positive, do what you're supposed to do, what you're assigned to do, anything's not right, ask questions over and over and over and over again even if you got to do it for a year. You know, ask the same question 18 times a day.

DR. WOODS: Well, that is all I have for the first round.

MR. CRUZ: Why don't we take a break?

DR. WOODS: I think we're going to take a break because I think it's warranted after two-plus hours, so I am going to pause the recording at 10:56 Pacific.

(Off the record at 10:56 a.m.)

(On the record at 11:08 a.m.)

DR. WOODS: Okay, we're back on the record at 11:08 Pacific. I'm going to start back up going this way again, Pocholo.

BY MR. CRUZ:

Q. Appreciate your candidness, [redacted], a lot of good information, thank you again. I just have a couple of follow-up questions for you. What does SST stand for? I'm sorry.

A. SST, well, it's -- it's somewhat changed, it's -- SST is strategic -- I forget what their SST -- so --

Q. Maybe if you can explain what they do.

A. So SST, so they're a specialized group of mechanics. Say like in flight deck --

Q. Uh-huh.

A. -- you walk in, we're going to try to -- you and I are going to try to put the seat down on the tracks --

Q. Yeah, yeah.

A. -- and for whatever reason, this one bolt won't go in.

Q. Um-hum.

A. We got a pickup, NCR, they have the skill set to know how to get in there and get that thing out and replace it without having to compromise the airplane, so to speak.

Q. Okay.

A. So they're a specialized team that do specialized work.

Q. Okay.

A. SST. I used to know that off the top of my head.

Q. Okay, no worries. All right, that's a good explanation for us. So if you had an NCR, if you got this -- did you get this NCR at all, the NC -- this, for the frames and all that stuff?

A. No.
Q. You did not.
A. No.
Q. If you got this NCR to say Spirit needs access to the frame, how would you go about making sure they got access?
A. Well, you know, I'm going to analyze the area in which -- where they need to be.
Q. Okay.
A. And I'm probably going to -- when it comes to rivets, because I've done a lot of those --
Q. Yeah.
A. -- I'm probably going to, myself, maybe go to the -- and ask one of the guys on a functional test hey, you got a rivet gun, what kind of rivet gun dies and stuff you got, just to kind of see are they going to be able to do it on this, like this or that, what are they really going to need to get to it.
Q. Um-hum.
A. And if the door needs to be opened, then I'm getting IBT, going to start writing removals.
Q. Go to IBT, I'm sorry?
A. IBT, because I don't have the drawing --
Q. Oh, okay.
A. Yeah.
Q. Yeah, yeah, okay.
A. So IBT, I go to the barge and get a 3-D drawing --

Q. Okay.
A. -- so I get a good look at that, exactly what I would need --
Q. Okay.
A. -- what they would need to do, so --
Q. Okay.
A. Myself, yeah, I probably would've just tried to figure out well, if they get to the rivets, you know, and I probably would've asked a question, what's wrong with the rivets --
Q. Okay.
A. -- because I've done rivets before --
Q. Sure.
A. -- and looking at the pictures --
Q. Sure.
A. -- what are we doing with the rivets.
Q. Okay.
A. Yeah, so that would've been my first assessment.
Q. Okay. And then what would you do? Let's say you figured out they had to open the door, what would you do next?
A. Get IBT, get an exact thing to match up, so I get the drawing and start writing removals.
Q. Start writing removals?
A. Yes. And then I would finish.
Q. Okay. And if you said that your crew really doesn't open plugs, you would -- what would you do now?
A. Well, I'm going to delegate that because [redacted] is basically

like our guru, we shouldn't be doing plug doors --
Q. Okay.
A. -- we shouldn't be doing the (indiscernible).
Q. So you delegate it to [redacted] , what does [redacted] do at this point?
A. He's going to say make sure I got the stands, make sure I got removals --
Q. Okay.
A. -- he'll let me know when everything's ready and in place, but he's also going to double-check that I got the proper drawing and removals, because there's been times I got an IBT and was given the wrong drawing.
Q. Okay.
A. He'll let you know it's not for that drawing, it's actually for -- you know, for this drawing over there.
Q. So would [redacted] -- you have the removals set up, you would write the removals for it, right, you would delegate it to [redacted] , [redacted] now does the opening of the door?
A. Yeah, he'll start, he'll start the removals to get the door open.
Q. Okay.
A. Yeah. He would be my -- he would be my first delegate go-to, he's got more experience --
Q. Okay.
A. -- than everybody on the crew.

Q. So when would you delegate the AOG or SST team for that?
A. When they give the -- well, when they give the pushback, when they give pushback from the beginning, because I already know the culture, they're not going to go to AOG like they should. I can write the removals. So if I get too much pushback where we can't get SST or AOG to do it, [redacted] is the next best thing. So he's --
Q. Okay. So he's like your fallback guy.
A. Yeah, he's like -- he's close enough to AOG by himself alone.
Q. Oh.
A. He's got a lot of experience, I go to him.
Q. Okay. But your first move is to write the removal, have AOG or have your manager contact AOG --
A. Yeah.
Q. -- and SST to work it. If they say go pound sand --
A. Yeah, we don't got time, don't got the stuff for it.
Q. Right. Then we need to go to -- you go to [redacted] .
A. Yeah, [redacted] would be my first.
Q. And he would be the one that basically opens the door.
A. Yeah, if he had time --
Q. Open the plug.
A. -- where he felt like doing it or he did pushback, as well.
Q. Okay. And then if it's an out-of-sequence task, like this particular case is, the airplane is moving down the line, right, so that removal will follow this airplane as it goes down the

line, I'm assuming, is that correct?
A. Yes.
Q. Okay. And then at the very end, to -- let's say Spirit has done their job, who would be the one that would be closing the door at that point in time when you have that removal?
A. So it would be the same person, I'm always going to have the person who I delegate it to do the removals and open the door, it would be the same person to follow their steps, their drawings and everything and put that door back together, but also I'm going to have a door employee involved and he's going to have to get an okay to close.
Q. Okay. So that's what would typically happen if you were involved with this -- if an NCR is required to open a mid-exit door.
A. Yes.
MR. CRUZ: That's all I got. Thank you, [redacted] .
DR. WOODS: Thank you. Nils.
BY MR. JOHNSON:
Q. [redacted], I've only got one question and again, I thank you for being very candid with us. There is a picture that I have seen with the stand up against the door -- sorry, the plug, and the plug is clearly closed and it was on the morning of the 18th. I heard what you said about reclose and reopen and those have very specific meanings and I just kind of wanted your take, would it -- is it logical that it would be literally closed and -- literally

closed again to the point where it would be visible from the outside and look like it was completely closed, if it had been previously open? And the reason I'm asking it, and I can show you the picture, you may not have seen it, here's the picture and for the record, I'm showing a picture of the stand installed in front of the aircraft 8789 with the plug closed, left-hand side.

I don't see any evidence of it being opened in the picture, I'm not saying it was or wasn't, but that's what I see and I see that on the morning of the 18th and I'm just trying to understand, is it logical that it could've been previously opened and still look like that?

A. Yes, sir, because that stand, if we -- that stand right there that's outside, the MED door stand --

Q. Yeah.

A. -- it doesn't have computers on the bottom to do any work, so what typically happened, that's an egress stand so if something happens on the plane, you got to get off, you know, you actually come -- you could actually come down that. That stand is typically used for like the aft left-hand and right-hand door but it also fits to an exit door when you're on a stand. So you're looking at it like this, unless you crawl up there and actually look, you're not going to get a feel to see that there was kind of maybe a little bit of misfire there or got a little bit of gap up top. Looking from that direction, you're going to assume the door is closed because you can pull it, do this, and just get it down

just enough to where it's going to barely clamp and then it's going to stay in place. So yes.

MR. JOHNSON: Okay, thank you.

MR. [redacted] : You're welcome.

MR. JOHNSON: That's all for me.

DR. WOODS: Okay. Matt.

BY MR. RIGSBY:

Q. [redacted], do you have any interaction with the FAA? I mean --

A. No, I haven't.

Q. What do you look at the FAA as their role in the operation of Boeing?

A. Well, the Federal Aviation Administration, I mean, they're supposed to be -- I would assume, from my standpoint, they -- they're supposed to be our governing body, you know, they're supposed to be like our thorough inspection team, our governing body, to make sure we're following the processes and our (indiscernible) that we say we're going to do and how we're going to do it, you know, that's my assumption of what they should be doing, the FAA.

Q. Are you aware that the FAA has a hotline, complaint --

A. No, not really.

MR. RIGSBY: Okay, I'm done.

DR. WOODS: Mike.

BY MR. RINEY:

Q. [redacted], in your experience, do the Spirit team members normally

ask for assistance if there's issues where we need access?
A. Yes.
Q. Are you aware of any instances where Spirit team members have opened plug doors?
A. No.
MR. RINEY: I think that's all I have.
DR. WOODS: Thank you. John.
MR. PETRUZZELLI: Nothing.
DR. WOODS: Sure, okay. Dan.
BY MR. MARCOTTE:
Q. Yeah. So thanks for walking through the SAT, so I just want to make sure I got it. So you think, before the 18th, starting on the 12th, in those six days the door was opened and closed twice?
A. I believe the door was already opened by the 12th all the way through the 17th and I just base it on the verbiage and everything that's written in the SAT. You're going to use a specific language so everybody knows what's going on even -- even the QA who's writing the unauthorized rework --
(Noise interference.)
MR. [redacted] : -- even if you walk by and the door's bent out like this, he's not going to know that you need a removal for that door. He doesn't know the difference between a plug door, an aft door, a forward door, a cargo door, a lav door. He would assume it's supposed to be open and he wouldn't -- he wouldn't even have a clue. So he was right to unauthorized rework based on whatever,

the rivets or the frame of the plane or the damage is. But my theory reading this, we have verbiage and I know how we interact, I know how we talk, I know the language we use --

MR. MARCOTTE: Yeah.

MR. [redacted]: -- or the definitions.

BY MR. MARCOTTE:

Q. And you think it was closed on the 17th because --

A. To move the -- the airplane was moving.

Q. Okay.

A. Yeah. I think it was -- yeah, so that plane was in Flow Day 9, so by the 18th, on Monday, for rollout for us, for my team, it's going to the rollout position, so you'd have to move, you're going to be moving 8831 around, you're going to have to move 8827 around, and then I think it's 8212. There's the other one here, 8808. So they're going to shuffle these things around and we have move the stands for them.

Q. Okay. So you think the airplane was moved the night of the third shift on the 17th?

A. Yes. The third, yeah, so between second and third, second's going to come in, get the hoses out of the way, unhook everything, get the stands removed out of the way so they had to pull stuff with a little dolly so that the wing and nothing doesn't hit, that's what they do, they need something to get ready to start moving all these airplanes around and it's just a shuffle board from --

Q. Yeah.
A. -- what's going from central to west to east to the R to Charlie, so they're going to start moving everything around.
Q. Okay.
A. And that's why I believe the door was already open when they use the term reopen and now this is going to be in rollout, but it's going to be the door crew to help us out, they're going to be up there doing their thing, anyway. Whoever already opened it, they'll need me to come back, we'll just get them to reopen the door.
Q. Have you heard anybody talking on the floor or anywhere about who might've opened the door? I know you said it wasn't your crew and you don't -- or you don't -- you don't know if it was your crew, but you didn't think anybody would have --
A. I know it wasn't my crew, my guys are not going to operate that way. For lack of a better term, they love me, they know I'm going to make sure they're safe and I'm going to make sure that I'm going to do everything to protect, that everything's done the right way. That's one of the reasons I guess I've been a lead for them so long at this time, you know, but everybody blames me.
Q. Yeah. Have you heard anybody on the floor saying --
A. I hear snickers.
Q. Well, you know, hey, we think this guy or we heard this guy opened it on --
(Crosstalk)

BY MR. MARCOTTE:

Q. Have you heard anybody saying somebody other than your crew might've opened that door?

A. I probably would think so. Oh, I heard guys like in the bathroom stall having a conversation, like I don't know, I think it was that crew, I think over the weekend [redacted], she's shady, she got somebody else to do it, I've heard everything, you know, because I've heard everything, you know, door crew and -- yeah, all that stuff.

MR. MARCOTTE: Okay. I think that's it for me, thank you.

MR. [redacted]: You're welcome.

DR. WOODS: Troy.

BY MR. LEVANEN:

Q. Just a couple quick ones. When you mentioned earlier about a SHEAR, I forgot, I know I should know, but what's a SHEAR?

A. It's S-H-E-A-R, I know it's safety, I know it's safety, hazardous, engineering and -- I want to say redo or redone, but basically -- so one time I had to fill out a SHEAR, I'll give you an example on Flow Day 1, the team, about 3:30 a.m., were doing (indiscernible) kind of like, you know, balance the weight of the aircraft, they would always use a different floor board, I don't know --

(Noise interference.)

MR. [redacted]: -- boom, it moves, boom.

MR. LEVANEN: Yeah, I've seen that before.

MR. [redacted] : That's an ankle, that's a knee, hip, stuff like that. So I had to write a SHEAR to say hey, somebody keeps putting in the wrong floor boards, it's a safety concern, it's a hazard concern, somebody's going to get injured. So the EMS would come out and look at it and she'll be like oh, okay, so they would like form a plan. Sometimes I would fill out what we call like a (indiscernible) board, I give them an idea of how to go along with the SHEAR and how to fix the situation.

MR. LEVANEN: Um-hum.

MR. [redacted] : You know, my idea. You know, engineering, they come up, they look at it and so you know what, we're going to go with that. So like maybe within six months we had a whole new system of the floors that's going to go down because the 800 to a 900 to a combi --

(Crosstalk)

MR. LEVANEN: The same, yeah.

MR. [redacted] : -- you know, they're all different, but they're trying to use the same --

MR. LEVANEN: Um-hum.

MR. [redacted] : -- you know, floors and they don't always (indiscernible). So a SHEAR is like the safety, hazardous, and injury report, I believe that's the term.

MR. PETRUZZELLI: Contractual.

MR. [redacted] : Is that it?

MR. LEVANEN: Okay. I like that.

MR. PETRUZZELLI: I'll go over it with you later.

BY MR. LEVANEN:

Q. Yeah, we have a similar equivalent at the airline, it's called a safety hazard report, like an SHR, so not too far. It sounds similar. And on those SHEARs, can they be confidential when you submit them or do you have to do it through the -- log into thru the system to do it?

A. You can log in. We used to have paper forms you're allowed to write it on, but I don't think they're confidential, they go to EHS, safety, and engineering, and then they take it from there and they'll come out and talk to you and say show us what you're talking about, let us see this, what's your idea, and they take it over from there.

Q. Okay. And then I guess one last question, just because it was on my mind, I know you talked about some of the reasons why you felt like the safety culture was better at Everett than Renton, but I wanted to ask just one more time, what do you think the highest level of difference in that culture could be, you know, like -- I mean, you talked about what you see at the frontline level, but like where does that -- where do you feel like that starts and stops at the top, above you?

A. Oh, way at the top, it just starts and stops up there, but you have -- you have one through four, first, second, third, you know, fourth lines. I forget the guy in the middle (indiscernible) the VP, but then he has all these people above

Ty text here

him, he's between a rock and a hard place, he's got to push, push, rush, rush, rush, get it done, let's make this money, but then he's got four lines of people lying to him every day about things, you know.

And I know a lot of my -- I'm just going to say it, I know a lot of my union brothers and sisters that are Asian, when they just have simple problems, attendance, CAMs, they thought they'd fasten a doctor's note, I don't understand this, they are so scared, eve the union steward, because they don't want to upset the manager, their manager is probably going to -- I don't want to have a target on my back. I tell them I haven't had a target on my back in 15 years I've been here once, you got to go and get the business rep or get the union steward.

A lot of my union brothers and sisters of the Asian culture, they think the $95 is corruption, they think that's what you got to do here to work. You'll be surprised if you talk to them, what they really think, and you're like no, you got a right to go get him or get the business rep or the union steward. Well, my manager told me to do this and get it done and, you know, I'm like you can't do that. I don't want to get in trouble so I'm going to just do it. I fucking take seal out of people's hand and go throw it in the hazard bin and say tell your manager what I did. And out there, why are you getting involved with my crew? She can't use 128, it strictly calls out for C20. She can't use B2, B2 is for a reason. And I have to go over there sometimes with a lot of

people about seals and drilling and why don't you have a drill guide, why don't you have a drill stop. And so that's where it comes in where I'm just a hot head, hard head, to work with --

(Noise interference.)

MR. [redacted] : So sometimes I feel like I'm the only guy in here trying to do everything right. Oh, go back to Everett. What does that mean? So it's like there's one faction up there and another faction down here. Here, it's just push, push, push, go, go, go, go. Up there, you get a manager, you know, you tell him something, what's going on, he might -- oh, okay, again this, this.

They're going to try here to figure it out because the quicker they can do it, no offense, the quicker he can sit back at the desk, you know. Here, it's just push-push-push, push-push-push, push-push-push, you know. Do you really need to do this and do that? I'm like yes, you do. Really? Like, you're a manager, you've been here 30 years before me, so --

MR. LEVANEN: Um-hum.

MR. [redacted] : -- we just got a culture of shady first through fourth levels. Get it done, get the money at all costs. Because, see, if one of my guys go and do anything, well, Dave told me to. Nobody's going to go ask Dave, "Hey, why did you tell [redacted] to go do that?" They're not. The first thing HR says to me is you sign this, you're an adult, what governs you to do your job. You work on IP, this, this, and that, so why didn't you follow. What they

-- Dave, don't, no, no, no. The manager does not tell you how to build the airplane. He manages the flow of the build, the sequence of the airplane. It's for me to know I need to pull my drawing, see my IP, my rig doc, whatever I need to do my job and I need to be doing it within the scope of that.

Just because he's in a hurry and the plane needs to go out the door and it's not going to be finished because you want to get Alaska or whoever to write their checks, oh, yeah, see, we complete -- but yet these guys are just sitting outside, they ain't doing no work. And there's a lot of new people, they're scared, "my manager told me to do it, my manager told me to do it." We get people that come in on the weekend, I've had to tell guys I'm vacationing in Utah, you know, I'm in Germany at Formula 1 race, I'm trying got enjoy myself.

Oh, they want me to do this, they want me to do that. I'm like you need to stick to the work, but they want me to go up to the flight line because they said they found something wrong with the door, they found it that way. No, no, no. I made your weekend work plan, that's what you need to stick to. Then they try to tell me oh, you think you got too much power. I'm like, you know the rules. They got to stick to the game because, see, they're going to call somebody out there, the moment I'm not around, they're going to try to call somebody out to do something and put in a -- yeah, I mean, you got to and he's a fourth level, I didn't know and the IP and (indiscernible) was like what are you

supposed to do, you know, the IP. So we got a lot of people that won't -- that are not going to speak up because when they do, they've been burned by a manager, they've been moved, you know, relocated, you know, pushed out, you know, and every little thing they do, they're oh, you were three minutes late, oh, you were three minutes late and oh, you got an LWOP.

The manager will say hey, you signed your time, you got a half an hour LWOP, they know you wasn't late but they will just let it go through just to mess with you because they're upset with you about something. And if you don't catch it in time, HR goes hey, you got too many LWOPs. Like, what are you talking about? And then this will be on your time -- I'll just give you an example.

MR. LEVANEN: Um-hum, yeah.

MR. [redacted] : It has to be on your time to go back and fix it with your sick leave or your vacation time. So now you got -- you got a CAM. So after that, when the manager says hey, you know, okay, okay, okay, because they don't want to get in trouble, they don't want to get retaliated. But when you tell them that's retaliation, they don't want to go to HR.

BY MR. LEVANEN:

Q. Yeah. Okay. And just thanks and one last question. When you were talking about that it reminded me that I was still curious, and you might've said it when I was -- when I -- and I missed, but on the SAT I saw, as it got into later days, there

were dollar signs appearing on the SAT, who puts the dollar signs on there? Is that a pretty standard thing if a build becomes late?

A. Yeah. So I think, depending on what the verbiage he's using and clicking on, once he says tier whatever, it's going to --

Q. Automatic?

A. So I think he has a little system that automatically generates that to let you know hey, this is getting critical. And sometimes they will do that just to make something seem hot when it's not and like I said, the plane doesn't hand off until the fifth, but the plane's incomplete. So this is somebody's way of getting your attention, you know, let's go, let's go, let's go, you know, they'll put them in. The plane's not hot, it doesn't have engines, it doesn't have GR (ph.), so what are you talking about? It's a manager's way of trying to get their stuff done right away, right away.

MR. LEVANEN: Um-hum. Okay, thank you, I appreciate that.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. Thanks for your candor, [redacted] . The card that you showed us earlier, that little safety card that you had, what is that?

A. So the safety card, it's a -- so basically it's, you know --

(Whereupon, the audio concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 5, 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

Memorandum for Record
Interview Summary

Interviewee: [redacted] Boeing

Representative: Scott Hallstrom, International Association of Machinists Union

Date, Time: March 5, 2024; 0813 Pacific Time

Location: Boeing Renton Facility

Interviewers: Sabrina Woods, Ph.D. (NTSB), Pocholo Cruz (NTSB), Nils Johnson (NTSB), Matthew Rigsby (FAA), Mike Riney (Spirit AeroSystems), John Petruzzelli (IAM), Dan Marcotte (Boeing), Troy Levanen (Alaska Airlines), Capt. Bjorn Anderson (ALPA)

For an unknown reason, the digital recorder used to record witness interviews either stopped recording or did not properly transfer the last approximate 10-15 minutes of [redacted] interview. Attempts by the National Transportation Safety Board's Vehicle Recorders laboratory to recover the lost information were not successful. This interview summary is a summary of the interviewers' notes and recollections of those lost minutes and will serve as an account of what was discussed in addition to the certified transcript.

The human performance (HP) investigator typically concludes all interviews with the same two questions. The first is some variation of a *king/queen for a day* scenario to where the interviewee has the ultimate power to change something about their work to make it for the better and what that would be. Earlier in his recorded interview [redacted] said his immediate leadership was "hiding something." He believed the opening of the MED door plug had happened earlier in the production cycle for the airframe, and that various managers were "shady" and more likely to facilitate non-documented tasks in violation of Boeing policies in order to get the job done. When later asked what he would change to make things better, [redacted] stated he believed the current leadership at Boeing should be fired and "to fix the issues you need to start over." Mr. [redacted] then produced a list where he proceeded to provide the full name of every person in the hierarchical command of the B737 production line; to include Boeing's Board of Directors, all executive level staff, and the CEO at that time.

The HP investigator then acknowledged the interviewee had time to consider the investigative team was coming and asked if there was anything the team failed to discuss or cover adequately. [redacted] took that opportunity to reiterate he felt the work environment was caustic and management was "out to pin this on someone." He told the team he felt he had a target on his back, the company was using he and another co-worker as a scapegoat, and that his physical, emotional and mental health

had suffered as a result. He reiterated he felt threatened and stated he had been isolated from his team and “put into a box” located elsewhere on the Renton facility and was told his status was undetermined until investigation was completed. He implored the investigative team to “look deeper” into what was written on the Shipside Action Tracker to determine who was responsible for opening the door plug.

From: [redacted]
To: Sabrina Woods; [redacted]
[redacted]
Subject: 10-15 missing NTSB Minutes
Date: Sunday, June 16, 2024 10:19:26 PM
Attachments: [redacted]
df

[CAUTION] This email originated from outside of the organization. Do not click any links or open attachments unless you recognize the sender and know the content is safe.

In terms of the transcript and the added sections below (both are attached…the added sections in the memorandum word doc), I [redacted] agree that they convey to the questions asked to and agree to the memorandum.

[redacted]

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], QA Inspector Boeing

Boeing
Renton, Washington

Wednesday,
March 6, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
Manufacturing and Human Performance Group
National Transportation Safety Board

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

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATTHEW RIGSBY, Office of Accident Investigations
Federal Aviation Administration

MIKE RINEY, Director, Boeing Renton On-Site Customer Relations
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists Union (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineer Safety
Alaska Airlines

BJORN ANDERSON, Captain at Alaska Airlines
Representative for Air Line Pilots Association

NICOLE CHASE, Representative
International Association of Machinists Union (IAM)
(On behalf of [redacted])

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I N T E R V I E W

(8:12 a.m. PT)

DR. WOODS: Good morning. It is March 6th, 2023 [sic]. The time is 8:12 Pacific.

My name is Dr. Sabrina Woods. I am the human performance investigator, and I am part of the manufacturing and human performance group for the National Transportation Safety Board.

We are investigating Accident Investigation Number DCA24MA063 involving an Alaskan Airlines Flight 1282.

The NTSB is an independent federal agency charged with determining probable cause in transportation accidents and significant incidents and promoting transportation safety. We are not a part of the Department of Transportation, and we are not a part of the FAA. We have no regulatory or enforcement powers. Our job is simply to conduct safety investigations.

In a moment, I'm going to have each of our group members introduce themselves to you. Although the NTSB is the one responsible for determining probable cause, we do that with the aid of parties. So what you see around the room today is different party members. Each person again, as I call them out, they're going to introduce themselves to you so you know who is talking.

To start off with, my co-lead for the manufacturing and human performance working group is Pocholo. We'll start here.

MR. CRUZ: Hi. I'm Pocholo Cruz. I'm an aerospace engineer,

structures and maintenance.

MR. JOHNSON: Nils Johnson, NTSB, investigator for aviation accidents for maintenance.

MR. RIGSBY: My name is Matthew Rigsby. I work for the FAA's Office of Accident Investigations. I don't hold any certificates or anything like that. This is purely a safety investigation. I hold no enforcement authority or anything like that.

MR. RINEY: Good morning, [redacted]. Thank you for joining us. My name is Michael Riney. I'm Spirit's onsite representative here in Renton. I've got a little under 18 years of tenure with Spirit in Wichita and here (indiscernible).

DR. WOODS: John.

MR. PETRUZZELLI: John Petruzzelli. I'm here representing the International Association of Machinists Union.

DR. WOODS: Dan.

MR. MARCOTTE: Good morning. I'm Dan Marcotte. I'm the Boeing air safety investigator and I work out of Southern California.

DR. WOODS: Troy.

MR. LEVANEN: Good morning. I'm Troy Levanen. I'm the Director of Maintenance and Engineering Safety for Alaska Airlines, and I've been in aviation for about 34 years.

CAPT ANDERSON: Good morning, [redacted]. I'm Bjorn Anderson. I'm a captain with the Alaska Airlines and representing the Air Line Pilots Association, and I have aviation maintenance

background for the last 30 years.

MS. [redacted] : Nice to meet you all.

DR. WOODS: Okay, [redacted] . So basically those are all people who will be asking you questions. So now you have a good understanding of who they are.

Today, we will be using the digital recorder. We are recording right now. That is so we capture what you say perfectly and it takes out the likelihood that any of us will unintentionally bias the information by having to write things down.

After the interview, we will send that recording out for transcription. After the transcription comes back, each of the party members will have a chance to review it and edit it for typographical errors, misplaced commas, misspellings, things of that nature. We do not change content. Just again, we don't change content. After we've edited it, we'll send it back for certification and then that transcription is what goes on to become a matter of public record.

Again, our role is not to assign fault. We're here simply to get your insight, your subject matter expertise, your experiences with the goal of preventing future accidents. Having said that, we cannot guarantee confidentiality or immunity because again that transcript will become a part of the public docket for this accident.

Each of the group members will have a chance to ask

Tye ext here

questions. We'll ask them one at a time. So there will be no ganging up on you or anything like that. Everyone has been instructed not to interrupt. Usually it's two rounds, the first round being a little longer. Each person will ask their questions, and in the second, they'll have the opportunity to ask follow up.

With that, I don't know is a perfectly acceptable answer. If you don't know, just feel free to say so, and we'll move on. Also, if you don't understand a question, please ask for clarity, and we'll make sure that we do so. Likewise, if we don't understand a question, we're also going to ask you to clarify if you could.

If at any time you need a break, please don't hesitate. Just let us know. We'll go off record. We'll pause the recording, and then when you're ready, we can come back. That is not a problem.

You are entitled to have one person to support you through the process. That can be a representative of your choosing. At this time, do you have somebody that you would like to serve as your representative?

MS. [redacted] : Yes. Nicole Chase, my representative.

DR. WOODS: Nicole, for the record, if you'll please state your name, spelling your last.

MS. CHASE: Nicole Chase, C-h-a-s-e.

DR. WOODS: Okay. All right. With that, are there any questions that you have at this time?

IVI - -= No.

DR. WOODS: And then, , if youwould please state your full name, spelling your last.

[redacted] y name [redacted]

name is [redacted]

DR. WOODS: Okay. Then we're going to start to my right. Pocholo.

MR.CRUZ: Yes.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thank you for coming today and talking to us. What was your position and title at Boeing in September of 2023?

A. I was QA inspector in flow day 1, quality inspection.

Q. Okay. How long have you been the QA inspector in flow day 1?

A. Since I request my first shift, that was like, 2 years now.

Q. Two years. Okay. How long have you been with Boeing?

A. Almost 5 years.

Q. Five years.

A. Um-hum.

Q. Okay. Are you a contractor for Boeing?

A. No.

Q. Okay. What previous positions have you held at the Boeing Company since you've been here for 5 years?

A. When -- the first time I get hired, I was working in flow day 8 and 9, final assembly, and then when I got laid off for 9

months, they called me back, and I start working in induction (ph.) flight line and then flow day 7 and then flow day 1.

Q. Okay. All as a QA person?

A. Yes.

Q. Okay. Describe your professional background?

A. I work -- most of my experience is quality. I've been working -- not I've been working, but I worked as a QA lead for 15 years in the Philippines. I'm from the Philippines by the way. And then when I moved here, I worked as a QA also at AMES Aerospace for 12 years, and then I tried to apply here and they hired me for almost 5 years now.

Q. Okay. Great. As a QA person, what were your duties and responsibilities in September of 2023?

A. That day, yeah, when I saw the call board and they put it up to final, I have to check that it's all the operation is completed. Because of the process when I start working in flow day 1, if all the pickup is all closed, whoever QA work as a pickup they are the one who is going to giving them the okay to install, especially when the customer, the customer coordinator when they give the okay to install, there's no any document that we have to call them back.

Q. Okay. So what shifts do you work as a QA person?

A. Shift?

Q. What shift?

A. I start in second shift.

Q. Second shift. What --
A. And then when I put my request, that's 2 years ago.
Q. In September of 2023, you were second shift?
A. Oh, I was on first shift.
Q. First shift.
A. Um-hum.
Q. And what -- and how many -- what days did you work typically?
A. Monday through Friday.
Q. Monday through Friday. And how long were the days? What time did you start? What time did you end?
A. From 6 to 2:30, 8 hours.
Q. Okay. So could you run me through a typical day of a QA person for you? Like in September of '23, what was your typical day like when you came in?
A. Well, we have to login in our CMES and what's ready for us, what the mechanic put in on us.
Q. Okay.
A. So, yes, that's our typical day every morning and work on it.
Q. Okay. And do you work with the same people? How many QA people are there on dayshift?
A. In our area?
Q. Yeah.
A. I don't know exactly how we are, but in my area, in flow day 1 upper, we are five people.
Q. Okay. And do you work with those same five people every day?

A. Yes, yes.
Q. Okay. Is there any type of shift turnover between shift-to-shift, from your --
A. From my side?
Q. Yeah, from dayshift to swing shift? No.
A. No.
Q. Okay. And who was your supervisor in 2023?
A. Brandon. What is his last name?
MS. CHASE: Lee (ph.).
MS. [redacted] : Lee.
BY MR. CRUZ:
Q. Okay. Brandon Lee. As a QA person, what type of training did Boeing give you?
A. More inspection training like being certified in a specific like sealing, bond and ground, FDA seal, shield termination, call us up.
Q. Okay.
A. Because we work with flow day 1 to 3.
Q. Okay.
A. So mostly flow day 2 and 3 is electrical.
Q. Okay.
A. So they required us that certification that we need to go.
Q. Okay. So as a QA person in flow day 1, there's only certain things that you could QA or could you QA other things outside the realm of what flow day 1 is?

A. Yeah, we can, we can -- I can -- like mine, it depends on your certification, what you have in your packet.
Q. Okay.
A. So if your manager can say, hey, you have this certification. Can you do this? Yes.
Q. Has there been a case where the manager asked you to do a QA and you didn't have that certification?
A. No.
MR. CRUZ: Okay. I guess that's it for now. Nils.
DR. WOODS: Nils.
BY MR. JOHNSON:
Q. Good morning.
A. Good morning.
Q. I want to talk about September 18th and 19th, and specifically about fuselage number 8789. So that airplane on the 18th and 19th was in the roll out position, I think it was central line if I'm not mistaken. And there was -- the fuselage was being held up from being completed because of rework that was needed on some rivets that had been found on flow day 1, improperly bucked tails, five of them common to the forward frame. So I'll ask you a general question first, and then I want to get into some specifics. When you buy off a IP that was short signed, are you required to re-accomplish all operations and steps of the IP that had been disturbed?
A. Like I said, if we verify all the pickup was been completed,

whoever work on the QA, they are the ones going to -- how are the words? They are the ones going to think or verify that if they need the removal for that pickup. If there's no pickup -- if there's removal, that's the other way that they can call the customer because on the -- per BPI 11, if -- 1181, the removal document, they have customer for all kinds of install. If we need to call them back and installation from clear but, yeah, the QA's the one's going to verify which one that we going to call them okay to install, to restore the blanket or on installation. It depends what the pickup is. So if there's no removal, there's no way that we can call back customer.

Q. All right.

A. And then the process is when I start flow day 1, when all the pickup is done, each pickup, they will close it especially when the customer give them full authority to install, like I said, there's no way to call them back. That's how I start flow day 1. But, after you fix -- they fix the pickup, they will close it, whatever the area, close it because that's the only thing that's open. And then like I said, there's no document that we have to call them back.

Q. Right.

A. So when they put in the IP for shake for final, we have to just to make it sure because we can't go back to the plane because it's already closed. It's been closed and it's been installed. And -- but mostly the customer was complete less our shake -- our

pickup, and that day has been closed up. They've been given their full stamp the okay to install.

Q. So, what I picked up on is that your -- you were the signature for the 999 step -- sorry, operation 999, step 10, which was the last of the last of the card that said this card is ready for closeout. So on that specific card which was IP0000331296, which is the okay to install blankets, it had been short signed all the way to 999, and 999 was short signed with needed to be finaled.

A. Just the final.

Q. So when that final is complete, what I'm trying to understand is what is the responsibility of the QA inspector when you're signing off the final for 999? I don't have a clear picture of that.

A. Usually on the 999, it was the verified, visually checked, making sure that the document is completed. That's all we do but because their process when I start, when they fix the pickup on the side exception, they close the blanket. After the QA verified it, they closed it. That's only -- and that's only when the customer give them full okay to install, but mostly the customer give them a complete list when we had pickup. So --

Q. Okay. I'll ask it a different way. So I picked up on exactly what you're saying. The blanket had been closed. The sidewall had been installed the night before, and this card was still open, this clearance -- okay to install blankets was still

open. But the only step open on it was 999. So because the area had been completely closed, is your responsibility then just to make sure the pickups are complete and that you can -- then it's okay to sign off this card? I'm just trying to understand the flow.

A. Yes. Like I said, we have to make sure that all the pickup is complete and the okay install on the spec door has been stamped, which is, you know, and then customer has been full stamp and that's the only, making sure of the final. But like I don't say that it was wrong, but during how they started the process, it's how it is, like pickup and then someone buy it off and close the blanket. But like I said, this one when the customer give them the okay to install. But it's short stamp, they will leave that open, that blanket. So that's our way to tell them that. And that's my way to inspect that as well before I call them back.

Q. Right. So on the blanket, the blanket card -- I'm sorry. I don't have the IP in front of me. The IP that installs the blanket on the left-hand side, 727 to 787, that card was completely closed on September 1st.

A. Yes.

Q. So there was no short sign, no nothing. The card was done. The card to install the sidewall was short signed because they had to leave a section open where the plug is, and so that one was short signed and that one was signed off on the 19th, second shift, and then I saw that you had signed on the 20th for the okay

to install blankets, again step -- operation 999, step 10. So the final thing on the card, and I'm just trying to make sure that's normal and correct.

A. I just don't get that.

MR. CRUZ: I guess --

DR. WOODS: Okay. We're going to go off record at 8:30 local -- I'm sorry, Pacific.

(Off the record at 8:30 a.m. PT.)

(On the record at 8:36 a.m. PT.)

DR. WOODS: Okay. We're back on the record at 8:36 Pacific.

BY MR. JOHNSON:

Q. (Indiscernible) first one.

DR. WOODS: Speak up.

MS. [redacted] : (Indiscernible).

BY MR. JOHNSON:

Q. That's correct. So this IP was signed off to go along with the bottom. What I'm trying to say the sidewall was installed left hand finish the airplane the day before because it's on the 19th.

A. Um-hum.

Q. And then on the 20th, at 8:11 in the morning, you signed off the clearance to install the blanket which to me is behind this which is why I'm asking the question.

A. On our IP on the shake IP, that was brought up 9/20 because the first QA was complete the exception. So as soon as the

exception is cleared, that's why the mechanic put up the final. So as me as the final would have made sure that all of this cleared and all operations been followed and worked.

Q. So the question is you don't have to go back and re-accomplish the entire card. You only have to sign off 999?

A. Yes, because I work on, I work on the shake IP, and not this one, 123 code.

MR. JOHNSON: Okay. That is all that I have.

DR. WOODS: Matt.

BY MR. RIGSBY:

Q. Are you QA just for the door crews or --

A. I'm not a door QA. That's grade 79. I'm grade 6.

Q. Okay. So I guess that kind of answers my next question. Do you have any training on the door installation?

A. No.

Q. Okay. Do you hold any FAA licenses like an A&P license or airframe?

A. No.

Q. Okay. I have some notes here. Do you ever interact with any Spirit employees?

A. Yes. I live in Kansas for 2 weeks last August.

Q. Are you doing your QA function at Spirit or --

A. Well, that time, the purpose of the trip is to -- they said the people were checking the pod (ph.) because that's our main thing for shake job, that what is the highest rate or problems,

and it's the pod issues. So basically that's the only thing that we check over there. People that deliver the fuselage here.
Q. Okay. So when the fuselage arrives here, are you a part of the crew in the beginning that does the initial inspection on it to look for anomalies?
A. Yes.
Q. Is your normal -- I guess what is your normal job location?
A. Location?
Q. Building.
A. Building 481.
Q. Is that there in the flow process?
A. It's on the location of flow day 1, 2, 3.
Q. 1, 2, 3, okay. Do you QA Spirit after they perform tasks? Do you go in and do your job?
A. Supposed to be Boeing per document. But as far as I know, and I've been creating (ph.) with the lead, they can do their job. They can rework their job but the final is on the Boeings.
Q. Okay. So you used the term customer. Who do you consider your customer?
A. Well, my customer is the customer card we made from here, from Boeing. And then there's one that we call lag customer which is from the airline.
Q. Okay. Do you know a mechanic named Jacob?
A. Last name?
Q. I don't have a last name.

MR. LEVANEN: Savage.
BY MR. RIGSBY:
Q. Jacob Savage.
A. I know him.
Q. You know Jacob Savage.
A. Um-hum.
Q. What's his role?
A. He used -- the reason why I know him is we used to work in flow day 1 when I started. He is basically the one who trained me most of it, and then he got moved on to tag writer.
Q. Okay. What's his position now?
A. I heard he's a temp manager.
Q. I'm sorry.
A. Temp manager.
MR. RIGSBY: Okay. I think that's it for me. Thank you.
DR. WOODS: Thanks. Mike.
BY MR. RINEY:
Q. Good morning.
A. Good morning.
Q. [redacted], did you identify the rivets?
A. No.
Q. The damaged rivets. Okay. So you did not document the pickup.
A. No.
Q. Did you stamp the final on the pickup to buy back the rework

of the rivets?
A. No.
Q. Were you physically present on the airplane to do any of the inspections of the okay to install blankets?
A. No.
Q. Did you see anybody around the door at that time on the 18th and 19th?
A. No.
MR. RINEY: That's all I've got.
DR. WOODS: John.
BY MR. PETRUZZELLI:
Q. Two things. First, you're a 51406 inspector?
A. Um-hum.
Q. Okay. That's the only title you've held here?
A. Yes.
Q. Okay. Cool. And can you clarify for the group here, the final buy out open, you know, the process, the CNS notice to get the customer to come out, can you kind of tie that back together? Does that make sense?
A. The process of okay to install --
Q. Yeah.
A. Okay. So when they put in the okay to install, so the mechanic will go to on it, make sure that it's ready for us. It's the same thing with us. So if ever any noncompliance or pickup we do, and we complete last. And then we call the customer, through

the use of CMES, not CMES but CMS system. So that's how we call. So at the shake job is first page on the plane and then that goes with the IP. So it will pop up to this CMS, which location they're going and --

Q. Do you know the shake number off the top of your head?

A. That shake (indiscernible).

Q. I have it somewhere. That's all I have. Thank you.

BY MR. MARCOTTE:

Q. So kind of following up on some of Nils' questions he just asked you, and this is on the okay to install card IP. So it looked like the card was signed off on the -- I think it was approximately the 1st of September, all the work steps including looking for open holes in that work step, is all signed on the 1st. So I think probably somewhere around -- it was signed off to call the customer. And then it would appear that that's when the rivets were found. I don't know if it was the customer or somebody else, but that's when the card was generated for the NCR. Are you following?

A. Yes.

Q. Okay. So when that NCR was written, what would your expectations be on all the work that was already signed off in the area of the inspection up to there including the open hole inspection? Because the NCR was just to address the rivets. It didn't have any access or -- because even -- I think it's because when they looked, there was no blankets there. So maybe they

didn't have to write any removal for blankets. I'm just trying to understand process-wise --
A. Yeah.
Q. -- what the expectations are for the NCR, you know, would you go and remove stamps on the prior work steps? Would you expect something to be handled in a NCR?
A. Well, rework our NCO is everything is in there, like how they're going to rework if the removal needed is there too. So the QAs are the ones that verify if they needed a needed removal but most QAs, we start on it, on rework. That's -- they're the ones working on it. They're supposed to know what document that's needed. So -- but when they put at the final -- the final for the idea of the shake which related to that, and I worked the final --
Q. Right.
A. -- I just want to make sure because what is the QA complete list on that final. So when they say complete list is exception and the mechanic pulled out that all exception is clear and --
Q. I understand.
A. -- I have to make sure that all the operations was --
Q. At some point, you have to rely on the system and all the other QA people ahead of you. You're not going to continually go and check for --
A. Yes, yes.
Q. So if I heard correctly, you would have expected if all the work steps, on the open holes, that that was already signed off,

that you would have expected there would be something in the NCR --

A. Yes.

Q. -- that would -- so you weren't going to remove stamps in prior work steps. You would expect the NCO to stand by itself.

A. Um-hum. And like I said, it's part of the NCR or rework missing there, that they have -- whichever the QA working on that, he is the one -- or he or she is the one that's going to say, hey, we need a removal for this. There is an operation on there that we have to verify that they need a removal or not if needed. So if the QA say, hey, need a removal. They supposed to attach a removal on that rework, and then there's a portion of that, customer either that, they're still waiting, that way we can call them back.

Q. Okay. So would you expect who wrote up the rivets when they looked at the location of the rivets, is the expectation is he has enough experience to say, for access to get a riveting gun, riveting tool in the area that they probably have to move the door, open the door or remove the door --

A. Yes.

Q. -- and write that up?

A. Yes. That's -- it's between mechanic.

Q. Right.

A. The mechanic's supposed to have knowledge about this, and QA as well.

Q. Okay. All right. Thank you.

DR. WOODS: Troy.

BY MR. LEVANEN:

Q. I just had a question about the experience. You had mentioned that when you came here you did 12 years, and it sounds like that was in aviation. Where was that at before you came to Boeing?

A. Here in Renton, AIM Aerospace. It's just what so you call it, sub contract. We do Boeing, detail for it, and that's our bread and butter and all the galleys, back shells of first class seats. That's what we do. So I be there for 12 years and worked as a QA everywhere, nowhere in particular, receiving inspection --

Q. Sales ABH.

A. -- CNC inspection, you know. Yeah, that's how, but before that, I was working on the Philippines, big company, and I've been working for 15 years. I think that's the one that really gives me a solid experience because they're an ISO certified company and it really helps for me. It's more -- it's standardization --

Q. Um-hum.

A. -- and it's for a company that's certified for ISO to (indiscernible) and the 12 years that I did AIM and then Boeing. So, I can tell the difference.

Q. Yeah. It's a lot of experience, yeah.

A. Um-hum.

Q. Thank you.

A. Oh, yeah.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. [redacted], when you were hired on as a QA inspector here, were you a QA inspector here, were you a QA inspector from day 1?

A. No. I was an inspector in final assembly which is flow day 8 and 9, on the roll out planes.

Q. Um-hum. And you mentioned that Jacob Savage was one of your trainers. Was he your only trainer?

A. No, it's just help because he is my co-inspector on that area.

Q. Um-hum.

A. Other than that, I heard he was manager, but most of it is self-trained I guess that's how you put it.

Q. Okay.

A. Because there are only a couple of inspectors that time. So it's like time -- there's no time for training.

Q. Um-hum. And do you know when you were signed off of your training, when that is determined? When would you know that?

A. Like -- no, it's like once they bring you in that area, it's -- you're colleagues is the ones that are going to help you out with things.

Q. Um-hum.

A. So there is available full time for me to train. That's the only training I got but it's not specific. Besides getting all my

certs, that's all my training. I go training again, but physically training on the airplane, yeah, like I said, only when they have spare time, train me, and then mostly it's just self-training like I have figured it out, the call up of the IP, the drawings, you know. I know it's tough but that's how it is.

Q. Okay. Thank you.

BY DR. WOODS:

Q. [redacted], going back to I guess the environment, you said very clearly like you had your position in the Philippines and you went to AIM was it?

A. Yes, yes.

Q. And then now here. I guess coming here before you got hired on, how did you, how did you feel about coming to work for Boeing?

A. I have to tell honestly. Well, when you speak Boeing, there's an expectation. I have a high expectation. So when I get hired here and start seeing all the process, it's -- I don't know how you call it. It's like easier I guess than following the standards, but I know it's not right, but there's -- I see a lot of things that could possible that this is going to be happen, you know. Knowledge of the employees is not that great. It's the training. It's not, it's not equal. It's supposed to be what mechanic knows is what QA knows. So right now it's like we have different, we have different knowledge, like we try to insist them that this is supposed to be, you know, this wasn't how or we explain it but, no, this how we train. This is. It's the

conflict. So how we prevent that. By doing pickup, but it's supposed to have like decent training, you know, that we really want. I don't know.

Q. Actually a great question is how do you feel about the training that you have received specifically from Boeing?

A. Well, being certified in each training is really hard. It's -- it blew my mind, you know, like the learning different stuff, but this kind of learning is -- that's the reason why we have it. We're not, we're not in one. The mechanic and QA is not in one because of the training. So when you tell -- when Boeing tells, this is supposed to be. If this mechanic been train for that, QA does, you know. I think they need to improve the training system. And training system for the process, because that's the number one I know it about, the process. I can give you example.

Q. Please do.

A. So we have the out of sequence job. Out of sequence job, they have over 150 fasteners. I look at the IP. There's only three operation on it, remove, put it back, final. I say what? It's out of sequence job. Someone already brought it for some work. How you going to guarantee? There's no witness. There's no witness on 150 fasteners. I think more than that. Guess what? Flight landed, two lose fasteners for that. I mean if -- I don't know how involved we doing with IP or removing, but how come that we just trust that, okay, remove and put it back. No witness QA, put it back. If QA just look at it, right, 150 fasteners, how you

guarantee that you missed one? How you guarantee that you verified all of it, the (indiscernible) fasteners? Just an example.

Q. Yeah.

A. I mean the process again.

Q. So when you encounter things like that, what do you do?

A. Well, it's out of sequence, out of sequence job. So I tell them, the mechanic, I just tell them that you tell the engineering that, you know, the conflict or possible that happened, that we might miss something and until that happens, the two loose fasteners came off. And I talked to the investigator, you know, this is what happened. This is how simple is the IP, you know. And then they said their investigator. Oh, nothing that we talked to him, because if not, we don't know. We don't know that this out of sequence was just two operations. Like I said, it surprised me.

Q. You mentioned to the investigator -- what investigator are you talking about?

A. They are the one who investigate how it happened.

Q. Are these Boeing people or --

A. They are Boeing people. They want to know but sometimes -- like he said, oh, I'm glad that I talked to you because common is -- they just, okay, we found this and that, how we're going to do it, you know, email, email all the involves manager or hey, we found this in the flight line. How come it happened? So now,

from me they found out that, oh, it did. 150 fasteners? We don't have a witness. Of course, it's always possible to happen that you're going to miss it. How he -- he just flashlight it. They need to be even like closer, just to prove that it's pulling apart. Sorry about that.

Q. No, no, it's perfect. Thank you. So, outside of an investigator coming and asking you, who do you talk to about some of these things that you see?

A. Sometime I talk to my colleagues. Sometimes I talk to my boss, you know. But sometimes talking to my like colleagues or to my boss -- this is how I feel, how I feel. Like being disregard, being okay, we just listen, you know, but there's no any follow up. I voice, voice at meeting. We have a meeting one time and they said about expectation. So I say something. How can we meet this expectation if you don't give us enough people? We're ended up like in a hurry. Hey, we need to get the job done. Can we perform our job 100 percent? No. Because there's a lot of pressure that why are covers like 500 fold. I'm telling you, it's a problem. They keep giving us people and then you pull it back and put it other location. And then the following day they leave, not the following day but the next following day because I was talking not manager. I was talking to the senior manager. I feel like, I feel like useless when I talk to my manager. So when he heard that from me, when he said and mentioned the expectation, that's the time that I brought it out. I was like we can't -- we

always need people. We always make it work. How long we going to do this, you know? They give us two people. Since you put it back to process of 100 percent witness of bonding ground. You don't to add us people. That's a lot of work. And now we put it to 100 percent witness for it, less people.

So, you know, the cost like keep adding, keep adding us of work without giving us help I guess.

Q. So if I were to ask you do you feel you have the tools and the people that you need to get your job done right, what would you say?

A. Tools, now I guess we're losing tools. They control the tools, like there's specific people that they can access to the tools. So like other colleagues said, well, how we going to perform our QA checking, our tools being locked. So we have to get all those people that have access. You know, it's somebody's fault or who? They not -- it's very ABC. You get the tools with your chit. Put it back when you're done. But why we still getting -- losing tools. So -- but it's easy when we have the access, like, hey, we need the hole check on this one, easy to get, you know. We don't have to wait. We don't have to chase people just to access the tools, but I'm not saying, I'm not, I'm not against it but, you know, those kind of stuff that we need to perform our job, and it's like -- something like limited I guess.

Talking to my colleagues, it's -- we have the same voice mostly, you know, but it's frustrating sometimes, especially when

they make us feel that we say something, we don't have the money, and it's just -- I don't know.

Q. The limitation of the tools, is that also a new thing? When did that happen?

A. It's control. I think it's the word controlling.

Q. Yeah.

A. Controlling like before we used to have access in our toolbox, but now it's like controlling because they only give the access for those specific people that control missing tools, but the down part there is when we really need tools to do it, we have to wait if we can't find them or they're either busy. So we have to wait, you know, or sometimes I can't wait. I have to borrow mechanic tools. So, yeah.

Q. But I guess when did it change? When did they go to the control system?

A. I think like a month or 2, yes. A month or 2.

Q. A month or 2 ago?

A. I guess that's their countermeasure to minimize losing tools, you know.

Q. Um-hum. So was it explained when that change happened? Were you told, we're making a change and this is why?

A. Yes.

Q. Okay.

A. They told us at a meeting, and that's why. I guess it's both sides because like I said, it's just like a great kid's people.

You borrow it, with your tools, but still some people like they can't follow. Tools go missing, no chits, but --

Q. So for this kind of feedback that you have, like, hey, you're controlling the tools but sometimes people aren't there, therefore it prohibits me from doing my job. Who would you talk to about that?

A. Just my colleagues.

Q. Okay.

A. My colleagues. It's just a thing that's how they feel, you know. Like one of my colleagues made a comment that like, well, how are we going to do our inspections? How are we going to perform if we don't have tools?

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

A. No.

Q. You never heard of a way of providing feedback like further up besides your colleagues to Boeing?

A. We had this big speak/listen, yes. I always want to try but --

Q. What prevents you from trying?

A. I don't speak English enough. I'm like -- I think my senior managers supported me, even I don't say that. I say that because there is one instance that it's like -- I think it happened twice, like I put a pickup on the airplane. There's a tag writer. There's a tag writer, like they're the ones who do the NCR. There's a tag writer. I say, do you cc my boss? And they said --

well, I return to shop because I can't find the bent brackets.
Q. I can't find the what? I'm sorry.
A. Bent brackets.
Q. Okay.
A. Bent brackets, you know.
Q. Yeah.
A. So I respond. I mean reply to all. And I said, well, I sent a picture of the good and bad, and I said, well, if you still don't -- can't locate, I can walk with you there. And then you can tell he’s got a kind of attitude. Oh, I need the measurement, the bend, and blah, blah. Okay. And then my senior manager respond, I don't see the NCR for this, and the guy be gone for three days and then my manager said, well, can you find somebody else that can do this because I need you to. Well, he's kind of trying to, you know, support us but the way he said it, it's like I don't see any problem. Now you see it in the picture. It's like (indiscernible). But, yes. I feel that. We don't get enough support. I like something like when I voice out things, I don't expect 100 percent but just say something to me but at least, hey, I do, you know, I do something but this is the outcome, you know. Say something so I don't feel like it makes not any sense to speak up. But -- especially on the line. Like we are the ones whose working in the airplane, and we -- the mechanics keep telling them that we don't have enough QA on my area. I'm talking about my area.

Q. Um-hum.
A. And they said, oh, yeah, you have enough QA. Okay. They keep backing us, you know, hey, our job has been slipping (ph.) there, but we're still doing the pickup in the shake. What we going to do? I know this is not your-- but I'm just voicing out of frustration I guess.
Q. Um-hum.
A. And how it affects our job, being lacking people, being in a hurry, not doing 100 percent. That's why when he mentioned the expectation, that's the time that I say, hey, we need people to get your expectation.
Q. What do the words, safety culture, mean to you?
A. Safety culture is following the safety rules, like safety first all the time.
Q. Who's responsible for the safety culture at Boeing?
A. We are responsible for safety. Every time we mess up, we're reminded of safety or required by safety. We are responsible, right.
Q. Have you ever heard of a safety management system?
A. Yes.
Q. Tell me about that.
A. They're the ones who are taking care of safety related, you know. If there's any problem, I mean everything from (indiscernible), from accidents, from anything, they're the ones.
Q. Okay. That's all I have for now. And that concludes the

first round. How are you feeling? Do you need a break? How are you feeling?

A. I'm good.

Q. You're good to keep going?

A. Yes.

DR. WOODS: Okay. Is everybody else good to keep going?

(No response.)

DR. WOODS: Okay. Now, I'll go around. Pocholo.

BY MR. CRUZ:

Q. I just have one question for you. The people that work above you, do they come from the floor and just get upgraded? Or how do they become managers or second level? Are they typically from your area or floor or --

A. Mostly the manager is. Yeah, I think the manager mostly is from the floor.

Q. Okay.

A. I don't know about the senior, like above them.

Q. Yeah.

A. I don't have any real -- they're from the floor. But mostly we communicate with the managers, they are more talent (ph.), you know, their background.

Q. Yeah.

A. Yeah.

Q. I guess my question is, is the people that are above you, have they had experience working in your job before they moved up?

A. I'm not sure about that. I'm not sure, but they know the process.
Q. Yeah, because obviously they would know how stuff works, right?
A. Yeah.
Q. And if you ask for help they should realize there's a reason why you're asking for help because they've had previous experience in your position, right?
A. Yes. So like I told you, I said we can't make it work all the time. We -- I use the word suffering and that's tribal (ph.). We are suffering. We are three QAs that time for three planes.
Q. Yeah.
A. Could you believe that?
Q. Yeah. Okay. Thank you.
A. Yeah.
DR. WOODS: Nils.
BY MR. JOHNSON:
Q. One last question, I just wanted to clarify. Do you feel that the training for quality is adequate? That the training for mechanic is not or is it both quality and training -- sorry, both quality and mechanics need more training?
A. Yes, because we have -- we're struggling like how, very simple, how they stamp the IP. It's pretty simple, like they tell you how. They tell you the operation, but we always kick it back to them like this is supposed to be. And, some other like -- I

mean all kind of process, like I don't think we have the same page. I think some are like I think from -- how do you call that, tribal knowledge. They depend on a tribal knowledge and when we saw the spec, and they try to correct you. Hey, this is what the specs say, you know. So those things, I don't think it's the little things. I think we need additional training like I said. Additional training like we're supposed to in one.

Q. Are mechanics inspectors or both?

A. Well, we always QA for the spec regarding our inspection, but the mechanic is like -- sometime they just know from us. So sometimes we have like bad conversation because they fight for it, and --

Q. Okay. Thank you.

A. Yeah.

DR. WOODS: Is that it, Nils?

MR. JOHNSON: Yes.

DR. WOODS: Matt.

BY MR. RIGSBY:

Q. [redacted], have you been pushed to sign off work that if you didn't, you were told it was completed but didn't actually go out and inspect it yourself?

A. No, I never let them to do that to me because I know how important are stuff, you know.

Q. Sure.

A. And being responsible for something.

Q. Are you aware of maybe other QA inspectors that have been pushed to?
A. As far as I know, no. I don't hear any.
MR. RIGSBY: I think that's it.
DR. WOODS: Mike.
BY MR. RINEY:
Q. Since the incident, have you been made aware of any changes that have occurred in the expectations from you and your team?
A. Yes. They starting the changes like adding the documents. For example, for the IP of the shake. They want us now to do the info pickup. So info pickup related to all the pickup that we attach on the shake IP and put the sequence for customer. So, now even they give the (indiscernible) follow the shake. They hand this back for us for that because they have each pickup that related by sequence and by okay of customer. So which that's simple. That's simple.
Q. Thank you.
A. Um-hum.
DR. WOODS: John.
BY MR. PETRUZZELLI:
Q. Two things. You talked about tools and not having your own tools. Most of the other areas, QAs can checkout in the morning their own toolkit. Do you not do that in this over here?
A. When we started, we can. We have to access of the tool ramp by using ours.

Q. Right.
A. But now they establish this control in losing tools. So now there is a specific person that give us access. So when we put it back, the same thing, we have to chase and find the person just to put it back.
Q. But do you get to like first thing in the morning, for example, do you go to that tool crib and check out a kit based on the work you're doing, for example?
A. Well, here in our area, we don't do kit. We just like visual, like flashlight, you know, all kind of tools in there and you borrow it, you have to chase the people for that. That's our tools.
Q. And then can you kind of help expand a little bit on, you mentioned about tag writers. Can you clarify what that is? What it looks like. What I'm getting to is, when you made that -- you talked about the situation where somebody returned it to the shop. Can you kind of walk us through because tag writer is one of the differences here in Renton. We have tag writers, like where I'm at, you have to write your own tag. Can you talk about that?
A. So, tag writer, if we put a pickup and they need rework procedure. So tag writer is the one who (indiscernible) pickup like they are the one who is going to verify everything that we put in the pickup, if it's right. They're going to do the same process like measuring, making sure that our part number is right, but you can able return to shop because mechanic's the one that's

going to request the NCR, not us. So they can able to send it back but for people to put like the proper references or not enough reference or they can't locate the tag. So, yes, they are the one. And then they're going to do the tag and then engineers or supplier will be ones going to dispo it.

Q. So, when -- in your example you mentioned tag writer returns it to shop. What is the feedback or how do you know that the tag writer said return it to shop?

A. Oh, through emails. They will like cc the QA who made it beside mechanic.

Q. Okay. But that's the only feedback you hear. If something needs to be fixed in the pickup, do you get more information?

A. Yes, that's the only way.

Q. Thank you.

A. Yeah.

DR. WOODS: Dan.

BY MR. MARCOTTE:

Q. Okay. I can't remember the number, but I remember looking at a BPI. It's kind of like a standard work BPI having performed work steps. And there was a step to basically validate that they have all the current data and the job can be performed. So, if I read it correctly, let's say, you know, again going to whether you remove stamps on the previously signed off or whatnot. So then if I understood correctly, QA wrote the NCO -- NCR, NCO, to go fix the rivets should have realized there was access required. But if

he didn't include that on his card and then it's given to a mechanic to go work, would you expect the mechanic then to look if there's access required and stop and go back and the say the card is not correct or you need -- there's not enough instruction or requirements are in the card?

A. Yeah, we --

Q. Does that make sense what I'm asking?

A. We are the ones that verify all. That's part of the removal anyway. If they're requesting for access, to gain access or rework per NCR, we are the one who is going to verify the removal that if they have enough reference. And, if they don't, we have to correct them. So that the -- that's one of the way how to request to gain the access.

Q. And while I'm asking because in this case, the card was basically given to Spirit for Spirit to go do the rework, and Spirit had identified that they needed access. So where would that requirement have been documented?

A. The removal. That's part of the removal because if they gain access, they have to remove something.

Q. Right. So when they need the removal access, who would they go to? To a QA or would they go to a manager or --

A. QA.

Q. The QA.

A. Yes.

Q. Okay. And they would expect the QA to --

A. Give them.
Q. -- give them the removal?
A. Yeah. But the operation on NCR removal, they have -- the first operation they send okay to remove, but I notice now there is only one operation which for them. There's no QA. And then the second operation is like part of it. It's part of it, but on the second operation. So, you know, all necessary removal of, you know, we have to verify it also, just not the specific removal. If there's more, you know, they have to make a specific and they have to remove like door to access --
Q. Right.
A. -- or some part.
Q. Okay. Just to clarify, just to make sure I have this straight in my head, so initially -- I'm sorry. I don't have the IP in front of me but I don't think the IP had any require -- or the NCO had any access requirements in it. It does say go rework or in accordance to a BAC spec.
A. No. I do not -- as far as I know all the original document is the one who given them the okay to remove and gain access. So if they -- we gave --
Q. Can you pull up that --
A. If we gave them okay to remove, so that's the removal -- reason why that removal document created.
Q. Okay. Let me pull up the actual card.
MR. JOHNSON: 1458789 --

MR. PETRUZZELLI: 1458789, got it.
MR. JOHNSON: -- RSHK--
MR. PETRUZZELLI: RSHK.
MR. JOHNSON: -- 1296 --
MR. PETRUZZELLI: 1296.
MR. JOHNSON: -- -002C.
MR. LEVANEN: Is a NCR number?
MR. JOHNSON: That is a nonconformance order number.
MR. LEVANEN: NCO.
DR. WOODS: Gentlemen, do we want to off the record while you determine this?
MR. MARCOTTE: Yes, please.
DR. WOODS: We are off the record at 9:24 Pacific.
(Off the record at 9:24 a.m. PT.)
(On the record at 9:26 a.m. PT.)
DR. WOODS: We are back on the record at 9:26 Pacific.
BY MR. MARCOTTE:
Q. I'm showing her the NCO or the report addressing the five discrepant rivets, and when we've looked at the NCO, it documents the five rivets and for each one it says, install per the requirements of BAC5001-1. But we didn't see anything about any removals required or any access requirements.
A. I don't know. Yeah, they should. They should.
Q. Okay. And then we hit the exceptions just to double check. There wasn't anything in flow that said the removal's required or

any access was required and we didn't note anything there.
A. Yeah, they should have created a removal for the access and then removal for the -- because it's more that -- it's the one that -- on the first one I returned. This one. So, yes.
Q. Okay. So there wasn't any -- there wasn't nothing documented in the work statement for access?
A. Yes, I see that and -- yeah, they should.
Q. Okay. So just so I'm clear, if I understood, so you would expect that when the rivets were found, that they were found discrepant, and the NCR/NCO was generated, that the QA person who was generating it, who found the discrepancy condition, would -- when -- he would document access requirements.
A. Um-hum.
Q. And then would that then kind of like double checked by the QA tag writer? He's going through and he's making sure all the requirements are there?
A. Yes, they always -- every time they have a NCR request, they have to look --
Q. Okay.
A. -- whatever --
Q. What process would you expect? The guy who found it, the inspector who found it, would document it. He'd say here's what I believe the access requirements are. They should be in the NCO, and then you have the QA tag writer who validates that all of that, you know, that there will be access --

A. Um-hum.
Q. -- and --
A. So whatever by office, quality, QA is supposed to verify that they need a removal or not. QA is the one that always like -- because mechanic is like I said, they don't know. Most of them, they don't know, but they are the ones that are going to say, hey, make a pickup and, hey, removal needed for removing this or --
Q. Okay. Thank you. You clarified that. I appreciate that.
A. Um-hum.
DR. WOODS: Troy.
BY MR. LEVANEN:
Q. A couple of my questions were around pressure, staffing and workload, and I thought you did a good job of explaining those already. So my only question along those lines would be what Dan just asked about which is we identified that there were removals that were not generated at the time. And, do you think the pressure, workload or staffing could have contributed to any of -- could be a contributing factor to why removals did not get generated?
A. Yes. Well, yes. And I think, like I said, the knowledge of the mechanic, even the QA, sometime they still doesn't know what is the, what is the removal document needed. But like I said, if they're going to pull up more than one fastener, they need a removal. To gain access, they need a removal. As far as installed -- it's previously installed and being final acceptance,

they need a removal. So if the removal document specify which is the process that needed removal and which not. So I think we really need the training or knowledge more specific when and where the removal is needed.

Q. Um-hum. You said more than one fastener requires a removal. So in this case, there was a document generated for the five rivets.

A. Um-hum.

Q. And so would there be an additional removal created for the five rivets, not -- I'm not saying just for access to get to the five rivets, but for the five rivets themselves. Would there have to be another document for the removal of those or is that part of the repair itself within the other document?

A. Well, it depends the location. If they are in one location and then they remove five of it, yes, they need a removal document, but if it's like different, I don't think they need it because it's counted as one per location, but it depends how they --

Q. Where they're at?

A. Where they are.

Q. How close together?

A. Yeah.

Q. Okay. Thank you. And another question I have is so it was, it was about flow 8 or 9 when you signed the okay to install for the blanket, correct?

A. Um-hum.
Q. And did you say that the reason -- and I think you kind of explained all of this, but I kind of just wanted to ask for my sake. Did you say that the reason that you were the one, that even you were flow days 1, 2 and 3, the reason that you had to sign the okay to install at flow day 9 was because the pickup was generated at flow day 1? Can you explain that just a little bit more?
A. Specific on that plane.
Q. Yeah, on that specific plane. Sorry.
A. Okay. Well, it goes to flow day 8 because it's still part of flow day 1 job. It's the job code that we have.
Q. It's moved to there.
A. So it travels.
Q. Yeah.
A. So we dealing with the JBS they call, the job behind schedule. So that's why our job as a 941, it travels all the way out. So, you know, whatever flow day it is, so we have to work on it.
Q. Okay. So no matter where that's at, they're going to say, oh, this is a flow day 1 discrepancy. We're going to call them, QA for flow day 1 is the one who's going to sign off?
A. Yeah, it will show up in how we --
Q. It stays with you.
A. Yes, it depends how our flow board is set up because ours is

941. All our area still, like 130, 131 and 941 is all included, Spirit payroll (ph.). That's all us. So I don't put any plane. So any plane can -- any plane when they put it up, it will show in flow board. I mean all of us, it's like that.

Q. Yeah.

A. So whatever, flight line, some time I work in flight line many times but, yes, wherever the plane is.

Q. Okay. So then along those lines, for example, I see that the discrepancy travels, but then physically does the QA person travel. So this plane in flow day 1 was here, and at flow day 9 or 8 was here.

A. Um-hum.

Q. And you have to sign an okay to install. So then do you do that? Is that all done from your location at flow day 1 or do you physically walk over to flow day 8 to catch up?

A. Well, we have a, we have a lot of -- I'm talking about generally. So we have a lot of -- because of the JBS, we work Spirit rework, we have a lot of job for restoring the blanket. So that's like fresh, like big -- we have to rework the Spirit and now they have to put it back. So it travels also. So they go into open the portion that they inspect, the clean it and call us and then call back the customer.

Q. So when they call you, do you walk to that aircraft?

A. Yes.

Q. And you go, okay, I'm a at Flow Day? So you walk down to the

plane, and you go on. So for this one, is that how you did it for this specific aircraft?

A. Well, that one like I said, it's how we are in our flow day. It's -- when they -- because they complete this with the customer, not customer, sorry, but QA, that can be an exception. So when they put it up, exception clear, I check it. It's all clear. All exception is clear. So I don't have to go because I don't have to call the customer. I don't -- there's someone already put the okay to install. It's all clear. So all I have to do is sign. So I don't have to go back all the pickup that has been closed, it's already closed. All their NCO is closed.

Q. Okay. All right. I think, I think that helps answer my questions.

A. Okay. Like I said, it's a process. Like it's supposed to be complete list like from like customer.

Q. Um-hum.

A. Because we have, we have something that we can look back but because we don't have any document or reason to call them back. So that's the reason they close the blanket.

Q. Gotcha. Okay. I gotcha. All right. That's good. Thank you.

A. Um-hum.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. When you were hired at Boeing, you've had several years of

aviation experience, and what would you say is the typical experience level for QAs here at Boeing?

A. My experience?

Q. What would you say other QA? Do they have as many years of aviation experience as you or less? What would their experience be like?

A. Well, in general, yes. I think to myself I have more experience, but I say that because most of the brand new QA that they hire right now, they don't have physical training, and that's one that that's number one they complain. So I've been a temp lead 6 weeks, and I trained them that they supposed to train, and they're very thankful because leads is always busy. They don't have time to train, and I've been there when I start in flow day 1. So I know how hard, but no train. Some of the manager will say, well, actually you don't need trained because you know how to do the IP, read it, pull up the drawings, read the specs, that's all you have to follow. But still, it's different way you have a physical shadowing. So you have an idea of it.

Yeah, I think it's -- physical training is huge. So, yeah, that's why they don't because doing this craft, they don't know how long been on the line. They still don't know the craft, but our meeting always said, you have to learn how do this craft, what's involved with that. It's just not just verbal. You have to do something. First, you lead, hey, you have to do one by one and you learn how do this craft, how to do the pickup. I couldn't

believe that we still have a QA that doesn't know how to do the pickup. It's been a year now because they always say, hey, they don't know how to do it, but how this thing get away. That's my thing. Like I said, when I'm QA, I just started, I didn't know how to do it. You gonna stay like a year, you know no knowledge about doing things? You can't stay like unknowledgeable. And then -- and they wonder why I've been training. They say she's been very good at it. (Indiscernible) I don't think they have time to train me. And I said, well, I try my best because it's going to be hard for me because they always come to me and not you guys, you know. So it helps, and I don't care to spread my knowledge. You know, a scrub, pickup, what more. This is not my job. I'm not a lead, but I have to help.

Q. Yeah. Thanks.

A. Yeah.

Q. When there is a -- when there's a job that's ready for sign off, are you emailed? Do they text you? Do they call you? How are you notified that something's waiting for a QA.

A. In our call board.

Q. Say again?

A. Call board system --

Q. Okay.

A. -- where I see all the jobs that are ready for us.

Q. Okay.

A. We just WIP it.

Q. Yeah.
A. And then it will show our name, it will tell you.
Q. But are you texted? Is there a communication that's going on between --
A. Well, it's very -- it's not necessary because of the CMES but sometimes when the mechanic is not there and I know their number, I will go, hey, where are you, I'm here? Those kind of stuff but not really related by phone but in hold work.
Q. Gotcha. And then just to clarify. Earlier you had mentioned that you were talking with Boeing investigators regarding 8789. Do you recall who you were working with were?
A. Correction. That's one of my examples for the process, but not specific to 789 you said.
Q. 8789.
A. So that's just sample for the process.
Q. Okay. Gotcha. Thank you.
A. Um-hum.
DR. WOODS: Done?
CAPT ANDERSON: Yeah.
BY DR. WOODS:
Q. So given what you've told us in your experience in the past here working for Boeing, if I were, you know, a mechanic on the street interested in a job here, and I came to you and I said, [redacted], what's it like working for Boeing? What do you think? Is it something I should pursue? What would you say to me?

A. It's very hard what to say, but we just talk about this with the other mechanics. We have the same thought like we are making the plane, Boeing plane, but it put us awareness or -- it's not awareness but cared more to build our plane, you know, like because we know the process.

Q. Um-hum.

A. It's sad to say but, yes, like talking to mechanic. Of course, I'm going to give all the good thing about Boeing. I will give them like, you know, we have rules, you know. One thing that I notice also that all the newly hired, mostly they are young people. I don't see the 100 percent dedicated, that they're not worried about like we would, like how, how this other one always have a pickup for unauthorizing (ph.) rework. I mean that's why we -- our manager said we better vigilant, you know, when we are inside the plane because one time we catch like there is a whole open blanket. There's a hole and you can see they're doing something, but there's no person on it, no orange tape, no red tape. So I think they have to enforce that once they doing rework, they have to hold and print the rework procedure they have because mostly they don't.

Q. If you had -- think of your family. Tomorrow you got an all expense paid to trip to wherever your dream vacation is, and you can package up your family and you can go fly there. And you knew you were flying on an aircraft that had come out of this facility. How would you feel about that?

A. Seventy percent I'd be worried, but I still would try, you know. It's always have second chance. It's always, but why I can't feel 100 percent, right, because I know, I work inside here but, yeah, (indiscernible).

Q. I appreciate your honestly. I have two more questions that I always conclude with but before I go to those last two questions, I want to make sure that it looks like I have a couple of follow ups.

DR. WOODS: Nils.

BY MR. JOHNSON:

Q. Just one. You were talking when removals are required. I guess I'd like to understand when removals are not required. Can you give me some examples of when a removal is not required?

A. I just read it last week, because I want to know, too, because we're always like, oh, we don't know the rule. Well, part of the not need removal. If the IP's not being final acceptance, all electrical like routes, like electrical route IPs, that stuff needed removal, but unless damaged. But sealing (ph.), you don't need a removal, and -- but, yeah, that's the one that you put on not need a removal. Sealing stuff like sealant.

Q. Okay. So you said you were reading. What were you reading that had the definition?

A. The removal document, GIP1181 [sic].

Q. Okay. GPI181 [sic].

UNIDENTIFIED SPEAKER: 1581.

MS. [redacted] : Yeah.

MR. JOHNSON: 1581. Sorry. Thank you so much.

MS. [redacted] : Yes.

DR. WOODS: Pocholo.

BY MR. CRUZ:

Q. Yeah, just a follow up on what Dan has. So you are saying when a NCR is written up by QA, that they're supposed to -- as part of your training, if a job needs access they would put needs access on the NCR. Is that correct?

A. Well, NCR is from whoever identified -- write NCO. So NCR is the one who is from the tag writer and then whoever is going to do the dispo. So they don't. I don't see any operation that they giving them the access, but there is an operation that it said they have to verify that if there is any removal performed.

Q. Right.

A. So we have to communicate with the mechanic, if they sign yes and it's not there. So they have to tell them --

Q. And that's part of your QA training, right? Any QA, if it needs removal, they would --

A. Not necessarily training, but it's how we understand the process.

Q. Is that process in writing?

A. No, it's -- no, it's how we understand the operation but training --

Q. No. Okay. Thank you.

DR. WOODS: Any other last questions?

(No response.)

BY DR. WOODS:

Q. Okay. Hearing none, so again, I always ask everybody these two questions. The first is that if you were queen for a day, I'm going to tell you, if you were queen for a day, and you had a magic wand, and you could do anything you wanted to make your work, your life, your situation better here at Boeing, what would that be?

A. It's communication, communication and informed of the process.

Q. Between who?

A. Between who's really on the IP and I guess engineering IP, but the process, we -- oh, big time, we need to improve our process and communication like big (ph.) communication between management and with the mechanics and QA, I think that's the big thing, too.

Q. Okay. Excellent. Thank you. And then last question I have is, you had some time, when we requested for you to come and share your experiences with us, a little while ago, you had some time to think about it. So is there anything that we haven't asked you that you thought we would or is there anything else we should know that would help better inform us for this accident?

A. I don't think so.

Q. No. Okay. All right then. With that, we appreciate your

time.

DR. WOODS: Everybody good?

(No response.)

DR. WOODS: We're going to off the record at 9:50 Pacific Time.

(Whereupon, at 9:50 a.m. Pacific Time, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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.

Kathryn A. Mirfin

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], Assembler Installer Doors B
Boeing

Renton, Washington

Tuesday,
April 9, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Aviation Accident Investigator - Maintenance
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

MIKE RINEY, Onsite Representative
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaska Airlines

CAPT. BJORN ANDERSON, Representative
Air Line Pilots Association

SCOTT HALLSTROM, IAM Union Representative
(On behalf of Mr. [redacted])

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I N T E R V I E W

(10:50 a.m. PT)

DR. WOODS: We are on record at -- this is April 9th, 2024, at 10:50 Pacific Time.

Hi. My name is Dr. Sabrina Woods, and I'm a human performance investigator with the National Transportation Safety Board. I am one of the lead investigators along with Pocholo Cruz, co-leading the manufacturing and human performance working group for accident investigation number DCA24MA063, involving Alaska Airlines Flight 1282.

The NTSB is an independent federal agency charged with determining probable cause for transportation accidents and significant incidents 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.

When we conduct an investigation, we do have parties to that investigation that help us out with the process. Everybody you see here in the room today is a party to the investigation. So at this point, so you know who you're talking to, I'm going to have each person introduce themselves.

We're going to start with my co-lead for the group, Pocholo.

MR. CRUZ: I am Pocholo Cruz. As Sabrina said, I'm the co-lead for this group. I'm an aerospace engineer with specialty in structures and maintenance.

MR. JOHNSON: Nils Johnson, NTSB. I'm an aviation accident

investigator with a specialty in maintenance.

MR. RIGSBY: Matt Rigsby with the FAA's Office of Accident Investigation. Even though I work for the FAA, I hold no enforcement authority, like if you have any FAA certificates maybe or something like that, so just here for the safety end of it.

MR. RINEY: Good morning. Mike Riney. I'm Spirit's onsite representative here in Washington.

MR. PETRUZZELLI: John Petruzzelli. I am the machinist union representative. I'm a grade 9, Flightline FAA coordinator over at Boeing Field.

MR. MARCOTTE: I am Dan Marcotte. I'm a Boeing air safety investigator, and I'm stationed down in Southern California.

MR. LEVANEN: I'm Troy Levanen. I work with Alaska Airlines maintenance and engineering safety, and I've been with the airline for 34 years.

CAPT ANDERSON: Good morning. I'm Bjorn Anderson. I'm a captain with Alaska Airlines representing the Air Line Pilots Association, and I have an aviation maintenance background for about the last 30 years.

DR. WOODS: Okay, with that, [redacted], that's going to be everybody who's going to be talking to you today.

For this interview, we will be using a digital recorder. After the interview, we will send that recording out for transcription, and the party members here will have an opportunity to review it and correct for typographical errors only. So that's

things like misspelling, stuff like that. We do not change content.

Once again, the purpose of the investigation is to determine probable cause and prevent recurrence. Our role is not to assign fault. We're here simply for you to share your experience, your insight, your opinions, with the goal of preventing future accidents.

For the record, our intent is to redact Boeing production employee names from the transcript. However, with that being said, we cannot guarantee confidentiality or immunity as the redacted transcription of this interview will eventually become part of the public docket.

Each of the group members here will have a chance to ask questions one at a time, and then on a second round, they'll have a opportunity to ask follow-up questions. Please answer all of the questions to your best of your ability. However, if you don't have an answer, if you don't know, "I don't know" is a perfectly acceptable answer. Don't feel like you have to come up with something.

If you don't understand a question, please ask. We'll clarify. Likewise, we're going to do the same if we don't understand an answer.

Later on, if you realize you misstated something or if you remember something, feel free to go back. That's not a problem either.

You're entitled to have one representative of your choosing throughout the process. It looks like you have a representative, so -- but for the record, I want to know that is the current person with you your representative of your choosing?

MR. [redacted] : Yes.

DR. WOODS: Okay. And if the rep with you would please state your full name, spelling your last?

MR. HALLSTROM: Scott Hallstrom, H-a-l-l-s-t-r-o-m.

DR. WOODS: Okay. And then if at any time you need a break for whatever reason, just let us know. We'll go off record. We'll make sure that happens. That includes if you want to talk to your union rep, you could step outside and -- just let us know.

So, with that, do you have any questions?

MR. [redacted] : I don't.

DR. WOODS: Okay. So, for the record, would you please state your full name, spelling your last?

MR. [redacted] : My name is [redacted].

DR. WOODS: Okay. With that, [redacted] , we're going to actually start off to my right here with Pocholo, and we're going to go around the room that way.

MR. [redacted] : Okay.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thanks for coming to talk to us today. What's your current position with Boeing?

A. I'm a 30605 assembler and installer doors B.
Q. Okay.
A. Doors right here.
Q. And how long have you been in that position?
A. About 21 months.
Q. Twenty-one months. And then how long with the company, with Boeing?
A. Twenty-one months.
Q. Twenty-one months. Okay.
Did you previously hold any positions prior to this at Boeing?
A. No.
Q. Okay. And as a door rigger -- I guess, what's your duties and responsibilities in your current position?
A. Well, we do the final fit, fair, and function of all the pressurized doors on the fuselage of the aircraft, so we'll make sure they function properly. We'll make sure that they meet all the drawing requirements for gaps and misfair. And that's, just in general, some of it.
Q. Okay. And how many crews are there in the door, in the door personnel?
A. So we have two separate crews.
Q. Okay.
A. We have a crew for flow day 1 through 3. They do the initial rig of the main entry doors. They install the overwing emergency

doors along with some other stuff. And then right before the plane is supposed to leave the factory is when we do our final inspection of the doors down line.

Q. Okay. And which one do you work?

A. I'm on the down line side --

Q. On the down line.

A. -- so right before it leaves the factory, flow day 10.

Q. Okay. And what are your typical working hours?

A. I come in around 4:30 a.m. and leave at 1:30 p.m.

Q. Okay. Monday through Friday, weekends? What's your --

A. Yeah. I used to work a lot of weekends. Right now, I'm only doing Monday through Friday.

Q. Monday through Friday, okay. And when you come in at -- can you run me through a typical day for you on Monday to Friday, what time you come in and then when you leave?

A. So when I come in right now, first thing I do is I go to my computer station, and I go over all of the aircraft that still have open jobs on them, and I determine which items are left to be, you know, rigged, which doors are left. And then right now I'm also a team lead for my team, so it's my responsibility to see what other teams are holding us from doing our jobs. So I spend a good, you know, half hour, 45 minutes in the morning on the computer. We have a team meeting at 5:10 a.m. every day. And then we come up with a game plan, and we all kind of go our separate ways and work to a plan every day. So it change -- it

varies day by day.
Q. And how many people are in your team?
A. Right now, we have five, plus my manager, so --
Q. Okay.
A. Including myself.
Q. Okay. And -- okay. Do you check on your team during the day --
A. Yeah.
Q. -- sometimes, or how does that work as far as --
A. Yeah. We meet up with each other around lunchtime. If anybody needs anything, we can reach out to each other or -- you know, we pretty much always know where we're working at, so --
Q. Okay.
A. -- you know.
Q. Do you guys typically work second shift or --
A. We have no second shift currently.
Q. So it's all first shift?
A. It's all on first shift.
Q. Okay. Who's your current supervisor?
A. Her name is Shaina Burrell (ph.).
Q. Okay. And then back in 2020 -- September of 2023, who was your supervisor?
A. [redacted].
Q. Okay. And how long have you been a team lead?
A. I was a temp team lead, I think, somewhere around

August -- August of 2023, I was a temp team lead. And then I was full-time team lead as of, like, probably about a month ago.

Q. So September of 2023, you were just a regular door person then?

A. Somewhere around that time is when I was temp team lead, because I got put on as temp team lead because I was responsible for training people. So we were trying to do a cross-training program with the people up on flow day 1 through 3 to come down and learn our job and vice versa so that way we could fill each other's shoes if needed --

Q. Okay.

A. -- due to employee shortages.

Q. So when you started out with the door team, did you have any training as far as doors are concerned, or what training have you had?

A. Not doors on aircraft, no.

Q. Nothing whatsoever?

A. No. I was a CNC machine -- well, when I was in high school, I did an aerospace training program.

Q. Okay.

A. We made parts, assemblies, you know. We read blueprints and --

Q. Right.

A. Just a very wide variety of various aerospace-related components, wiring harnesses, stuff like that, so -- and then

after high school, I was a CNC machinist for a couple years at a couple of different shops. I learned how to set up and operate CNC mills. And then I was trying to get a job at Boeing. It didn't work out for me, so I went into construction where I moved on to be a team lead and then later project manager for a small construction company. And then that wasn't working out for me, so I applied again for Boeing, and then I was hired in July of 2022.

Q. Okay. That's all I got right now, Nils.

BY MR. JOHNSON:

Q. Good morning, [redacted] .

A. Good morning.

Q. After reviewing the barge record for 8789 on September 18th, you shielded on at 8:07 a.m. and shielded out at 11:08 a.m. What specifically were you doing during that time?

A. On which day?

Q. Say again?

A. On which day?

Q. September 18th.

A. 18th? On September 18th, I was working on an IP. I was working on the forward cargo door, the EE door, the electronic door under the fuselage, as well as 41 forward access door, and I believe that on that day I was cross-training in another employee.

Q. Okay. According to another interview, they said that you were on the computers about 8:30 a.m. Do you know -- where are the computers located?

A. I'm not sure. I use computers kind of all over the place in the factory, wherever I can find one. We don't have a lot of computers, so sometimes I move around, trying to find an open computer.
Q. Okay.
A. I would assume that would be on the central line though.
Q. On a previous interview, you were training someone on the emergency overwing exits, up in the cabin, according to their statement. Does that meet your recollection?
A. It doesn't, but -- I mean, not on the 18th. I know I was training that individual for, you know, a couple months. So we had been on and off with several aircraft, and we were mainly trying to teach him one IP that includes the overwing doors as well as all the doors on the bottom half of the aircraft.
Q. Okay. So you don't think you were on the overwing exits on that airplane on that day?
A. I mean, I could have been. I don't believe so, but --
Q. Okay. Do you know the condition of the plug while you were on the airplane?
A. As far as I know, it was installed, and that's on a different installation plan that we work to. And, generally, it's covered up when we work on the inside of the aircraft, so it's not something I typically even walk past or look at.
Q. Okay. Per the other gentleman's statement, about 9:00 a.m. someone requested your help. Do you recall what help you were

providing at 9:00 a.m.?
A. I don't.
Q. Do you know Michelle Delgado (ph.) from Spirit?
A. I'm familiar with her, but I don't know her personally.
Q. Okay. Do you remember if you happened to see her that day?
A. I can't recall if I saw her. I mean, I've only ever seen her if we were passing by, you know, in the walkway or --
Q. Okay. That's it for me for first round, Matt.
BY MR. RIGSBY:
Q. Hey, [redacted] . So when you came on in September or, I'm sorry, in August of 20 -- or July 2022, you came right to a door rigging position?
A. Yes.
Q. Okay. Were you flow day -- what flow day?
A. I was on flow day 1 and 2 -- well, flow day 1, I believe. I was originally trained on how to install the overwing doors.
Q. Okay. Who did that training for you, if you recall?
A. Several of the other employees up there that were working that bar, that IP.
Q. Okay.
A. Just kind of tribal knowledge.
Q. Okay. Do you hold any FAA certificates?
A. I don't.
Q. Okay. Do you recall using a door rigging job aid?
A. Can you clarify that?

Q. Okay. Have you ever opened the mid wing door plug?
A. The mid exit door plug?
Q. Exit door plug.
A. Yeah. Personally, I never had opened one.
Q. Okay. If you had to remove bolts and hardware from something, what do you typically do with those bolts and hardware, say, after opening a door?
A. Well, if I had to remove anything, it would go into a FOD containment tray. If it wasn't going to be immediately installed back on the aircraft, it would go into a WIP rack, and there would have to be, you know, removal notices on it, you know, and stuff like that.
Q. Okay. Are there -- are the QA inspectors that oversee the door, are they trained specifically to do doors?
A. Yes.
Q. Okay. Have you provided that training to QA sometimes?
A. Yes.
Q. You said you were temporary door lead, correct?
A. I was a temporary door lead. Now I am the full-time door lead, so we have the door team up on the tool, and then down line where I work with my small team, we're considered the door masters who do the final rig, the final inspection of the door.
Q. Okay.
A. So that's where I'm the team lead for right now.
Q. And how many people are in that?

A. That's five people.
Q. Five people. Okay. How many managers have you had since you've worked here at Boeing, within -- specifically at the door team?
A. Three or four.
Q. Okay.
A. (Indiscernible). Three or four.
Q. Okay. If you would -- how often have you seen mid wing -- or mid exit door plugs opened out on the floor?
A. Where I'm at because I -- the only time I've ever seen them open was up on the tool, like flow day 1 through 3 area, and even then it was probably only once or twice that I've ever seen it open.
Q. So not a common --
A. No.
Q. Okay.
A. No.
Q. Did you have any formal door training like where you had to take a test or answer questions?
A. No.
Q. Okay. Was it all OJT-type training?
A. Right.
Q. Okay. There's no certification to rig a door?
A. No, not door-specific.
Q. Okay. Okay. That's all. I'm done. Thank you.

DR. WOODS: Mike?

BY MR. RINEY:

Q. Good morning, [redacted] . So, for the OJT, who trained you on the door team?

A. Again, everybody that was working on my team at the time. They all kind of shared that responsibility.

Q. (Indiscernible) one specific person for any duration --

A. Not only one person. I would learn bits and pieces from different people as I did it.

Q. Okay.

A. Yeah. Until I was confident enough to perform the work on my own.

Q. Did you set that time frame, or did they?

A. I don't believe there was ever a specific time frame on amount of training required. It was kind of more just shadow someone until you feel like you understand it, and then go from there, you know.

Q. Okay. There was a comment made earlier about when removals are required. Do you believe a removal -- or what can you tell me about when removal is required?

A. Removal is required anytime you break the torque on something; anytime it's been previously accepted by Quality, whether it was Boeing's or Spirit's; anything that has a torque stripe on it; stuff like that. So we made a lot of adjustments on stuff where we just have to break the torque on the part and

adjust it without ever removing it from the plane. I mean, that requires a removal record because we're breaking torque. We had just stop pins on doors that help set the door. They're just held down with a spring retainer clip, and they have a torque stripe on them. We have to write removal just to remove the spring clip, so I mean, anything that's previously accepted needs documentation.

Q. Has it always been that way?

A. As far as I can recall, yeah.

Q. Okay. As a team lead at -- have you been required to write a lot of removals?

A. Lately, yeah.

Q. And why is it just lately?

A. Because that's when I was full-time team lead. When I was temp team lead, I still had a designated full-time team lead that -- I don't know if there's a requirement or what, but it kind of seemed like all the other teams just go to their team lead for removals. When I talked to some employees that have been here for a greater amount of time, they say, you know, back in the day, everyone needs to be able to do all this paperwork themselves, and it's my belief that everyone should be able to do all that paperwork themselves. So at some point I started taking it upon myself to do the paperwork myself.

Q. Do you think the application of what you just described, the breaking of torque requiring a removal, is applied with -- for all the door team members?

A. One more time, I'm sorry.
Q. You had stated that a removal was required for breaking of torque. Do you believe that is applied in all cases when -- if someone is breaking torque to perform a rig, they are getting a removal each time?
A. Yes.
Q. Does your team perform much rigging at the end of the line?
A. Mainly on the IP for all the lower doors, so that would be your cargos and stuff. Nobody checks those earlier in the build process like they do with the upper doors, so we're the first ones to really check the rig of them and the function of them down flow day 10, and so we do -- there's typically always something that needs adjustment from hazard safety from Spirit so --
Q. Okay, thank you. That's all I've got.
A. No problem.
DR. WOODS: John?
BY MR. PETRUZZELLI:
Q. Do you do the majority of generating the removals for your crew?
A. At this point in time, yeah.
Q. Do you ever have Quality do it for you, or do you just do it yourself?
A. No. Quality can't write removals for us. Or they don't. I mean, I don't know if that's depending on --
Q. You said -- who were you training that day that we were

talking about? You were on the aircraft from 8:07 to 11-something a.m. Do you remember who you were training that day?
A. On the 18th of September?
Q. Yeah.
A. That would be [redacted] .
Q. Okay. Was there -- have you ever experienced in your couple years here any pressure from management to take a shortcut around a process? For example, don't do a removal? That's an example. Any other types of shortcuts?
A. No, nothing like that. Just everything's always time-sensitive, right? So, obviously, we feel pressure from that, but I don't ever recall being directly told to take a shortcut.
Q. Okay. That's all I have.
A. All right.
DR. WOODS: Dan?
BY MR. MARCOTTE:
Q. I might be asking a question that was already asked but -- so you were working the lower doors IP. Do you remember going in the cabin at all on the 18th?
A. I don't.
Q. Okay. That's it.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. So, looking at the records, we see that [redacted] -- and we talked to [redacted], and he did say that you were doing some training

with him, but it also shows that you were -- it looks like almost paired up with a person [redacted] . Did you work with [redacted] that day? Were you training [redacted] ?

A. No. [redacted] was already trained at that point. I only have maybe a month of seniority over [redacted] , so --

Q. Was [redacted] helping you with the lower doors? Or was that [redacted] ? Or both?

A. He very well could have, because I know I didn't do all the lower doors by myself. I believe someone else did that, cargo, possibly the overwings, but I can't recall because some days we worked on several aircrafts, so --

Q. But you're not necessarily working together with [redacted] because you're both trained, huh?

A. Right. I mean, we don't look at it as like working together. Every door is kind of on its -- it's individual to itself, right, so there's whatever doors are left, we can -- if that's all the work we have for our whole team, we can just split up and kind of do it without really talking about it, right, so I don't know --

Q. Is there -- so you just go through -- at that point, you go through each door, and you're checking the rigging on it?

A. That's correct.

Q. Because you do -- because now you're on the landing gear and you're off jacks, whatever.

A. That's right, yup, making sure nothing moved from the time they originally rigged doors, in the case of the cargo doors,

making sure that everything functions properly. No one's laid eyes on them before us at that point, so --

Q. Looking at the logs, it looks like [redacted], he was your lead at the time? That's correct? Looks like he came to the -- this build and left, and then shortly thereafter, you and [redacted] both came. So is that a situation where you would -- [redacted] would come and get you and then say, we need you to go work on this? Is that kind of how that works or --

A. Probably not. I know the area where the aircraft was located, I know [redacted] sat over there a lot, at his team lead stations, so I generally worked on the central line, and other two other individuals would be responsible for like the last line build. On days where we don't have a plane on both lines before -- in and out of the same -- like one line only or going outside and moving all around, so it could just be coincidence --

Q. Um-hum.

A. -- but --

Q. And then during the time that you and [redacted] were on the plane, like, in that window of time, [redacted] was there, and he sounded like he was with you some of that time, but we also noticed that Ken came on for a period of time during that time and then left, and so did -- do you -- I know it's a long time ago, but do you recall Ken checking in with you or speaking to you at all that day?

A. No. He would very rarely come to the aircraft. We might see

him walking by sometimes outside of the aircraft, but I can only recall a couple of instances where he actually came to the aircraft to have a meeting or talk to us. It was kind of a rare occurrence, so --

Q. Um-hum. It showed him there for about 20 minutes, so we were curious that -- we thought maybe, you know, because by now [redacted] is gone, right, so that means if there's anybody that works for Ken on the plane, it's just you and [redacted], and he came for 20 minutes -- and technically [redacted], I guess, but [redacted] was being trained -- so he came to the aircraft for a purpose, we think, and we were curious, for 20 minutes, if he would have spoken with you or [redacted]. I know it's hard to recall, but do the best you can.

A. I mean, at this point, I can't recall speaking to him. I very well could have, but I can't tell. I couldn't give you a straight answer on if I did or didn't because it's just too long ago.

Q. Um-hum. I think that's good enough for right now for me. Thank you.

A. Okay. No problem.

DR. WOODS: Bjorn?

BY CAPT ANDERSON:

Q. So do you think if there was a formal training document or a formal training program that you could use or other leads could use to train, would that -- how would help your position as a trainer?

A. Yeah, I mean, really, there's -- it would help because there was really no criteria on which points to touch on, so you're going based off of experience, right? I mean, I know my job requirements, and so -- and I take pride in my work, so I try to pass that to whoever I train, but in the past, I don't know if it's always been that way. I can't speak for other people, so if there was some sort of formal training plan in place, then I feel like it would greatly benefit everybody to have some kind of repeatability and structure.

Q. Um-hum. And if someone that you're training on the team is not meeting a standard or it's taking a longer time to train, what mechanisms are in place to help them or move them out of the team?

A. Well, we have workplace coaches that can help with that sort of matter. Repetition always makes people get better at whatever it is they're trying to learn. So sometimes it just takes time. Some people require longer time to learn a job versus somebody else. It's nothing you can rush. If they're not getting it as fast as the other guy was, that's not anything that you can rush, so -- with that, as I said, repetition, you know, a cure for that, I think.

And there was another part to your question, I believe?

Q. Yes. Is there a mechanism that if someone is not catching up on the training, is there a mechanism to move them off of the team?

A. I'm not aware of one.

Q. Okay. Now, you had a comment. You said, you know, I mean, every job is always time-sensitive. Do you feel that leadership is receptive to input from your team when it is a time-sensitive issue?

A. I mean, sometimes, but you can only -- you know, you can't just tell them what they want to hear. You got to tell them what's happening, and this is what it is, so to me, that's not an issue. That's not my problem. This is the process, and this is what's going on with this build or whatever, so tough luck if it's not meeting your quota or your deadline.

Q. Yeah.

A. Yeah.

Q. And do you think any member of the doors team opened or closed the mid exit door plug?

A. I have a strong feeling the answer would be no.

Q. Okay. And can you think of any other groups that would have been able to open or close the mid exit door plug?

A. The only group that comes to mind would be Spirit.

Q. Okay. Thank you.

A. No problem.

DR. WOODS: Okay.

BY DR. WOODS:

Q. [redacted], I want to talk about the working environment, and I'm going to do this in two parts. So prior to this, because I know it was a long time ago, and obviously, an incident happened, and

so everybody's got the benefit of hindsight, but let's go back to kind of your working environment in July, August, September time frame of last year. How would you describe it to somebody who doesn't know?

A. I'm not sure if I understand what you're asking.

Q. What was the day-to-day -- and I don't mean technically. I don't mean like the actual working with the product. I mean, what was it like to come to work? What were the feelings? How did people interact with one another?

A. I mean, as far as interactions between people, I think everything was feeling pretty good. I don't feel like there was any issues there. As far as the workload, I feel like we were definitely trying to put out too much product, right?

Q. Um-hum.

A. That's how mistakes are made. People try to work too fast. I mean, I can't speak for anybody else, but we were busy. We were working a lot, so -- you know.

Q. How long had it been like that?

A. For most of the time that I was down there because I didn't -- I only worked up on the tool for about 2 or 3 months tops, and then I got switched positions and put down line for the final rig check --

Q. Um-hum.

A. -- and that's pretty fast-paced with a build on two lines -- well, yeah. Small team, right, so all the workload.

Q. So you saw a distinct difference from up on the tool, flow days 1 through 3, and down the line?
A. Right.
Q. And at that time, did people switch back and forth, or was it just essentially two separate crews?
A. We were still considered one team, but there was only a few dedicated people down line, and so I think that's why they -- you know, I learned my job up on the tool pretty quickly. And then they realized I had the ability to go down and learn more. I could take on more workload.
Q. So, I guess, how would, then, would you describe the workload difference between the first -- where you were before and then where you moved to?
A. Well, where I was up on the tool, there was a lot more employees. And it's a repetitive job, day after day after day. It's literally doing the same installation, over and over. Down line, there's a very small group of us, and the problems are different on every door, on every airplane. Some take longer than others, so, you know, we can start getting swamped pretty fast if stuff doesn't -- isn't going good for us.
Q. In your opinion, is there a difference in skill set from the people who work on those early flow days versus down the line?
A. Yeah. For the most part, I would say yeah.
Q. Elaborate, please. What's the difference?
A. I feel like the people that worked up on flow days 1

through 3 are not capable of doing the work that's done down line, for the most part. Not everybody, but --

Q. Would that be not capable because of lack of general competency, or not capable because they're still new and they just haven't learned yet?

A. I would say both.

Q. Okay. So mixture?

A. Yeah.

Q. Okay. So, now, the accident has happened, have things changed. Now, how would you describe the working environment?

A. Oh, it's definitely slowed down a lot, which is great, but to me nothing has changed, so -- I mean, I'm still doing the same job I was doing, just at a slower rate now, so --

Q. It hasn't changed for you, but what about the other people in your crew? Do you think it's changed for you overall?

A. I can't speak for anybody else.

Q. Have you ever been asked to complete a task that was outside of your purview or that was something you didn't feel you were qualified to do?

A. I'm sure at some points I have been, yeah.

Q. How did you handle that?

A. I have no problem telling somebody no, I'm uncomfortable doing something. I don't care if it's a zip tie on a wire bundle. I'm not an electrician, so it's something I don't know how to do, I'm not doing it.

Q. And how was that "no" received?
A. What do you mean? Oh -- all right.
Q. How was that -- when you told people no, how was that received?
A. I'm not sure.
Q. I guess, did you ever witness or feel subject to any sort of repercussion for saying no?
A. No.
Q. And I know you can't speak for others in your group, but given your experiences and how well you know your crew, do you think that everybody has that same level of comfort to say no?
A. Yes.
Q. Moving forward to -- it's similar vein, but if there was something that you had a concern with, something that you were seeing or interacting with and you're like, that's not quite right, how would you go about addressing that?
A. Are you talking about, like, somebody's behavior? Are you talking about problem on an aircraft? Could you specify?
Q. Let's see -- let's say it's somebody who is doing a task that you know for a fact does not accordance -- in accordance with, like, for instance, the rig document or any sort of other technical document.
A. Well, I mean, you can grab Quality and see what Audit has to say about it, right?
Q. So that would be your first step is to go find a QA person?

A. Sure. I mean, the job is going to get inspected by Quality anyways, right, so --

Q. Okay. What about somebody who's doing an unsafe measure or maybe taking shortcuts to get the job done?

A. I don't think I remember coming across that scenario.

Q. Do you feel comfortable, if you did have any sort of concern, staffing that information up?

A. Yeah. I feel comfortable in bringing it, you know, telling anybody an issue I have with -- I don't feel like there would be repercussions, or I don't feel scared or -- yeah, I have no problem telling people what I feel.

Q. When you speak, do you feel like people listen?

A. Yeah.

Q. Okay. Do you feel -- and I know it sounds like you've been through a few managers lately, but do you feel as though your management, your managerial level staff is supportive of the production?

A. Yeah, for the most part. I would say my current manager is probably the best one that I've ever had so far, so --

Q. And how long has that current one been in place?

A. Two to three months, I would say.

Q. Okay.

A. Yeah, fairly recently.

Q. Okay. And to be clear, you -- the door -- the two different crews are still broken out, correct?

A. That's correct.
Q. And under two different managers?
A. That's correct.
Q. Okay.
A. It used to be one manager for everybody, and now the manager before my current one is now the manager for the team on flow day 1 through 3 --
Q. Okay.
A. -- so --
Q. Okay. All right, well, that is all I have for this round.
DR. WOODS: Usually, again, like I said, the second is quite a bit shorter. We have not been going for very long. However, I offer to you, would you like to take a break?
MR. [redacted] : I'm okay.
DR. WOODS: Is everybody else okay to continue?
(No audible response.)
DR. WOODS: Okay. Let's do so then. Pocholo?
BY MR. CRUZ:
Q. Yeah. I don't know whether you've answered this before already, but have you ever worked on a main entry door plug?
A. I have not personally.
Q. You have not?
A. I have checked the outside of them and final rigging position a lot of times.
Q. Okay.

A. Fit and fair and for damage, right? That's all I've done.
Q. So if you had to work on a mid-exit door plug, who would you go to if you didn't -- what would you do if you had to -- if it was -- something was assigned to you to open, close, remove a door plug, what would you do?
A. Well, first thing I would have to do is go review the rigging document and see if there was any procedures or steps for opening it as well as any other drawings. I might need to pull from that, so -- our rigging documents typically have a reference section at the end of them that will reference other drawings that relate to that, whether it's the door surround, you know, the structure, so we have to look at other drawings as well, figure out what they're asking us to do.
Q. Okay.
A. Yeah.
Q. Is there somebody in the door personnel that you would go to for help or -- that you know that has experience with mid exit door plugs?
A. The only other person I know with the most experience like that would be [redacted], and he has been doing doors for a long time. He was pretty much the only person who ever touches them I think.
Q. Um-hum. And you've never had an experience to ask him for -- I mean, what type of -- besides a plug, have you ever asked [redacted] with -- for any advice on doing stuff?

A. Yeah, actually.
Q. Can you give us an example?
A. Any of the main entry doors, the cargo doors. He's been doing the final rig of those for a long time, so he knows a lot of the problems that we have and how to fix it and what we need to do and so --
Q. Okay. And I forgot to ask you earlier, do all door personnels come in at the same -- do they have the same shifts and everything else?
A. That's correct.
Q. So everybody comes in, like 24 of you? Are there -- how many people -- how many door personnel are there?
A. I believe there's -- yeah, about 24 or 25. Like I said, the majority are up on the other team.
Q. Yeah.
A. So our start time on paper is 5 o'clock.
Q. Yeah.
A. Pre-shift overtime is normally allowed when we're busy, so --
Q. Okay. Thank you.
A. Yeah. No problem.
MR. CRUZ: Nils?
DR. WOODS: Nils?
BY MR. JOHNSON:
Q. All right. Two questions. Did Ken McElhaney ask you how to open an MED plug?

A. Not to my knowledge.
Q. On or about the 18th of September?
A. Not that I can recall.
Q. And did Ken McElhaney ask you to open the left-hand plug on 8789?
A. Not that I can recall.
Q. Thank you.
A. No problem.
MR. JOHNSON: Matt?
BY MR. RIGSBY:
Q. I have just one question and just trying to clear up in my mind. Are -- I know you're on the second flow day section. Are you a door master?
A. Yes.
Q. Okay? Do you interact with Liaison Engineering at all at Boeing?
A. From time to time.
Q. Time to time?
A. Yeah.
Q. Okay. Do they help in interpreting drawings for you if you have questions on that? Or could you --
A. They can. For sure, yeah.
Q. Okay.
A. So, typically, if there's something that's been released that I don't understand, I see who released the work order and contact

at Engineering.
Q. Okay. That's it for me.
BY MR. RINEY:
Q. So, [redacted] , on the days in question, did -- or after the accident occurred, from what you recall from that day, did you -- or any conversations that came up after that, do you -- was there any discussions on who may have opened the plug?
A. We all were shocked by it, and we were all throwing out ideas of other organizations opening the door. My team and I talked about it, and we didn't agree that anybody on our team had done it.
Q. Do you think any door team member opened the plug?
A. I don't believe so.
Q. Do you think any door team member closed the plug?
A. I don't believe so.
Q. Okay. Okay, that's all I've got.
DR. WOODS: John?
BY MR. PETRUZZELLI:
Q. Just follow up on what Mike was just asking you, were there any in these discussions what names came out or what crews came out?
A. What do you mean?
Q. Just -- I'm asking if was there -- when you guys were talking about this.
A. Oh, okay.

Q. Names or crew or crews that could have.
A. Yeah. I mean, when me and my team were discussing it, there was no names in particular. We just all had the idea that it was possibly Spirit that had done it.
Q. Spirit actually opened the door?
A. That would be our belief.
Q. Okay. And what do you base -- what was the basis for that?
A. We talked to each other, and none of us had done that work, so --
Q. Okay. Last question, is [redacted] , is he also a team lead on your -- the same team?
A. He was. He's on leave right now, so I took over his position right now.
Q. So you're permanent team leader or temp?
A. Right now, I'm permanent.
Q. Okay. Thank you.
A. No problem.
DR. WOODS: Dan?
MR. MARCOTTE: No. I think everybody's asked my questions, so --
DR. WOODS: Okay. Troy?
BY MR. LEVANEN:
Q. For the daily meetings that you have, like at the beginning, it sound -- you sound like you start about 5?
A. Yeah.

Q. And do you have -- is your meeting with just the door masters, or do you have it with the whole door team?
A. It's just the door masters.
Q. So do you think the other team meets at the same time roughly and has the same --
A. Yeah, about an hour later than us, they have their meeting.
Q. Oh, okay.
A. Yeah.
Q. Do you guys ever have meetings where all of you can get together? I mean, now you have two different managers, but before there was one manager. Did you ever have meetings where all of you guys get together at the same time?
A. Yeah. When we had the same manager for both teams, we would all meet at the same time, and now that we're separate, we couldn't rely on team lead to team lead communication to communicate, help me go over --
Q. Uh-huh.
A. -- anything like that.
Q. I think that's all I have. Thank you.
A. No problem.
DR. WOODS: All right.
CAPT ANDERSON: No further questions. Thanks a lot.
DR. WOODS: Okay.
BY DR. WOODS:
Q. [redacted], I want to ask you if the words "safety culture" to you,

what does that mean?
A. Good question. I'm not sure.
Q. Okay. That's fine. So it's not something you've heard of before mentioned and --
A. No. I'm sure I've heard the term. It sounds familiar, but I don't know how to explain what I'm thinking so --
Q. Okay. What about the words "safety management system"?
A. I'm not sure.
Q. Okay. Going back to that work environment, what is the biggest thing -- or what is the biggest concern you have in your day-to-day in your work environment and the product that you are building?
A. Probably just lack of equipment, stands for access to doors and stuff like that. Just don't have enough onsite, so it makes doing our job kind of difficult sometimes.
Q. Is it that there's not enough stands or is that there's a lot of people using them when you want to use them?
A. I would say there's not enough.
Q. Okay.
A. Because, I mean, when we rig our -- when we do our job at flow day 10, a lot of the times, not all the doors are ready for us to do our job, so we end up chasing planes outside, and there's very limited stands out there, so it's kind of first come, first served. And you have to rely on another organization to move the stands for you from aircraft to aircraft. Yeah, that's my number

one thing.
Q. Does that happen often?
A. Yes.
Q. Has it always been like that since you've worked here?
A. Yes.
Q. Is it still like that now?
A. Yeah.
Q. So back to concerns, things like that, tools, tooling, stands, equipment, is there a place you can go, for lack of a better word, complain?
A. Yeah. We have our Seek, Speak, and Listen program. I don't know. We had a -- when we had our Quality standdown, that was one of our big issues that we raised. I know we're trying to implement new methods now to help push some of these problems further up the chain in a more efficient manner because, you know, sometimes stuff gets buried on a desk, so you know, we're -- I believe it's going to work, but I have no way of following to go back, checking up on it.
Q. When was that QA standdown?
A. It was in February, but I can't recall exactly.
Q. So after the accident?
A. Yeah.
Q. Do you feel that it was as a result of the accident occurring?
A. What? The standdown?

Q. Yes.
A. Yeah.
Q. Have you ever used that Speak -- what you said?
A. Seek, Speak, Listen. I have not. I know how to access it if I need it, but I haven't used it.
Q. How much faith do you have that something like that is going to work?
A. Maybe 50 percent.
Q. Huh. I feel if you're batting, that's good. Otherwise, it's -- that's not particularly high. What are your reservations for giving it a closer to 90 or 100 percent?
A. I mean, I've heard of other people using it and saying they have the same problems for year after year. It doesn't get resolved, or maybe issues get fixed for a little while, and then they go right back to where they started. I personally haven't experienced that, but I've heard.
Q. Okay. So if I was a new mechanic coming off the street, I've been hired to work, I want to work, and I'm presenting myself to you, what would be some words of advice you would have to me to succeed in this environment?
A. Learn how to pull your drawings, learn how to read your drawings, know your IP. Paperwork's the number one thing to succeed.
Q. With the current group, and I do mean both the earlier flow days versus the rollout crew combined, do you feel that's

happening with everybody?
A. No. There's a lot of people that rely on their team leads to do the work for them, so --
Q. Um-hum. Do you have a percentage?
A. I can't speak for another team member. I'm not exactly sure. I'll see them day to day or --
Q. What about your team?
A. My team is very self-sufficient.
Q. Okay. But, again, that's, what, how many, I'm sorry? Six of you?
A. Five.
Q. Five of you? Out of a larger 24 or so?
A. Yeah. And one of them we just got, so we're training one right now, so it's 24 people.
Q. Okay.
A. Everybody can do their paperwork and read drawings and various (indiscernible).
Q. Why do you feel paperwork is so important?
A. Well, there's a lot of reasons for that, but first and most obvious thing is to document what you're doing on an aircraft. But to me, knowing how to read the drawing or find the drawing if you needed it is probably the most important thing you can know how to do.
Q. Going back to that same mechanic-off-the-street question, you told me how to succeed. What's going to get me in trouble?

A. Not doing your paperwork correctly. Not a whole lot that can really get you into too much trouble if you know -- if you understand your installation plan and know your drawings, so --

Q. Okay. All right. Well, thank you for that.

DR. WOODS: I do have two last questions that I always ask everybody that we interview, but before we get to that, this has been pretty quick, not our typical at all.

Does anybody have any follow-up questions?

MR. JOHNSON: Not I.

DR. WOODS: I see a lot of shaking nos.

BY DR. WOODS:

Q. So, again, I always ask these two questions, and that was -- the first is if you were king for a day, so I'm going to give you a magic wand that you can wave and do anything you think needs to be done to make your work life better, so that can be anything related to the actual work, the environment, people, what would that be?

A. Probably just have more people on my team.

Q. Now, is that just your team or the overall big group?

A. That's my team. I can't -- I don't know about anybody else, but that's my little Boeing world, so -- I think the environment's okay.

Q. Okay. So just the four and a half of you?

A. That's right.

Q. Okay. You would have more people?

A. Yeah.
Q. Okay. And then the last question I have is, you had some time. We had asked to talk to you and get your experiences, and I'm sure you've thought about that, at least a little bit. Is there anything that we did not ask you that you thought for sure we would ask or that you feel we should know that would help shed light onto this situation?
A. Yeah, I do have one question.
Q. Sure.
A. So, I know -- I've only ever worked on a functioning mid exit door, right, one that has a handle inside --
Q. Um-hum.
A. -- that you open. So, typically, when the airplane gets to the door, flow day 10, final position, before it goes outside, to open a door, you need to have a stand outside of the aircraft and some sort of fixture or pad to lay it down on. So, with this plug door that got open, is it -- was there not a stand called in for it, or did they not open it all the way, or what was the deal there? Because when the airplane gets to flow day 10, they only give us the four main entry stands and the two stands for the cargo doors. So, to me, if someone opened the door, someone would have had to call in the stand, right, if it was laid flat?
Q. Yeah.
A. If they didn't open it all the way and just used the cables that hold it into the fuselage, then you wouldn't need a stand,

but that was kind of my question. So if somebody went that far, opened it all the way or not, because --

MR. CRUZ: There was a stand.

DR. WOODS: So, yeah --

MR. [redacted] : If somebody called in a stand, that might point you in the right direction.

DR. WOODS: Yeah, to be clear, that's all stuff that we investigate. That's all stuff that we look at and try to piece together, but as you even pointed out, you know, the people who bring forth the stands are not your people, right? There's specific other group of people that you then have to call in for a stand to be requisitioned, so we're having to combine all of those different paperwork and processes for multiple different technical fields to try to determine what happened.

MR. [redacted] : Correct.

DR. WOODS: So, yeah, that is something that Pocholo, as he said, was called for, and that's just one piece of the puzzle. But, as you can probably understand, people who are responsible for bringing stands aren't necessarily paying attention to why the stand's brought.

MR. [redacted] : Right.

DR. WOODS: So it's just -- they're little pieces of the puzzle that we're all trying to figure out.

MR. [redacted] : I mean, I have called them stands for other teams before, so --

DR. WOODS: Yeah.

MR. [redacted] : -- it doesn't necessarily give you an answer. But that was just a question I had that --

DR. WOODS: Yeah.

MR. [redacted] : -- you know.

BY DR. WOODS:

Q. So, with that -- that was little unfair because you asked us a question, but what I'm asking you is that is there anything that we need to know that you think that, hey, this could probably help shed some light on? Anything else?

A. There is not.

Q. Okay. No worries. I just figured, I always give the opportunity for people because, I mean, you're obviously intimately more knowledgeable than any of us will ever be, so I just give you the opportunity to pass along that.

DR. WOODS: So, with that, again, no last questions?

UNIDENTIFIED SPEAKER: Um-um.

DR. WOODS: Okay. Perfect. We are going to go off record at 11:51 Pacific Time.

(Whereupon, at 11:51 a.m. PT, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 9, 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.

Agatha Pak
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted] Door Mechanic
Boeing

Renton, Washington

Tuesday,
April 9, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

MIKE RINEY, Onsite Representative
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaska Airlines

CAPT. BJORN ANDERSON, Representative
Air Line Pilots Association

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I N T E R V I E W

(8:14 a.m. PT)

DR. WOODS: Good morning. It is 9 April 2024, 8:14 Pacific Time.

Hi. My name is Dr. Sabrina Woods, and I am one of the investigators, along with Pocholo Cruz and Nils Johnson, on this case. Pocholo and I are co-leading the Manufacturing and Human Performance Working Group for accident investigation number Delta-Charlie-Alpha-2-4-Mike-Alpha-0-6-3, involving Alaska Airlines Flight 1282.

Just so you know, the NTSB is an independent federal agency. We are the ones charged with determining probable cause in transportation accidents and significant incidents in promoting transportation safety. We are not a part of the Department of Transportation. We're not a part of the FAA. We have no regulatory or enforcement power.

At this time, as you can see, there are a lot of different people in the room. When we conduct an investigation, we have parties to those investigations. They're the ones that help us try to figure out what happened. And what you see here is a representation of all those different parties. So, I'm going to have each one of these people introduce themselves to you so that you have an idea who it is you're talking to. We're going to

start off to the right. Pocholo?

MR. CRUZ: Hello. I'm Pocholo Cruz. I'm a co-chair, as Sabrina says, for this particular group. I'm an aerospace engineer with specializing in structures and maintenance.

MR. JOHNSON: Hello, [redacted] . Nils Johnson, aviation accident investigator for the NTSB, and my specialty is maintenance.

MR. RIGSBY: I'm Matt Rigsby with the FAA's Office of Accident Investigation. Just to be clear, I don't know if you hold certificates, but I'm not the black hat FAA. I don't hold enforcement authority. So, just, it's all for the safety investigation, so --

MR. RINEY: Good morning, [redacted] . I'm Mike Riney, Spirit AeroSystems, an onsite representative.

MR. PETRUZZELLI: John Petruzzelli. I'm the Association of Machinists rep to the NTSB. I'm about 22, 23 years with this company. I am (indiscernible).

MR. MARCOTTE: I'm Dan Marcotte. I'm with Boeing Air Safety Investigations, and I'm based out of Southern California.

MR. LEVANEN: I'm Troy Levanen, the director for maintenance and engineering safety for Alaska Airlines, and I've been with the airline for about 34 years.

CAPT ANDERSON: Good morning, [redacted] . I'm Bjorn Anderson. I'm a captain with Alaska Airlines, representing the Air Line Pilots Association, and an aviation maintenance background for about the last 30 years.

MR. [redacted] : Okay.

DR. WOODS: Okay, then, [redacted] . That's everybody who's going to be asking you questions today. Today, we'll be using a digital recorder. After the interview, we will send that recording out for transcription, and the party members will have an opportunity to review it just to check for any typographical errors.

Once again, the purpose of this investigation is to determine probable cause and prevent reoccurrence. Our role is not to assign fault. We don't do that. We're here simply for you to share your insight, your expertise, with the goal of preventing future accidents. Having said that, we cannot guarantee confidentiality or immunity, as a transcription of this interview will eventually be part of the public docket for this accident. What we do do is, we intend to redact names from that transcription so that when it goes forward, those names have been redacted.

Each of the group members will have a chance to ask their questions. We will ask questions one at a time, so you only have to focus on one person at a time. Each person has been instructed not to interrupt during that time, but it'll give a chance for everybody in this group to ask you questions. If you don't understand a question, please don't hesitate to ask and just say, hey, can you clarify? I don't understand. I guarantee we're going to do the same if we don't understand an answer that you've given.

You are entitled to have one representative with you to support you. That person can be anybody of your choosing. I see that you don't have anybody here with you. Is that how you would like to continue?

MR. [redacted] : Yes.

DR. WOODS: Okay. Just making sure. And then, lastly, if, at any time, you need a break, just let us know. We'll go off record for us to take that break; and then, once we come back, we'll resume wherever it is we left off. We can do that at any time. So, with that, any questions to start with?

MR. [redacted] : No.

DR. WOODS: Everybody ready? Okay. We're going to start, actually, to my right, and we're going to go around the room, with Pocholo.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Hello, [redacted] . Thanks again for coming to talk to us today. Could you please state your name and spell your last name?

A. [redacted]

Q. Okay. And what is your current position with the Boeing Company?

A. I'm a door mechanic.

Q. Okay.

A. I'm a mechanic with -- we rig and install pressurized doors --

Q. Okay.
A. -- 37.
Q. And how long have you been in that position?
A. Since -- well, on the 37, since 1999.
Q. Okay. And --
A. And I had three years prior to that on the 47.
Q. Okay. And with that, how long have you been with the company now?
A. Since 1988. I started out in tooling --
Q. Okay.
A. -- building tools.
Q. Okay. And, I guess, which comes to my next question, is, your previous positions that you held for Boeing?
A. At tooling for, until 1992. I was laid off in, no, '94. Rehired in the functional test at the door shop on the 47 in '96, and was there until '99; then, came here.
Q. Okay.
A. Working doors --
Q. Okay.
A. -- since '96.
Q. Were you at Everett when you were working the 47?
A. Yes.
Q. Okay. And then, can you please briefly describe your professional background?
A. Meaning what?

Q. Like prior to working for Boeing, what did you do, or --
A. I was an auto mechanic for about five years, and I delivered food for a food distributorship for a couple of years, and, oh, I installed heating and air conditioning for maybe a year or so, and came to Boeing.
Q. Okay. Do you hold any professional certificates?
A. No.
Q. Okay. Are you a full-time employee for Boeing, or are you a contract?
A. Full-time.
Q. All right. And what shifts and hours do you work?
A. My shift is 5 o'clock a.m. to 1:30. Usually, I'm here for, stay until 2:00 even.
Q. All right. Is that Monday through Friday, or --
A. Monday through Friday.
Q. Okay. And so, can you describe for me a typical day for you when you come in at 4:30?
A. Well, usually, we start with the airplanes that are in flow day one, the new airplanes. And currently, or in the past, or --
Q. No, well --
A. Currently?
Q. Yeah. Well, no, like September 20 of last year --
A. Oh, okay.
Q. -- 2023.
A. Yeah. Same thing.

Q. Yep.
A. So, right now, I'm mostly focused on the mid exit doors, the 8200s that have operating doors.
Q. Okay.
A. So, if we have an airplane that -- if we're starting a new airplane, it'll be in flow day one. And we'll go through with the inspector, and go through and check the rig of the door, see what's within tolerance, without tolerance, according to our rig document, and write up anything else we have on the way, anything we find out of compliance, write it up, and work those issues, and maybe doing that. And it may be an airplane in float A1, it might be a flow day two airplane. You know, we've already done that stuff on the first day, and we're finishing the rig. Depends on what day of the week and what airplane we have. Typically, I'm working on the mid exit doors, or if there's another problem with another door that somebody might have, they'll come to me for advice or to try to figure out the problem they've got. I work on all the doors.
Q. Okay.
A. A lot of people come to me with, hey, what do I do here, what's going on with this, or how do I fix this, or something like that.
Q. So, you don't necessarily just work on one airplane during the day?
A. Correct.

Q. A typical day, you move around between -- do you just work one to three, flow days one to three planes, or do you --
A. Typically, yes, unless an airplane wasn't finished by the time it left the jig.
Q. Yeah.
A. And then, we have to wait until the airplane has engines, landing gear, and no jacks before we can finish our day.
Q. Okay. And in September of 2023, who was your supervisor?
A. Ken McElhaney.
Q. Okay. And what type of briefing does the supervisor typically give when you guys come in?
A. He would usually tell us how many -- what our job count was, you know, was, how many jobs behind schedule we had. He wouldn't really be specific, just give us a number, 42 or whatever it was. Didn't really mean much to the crew.
Q. Okay.
A. Because at the time, we had a crew that was in flow day one, two, three; and then, a rollout crew that inspected the airplanes after their final inspection.
Q. Okay. Usually, the door personnel are all, I guess -- how many door personnel are there in 2023; do you recall?
A. Around 21, I think.
Q. Okay. Do all 21 door personnel work at the same shift?
A. Yes.
Q. Okay. Do you also work all the same days, or is it

staggered, or no?
A. No, it's all Monday through Friday.
Q. Monday through Friday. Okay.
A. Yeah, we're all 5:00 to 1:30.
Q. Okay. What would you say was the biggest challenge in your job back in 2023, around that timeframe?
A. Challenge? What do you mean by, challenge?
Q. Is there any issues within the door team that you thought could have been done better as far as how work is distributed, how management could do a better job of doing things? Is there any such issues that you had?
A. Let's see. The rollout crew, we had always been shop; and then, they had separated us between the rollout team and our team. And then, they brought us back together, and it seemed more separated than it used to be. It seemed like us and them, when before, when I used to do that job, it was just, we were all one shop. And by separating the two -- management separated the two; and then, it became an us and them kind of thing. And then, it became, well, if there's an issue down the line, who's going to work it? That's not really our job. We want back shop support for this kind of stuff, or whatever. And it never really seemed to be that way before, so it kind of separated the group a little bit.
Q. Was that Mr. McElhaney's doing, or prior to him?
A. No. He got stuck with that.

Q. Okay.
A. It was some senior managers that made the decision to separate us; and then, I think there were some complaints that, it wasn't working out, so then, they brought us back together. But it was still more of an us and them kind of thing after that.
Q. Okay. Was there always the same people in the rollout jobs versus the ones that are in the factory? I mean, or did you guys --
A. No.
Q. -- get a chance to shift back and forth?
A. There was some cross-training between people.
Q. Okay.
A. Like I said, I used to do that job for 10 years down there.
Q. Yeah.
A. I trained the people that trained most of them. Anyway --
Q. Okay.
A. -- yeah, there was some cross-training going on. You have to be more of an independent type of person down there. You can't wait. If you have a problem, you have to go try to figure it out, or you have to have the initiative to go, and get an engineer, and show him the problem, or you can't just sit back and give it to somebody else on that day or a team lead take over and --
Q. Yeah.
A. -- try to do that for you. You have to have some initiative to go and do this kind of stuff on your own. And the people that

are down there are those type of people, so they function well down there. And the people that are in back up on the tool on one, two, three, there aren't that many people up there that can go down there and be successful.

Q. Okay, which brings me -- I guess that's a good jumping-off point for me. Do you get chosen to be on the door team, or do you volunteer to be on the door team, or how is that --

A. So, the typical mechanics back there on the tool are grade fours. We're grade fives. So, it's an upgrade for people, so they have to apply for the position.

Q. Okay.

A. There's certain, I guess, what's called green lights. You have to have certain, not qualifications, but you'd have to take certain classes to qualify to apply for that position.

Q. Okay. So, which brings in the point, what type of training do you have when you applied for a door team, to be a door team member? Is there any formal training for doors whatsoever?

A. You're not trained prior to coming onto the team. I don't know what the qualifications are to apply, but I didn't have to go through that process.

Q. Got you. Okay. But the new people that are coming into the door team, there's no formal training for each door team before you let them go, right?

A. If they're a new hire, they go through the typical new hire training.

Q. Okay.
A. It's like five weeks or something like that. I don't know exactly what it is.
Q. Okay.
A. But yeah, they go through that, or, if they've had experience, you know, in other shops, then they would have to have those qualification lights turned on to qualify to apply.
Q. So, have there been cases that you recall where a person gets hired into a door team, but doesn't have the mental capacity to actually work on the door team?
A. Yes.
Q. Okay. And what happens to those individuals? Does the manager talk to them and say, what?
A. They get assigned to something else, typically. We've had a couple of people who were on like a trial basis, and they didn't work out, so they headed back to their old job. Some of the people who weren't very mechanically inclined --
Q. Okay.
A. -- didn't seem to catch onto it, they found them other jobs. I don't know where they went. They just --
Q. Okay.
A. -- went away.
Q. So, typically, it sounds like to me like most of the training that's being done is OJT?
A. Yes.

Q. Is that correct?
A. Yes.
Q. And is there a certain point or a level of proficiency that they need to get to be able to, to you, as being one of the senior people in there, to say, okay, he can do any job, basically, on the doors? Is there some type of proficiency that they need to meet?
A. So, typically, if they start out in the shop, we usually start them out on something really simple. There's these brackets that they put on to put the liners on the door, liner brackets. And then, there's a couple of switches that they have to adjust to meet certain gaps. So, they start them out on that just to see if they can follow directions and they can do simple tasks. You know, if they do that well enough, then we can start them on the overwing doors, and installing and rigging those. Those are pretty simple. If they show mechanical abilities, again, and want to learn -- you know, people who don't want to learn, I don't deal with them.

So, then, the next step would be to work on the entry doors; and then, the overwing -- I mean, mid exit doors. And then, once you get to be a pretty well-rounded mechanic, then you would probably go down to the rollout team, because they work on all the doors. That's typically how it was. We got a couple new people that started out down there, and they are pretty well mechanically inclined, so it worked out okay.

Q. How long would you say it would take before you would be proficient and able to work on all the doors on the aircraft?
A. All the doors?
Q. Yeah.
A. I think I'm the only one that can work on all the doors.
Q. Okay. All right.
A. Because the way they've got the job set up, it's, you're specialized on a door or a task, and it doesn't really allow somebody, unless they've been there quite a while, to get to know how to do them all, just by the sheer way they've got it set up to do the different jobs.
Q. Okay.
A. So, when, say, 15 years ago, we had -- all our mechanics knew how to do all the doors because of the way we had enough time in the tool. A mechanic would get an airplane, and they would install the forward entry door. They would also install the overwing doors. They would install the 41 access and take the E door out. They would do all the doors on the airplane, so you would learn how to do all --
Q. Yeah.
A. -- all that stuff. And since the rate increased, the airplanes aren't in the tool that long. So, now, it's become more compartmentalized. You know, you work on this, overwing doors, every day. You install that. Or you look at the entry doors, you know. So, there's not -- you don't get the big variety all the

time. It used to be, everybody was pretty well-rounded; and now, it's more specialized to each position.

Q. And how long ago would you say that started to happen? Where?

A. That's been at least 10 years ago.

Q. Okay. Okay.

A. Maybe even longer than that.

Q. So, even though they increased the rate of production, I guess, well, let me ask you this, how long did they start trying to get everything in there? Is it after the MCAS issues that production started to ramp up pretty quick?

A. No, it was before that. I mean, it gradually --

Q. Okay.

A. -- increased.

MR. CRUZ: Okay. That's it for me for now. Nils?

BY MR. JOHNSON:

Q. Good morning. I'm interested, how did you learn how to open and close the MED plugs?

A. From our rig document.

Q. Yeah. But I mean, you said that everything's OJT-trained, so when you're the first guy to do it, how did you learn to do it, or you just --

A. Well --

Q. -- figure it out by the drawing?

A. Yeah. By the rig document, and how it comes into place, to

open it up, you would do the opposite.

Q. Okay. Have you taught others to open and close the MED plugs?

A. Yes.

Q. Do you mind sharing whom?

A. Let's see. [redacted] . I am not sure -- so, for a while, [redacted] was learning the mid exit doors with me. I don't recall if we ever had to open a plug when he was working with me. And then, [redacted]. And those are the only guys that are here that I showed how to do that.

Q. Okay. Can you share with us the process for writing a removal to open or close the MED plugs?

A. So, you would -- that's kind of --

Q. Well, let me elaborate. So, I've reviewed 62 times that the MED plugs were opened by removal paperwork, and I'm just -- I saw a vast difference between ones you had generated versus ones other people had generated.

A. Okay.

Q. Can you just walk me through? I'm trying to learn. Can you walk me through the process of how you generate a removal? What goes through your mind? What do you consider? Are there pressure tests you have to do afterwards that get included in the document, or -- because you've disturbed the pressure vessel at that point.

A. Right. So --

Q. And the high flow's done, potentially.

A. If the high blow (ph.) had been completed, then there's another pressure test in the field. But I still don't understand your question.

Q. It seems like it's up to the author what steps get included in a removal.

A. Okay.

Q. In other words, you have like a menu, and you get to pick operation 20 step 10 and operation 30 step 10 --

A. So, there has to be a reason to open up the door, so there would be either a pick-up, or a tag, or something that requires us to open up the door or the plug.

Q. Okay.

A. I know, in the past, we had some issues with the cutout of the skin, the cutout for the hole, and we were opening the doors to replace the seal. So, I don't recall if the tag included verbiage to do that or not. So, our removal system has not really changed, but it's gotten -- our old way of understanding the removal system, if the tag told you to do something, then you didn't have to write a removal, and you would just follow the tag, and you would put it back together. Quality would see that it's put back together, and it'd have -- so, that's how that was. Now, our way of doing things has changed, and we write removals for almost everything now.

Q. Okay.

A. We would write a removal on the door -- I would write a

removal on the door itself if we were going to open it. And then, like, our QA, they want us to write a removal on the bolts that lock is closed. Well, I don't -- you don't write removals on bolts. You write removals on parts. So, we would write the removal on the door.

Q. Okay. What document do you use when you open, close, or remove an MED plug? Do you use an IP? Do you use a drawing?

A. As far as reinstalling it, or --

Q. Yes. I mean, because from what I've seen, the removals don't provide instructions on what to do. It just --

A. Right.

Q. -- you're going to remove this part, period.

A. I'm going to remove the part; I'm going to reinstall it per an installation drawing.

Q. Okay. So, it is a drawing. Do you recall the drawing?

A. No.

Q. Okay. What quality issues for pick-ups have you seen that have caused you to generate a removal for an MED plug? What are you seeing that is driving the removals?

A. The plug not being in rig, or if there is a seal that's damaged, we can't fix it with the plug installed. We've had a warped plug before that just wouldn't sit in there right. Again, that's, we would follow the rigging document out of tolerance stuff, so we replaced the door or the plug. Yeah, mostly rigging issues and seal replacement.

Q. Okay. What would the process be to remove an MED plug if door personnel were not on shift?
A. (Indiscernible.) (Laughs.)
Q. You know, would it just wait until morning?
A. I mean --
Q. Would they call you in on overtime? I'm just, I'm curious how it would work if you and/or someone from the door team was unavailable.
A. Yeah. I was on second shift for two years, so 2017 to 19, so I did a lot of cleaning up of stuff on second shift. But we haven't had a second shift since 2019, so they would either wait until we got in, or I don't know if they would try to get somebody else to do that or not. But I think they should, though.
MR. JOHNSON: That's what I have for this round. Thank you.
MR. [redacted] : Okay.
DR. WOODS: Matt?
BY MR. RIGSBY:
Q. Hi, [redacted]. Thanks.
A. Hi.
Q. Doing good?
A. Yeah.
Q. Okay. So, you basically 24 years working doors at Boeing --
A. Yes.
Q. -- from '99?
A. Yes.

Q. Okay. I mean, that sounds like a senior type position. Is there that position at Boeing? Like, are you a senior mechanic, or --

A. No, I'm not --

Q. No?

A. -- anything official. We have team leads. Before we had team leads in our shop, I was that person. But once we got an official team lead, there was too much babysitting for me to deal with. Punky little kids.

Q. Sure.

A. I chose not to have that position.

Q. Okay. But you were a team lead, you said --

A. Well --

Q. -- before that, kind of?

A. -- when it wasn't an official position --

Q. Okay.

A. -- yeah.

Q. Okay. You also mentioned that you'd had OJT, or on-the-job training. Is there a formal door training for installation/removal of the doors, I mean, whether it's a regular exit door or MED plug?

A. There's no formal training. It's just on-the-job training.

Q. Just on the job.

A. There's no certifications. Like, before, when I was a 47 door mechanic, we had certifications with it. Yeah, 747.

Because they are assisted doors, and all of the doors on the 37 are not assisted. They're just mechanical open and shut by human power. On the 47 doors, they're assisted by air bottles that automatically open the door once it gets to a certain point. So, you had to have a certification for those. I believe they still do that on the triple 7, the 87 and 67, as well.

Q. Okay.

A. But the 37s aren't assisted, so there's no certification.

Q. Is that something that you think would benefit the people that you work with, a certification for doors for the 737?

A. I think it would benefit the people, yes.

Q. Okay.

A. Because, yeah, I mean, doors are unique where they're a piece of structure and there's something that opens and closes, so there's a lot more in engineering that goes into it than people really realize. So, it would help if they got more education about it.

Q. Talk about certification. Do you hold any FAA certificates, like an A and P license, or --

A. (No audible response).

Q. Okay. You mentioned that if you have to open a door, you write an order?

A. For removal.

Q. For removal?

A. Yeah.

Q. Where do you write that? Is that computer? Is it handwritten?
A. Yeah, yeah. On the computer.
Q. What document is it recorded in? A SAT? An NCR?
A. No, it comes up as a removal.
Q. As a removal.
A. Right.
Q. Okay.
A. So, like, if you had a pick-up, it would come up as a pick-up. The tags come up as, you know, a tag, and a removal comes up the same way a pick-up does. It's just, like, a removal.
Q. Okay. Are there any doors specific QA inspectors?
A. Yes.
Q. Okay.
A. There are functional test inspectors that only work on doors as far as Quality.
Q. I'm sorry? Say that again?
A. As far as Quality, they specifically do doors.
Q. Okay. Are you one of those individuals?
A. No.
Q. Okay. Are they part of the door crew?
A. No, they're part of the inspection team. They're their own team within the inspection group.
Q. Okay. Do you know if they have specific training on doors?
A. They do not.

Q. Okay.
A. It would benefit them if they did.
Q. Okay. Have they ever come to you and --
A. Yes.
Q. -- asked for some OJT?
A. Yes. Yes.
Q. Yes. Okay.
A. Trained many QA.
Q. Yeah. Okay. How often are any door plugs opened and closed just in general?
A. They're not, unless there's a problem.
Q. They're not.
A. They come in closed. If there's nothing in the first day, when we take a look at them, like if there's no seal damage, if there rig is good, they shouldn't be opened at all.
Q. Okay.
A. There's no reason. There's nowhere along the build line that opens them up.
Q. Okay.
A. Flow day one, they do a shake inspection; then, they put blankets over them. So, it's just a piece of structure at that point.
Q. Okay. When you do have to open the door plug, what do you do with the hardware after you do it?
A. Put it in a bag and either attach it to the door or bring it

back to our WIP rack, and then apply the little sticker that says the removal number on there and what it belongs to.

Q. Okay. If a part of that assembly, say it's a bolt, a nut, washer, or cotter pin, like, a cotter pin is a consumable item if we don't reuse them?

A. Right.

Q. Where do you go get them, or how do you put an order in to get something like that?

A. Well, that plug -- so, we also do the overwing doors, and they have some castellated nuts that require cotter pins. They are the same cotter pin that would be used on the plug.

Q. Okay.

A. So, they have those kits out every day, and it's easy to access those kits and get more cotter pins out of there, so --

Q. Right. Does it take special tools to either open or close a door?

A. To open it, I mean, you would have to remove the cotter pins and loosen the bolt, so you would have wrenches and some pliers.

Q. Okay.

A. Put it back together, you'd need wrenches, and pliers, and a torque wrench.

Q. Okay. And, I guess, do you, and pardon my ignorance on it, do you go request those tools, or do you carry those tools with you?

A. I've got a toolbox that has a variety of tools.

Q. Okay.
A. And the toolbox isn't just mine. It's open to the shop.
Q. It's just what?
A. It's open to the shop.
Q. Okay.
A. Anybody can have access in our door shop.
MR. RIGSBY: Okay. I think that's it for me. Thank you.
DR. WOODS: Mike?
MR. RINEY: Good morning, [redacted] . Did you want a water, since there's now water?
MR. [redacted] : Oh.
DR. WOODS: Okay. Sure.
MR. [redacted] : Thank you.
BY MR. RINEY:
Q. So, how familiar are you with the details surrounding the incident in the aircraft?
A. Prior to all this, I wasn't aware of it at all. So, I understand, from what I've heard, is, there's a rivet that was going through the seal retainer that had a bad bucktail on it. And Spirit requested the door to be open for access to replace that rivet.
Q. When there are quality issues that require the opening of mid exit door plugs, does the Boeing door team normally open those?
A. Typically, yes.
Q. Okay. Are you aware of any situations where they have not

opened?
A. On the plug specific, no. I don't recall any door situation that the door team wasn't asked to move the door, or remove the door, or do something with the door that needed to be done.
Q. On this situation, with the rivet tails, do you know who would have opened the plug?
A. I have no idea.
Q. (Indiscernible)?
A. Yeah. I wasn't aware that there was a problem.
Q. With the details surrounding photos that were available to the team showing no hardware installed, do you believe it was a door team member that closed the plug?
A. No. No, I think somebody that was asked to do it that didn't really know that they were doing. And from what I heard, it was opened on one shift and closed up on another shift, and the person that closed the door didn't know what they were doing.
Q. Do you know who?
A. I don't know who.
MR. RINEY: That's all I have.
DR. WOODS: Thank you, Mike. John?
BY MR. PETRUZZELLI:
Q. Good morning, [redacted] .
A. Good morning.
Q. You're not currently a team lead?
A. Correct.

Q. Okay. Who is the team lead?

A. [redacted].

Q. Okay.

A. And at the time, the rollout guys, it was [redacted] .

Q. Nils was asking you a question about the removals. You were talking about planned versus unplanned removals, say a planned removal in an NCR, for example. For unplanned removals, who generates those: mechanics, or are they making the Quality people do that?

A. It has been mechanics.

Q. Okay. And that's something you've done before?

A. Yes.

Q. How familiar are you with the standard text when generating a removal?

A. I've read it, so I'm familiar with it.

Q. And when I talk about the standard text, I'm talking about the different operation, you can grab and put in the removal, and drag it?

A. I'm not following you.

Q. You generate a removal with the CMES.

A. Right.

Q. And then, in one of the fields you can go grab, it's a customer issue that puts that step in there. FAA conformity puts that step in.

A. Okay.

Q. Torque, seal, et cetera.
A. Right.
Q. Do you do that, or does Quality come in and clean it up behind you? How does that work?
A. Well, so, there's a bunch of items that have to do with that or other process that the mechanic and QA both stamp off on. There's some processes that's just QA that stamp off on it. So, I can't tell you what they are specifically at this moment. You just, yeah, you just read through it, and if it applies, you stamp it off. If it doesn't apply, if it's not an FAA requirement, you've removed something minor, it's not an FAA requirement to have somebody come out and look at it, you N/A it and go on to the next item.
Q. Okay. So, is there any specific certs for 737 doors Main, cargo or entry doors?
A. No.
Q. There is none?
A. No.
Q. Last question from me this round. Can you describe the difference between what you do on the Max versus what you were doing on the NGs?
A. As far as?
Q. The doors. Were there any significant differences?
A. The Max, they changed the 41 access door, and that's the only door that they had to change for the Max to be the Max.

Q. Right.
A. They changed some doors, minor changes, since the Max has been out.
Q. But nothing major? You're not doing anything majorly different?
A. No.
MR. PETRUZZELLI: Okay. Thank you.
DR. WOODS: Dan, are you ready?
MR. MARCOTTE: Yeah. Thank you.
BY MR. MARCOTTE:
Q. So, a lot of my questions have been covered. One thing that caught my attention was when you were talking about the removal on a door. You'd said you'd write a removal to cover the door itself, but I thought I heard you say, well, QA would prefer that --
A. Well, our QA right now seems to think that we should write it on the bolts.
Q. Right.
A. But if you put the installation drawing, then that covers all the bolts that requires you to close the door.
Q. Okay. So, my question is, it sounds like there's a difference between mechanics and QA. How is that getting resolved?
A. I write the part up to be removed.
Q. Okay.

A. My understanding of what the removals are, if you're going to remove a part on the airplane, you have fasteners that hold it together, and that's part of the installation drawing. It shows what fasteners go where and all that. So, my understanding is, you always write the part up --

Q. Right.

A. -- not the fasteners.

MR. MARCOTTE: Okay. And I think that's it for me for now. Thank you.

MR. [redacted] : Okay.

DR. WOODS: Troy?

BY MR. LEVANEN:

Q. Hi again, [redacted] . Talking on the removal part a little bit more, just thinking from a process perspective -- and I read your statement. I know you were on vacation during the time of this event. So, I'm thinking more almost like hypothetically. So, let's say you're on day eight, and you determine that you need to open the door plug for access, and like who would determine that, then? That would come, let's just say -- would it be somebody -- the door manager or one of the leads?

A. Yeah. Yeah. So, typically, if the shop needs something done with a door, they will give it to the door manager. So, if we need something done with the interiors to be removed so we can check the rig of a door, we found something that needs to be adjusted, we would let our manager know. Then, our manager would

get with the interiors manager; and then, he would assign somebody to remove the lining so that we could do our stuff. So, in the opposite, if they needed something done with a door, their manager would give it to our manager, and our manager would assign it to somebody.

Q. Does the manager assign the tasks, the normal process, do they assign the tasks through the lead, or would they go straight to you and say, hey, [redacted] , we need you to open this for Day 8?

A. Both. Sometimes, they'll go through the lead to have him assign it to somebody, or the manager just might ask me to do that.

Q. So, hypothetically, if he came to you and asked you to open it, would your step one by, generate a removal? Is that the normal process?

A. Well, I would see what the issue was and find out what paperwork I have to work to. I would see if there was a tag. What's my reason for opening this door or the plug? Because I have to have that on the removal. So, I need to have a reason to remove it, so I would find out what that is, and then write a removal, and then start the removal process.

Q. Do the leads ever write the removals, and then bring it to you and say, I've generated this removal, this needs to come out, we need you to do this task? Sorry about that.

A. Yes. Yeah, they've done that before.

Q. But not normally? The normal process is, the person that's

actually getting sent to do the work is to generate the removal?
A. Typically, yes.
Q. I know we've talked a lot about the removal process, but is there ever a time when the manager would generate the document?
A. Not as far as I know. Management doesn't do that.
Q. They don't generate?
A. No.
Q. Speaking of managers, have you ever seen a time when a manager would help one of the door team, for example, like Ken, in this case, would help one of you guys to open or close or physically do anything on the plane?
A. No. I haven't seen him physically help somebody do something on the airplane.
Q. So, if you were working on something, and Ken came by to check on you or check on progress, you would just explain that, he would just stand there and --
A. Ken would just come by and --
Q. -- (indiscernible)?
A. -- ask how it's going. You know, where are you at in whatever you're doing? Are you having any problems? And that's about it.
Q. Shifting gears a little bit, earlier, you talked about when they kind of separated the door team or the door shop, and we had heard that there were door masters, and then --
A. Right.

Q. -- a door team?
A. Right. They have a different name now, because they're separate from the door shop. So, the rollout guys, instead of calling them the rollout guys, they gave them another name, door masters.
Q. And the door masters are, in that template, they're like day 8/9 or day nine or 10?
A. Yeah, probably 10, because you can't verify the rig of the doors on the airplane until it's got its engines installed, it's on landing gears, and there's no jacks. So, there's always a tail jack until engines are installed. So, after the engine's installed, then they can do their checks. And usually, they put the engines on flow day nine. And then, the next day, because they don't take the tail jack off right away. Usually, they don't get the engines and the thrust reversers on until noon or 1 o'clock, something like that, so it doesn't really leave a lot of time for us to do anything, anyway, on that day. So, day 10 is our first real opportunity to go through and check the doors.
Q. So, we understood that the door masters was a team of like five or -- is that like five or six people?
A. Yup.
Q. And are you one of the door masters or the door team?
A. Door team.
Q. And that'd be like days one through three?
A. One through three, right. I previously worked that position

for 12 years or something.

Q. And the door team, is it like around 20 or 25 people?

A. Altogether, I think we had 21 at one point. So, minus the five, we've got like 16 or 17.

Q. Oh, I see. Okay. Got it. Is [redacted] a lead on the door team?

A. [redacted]?

Q. [redacted]?

A. Yes.

Q. So, he'd be one of your --

A. Oh, no, no. No. He's on the door masters.

Q. Door masters.

A. Right.

Q. And then, [redacted], is he door masters?

A. Door masters.

Q. But [redacted] is door team?

A. Yes.

Q. Is there one other lead on door team, or is that it?

A. Currently, [redacted] has got another position. He's leaving on Friday. So, there's a couple of temporaries --

Q. Okay.

A. -- right now. Back in September, it was just [redacted]. I think it was just [redacted] and [redacted]. I don't believe [redacted] was a team lead at that point.

MR. LEVANEN: Okay. That's good to know. And I think that's it for this round for me. Thank you.

MR. [redacted] : Okay.

BY CAPT ANDERSON:

Q. Good morning, [redacted] .

A. Morning.

Q. Focus a little bit on the training. You're saying most of it's on-the-job training, and is there a lead or supervisor that kind of designated you as a trainer to other members of the doors team, or is it just your experience? What kind of put you in the position to --

A. Just the --

Q. -- (indiscernible)?

A. -- experience.

Q. Okay.

A. Yeah. As far as the mid exit doors, when they first started, there was a couple of other guys that were doing those for the first, I don't know how many, five or six airplanes. And then, one guy retired. One guy went into Quality. And I started doing them after that.

Q. How many trainers would you say would you guys think were qualified in the whole group of the doors team, including masters?

A. To train --

Q. Train new members --

A. -- (indiscernible)?

Q. -- train inexperienced members, or just to get qualified, to know what you know?

A. Well, so, I'm the only one training anybody on the mid exit doors. I've trained, like I said, [redacted] . He could train somebody. He's got enough experience that he could do that.

[redacted] didn't really work out. He can do the job, but there's more to it than just doing it. There's a lot of follow-up on something like that, and there's a lot of tags that go along with the mid exit doors, and there's a lot of different stuff that goes on, and he didn't really have the ability to go do that on his own. He didn't really work out as a mid-exit door rigger.

And then, the guy that I'm training now, [redacted] , he's pretty sharp, and he follows up on stuff, so he's not to the point where he could train somebody yet, but he's doing well as far as learning.

So, as far as the mid exit doors, so, if there's an issue that comes out that a forward entry door needs to be replaced, then I'm the guy that's going to end up doing that, because nobody else has that much experience doing that. It's not something that happens very often. So, every time I do one, I do it with people so that they can learn how to do it, but it's not something that happens very often. We might have to change out a door once a year or every other year, something like that. So, remembering that process is kind of difficult. Sometimes, the people that are shown aren't in the shop anymore.

Q. (Indiscernible)?

A. To train on all the doors is tough, because you really have

to be there for a while to know them all.
Q. Yeah. You mentioned that it would be helpful if the door QAs had some training on the doors.
A. Yes.
Q. What kind of training would you think would be a good entry level, or at least what would you recommend?
A. So, if we had like they did on the 47, they trained you how -- they went through the rig of the door. They showed you, of course, the dangers of the bottle, and having the assistant door, and all that, but they also went through the rig of the door and how one feature, if you make an adjustment, will change other features of the door, and to be aware of, when you do this, this is going to happen. And so, when you go through the rig, it's pretty much in order, that when you make adjustments in that order, you're not going to mess with something you've already done. But if you come to a situation where you just have a couple of pick-ups, and you fix those pick-ups, you fix those items on the door that are wrong, out of tolerance.

I don't think our QA has the knowledge to know that that's going to change other things. And it says right in our rig document, if you make adjustments on any of these sections, go back and check everything, and they don't. I don't even think they know that they are supposed to.
Q. If you decided tomorrow that you want to go transfer to Everett, who's picking up your experience level?

A. I don't know. I mean, that's going to be tough.

Q. Can you see any training in process here or in place that could --

A. I mean, I can see [redacted] a good mechanic. [redacted] is a good mechanic. [redacted], I haven't worked with him a whole lot. But they're all door master guys, so I don't see them coming back. I know [redacted] is going, up to Everett soon. And the other guys, I don't see them coming back to the back shop to train people. So, there's going to be a problem.

I mean, just last week, we had two issues with a forward entry door. One, Engineering called out to replace the door because of a gouge in the frame, and it was because Inspection called out the gouge way deeper than it actually was. They just called out a number. So, the frame of the door was 0.070" thick. They called out the gouge to be 0.015" deep. I looked at that, and I said, no way. That's not 15 thou, like. I measured it. I got some Reprorubber on there, and we had a mold of it, and took it over to the surface table, and measured it with little dial indicator, and I got like 6 thou deep.

So, we reconvened Engineering, said, hey, at least let us blend it out, and then to NDI to see how much we've taken off. We only took off like 6 thou, 5 thou. They said, okay, that's acceptable. So, that would have been a whole door replacement just because QA, I don't know how they came up with that number, but they did, and so Engineering went with what they were given.

Then, we had a seal problem. High blow had a leak on a seal, and they called out to replace the whole seal. That's a two- or three-day process to replace the thing. It's a lot of work. So, I went in and look at it. And actually, [redacted] gave me a call. He said, hey, I don't notice anything wrong with the seal. Can you come down and take a look? So, I did, and looked at it, and called Engineering had them come out, we looked at it. And we had a seal repair document. I said, we can fix this thing. There's a little bit of a leak at the edge of the seal. We can fix it and make it all good. We don't have to replace it. So, that happened, too.

So, my point is, if I'm not there, those things would have been major, major reworks to do, and I don't know of anybody else in the shop that's going to go and do that to follow up on something somebody said who doesn't have that much experience.

Q. And the other question is on the comment you made about when the doors team was split up, then they got brought back together, it just didn't ever seem like it was the same. What would you recommend could be done to bring the synergy of the team, if you will, back together? What would be that?

A. Well, we're not together anymore. Since Ken was our manager back in September, I believe we were together, and it's been separated since. So, we're two different teams again. So, right now, it's a battle over, if there's an issue with a door that typically, in the past, the door masters would just fix, if it was

something out in the field that they found, and they wanted a door person to come out, it would be one of the door master people that would go out. Now, they're pushing back. Well, our guys are busy. The door crew needs to go take care of it. So, it's a manager workload kind of situation.

CAPT ANDERSON: Right. I think that's it for me this round. Thanks, [redacted] .

DR. WOODS: Thank you.

BY DR. WOODS:

Q. So, going last in this round, I do have a couple of cleanup questions based on what some of my colleagues here have asked; and then, I'll get to kind of my own more human performance-centered questions. But you mentioned earlier about the time on the tool, and that has changed, and before, it seemed like the door mechanics were more of a wholistic, like you learned everything, because you had time, and now, it's a little bit more specialized, I believe, was the word --

A. Right.

Q. -- you used. So, in your opinion, having seen both, which is better?

A. I believe the old way was better, but I don't see how we can make as many airplanes as we do doing it that way. Yeah, it just made for -- one person that did all the doors, say, had a well-rounded idea of how to work on the doors. Now, it's, the guys up there, they do the same thing every day. Every day, a new

airplane comes in. Their job lasts for a day or -- you know, like the liner guys, they put their ladders on, and they do the switches, and that takes them pretty much the whole day. Overwing guys, they put on the new overwing doors, they rig those out, and it take them pretty much a day. So, it's broken down to just, they're doing the same thing every day. And then, the rollout guys, they do the same thing every day, too, but they're looking at all the doors, so they're a more well-rounded mechanic.

Q. And for the people in the position for the team, the flow days one through three, and they're looking at that one specific task day in and day out, is there opportunity for somebody to move to a different position and --

A. Yeah.

Q. -- learn something new?

A. Right. Yes, there is. If they want to do something different, they just get with the manager and say, look, I've been doing this for six months. Can I do something else? I've got this down. Can I do something else? Yeah.

Q. So, going back to the previous manager, had he always been the manager, or did he come from production himself as a mechanic?

A. I think he was an electrician.

Q. Oh, okay.

A. Ken?

Q. Yeah.

A. Yeah. As far as I know, I think he was an electrician. And

then, he's been a manager, I don't know how long. I didn't really know him that well.

Q. How long was he the door crew manager?

A. Probably five or six months at that time.

Q. Okay. And since then, have you been assigned a new manager?

A. Yes. We've had a few.

Q. Were they temporarily assigned or full, like, this is your new manager?

A. Yeah, I believe they were temporary managers; but then, they were our managers. And our current manager is pretty new at being a manager. He was a door quality person for six months or a year before he was our manager. He went into management, he was on second shift, and he was in Everett for like three weeks or something; and then, he got assigned to us.

But in the past, so, we had one manager for 13 years, and that worked out really well, but he ended up retiring. And then, since he's been out, we've had probably 15 different managers in the last three years. Some of them were there for a month or two. Some were there for three or four months. Ken was there a little on the longer side than most of the new ones we have through there. Now, Ted, he's been there for probably five or six months. He took over when Ken went out on leave.

Q. Any reason that you can think of as to why the constant turnover for that position?

A. There's a lot of pressure on the managers, because we had our

one, two, three jobs, and we also had the rollout guys. Rollout guys would be held up. They couldn't finish their jobs, because it depended on other crews, interiors, to have all their stuff done. If they had a problem with the engines, tail jack wouldn't come off; or, if they had landing gear issues, the plane would be on a jack. So, it would always push the door shop out and closer to the field, so they would get a lot of pressure from -- even though they would explain that, you know, we can't do our job, because this isn't done, that they would still hound them. Well, you're 17 jobs behind schedule, or whatever. And they would get a lot of pressure that way.

So, they either went on to something else, or they didn't want to be manager anymore, whatever. I don't know. A bunch of reasons. But being the door shop manager when you had both crews was a handful.

Q. Are there separate managers for each crew now?

A. There are now, yes.

Q. And are these temporary or permanent on paper?

A. They're permanent, as far as I know.

Q. Okay.

A. But now, we have the issue of, well, who's responsible for that work, you know? It kind of turns out, whatever manager finds out about it first says the other team is going to take care of it.

Q. Let's talk about environment and that kind of working

environment from your experience, and you've got a lot of it. And what are your impressions as to your working environment? What's a day in a life like, not technically, not what you're doing, but what is it like? What is the environment and the interactions between people like?

A. Of course, there's always personalities that don't get along, but as far as -- see, it's frustrating, because in the past, we knew what airplane was going to come in the next day. The schedule was set. It was very predictable. If you had an issue with a door, it was up for engineering or something, you knew that you had so long to work on that airplane, and you could prioritize things. Now, it's hard to prioritize things, because the schedule is never the same. So, that's a little frustrating.

As far as the way things are, so, I haven't been doing the door master job for a couple of years. I fill in for somebody once in a while. But that seems like that whole job is -- I made a lot of relationships with people when I was down there, so if I needed interiors to be removed so I could do something, I knew the interiors lead, and he would get somebody on it right away. And with the barges downline, if I needed something from them, I had a good relationship with them, and they would -- working with me, it worked easy.

So, it doesn't seem like it's that way anymore. I think most of that has to do with [redacted], as far as his relationships with people. He tries to push everything off onto other crews or

other -- it's not our job, kind of thing. He's not cooperative with those people, so it seems like he's burned a lot of bridges down there. People don't want to help him out. So, it's a whole different atmosphere down there that way. I don't know how much of that is true, but I do know that he doesn't really work on the airplane much hands-on, and he doesn't really know a whole lot about -- I mean, he worked on the overwing doors, but that's pretty much his experience.

Now, I'm trying to -- you know, if we had to take a cargo door off, I've tried to get him to be there to witness that to see how that operation goes, and he was always too busy doing something else and would never show up. So, I don't want to really throw him under the bus that much, but -- I'm not down there all the time, but it seems like they've burned a lot of bridges as far as people getting help from other shops.

Q. And this is, to clarify, the door masters guys that are at the rollout, essentially?

A. Right.

Q. So, that flow day 10 environment?

A. Yeah, because you're kind of time crunched down there, because we used to have two days to work on the airplane. Now, on the central line, they've got one day; and then, the airplane goes outside, and if it's not all good, or they don't have their liners installed for some reason, or the slide isn't ready to be installed, because it's all got to be on there for us to check our

door, the rig. And if all that stuff isn't done, then you're traveling outside to check it. And then, you've got to deal with stands, other things, weather, and all that stuff. So, it's really good to have good working relationships with people down there so when you need something done, it gets done pretty quick.

Q. you mentioned something earlier, I think it was in response to a question that Nils had asked about like the door closing. And, I mean, full transparency, we don't know who closed the door, and it is entirely possible it was somebody who's not a member of the door team and who did not necessarily have that understanding. In your experience, does that happen with any sort of regularity? Do people get asked to do things that are outside of their scope, and responsibility, and what they're capable of doing?

A. I don't know. I mean, I haven't -- it probably does, but I don't know for sure.

Q. That's fine. And I was asking for your experience, so --

A. Right.

Q. Okay.

A. I don't know of a specific task that has happened where, hey, I want you to go do this even though you don't know how to do it. I don't know if specifically, that's happened. But I know people have been asked to do things, and say, hey, I don't know how to do that. I don't want to do that.

Q. What would you do in that situation if you were asked? And it sounds like it's probably unlikely, given how long you've been

here and your experience level, but what if you were asked to do something that you were not comfortable with or that you didn't fully understand? How would you respond to that?

A. I would tell them I would look into it, and get some drawings, and if I didn't understand what needed to be done, I would tell them, I'm not the guy to do this. You need to find somebody that knows a lot more about it than I do.

Q. Have you ever had to do that in the past?

A. Not when it came to a door. Like, some structure work, like riveting something or putting something back together, I've done that before. No, that's not my expertise, so you should get somebody that that is their expertise. And we used to have those people here on site, you know, AOG guys, that, when they weren't out in the field, they would be back in the shop, and you could go get one of those guys. If you needed some structure stuff, go get one of the AOG guys and say, hey, you know, can you help me out with this? They aren't around anymore.

Q. At all?

A. No. Well, sometimes, they are. But in the past, they had guys that were here all the time unless they were traveling, so we always had an AOG guy on the tool, usually a couple of them, that would be just for -- they would usually work tags, because they've got that kind of experience that, you came across something that was in a tag that you had that needed to be done, some structure stuff or whatever, you'd go get one of those guys. So, yeah, I've

not done so much.
Q. So, when you've had to in the past, let's say, for a structures or rivets issue, and you've pushed back, how was that met? Did you continue to get pressure, or did the people you were talking to accept that and move on? How was that met?
A. They did. They accepted that.
Q. I know you've had, it sounds like, kind of a revolving door of managers lately, but what is your comfort level in bringing a concern to your management level that you have?
A. I have no problem with that. None. I'll bring it up. Because, I mean, when you're a door rigger, if something's not right, you've always got the rig document to back you up, so the manager can't ask you to do something that isn't right, because you've got the rig document there. I don't have to do anything the rig document doesn't say, you know, so I'm not going to go in in flow day six, and work on a door, and try to sell it to QA when I know that I can't because it's not in the right rigging position. So, you just tell them, no, I can't do that. My document won't allow me. So, saying no is easier that way, because you've got the document to back you up.
Q. Okay. Given what you've seen from the influx of new mechanics, you've got some seniority, you've got longevity here, and you are comfortable. Do you think everybody's as comfortable saying no?
A. No. Because I don't think the door mechanics really know our

rig document very well. They may know specific parts to it, or they may know -- a lot of them don't even read it. So, there needs to be a lot more training in that, or mandatory understanding, or -- I don't know how you'd test for it or mandate that you understand the rig document. I don't know how you make somebody want to learn their job better.

Q. You said that you do a lot of training, a lot of OJT. In any given day, what would you say percentages of [redacted] having to train versus [redacted] doing actual production work?

A. Well, I do production work, but -- so, right now, I'm training on the mid exit doors. There's two doors. I'll be on one side; [redacted] will be on the other side. I'll know what his defects are in his door and what he needs to do to fix it, and I'll -- at this point, he's working pretty independent, but in the beginning, I was right there with him. I would go through the first couple of doors, this is why I do this, and we'd have the rig document out, and going through it and everything. And then, eventually, he would do more and more, and then become more and more independent. So, I'm also rigging my side of the airplane, too.

Q. Okay. You talked a little bit earlier about, and I know this is more of a door masters thing. Those things get compounded because jobs are preventing them from doing their jobs there at rollout. But when it comes to establishing those priorities, who's responsible for that? Who is the one who's saying, this is

your priority today?
A. Right now, I think it's management. But from what I know, right now, their manager doesn't always know what is workable and what's not workable. So, if something -- you know, they might say, well, this is our priority airplane. We need to get this one done today, because it's going to the field. Well, if certain jobs still aren't done, we still can't do our job, so they're not going to go and do it just because the manager wants it done. You still have to have on your prerequisite that interiors need to be complete and all that kind of stuff.
Q. So, when that happens, do you think that that is a lack of knowledge on the part of the manager, or if that is just a communication issue as to what is going on on the --
A. I think part of the problem is, management looks at paperwork that sees behind-schedule jobs is a whole different system than the system that we work to. So, I think, if we both worked in the same system, that communication would be better. Sorry. I don't know how to turn off the ringer.
Q. What system is the behind-schedule job system?
A. I don't know what it is.
Q. Okay. And what system --
A. (Indiscernible).
Q. -- are you working in, then?
A. CMES, C-M-E-S. Yeah. I'm sorry, I don't know that other one.

Q. That's all right. And so, from your knowledge, those two systems don't talk to each other?
A. As far as I know, no.
Q. Okay.
A. But they can put notes on the CMES system saying that the liner's not installed or whatever, and it'll be right there. But if management doesn't use that system and see that, then they don't know all the time. They just look at their system, and it says, well, this airplane's got three open jobs. We need to do those today. And if they used the other system, they would see that we're still held from those items.
Q. Okay. Okay. How often do you get feedback about the job that you've done?
A. I don't want to guess. I mean. (Laughs.) There is not a lot of feedback. I don't even know who it would be from.
DR. WOODS: Okay. All right. That is all I have for this round. I did forget to tell you, sorry, beforehand, we usually do two rounds. It's been about an hour and a half, so at this point, would you be interested in taking a break?
MR. [redacted] : No, we can go on. I'm good.
DR. WOODS: Anybody else in the room?
MR. JOHNSON: I'm good.
DR. WOODS: Okay.
UNIDENTIFIED SPEAKER #2: Yeah.
DR. WOODS: Well, then, we're going to go on and keep going.

Usually, the second time is a lot shorter. It's just the cleanup questions that people have. So, thank you.

Go ahead, Pocholo.

BY MR. CRUZ:

Q. All right. You mentioned a couple of follow-up items. Do you know the reason why there's training for a 747 door, but no 737 training for a door?

A. Because it's an assisted door.

Q. Okay.

A. It'll open up by itself --

Q. Right.

A. -- after a certain point, so the danger there is more, because if somebody's on the other side of the door, and then it opens up, it's going to get you. So, the safety factor, I think, requires formal training.

Q. Do you think that the 737 should have -- I know it's not an assisted door, but do you think it'd benefit the crew if you had 737 training specific to doors?

A. I think it would benefit the crew. I don't know how long they're going to retain all that, and there's -- so, the training on the 47 was for the main entry doors, so there's 12 doors.

Q. Yeah.

A. Yeah. Five on each side, and then the two upper ones.

Q. Sure.

A. So, we had training for those, but we didn't have any

training for the cargo doors or the other smaller hatches and stuff like that. Here, there's a lot of doors.

Q. Yeah.

A. I mean, you've got four main entry doors. So, if they did a class, it would probably be on those, but that wouldn't help you out for the mid exit door, the overwing door, the 41 access doors --

Q. Sure.

A. -- or the other two cargo doors. So, and then, if you took the class, and it covered all those, and you don't even work on --

Q. Work on them.

A. -- those, I don't know how much they would use it.

Q. Got you. You mentioned you moved out of the door masters a couple of years ago. Why did you make that change?

A. We started getting more and more mid exit doors for Ryanair. Ryanair had a big order, so we got more and more of those. So, I was the one who was rigging those doors.

Q. Okay.

A. That's what pulled me away, mostly.

Q. Okay. How would you characterize the door crew right now, all door personnels, all 24 or -- how would you say the -- you know, if you took a pulse of everybody in that door crew, what would you say?

A. I don't know. I'm not a real interactor with a lot of people.

Q. Okay. Fair, fair.
A. So, I mean, I interact with two other guys and the guy I'm training, and I don't really think that much of the rest of the guys --
Q. Got you. Okay.
A. -- as far as their -- I mean, they have abilities, but there aren't too many people there that I'd want to train.
Q. Yeah.
A. (Indiscernible).
Q. You mentioned that a couple of people are changing jobs or leaving the crew. Is that more recently because of the issues based off of the investigation itself, or are they just -- do you know?
A. I don't think it's based off of that. I think it's just they're -- well, [redacted] is fed up with being a babysitter for a bunch of people, that he has to do a lot of stuff, behind-the-scenes stuff, that you don't really see, and he's tired of doing that. He wants to go do something else.
Q. Okay.
A. The other guy, he lives up north. He wants to go to Everett. Yeah.
Q. Okay. Do you recall when the last time you worked on a door plug?
A. Yesterday.
Q. Oh, yesterday. Like, you actually had to remove or --

A. I didn't remove it, no. Well, no, not yesterday. But we have a tag now, a very lengthy tag, to check a lot of stuff with the plug, and we started that last week.
Q. Okay.
A. So, I've been working on a plug all last week, and then yesterday.
Q. It sounds like there was a lot of changes that have been instituted since the plug blew?
A. Just as far as -- not as far as rigging of the plug, but all the extra stuff they're looking at now, as far as verifying bolt lengths and stuff like that --
Q. Oh.
A. -- things that hold fittings on, that they've got the proper bolt protrusion, and they're torqued to specific torques, and --
Q. Okay.
A. -- verifying that they have that torque, and all that kind of stuff.
Q. And in your experience, to remove and install a plug, does it just take one person, or two people, or how many people that --
A. One person.
Q. -- were you able to do it --
A. Yeah.
Q. One person can do it?
A. Yeah.
MR. CRUZ: Okay. That's all I've got. Nils?

Thank you.

BY MR. JOHNSON:

Q. All right. I know what a pick-up is. What is a tag?

A. Tag, NCR, a nonconformance order -- or, you have a nonconformance request, which is an NCR, and once it goes through Engineering, it becomes something for me to work, and it becomes a nonconformance order. So, they're just referred to as tags.

Q. So, is a tag routine, then, or is it --

A. It's something that can't be made per drawings. Engineering has to give you a disposition saying, do this, because we can't make it per drawing.

Q. Got it. Does the traveler process work at Renton?

A. The traveler process?

Q. Having to go and fix stuff on flow day eight when you're a flow day one through three guy?

A. What do you mean by, work?

Q. Is it a good process? Is it not a good practice? What is your opinion?

A. I think that the door masters, through their management, has pushed off a lot of the responsibilities that we used to do. So, now, they're asking for other people to do the things that we always took care of in the past, mostly because our production is slower right now, so they're asking for that type of help. But the experience really isn't there, depending on what the problem is. Sometimes, it's just really easy stuff, and that's not really

a problem to send somebody down there and do that. But sometimes, it's more involved, and they don't want to have anything to do with it, so it gets pushed off to our shop.

Q. So, following up on some things you said in earlier statements, the flow day one through three personnel tend to stay on flow day one through three --

A. Yeah.

Q. -- and the door masters, the RO doors team, they're the ones that pick up things that made it out of one through three or that need followed up on --

A. Right.

Q. -- after one through three? Is that a true statement?

A. The mechanics, no, they would follow up on their own work if it wasn't completed. But if the door masters find -- say the upper gate gap isn't per our rig document, say the gap is too small, that's the job of the door master is to have the liner removed and lower the door to make it very small. So, in that case, the mechanic from one, two, three would go down to fix that, but they would let them know that, hey -- you know, a one-off kind of situation, they're not going to say anything, but if it becomes a problem, and it starts repeating, then they're going to let the mechanic know that, I don't know what you're measuring back here, but what I'm getting down there is not good. You need to be more careful of what you're sending out.

Q. Okay. The last thing I have for you for this round, did

anyone contact you on or about September 18 asking how to open an MED plug?

A. (Indiscernible.)

MR. JOHNSON: Thank you. Okay.

BY MR. RIGSBY:

Q. Okay, [redacted] , just a couple of follow-up. When an -- and I'll call it a green aircraft, but one like sitting out on the railcar there.

A. Okay.

Q. As it comes in, and I believe it's flow day one, does somebody from the door crew go out and do an inspection on that aircraft?

A. Outside?

Q. Outside or once it gets in the floor, as far as looking for door seals, condition, security, that type of thing?

A. Yeah, once it's in flow day one, yes.

Q. I'm --

A. Once it's in flow day one.

Q. That is?

A. Yeah. When it's in flow day one --

Q. Okay.

A. -- then that's the start production, and we --

Q. Okay.

A. -- have a job that checks the fit and fair. There's some gaps on the inside that need to be maintained. You check the seal

to make sure that it's in the proper position, make sure that it's not delaminating from the airplane.

Q. Okay.

A. Generally, we look for loose fasteners and stuff like that. There's another set of QA that is supposed to look that shakes the airplane. It goes through, and it looks at all the fasteners, and the open holes, and whatever, before you put blankets on it, before you cover it up. So, they go through and look at all that stuff.

They weren't doing a very good job around the plugs, because on the active doors, the okay to put the blankets on is done down on flow day eight. So, on an active door, when they're getting ready to put blankets in, the inspection doesn't look at the specific door, at the mid exit door, but it's a functional door. With a plug, it's not a door anymore. It's just, it's a piece of structure. It's plugging up that hole.

So, they're supposed to look at the plug, at the surrounding fittings on the plug, around the plug, around the frame, and all that, and they weren't doing that. I mentioned it to several QA that, look, this is your responsibility, too. It's not a door. It's a plug. It's part of the structure. You need to look at that. And they kind of just didn't really do much about it.

So, I created a job. We have a rig job for the active doors, so I extended that to the plugs just to make sure that, when it goes down the line and the door masters look at it, all they do is

the fit and fair of the plug. It has to maintain certain gaps all the way around it, and it has to have the fair to the airplane. It has to be a certain dimension. So, I would go and make sure that it was good when it came in so they wouldn't have any problems down the line, and we didn't really have a job that did that, so I created the job. And we would also look, you know, for loose fasteners and stuff. We found loose fasteners, things like that, and we document them, and fix them, and carry on.

Q. Okay.

A. So, but it was mostly because the regular, even customer coordinators, wouldn't even look in that area with our plugs. It was skipped right over. So, nobody was really looking at it very much, so I had the job.

Q. Okay.

A. So, when I came across things, I would have something to log those pick-ups on. If I didn't really have anything to log the pick-ups, I'd just fix the stuff before.

Q. And when you created this job, about when did you do that?

A. I believe that airplane had the job on it, I think it was probably about a month or so prior to that, maybe two months --

Q. Okay.

A. -- when it started officially as being, you know, a job.

Q. Okay. So, roughly August/July 2023?

A. Something like that, yeah.

Q. Okay. As part of that rig job, you're talking about things

you look at, does it call out specifically for the plug, to look for those four bolts?

A. Yeah.

Q. Okay.

A. Well --

Q. During --

A. -- we did.

Q. I'm sorry?

A. We did.

Q. Right, but it doesn't -- I mean, if I come in, and work on the door crew, and read the procedure, I mean, am I going to know, you know, look for general security, condition, that type of thing? You know, if I don't know the bolts are --

A. Supposed to be there?

Q. -- supposed to be in there, and they're not there, how do I know what I'm looking at, I guess is what I'm asking?

A. That's not going to be covered --

Q. Okay.

A. -- without the one that has done all these jobs.

Q. Sure.

A. So, if somebody else were to do it, they would be trained. Like, [redacted] would.

Q. Sure.

A. He would be able to go through and check all that, I think. Yeah, we would never just, here's your job today, I know you've

never done it, go through this (indiscernible).
Q. Yeah. Okay. And, of the -- and, I'm sorry, 17 or 15 managers the last three years, you've had?
A. Yeah.
Q. Have any of those managers come from the door crew?
A. No.
Q. No. Have you had to train the managers in your job?
A. Yes.
Q. Okay. Every one of these, I'm sorry, was it 15 or 17?
A. I don't know.
Q. Roughly?
A. Yeah.
Q. Okay.
A. Yeah, I've had to explain things to them --
Q. Okay.
A. -- why certain things aren't being done, why we can't work a problem at flow day four, five, or six, or eight, you know.
Q. Okay.
A. You have a rig document and explain to them how it works and what we can and can't do.
Q. Okay. Do you think that on the floor and the people that you work with, do they recognize the criticality of the work that you do as far as safety of flight?
A. Not all of them do.
Q. Okay.

A. Most of -- a lot of -- so, we've either got really young guys, or we've got guys that have been there for 25, 35 years. So, it seems like the younger guys don't understand that almost all airplane problems start with something small, and everything you do, there's a reason for it. So, I don't think they understand how things escalate easily.

Q. Sure. Okay. That kind of leads to the next question. You mentioned a couple of times babysitting, either you don't like to babysit, or the managers have to babysit.

A. Team leads, yeah.

Q. Team leads, yeah. I guess, what do you mean by, babysitting?

A. Doing basic things for mechanics that don't have the want to learn how to do things. You know, they may run into a problem, and say they put a screw into a shock mount. It screws in, they cross-thread it. So, now, that thing's got to be replaced. They just want to put their hands up and say, I don't know how to do that, and walk away. You know, they don't want to learn how to replace that or do something out of their ordinary job. Or, if they've got to write a removal, they don't want to learn how to write removals. They don't want to, you know, read the rig document. So, you end up doing a lot of menial things for people that they should know how to do themselves, so I don't have patience for that, so I don't.

Q. Okay. I guess it can be called a cultural issue with them, how they --

A. I guess.
Q. Okay.
A. A lot of them just don't want to put the effort out to learn their job better and be better at it. Do the minimum to get them by, and that's it.
Q. Yeah. There's not a TikTok video on it or anything, so --
A. Correct.
MR. RIGSBY: Okay. I think I'm done. Thank you.
DR. WOODS: Thank you. [redacted] ?
BY MR. RINEY:
Q. All right. Thanks again, [redacted] . So, how consistent do you think the team members are with removal processes?
A. Oh, we've got some that have no idea how to follow the removal.
Q. Or when a removal is required versus when it's not?
A. I think most of that has been over the last four months or so that it's been pounded into everybody's head quite a bit, you know, write a removal for every little thing. But a lot of people don't -- so, maybe about a month ago, there was a notice that came out and said -- or, actually, before that, there was a mandate that only your team lead or Quality Assurance could write a removal. So, it was restricted to those people.
And then, it came out, well, if you take this course, you can go ahead and write removals. And a lot of the people in our shop didn't take that course. It was a voluntary thing. Anybody could

do it. Just came up, all you do is click on it, take the course, and if you passed within three tries, you were okay to write removals. I don't know how many of the people actually did that, but that just goes to show there's a lot of people who didn't want to put out the effort to even do that. So, I don't know if exactly how many did or didn't do that. I did. The guy I work with did. I don't know about other people.

Q. How long have you been training [redacted] ?

A. So, let's see. I think he started with me -- I don't know if it was July or August last year.

Q. I think some of the previous discussions we've had, it was a certain timeframe, you know, so do you see that as a requirement that you would have for that person, a certain timeframe, or a certain level of ability?

A. Level of ability. So, like I said before with [redacted] , you know, he was okay if I was there to answer any questions and stuff like that, but he never really got to the point where he could be independent and following up on tags. But I think recognizing that, look, I can't rig this out per drawing. I need to have a tag and what to do, have a SAT written, and give it to Engineering, and all that, he didn't really have that ability, so he didn't really continue on. But [redacted] does, and [redacted] has that ability, as well, so they are both pretty good at (indiscernible).

Q. No, yeah, I was looking at it from your aspect of training.

A. Right, yeah, until I can see that they're independent, and

know what the next step is, and in carrying it onto the next step, and doing it, and becoming more and more independent to be on their own, you know, wanting to know what the right thing to do is, not the right thing to know, but knowing what the next step is and taking those steps by themselves.

MR. RINEY: I think that's all I've got.

DR. WOODS: John?

MR. RINEY: Thank you.

BY MR. PETRUZZELLI:

Q. I just wanted to follow up. Do you remember what you specifically check on the MED plugs as far as rigging?

A. Yeah. Everything on the rig document. I mean, all the gaps, the skin gaps, the fair, the gaps on the rollers, all that.

Q. Anything inside the airplane?

A. Yeah, the roller gaps, the roller where they -- the door has a fitting, a guide fitting, that it comes in and goes over a roller fitting, and it's supposed to have gaps on the inboard, the top, have minimum and maximum gaps. In between the two fittings, there's a gap that we check.

Q. And do you record all those?

A. No. We don't record them. We just verify that they're within our -- that they're correct.

MR. PETRUZZELLI: Okay. That's all I have.

BY MR. MARCOTTE:

Q. Just a couple. So, just to understand, so, it sounds like

[redacted], he wasn't really a guy who went up on airplanes too much? He was --

A. Correct.

Q. Yeah. How about Ken? You know, I know some managers are more desk guys, and others are walk-around guys.

A. I didn't really see him a lot other than in the morning. I couldn't say if he was downline with those guys a lot.

Q. Yeah.

A. I don't know.

Q. Okay.

A. He wasn't back in our shop too much. Maybe towards the end of the day, might show up for a half hour or so.

Q. Okay. And just following up a little on [redacted] on removals. So, it sounds like there's been a lot of focus on removal training --

A. Yeah.

Q. -- you know, since January.

A. Right.

Q. How do you think the individuals on the whole door crew, door masters, all the door guys, how do you think they were on writing removals when required?

A. I think, if they had -- well, I don't know how many have the training to write it themselves, but I know [redacted] has to write a lot of removals, so that tells me that there's a bunch of guys out there that didn't take the training to do it themselves.

Q. So, how about back in September?
A. Then -- so, we write a whole lot more removals now, because it has come up from QA that every time we adjust a fitting for the door, you know, for the rig, in the past, we didn't write removals for that. We would just unbolt -- because most of the fittings are on serrated plates, so they only move 36 thou at a time up or down or inboard/outboard. So, to correct the rig of the door, you would undo that fitting, move it a serration, and tighten it back up. And then, we didn't write removals for those in the past. There was something a long time ago, agreement or something, that gave us the okay to do that until, I don't know, probably back -- I don't know when it started, that QA wanted everything recorded. It was before January.
Q. Okay. So, my question is more along that people knew they had to create a removal --
A. Yes.
Q. -- you know, that they're removing a part --
A. Yeah, that was a big thing in our shop, so everybody was aware that removals need to be written.
Q. Okay.
A. Yeah.
MR. MARCOTTE: All right. Thank you.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. Yeah, it's really just one question on what you were just

talking about. There was -- somewhere along the way, we picked up some chatter about there was discussion about whether a removal had to be written for this one, because it was a door versus a plug, and whether -- and then, there was even discussion about like exactly whose jurisdiction that is, like, whose job is it to write that removal and open that door plug, and if a removal needs to be written.

A. Well, that's a serialized part. It should be. The removal should be written.

Q. You know, back to Pocholo's question a little bit, when you were talking about the Ryanair doors, and you said that was the reason why you kind of went to where you're at now in the one through three, you said you were doing a lot of rigging on those. Is that because -- when you went there, were you trained that because that's where the doors are rigged, that they rigged it in days --

A. Yes.

Q. -- one through three?

A. Yes.

Q. So, they were relying on your expertise, or you were relying on your expertise, to do that task, which is --

A. Yes.

Q. -- doesn't sound like it's super easy.

A. It takes a while, yeah. So, yeah, we would get more and -- they would be coming more and more often, and usually, the

Ryanairs come in batches, so you'll get one every couple days for a while. Typically, those doors will take two to three days to complete, and the airplane's only in the tool for three days.

Q. Yeah.

A. So, unless you got a tag in Engineering, if it's slow to get to Engineering, then their response time isn't as fast as we want, and then, sometimes, we won't complete it; and then, we'll have to complete it down in flow day 10.

Q. Oh, travel.

A. Right.

Q. Okay.

A. So, yeah, that holds up. So, the surround liners around the doorway, and then the liners that are on the door, they can't be installed.

Q. So, when it went to day 10, would you end up just traveling down there, normally?

A. Yes, yes.

Q. And then, in the case of the accident aircraft, it was about 18 or 19 days in, and things were probably getting pretty pressurized at the time when the door plug was removed and, like say, installed. How common do you see that? I mean, and then, how often do you see -- I guess the question's two parts. How often do you see them go that long for one and two? How does it -- do you ever feel the pressure from that?

A. As far as it lasting that long, I -- so, I talk with [redacted] a

lot. If I see a problem that is repetitive or something, I'll bring it to his attention so that we can, you know, try to make it better. As far as rework, I'm not hand in hand with the Spirit rework people. I try to let -- if we have an issue that needs to be addressed by Spirit, I usually try to let them know as soon as possible so it doesn't get buried. But they've got their schedule, and I don't really have much to do with that as far as why it was 18 days out before they got to it. I'm not really privy to that information. Your second question was?

Q. How do you feel the pressure when -- like, when it gets to that point, we sense from others that there's a lot of pressure to -- you know, maybe second- or third-level managers will be coming, and that kind of trickles down to the frontline people that feel that pressure.

A. I think they can feel a lot of that pressure. I personally don't have any of that, because, like I said before, I got the rig document backing me up, so nobody's going to make me do anything out of order.

Q. Okay.

A. So, I mean, yeah, we got some cargo -- main deck cargo airplanes, and we sold a bunch to the Navy, and they end up down at the end of the line, and I work on those things for a month. And, you know, managers come up all the time, when's that going to be ready? I just, whenever it's ready. You know, it's, we're not done. So, I've had people ask me and try to get me to go a little

faster, but it doesn't affect me, because I'm not going to do anything the rig document doesn't allow me to do.

So, I don't know how -- if mechanics out there, interiors people, or whatever, they don't have -- they have the drawings behind them. I don't know if they're going to use that the way I do as to keep pressure off them. I've never been in that situation, so I don't know what kind of pressure they can apply. I know they can ask, you know, when are you going to be done, and bother you throughout the day, but, yeah, I haven't had to be in that position.

Q. Okay. That's good. One last question. Are you familiar or do you ever get to use the shipside air tracker, the SAT, or --

A. The SAT system? Yes.

Q. Yeah, yeah.

A. Yeah. So, mostly, what I use that for is if I have a problem with the rigging that I can't fix per our rig document. Then, I'll write a SAT, I'll state what the problem is, and then that goes -- there's a statement there that -- and then, I'll put it up for initiation, another QA group to come out, and read what I've written down, and go to the airplane to see, to verify what I've written down is actual. And then, they gather information to give to Engineering. So, that's pretty much what I use that system for.

Q. Okay.

A. It's not really a communication system. I mean, it can be,

but that's not what I use it for. I use it mostly just for having Engineering getting involved with an issue that I've got.

MR. LEVANEN: Okay, got it. All right, thank you.

BY CAPT ANDERSON:

Q. Just a little tag-on to Troy's question about pressure. If you are, you know, sensing there's pressure coming from leadership or management, and it's not affecting you, but you have a question or you have input back to your managers or leadership in any way, are they receptive to input that you need, things that you need in your job?

A. Most of the time, yeah. I mean, if you explain the situation to them, they seem to be. Or, you know, like, they might say, well, this needs to get done tonight, you know. And if you say, well, it's not going to get done tonight, because our issue is still in Engineering, and by the time that comes out, you know, it's going to be too late, or whatever. If you explain it -- it's all about communication. If you explain the situation to your manager, it usually takes the pressure off. But I don't know if everybody can do that. I don't know if all managers are willing to listen, or if they just want it done.

Q. And from your opinion, why do you think there's been so much turnover in the doors team managers?

A. Well, a few of them were just on their way to other places, fast tracking some guys, you know, so they want to get them some manufacturing experience. Others couldn't handle the pressure of,

you know, behind-schedule jobs down at the other end or dealing with the stuff, in flow day one, two, three, to get it done before it rolls off the tool. Some of it's personal. I don't know.

CAPT ANDERSON: Okay. Thank you, [redacted] . Bri?

BY DR. WOODS:

Q. All right. So, again, leaning on your experience that you've had here, if I say the words, safety culture, to you, what does that mean?

A. Well, it used to mean physical safety, but I went through a safety -- I don't know what it was called. Anyway, now, it means the safety of the airplane, and how it gets built right, and what we do to ensure that it gets done right. So, it doesn't mean physical safety anymore. It means more of the safety of the aircraft, that it's getting done correctly. And I think a lot of people, when you say, safety, they automatically go to your physical safety instead of the safety of the aircraft being built per drawing or built per, you know, there can be all kinds of things in the way of that. They don't really think of it that way. They just go right to the physical safety of wearing your safety glasses or something like that.

Q. When did you take the course that changed your perception of it?

A. It wasn't a course; it was -- there were nine or 10 of us that got together to -- oh, what is it called? That was probably two months ago, a month ago. Yeah.

Q. And this was something that was, I guess, through what --
A. So, it was --
Q. -- venue were you able to take training?
A. It was a report. We came out with all the barriers that would come up to do the job right. We had understanding your IPs, to pressure from management, to all kinds of different things that we came up with that would, you know, inhibit the safety of the airplane, and that report was sent up to upper leader management for their part of the plan for a recovery plan, I guess.
Q. When you say, we, who's the we you're talking about?
A. Just the people in the group. And then, we had a focal that would, she took all the information after everybody came up with, you know, ideas. They would have like questions, and we would say, well, what can apply to that, or whatever. And the focal in the group gathered all that information, and she presented it to upper management.
Q. These were just door technicians, or --
A. No, no.
Q. -- were they a mixture?
A. No, it was a mixture. We had a door design engineer. We had some ME engineers. We had the NTSB person, Eric. He was in there. And we had flightline personnel of the big variety. We had some rework people, the SST team that does rework. They were involved.
Q. Was that something that you volunteered for or you were

chosen for?
A. I was chosen.
Q. Okay. So, what is your faith that what you learned and what you produced out of that training environment will be implemented?
A. I hope it does. (Laughs.) So, I mean, we had like a ton of information and condensed it down to where she could give a presentation to upper management. I don't know how much of that is going to come out. I mean, in the past, we've seen other things. We've seen all kinds of programs. We always have new programs coming out. So, I don't know how much of it is -- I mean, there's always some of it that sticks, but a lot of it doesn't.
Q. So, that sounds like a very structured, formalized way of providing feedback of your experiences. Are there other ways within Boeing that you as a subject matter expert can provide your feedback on what's going on?
A. No, not that I know of.
Q. No? So, going back to earlier, I asked you if you had a concern with something, and that was largely technical, and you had a concern in your job or you don't feel comfortable doing your job, and you said that you feel comfortable in saying, nope, not today. But what if you had a concern that was more along the lines of safety, like you were aware that, you know, maybe somebody isn't processing tools correctly or data entry correctly? Do you have a means for getting that information up?

A. I guess you can go to your supervisor; and then, they should talk to that person. But our supervisors -- part of the problem, I think, our supervisors don't really know our personnel that well, because they're in meetings, after meetings, after meetings. They go to all these meetings, but they don't know their personnel that well. They don't know what one person, their abilities are. And they know the people who get things done, and if there's a problem, who to go to. They come to me all the time for stuff.

But as far as knowing what -- I guess they would know their weak links, too. They should communicate with them a lot better. So, when I hired in, there was a 30-day, a 60-day, and a 90-day review by your supervisor. That doesn't happen anymore. I don't think supervisors go over with their new employees how they're doing, if they're, you know, letting them know what their strong points and their weaknesses are. I don't even know if that stuff happens anymore, because the supervisor doesn't know. He's filling out charts and in meetings all day that aren't a one-on-one with his employees.

Q. So, that sounds like it stems back to what you were saying earlier when I asked you, how often do you receive feedback about your jobs. Why do you think that's changed from what you knew before, the 30, and the 60, and the feedback, to now?

A. They don't have the time. Their priorities are figuring out why we're jobs behind on the schedule. That seems to be the big push. That seems to be more important than knowing your

employees, making sure we're on schedule.

Q. So, similar to safety culture, if I say the words, safety management system, does that mean anything to you?

A. Not anything different.

Q. Okay.

A. Just another term of safety culture, I guess.

DR. WOODS: I have two last questions that I ask everybody we talk to, and again, thank you. You've been a trooper through this in going straight through. But before I get to my last two questions, I want to make sure, because usually, somebody thinks of something after they've had their part in the round.

MR. [redacted] : Yeah.

DR. WOODS: Does anybody else have anything? Looks like I've got two, three. So, we'll start over here with Nils.

BY MR. JOHNSON:

Q. You talked about a course for writing removals. What did that course entail?

A. There were some definitions on the course. There were some situations. They would give you a scenario. You need to write a removal for this item in this scenario. And stuff like that.

MR. JOHNSON: Okay. That's all I have. Thank you.

DR. WOODS: Pocholo?

MR. [redacted] : There was only 10 questions. That was it.

BY MR. CRUZ:

Q. So, if you left tomorrow, who would you be comfortable being

the next [redacted] ?
A. So --
Q. Granted, you probably won't be replaced --
A. Well --
Q. -- but again --
A. Well, no. I mean, I'm going to have to be replaced, right? Because I'm not going to be here forever. So --
Q. Yeah. Who would you be comfortable in the door crew --
A. -- the two most competent people are probably not going to be here long term, so [redacted] and [redacted] . And [redacted] , I know he's going up to Everett; and [redacted] , he is probably not going to stay in the door shop an extended period of time. So, that would leave [redacted] , which is, he's been with the company less than a year. He's smart, he cares, he's got integrity, so that's, those are good qualities to have. Other than that, I just don't see that many people --
Q. Okay.
A. -- in our shop. I mean, there's another guy that is close to retirement, so that's not a long-term situation. So, that's kind of where we're at. [redacted] , I don't know how long he's going to be in the door shop, either, because he's got a couple of years into his engineering degree, so he probably won't be long-term, either.
MR. CRUZ: Thank you.
DR. WOODS: Dan?
BY MR. MARCOTTE:

Q. Yeah. Just one question on the pressure in going back to September again. So, if Ken was getting pressure from above because his jobs aren't getting done and the airplane's not getting pushed outside --

A. Well, actually, I don't think he had an open job.

Q. Okay.

A. So, I don't think he had a -- this didn't cause him any jobs behind schedule.

Q. That's true. Okay.

A. But he was probably asked to facilitate to have --

Q. Get the door open?

A. -- the plug opened up, right.

MR. MARCOTTE: Okay. All right. You just stopped the question?

(Laughter.)

MR. [redacted] : Those are hypothetical.

MR. MARCOTTE: Thank you.

DR. WOODS: Anybody else? Okay.

BY DR. WOODS:

Q. So, the last two questions that I have, the first one -- and they're both a little bit unusual, but the first one is that if you were king for a day, and I gave you a magic wand, like, here's your magic wand, you can do anything you want to make your work life better, like your picture of, this is how it should be, what would that thing be?

A. My work life. I don't know if it really has -- I like what I do, so my hopes are that other people would care more about what they do, I guess, if that's something I could change. We're not building go karts. We're building airplanes. You know, if it coast to the side of the road, something's going wrong. So, I don't know if everybody understands that like they should.

Q. Is there something that Boeing could do to make it so that people understood that better?

A. I don't know. That's a tough question.

Q. Okay. That's fair.

A. I mean, we've got to be profitable to stay in business, so you have to have that side, and you have to -- yeah, that's a tough question.

Q. That wasn't fair of me. I'm sorry. And then, the last question I had is, you had a little bit of time to know that we were coming and that we had asked to talk to you about your experiences. Is there anything that we didn't ask you that you thought for sure we would or that you feel we should know to help shed light on this whole situation a bit better?

A. No. I mean, the only thing I don't understand about the whole thing is, how come our shop wasn't contacted to open the plug? As far as I know, we weren't. And it was a door manager that was involved in SATs to have that opened up. I don't know why -- you may have asked somebody else. I don't know that. But usually, when something like that happens, I get asked to do that

for somebody, and I was never asked, so it doesn't make sense to have somebody else work on something that they're not familiar with. It doesn't make sense that somebody in our crew wasn't asked to do that, and as far as I know, they weren't.

Q. But to be clear, you were on vacation, weren't you?

A. Yes.

Q. So, I guess --

A. Monday and Tuesday, yes.

Q. -- that begs the question as, then, who would be asked if not there?

A. There's -- I mean, [redacted] could have been asked. He knew how to open that door part. [redacted] had never done it, but he's more than capable of figuring it out, and he wouldn't have done it by himself, anyway. Him and [redacted] would have both went down there. So, I don't know why that never happened.

DR. WOODS: Okay. Well, with that, again, thank you for your time and for coming in and talking to us. We appreciate it. We know it takes time out of your schedule, and your phone's blowing up, and so we just want to let you know that we do appreciate and understand that it's an inconvenience, but we thank you.

So, with that, we're going to go off the record at 10:38 Pacific Time.

(Whereupon, at 10:38 p.m. PT, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 9, 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.

_____

Lisa D. Sevarino
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], Functional Test Technician
Boeing

Boeing
Renton, Washington

Wednesday,
March 6, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
Manufacturing and Human Performance Group
National Transportation Safety Board

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

NILS JOHNSON, Aviation Accident Investigator (Maintenance)
National Transportation Safety Board

MATT RIGSBY, Air Safety Investigator
Federal Aviation Administration

MICHAEL RINEY
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists and Aerospace Workers (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineering Safety
Alaska Airlines

BJORN ANDERSON, Captain
Air Line Pilots Association (ALPA)

KENNETH MOORE, Representative
International Association of Machinists Union (IAM)
(On behalf of Mr. [redacted])

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I N T E R V I E W

(3:34 p.m.)

DR. WOODS: Good afternoon, it's March 6th, 2024 and the time is 3:34 Pacific time. Hello, my name is Dr. Sabrina Woods and I am the human performance investigator with the NTSB, the National Transportation Safety Board, I am one of two leads on the manufacturing and human performance working group for Accident Investigation Number Delta-Charlie-Alpha-2-4-Mike-Alpha-0-6-3 involving Alaska Airlines Flight 1282.

The NTSB is an independent federal agency charged with determining probable cause of transportation accidents and significant incidences and trying to promote transportation safety. We do not work for the Department of Transportation, we do not work for the Federal Aviation Administration. We have no regulatory or enforcement powers.

At this time, although the NTSB is charged with determining the probable cause, we can't do that on our own, we rely on what we call parties to the investigation to help us inform that process and so, at this time, I would like to have each one of the people that you see here in the room with you introduce themselves so you have a better understanding who it is you are talking to. So I'm going to start off with my co-lead for this working group, to my right, Pocholo.

MR. CRUZ: Hi, I'm Pocholo Cruz. I'm an aerospace engineer, I have a structures and maintenance background.

MR. JOHNSON: Good afternoon, [redacted] Nils Johnson, NTSB, I'm an aviation accident investigator with a specialty in maintenance.

MR. RIGSBY: Hi, [redacted] Matt Rigsby with the FAA's Office of Accident Investigation. I don't know if you hold any FAA certificates, safety or anything like that, but I'm purely for the safety investigation and no enforcement authority whatsoever.

MR. RINEY: Good afternoon, [redacted] My name is Michael Riney, I am Spirit's on-site Renton representative and I support both the Wichita facility and Renton on-site.

MR. [redacted] You've been here before.

MR. RINEY: I'm sure we have, yeah. I was probably taken out to your area.

MR. [redacted] Or maybe at Dallas.

DR. WOODS: Okay, John.

MR. PETRUZZELLI: John Petruzzelli. I am the Machinist Union representative to -- the party representative in this. I'm also a Boeing employee and I am an ANCI at Boeing Field at the delivery field.

MR. MARCOTTE: I'm Dan Marcotte, I'm a Boeing air safety investigator and I'm based out of Southern California.

DR. WOODS: Troy.

MR. LEVANEN: Hey guys, I'm Troy Levanen, I'm the Director of Maintenance and Engineering Safety for Alaska Airlines and I've been with the airline for 34 years.

CAPT ANDERSON: Yes, I'm Bjorn Anderson, I'm a captain for

Alaska Airlines, I'm here representing the Air Line Pilots Association and I've got an aviation maintenance background for the last 30 years.

DR. WOODS: Okay. With that, [redacted] , that's everybody that's going to be asking you questions, now you have a good idea of who they are. For this interview we will be using a digital recorder. After the interview we will be sending that recording out for a professional transcription and once that transcription comes back, the party members here will have a chance to review it, to correct for any typographical errors or spelling errors or things of that nature. We do not correct or change content.

Once again, our role is to determine probable cause, we are not here to assign fault, we're simply here for you to share your insight, your understanding of how the process works here at Boeing. And the ultimate goal is to prevent future accidents. Having said that, we cannot offer or guarantee any sort of confidentiality or immunity because the transcription will be a part of the entire data package in something we call the public docket that is associated with this accident investigation.

Each of the group members will have a chance to ask questions. We will ask questions one at a time and everybody is instructed not to interrupt during that time. Given that, if you do not know the answer to a question, feel free to say that you don't know. If you do not understand a question, please ask for clarity. If you remember something later that -- from a question

that happened earlier, feel free to go back and say hey, remember that one question, and we can do that. And then if at any time you need a break, please just let us know, we will go off record and make that happen. You are entitled to one representative of your choosing, anybody you would like to support you in this process. Do you have one representative with you?

MR. [redacted] I do, Ken Moore, union steward.

DR. WOODS: Okay. Well, he already said your name, but if you would, please, sir, if you would say your full name, spelling your last.

MR. MOORE: Yes. Kenneth Moore, M-o-o-r-e.

DR. WOODS: Perfect, thank you for that. And to get started officially, [redacted] would you please state your full name, spelling your last?

MR. [redacted] I'm [redacted]. Last name is spelled [redacted].

DR. WOODS: Thank you for that. Okay, [redacted], so we're going to start going to my right, we're going to start with Pocholo.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thank you again for coming in to talk to us this afternoon. So [redacted], what's your position and title at The Boeing Company in September of 2023?

A. A functional test technician and a team lead.

Q. Okay. And how long have you been in that position?
A. As functional test, since September of 2014. And I'm a lead at least half of that time, yes.
Q. Okay. How many years have you been working for The Boeing Company?
A. Since September 2014.
Q. Okay. And did you -- you said you held the -- you had a previous position with the company, before being a team lead?
A. No, just my job code is functional test.
Q. Okay.
A. Right, functional test technician, but I'm also a team lead.
Q. Okay, okay.
A. Both.
Q. Okay.
A. I don't know if that's relevant or not.
Q. Can you describe your professional background, please?
A. Prior to The Boeing Company, I spent 30 years as an automotive technician. Before that, nothing very professional.
Q. Okay. In September of 2023, what were your duties and responsibilities?
A. As a team lead I assign people work for the work packages that we have as Aviators, that’s the name of our team and help in any way with any problems people would encounter with drawings and that sort of thing.
Q. Okay. And what shift do you typically work?

A. Second shift.
Q. And what days?
A. Monday through Friday.
Q. Okay. And typically, what time do you start and what time do you end your day?
A. One thirty to eleven thirty, something like that.
Q. Okay.
A. One thirty p.m. to eleven thirty p.m.
Q. Okay. Can you run me through a typical day for you, when you come in at 1 o'clock to 11 o'clock, typically?
A. Typically, I'll be going through -- when I first come in, I'm going through all the jobs to determine which ones are workable and I spend an hour, hour and a half doing that, and I print out the daily activity report --
Q. Um-hum.
A. -- and which I hand it out to our crew and assign jobs. And also I meet with my manager and go over the day's work, as well. And then we have a kickoff meeting and I send everybody out to work and I may do things like put in requests for tooling to --
Q. Um-hum.
A. -- take off fall protection, open doors, take off -- even out in the factory, but there's -- we call it a horse collar and it sits over the top of the wings and --
Q. Um-hum.
A. -- it keeps people in so they can walk out on the wings, we

have to take that off because that has to go up before it goes outside, and I may have to call tooling and arrange how to do -- adjust the struts.

Q. Um-hum.

A. We have to kick everybody off the plane and pull all the stands away from the airplane and -- before we adjust the struts, so -- and I do those things with tooling and I may work a job if there's not enough people and that sort of thing, and then assist with any questions or problems that -- the team's running out of materials or even kitting problems.

Q. Um-hum.

A. Whatever they had. Missing tools and all those things. I mean, like I may update kits, you know, for using your tools. Just team lead stuff.

Q. Okay. You said you're a team lead, how many people work -- do you look after?

A. Nine.

Q. Nine people.

A. I have another team lead, yeah, a temporary team lead that helps me out, as well.

Q. Okay, okay. And is it the same people that you work with every day, typically?

A. Yes. Do you mean in September of --

Q. Yes, yes.

A. -- 2023?

Q. Yeah.
A. Yes.
Q. Okay. And typically, how would a shift -- what are the shift turnover procedures for your team? Like after the day's end, what's the -- how do you guys make sure --
A. About 10:30 we start -- we usually start trying to clean up, remove all the equipment from the tow path of the airplane. I need do a FOD walk or return our toolkits, we have to sign them in and out, so we --
Q. Um-hum.
A. -- inventory the toolkits and stamp those and put those in the appropriate place. That's basically it, I guess.

Q. Okay. Who is your supervisor?
A. Kevin Cronk (ph.).
Q. Okay. So to be a lead, did you get special training to be a lead?
A. Yes.
Q. And what type of training was that?
A. Largely, the Boeing production system, it was a month-long class, actually.
Q. Does that include BPI 1618 processing work instructions, is that -- are you familiar with that, BPI?
A. It sounds familiar.
Q. Okay, all right. Okay.
A. I know there's particular BPIs that I pay a lot of attention

to, you know --
Q. Such as what?
A. -- relevant to our work. I mean, like BPI2269 and we do -- if we do a entire change, something like that --
Q. Okay.
A. -- you know, I have to look, look at that one all the time.
Q. Are you familiar with BPI 1581, which is the removal, assembly removals and stuff like that?
A. Yeah.
Q. Okay.
A. If you ask me the number off the top of my head, you know --
Q. Yeah.
A. -- I don't remember.
Q. Okay.
A. There's been quite a few removals, that's part of what I do as a team lead, is write removals. It's changed -- in September --
Q. Um-hum.
A. -- I don't think I was the only one that could write a removal, but I think they changed it now and I need to write all the removals for our crew.
Q. Oh, in September of 2023, are team leads the only ones that can write removals?
A. No, but I would say as far as our team goes, there wouldn't be anybody in September that would write a removal. I had a

couple guys at one point that could, but they moved to another team. I'm not sure of the timeline on that.

Q. Okay.

A. But typically, I would write them. We hardly write any removals because we don't really build the airplane in our position.

Q. Okay.

A. It's not our package.

Q. Okay.

A. We clear the airplane to move from the factory to preflight.

Q. To preflight, okay.

A. So we're not building it.

Q. Okay. To the best of your recollection on, I guess, September 19th, can you walk me through that day for you? No?

A. No, I have no idea.

Q. Okay.

A. I mean, the only idea I have is, you know, when I looked back to see when we did our strut job, I saw we did it on the 18th, I believe.

Q. Okay. Do you recall anything on 8789? Do you recall working on 8789 whatsoever on that day?

A. On the 19th?

Q. Yeah.

A. No.

Q. Okay.

A. The reason I looked at the strut job was I wanted to see what -- I don't know. I saw a picture and I can only assume this airplane was 8789 --

Q. Okay.

A. -- right, because of the configuration of the interior --

Q. Okay.

A. -- which was the part that struck a memory.

Q. Okay.

A. So I think that's the same plane, but -- yeah, I wouldn't swear a hundred percent to it.

Q. Okay.

A. Probably is the same plane. I mean, on the 19th, I don't remember having any interactions with that airplane. On the 18th, I did.

Q. Oh, on the 18th you did, you said?

A. I believe it was the 18th. Was Monday the 18th, is that right? Yeah.

Q. Okay. Yeah, is it Monday that you recall?

A. Yeah. As part of our strut job --

Q. Okay.

A. -- and I'm inferring that was the day based on the stamps on the --

Q. Okay.

A. -- on the IP.

Q. Okay.

A. Right?
Q. Yeah.
A. On that day, well, like I said, we had pulled all the stands away to adjust the struts because the plane goes up and down and you can't -- you're rubbing up against the stands and --
Q. Yeah. Um-hum.
A. -- the people have to get off and on it so -- the door, the mid door, the one I think everybody here is interested in, probably --
Q. Yeah, yeah.
A. -- was lying on the stand on a fixture that holds it there, the special stand just goes in the door, and to pull the stand the way we had to, you know, pick it up off of -- off of that stand on the 18th. That would've been the day that I -- they called me up and asked me to come out because they had tooling because they wanted to move that stand away so they could do struts.
Q. Um-hum.
A. So I went out there and pulled it up and I guess somebody handed me a strap and I just strapped it up there and let it hang and that's -- what was the question?
Q. Do you recall any work on that particular door on the 18th besides --
A. Yeah, yeah, yeah. That's the whole thing, really, right there, that's what I did.
Q. And then at that point you got off the stand and pulled the

stand away?
A. Tooling did, yeah.
Q. Or tooling did.
A. Yeah.
Q. Okay.
A. So I'm not sure what went on afterwards, after that.
Q. Do you know who opened that door?
A. It was open when I got there.
Q. Okay.
A. And -- no.
Q. Okay.
A. Because I was trying to think of the day -- it was in the position before that, you know, Flow Day 9.
Q. Um-hum.
A. Friday, I think. And Sunday night it would've moved, I think, Flow Day 10.
Q. Okay.
A. So I would've thought they would have had to have -- you know, if that door was open, then they would've had to do the same thing I did to move it from -- it went from 8 to 9 because if it stays on the transporter, everything moves, right?
Q. Um-hum.
A. But from Flow Day 9 to Flow Day 10, they remove the transporter.
Q. Okay.

A. So that stand doesn't go with the transporter and so they had to --
Q. Okay.
A. -- pull everything away and just pull the airplane forward. So they would've had to have opened it again, if it was open in the previous flow day --
Q. Okay.
A. -- to get in the configuration that I had it, so --
Q. Do you recall seeing any fasteners or bolts near the door itself, strapped to the door or anything like that?
A. No. It's a long time ago.
Q. Okay, okay. Fair enough.
A. I can't even remember what the strap was. I was trying to remember what they gave me to hold the door open because I was looking for something to do it with and --
Q. Okay.
A. -- somebody found something, yeah, will this work, and I go yeah. It looked like exactly something that they might have used previously to hold --
Q. So there was no strap hanging on the frame itself, on both sides? Do you recall?
A. I don't recall.
MR. CRUZ: Okay. Okay. That's it for now.
Nils.
BY MR. JOHNSON:

Q. Everything I had to ask was centered around the 19th and I guess the only thing I will ask is have you ever had to close an M-E-D plug before or after, since?

A. What do you mean by close? Because --

Q. Shut.

A. I mean, here's what I'm used to. Most of the airplanes that come down the line, they've got handles, they've got things, you pull it shut, you close the door and it latches shut.

Q. Yeah.

A. Okay, that's normally what I see. So one of the things -- probably the only reason I remember this plane at all, assuming it's the right plane, is that it had no hardware, nothing, no way to close it, right? So that's -- no, I haven't seen one since, like that, with the interior torn apart and, you know, all that. Usually by the time a plane gets down to us, it's built, the side walls are in, seats are in and you can't even see that door, except from the outside.

MR. JOHNSON: I'm good for now, thank you.

DR. WOODS: Um-hum. Matt.

BY MR. RIGSBY:

Q. [redacted] do you hold any FAA licenses, an A&P or anything?

A. No.

Q. How many mechanics do you supervise?

A. For?

Q. As a team lead, how many mechanics are you working with?

A. I think nine. We got a couple new guys and then we lost a guy, so counting nine mechanics plus another team lead plus me. You mean right now or then?

Q. Back then.

A. I'm not sure, but it's got to be in the ballpark, nine, maybe.

Q. Okay.

A. Might've been eight back then.

Q. Have you ever received any specific training on the door itself, as far as opening or closing it? The plug, I mean, sorry.

A. No.

MR. RIGSBY: Okay. I think that's it.

DR. WOODS: Okay. [redacted]

BY MR. RINEY:

Q. For the strap in question, were you on the interior or the exterior?

A. Interior.

Q. Can you describe the strap? Was it like a ratchet strap?

A. No.

Q. Nylon material?

A. No. I think it had a hook on it --

Q. Okay.

A. -- of some sort and like I say, this is really vague.

Q. Was it already attached to the airplane, on one end?

A. I'm really not sure.

Q. Okay.
A. I thought somebody handed me something, but it could be they handed me something and I said no, and then found the other strap or -- I don't know.
Q. Was there someone on the exterior helping?
A. No. I just grabbed the door and pulled it up. It felt pretty loose, you know, like on the hinges, it was like, you know -- but, you know, I've never opened that kind of door before. I'm used to the other ones with all the hardware and stuff on them, so that's why I called (indiscernible).
Q. But you have opened and closed activated or deactivated doors with the handle?
A. Oh, yeah. Yeah. Because we do the same thing for struts, because they'll be working on that.
Q. Okay.
A. The other type of doors.
Q. Yeah, to get it prepared for the move.
A. Yeah, yeah. Well, for -- for struts, yeah.
MR. RINEY: Or to install them, yeah. I think that's all I've got for now.
DR. WOODS: Okay. John.
BY MR. PETRUZZELLI:
Q. You said you partially closed the door.
A. Um-hum.
Q. Did you close it to where it was flush or close to flush or

was there a gap?
A. There was a gap. I tried to pull it shut and it didn't seem to fit very well and, you know, there was nothing to hold it. I realized at that point, you know, there's nothing I can shut this door with. And so we were looking around for stuff and came up with whatever strap I had coming out of there.
Q. And so after you were done with that, being on a protection crew, do you tape up and put Visqueen on the opening or does it get rolled out with the door partially open?
A. If the door was partially open we would use Visqueen or six mil plastic. But I don't -- I really don't know what happened, how it went off, I was --
Q. Is that normally the work your team does, though?
A. Yes.
Q. Okay.
A. Yeah, structures. Yeah, any openings in the pressure vessel, yeah, need to be -- covered from weather, (indiscernible).
Q. Do you know how long after you closed that door partially that the aircraft was rolled out? I mean, was it hours or was it a day?
A. Since the time I touched it?
Q. Yeah.
A. I believe it -- they wanted to move it out that night, if I remember right, and then they ended up not doing it, maybe because of that door, I don't know, because it stayed in another day on

the 19th.

Q. Okay. Do you or your team or crew, do you guys participate or assist the tooling people when they do the move-out?

A. No. Typically, those moves happen after -- after we're gone, after we leave.

Q. Got you. And the last question, talking about tie-ins, do you guys have -- and this is probably more of an organizational question, like in the field, for example, we have an electronic tie-in and it goes from shift to shift, do you guys have anything like that?

A. We have DFK, right, and so we leave any notes. The problem with our team is we don't really have a corresponding third shift or first shift team.

Q. Okay, that makes sense.

A. So -- yeah, because back in the NG days when things kind of went -- you know, we delivered the planes on second shift, right out the door, you know, and so we'd have to do the whole package, get it ready to go and then the tug would come and all the way to preflight.

Q. Well, like in this case it didn't go that night and it sat, would there be an instance where they would pull it out on first shift or they'd just say no, that's not happening on the first, this is now going to be done on second or third shift?

A. I'm sorry, could you say that again?

Q. You had mentioned that the plane was supposed to be moved out

that night, I'm assuming that's the 18th, and -- but it ended up staying in another day. The protection team only is on second shift, correct?

A. That's complicated. There's a crew on day shift that works our IP, IP0000219671, okay, that's our protection IP and [redacted], on day shift, I believe, his crew works Week 1 through [redacted] Week 6 protections and so our team takes care of what we call -- we call them Day 1 protection --

Q. Got you.

A. -- which is protection that goes on the airplane before it leaves the building. So that's what my crew does, we have kind of an agreement with them and that's the way we work it.

Q. Do the aircraft, then, if they don't move on first shift -- or excuse me, on second shift and they'll -- is there ever a time where the first shift people pull the airplane out or does that only happen at nights?

A. I can count on one hand how many times they've moved a plane on first shift.

Q. Copy that. I understand.

A. It doesn't happen very often. It has happened, so -- but I can't think of a time they moved it out of the building on first shift. It could've happened.

MR. PETRUZZELLI: Okay, exactly. Thank you, that's all I have.

DR. WOODS: Dan.

BY MR. MARCOTTE:

Q. Hey, there. So did you remember seeing the airplane the previous flow day? Before the position, the rollout position, where you were working on it.

A. No, I -- I spend a lot of time away from the airplanes, you know.

Q. Yeah. So you don't remember --

A. I'm on the phone coordinating, talking, and didn't step off the computer. On the 18th was the day I actually went out to the airplane because they needed my assistance, but previous to that, I don't recall going to the airplane when it was Flow Day 9 (ph.).

Q. Okay. And I'd like if you can come over -- sorry for not coming, but I have my computer, if you could come here, I'd like to show you -- I'm going to show him a picture from the preliminary report where the door is open and it's the one where a person is holding the seal away. Does that look familiar, this strap right here?

A. Oh. Yeah. I guess I've seen that before.

Q. Could that have been the strap you were --

A. It's got a little hook on the end. Yeah, kind of a -- yeah, that could be.

Q. Okay. All right, thanks.

A. It's about the right length.

Q. Um-hum. Okay, thank you. Yeah. And you already clarified it wasn't a tie wrap or a tie strap.

A. Right.

MR. MARCOTTE: Okay. That's it.

MR. [redacted] But if I had had a really big one, I might've done the same thing as that.

MR. MARCOTTE: Yeah, it could be something else. Thanks.

DR. WOODS: Troy.

BY MR. LEVANEN:

Q. I don't have a ton, either. So on the 19th, so this is Monday, on the 18th when you worked on it and then the 19th, when you came in, the aircraft, was it in the same place as you saw it when you went home on the -- on the 18th? So you just came back and there it is again, it's still sitting in that same spot ready to go out, but in the hangar?

A. I believe so.

Q. But on that day, you -- you didn't work on it, to the best of your recollection, you didn't work on it at all, it just kind of -- you were just working on other stuff around it or whatever?

A. Um-hum. Something kind of unusual that happens is we're supposed to work on it, in that position.

Q. Um-hum.

A. But once in a while the line doesn't move, but our work package moves back a plane instead. So that's what happened on Friday.

Q. Um-hum.

A. Or Thursday or Friday, whatever it was. And so we did, we

started working on it then and by the time -- it was in the same position for two days or one day. The second day, I'm not sure how much work we had left except for the protection package.

Q. Um-hum. When it was in the correct location --

A. Yeah.

Q. -- on the 18th.

A. Um-hum.

Q. But then the 19th it was just posted up in that same spot and then you just worked around it, maybe moved up the line again or something, do you think?

A. Probably worked on a different plane.

Q. Yeah.

A. Or catch up or something. It's hard to say. But that's typically how we operate, you know.

Q. Do you guys ever have any interaction with the door team, the door masters?

A. No, I think they're on day shift.

Q. Pretty much days?

A. Yeah.

Q. And then I had one more for you, I was thinking but --

A. At the top of something, someone's taking the tape off the airplane.

(Laughter.)

Q. Light them up. I got a couple other questions I want to ask, but one of the ones I was going to ask was about pressure

regarding, you know, the fact that this aircraft was running behind schedule and you had mentioned kind of briefly that you had felt some of that when you guys were doing your thing. Can you talk any more about that? Like, was it -- was it pressurized as a result of it kind of being behind schedule to begin with, you know, by the time it got to you and like, you know, move stands and get -- hurry up, close up? Anything like that?

A. No. When I think of pressure, I think back of, you know, when the planes are rolling on time and, you know, we need to get the job done to get it -- to make delivery, you know, with the preflight or something, but we don't -- it doesn't seem to work that way with our work package.

Q. Um-hum.

A. You know, the only pressure we're under really is to get the protection on before it leaves the building.

Q. Um-hum.

A. Anything else, again, it's pretty easy to catch up on.

Q. Okay. So the fact that you're not at full production means that you don't feel as much pressure now as you did before when you were at full production, huh? As far as the factory itself.

A. We're not really under pressure because our jobs, we're the last jobs, right? So we can't -- we never finish our work on time anyway, right, because once they build the plane, right, then it's our job to hand it off to preflight in order to do the -- you know, all that work.

Q. Um-hum.
A. And so we try to adjust the struts in the building and before it leaves the building and then we make sure the protection's done. But you know, we get to the job as we can, there's no -- there's no kind of direct pressure on us. They can pressure all they want and I could just go "held for, held for, held for," you know, it's just --
Q. Yeah.
A. I mean --
Q. You can only do what you can do, huh?
A. Yeah.
Q. Okay. All right. I think that's good for now, thank you.
DR. WOODS: Bjorn.
BY CAPT ANDERSON:
Q. Hey, [redacted] thanks for coming in. The only question is the tooling responsibility for moving the stands, are they -- that's the only group that moves the stands to and from the aircraft?
A. Yes.
Q. And then how is that coordination made, is it coming from your team or do you guys make that request with --
A. The protection assist scheduler, it's an online -- it's a site and I'll put in a -- I'll put in a call, you know, with a description, you know, and a time and then if they don't call back and say, you know, you can't do this or whatever, then they should show up at that point in time. Does that answer your question?

Q. Yeah, I'm just curious if there's any -- any other way that stands get moved to or from or if it's always through the same channels, the same group, tooling always does it.

A. Yeah. I don't think you can get anybody else to do it, I mean, you could ask them, but nobody would.

CAPT ANDERSON: Okay, yeah.

DR. WOODS: You're good?

CAPT ANDERSON: That's it.

DR. WOODS: Okay.

MR. [redacted] To and from the plane.

CAPT ANDERSON: Um-hum.

MR. [redacted] You know, if they didn't need that stand somewhere else, like at forklift assist or something, you know, once it's off the plane they'll move it that way, but I don't think that's what you were talking about.

CAPT ANDERSON: No, yeah. Yeah. Thank you.

BY DR. WOODS:

Q. So [redacted] you've been here for a while, tell me what you like about your job.

A. Well, I like when we build planes and they fly away, you know what I mean? That's about the best feeling, you know?

Q. All right. Tell me what could --

A. Organizing stuff.

Q. That's as a team lead?

A. Um-hum. I'm a hands-on person. I also like, you know,

anything that I can do. I was a mechanic for 30 years and, you know, I'm a things kind of guy.
Q. So tell me what could be better about the job.
A. That's a really good question, a little too broad. Could you be more specific?
Q. Yeah, what could be better, what don't you like so much? What do you wish hey, if this thing was tweaked, you know, or we've been having a problem with this one thing consistently, anything like that?
A. Just minor stuff, you know. Getting in your supplies, you know, sort of thing, something that's supposed to be taken care of already, you know, that they don't forget about us at the end of the line at all. We'll find our own supplies sometimes and stuff, everything's supposed to come to the airplane to be there for you. So little stuff like that, stuff that we can just take care of.
Q. Is there anything that you deal with that gives you cause for concern?
A. Cause for concern. Well, I mean, mostly just people that give me cause for concern.
Q. Can you elaborate?
A. No, just safety's always a concern at Boeing, it's supposed to be the number one thing, so people are always looking around to make sure we're being safe. So as a team lead, I'm concerned that, you know, I'm not -- I'm not training people enough, you know, to watch out for things and that sort of thing. I mean,

probably everybody does.
Q. Have you ever witnessed or heard of a situation where maybe people are acting as though safety is not the number one priority?
A. Yes.
Q. Can you give an example?
A. I saw a guy not paying attention and he was talking, you know, with his hands and backed his foot right under a boom lift as it was going by and it crushed his foot because he wasn't paying attention.
Q. Um-hum.
A. That sort of thing. People like that concern me, they're not paying attention, you know, to anything that was going on around them.
Q. So again, given the time that you've been here, does it seem -- I guess has it seemed that that kind of environment, a safety environment, how has it been over the last -- let's do a snapshot, 10 years ago how was it?
A. How was the safety environment?
Q. Yeah.
A. Well, that's around that time that happened.
Q. Right.
A. Ten years ago. I don't know.
Q. Okay.
A. But has it improved?
Q. I guess what I'm asking is, yeah, has it stayed the same, has

it improved, has it gotten worse?
A. No, it's not the same, it’s waves because we've had people, you know, new people in the factory, you know, a lot of people retired at one point in 2017, I think, something like that, and then people got moved around to Everett and STC and, you know, to me, my own -- my opinion is, you know, it seems like it's safer when people, you know, get acclimated to their area and what's going on and know how everything works, you know, and then -- yeah. When you move people around like that, that concerns me all the time. I guess just being managed properly, I suppose.
Q. How much feedback do you give to the mechanics under you, as a team lead?
A. Well, yeah, probably -- I'd like to say daily, but -- in our meetings but, you know, I don't say everything every day, so -- but it's kind of our process, meeting process and all that stuff, discussing problems and problems with the build, problems people are having doing the job, and -- so hopefully, three out of five days, maybe. I don't know. If I had to guess, something like that.
Q. And do you feel that the mechanics under you are providing you with adequate feedback about their day, about the problems they're having, everything you mentioned?
A. Not on an individual basis, necessarily, but overall, you know, because everybody talks --
Q. Um-hum.

A. -- and says what's going on and what they're concerned about, whether that would be somebody else they're working with or whatever.
Q. What about going up the chain from you, from you to your manager, how does that feedback cycle work?
A. Well, he's really nosy and he asks about stuff all the time, so yeah, that's how that works.
Q. Okay. Is that good or is that bad?
A. That's fine.
Q. Okay.
A. You know, that's -- you know, he wants to -- he wants to know what's going on.
Q. Okay, okay. Do you feel that if you had a concern that you had to bring up to your manager, that he would be responsive?
A. Yeah. I don't know if he would respond how I want, but we talk, we talk all the time. We're constantly talking.
Q. Okay.
A. We're both focused on, you know, doing jobs.
Q. When I say the words safety culture to you, what does that mean to you?
A. Well, it's where people behave in a safe way, you know, collectively, look out for each other, you know, educate each other, you know, when they see something that's not safe. I suppose the company's, you know, doing safety training as well and -- that sort of thing.

Q. And does the company do safety training?
A. Well, I know I've had lots since I've been here. And new hires, there's -- I know there's safety training, we do a little bit of safety training ourselves as the new hires hit the floor and, you know, orientation stuff, about walking the floor, pointing out the dangers, you know, live aircraft. That's where we work out live aircraft. Then --
Q. Yeah.
A. -- it seems like they do probably more environmental stuff than safety stuff. Probably. It's kind of baked in, you know, with all the certifications and everything else, so it would be for fall protection, you know, whatever activity you're performing, you know. So yeah, merging the certifications and we cover safety a lot at our meetings, as well, every day, trying to keep people safety aware, be aware of their environment.
Q. Okay. If you had some concern that you wanted to bring up, like a major concern, you're seeing something that is --
A. I write a SHEAR.
Q. -- doesn't -- I'm sorry?
A. I write a SHEAR.
Q. You write a SHEAR? Can you give me --
A. I have written -- I've written a SHEAR before, so --
Q. For the record, can you give a quick explanation of what that is?
A. Yeah, it's -- you go to a site and -- the SHEAR site and you

write what your safety concern is, that it's in detail or if it's safety to people, safety to property, all kinds of different sections in it you fill out and it has to be -- it has to be addressed. I don't know what level it goes to but, you know, it goes up the chain and they have to -- they have to respond to it. So that was one of the -- I think that was one of the requirements they had with safety issues from way back some previous time.

Q. Um-hum.

A. I don't know. Some incident. Yeah, it's just necessary.

Q. And did your SHEAR get responded to?

A. Yes. It took a while, but it got there.

Q. Have you ever had concern for your own status, your own job security, your own job benefits, your own job interactions, based on like things like a SHEAR or voicing your concerns?

A. I suppose I've thought that, you know -- no, nothing tangible, nothing -- no repercussions, no threats, no -- in fact, largely support from, you know, the managers that I talk to, because I mean, a good, safe idea, it's -- it makes sense, you know. But part of the SHEAR was also to keep, you know, managers from asking my employees to do things that weren't safe.

Q. Do you feel that the people that you lead, as a team lead, would they be comfortable writing a SHEAR or doing something of that sort?

A. Yes, because I would help them. I mean, if they didn't want to do, I would do it for them. Yeah, they -- I would help them in

that way, as much as they needed. In fact, the SHEAR I wrote was, you know, with [redacted], my employee. He had no idea what to do about it, he came to me with a concern, so --

Q. Um-hum. Are there any other systems that Boeing provides for being able to give feedback?

A. I forget all the acronyms and things and stuff, but yeah, there's -- you know, we got the -- you can go to your manager, you can go to see -- speak with some -- whatever, they got a system for that. It's online, you just find it on any computer and lodge a concern, whether it be safety or harassment or anything.

Q. Okay. And the last one I have for this round is if I say safety management system to you, what does that mean to you?

A. What?

Q. Safety management system.

A. It doesn't mean too much to me in terms of what we do daily.

Q. Have you heard of it before?

A. SMS?

Q. Um-hum.

A. Safety management system?

Q. Yeah.

A. It's kind of difficult to think about it out of context here in this room, but pretty concrete thing.

Q. Where have you heard it from?

A. I think I -- I mostly read -- I think I read about it.

Q. Okay.

A. I don't know. It seems like I know what this is, but I can't put it into context right now.

DR. WOODS: Okay. Okay, that is it for me and that's it for the first round. I think we've been going a little bit under an hour or so. How are you feeling, are you ready for a break? Would you like to --

MR. [redacted] I guess we would like a break.

DR. WOODS: Okay.

MR. [redacted] I could use a glass of water.

DR. WOODS: We are going to go off record at 4:28 Pacific.

(Off the record at 4:28 p.m.)

(On the record at 4:37 p.m.)

DR. WOODS: We are back on the record at 4:37 Pacific.

Pocholo.

BY MR. CRUZ:

Q. Just a couple of follow-up questions for you, [redacted] Approximately what time do you recall partially closing that plug? Do you have -- just give us a ballpark.

A. I don't recall, but I can tell you it was probably at 5 o'clock.

Q. Five o'clock.

A. Typically, we'll do struts -- because we have to take everybody off the airplane.

Q. Um-hum.

A. They all leave for break at 5 o'clock and at 7 o'clock and

9:30, so we usually pick those times because people are getting off the planes already and then we'll do it then. So I would -- it's probably 5 o'clock, it could've been less, but like -- it was a while ago.

Q. When you say lunch, that would be around 7 o'clock?

A. Seven o'clock.

Q. Okay, all right. So I earlier asked you do you know who opened the door. Do you know who closed the door all the way?

A. No. By close, you mean fastened, because it doesn't latch.

Q. Yeah.

A. Yeah.

Q. Past the lanyard, into the fuselage, flush.

A. I don't know if it was done in the building or outside the building.

Q. Okay.

A. I have no idea.

MR. CRUZ: Okay. That is all for me, thank you.

MR. JOHNSON: No questions.

DR. WOODS: Okay. Matt.

BY MR. RIGSBY:

Q. Just a couple, [redacted] I remember you said when you were up there and you were trying to pull the door shut, who was with you? You said somebody handed you a strap or something like that, do you recall who was with you?

A. I think one of the guys who was doing struts and -- and the

toolers were there, so probably one of those people.
Q. Yeah. I'm sorry, did I --
A. Well, it would've either been the guy doing struts or the guy helping the guy doing struts, doing struts, because I think back then those guys were kind of new and they were like working in pairs and then -- and then it could've been any of them, the toolers, there's usually about 10 toolers that show up to this, they just converge on the airplane and pull everything away from the plane.
Q. Okay.
A. Maybe five toolers. Sometimes more.
Q. Is the door heavy?
A. No, it was -- there's nothing in there, it's just -- so it was -- to me, it was light.
Q. Okay.
A. Compared to a normal door, a fully assembled door, which is a lot heavier than that door was.
Q. Okay.
A. Plug.
Q. I may have missed it, but what was the purpose of pulling it shut and partially closing it?
A. Okay. The door closes down and -- but it doesn't have anything to hang on, so they use a mid-exit door stand, which is pushed up to the airplane and there's a rest on it, so it rests on the stand and -- or on the fixture on top of the stand. It's just

a cradle, I guess, so it doesn't hang down inside of the airplane. I've never seen it hang down inside of the airplane, so I don't know if that's good or bad or --

Q. Yeah.

A. I assume they don't want to do it.

Q. Okay. But --

A. And also, you know, people fall out of the airplane, you know, they go onto the stand and onto the ground, as well, so --

Q. Were you moving the stand, is that what --

A. Yeah, all the stands -- yeah, all the stands have to come out and the toolers do that, but toolers don't like to touch the airplane.

Q. Oh, okay.

A. Right. That's why they call me, right?

Q. Oh, okay.

A. I think my guys have looked at it and go we've never seen that done or done anything like that before, so this was one of my jobs as a team lead --

Q. Sure.

A. -- of exploring the unknown.

Q. Okay. Since the event, are you aware of anybody that's been reassigned duties since the door plug event?

A. From my team?

Q. On your team or on any other teams that you work with. On second shift or anything.

A. There is a couple, there's been a guy or two of mine that went to the engine crew.
Q. Okay. Voluntarily, I guess?
A. Yeah, they wanted to go.
Q. Okay. Okay, yeah.
A. I might consider it kind of poaching my talent, but --
(Laughter.)
DR. WOODS: Mike.
BY MR. RINEY:
Q. So you mentioned part of your team's responsibilities is to prep to move the plane for handoff. I noticed the discussions about one of the IPs that you mentioned is like a readiness assessment for travel work. Does your team perform that and what does that entail? Like, for the incidents for this aircraft, there was open blankets and -- so what type of travel work, how do you guys do that?
A. Yeah, well, I referenced that early a little bit. Any openings in the pressure vessel is what we need to address for travel work.
Q. Okay.
A. Open panels. Not really stuff inside the airplane for that IP. What was the question?
Q. So, as part of that readiness assessment --
A. Oh, the readiness assessment.
Q. -- and the travel work --

A. Yeah.
Q. -- how do you normally go about identifying what travel work that could be and what would stop --
A. See, the readiness --
Q. -- what would stop them?
A. Yeah, the readiness assessment is supposed to be carried out by QA.
Q. Is it stamped by QA or is it --
A. That -- yeah, operation Flow Day 20, I believe, it's stamped by QA. And my understanding of D0458033 (ph.) is -- your travel work section, it's Appendix C --
Q. Yeah.
A. -- is that QA is supposed to be doing an assessment and you asked them why we're stamping that, right, but the best answer we got so far is well, the QA doesn't know to do their assessment unless you put a stamp there. So it's really for the D document, a QA assessment. We're assessing, as well, operation 3090, you know, for missing panels and listing anything missing from the airplane, that sort of thing.
MR. RINEY: Okay. That's all I've got.
DR. WOODS: John.
BY MR. PETRUZZELLI:
Q. When the mid-exit door plug is sitting on the tool -- you said in a cradle, so it was open, was there -- you said earlier to somebody's question that it was just you. Was there somebody on

the outside of the aircraft?
A. On the stand?
Q. Yes.
A. No. Well, I was trying to remember if there was a ladder that goes up there or not. There's no stairs out there, right, so --
Q. So the door's laying down, how did you get -- how were you able to get out, reach it and pull it up? That seems to me like it would take a lot of brute force.
A. Like I said, the door's real light. When you have a fully assembled door, there is another person that can help you from the outside if you can't do it.
Q. So in this case -- but it was just you that reached out --
A. Yeah.
Q. -- and grabbed it and pulled it?
A. Yeah, it wasn't very heavy.
MR. PETRUZZELLI: Okay. And that was the last question I had, sir.
DR. WOODS: Okay. Dan.
MR. MARCOTTE: Nothing else for me.
DR. WOODS: Troy.
BY MR. LEVANEN:
Q. [redacted] just one thing, I think part of what, maybe -- I think you caught it, but what he was saying is to prep it, to move the stands away was so that you could adjust the strut heights was the

key piece of that. Correct me if I'm wrong, but I think that's what you were saying, right?

A. Yes, yes. Otherwise we wouldn't have touched the door.

Q. Yeah. And then I had just a couple quick ones. You talked about submitting the SHEAR. How long -- I know you mentioned it and it might've been after a previous event that the SHEAR program came into place, but how long ago, like roughly, if you were going to guess, and it might be hard to remember what significant event might have driven the SHEAR program, but I was just curious, like, is that two years or 12 years or like, roughly, how long since that has been in place?

A. How long has the SHEAR program --

Q. Yeah, like where you've known about it and had this avenue to be able to report safety hazards or concerns.

A. I don't recall. My feeling is it was about 2016 and they had -- it could've been before that, but I remember we had a big safety drive around that time and everybody went to mandatory meetings for safety and they were four hours long and stuff like that. SHEAR. I mean, I walked away from that knowing about a SHEAR, so it might have existed before that, but --

Q. Yeah.

A. Yeah.

Q. Good. No, it's nice. And then one other safety question. [redacted], I think, is your manager?

A. Um-hum.

Q. Does he come to your pre-shift team meetings?
A. Yes.
Q. And does he talk about safety?
A. Yes, he does.
Q. And then the last one is about staffing, so you have about nine people, you were saying, right now on your team.
A. Um-hum.
Q. Do you feel like you have too many or not enough people on your team?
A. There's no good way to answer that and I can tell you why there's no good way to answer that. In a normal production environment, you know, where the theoretical build where everything gets built on its day and everything happens just like it's supposed to happen, when we get the plane at the door, we would deliver it to preflight.

Now, if there's a delay and the plane is not delivered to preflight within seven days, we have a whole -- we have an extra -- I can't remember if it's nine or twelve hours. I think it's 12 hours per plane of protection to put on the airplane and that's so that --

Q. Yeah.
A. -- once it gets environmental exposure, you know, it stays in appropriate shape until they get the engines running and all that stuff out there for that preflight. The way it works. If the build is going well, then I've got more than enough people,

probably. When it's -- there's delays, it's hard sometimes to keep up depending on how many planes they push out the same day --

Q. Um-hum.

A. -- you know, out the factory. We kind of work across all three lines to help compensate for that.

Q. Okay.

A. So we can just like, you know, run to where the fire's at and --

MR. LEVANEN: Yeah. Um-hum, sure. Spread it around when it's lighter. Okay. Or not lighter, yeah. Okay, thank you, appreciate it.

DR. WOODS: Bjorn.

CAPT ANDERSON: No more questions.

BY DR. WOODS:

Q. Okay. I do have a couple more questions. You earlier said when talking about exploring the unknown when you were having to deal with that plug door, if -- I recognize, as a team lead, why your people would come to you, but I guess if you couldn't figure it out, for instance, who do you go to?

A. The subject matter expert, [redacted] .

Q. Um-hum.

A. You know, other team leads, I don't know, engineers. It depends on the problem --

Q. Okay.

A. -- that we're talking about.

Q. Since you refined the question, in this case with that trying to figure out to stow this plug --
A. Oh, oh.
Q. -- at what point would it have occurred or did it ever occur to you to go ask doors people to figure it out?
A. I did -- I began asking about the door and I think I even -- I think one of the managers told me that there was a SAT and somebody's working on it and I wanted them to tell me, you know, how that door was going to get closed, you know, so -- and I was thinking from the perspective of how we're going to protect that opening, if there's going to be an opening, is it going to go outside, what's your schedule, how is this going to, you know -- and I didn't get very far on that, I ended up working on something else, but who would I go to for what?
Q. I guess if you could never have found the lanyard and hung the thing to an acceptable position --
A. Oh.
Q. -- to where you could've moved away the tooling that you needed to get your job done, and it's a hypothetical, I recognize that --
A. Oh, yeah.
Q. -- what would've been your go-to game plan next?
A. Let me give you an example, I might just shoot myself if I couldn't figure that out.
(Laughter.)

Q. Yeah, okay.
A. Hypothetically.
Q. Okay. So you're saying you would've figured it out.
A. There's a proper science to it.
Q. Okay.
A. And it's temporary, you know, it's just while the stand is on and I had --
Q. Yeah.
A. -- to go back and put the stand back, put it back on the stand. At least I don't recall doing that.
Q. Is that your assumption, that that would've happened next, eventually? After the struts were done?
A. The thing is I didn't see anybody working there, I saw it all torn apart --
Q. Um-hum.
A. -- and I don't know what crew was working on it and I wanted to talk to them to ask them about it, yeah.
Q. What the plan was.
A. Yeah, what the plan was.
DR. WOODS: Okay. Well, that's it for me. I do have two kind of final questions I always ask, but before I do that, I want to make sure, is there anybody else who has any additional questions? Seeing no shake heads, no?
(No response.)
BY DR. WOODS:

Q. Okay, all right. Well, then, two unusual questions, oddball questions. One is that, like, if you were king for a day and I gave you a magic wand, essentially, that you could wave and you could change something with the way you do your work, the way your people do their work, the Boeing system, the Boeing policies, how the job goes to make it better, to make it perfect, what would that be?

A. Well, that would be -- I would -- I would take that and let my -- let my boss figure it out, you know.

Q. You don't have opinions?

A. I would give him the magic wand and say here, you're complaining all day long. Fix it.

(Laughter.)

MR. [redacted] And that would be the only thing I could think of. Me, I just tackle things as they come and roll with the punches as they come, I don't -- I'm not a -- I'm a doer, not a -- you know, I don't know how to do hypotheticals.

BY DR. WOODS:

Q. Okay, that's fair. And then the last question I have is that you had some time, once you were notified that you were going to come in and chat with us and give us your experiences, given that time you had, is there anything that we have not asked you that you thought for sure we would or that you would like us to know that might be able to better enlighten us as to what happened?

A. Do I have any insight on the -- what could've happened with

the door?

Q. Um-hum.

A. I don't think I do. I know it came to me on the 18th and it left and went out on the 19th. All we had was questions about plans, you know, because it all centered around the protection --

Q. Um-hum.

A. -- and -- yeah, I didn't even run into anybody that was working on it.

DR. WOODS: Okay. Understood, all right. Well, then, seeing nothing else around the room, we are going to terminate this interview at 4:57 Pacific time.

(Whereupon, at 4:57 p.m. Pacific Time, the interview concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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

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Investigation of: *

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ALASKA AIRLINES BOEING 737-9 *

MAX IN-FLIGHT STRUCTURE * Accident No.: DCA24MA063

FAILURE NEAR PORTLAND, OREGON *

ON JANUARY 5, 2024 *

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Interview of: PHALLY MEAS, Manager
Boeing

Boeing
Renton, Washington

Wednesday,
March 6, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

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

NILS JOHNSON, Aviation Accident Investigator (Maintenance)
National Transportation Safety Board

MATT RIGSBY, Air Safety Investigator
Federal Aviation Administration

MICHAEL RINEY
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists and Aerospace Workers (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineering Safety
Alaska Airlines

BJORN ANDERSON, Captain
Air Line Pilots Association (ALPA)

MATTHEW DIGGS, Davis Wright Tremaine LLP
(On behalf of Mr. Meas)

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I N T E R V I E W

(10:15 a.m.)

DR. WOODS: Good morning. It's March 6, 2024. The time is 10:15 Pacific. My name is Dr. Sabrina Woods. I'm a Human Performance Investigator with the National Transportation Safety Board. I am co-leading a manufacturing and human performance working group for accident investigation number DCA24MA063 involving Alaska Airlines Flight 1282.

The NTSB is an independent federal agency. We are congressionally charged with determining probable cause in transportation accidents and promoting transportation safety. The NTSB is not a part of the Department of Transportation. We are not a part of the FAA. Therefore, we have no regulatory or enforcement capabilities. We can't do any of that.

At this time, I'm going to have everybody in the room introduce themselves to you. Although the NTSB is the one responsible for determining probable cause, we can't do that by ourselves. We rely on party members to help educate us and advance the case. And so what you're seeing in the room today is some of those party members. To start out with, though, I'm going to have my co-lead introduce himself. Pocholo?

MR. CRUZ: Yes, my name is Pocholo Cruz. I'm an aerospace engineer with a structures and maintenance background.

MR. JOHNSON: Nils Johnson, National Transportation Safety Board. I'm an aviation accident investigator, specialty is

maintenance.

DR. WOODS: Matt.

MR. RIGSBY: Hi, I'm Matthew Rigsby with the FAA's Office of Accident Investigation. While I work for the FAA, I don't know if you have any employee certificates, but I have enforcement authority.

MR. RINEY: Good morning. Mike Riney, I'm Spirit's on-site representative here in Renton supporting both Wichita and Renton for under 18 years.

DR. WOODS: John.

MR. PETRUZZELLI: John Petruzzelli. I am here representing the International Association of Machinists Union, and I also work at Boeing and (indiscernible).

MR. MARCOTTE: Good morning. I'm Dan Marcotte, and I'm a Boeing Air Safety Investigator stationed in Southern California.

MR. LEVANEN: Good morning. I'm Troy Levanen. I'm the Director of Maintenance and Engineering Safety for Alaska Airlines, and I've been with the airline for 34 years.

DR. WOODS: Bjorn.

CAPT ANDERSON: Good morning. Bjorn Anderson. I'm a captain with Alaska Airlines, and I'm representing the Air Line Pilots Association. I have an aviation maintenance background for about the last 30 years.

DR. WOODS: So with that, Phally, these are all the people who are going to be asking you questions today. We will be using

a digital recorder. After the interview, we will send that recording out for professional transcription and once we receive that transcription back, all the party members will have a chance to review it for any typographical errors, misspellings, things of that nature. Once again, the purpose of the investigation is to determine probable cause and prevent recurrence. Our role is not to assign fault. We don't do that; we don't have the capability to do that. We're here simply for you to share your experience, your insight. You know Boeing better than we do, so that's what we would like to learn from you. Having said that, thought, we cannot offer any sort of guarantee of confidentiality or immunity as this transcription will go into the public docket that's packaged for this accident.

Each of the group members will have a chance to ask you questions. If you don't understand the question, please do not hesitate to say so, and we will try to clarify it if we can. We're going to do likewise. If we don't understand the answer, we will also seek clarity. If you realize later on that, like, oh, you know what, that thing you asked me earlier, I've suddenly remembered or whatever, you would like to elaborate, also feel free to do that. Don't feel like you have to stick with the moment in time. If at any time you need a break, please don't hesitate to ask. If you would like to take a break for your sake or if you would like to speak with counsel, just let us know. We will go off record and then when you're ready to return, we'll go

back on the record.

You are entitled to have one person to support you through the process, one representative of your choosing. Is there somebody that you would like to have with you today?

MR. MEAS: Mr. Matthew Diggs.

DR. WOODS: Okay. And, counsel, would you, please, for the record state your name and spell your last.

MR. DIGGS: Sure. Matthew Diggs. The last name is D-I-G-G-S, with the law firm of Davis Wright Tremaine.

DR. WOODS: Perfect, thank you for that. And, lastly, Phally, would you please state your full name and spell your last.

MR. MEAS: My first name Phally, last name Meas, M-E-A-S.

DR. WOODS: Okay, thank you. We're going to start to my right here. Pocholo's going to start the round first. Pocholo.

INTERVIEW OF PHALLY MEAS

BY MR. CRUZ:

Q. Thanks, Phally, for coming in today and talking to us. So what is your position and title at Boeing -- here at Boeing in September of 2023?

A. September 2023, I was a first-line manager on second shift as interiors.

Q. Okay. How long have you been in that position?

A. Since May 5th, 2023, so --

Q. Okay.

A. -- until now for over 10 months.

Q. Okay. And how long have you been with the Boeing Company?
A. Since April 20 -- 22nd.
Q. April --
A. April 2022.
Q. Okay.
A. Yes.
Q. Okay. Are you a contractor for Boeing or are you a direct hire?
A. Right now as a manager, I'm a direct hire.
Q. Okay. So did you have a previous position in the company?
A. Yes, I started with Boeing as a structure mechanic for eight months and then got promoted as a team leader.
Q. Okay. And can you please describe your professional background?
A. I got my degree in machining and manufacturing technology from Green River College in 2017. And then I started work for an aerospace company named Exotic Metals from October of 2017 for a little bit over four years as a CNC machinist and then become a team lead. I helped with, you know, process improvements and I worked there for over four years.
Q. Okay, and then --
A. And then I started at Boeing --
Q. Okay.
A. -- in 2022.
Q. Okay. In September of 2023, which shifts do you work -- did

you work?
A. I worked the second shift.
Q. Second shift. Okay. And what days did you work at second shift?
A. My regular shift are Monday to Friday.
Q. Monday to Friday. And how long are the days? I mean, what time did you start, what time did you end?
A. So the actual hour is 8 hours, supposed to be 3:00 to 11:30, but I always here two hours prior.
Q. Okay.
A. Yes, I'm normally here at, like, 1:00 p.m. until midnight.
Q. Okay. Run me through a typical day for you in September as a lead or a manager. When you come in what do you do? You said you come in a couple of hours early before, right?
A. Yes.
Q. Okay. So run me through a normal day for you.
A. So, first, I spend a good amount of 30 minutes to an hour to check all the emails, to see the status from previous shift, and also look through the emails if there is any help needs, any impact. And then after I check all the emails, I look into my job package. Is there anything workable, any impact, any help that I need to reach out in order to figure out my job. And then I get with my team leader and my mechanic in order to set up a task for today.
Q. Okay.

A. And at 2:00 p.m. every single day we have a hand-off meeting with the first-shift managers.
Q. Um-hum.
A. And from that time on, we are busy meeting up with the teams, set up the tasks, meet up with upper leadership to make a report.
Q. Okay. And how many people work for you?
A. About 40 people.
Q. 40 people?
A. Yes.
Q. How many leads of those 40 people?
A. At the time I have 4 team leads.
Q. 4 leads?
A. Yes.
Q. Each team lead has how many people underneath -- or how many mechanics underneath the lead?
A. May I please break down in teams?
Q. Yes, go ahead.
A. Yes. So I manage two teams, two lines. And one team have 14 people, one team lead. Another line have 14 people, one lead. Another line have six people, one lead, and another one have six people, one lead.
Q. Okay.
A. Yes. It's essential in this line.
Q. And they all report to you?
A. They all report to me.

Q. Do they -- do you work with the same people every day typically?
A. Yes.
Q. Okay. And how is -- there's a lot of people that you oversee?
A. Yes.
Q. What is the shift turnover procedures with regards to the shifts themselves? How do they communicate to you?
A. So the beginning of shift starts at 3:00. I do the kickoff in order to set them the expectation, and then I meet the whole team to focus on safety and quality, and to run through real quick any updates from upper leadership. And after that I get with my team leaders, so my team leader is the main point of contact --
Q. Um-hum.
A. -- and the main person to run the team -- run the whole assignment.
Q. Okay.
A. Yes. Unless they're having any issue, they come to me.
Q. Okay.
A. Yes.
Q. And those four team leads that you have --
A. Yes.
Q. -- at the end of shift, they would get with you to tell you what's --
A. What's going on.

Q. Yes, what the status of stuff is.
A. What status --
Q. Yes.
A. -- what's the next day schedule, the next day plan. And if they come in to complete a job -- if job not completed, they report to me what's the impact and what we should have -- what we're going to do about that.
Q. Okay. Is it typical for you to go to the airplane and see what's happening or typically the leads do that or -- just out of curiosity?
A. Most likely it's the lead duty to walk the planes.
Q. Okay.
A. Yes.
Q. Okay. And who is your supervisor?
A. [redacted] (ph.). He's a second-level manager.
Q. Are you a first-level manager?
A. Yes.
Q. Okay. Is there a specific training for you to be a first-level manager?
A. Yes.
Q. What is the training?
A. So to begin with, there's a 40-hour training. I can't remember off the top of my head, but it's specifically for management, how to interact, how to manage the business, you know, and how to ensure, like, manage the mechanic, making sure he

follows the process, have the proper tools, proper training. And it's a 40-hour -- one whole week and I got that training at South Park (ph.).

Q. Okay.

A. Yes, in Boeing, Seattle.

Q. Okay. And this team that you manage now, were you part of the team previously to becoming a manager?

A. May you repeat the question one more time --

Q. Yes.

A. -- please.

Q. This team that you're managing now --

A. Yes.

Q. -- 40 people, did you used to work as a mechanic lead in that same team or --

A. No, I was not.

Q. You were not. Okay. So you were brought in from the outside?

A. I'm brought in from wing unit.

Q. I'm sorry?

A. Wing.

Q. Wing?

A. Yes.

Q. Okay.

A. Structures.

Q. Okay. So let's talk about the day on 8789, okay. This is

September of 2023. Can -- if you can recall, to the best of your recollection, on the day that you came in on that shift, can you run me through the day what happened during that day in, I guess, it would be September 19th, I believe. Were you working on September 18th?

A. Yes, on second shift, I was there.

Q. Second shift. Run me through your day on September 18, second shift.

A. I believe the -- September 18 when I got to work, the door already opened in order for Spirit to perform the work on the rivets. Then Spirit complete the rework sometime later.

Q. Okay. Do you know who opened the door on the 18th?

A. I have no idea on that.

Q. Okay.

A. Yes. But it happened on first shift.

Q. It happened on first shift on the 18th?

A. Yes, because when I got in, the door already open.

Q. Okay. And do you know, was Spirit working the door when you got in -- or the fastener, the NCR? No?

A. At the time because the door already open --

Q. Okay.

A. -- and Spirit didn't have a clear pass to do the -- to work on the issue, so at the time I have no more concern on that.

Q. Okay. So you left your shift on the 18th? Right?

A. Yeah.

Q. Okay. And then 19th you come in second shift?
A. 19th I came in.
Q. All right. Run me through that day.
A. And notified the NCR after rivet is completed, and the airplane is right by the -- flow day 9, right by the door. Line move, which mean the airplane had to go to the next door, which is outside of the building. So I helped coordinate with the LSCC, Line Side Control Center. And from there, LSCC is the person that reach out to the right source to do the right task. So from there, I have no idea.
Q. Okay. When you came in on the 19th, was the door still open?
A. The door's still open.
Q. Okay. So during that time -- during your shift, the door was closed or no?
A. The door was open.
Q. The whole time on the 19th?
A. My shift start at 3:00, so 3:00, 4:00, 5:00 the door is still open.
Q. Okay.
A. And after my team notified that the rivets is completed, the plane got ready to go in and we can install the sidewall. But when we know that the door is ready to go in, to close back.
Q. Okay.
A. That way we can go on with our job. And also at the end of shift, they can remove the stand and they can move the airplane.

Q. Oh.
A. Yes. So that's when I helped coordinate with the LSCC sometime around evening.
Q. Okay. Did you go to the airplane yourself?
A. At the time, yes.
Q. Again, is it typical -- is there a reason why you went to the airplane?
A. Because this issue has been the end, no result for the past week and the plane is already by the door. My job cannot be done -- it's impact a lot of people. I received a lot of phone calls, a lot of emails, a lot of upper leadership, second level of leadership that they're right there also involved. So this issue is hard.
Q. Okay.
A. You know, this issue is hard. So when the rivet is done, I want to make sure that I know my business and I get on it, you know.
Q. Okay.
A. Yes.
Q. What time did you leave on the 19th, do you recall?
A. Probably like -- I always stay late.
Q. Okay.
A. Until midnight.
Q. Okay. So between the time when you took that picture, right, the door was already closed at that time? The picture that you

took was the door was closed, correct?
A. Yes.
Q. Do you have any idea what the timeframe was between --
A. The door was closed sometime by lunch, I believe. A little bit like around lunch. So lunch is 7:00 o'clock --
(Crosstalk)
Q. Oh, 7 o'clock --
A. Around that time --
Q. Okay.
A. -- when I see from the outside the door is closed, I walked the plane and it's still closed. So --
Q. Okay.
A. -- that's when I believe I took that picture --
Q. Okay.
A. -- and sent it to flow day 1 manager to send the mechanic to come and verify, then the plane can go in.
Q. Do you know who closed that door?
A. That's going to be the LSCC person, because I reached out for help, and then I go handle other task. I have a lot of task --
Q. Okay.
(Crosstalk)
Q. So who is the LSCC person that you --
A. His name is [redacted] (ph.).
Q. Okay. So he was the one that you were communicating with --
A. Yes.

Q. Okay. All right.

MR. CRUZ: I think I'm done right now.

DR. WOODS: Nils.

BY MR. JOHNSON:

Q. Good morning. I guess everything I want to talk about is on the 18th and 19th of September 2023. You mentioned to Pocholo that when you arrived the plug was open. Do you think that was about 1:00 p.m.?

A. That's correct.

Q. On the 18th?

A. On the 18th.

Q. Okay. On the 19th -- I'm going off of Pocholo's answer to a bunch of the questions, so I'm kind of jumping around. On the 19th at 2:30, 3:00 p.m., you texted Tran Nguyen then said that as soon as the seal is complete, please let me know so I can reach out and get the door closed, blanket and move forward with the build. Does that sound correct?

A. That's correct.

Q. Okay. The question is, who did you contact to close the left-hand MED plug?

A. After the rivet was done, I reached out to the LSCC person. His name's [redacted].

Q. Okay. At 5:33 p.m., you were texted by Davey (ph.) -- FD1 manager, I guess, is how it was referred to in your phone -- who said all done, train your team to do these these small installs.

Do you recall what was all done? That was at 5:30 p.m. on the 19th.

A. I'm honestly confused about the way he texted all done. That's when I verify it's not done. So Davey is a manager from flow day 1, 2, 3 and he may confuse of different work. Because every day we have a lot of planes, we have a lot of help needed to reach out. So they may thought that it's all done, but it's not.

Q. Okay. On the 19th, at 6:39 p.m., you texted Davey, the flow day 1 manager, you said one piece, I need to be done tonight. Please -- plane right now at RO, it holds up sidewalls and the seats. Thanks so much, and you included a picture of the MED plug. My question, which you already answered the last time, is do you know who closed the left-hand MED Plug?

A. The person that [redacted] reached out.

Q. All right.

MR. JOHNSON: For me, that's all for round 1, thank you.

DR. WOODS: Matt.

BY MR. RIGSBY:

Q. First layman. What does LSCC stand for?

A. Line Side Control Center.

Q. Lon --

A. Line Side Control Center.

Q. Okay.

A. So each flow day, there's one line side control center to help shop coordinating with any issue --

Q. Okay.
A. -- when we have problem, because it (indiscernible).
Q. Okay. Do you know who [redacted] reached out to?
A. I have no idea, sir.
Q. Have you ever been to -- or does Boeing offer a door training, you know, door install training or --
A. I have no idea about that. It's not my scope of work, so --
Q. Okay. So are you overseeing the door crews?
A. No, that's a different team.
Q. Different team, okay. Do you hold any FAA certificate?
A. No, sir.
Q. No? Okay. Are you familiar with SAT?
A. Yes, sir,
Q. When you see a dollar sign on a SAT, do you know what that dollar sign means?
A. Yes, critical.
Q. Critical?
A. Yes. Can be Tier 2 or Tier 3, so it's more involved.
Q. Okay. Is that dollar sign directed towards a manager to show that it's critical or a mechanic -- a structural mechanic?
A. It just raise up to all the source that we ask for help. So let's say the issue requests engineering, all the Tier 2 board meeting, which include the second level and the director, that SAT is going to show up and then give them the attention to reach out sooner.

Q. Who's Kenneth McElhaney to you?
A. He's a door crew manager.
Q. Door crew manager?
A. Yes, sir.
Q. Is that above you?
A. He's first line.
Q. First line as well? Okay. Coming from a structural mechanic to this job, did you -- other than the 40-hour course -- were there any additional hands-on training that you received?
A. Just walking the planes enough amount of times to see what's the impact of my build and what's my build to impact to flow days.
Q. Okay
A. That's pretty much it.
Q. Okay. Do you supervise any Spirit contractors?
A. I can't recall on that. I'm not sure.
Q. Okay, okay.

MR. RIGSBY: That's all I have.

DR. WOODS: Mike.

BY MR. RINEY:

Q. Hi, good morning.
A. Good morning.
Q. Following up on Matt's question, did you shadow any Boeing first-level managers prior to your assignment, flow day 6, 7?
A. When I first became --
Q. Did you perform as a temp manager for any duration?

A. No, I got hired straight as a manager, but I shadow with other first-line for a month, and she currently our senior lead.
Q. Was that first shift or second shift?
A. Second shift.
Q. Did you see any of the work happening on the MED plug, any of the rivet rework or --
A. I did not.
Q. And you did not witness anyone that had closed an MED plug?
A. Because that event is open, is happened on first shift and then it closed. I did not -- no, I did not see who closed it.
MR. RINEY: That's all I have, thank you.
DR. WOODS: John.
BY MR. PETRUZZELLI:
Q. So you mentioned that an LSSC -- or LSCC leader would have reached out to someone to close that door. Is the line side shift -- line side control -- I forget what it stands for -- but is that person a manager?
A. He's not. He just work there.
Q. So would he assign the work then, not being a manager?
A. May you please repeat that question?
Q. Absolutely. Would he, [redacted] , be the one to assign somebody to actually do the work, in this case, close the door?
A. Yes, he is.
Q. So he's making the work assignment as a non-manager?
A. Because that's part of the help needs, not my assignment. So

when a help needs, [redacted] is an expert to reach out to the proper source to do the job, and that job is outside of my scope of work.

Q. Whose scope of work would it fall under?

A. [redacted], I believe, [redacted] (ph.).

Q. Okay. And do they have door people on second shift?

A. I wasn't sure. But when I communicate with [redacted], he does say he'll look into it, and then an hour after, it's closed.

Q. An hour after talking to him, the door gets closed?

A. Yes.

Q. Thank you.

A. Um-hm.

DR. WOODS: Dan.

BY MR. MARCOTTE:

Q. You might have cleared some things up for me between Nils' questions and these, but I'm going to ask you anyways. So does the exit door plug have to be closed to install the blankets?

A. Yes, sir.

Q. Okay. Because I thought heard you saying you first noticed the door was lunch around 7, but at about 4:40, you were reaching out to -- on a group text to have assistance to install the blanket on the -- where the inactive exit door is on 8789. So it's really a plug, not an inactive door. And then Davey replied, you know, where's the blanket and you said it's hanging on the airplane. And then a few texts later, you know, not very much later, at 1650, it's -- he says he's sending guys over right now.

So it sounds like you might have heard from someone the door was closed before lunch.
A. Yes.
Q. Right?
A. Yes. And then when I came and verify --
Q. Okay.
A. -- because my area is flow day 6 --
Q. Yes.
A. -- and the plane is flow day 9. So I may have heard from somebody, but when I --
Q. Okay.
A. -- come to see myself, it's not closed.
Q. Okay. That makes sense. Do you know who you heard from the door was closed? Do you remember?
A. I cannot recall. It could have been from one of the mechanics.
Q. Okay.
A. We have a lot of them.
Q. Yes, one of the 40 guys.
A. Yes. And a lot of airplanes to do everything.
Q. Yes, of course, yes. Okay. So the blanket that needed to be reinstalled, that your group was going to reinstall, was it this -- the blanket on the plug or was there other surrounding blankets that were had been removed, too, or needed closure or --
A. Just one piece right on the plug.

Q. Okay. Just that, yes. Okay, I think that's it. Thank you.
A. Yes.
DR. WOODS: Troy.
BY MR. LEVANEN:
Q. Thanks again. How do you give your turnovers to day shift? Like when you go home, because it sounds like there's not really a night shift. You have an evening shift and then there's a dead time between day shift and your shift. Do you -- how do you leave your turnovers for things like partial work, that type of thing, updates?
A. And the end of my shift, I send out emails what are tie-in. So I send them a tie-in. On the very top of the tie-in, I have what has (indiscernible) needs, so I state all the issue and what kind of help needs, what's the status out there. And with this particular issue, I believe we have another chain of emails that would go to upper leadership, or three, four second levels from first, second and third of different flow dates, and also including the director, stating the issue, we have the (indiscernible), what to do in order to succeed the issue.
Q. Um-hum. Okay. That makes sense. So you're flow day 6 and 7, and this is happening at flow day 9. But it's -- is it true then that it's still your responsibility because it's an interiors part that your team would travel up to flow day 9 to do the work? Because you don't normally -- your team doesn't normally work at flow day 9, right?

A. Yes. So to clarify the issue a little bit, the main issue is from flow day 1, 2, 3, it's a little bit, and then travel all the way to my flow day --
Q. Um-hum.
A. And travel all the way by the door. The whole reason why that I'm reaching out for help because it's hold up my job. And then my job hold up flow day 8, 9 job.
Q. Um-hum.
A. And so wherever the planes go, we keep chasing the job.
Q. Okay. And then do you, as part of your normal shift, do you, like, walk around each of the planes. So, like, I guess this question would be more if flow day 6 and 7, when the aircraft was at your normal --
A. Yes.
Q. -- area, did you get a chance to look at this door plug and see that it's missing the sidewall or whatever?
A. Yes, I do if I only have 2, 3 planes behind, and the planes for the 6, 7, 8, I do. But when I have a lot of job behind schedule, I have a lot of planes all over the places, I assign my teams. One team will do all these tasks, another team they do all these tasks, you know.
Q. Um-hum. So if you can remember, when you were in flow day 6 and 7 with this aircraft, did you ever see the door plug opened or partially opened or disconnected at all when it was coming through your area?

A. No, that was the first time that I saw it.
Q. At flow day 9?
A. At flow day 9.
Q. And then did you work on the 17th, then? That would have been on Sunday night?
A. (No audible response).
Q. And did you say that you thought that the aircraft moved on the 17th, so like when you came in on the 18th, it was in a new location from when you last saw it, which would have been, I guess, maybe Friday?
A. Yes, the aircraft moved over the weekend, I believe Sunday night.
Q. Um-hum.
A. On flow day 8 or 9.
Q. Is the LSCC, are they hands on like you are, like at the aircraft so they can walk around and see what's going on or what's their normal, like, physically, like where are they -- what's their positioning?
A. So they have a little station on each flow days.
Q. Um-hum.
A. And first and foremost, when shop have issue, for example, if that's the damaged part of the same part, shop put a SAT. LSCC get notification, receive a SAT and then he'll get to the issue, what kind of help did that shop needs. If they need a new part, they reach out to supply or if they need a QA, they reach out to

QA engineering. So they're the parts that will handle all the issue between shop and the support.

Q. Okay. And then, for example, for this specific aircraft, you said that it would have been [redacted] that you reached out to. So [redacted], would he be posted up at his little area and then make phone calls, or would he walk to places to help communicate these things to make sure that they're getting done?

A. I walk to [redacted].

Q. You go to [redacted]. And then does [redacted] do the same? Does he move to then or is he just making phone calls, hey, somebody needs to close the door, door crew or whatever.

A. At the time, I believe [redacted] just stand up and look at the issue and he see the door is open. And then he handle the issue from there.

Q. Okay.

A. I wasn't sure does [redacted] walk by airplane.

Q. Yes, but he could see it, though, from where he --

A. He can see it from the outside.

Q. Okay, that helps. And then one more question on the SAT. Do you, as a manager, do you get to update that? Do you add information? We looked at it and we saw the dollar signs on there and that stuff that you mentioned tier 2 or tier 3. Do you get -- is that part of your role to input information into that or no?

A. We don't directly import or update any comments. Like we go to the LSCC personnel and ask them how we want it.

Q. So the LSCC will put information?
A. Yes, the LSCC is the only person that allows and supposed to input the comments and update the SAT. So if the issue has been around for a couple of days no result, we go ask them to elevate the SAT to critical. But we not do it. We go and ask them to do it.
Q. Yes, okay. That helps. And then the last thing I was going to ask about was a little bit about the workload, the staffing and the pressure. So we talked a little bit about the staffing, so maybe I'll start there. Do you feel like your teams have sufficient manpower or too little, too much or about the right amount?
A. To be honest, it's a little too much, yes.
MR. DIGGS: Can you explain that?
MR. MEAS: May you please repeat the question one more time?
BY MR. LEVANEN:
Q. On your staffing level of your 40 people, do you think it's the right amount of people, it's a little too many people or a little too few people?
A. A little too many people.
Q. Okay, so there's --
A. Because --
Q. -- extra --
A. -- yes, because currently I manage two different line, and it's supposed to be two different managers.

Q. Oh, okay, I see where you're going. Okay.
A. So I hold those headcount, I mean.
Q. Okay. But -- and then -- that sounds like a lot. Like Pocholo, or somebody mentioned that, but -- or Matthew. But how about the pressure? In this particular event, you mentioned that they were all the way to director level that were leaning in on this door plug. How did that represent or present as pressure to you at your level besides what you've already said? Like, how did you feel about that?
A. So just for my flow day alone, flow day 6 and 7, is one of the most critical flow days. I would say like the plane is alive, they put everything together. And when the issue travel from 1, 2, 3, I receive it, it impacts my job. Now, I have to handle it.
Q. Um-hum.
A. So I have to reach out back to them asking them for help, but when the job travel, my job impact other team. They're going to keep calling me, email me, email my manager, email the director if my job's not being done.
Q. Um-hum.
A. A lot of times they don't care, this is the impact, but they reach out to me, yes. And more for that particular issue, my sidewalls hold up seat.
Q. Yes.
A. Yes. And when the plane go outside, they're going to have a very hard time to load the seat.

Q. Yes, stands and everything -- okay. Well, I think that's good enough, thank you.
A. Thank you, sir.
DR. WOODS: Bjorn.
BY CAPT ANDERSON:
Q. Thanks for coming in.
A. Thank you.
Q. You were talking about the LSCC. Are those mechanics or are they leads?
A. They're not mechanic, they're not lead. They're just expert that know everything. Everything that we don't know, manager of shop, we don't know, we go to them.
Q. Um-hum.
A. They find out for us.
Q. And is that -- is the workday broken up for the LSCC the same as first shift, second shift?
A. I'm not sure of that.
Q. Okay.
A. I believe they have, like, slightly different schedules.
Q. All right. And if there was the door opening, would that be ordered by the LSCC if that request came in from the SAT that they were looking to have the plug door opened? Would the LSCC coordinate that?
A. The door was opened on first shift, so I wasn't sure.
Q. Um-hum.

A. This happened by the LSCC or by direct mechanic or manager. I wasn't sure.
Q. Okay. And who typically coordinates moving the stands to and from the build, as the aircraft is moving through different days.
A. Either shop, direct requests to toolings or shop requests LSCC; LSCC requests toolings, and tooling come and remove the stands.
Q. And so the stands would -- so tooling would be coordinating the stands, putting it in place and then removing it?
A. Yes, sir.
Q. Gotcha. And just wanted to clarify onto a question that Troy asked about the staffing, and you said it was too many. So it -- for 40 mechanics, you're thinking that it should be something typically that is managed by two managers?
A. Yes, sir.
Q. And would you -- how would you think the staffing is as far as what's happening on the floor with the mechanics and leads, and -- enough mechanics, not enough mechanics to actually perform the work?
A. Well, so the head count is 40, but fortunately the only one line at the time, which is central line. If we ran both lines, central and east, it's going to be really difficult. And the only problem is, like, I have less engage with my team, you know. So a lot of work I'm going to just rely on my teammates, you know, just handle the job.

Q. Um-hum.
A. So at the time I just assign another job to my team leads. My team leads assign task to the mechanic. If they have issue, they report straight to me.
CAPT ANDERSON: That's all for me now.
DR. WOODS: Thanks.
BY DR. WOODS:
Q. Phally, how do you enjoy working in the position you're in now?
A. I do love what I'm doing. I love working with people, managing people. But to be honest, the workload is a lot and the stress between managing the people and managing the business, the job behind schedule, the impact on back shop, the impact when other job travel. This is a lot.
Q. Do you feel you get enough support managing that stress and workload from above you?
A. At the time, there's a lot of thing that I got to go all out and do my very best. Internal coordinations, yes, coordinations I have to reach out for help.
Q. But what about -- for instance you said, you know, the -- you're chasing the task, right. You're in flow day 7, 8, 9 but now it's at the door and you're chasing a task because other things need to be done. People are calling your manager. I guess what I'm asking you is what type of support is your manager and your manager's manager giving you in those situations?

A. They also help reaching out, help coordinate.
Q. Okay.
A. Yes.
Q. Are they providing any of that pressure as well?
A. If the job still not getting done, yes, there's pressure.
Q. Um-hum. If you were in a situation to where you saw something you were uncomfortable with or you had a concern, how would you handle that?
A. I would speak.
Q. To who?
A. To my manager.
Q. And if you spoke up to your manager, what is your level of confidence that he or she would listen to you?
A. 70%.
Q. Explain why not a full hundred.
A. I'm not sure, but from my opinions and my experience --
Q. Um-hum.
A. -- 70 percent, yes.
Q. Okay. Are you at all familiar with Boeing's internal feedback system?
A. May you please be more specific?
Q. Are you aware of any sort of system that Boeing has in place, not just you to your manager, but that Boeing has in place for anybody to provide feedback.
A. (No audible response).

Q. No, I'm asking. Is that something that you're aware of?
A. Is it something like an ethics report or anything like that or --
Q. Sure, if that's --
A. That's the only resource that I know.
Q. Okay.
A. Yes.
Q. Have you ever submitted an ethics report?
A. No, I have not.
Q. Okay. Are you aware of the results of a submitted ethics report?
A. I'm not sure.
Q. Okay. No worries, thank you. How would you describe the working environment in terms of, like, people communicate and how people work together?
A. May you please be specific? Is it like in general or just within my flow days?
Q. Let's start small. Let's start with the things that you control that you were directly a part of. Within your working environment, how would you describe the atmosphere? How did people get along, how do they work together, how do they communicate?
A. My organization (indiscernible) is a little bit stressed and chaos.
Q. Can you give me an example of chaos?

A. A lot of job that's impact by the back shop of flow days and then we don't get it done, we have to work a lot harder than we're supposed to.
Q. And how is that affecting the people themselves?
A. If we get the good airplanes we just build what it's supposed to, every single day is going to be an easy day for us. But during that times and currently all the plane that came to us always have issue.
Q. Um-hum.
A. With structures, skins, open holes. So the job not being done, you're going to dig deeper to the issue which have to help.
Q. As a manager, are -- have any of the 40 people under you come to you with concerns or asking for help?
A. Some days they come to me asking for help.
Q. Um-hum. Has that happened recently, like, within the last six months?
A. May you please be specific what kind of help?
Q. Any kind. I just want to know -- you said you have some concerns over the amount of work you have and sometimes you're having to go reach out to your managers. But in this circumstance, you're also a manager, so I'm trying to determine if the people under you -- what their concerns might be, what are they bringing to you as their manager.
A. When they need help, they come straight to me and I make sure that I provide them the proper help. In term of if they don't

have tools, they're training almost expire, I need to and go then to train, right. The job that they perform, they're not efficient. I want to make sure that I have a senior guy, or a team leader walk them through and help them succeed in their job, their task.

Q. Um-hum.

A. Yes. But when they have problem they come to me.

Q. If I'm to say the words safety culture, what does that mean to you?

A. It's very important to make sure that all the employees know the importance of safety and perform the work safely.

Q. Um-hum.

A. Because for the record, I've been a manager for ten months now, and none of my mechanic have any injury.

Q. Um-hum.

A. They work safely.

Q. So for you, that safety culture means to work safely?

A. To work safely and also relate to the aircraft, so making sure they know what they're doing and they build a quality aircraft.

Q. Has Boeing ever had courses or training for managers or mechanics on safety culture?

A. I believe this include in one of my training, the 40 hours. That includes everything.

Q. And that's your managerial training?

A. Yes, the manager training.
Q. Do you know if your mechanics have similar training?
A. I believe they do.
Q. If I ask you what a safety management system is, do you know what that is?
A. I'm not sure.
Q. Okay. I think that's it for this round. So I'm concluding this first round. With that we've -- almost at an hour. How are you feeling? Are you ready for a break or are you good to continue? What would you like to do?
A. We can continue.
Q. Okay.
MR. DIGGS: Water.
DR. WOODS: There's some right there. Everybody else good to continue?
MR. CRUZ: Yes.
DR. WOODS: Okay. All right. Second round is usually a little quicker with some follow-up questions. Pocholo?
BY MR. CRUZ:
Q. I'm going to ask a question similar to what Sabrina has asked. Since you worked -- you're the manager for 40 people. Are there supposed to be two managers for 40 people or just one?
A. It's supposed to be two managers.
Q. Okay. There's supposed to be two of you?
A. Yes.

Q. Okay. How long have you had 40 people?
A. Since I started until now.
Q. Ten months ago?
A. Ten months ago.
Q. To now?
A. Yes, sir.
Q. So management hasn't really given you -- put another manager so that -- to alleviate some of the 40 people that you oversee?
A. Yes, I believe four or five months ago, they tried to bring in one of the managers from Everett, but he only last for like a month and then he moved to do something else. But, yes, since the time that I started until now, I'm the only manager that managed the two lines.
Q. Okay. What do you think -- since you have a pulse of your people, how is their morale?
A. The morale is still good, but it can be better with a smaller team.
Q. Okay.
A. This can be more engaging. Everybody can be (indiscernible) when they have concern. They feel more comfortable to speak up --
Q. Yes.
A. -- and they can approach me better, because we're the biggest crowd. A lot of people they're just scared or they might think that the manager don't have enough time for everybody.
Q. Yes.

A. So I need to spend a lot of time, 70% of my time, into walk the floor, check on them, just do the very best to check on them.
Q. Do you feel you're overworked?
A. I believe so.
Q. And have you told that to your upper management?
A. Yes, I've done that.
Q. And what did they respond with?
A. They tried to bring other managers, then they tried to have (indiscernible) who have the position a little bit higher than me --
Q. Um-hum.
A. -- which is a manager B, I believe, trying to take off a little bit of the workload in term of the help needs -- a lot of the help needs. They're trying to take on the task. That's always been done.
Q. Have they even -- do you know whether they've considered bringing a temp manager from below you or a temp person to come up to help you?
A. They have not.
Q. Have you suggested any such thing?
A. I have not, because they seen it, they know it, they know what's supposed to do, so I don't want to put myself in the suggestion, like, tell them what to do, because they don't want you to get done.
Q. But you can only work so hard so long --

A. Yes.
Q. -- right? In the text, FD1 managers mentioned about having your personnel install blankets, to learn how to install blankets.
A. Yes.
Q. Do your people not -- don't know how to install blankets? Are they allowed to install blankets, because that's a flow day 1 issue, right?
A. Yes. So, first and foremost, it's not my package. It's not my scope of work. Any mechanic can learn, but we're not really supposed to learn and do the whole factory job, because the blanket is flow day 1, 2, 3 first shift.
Q. Yes.
A. And also a lot of mechanic on 1, 2, 3 first shift, they come to second shift. So that's the whole reason why every time we have issue with blanket, we call the expert.
Q. Right.
A. We call the mechanic that know exactly what's going on.
Q. Right. So do you know if there's a certification to install the blanket for the mechanic or whoever?
A. I'm not sure, but I believe the operation just operates the same like any other operation.
Q. Yes.
A. There's QA inspections, there's customer inspections.
Q. So why would you think he told you that your people need to learn how to install blankets?

A. He's frustrated and he don't want to help.
Q. Okay. All right.
MR. CRUZ: That's all I got.
DR. WOODS: Nils.
MR. CRUZ: Thank you.
BY MR. JOHNSON:
Q. A couple of things for you thinking of where Pocholo left off. Do you know who installed the blanket on 8789?
A. The mechanic from 1, 2, 3. I'm not sure, but the manager might know.
Q. You don't know the name of the mechanic?
A. I do not know, sir.
Q. Okay. Do you know who Jason Russell is?
A. He's a manager on first shift, flow day 1, 2, 3.
Q. Okay. And 8789 was in flow day 6 on September 11th based on the chicken tracks that I saw. And you stated the plug was not open at that time --
A. Yes, sir.
Q. -- the bolts had not been removed. It was not open, correct?
A. Yes, sir.
Q. All right.
MR. JOHNSON: That's all I have, thank you.
DR. WOODS: Matt.
BY MR. RIGSBY:
Q. Just a couple. So how many hours a day are you actually

working?
A. Give me moment time.
Q. I'm sorry?
A. I'm sorry.
Q. No worries.
A. Minimum of 10 hours, up to 12.
Q. But your normal shift is?
A. 3 to 11:30.
Q. Okay. Are you good?
A. I'm good. Thank you.
Q. Okay. Have you had to deal with opening door plug in the past or was this your first time?
A. It was my first time.
Q. Okay.
A. May I go back to the second question? May you please repeat the question one more time?
Q. Sure. In the -- have you had to deal with a situation like you dealt with here with 8789, with the door plug needing to be opened? Have you had to deal with that in the past on an aircraft?
A. I have not. It's my first time to see that inactive door and coordinate with the LSCC for support.
Q. Okay. When you texted [redacted] about the -- seeking help to get the blankets installed and he responded back, I mean, I'll get with you later, how did he follow up with you? Did he call you?

A. No, I have to go to his office if he's there. If not, I got to handle the issue myself, call the manager or walk to the flow days 1, 2, 3, which is a ten-minute walk.

Q. On that night when you were called, did you get back in touch with him?

A. With [redacted] ?

Q. Um-hum.

A. I can't remember. He's very busy.

Q. Okay.

A. I'm also very busy.

Q. Who's Jacob Savage (ph.)?

A. He's a first shift manager, the same, first line manager.

Q. If they're behind on the floor performing a task, like the blankets like Pocholo mentioned, is the manager allowed to get in and assist the structural mechanics to perform work?

A. No.

Q. Would it be out of the ordinary for a manager to just step in and do work on their own if a task needs to be --

A. Just to me, no. It has to be the mechanic that done it in the past --

Q. Okay.

A. -- done it so many time and know exactly what they're doing.

Q. Yes. Okay, that's it.

MR. RIGSBY: Thank you.

DR. WOODS: Mike.

MR. RINEY: Since the incident with the Alaska aircraft, have you seen any changes in how Boeing operates?

MR. MEAS: The first thing that I seen is a lot of orange tape on the door plugs now around the bolt, and the issue is more visible. To be honest, back in the day, a lot of issue kind of go up mechanics, team leader, manager have to dig deep in there to see what's really the problem to hold up the job. Because a lot of time we install a part, it's going to travel the next couple of day. And then they, like, oh, okay, this is not done, this need to be removed. But now all the issue is more visible. The mechanic kind of slowed down a little bit and more focused on quality. That's all I see that's improved.

MR. RINEY: Thank you.

DR. WOODS: John.

BY MR. PETRUZZELLI:

Q. I think we're on flow date -- what -- 7, 8, 9?

A. 6, 7, 8.

Q. 6, 7, 8. Being on the field, we see this. Have -- from your seat -- have you seen -- are we doing better in eliminating or reducing travel work in the entire 37 production system? Has it gotten worse, is it getting better?

A. It's getting better right now. It's getting better.

Q. Less of it?

A. May you please repeat your question?

Q. Is there -- today is there less travel work for you, in say,

flow day 7, 8, 9 than there was six months ago or a year?
A. I don't understand the question. May you please repeat one more time?
Q. Sure. So travel work interruption -- your normal work package, right -- is there more travel work today than say six months ago or is there less?
A. It's still the same or it's even more.
Q. Really?
A. Yes. So as of today, I have 40 job behind, and the impact is all from flow day 1, 2, 3. Open holes, high fastener, high rivets, damaged rivets. So the issues still the same amount, but the change is more visible, and they take it more serious, at least there's a progress in that, and that's in the ECD to complete the job.
Q. So are we -- when I say we, I mean, collectively as -- are we doing better to push that travel work back to where it should have been completed?
A. That's the plan. As far as I know that's the plan they try to stop the airplanes where it is and complete the problem first before they move to flow day 6, 7, 8.
Q. Are you seeing any success in that area?
A. Not yet.
Q. Okay, thank you.
A. You're welcome.
DR. WOODS: Dan.

BY MR. MARCOTTE:

Q. Yes, I'm going to pull on that a little more. You -- if I heard you correctly, you said -- you know, when you were asked you said since the -- you know, there's at least trying to be some improvements, but I was interested you said in the past issues were hidden. Now -- but now you just said they're making things more visible. So when you were saying they were hidden, was that -- because of like the systems you had for visibility for open work, or did you mean people are intentionally hiding issues and you have to really dig to find them?

A. I don't --

Q. Do you understand my question?

A. Yes, I do. I don't want to guess, like they do it intentionally, but there's a lot of issue that's clearly visible on the CMES system. We just import the control code, let's say, flow day 1, 2, 3, you input 941, damage code, you see exactly an issue is right there. But there's a time the blanket is already installed, so I just don't understand myself why it's being installed when there is damage a little rivet behind it.

So back four, five months ago, all of this happened. Right now when there's damaged rivet, they open up the blanket, they put tapes. That's the change.

Q. Okay.

A. Yes. And I can see that's -- they have more rework things. The issue is this can be resolved within a week, so it just an

improvement right there.

Q. Yes, so that's why you see more orange tape, you also said.

A. Yes, a lot of orange tape now.

Q. Now I understand, thank you. And just another question, are you familiar with the Boeing speak up system?

A. Yes, I do.

Q. Okay. And can you tell me what that is?

A. When you see the issue, you have to feel comfortable and speak up.

Q. Okay. And how would you do that?

A. So far, you can directly speak up to your manager and also you can go to the ethics reports or email to the higher management.

Q. Okay, thank you.

DR. WOODS: Troy.

MR. LEVANEN: The only other question I was going to ask, and you don't have to answer, is when you worked those 10 and 12 hour days, do you get paid overtime for them or is it just salary?

MR. MEAS: I'm salary, sir. I have no overtime.

MR. LEVANEN: Thank you.

MR. MEAS: You're welcome.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. Question about pressure. So as delays are coming on to build and notes are being made on the SAT, you know, from leadership,

dollar signs, and you're getting pressure on that, how are you communicating that pressure to the mechanics?

A. To the mechanic, first, if the job cannot be performed due to the issue not completed, the pressure is just on me. I just overload all pressure on me and I go communicate to the managers that supposed to help me solve the problem, either phone calls, text, email or I just walk straight into the office, go ask them.

Q. And are you getting the support?

A. Sometimes, yes. Sometimes, no, especially when we have a lot of job behind schedule. I'm not always get support -- the proper support from the upper leadership.

CAPT ANDERSON: Thank you.

BY DR. WOODS:

Q. Phally, you mentioned earlier when I asked you questions about, like, the people that are under you -- 40 people under you, that's a lot -- and about them providing communication to you about their needs. And you said something about them, you know, and not speaking up, you know, getting them comfortable to do so.

A. Yes.

Q. Are you comfortable in speaking up?

A. To my manager?

Q. To anyone?

A. Yes, I do.

Q. Um-hum. Do you ever have concerns about speaking up?

A. I also do, to be honest.

Q. Um-hum.
A. Because my job, I work directly for Boeing, so when I have concern, I go talk to my managers. I also have the fear that I'm going to be moved to a different area or just, you know. But for the mechanic, I always make clear that --
Q. Um-hum.
A. -- yes, if each and every one of them have any issue or concern, you know, feel free to talk to me or email me. And 40 of them they have (indiscernible).
Q. Have you seen that happen where if somebody speaks up they get moved? That was a very specific example you gave.
A. I have not seen happen in my area, but I've seen somewhere in Boeing.
Q. You've seen it or you just heard about it?
A. I've seen it.
Q. Okay. And what is generally -- what are people generally told when that happens or are you told anything?
A. Just told nothing, but we just see it.
Q. Okay. You mentioned some of the changes that are going on, like the orange stickers, things like that. In your opinion, as a professional, are those changes sustainable? Do you think they'll keep it up?
A. I hope so, but so far --
Q. Um-hum.
A. -- so far, so good. I can see the progress.

Q. Okay.
A. When there's an issue, there's orange tapes. That's a sign to this team and that team. I can see the accountability is there.
Q. Um-hum. And this is accountability you might not have been seeing previously?
A. Yes.
Q. Okay. So if I were a person on the street coming in, again, like I want to work for Boeing, this is what I want to do and I'm sitting down with you, we're having coffee, I guess. What would you tell me about what to expect coming to work here?
A. Well, so far, first, I would say put up your resume and see your qualification.
Q. Um-hum.
A. Boeing is a great place, you know, great company. Yes, after all, it's a great company.
Q. What would you tell them about the day to day, though, working here? What's it like, what to expect?
A. As a manager, I don't really talk about work outside of the company.
Q. Okay.
A. But like I say, if people need a job, submit your resume and see your qualification.
Q. Um-hum. So you would -- would you recommend people then to come work for Boeing?

A. Right now, Boeing is still a great company if anybody want a job there.

Q. Um-hum.

A. Just submit your resume and apply for it.

Q. Are you saying that as a manager at Boeing or are you saying that as Phally?

A. To me, as me, I love Boeing, but some area is very pressure and it's very overstressed. And stress go to the managers. Just one of those day it's -- eventually it's going to go to the mechanic, to the employee, so it's impact --

Q. Um-hum.

A. -- the whole system. Because I've seen this great area in Boeing that people are happy each and every day when they come into work.

Q. Um-hum.

DR. WOODS: Well, I have two concluding questions, but before I get to those questions, I want to make sure is there -- it looks like there's a couple of alibis -- Dan, go ahead.

BY MR. MARCOTTE:

Q. On the travel work, how long -- how well do the crews get -- how well do the people get along crew to crew? Like, how does your crew, you know, are they pretty cordial, are they pretty friendly with the guys on flow days 1, 2 and 3? Do they get along or -- because where I'm going to go -- because do they, you know -- at the floor level the guys at flow day 8 to flow days 1, 2,

and 3, it's like hey, you guys are always sending work downline and we're the guys who have to catch it. And is there any, like, mechanic interaction? You know, if anything else, it might be an improvement, right, or do they just not get along and they don't speak or they don't care to listen to each another?

A. The way I seen it is the accountability is not there at the times, because when the job travels they believe, like, it's not my flow day anymore, it's not my problem.

Q. Um-hum.

A. Handle it.

Q. And that's what -- so you think the mechanics on flow days 1, 2, and 3, if one of your mechanics went over that's what they'd say, hey --

A. That's their mentality.

Q. -- that's out of my section. It's your problem now.

A. Yes.

MR. MARCOTTE: Thanks.

DR. WOODS: Troy.

BY MR. LEVANEN:

Q. I was going to ask, back to the 40 mechanics, how often do you get to meet with them as a team or do you -- how often do you get to meet with them as a team?

A. So everybody start at 3:00. I do the kickoff meeting at 3:00. I get to see all of them, right. Yes, the whole team, 40 people, including team leaders. So I get to see all of them at

least, you know, to observe how they feel to be in work, if they fully check in, if they look stressed, they not ready, you know. So at 3:00, that's when we all meet them. And then the team leader assign task and then we have every two hour meeting, which mean after our first break, we have another quick meeting just to check on them, making sure they're safe, they're okay. And then after lunch we have another meeting. And then after last break we have another one, and at the end of shift we have another one.

Q. So you actually, being able to see these 40 people or whatever percentage are there that day, literally five times a day?

A. Five times a day.

Q. And do you speak -- what -- how often do you speak at those five meetings?

A. The first one I speak at least five minutes just to go through what I know from the upper -- from the executive level in terms of safety, you know, any change, benefits, quality-wise, all of that. But the other four meetings, just to check on them.

Q. Um-hum.

A. Just making sure that they're -- they have all the proper tool that they need to do the job, they have QA support, they have anything that they need. And the end-of-shift, just to round it up, making sure everybody's still there at work, and do a --

Q. Didn't lose any.

A. -- FOD walk, cleanup.

Q. Yes.
A. But throughout the day, additional walk is fine. I also walk through the area, so.
Q. I see.
A. I can take my team leads --
Q. Yes.
A. -- then the team lead give me the assignment, like, okay, five people work on this aircraft, flow day 6 is central, 2 work on this plane, 3 work on that. So I just walk through --
Q. Um-hum.
A. -- check on them, you know, and say hi. I spend so many percent of my time on the job floor carrying my laptop and just walk around.
Q. I like that. Last question, do you -- when you meet with them on that first one where you speak for five minutes, how often do you bring up -- do you talk about safety topics? And I'm not talking just personnel, but just safety in general?
A. That's a cadence, so first and foremost is safety. Safety, quality, any change, right, the impact and then we're going to -- it gets to the numbers --
Q. Okay.
A. -- the workloads and the work behind schedule.
Q. Okay. All right, thank you.
A. You're welcome.
DR. WOODS: Pocholo.

BY MR. CRUZ:

Q. So you said six months ago you were seeing a lot of issues from flow day 1. Right?

A. Yes, sir.

Q. Do you bring that up to your manager to say, you know, the stuff that we're getting is not very good.

A. Yes.

Q. Or there's some stuff that's being hidden or pushed to us, and what did your manager say?

A. I did mention it, not just to my manager but to -- even the director also involved. And even I send out the email, include my manager and the second level on that area.

Q. Yes.

A. A lot of time they take action. Sometimes, they just say I'll look into it and then there's nothing there.

Q. And you still see --

A. It still continue on every day.

Q. Right. Is there a point in time when you would say enough is enough, I've sent this, you guys haven't fixed it and it's still coming down the pipe this way?

A. Just -- when there's no accountability, it's became pointing finger, like, okay my job's not being done because of this so we'll talk to this. But if -- right now, things are a lot better, they own the issue and they worked on it. All those are a matter of time, but at least they're aware of the issue.

Q. Are you the only first-line manager with 40 people?
A. On flow day 6, 7, yes.
Q. What about -- do you know if the other flow days?
A. They have one line, so one line, two team. I believe they have about 20.
Q. But you have the most?
A. I have the most.
Q. All right, thank you.
DR. WOODS: Anyone else? Matt?
BY MR. RIGSBY:
Q. Can a manager go check a tool out from the tool crib?
A. No, sir.
Q. Where would one get consumables, like bolts, nuts, cotter pins if they needed to do a repair or needed to get something? Is there a tool crib or something like that that a mechanic would go to?
A. Yes, only mechanics.
Q. Can they just go request them or does it have to be associated with a work order?
A. If it's standard, just a fastener, I believe sometimes the mechanic or the team leader can go and go talk to the standard and see if they can just go and grab them. But if the KITS, they have to put on the systems.
Q. Okay.
A. The KITS system, and this is associated to the IP.

DR. WOODS: Okay. With that, I always conclude interviews with two questions. The first is that if you were a king for a day and I handed you, like, a magic wand that you could wave it and you can get anything you need, anything you wanted that you feel would make your job better, what would that thing be?

MR. MEAS: I want to see everybody's mentality is to slow down a little bit and get things done correctly instead of pushing and just need to be done. And that needs to be changed from the executive levels, higher up levels.

DR. WOODS: Okay. And then the last question is that you had some time. You learned quite a while ago that we would like to talk to you to get your experience so you had some time to think about it. Is there anything that we have not asked you that you thought we would ask and that you would like us to know that would help us understand all of this better?

MR. MEAS: The only thing I have is probably the employee training, because now we have a lot of people that they hired, a lot of mechanics still lack of training.

MR. DIGGS: I'm sorry, I didn't hear what you said.

MR. MEAS: A lot of mechanics still lack of training. Lack of training. So if you look through from 1, 2, 3 all the way to 6, 7, 8, 9 trouble, a lot of their BEMS ID is brand new, a lot of brand-new employees. So the only thing I want to include, yes, slow down, focus on trainings, on quality and safety.

DR. WOODS: Okay.

MR. MEAS: All related.

DR. WOODS: All right. Well, thank you for that.

So anybody else? Okay, all right. With that, we are concluding the interview at 11:35 Pacific.

(Whereupon, at 11:35 a.m. Pacific Time, the interview was concluded.)

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 Phally Meas
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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.

_____

Marisu Abellar
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:		
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.:	DCA24MA063

Interview of: [redacted], Door Crew Boeing

Boeing
Renton, Washington

Tuesday,
March 5, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
Manufacturing and Human Performance Group
National Transportation Safety Board

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

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATTHEW RIGSBY, Office of Accident Investigations
Federal Aviation Administration

MIKE RINEY, Director, Boeing Renton On-Site Customer Relations
Spirit AeroSystems

JOHN PETRUZZELLI, Representative
International Association of Machinists Union (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineer Safety
Alaska Airlines

BJORN ANDERSON, Captain at Alaska Airlines
Representative for Air Line Pilots Association

NICOLE CHASE, Representative
International Association of Machinists Union (IAM)
(On behalf of [redacted])

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I N T E R V I E W

(12:26 p.m. PT)

DR. WOODS: Good afternoon. It is March 5th, 2024 and the time is 12:26 Pacific Time.

My name is Dr. Sabrina Woods. I am the human performance investigator assigned to this case, and I am one of the co-leads for the manufacturing and human performance working group for Accident Investigation Number DCA24MA063 involving an Alaskan Airlines Flight 1282.

The NTSB is an independent federal agency that's been charged with determining probable cause for transportation accidents and significant incidents and promoting transportation safety. We are not a part of the Department of Transportation. We are not a part of the FAA. We have no regulatory or enforcement capabilities. We have no power to do either of those.

Shortly, I'm going to have everybody here in the group introduce themselves to you. In the NTSB, we have parties to the investigation. We can't possibly know everything ourselves. And so we invite others in to help us essentially figure out what happened.

So I'm going to start off going to my right here with my co-lead, Pocholo.

MR. CRUZ: I'm Pocholo Cruz. I'm an aerospace engineer specializing in structures and maintenance.

MR. JOHNSON: Nils Johnson, NTSB. I'm an aviation accident

investigator for maintenance.

DR. WOODS: Matt.

MR. RIGSBY: Matt Rigsby with the FAA's Office of Accident Investigations. Although I work for the FAA, I have no enforcement authority. Anything you say here can't be used for a FAA enforcement, if you have any licenses or anything like that.

MR. [redacted] : Okay.

MR. RINEY: Michael Riney. I'm Spirit's onsite representative here in Renton, and I also support the Wichita team.

DR. WOODS: Okay. We're going to hop over here. John.

MR. PETRUZZELLI: John Petruzzelli. I'm here representing the International Association of Machinists Union. I also am a Boeing employee. I work at AMTI over at Boeing Field, FAA coordinator.

MR. MARCOTTE: I'm Dan Marcotte. I'm the Boeing air safety investigator, and I work out of Southern California.

MR. LEVANEN: I'm Troy Levanen. I'm the Director of Maintenance and Engineering Safety for Alaska Airlines, and I've been in aviation for about 34 years.

CAPT ANDERSON: Bjorn Anderson. I'm a captain for Alaska Airlines, representing the Air Line Pilots Association, and I have an aviation maintenance background for the last 30 years.

DR. WOODS: Okay. With that [redacted] -- is it okay to call you or is there something else you prefer?

[redacted]

MR. [redacted] : [redacted] is good.

DR. WOODS: Okay. Perfect. Thank you. With that, these are all people who will be asking you questions. So now you've kind of had a chance to meet them.

Today, we will be using a digital recorder. After the interview, we will send that recording out for professional transcription, and all the party members will have an opportunity to look it and again correct it for any sort of typographical errors or things of that nature.

Once again, the purpose of this investigation is to determine probable cause and prevent recurrence. Our role is not to assign fault. We're here simply for you to share your insight. You have a better understanding of your process than we will ever have. So that's what we're looking to get at the information that you have.

Having said that, we cannot offer or guarantee confidentiality or immunity because as I said earlier, all the data we collect to include this transcription will go and be packaged as part of the public docket assigned to this accident.

Each of the group members will have a chance to ask you questions. We're going to ask one at a time and everyone understands that they're not to interrupt. So you can focus on just the person who's talking to you at that time. There will be a follow-up opportunity though just in case somebody -- you trigger something that somebody thought of and they want to ask again later.

Please answer all the questions to the best of your ability, but if you don't understand the question, just ask for clarification. If you don't know, I don't know is a perfectly good answer. And if at any time you want to go back and you remember something that you said earlier, you're like, you know what, thinking about that, I'd like to change or provide more context, feel free to do so. All of that's fine.

If at any time you feel you need a break, please don't hesitate to ask, and we'll make sure. We'll go off record, and we'll give you the break that you need.

You're always entitled to have one representative with you. Is there anyone at this time that you would like to be your representative to support you through the interview?

MR. [redacted] : Yes.

DR. WOODS: And that person is?

MR. [redacted] : That person is Nicole Chase.

DR. WOODS: Okay. Nicole, we've already said our full names, but for the record, if you would say your full your name, spelling your last.

MS. CHASE: Nicole Chase, C-h-a-s-e.

DR. WOODS: Excellent. Thank you. And just for your awareness also, this interview is for [redacted] . You are here as a representative and his support as he chosen you to do so. Just recognize the fact that you are not to answer any questions on his behalf. [redacted], if at any time you want to seek counsel or ask

your Union representative a question, just let us know. Again, we'll take a break. We'll take time. We'll stop the recording. You guys typically -- we would go out but because this is a very large party, you guys can step out in the hall, converse and then come back in, and you can let us know when you're ready to go again.

MR.•= All right.

DR. WOODS: Is that understood?

MR.-: Yes.

DR. WOODS: Okay. Excellent. All right. With that, as we get started,_, if you would please for the record state your full name, spelling your last.

MR.1111: [redacted],[redacted].

DR. WOODS: Okay. Well, that's pretty simple and straightforward. Thank you for that.

We're going to start off to my right. So, we're going to start with Pocholo and go from there.

INTERVIEW OF [redacted]

BY **MR.** CRUZ:

Q. _, thank you for taking your time, and we know you're busy. Just relax. I know you haven't been in the industry for a while, just for a year and a half or so. So -- but anyway, what is your position and title at Boeing in September of 2023?

A. So my position on that day, I was being trained by door masters, specifically [redacted] I was being trained on 8789 on

-- would you like me to start from the beginning of the day.
Q. I can ask you that later. What was your position for --
A. I was shadowing my trainer.
Q. Okay. And how long were you -- are you a door crew person, a door master or what? What was your position at Boeing last September?
A. So I am a door crew person.
Q. Okay.
A. But my manager decided to have me train down line by the door masters. So that's what I was doing on that day.
Q. Okay. And how long were you in that position as a door crew person?
A. At that time?
Q. Yes.
A. Probably a door crew person for I'd say one year.
Q. One year. Okay. How long have you been with Boeing?
A. One year and 11 months.
Q. Okay. And are you a contractor for Boeing or are you a direct hire?
A. I'm a direct hire.
Q. Okay. Did you hold any previous positions with Boeing prior to you being a door person?
A. No.
Q. Okay. And prior to coming -- what was your professional background before Boeing?

A. The only previous job I had before Boeing was working at KFC and Taco Bell.
Q. Okay. All right. As a door crew person, what were your duties and responsibilities?
A. My duties and responsibilities as a door crew person --
Q. Yep.
A. -- were to follow any assigned work by my team leads, or any job that my team lead would assign to me, and I have -- sorry. I don't know how to word this.
Q. Take your time. You're okay.
A. So my duties and responsibilities as a door crew person --
Q. Yeah. Or maybe what's the day in the life of a door crew person?
A. A day in the life?
Q. Yep.
A. We, right when we clock in we will go on the location matrix and see if there's a plane to build that day. After we confirm there's a plane, we will go on the CMES, which is the common manufacturing execution system, our paperwork system. We read through that and make sure there's no updates, changes, look through the drawing or anything, make sure everything's up to date. And then we will begin, whatever barge we are assigned.
Q. Okay. What shift do you work as a door crew person?
A. First shift.
Q. First shift. And what days is that typically?

A. Monday through Friday.
Q. Okay. And what -- how long are your days? When do you start and when do you end?
A. The normal start time first shift is 5 to 1:30. I personally go in at 4, 4:30.
Q. Okay. And who is, who is in your door -- do you have door -- do you have a specific crew that you work with?
A. Yes.
Q. Who are those people and -- who are those people?
A. I couldn't name everyone but the people that I work around personally, I know there is team lead, [redacted], one of my barge partners is [redacted] (ph.). There's [redacted] (ph.), [redacted], [redacted], [redacted].
Q. Are these the people that work in your crew, in your specific group?
A. Yes.
Q. Okay.
A. Yeah.
Q. Sorry to interrupt. Go ahead.
A. Yeah, that -- I can't think of any more that I know.
Q. Okay. And who is typically your supervisor?
A. My boss?
Q. Yeah.
A. My supervisor right now?
Q. No. In September of last year.

A. September.
Q. Yep.
A. That was Ken McElhany.
Q. Okay. Do you know what the difference is between being a door master versus a door crew? Is there a difference?
A. Yeah.
Q. What is the difference?
A. So to my understanding the difference is door crew specifically works flow day 1 through 3. Door masters are only in roll out or outside planes possibly but door masters do a final check of every door and the difference is they don't actually like begin or start a bar, like on the door crew, they will start task from the beginning but down line, door masters, they'll final check everything, make sure everything is still within spec and if there is anything on the line, then they'll fix it.
Q. Okay. Is there a qualification to be a door crew person for Boeing?
A. The only thing I can think of for qualifications is that you have to go through specific training if you're doing a specific bar that requires certification.
Q. Okay. What about a door master? Do you know if there's a certification to be door master?
A. I'd say the same for the crew. It just depends on the job that you're doing.
Q. Okay.

A. It depends on if you need a certification to complete that job.
Q. Okay. And you said you're on door crew. Do you work flow days 1 to 3?
A. Yes, that's typically what I do, yeah.
Q. Okay. Did you receive any special training to be a door crew member?
A. Yes.
Q. What was the training?
A. I went through seal training. I went through bond and ground training and lock wire training, safety cable training.
Q. Okay. And did you do any like BPI process work instruction training or anything like that?
A. I can't remember.
Q. Okay. What about BPI1581, perform a part or assembly removal?
A. I can't remember. I do not know.
Q. Okay. Do you know what a part removal needs to be documented?
A. To my knowledge, the removal needs to be documented when there is hardware that you're removing from the plane. That's what I know.
Q. Okay. And have you done a document or a removal before?
A. I think once or twice.
Q. Okay. Can you explain what the process was for how you did

the removal?
A. So I figured out the part number and drawing number, and I went to the removal system, where you submit a removal, and you put in your -- the drawing, part, you put in the water line, the buttock line and the station number. So that's just locating where it is. And then once you put all that in, you can submit that removal. You'll get the IP up on the CMES paperwork system, and then you'll have to stamp the okay to remove before you actually begin doing that removal.
Q. Okay. Does your lead see that removal? Does it show up in his --
A. Yeah. The team lead would see that.
Q. Okay. Do you know if there's any exceptions when a part removal doesn't need to be documented?
A. I do not know.
Q. Okay. So if an assembly that needs to be removed has bolts or fasteners that can be reused, what happens to those components when the assembly is removed?
A. Those components will be documented in usually just a bag with the appropriate documentation of what plane that is connected to and, you know, appropriate documentation.
Q. Okay.
A. So that will be put into a work in progress rack which is typically it moves with the plane as they travel down line, yeah.
Q. Do you know if there's a difference between removing a door

versus removing a plug?
A. I do not.
Q. Okay. Do you know whether an mid exit door plug is considered a door?
A. A mid exit door plug?
Q. MED plug, is it considered a door?
A. I do not believe so.
Q. Okay. Is there any special training to open, close, remove a mid -- a MED plug versus a regular door? Do you know?
A. I wouldn't know.
Q. Okay. Have you had any training on the shipside action tracker?
A. Shipside action tracker?
Q. Yep. Do you know what that is?
A. I don't know.
Q. Okay. Something similar to this. And for the record, it's basically --
A. Oh. Oh, yeah.
Q. So you're familiar with this?
A. Yes.
Q. What do you typically call it?
A. SAT.
Q. Okay. All right. Do you input any information in the SAT?
A. I have never put anything into any SAT.
Q. Who typically puts information in the SAT?

A. To my knowledge, team leads do that.
Q. Okay. So in July of 2024 [sic], there's a quality alert that came out. Are you familiar --
MR. CRUZ: Will you give this to him so he can look at it?
BY MR. CRUZ:
Q. Have you seen that particular quality alert which is in regards to removals?
A. Yes.
Q. Okay. Are you required to read and sign that particular document? Or how does Boeing that you've read it I guess.
A. There was an acknowledgement in that email.
Q. Okay. So, you said that you were doing OJT that day on the 18th. Is that correct? On the job training. And who was providing that training do you?
A. [redacted].
Q. Okay. Was that the first OJT training that you've gotten from [redacted]?
A. No.
Q. Who else have you gotten OJT training from?
A. By door masters or door crew.
Q. Either.
A. Anyone?
Q. Yep.
A. I've gotten training by [redacted], [redacted], [redacted], [redacted]. That's all.
[redacted]

Q. Okay. I need you to go back and try to recall September 18th of 2023. Do you recall that day and can you walk me through that day when you first started work at the end of your shift?

A. Yes. So around 3:45, I clock in.

Q. Okay.

A. 3:49, I'm in the CMES system, and I put up a work in progress call into the forward access door. The IP is 0000206467. At 4:14 I text [redacted]. Are you coming to work today? 4:26, [redacted] texted back, just got here. Be down in 10. The Tercel is a little slow. 4:27, I reply, ha ha, all right. Around 4:40, I go over to 8789 and shield in confirming I will be in the work area of that plane. Then I go look for the forward access door. It sometimes can take a half an hour to look for that. After finding the door, I place it under 41 section of the plane, under the nose, and so it's ready when [redacted] arrives. Once [redacted] arrives, he then begins training me on the forward access door. After we complete that job, we take break. 6:48, [redacted] texted me, can you walk over to airplane 8789 and open a mid door so Spirit can work some damaged fasteners. 6:49, [redacted] calls me about the text he just sent, informing me, even though he said mid door, it's mostly likely a plug door as he sees as a 737-900 on the location matrix. But still double check because he wants a second opinion. And he says, if it is a front plug, don't even bother heading down there and go back to what I was doing.

So 6:50, I go from the breakroom to downstairs to the

(indiscernible) computers and I look on the location matrix. I confirm it's a -900. So I know I will not be doing anything over on airplane 8789. I remember walking back upstairs to the breakroom and joking around with [redacted] and a couple of other coworkers about Ken McElhany thought a 737-900 had a functioning mid exit door they could open with a handle. 7:08, [redacted] called me. [redacted] and I assured each other that 8789 is a -900, that has a plug door, so I didn't walk down there. [redacted] then assigned me to work IP 0000280166 on airplane 8800 which prompts me to locate parts in the work in progress rack in flow day 1. Around 7:10, I start to walk over to the work in progress rack located in flow day 1 east line.

7:13, I text [redacted]. I can't find anything in the WIP rack. 7:14, [redacted] texted me, ask [redacted] please, [redacted]. I texted [redacted]. So [redacted] gave the switches to [redacted] to work them. 7:19, I text [redacted], I'm going to let him work them if that's cool. 7:23, [redacted] texts me, okay, but just walk on that plane time to time because it's hot. Don't want Ken all over you. Stay busy. So he said that because I was on Ken's radar because he knows who my dad is and that's why [redacted] says walk on plane 8800 from time to time for the time being because -- to stay busy for the time being. So 7:23, I reply all right.

7:23, I head over to 8800 to see what's going on. I remember seeing [redacted], [redacted] (ph.) and [redacted], all working together on IP 0000280166. So I went back to the breakroom as I

thought to myself, there's more than enough people working on that job. 8:08, [redacted] calls me. He asked me to come to 88 -- or he asked me to come to 8789 and also before I head over there, I had to put in a request in process inspection call on the call board for QA and that QA was Hondi Walotti (ph.) for the IP 0000222776 because he's going to start training me on the equipment access bay door in the automatic over wing exits, and then the forward cargo door. 8:11, I go into CMES and put in a RIPI, request in process inspection call on IP 222776. So QA Hondi Walotti would come to our work area and inspect. Around 8:15, [redacted] again was training me on the equipment access bay door. 8:37, [redacted] texts me. I'm at my desk at flow day 8, Room G. 8:37, I reply, oh, I'll be there soon. Around 8:37, I walk over to [redacted] desk and he hands me a Gucci Made to Measure Eau de fragrance sample because he hands out fragrances I guess frequently to his friends and I always appreciate the gesture.

Around 8:30, I walk over -- I walk back over to airplane 8789 and locate [redacted] where he is on the computers. I remember asking him if he liked the smell of the little sample fragrance, and then asking him if he wanted the sample, and he was like, I don't wear cologne, bro. So after he was done on the computer, he starts training me on the automatic over wing exits. It's about a 10 minute job at max. And then after that, we start on the forward cargo door. And during the forward cargo door training, [redacted] is requested for help by someone. So [redacted] then [redacted]

leaves me a task to finish up on the forward cargo door until he returns. So after I finished that task on the forward cargo door, I then become curious where [redacted] went and wanted to see if I could potentially help out or learn something. So at 9:20, I text [redacted], which plane you on? I never got any response. [redacted] 9:30, I take lunch break and will resume training by [redacted] after lunch. Around 10:15, [redacted] and I get back from [redacted] lunch break and he returns to training me on the forward cargo door on airplane 8789. After we complete that, we pack up all our tools in [redacted] tricycle. I remember some of the other door masters were doing the aft cargo door job. Door masters who may have been working that aft cargo door job include [redacted] and [redacted] QA that might have been present during the aft cargo door job, Homdi Ramadi (ph.), Richard T. Ratovich (ph.) or [redacted] (ph.). Around 11:15, [redacted] and I shield out of 8789 together as we are finished working on that plane. And that is the end of the day.

Q. Okay. Thank you. You mentioned something about your dad and why. Did your father used to work here?

A. Yeah, my dad used to be second level on flow day 1 through 3.

Q. Okay. Is he --

A. Probably like 8 years ago now.

Q. Does he still work?

A. He's in Seattle now.

Q. Okay.

MR. PETRUZZELLI: What's his first name?

MR. [redacted] : [redacted] .

MR. PETRUZZELLI: Oh, my gosh.

BY MR. CRUZ:

Q. All right. So did you work on the following day, 9/19?

A. I believe I did.

Q. Okay. And what was your day like during that day?

A. I cannot remember.

Q. Okay. Do you know if there's any, for a MED plug -- do you know if there's special tooling to remove the door?

A. Do I know if there's -- can you repeat that question?

Q. Yeah. For a main entry -- mid exit door plug, is there special tooling needed to remove the door?

A. Personally I never removed a plug. So I don't know any special tooling.

Q. Okay. That basically was my last question. Have you ever removed the plug?

A. No.

Q. Okay. To your knowledge, in the factory, are door personnel the only one that can open, close, secure or rig a mid exit door plug?

A. Did you say door masters?

Q. Well, any door personnel.

A. Sorry. Can you repeat that?

Q. In the factory, are door personnel the only ones that can

open, close, secure a mid exit door plug?
A. I do not know.
MR. CRUZ: Okay. That's all I've got.
DR. WOODS: All right. Nils.
BY MR. JOHNSON:
Q. Good morning.
A. Good morning.
Q. I guess it's afternoon. Everything I wanted to talk about has to do with September 18th and 19th. You've covered probably 95 percent of it in your recollection of the day. So I won't re-hit on anything you've already answered. I did notice that 5:16 a.m., that you logged into the barge on 8789, and the other thing I noticed is that your only logout time that I can find was at 11:55 a.m. on the same day. You mentioned that you went over to 8800 I think was the tail. Is it normal not to log out of the barge?
A. So when I'm being trained, I was trained to barge in for the day if we were going to work that plane, and then instead of like badging in and out as we go from the plane or wherever, just, we can be barged in all day until we're done with our work, and then we will barge out at the end of the day.
Q. Thank you. Do you know Michelle Delgado?
A. No.
Q. Okay. The only other question I have for you for round one is do you recollect whether or not the left-hand MED plug was open

at any time when you were on the aircraft on the 18th?
A. I do not know.
Q. Okay. Thank you.
DR. WOODS: Normally I don't do this, but you don't know or you don't -- you don't know if it was open or you don't remember?
MR. [redacted] : I don't remember, yeah.
DR. WOODS: Okay. Sorry, Matt.
MR. RIGSBY: No problem.
BY MR. RIGSBY:
Q. Hi, [redacted] . You said that most of your training has been OJT training. All the training people that you mentioned, are they all team leads or are they coworkers effectively?
A. To my knowledge, they're [redacted] , team lead, [redacted] , team lead, [redacted] to my knowledge, he was a team lead when he was training me, and [redacted] , he's not a team lead.
Q. When they're training you, do you have any -- do they train with documents or give you anything like that or is all just verbal and practical, showing you how it's done?
A. They'll tell me the paperwork system, how the process works on the paperwork and then they will also do on-the-job training, hands on.
Q. You also mentioned that you checked tools out. Those are Boeing tools?
A. Yes.
Q. And do you check the tools out for like when they're showing

you how to do a process or procedure? Are you the one that checks them out or the person, whoever it is, team leader or whoever showing you how to do the work, do they check them out?
A. It would be them checking them out.
Q. Okay. You also mentioned that sometimes you reuse some hardware? You see them put it in bags and then put on the --
A. Work in progress rack.
Q. Yes. Have you ever been told -- is there a policy or something about reuse of hardware, bolts, nuts, cotter pins, et cetera?
A. I don't know if there's a policy but I think it depends on what job it is specifically if you're able to reuse the hardware. So it just depends. Like you've got to understand the process of what you're working on and that will determine whether you are able to reuse that hardware.
Q. Do you feel comfortable with the training that you've received, any training you've received from your door crew or door masters?
A. Yes.
Q. Okay. Have you ever been to any of their training say offsite here like up at Everett or Seattle for door --
A. No.
Q. Do you know another person on your crew or mechanic or someone by the name of [redacted] ?
A. No.

Q. Okay. Your specific team lead, is that [redacted] ?
A. At that time, [redacted] .
Q. And now it's [redacted] .
A. Now, it's [redacted] .
Q. Why did that change?
A. After I was getting -- after I was finished with training on the door masters jobs, I went back up to flow day 1 through 3. That's where my bar is.
Q. And your impression is flow day 1 through 3, for newer employees like yourself or is that are new to the crew and then the more experienced people do the further flows? Is that your impression of it?
A. I think it's whoever is chosen or decides to go down to door masters. I don't really know.
Q. Do you interact with the QA department at all?
A. Door QA?
Q. Um-hum.
A. Yeah.
Q. Door QA?
A. Yes.
Q. So you have a specific QA?
A. Um-hum.
Q. What about Spirit employees?
A. I don't know any Spirit employee.
Q. Okay.

DR. WOODS: Are you done?

MR. RIGSBY: Yes.

DR. WOODS: Mike.

BY MR. RINEY:

Q. Good morning or afternoon. Sorry. I made the same mistake. So for your training, you started off on the door crew?

A. Yes.

Q. Was the training that you received strictly on non-passenger doors or was it all doors?

A. When I first started, hired in here, I was first trained on the automatic overwing exits. So that was a job that installed two doors on one side of the plane, and also there was AOE, automatic overwing exit job, and there's two door removals on the bottom door, equipment access bay door that you remove on flow day 1, and there's a 48 blowout door which is also removed on flow day 1. And that was the first thing I trained on.

Q. Have you received training on adjustments or rigging procedures for the passenger doors or the mid exit door?

A. When I was being trained by door masters, there was some instances that I was trained to rig out forward galley or aft galley or forward entry or an aft entry door. But I was never trained on a plug door.

Q. Okay. How much training did you receive for the specific doors?

A. Like my AOE, automatic overwing.

Q. Yeah, for example.
A. A month of training, 4 weeks.
Q. And at that point, you were able to perform the job by yourself?
A. Yes.
Q. Do you feel like that the Boeing QA were knowledgeable that installation?
A. The automatic overwing exits, yes.
Q. Since the airplane incident, have you seen any or been part of any changes that may have been needed for the planning for these doors?
A. No.
MR. RINEY: Okay. That's all I have.
DR. WOODS: Thank you, Mike. John.
BY MR. PETRUZZELLI:
Q. On the 18th -- what was the door you were working on on the 8789 with --
A. [redacted].
Q. Yes.
A. First in the morning we started on the forward access door, 41 door. Do you want that IP number?
Q. No. What did you guys do?
A. So we installed the door and we torque it down, put a cotter pin in, do a bond and ground and QA'ed inspects all of that.
Q. We're talking forward entry door?

A. Forward access door. It's under the nose of the plane.
Q. Okay.
A. Yeah.
Q. That doesn't come installed. I did not know that. The other thing, can you tell us the when and the why and the wherefore of your being moved last week when you were told at the line please?
A. I was told that I would be moving, a move memo, to the alternate work office in the wings building, 421, because of the ongoing investigation. That was what I was told.
Q. Was there anyone else that was moved other than you and [redacted] ?
A. No, not that I know of.
MR. PETRUZZELLI: Okay. That's it for me.
DR. WOODS: Dan, you ready?
MR. MARCOTTE: Yeah, just one second, please.
DR. WOODS: Okay.
MR. MARCOTTE: Thanks.
BY MR. MARCOTTE:
Q. All right. So a couple questions. So it sounds like you were initially asked to open the plug and then later on when everybody figured out it was a plug, you were assigned something else.
A. Yeah.
Q. Do you know who was asked later? After you didn't open it, do you know later who was asked to open it?
A. No.

Q. I'll ask again in a different way. But did you interact with the Spirit people at all?
A. No.
Q. You know, you peaked our interest with your dad. You kind of said that your manager, Ken, you're on his radar because of your dad. Was that in a bad way or a good way?
A. In a bad way.
Q. Yeah.
A. Yeah.
Q. So they had issues in the past you think?
A. I don't know about that but Ken was just always looking out for me specifically. I don’t know why, but yeah.
Q. Okay. Did you have any aviation training before you came to Boeing?
A. No.
Q. So I'm from Southern California. I don't work a lot of the north products, but I used to work a long, long time ago 37. So the forward access door, is that the one where you go for the weather radar, forward of the E&E?
A. I really don't know.
Q. Okay. And finally, that's a pretty impressive timeline you brought with you. There's a lot of information. What did you use for references and resources to build it because you had some pretty exact times in there?
A. Um-hum. So I went through every single text message on my

phone, every single call log on my phone from that day, September 18th, and also I wanted to make sure that I specifically did or did not work on that plane. So I went into the CMES paperwork system and I just looked up the history.

Q. It's impressive you remember phone calls and what you talked about with the guys in the breakroom. I'm a little older than you, but I couldn't remember what I talked on the phone back then.

MR. MARCOTTE: Okay. That's all I have for now. Thank you.

DR. WOODS: Troy.

BY MR. LEVANEN:

Q. I just have a couple of quick ones. Just while you were -- one last one on your dad. You said he works in Seattle now. Does he still work for Boeing?

A. Um-hum.

Q. Okay.

A. Yeah.

Q. At the Seattle location.

A. I can't remember if he manages the model testing in the wind tunnels.

Q. Aw, okay. What about -- what do you think about the staffing? Like what's your perspective of the staffing for the door crew? It sounds like there's door masters and door crew, but it's kind of one group of door experts. Do you guys feel like you're short staffed, overstaffed, understaffed?

A. It's hard to say with how long I've worked here, but I'd say

we're a little overstaffed.
Q. Which kind of leads you into my next one. What about like, for example, even if you get into an aircraft like this where it's maybe a little behind schedule as it languishes and then -- but there's plenty of staffing. But do you ever sense any pressure to kind of push through to get everything done in spite of whatever the staffing numbers might be?
A. I feel like there's pressure just because I personally want to get my work done.
Q. So I think you say you work Monday through Friday. Do you end up working a lot of overtime then just to try to get things done or much overtime?
A. Every now and then, yeah, I'll put in a weekend or two but if there's no work, then I'm not going to come in.
Q. Does overtime -- is it allocated by seniority kind of, who gets what or does it go by like who didn't get their work done or who's working on a specific project?
A. It kind of goes with who hasn't gotten their work done, yeah.
Q. I think that's it for this round. Thank you.
DR. WOODS: Bjorn.
BY CAPT ANDERSON:
Q. Thanks for coming in, [redacted] . When you're getting your training, do you have training from each one of the senior doors members or the doors masters?
A. Can you repeat that?

Q. When you're getting training from each one of the doors members or the guys that are door masters, are you getting trained from each one of them or is there just specific --

A. No. Specific, yeah.

Q. Mostly the leads or the more senior?

A. Yeah.

Q. And then when you're going through your training, is there a way for you to know that your training is complete? You've completed a process. You are now signed off. How would you know as a doors member to know that you've accomplished a goal that has met a certain standard?

A. I would double check with my team lead.

Q. Okay. And is there any process that you know of that's a formal documentation of that?

A. No, not that I know of.

Q. Thank you.

BY DR. WOODS:

Q. All right. [redacted], I'm going to, I'm going to talk about the environment in which you work, but before I get to that, you just told John that a week or so ago that you've been moved. Is that correct?

A. Um-hum.

Q. What was the reason why you were given specifically? Why were you moved?

A. Because I'm involved in the investigation.

Q. Were you given a concluding date? You're moved until --
A. No.
Q. -- some date in the future?
A. No.
Q. Were you told what to expect?
A. No.
Q. And who's they? You said they moved me. Who specifically is they?
A. There was two managers that I talked to. There was Alfred I believe and Seth Bently (ph.).
Q. Are they -- those are names I don't think I've heard before. Who are they managers of?
A. I'm not aware. I do not know.
Q. So they are not your managers?
A. Second level or higher managers.
Q. So they're your manager's managers?
A. Yes.
Q. Ah.
A. It's because my manager at the time was out doing something. So we had a temp manager but -- yeah.
Q. And they spoke to you personally versus an email?
A. Personally.
Q. Okay.
A. Yeah.
Q. I just wanted to understand that better. Thank you for that.

So going back to the working environment, and I recognize and appreciate the fact that you're under 2 years. However, that's also great because you have first impressions which are always good to collect as well. What are your first impressions so far of the working environment here?
A. I think it's safe. I think the environment has a process that works and is efficient.
Q. When you say safe, what do you mean by that?
A. People take the necessary precautions, and people wear the proper personal protective equipment and people just follow directions.
Q. What about the interpersonal environment? Like how do people get along with one another?
A. I think that people get along pretty well here. I personally have never had any incident with anyone.
Q. Okay. If you were to have a concern about something, what would you do?
A. I would probably talk to my team lead or possibly union steward.
Q. Okay. Do you think that your concerns would be addressed or at the very least you'd be listened to?
A. I feel confident that they would be addressed.
Q. Okay. Have you ever brought a concern forward to a team leader or to your union rep?
A. Not that I can think of, no.

Q. Okay. You mentioned the environment being safe. Have you heard the word safety culture before?
A. No.
Q. Okay. Are you familiar at with Boeing's feedback system?
A. Yes.
Q. Tell me a little bit about it?
A. I know you can submit a form on the computer where you can report feedback of anything that you'd like to. I can't say the name of the program or whatever but, yeah. It's somewhere on the computer.
Q. Have you ever used it before?
A. No.
Q. Have you ever seen it used before by a coworker?
A. No.
Q. Okay. Have you ever been told of the results of somebody else submitting a feedback through that process?
A. No.
Q. Okay. So how confident are you, given what you know, that that system works as it should?
A. How confident am I?
Q. Um-hum.
A. I don't know how to answer that because I've never had experience with it. So I'm saying neutral.
Q. Okay. Neutral is a great answer. Thank you. Going back to your working groups, and Bjorn touched on the OJT process again,

and who you were learning from. Are you choosing who to conduct your OJT with on any given day or is somebody telling you who to conduct your OJT with on any given day?

A. I kind of chose [redacted] as my trainer. We just got along pretty good. So, yeah.

Q. Okay. But when it comes down to how do you know when you're done, when you've learned all the things? Are you relying on somebody else to tell you that or is there some sort of piece of paper that says, yep, I've done all these things, I'm good.

A. There is a piece of paper. We call it the rig document. We make sure everything's to spec on the rig document, and it is something I would have questioned, the rig document, I quite didn't understand it, I would definitely ask a team lead to double check and make sure I know what I'm trying to do and rig out correctly. Does that make sense?

Q. It does, but perhaps I'm not answering or asking the question well. I understand that for a job, you have a set of documents that you need to follow, but for all the potential jobs out there, how do you -- is it just when one should happen to come along. Okay. Now, I'm going to learn about that. How do you know all the potential types of jobs there are out there to learn about?

A. I don't know.

Q. Okay. So it sounds like, and I definitely don't want to put words in your mouth, but it sounds like that as something occurs, and there's an opportunity there, there's a chance for you to

learn.
A. Yes.
Q. Would that be accurate?
A. That is accurate.
Q. Okay. And that's what I meant by how do you know when you're done? How do you know when you're -- you've learned all the things?
A. I do a task and I know I've finished but I want to make sure that I'm finished. I always go to my team lead and I ask them is this what I'm supposed to do? Is this, you know, matching the rig document. So whenever there's a time that I'm curious or don't know, then I just go to my team lead.
Q. Um-hum.
A. Does that answer your question?
Q. It does. Thank you. Have you ever been put in the position to where maybe a team lead has not been available?
A. No.
Q. Okay. I think that is all that I have for this round. How are you feeling? Are you okay to continue or would you like to take a break?
A. Let's take a 5 minute break.
Q. Okay. We can do that.
DR. WOODS: All right. We are taking a break. We're going to go off record at 1:28 Pacific.
(Off the record at 1:28 p.m. PT.)

(On the record at 1:34 p.m. PT.)

DR. WOODS: We are back on the record at 1:34 Pacific. Pocholo.

MR. CRUZ: No further questions.

DR. WOODS: Nils.

MR. JOHNSON: No further questions.

DR. WOODS: Matt.

BY MR. RIGSBY:

Q. [redacted], are you aware of anybody else in your group or team that has been reassigned since this event?

A. Only [redacted] .

Q. Only [redacted] and yourself?

A. Yeah.

MR. RIGSBY: That's it.

DR. WOODS: Mike.

BY MR. RINEY:

Q. I've got two items, [redacted] . So, you mentioned the rig document. Have you been shown how to perform work that's outside of the rig document to come to a quicker completion of tasks?

A. No.

Q. The second question I have was, you mentioned your father works for Boeing. Was there any advice that he gave you coming to Boeing and what he said you might expect? And has -- if you could explain, you know, walk through some of that.

A. The only thing he told me is prepare for people with egos

over their head, and that's all he told me about. So, yeah. That's all.

DR. WOODS: Mike.

MR. RINEY: I'm done.

DR. WOODS: John.

MR. PETRUZZELLI: Nothing from me. Thank you.

DR. WOODS: Dan.

MR. MARCOTTE: Nothing from me.

DR. WOODS: Troy?

BY MR. LEVANEN:

Q. I have just a couple of little questions. On the 421 cage, like what were you working over there? Like we never really asked that directly honestly. Maybe you weren't doing anything.

A. Pretty much. We were told that we can work on preparing some safety barriers that go down by and around the planes, and then also sand down some plastic pieces. They're called wire rod stiffeners. Those two things.

Q. Okay.

A. Yeah.

Q. On the door masters, back to that question just a little bit. Are all the door masters, are they all like super high seniority though, like you wouldn't believe like they're kind of like the rock stars or the experienced ones that have all the knowledge or not?

A. Uh-uh.

Q. No. Not that you noticed?
A. Not that I noticed.
Q. And then as a follow-on question to the task list or to the -- you were talking about like when you feel comfortable with a task or with like a rig document, for example, and you start it and you kind of go through the OJT and you get buy off and you buy off and you'll get -- now you're done with this specific item. But on that more globally like what is -- is there a list of tasks that like -- a global list, like say in this, as a door crew, I have 15 items on this list, and I just got one of them checked off, but I still have 12 to go or whatever, you know. Is there such a thing? Is there, is there like -- so I get the OJT aspect of the individual task. What about the OJT aspect of the whole program and say, okay, now I'm technically a certified door person because I've done all the tasks and I'm checked off on OJT for all of them. Is there such a thing or do you have a list?
A. No, not that I know of.
Q. So when you get to a task, you recognize that as a new item. So then you say, okay, this will be one that I need to go through this one month or whatever process on, right? Or how do you -- like when do you find the next one? Do you just look for the next opportunity or does somebody say, hey, you need to get some OJT on a different one or what is that like?
A. A team lead will designate me to train and learn something new, and once I can perform that task by myself, that's when I

know I can -- or that's when I know I am trained to the point of me being able to complete it by myself.

Q. But there's not a specific list of all the doors possible to do and work through those. You just kind of get them as you get assigned, huh?

A. Yeah.

Q. And then you said two managers came and talked to you about being re-allocated to the 421. You said your manager was out. Which one? What's your manager? Who's your manager?

A. My door crew manager is Ted Bishop.

Q. Ted Bishop?

A. Yes.

Q. So when you -- I know you mentioned, and I'm not super familiar with it, but you mentioned first level, second level. Like what level is Ted? Is he first? Would you call him a first level?

A. Yeah.

Q. Ted Bishop. What about Ken?

A. I'm pretty sure he was second level.

Q. Second level. Would Ken be Ted's boss?

A. I don't know.

Q. But you had mentioned -- I guess where I'm going a little bit, is you mentioned that Ken -- you felt like Ken knew who you were, and I was just curious, how your interaction is with Ken? Is that through -- like does he -- would he interact with you or

do you have to go through your manager or through your team lead or who? How would you know that Ken knew who you are?
A. Ken would like come up on tool flow day 1 through 3, he'd walk up there, and then he would like -- I don't know. He'd see me on my phone and make a huge deal, and it was like everyone else around me was also on their phone. I just felt singled out. Like it was weird but -- yeah, he knew me because of my last name and my dad.
Q. Okay. All right. But you know who he is. You just -- you don't have to directly interact with him very much?
A. No.
Q. Okay. All right. Thank you.
MR. LEVANEN: That's good for me.
DR. WOODS: Bjorn.
BY CAPT ANDERSON:
Q. One follow up on the on-the-job training. Do you know for the other members of the doors team or door masters, are they -- do they have any special classification as a trainer or have they been given any authorization as a trainer?
A. To my knowledge, the only thing that I know is that the team lead should be the trainer, and that's why [redacted] was a team lead at the time when he was training me. So that's what I know.
Q. Are the team leads who were determining when a task that you're being trained on is met to standard?
A. Yes.

Q. Okay. Thanks.

BY DR. WOODS:

Q. Okay. We're nearing the end here, [redacted] . Hang in there. Your first week here, after you had gotten hired, and you showed up and you were ready to go, how did you feel about coming to work for Boeing?

A. Excited.

Q. Yeah. Why?

A. Because I think this job that I was hired onto is very important and I respect the job and the work. And I'm committed to getting my work done, and I just felt it was a very important job for me.

Q. How do you feel today?

A. Well, after I was kicked off my team and put in a different building, I don't know. I don't feel very comfortable here. I'm not as excited, yeah.

Q. Um-hum. After the things that you've experienced, let's say I'm coming in off the street. I'm a mechanic, and I want to come work for Boeing, and I'm going to sit down with you, and we're going to have a coffee, and I'm going to say, [redacted] , what do you think working for Boeing? What would you tell me?

A. I would say you're going to have good days and you're going to have bad days. That's what I would say.

Q. Fair enough. I do have two last questions that I always ask everybody we interview.

DR. WOODS: But just in case, anybody else with a follow up from the group? Seeing head shakes no, head shakes no. Okay. Okay. Okay.

BY DR. WOODS:

Q. Well then, off the wall questions. If you were king for the day, and I gave you a magic wand, like here, you can do anything you feel you should to make this work better, environment better, what would you do?

A. I would take everyone's egos away. Everyone's be on the same page, understanding completely equally between everyone.

Q. And by everyone, who do you mean?

A. Every single person in this building.

Q. Okay. And, then my next odd ball question, you had some time to think about this. You had more time to think about this than we even realized until today when we came in here. And I am -- you have a very detailed log of your day which is exceptional by the way. Is there something that you presumed or you thought we were going to ask that we haven't asked yet? Do you want to go on and get it in there just in case?

A. I thought you were going to ask me did I open that plug door, and I didn't. So that's all.

Q. Did you open the plug door?

A. No.

Q. All right. with that one last time, any questions?

A. Can I put something on the record?

Q. Sure.

A. Okay. I just wanted to mention on the timeline at 8:08 when I was called by [redacted], he asked me to put out that request and process inspection call for the IP. The IP specifically is on the lower doors. It is the forward cargo. There was an aft cargo, and it was that equipment access bay door. And there's -- they do a handle force on the automatic overwing exits and QA inspects the fit and fair on the outside. And that would take 10 minutes doing that automatic overwing exits. So I just wanted to get that out there.

Q. Okay. Why do you feel that's important?

A. So I think it's important because it would show where I am working exactly. I was wanting to put that out there.

Q. Understood.

A. Yeah.

Q. Okay. Thank you for that. Is there anything else you'd like to add?

A. No.

DR. WOODS: Okay. With that, we're going to go off the record at 1:46 Pacific.

(Whereupon, at 1:46 p.m. Pacific Time, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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.

Kathryn A. Mirfin
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: BOUNTHAVY (DAVEY) PHAKOXAY, First Level Manager
Boeing

Boeing
Renton, Washington

Wednesday,
March 6, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

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

NILS JOHNSON, Aviation Accident Investigator (Maintenance)
National Transportation Safety Board

MATT RIGSBY, Air Safety Investigator
Federal Aviation Administration

MICHAEL RINEY
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists and Aerospace Workers (IAM)

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance and Engineering Safety
Alaska Airlines

BJORN ANDERSON, Captain
Air Line Pilots Association (ALPA)

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I N T E R V I E W

(1:26 p.m.)

DR. WOODS: Good morning. It is March 6th, 2024, and the time is 1:26 Pacific.

Hi, Davey. My name is Dr. Sabrina Woods, and I am the human performance investigator with the National Transportation Safety Board. I am here as co-lead of the manufacturing and human performance working group for Accident Investigation Number DCA24MA063. This is involving Alaskan Airlines Flight 1282.

The NTSB is an independent federal agency that is charged with determining probable cause in transportation accidents and significant incidents and for promoting transportation safety. The NTSB is not a part of the Department of Transportation. We are not a part of the FAA. We have no regulatory or enforcement powers.

At this time, there's a bunch of people in the room as you see here. While the NTSB conducts the investigations, we have parties to the investigation that help us out and help us understand things, and what you see around the room here are all those parties to the investigation. So I'm going to have them introduce themselves so you have an idea of who it is you're talking to. First, I'm going to start out with my co-lead for the manufacturing and human performance working group, Pocholo.

MR. CRUZ: Hello. My name is Pocholo Cruz. I'm an aerospace engineer and specializing in structures and maintenance.

MR. JOHNSON: Nils Johnson, National Transportation Safety Board. I'm an aviation accident investigator and my specialty is maintenance.

MR. RIGSBY: Hi, Davey. My name is Matthew Rigsby. I work for the FAA's Office of Accident Investigations. I don't hold any licenses, but I don't have any enforcement authority or anything like that. So my purpose here is purely for the safety investigation.

MR. RINEY: Davey, my name is Michael Riney. I'm with Spirit. I'm the onsite representative here in Renton. I've supported both Wichita and the Washington area for Boeing for about 18 years.

DR. WOODS: John.

MR. PETRUZZELLI: I am John Petruzzelli. I am here representing the International Association of Machinists Union. I also work for Boeing, and I am AMTI over at Boeing Field.

MR. MARCOTTE: Hi. I'm Dan Marcotte. I'm a Boeing air safety investigator and I based out of Southern California.

MR. LEVANEN: Hi, Davey. I'm Troy Levanen. I'm the Director for Maintenance and Engineering Safety at Alaska Airlines, and I've been with the airline for 34 years.

CAPT ANDERSON: Hey, Davey. I'm Bjorn Anderson. I'm a captain with the Alaska Airlines, and I'm here representing the Air Line Pilots Association. And I've got a maintenance background for about the last 30 years.

DR. WOODS: Okay. So with that, again these are all the people that are going to be asking you questions. So you know who they are.

Today, we will be using a digital recorder. After the interview, we will send that recording out for transcription. And, each of the party members will have a opportunity to review the transcription later correct it for like typographical errors. We do not correct for content.

Again, the purpose of the investigation is to determine probably cause and prevent things like this from happening again. Our role is not to assign fault. We're here simply for you to share your insight, your experience, your understanding of the Boeing process with us so that we can figure out what happened. Having said that, we cannot offer guarantees of confidentiality or immunity because everything we do is clear and transparent. It's a part of the data gathering process, and the transcription will go forward into what we call the public docket that is linked to this accident investigation.

Each member of the group will have a chance to ask questions. We'll ask questions one at a time, and everybody has been instructed not to interrupt as people ask questions so you can just focus on that one person.

Given that, recognize that I don't know is a perfectly acceptable answer. If you don't know the answer to a question, just stay that and we'll move on. If you don't understand a

question, please ask for clarity, and we'll do so and likewise, we're going to ask you if we don't understand your answer. And also if there's something like later on down the line you think of regarding a question that happened a while back when, feel free to bring it back up and go, you know what. I've been thinking about that, you know, I'd like to readdress that, and we'll make that happen.

If at any time you need a break, just let us know. We'll go off record. We'll stop the recording, and we can make that happen. And then when you're ready to come back, we'll resume.

Do you understand all that?

MR. PHAKOXAY: Yes.

DR. WOODS: Okay. Lastly, you are entitled to have one person to support you throughout this process. That can be any person of you choosing. It could be, you know, a manager or a person close to you or a lawyer, any kind of person. I see you don't have anybody with you. But do you understand that you can have that person to?

MR. PHAKOXAY: Yes.

DR. WOODS: And are you choosing to decline that at this time?

MR. PHAKOXAY: Yes.

DR. WOODS: Okay. All right. Well then, that being said, with that, before we get started, could you please state your full name and spell your last.

MR. PHAKOXAY: My name is Bounthavy Phakoxay. I also go by Davey. My last name is spelled P-h-a-k-o-x-a-y.

DR. WOODS: Okay. So we're going to get started off going to my right here, and Pocholo will start with the questions.

INTERVIEW OF BOUNTHAVY (DAVEY) PHAKOXAY

BY MR. CRUZ:

Q. Thanks, Davey, for coming, talking to us today. What was your position and title at Boeing in September of 2023?

A. First line manager.

Q. Okay. For what flow days?

A. Flow day 1.

Q. Flow day 1.

A. So I'm part of 1 through 3, but I maintain flow day 1.

Q. Okay. And how long were you in that position?

A. I would say for about a year and a half.

Q. Okay. And how long have you been with Boeing?

A. I've been with Boeing for about 9 years.

Q. Nine years. Okay. Have you held any previous positions with the company besides first line manager for flow day 1?

A. I used to work as an electric system analyst for the floor or shop. And then I also was a team lead for about 7 years.

Q. Okay. So describe your professional background for us.

A. What would you like me to describe?

Q. Did you go to A&P school? Did you --

A. For me, I just -- when I started here, I just like 21.

Q. Okay.
A. I used to work for a warehouse and then some fiber optic companies trying to get some experience to get into the company.
Q. Okay.
A. And then that's how I started and I started at Boeing as a electrical, stepped up to a leadership position, and then finally to a management position.
Q. Okay. And do you have a FAA A&P license?
A. No.
Q. What were your duties and responsibilities in September of 2023?
A. As in?
Q. As in a first line manager of flow day 1.
A. Maintain the build of my work package.
Q. Okay. And what shifts did you work -- do you work?
A. Second shift.
Q. Second shift. And what days do you typically work?
A. Monday to Friday.
Q. Okay. And what time do you start? What time do you finish each day?
A. Usually we start at 2, and then depending on what goes on during the shift, sometimes I will leave like 1 a.m., 2 a.m., depending.
Q. So run me through a typical day as a manager. When you come in, what would you do?

A. So typically when I come in, I just prepare stuff for a shift transfer between Arbuse (ph.) which is first shift. We would have a meeting, kind of just go over what issues we have, and then that's about our 2:30 meeting. We all compile together if we do have issues, describing what our issues are, kind of just per flow day, every single team.

Then at 3 o'clock, I have my kickoff with the team. Any announcements that need to be made, we do and then kickoff the team, just, you know, just check if everything is okay with our teams and we have all our parts, whatnot, all our attendance, and then the team proceeds to work, prepare and analyze to see if there's any issues that are unforeseen, right. Connect with any SOS parts that we have.

And then around 4 o'clock, we get together with our support group, kind of go over the issues that are related to 1 through 3, and then 5 o'clock, we have our first break. About 15 minutes after, check in with the team after their break. Then kind of just whatever issues come -- happen, I kind of just deal with, go through, investigate, you know.

Then lunchtime, 7 o'clock. Then we have our kickoff meeting with our team after 7:30. Status update, attendance check, just to see how everything's going. Pretty much all of that is maintained throughout the rest of the shift. If any unforeseen stuff happens where it needs my attention, then usually I'm staying later. If we are falling behind or we have projects that

we have to do down line, like further out of sequence, right, then I will monitor that.

Q. All right. And how many people report to you?

A. I would say about 43 because I run center and east line right now.

Q. Okay. How many leads?

A. I have about three leads.

Q. Three leads.

A. Yeah.

Q. Okay. Do you work with the same people every day?

A. Depending on if it is down line, like coordination, so where we have some recoveries, I may work with people that I'm not familiar with, but on a daily basis, I would say mostly, yes, I work with the same people every day.

Q. Okay. And you mentioned something about turnover? What's your turnover procedures like?

A. So, we pretty much just do a status update for every flow day which would be 1 through 3 because that's kind of our work with dayshift and second shift. And any issues that 1 through 3 have we kind of just collaborate to see how we could accomplish a recovery to get to where we need to be.

Q. Okay. And who is your supervisor?

A. Dennis Nelson (ph.).

Q. As a front line manager, did you used to work in the same flow day 1 through 3 as a mechanic or --

A. I used to work as an electrician in flow day 2.
Q. Flow day 2.
A. Yeah.
Q. Okay. And then you were bumped up to a manager's position?
A. I temped up first, and then I was part of the feeder (ph.) line group which is kind of a support group for doing bench work in support of multiple flow days. And then I went to flow day 3, and then I went to flow day 1, and flow day 1 is where I've mainly been at.
Q. Okay. And what type of training did you get for being a manager?
A. They did have classes for me. I also learned from my peers, but I also -- everything that I've learned through the shop floor kind of just used it and to where it's management because all the shop knowledge that I've learned kind of applies to my job. Or I mean it does apply to my job.
Q. Okay. I think that's it for me for now.
DR. WOODS: Nils.
BY MR. JOHNSON:
Q. Good afternoon. Most of my questions revolve around September 19th and line number 8789. There were some text messages between you and Phally. Are you familiar with those?
A. Yes.
Q. On September 19th, at 1739 p.m., you texted Phally and said all done, train your team to do these small installs. Do you

recall what was done?
A. So from that first initial text, I do believe there is some windows that were done.
Q. Okay.
A. And that's what it related to. Further down after that, a text message was related to a blanket on the exit door.
Q. Okay. Yeah, on September 19th at -- 1 hour later, 1839, Phally messaged you showing you a picture of a closed door with insulation hanging from above, and stated just one piece needs to be done tonight please. Airplane is tomorrow, side walls and seats. Thank you so much. You replied at 1830, it is done -- or sorry, 1930 it is done.
A. Um-hum.
Q. By that, did you mean the insulation had been restored?
A. Yes.
Q. At that time, were you aware that IP 0000331296, which is the okay to install blankets for the entire upper lobe between 727 and 887 was still open?
A. Yes, it was open.
Q. We installed the insulation blankets over top. Was the okay to install blankets IP still open?
A. So the discrepancy between that was the okay install was done prior by a prior shift about September 1st from what I reviewed.
Q. Everything except for 999 was signed off on September 1st, absolutely.

A. And then on there, exceptions were completed, correct?
Q. Yeah.
A. So as for that operation, what should have been done when the insulation was removed is because customer okayed it already, at that time, and defects were present, I don't think it should have been stamped, but if blankets were to be removed, it should have been documented as a removal to go through the process of customer.
Q. Okay. That's all that I have for first round. Thank you.
A. Um-hum.
DR. WOODS: Matt.
BY MR. RIGSBY:
Q. Hi, Davey. How many people do you manage?
A. I manage about 43 people. I manage two lines for flow day 1 lower.
Q. Did you say 43 or 33?
A. 43. And it fluctuates because we get a lot of new people. So my headcount changes.
Q. Okay. How many team leaders do you have?
A. About three right now. About three.
Q. Okay so about 40, are they all structural mechanics or --
A. They are electrical installer assemblers and mechanical.
Q. Okay. Is there a board or anything like when you guys out to prepare for your day, is it like a whiteboard that tracks stuff or is it all computer based?

A. What are we tracking?
Q. It's like you were saying, that you layout, kind of go over what needed is to be done or that kind of thing. Is that something that's written down?
A. So for each -- for assigned managers, what we do get assigned, we do have industrial engineers that pretty much collect this data and put it into a program that we can look at or in a sense what I use is Smart Factory to kind of watch my package. Every line number that travels, any jobs, jobs behind schedule, is what I record on paper or on my laptop, right, and then I kind of just follow through and make sure everything gets done properly, right, unless we're SOS parts which is a big project for me. For example, heat exchangers, we just line out the airplanes that don't have it, and then we kind of just follow it, and then I kind of just get with the team lead and assign what we need to get done depending if we have parts or not or whatever defects happen.
Q. Okay. Is it a common practice for something like the door to open and have to be closed when they're in the flow process?
A. For that, I'm not too familiar with that because that's not my work package. I work mainly on the lower fuselage. So I manage everything mechanical like in flow day 1 that gets done there. So I'm not too aware of what goes on with the door.
Q. Okay. Do you manage any Spirit --
A. No.
MR. RIGSBY: I think that's it for me.

DR. WOODS: Mike.

BY MR. RINEY:

Q. Hi, Davey. So, you had, in Nils' questions there was a comment about the blankets to get installed. Do you recall if that was a blanket come to the door or the respiration of a blanket come to the fuselage?

A. So the initial request, what the guy that went out there to look at was some windows and then the second request was the door.

Q. Do you recall, is the blanket installation common to the door, the plug, a separate IP?

A. I am not too sure about that. So for that IP that was related to the exceptions for all those pickups, right --

Q. Yep.

A. -- I believe they were rivet holes, right. That is just blankets. So anything related to the door I believe would be door crew, but I'm not too sure of their package.

Q. For the work -- do you know which mechanic you sent to complete the blanket install?

A. Yes.

Q. Okay. Do you know if they reported to you that they saw anything strange or --

A. They did not.

Q. Okay. Do you know if they said that they saw anybody closing or opening or --

A. No. From my memory of it would say that the door was closed

because the picture showed it was closed. I guess my guys aren't very familiar with that. He was an electrical employee. So he's not familiar. The blanket request was just to restore.

Q. Yeah.

A. So to someone who doesn't know much about the door, he can't really say much aside from the help request.

MR. RINEY: That's all I have.

DR. WOODS: John.

BY MR. PETRUZZELLI:

Q. Who was that employee send to do that?

A. His name would be we -- I forgot what his last name was, but I could probably find that if you want.

Q. And the only work they were being sent down to do was the blanket?

A. Yes.

MR. PETRUZZELLI: That's all.

DR. WOODS: Dan.

MR. MARCOTTE: Yeah.

BY MR. MARCOTTE:

Q. So were you sending him to look at -- I thought you said somebody was first going to look at windows?

A. So the initial mistake was that he thought that the help request was windows because it was very vague at first, and he did see some windows that needed to be recovered but then I sent him the message that Phally sent me which was related to the door.

Q. Okay.
A. And then he went to go look at that to complete that part.
Q. Okay. He was going first to look at something else because he had mentioned the plug was closed.
A. No, he wouldn't be too familiar with that.
Q. Okay.
A. Yeah.
Q. You also indicated when Nils was asking you about the okay to install and then you said there should have been a removal written.
A. Yes.
Q. What would the removal be written against?
A. The removal would be to accommodate rework, whatever rework they were doing because the --
Q. The removal of what? The removal of blanket or --
A. Blankets, yes.
Q. So if he doesn't have the okay to install a blanket, how does the blanket already installed have removal written against it?
A. For that, that was a misstep on the employee and because when they do have these requests, usually the back shop manager that asks us for that should provide the documents for that employee.
Q. Okay. I'm having a hard time following. So, you got the okay to install is open. And there hasn't been a blanket installed yet. So what are you writing removal for a part that hasn't been installed yet?

A. So the IP related to that blanket --
Q. Which IP?
A. I think it was --
Q. To install or to locate.
A. Yeah, to locate and install which was -- had the exception on that rework, correct. It had okay to install on September 1st already. So it was already reviewed by QA and customer, and they did install that blanket already. So what it said from what I looked at was that complete list 6 holes, right, was to the exception, yeah, and that's out of my knowledge because it was done by a team I'm not familiar with, right. It was done September 1st, way before the 18th and 19th. So I'm not too familiar, but whoever removed the blanket to do the defects, should have done the removal because --
Q. Well, I'm saying the blanket wasn't installed. There was nothing installing the blanket before. They had an okay to install but they hadn't installed the blanket on the plane.
A. Yeah, but installation was complete stamped off on September 1st. So --
Q. Installing blanket?
A. Yes, that's what I -- that's what I'm reading off of when I looked through it, yeah.
Q. Okay. Thank you.
A. Um-hum.
Q. You've answered my questions. Some other people have

questions.

DR. WOODS: Troy.

MR. LEVANEN: Yeah.

BY MR. LEVANEN:

Q. That means, yeah, if it was signed off, it should have been unstamped and the remove generated for it, right, either unstamped --

A. Yeah.

Q. -- or removed. That's a minimum requirement you have there, right?

A. Yeah. Well, what I believe is that because there was defects okayed and should have never stamped off, and so defects were completed but paperwork was full stamped with defects present.

Q. Um-hum. Yeah.

A. Yeah.

Q. I have a few questions for the second round, but for the first round, I was going to ask a little bit more about -- so you're at day 1, and the discrepancies for the initial shake I guess you might call it, are done on day -- kind of -- is there a day 0 or day half, and then when you get to day 1, the whole initial shake, is it done when you get to it or do they do as part of your --

A. So for any shake related to blankets and fuselage inspection, right, because they get customer as mainly dayshift. So they do that whole process and they view everything, make sure of any

defects, and then they record it. So customer coordinator. So first QA will inspect, right.

Q. Right.

A. Shop will clean everything, make sure that everything is good depending on the area for whatever IP calls out for that, right, and then the customer coordinator comes out to confirm. So the paper trail, I would say I can't really speak for because I'm not too familiar with that package because it's more of a dayshift package.

Q. And so then when you come in on day 1, whichever day -- build you have, you basically have like a fresh set of downs to start to turn your team loose and go to work on the aircraft then. Is that --

A. So --

Q. -- because they've already done the shake and you kind of know what you've got and you've got something you can work with, right?

A. Yes. So once all blankets, all the insulation, whatnot, is installed, dayshift 21 package is completed, we can go ahead and perform our work package which is sequence for that unless they do have issues to where we can't install blankets. Then we do not perform work and until blankets are complete because this is related to lower fuselage. The upper fuselage is a separate team because I control a lower team and then there is a upper team because of the amount of people that are that are in flow day 1.

Q. Okay. Is there -- so there's an upper team on flow day 1 as well?
A. Yes.
Q. Okay. So an upper and lower?
A. Yes.
Q. And then how often -- just speaking for the lower part I guess, how often do you see discrepancies? One of my questions for the second round was going to be to ask you what are your perceptions of quality of the incoming aircraft even if you're not on the shift that's doing the shake.
A. Um-hum.
Q. But with that said, how often do you see kind of show stoppers from that first shift by the time you started? I can't this. I can't do that. Like how often like -- do you see quite a bit of that or is that pretty rare to see something like this?
A. As in this, do you mean the door?
Q. Yeah. For example, this was an example, yeah.
A. Or just defects in general to where it's not --
Q. Yeah, that kind of interrupt that change your dynamic of your group.
A. I would say we happen or we find defects often to where I get the team accustomed to check these defects and we monitor them and when we have the opportunity when a fuselage is present on the shop floor, to where they drop it on mezzanine, I have them inspect those areas for those common defects. And then if we can

rework it, we document it and rework it or if we need a Spirit assist that's where I work with the Spirit team to get something going and our support groups would deal with Spirit. I've worked with [redacted] before, with [redacted] (ph.). She's really great. So I work with her and then those defects get completed by our team when we can.

Q. Okay. That gives me a pretty good idea of the process. I think that's all for me on this round. Thank you.

A. Um-hum.

BY CAPT ANDERSON:

Q. Just to continue on what Troy was talking about. When the fuselage comes in for its initial shake --

A. Um-hum.

Q. -- and some discrepancies are found and a NCR is generated, can you see from a manager's perspective in the process how can an NCR be attached to the fuselage and then there be an okay to install be issued.

A. So -- okay. So it's all for blankets?

Q. Um-hum.

A. So when they inspect it, right, and there is a defect that is spotted by QA or shop or customer coordinator, that's where they would generate the NCR and they wouldn't get the okay to install. But as for stuff that I've said, it's not really the blankets. It's more different areas of the fuselage where blankets are present.

BY DR. WOODS:

Q. Going back to you mentioned that you've gotten it so that your people check for certain defects that, you know, tend to have a recurrence.

A. Um-hum.

Q. How do you track those defects?

A. Track them as in?

Q. How are you keeping track? With that knowledge that you have having been here for a while, how are you keeping track of those defects to where now you're telling your guys this is what you need to look for at such and such a time?

A. Okay. So when it comes to defects, it usually impedes installation of our systems, right. So that's why we check for those to make sure we can get that rework accomplished before we install these systems. Otherwise, we couldn't install them.

Q. I recognize that, but how you keeping -- are you keeping it in your head? Do you have a little sticky note that you write down, hey, don't forget to look for this, this and this or is there a more formalized way that you keep track of those defects?

A. So it's specific areas I would say. They're repeating like, for example, bracket A. Bracket A, go look at this for this defect. Bracket B look for this defect, right, and it's repeating parts. So it's the same defect that keeps reoccurring. So I get my team to look at it to make sure that it is good, that we are able to install our systems and no other defects are present.

Q. Yeah. But presumably there area a few of those, right? There's many different areas, different things that recur?
A. Yes.
Q. So how do you keep track of all of them or do you just keep it in your head that -- for every fuselage that come through?
A. Yeah. For the ones that we do look at, right, which are repeating ones are the most common ones. As for stuff that does happen to where it happens here and there, right, it's not a chronic defect, the shop will report it up to either the team lead or me because it's not per drawing, QA will come inspect it but that's the only thing that I can track with a common repeating defects.
Q. Where do you direct those?
A. We've got paperwork. We've got our SAT system. I mean we document these defects to where its very transparent to the team.
Q. Okay.
A. Right, because we have to wait for this defect to be completed. As for like recording, I can only say we do paperwork like request for RNCR pickups, you know. But that's really all I can say. If you do want to see like a repeating defect count, we can look at, you know, our previous records and then usually I have the available, if I look for it.
Q. Okay. So here's what I'm also trying to say -- like if you were to go on vacation tomorrow or if you were sick and couldn't come tomorrow, somebody stepping into your role, where can they

find this same list of recurrent so they know to go look?
A. That would be passed on by the shop. The shop's very familiar with it, our team, for example. These common defects, they see it. So they know. As for that, it would be passed down to, if these issues do persist and someone else takes over for me. Another thing would be, for example, I work with Lori for these common defects of these two brackets that are missing holes, right. We would document it to where it's chronic. We would send it out. We compile all the pickups paperwork, send it out to her. She would send it out to Wichita. I'm not sure if you know about that, yeah, but this was related to the wheel well and we'd get a get well plan up in Wichita to where we wouldn't receive these defects any more. Sure, we do get it here sometimes, but because of the sequence when we receive these fuselages, we don't know if, you know, it's the get well unit or it's an old plane, right. I'm not sure if that really made sense.
Q. So that's where your communicating back to --
A. Back to the supplier.
Q. -- the supplier.
A. Which would be Spirit, right. We do record these and we write the SATs right to get this support, communicate with Spirit to send that back if it's a reoccurring issue. But until that get well unit comes, we have to check for it every day.
Q. Has there been a past initiative like that to where you've had a lot of recurring defects, where you went through this

process and now you're seeing that it's gotten better?
A. Yes.
Q. Can you give me an example?
A. That example that I gave you about the missing holes for the brackets.
Q. So now it's gotten better.
A. We received them with the holes and we're able to install our assemblies.
Q. So do you have faith in that system that it works, that if you communicate back to the supplier, they'll start fixing it?
A. Yeah, I'd hope so. That's what we strive for it, to get this condition fixed at the root.
Q. Okay. How do you manage, and I might have missed this. So apologies for any repeat questions. How do you manage open jobs that go down the line past your flow?
A. So, depending on what we are held for, like in case, defect SOS parts, SOS parts are related to when we get these parts, correct. As for defects, when we're out for a Spirit rework, saying we want Spirit to help us correct this defect that's received from them, we wait for the team, kind of communicate when they're done with that defect, and then we get our QAs to verify it. After a supplier is done, a QA and our shop verifies that the defect is gone. They'll stamp it off and then we proceed with our work package.
Q. How do they notify you if they're done?

A. As in Spirit or shop?
Q. QA. Once the QA process is done --
A. Yeah.
Q. -- how do you know?
A. We communicated with the shop, QA and then I'd be aware of it obviously, right, because I oversee this work package, and then we go verify it and make sure it's all done. And then once the defect is completed up, then we can go ahead and proceed with our package.
Q. Okay. I guess what I'm asking is what medium do you use to communicate with one another? Is it just through the SAT? Is it just through --
A. We have --
Q. -- passing sticky notes in class? That's what I'm saying. How do you communicate with each other?
A. Right. Our company phone. I have communication with them. I used Skype sometimes when available, when they're at their desk, I can communicate with them. Or we can -- I work very well with the shop for our QA area, for flow day 1. So I'm involved with all of them including the shop for mechanics and electrical. So we all kind of work together. We will all, you know, verify these issues that we have.
Q. How would you describe the working environment for your team here at Boeing?
A. I would say it's good. We do have a lot of new people I

would say but, you know, it's part of the process, right, teaching these people how to do things properly. The knowledge that I've absorbed, kind of just pass it onto every -- all of these new employees. For example, on the team leads that I have, I've been here for about a year. I've taught them a lot of stuff to where they follow these processes and they pass it on to the others that are on the team.

Q. I want to break down environment just a little bit more to I guess in to subcategories. The work, do you -- speaking on behalf of you and your team, do you feel you have the tools you need to get the job done correctly?

A. Yes.

Q. Okay. Do you feel that you have the time that you need to get the job done correctly?

A. Yes.

Q. Do you feel that you have the training you need to get the job done correctly?

A. As in training for shop?

Q. Yes.

A. Yeah.

Q. And then how would you say is morale overall within your shop?

A. Good. Very good.

Q. Okay. How would you say communication is within your shop?

A. Very good.

Q. So, working now outside your shop, because you have to work with other people to get the job done, right?
A. Yeah.
Q. There's that interplay. How would you say communication is working with other shops to collectively get the job done?
A. Yeah. I would say other shops is different personalities in a way. So depending on the leadership that is at hand, right, for that team, is a big factor. So all these different shops are very different depending on leadership.
Q. Have you ever had to deal with what you perceive to be a difficult leader from a different shop?
A. Um-hum. Yeah, sure.
Q. How do you handle that?
A. Well, depending on the situation, it's given the circumstance, but the process is the process and the process is what we follow. So regardless of how they, you know, communicate, we will have to follow the process, and that's what I do.
Q. Have you ever had a situation to where you've felt you needed to elevate it to get, you know, to get to a satisfactory conclusion?
A. As in?
Q. You had to go to somebody higher to get involved?
A. Yeah, I would say that's where we would communicate with the chain of command, right. My supervisor, contact him, hey, this isn't being done. I've already communicated, you know, what the

task was and that's where upper leadership would move on to their upper leadership.
Q. Are you comfortable doing that?
A. Comfortable?
Q. Talking to upper leadership?
A. Yeah. I have no problem.
Q. What is your level of confidence that they listen to you?
A. Upper leadership?
Q. Um-hum.
A. Good. As for mine, yeah. They would listen. They would follow through.
Q. What about the people that work under you as a manager? Do you feel that they're comfortable bringing their concerns to you?
A. Yes.
Q. Do you have an example of that?
A. All these repeated Spirit defects that get communicated is a good example. Bad tools, we work with tooling and they get them the tools they need. For these things, I would aid them in working inside the fuselage. We'd get that done. Cleaning supplies, if there's no brooms and air hoses. They need equipment. We order those for them. So I'd say my team is very transparent with issues that we have.
Q. When I say the word safety culture to you, what does that mean to you?
A. Go for zero.

Q. What does that mean?
A. Safety culture, to make sure that everybody doesn't get hurt, that we follow the procedures that are in place to protect ourselves and others.
Q. Is that something that you've had training on?
A. Yes.
Q. From who?
A. We had a training class for it, for leadership, and we often have our safety meetings once a month. Depending on the topic, we kind of just go over it as a team.
Q. Who attends those meetings?
A. So it would be first line manager and shop. So whoever they own, they would all get together and then perform these safety meetings, kind of just, you know, a general safety topic gets put up, and then we have our safety moments every day that we explain and we have our Kamishibai. When we have safety incidents and kind of just go over, if we do have it, but ours is really good. We don't have any safety incidents unless we have little slips here and there which we try to prevent.
Q. And if I say the word safety management system, what would that mean to you?
A. Managing safety to what we can utilize to promote safety.
Q. And then is that something that you've learned through Boeing training?
A. I would say it's -- I have acquired the learning process over

time, right, because especially with someone in aerospace and this area right, they have to learn. I believe it would be acquired from peers and who you are surround with.

Q. Okay. Well, that is all I have for now. That's it for the first round. We've been going for about 45 minutes. However, are you in need of a break at this time?

A. No.

DR. WOODS: Is everybody else good to continue?

(No response.)

DR. WOODS: Okay. Then we'll do so. Pocholo.

BY MR. CRUZ:

Q. Just some clarification for me. You said there's -- you work on the cargo side and someone else works on the top side?

A. Yeah, A deck, B deck, I believe that's what they call it.

Q. Okay.

A. Upper deck, lower deck.

Q. Is there nobody that's your common part that works second shift from the upper deck?

A. There is.

Q. There is?

A. Yeah. We have for day shift and first shift.

Q. And for second shift?

A. No.

Q. Okay. I'm just curious why Phally had talk to your team to send to install the blankets when the actual blanket work was

above the cargo line? Do you know?
A. So blanket installs are learned from people that help out on first shift. So I do have some people that do that. It is not a -- it's kind of repeated help requests from Phally I would say.
Q. Okay.
A. We've been trying to teach them how to do it but like I said, different shop is dependent on leadership, right.
Q. Yeah. Okay. And I guess that's the question. Is there a certification that needs to be able to install one?
A. Not to my knowledge.
Q. Not to your knowledge. Okay. And when you told Phally to install the blankets, to have his people learn to install the blankets. So anybody can install blankets.
A. Anybody can, yes.
Q. Okay. And then who would have to sign off that IP that says they installed the blanket. Is it your people or whoever installed the blanket?
A. Whoever installed the blankets.
Q. And they're allowed to do that down the line?
A. Yeah. So anybody can verify these blanket installations, and then QA would verify after to follow it up.
Q. Okay. So it's not just your team who would. Initially it wouldn't.
A. Uh-uh.
Q. It wouldn't be your team that typically would install the

blankets but if something down the line happens, they can install the blankets?

A. Yes, yes.

Q. Is that typical procedure that you know? Is there anything besides blankets that people can do?

A. Yeah, yeah.

Q. What?

A. So when it stops anybody from doing any certification. So in general, if you have the certification to perform these things --

Q. Yeah.

A. -- then, yes, anybody can do it.

MR. CRUZ: All right. That's all I've got right now.

BY MR. JOHNSON:

Q. So my question is IP 00RB46313Y is the IP that installs the blanket, and it was closed out on September 1st at 11:30 in the morning.

A. Um-hum.

Q. So there was no -- nothing open to install. There was no IP open to install a blanket and there was also no removal to install the blanket by. So where was it documented -- I'm trying to get it straight in my head. Where was it was documented that the blanket was then installed? Because the IP was closed. It was all done and final. And then the -- there was no removal. So now, there's no open piece of paper to document the accomplishment of the blanket install.

A. Yeah. So that's where the step was missed. So if the blanket is removed, removal is required.
Q. So they didn't document it anywhere but did the work?
A. Yes. So whoever performed the rework because like I said, there was a comment of complete list 6 holes something. I don't have the --
Q. Got it.
A. Yeah, but so what they did is they stamped off saying that there's defects which they shouldn't have, right, because we want to correct these defects before we install blankets.
Q. That is correct. So the blanket IP was closed on day 1, flow day 1.
A. Um-hum.
Q. Even though -- and this is where I'm kind of bouncing around because the side wall IP was held open.
A. Um-hum.
Q. It was short signed --
A. Um-hum.
Q. -- as well as the okay to close was short signed.
A. Um-hum.
Q. But the actual blanket install was finaled --
A. Um-hum.
Q. -- on September 1. So in my mind, there's nowhere to document that you installed the blanket. So I'm just trying to understand where the guy you sent to install the blanket would

documented his work --
A. Right.
Q. -- the first time.
A. Yeah. So, what he said was he verified that it was completed, but there is no paperwork --
Q. Okay.
A. -- which should have been done either to remove those stamps or on a removal. So the missed step here would be that removal was never generated to accommodate the rework performed with installation already being completed on the main IP which was the okay to install, right.
Q. That's it for me.
BY MR. RIGSBY:
Q. I'll try to make it through this time, Davey. Can another manager go ask one of your employees, one of your people who work for you, to go do a task without you knowing about it?
A. So, that's where the chain of command would come in. Typically that wouldn't be allowed, right, because we want to follow that chain of command. But it does happen, yes. But sometimes, you know, it's -- depending on who it is because they feel like they have a relationship, you know, professional relationship with them, that they can perform this task, and -- but what we always do is follow the chain of command.
Q. Do you know an employee by the name of [redacted] ?
A. [redacted] ?

Q. Uh-huh.
A. Do I know that employee?
Q. Yeah.
A. No.
MR. RIGSBY: That's all I have.
DR. WOODS: Mike.
BY MR. RINEY:
Q. After the incident occurred, did you notice any changes in how things were being handled or different processes that were put in place by Boeing?
A. You mean after the door incident?
Q. Yes.
A. Yeah. I'd say, I mean we did slow down. Quality was a big, you know, topic. We've been slowing down these airplanes to where we kind of just focus on quality and learning all these policies and procedures with all these new people, right, and kind of just trying to set an example from what I would report it, from what I've seen.
Q. Do you feel that the mechanics that work for you or the new individuals coming in receive the proper training to perform the job?
A. It depends if you mean like from foundational training before they arrived to the shop floor?
Q. Yeah.
A. Sometimes they don't from some employees, but that's

dependent on foundational training of what they have available. So that's where we would sign them up for that training when they already arrive to the shop floor but for any job that they are assigned, they are certified for. And if they do need a certification, that's where I would sign them up.

Q. Are you able to provide feedback to the training group?

A. Training group? I've never really communicated with the training group other than signing people up for training.

Q. Do you have a workplace coach?

A. Yes, we do.

Q. Okay. I think that's all I've got.

DR. WOODS: John.

BY MR. PETRUZZELLI:

Q. Just one question. You talked about you have defects you continue to see. Do you guys here ever use the QAI, quality assurance investigators team to help with issues to ground and force it back to the source?

A. QAI to the source, that defects has received?

Q. Yes.

A. At Spirit.

Q. Do you guys have QAI here?

A. Yeah, we do.

Q. Okay. Do you utilize them to help you identify and communicate back that, hey, we're getting this defect from you regularly?

A. So for me, I -- QAI probably does but I was not too sure. My experience with QAI is when shop does common defects to where they've done it to multiple units, right, and then we've had to do multi-units to correct these defects. That's where I've worked with QAI. As for as received from supplier, I just communicate that with our Spirit support group, and then, you know, that's pretty much it.

Q. Thank you.

DR. WOODS: Dan.

BY MR. MARCOTTE:

Q. Okay. Just to clarify on something on Pocholo's about your initial contact with Phally.

A. Um-hum.

Q. When I'm looking at the records, it looks like actually Phally didn't reach out directly to you. It was through a group text.

A. Yes.

Q. A group box.

A. Yes.

Q. And you picked it up.

A. Um-hum.

Q. So what made you pick that one up if it's not generally in your area of responsibility?

A. It is a common thing for Phally to ask for blanket support.

Q. Okay.

A. So Phally and me have been communicating on the phone. We do talk about it, you know, offline, right.
Q. Okay.
A. Yeah. So we can assign.
Q. Yeah, I'm just trying to clarify it. Another thing I'm following up with was it was great to hear you had tools, time, training to get things done correctly.
A. Um-hum.
Q. But we met with someone who was downstream, Flow day, from you who was saying that they get a lot of -- a number of travelers generated, that your work is coming down to them to pick up later on.
A. Yes, which would be related to our heat exchangers, SOS parts.
Q. Okay.
A. Okay. That's something that's out of our hands.
Q. Okay.
A. Yeah.
Q. And if someone came to you -- if someone found -- if they're at an airplane and they found undocumented work, what would you expect them to do?
A. If it was undocumented? That's where we would work with QAI, right, or QA and then we'd do a process failure and we'd follow that process to where if we can find paperwork depending on who performed it, would be answering that.

Q. Do you think the guy who you sent to look at the plug and he came back, you know, when he was talking to you, kind of sounded like he found some undocumented work because the blanket was removed.
A. Yeah, right.
Q. You said there should have been a removal written.
A. Yeah.
Q. So do you take any follow-up action about to document that?
A. Well, I wasn't aware what board they were work off of because usually if they do that installation from Phally's team, right, they would make sure that that's all good to go. But as for the blanket request, usually they would provide that paperwork to the employee to make sure that it does get done properly.
Q. So did they give your employee the paperwork or what did your employee sign off after he installed the blanket?
A. I'm not sure.
Q. But you would be expect there was some form of paperwork?
A. Yes.
Q. That's it for me. Thank you.
BY MR. LEVANEN:
Q. And I was just thinking, when Davey's speaking about that there should have been these things, I think -- is this -- is that something that you were realizing after the fact as this kind of unfolded maybe more, huh?
A. So when I came to the conclusion of that is when I reviewed

when I got my interview with you guys because that's when I do my research, right.

Q. Yeah.

A. To kind of just look into it because usually we have all these support groups that own these packages. So it would be up to the person that's request for assist, right, to go through the paperwork properly.

Q. Yes.

A. That's what I would expect because I have to handle my own, right?

Q. Yeah.

A. So I send these people out to go and assist, and then that's where they would work with them, because we're sending them out to assist this, you know, manager.

Q. That makes sense, which kind of leads me to my next thing, and I know you talked about it a little bit already. I saw that you have 43 mechanics or techs and some that could do some pretty heavy duty systems type work including the electrical installs.

A. Um-hum.

Q. And three leads for two lines. Are they physically located like a ways apart from each other or how are they laid out?

A. So 1, 2, 3, the mezzanine, fuselages are very tight. It's not spread out with -- because with all these fuselages, right, we've got the wings. So I would say we need to accommodate that with a bigger room, but as for 1, 2, 3, all these fuselages are

very tight together on that mezzanine.
Q. So that helps, but still back to the part about the -- I'll start with the 43 people. That feels like a lot to manage for one person. How -- and you can be honest with us, you know. How does that feel for you as far as the -- I feel like it would be a lot of pressure, but do you see it -- does it feel like it's a heavy workload? Do you feel like you could use another manager or do you feel pretty good on your own?
A. So, right now because of our workforce, there are parts of where I'd probably receive half of that. So I'd probably have like 20 something, but I run center and east which managers should be on these, but right now we don't have someone for that position.
Q. You're short. You sound like short one manager.
A. Yeah.
Q. That would be like 20 something apiece.
A. But it would be the same work package, and what I pretty much oversee is that the east line does train with the center line, so that way we could get, you know, the proper training for these new people when we start that east line.
Q. That would be good. And then have you been by yourself the whole while or did you ever have a second manager or say a peer for a while or no?
A. So I do have a peer for flow day 1 which is west line, and then he manages that team, and then he'll fill in for me here and

there.
Q. Help out, yeah. And then you've got your upper half I guess, too.
A. Yeah, but they're more upper. So they don't really know what goes on bottom.
Q. (Indiscernible).
A. Yeah.
Q. Okay. And then how about with the three leads? Do you feel like that's your pretty good complement, the leads for that number of techs or do you feel like you're short on that?
A. So when I say three leads, I'd say most experienced, but we do have a budget for more which we're trying to trial out, to see who fits where.
Q. Um-hum.
A. But I would rely on these three team leads when I say three.
Q. Okay. Yeah, so like some temp leads and --
A. Yeah, because we are budgeted for a total of six, two being for electrical and one for mechanic, and that's center. And then east, so that would be a total of six.
Q. Yeah.
A. But because center line is the more senior line, we're kind of just working to see, you know, if people will fit in a leadership position.
Q. Get the right ones.
A. Yep.

Q. Yeah. I know the feeling. And then how about -- I know you're kind of on the front end of it, but how about the pressure. Do you feel the pressure of timelines or maybe on flow day 1 it's not as big a deal or how do you feel about the amount of pressure that your leaders put on you and your teams that you have to pass down?

A. I mean I don't receive as much pressure. I believe my work package is handled very well to where it doesn't need oversight of someone to look over me but, you know, different person, different circumstance. I can't really say but for me, I don't feel any pressure. I feel like, I just follow the process and get things done that should be done.

Q. Um-hum. One last one. You said that you meet with your team multiple times per day. It's like at the beginning check in time, do you meet with all 43 of them at the same time?

A. Yes, they -- we have a meeting area. We meet at the back of the fuselage. Everybody attends there, and then that's where converse and wherever they're assigned, whatever part of the line they're assigned to, and then, you know, we continue work as in. I check in, monitor, take a look at paperwork, go through CMES and ensure if we've got any roadblocks or we've got missing parts, defects, anything.

Q. Do you open that call -- or do you speak with the whole team at that moment kind of in that meeting?

A. Yes.

Q. Do you talk about safety most days or every day or how often?
A. So we are talking every day with the Kamishibai board when we kick off, and that's where we have any other announcement as well, any incidents that happen we talk about and pretty much fill in, you know, for any news, current events.
Q. Um-hum. Okay. I think that's good for me. Thank you.
A. Um-hum.
DR. WOODS: Bjorn.
BY CAPT ANDERSON:
Q. For some of the -- I think it was called travelers, issues that are continuing on downstream from flow days 1 through 3, how many of those would you say are associated with defects that you're finding from the shake?
A. None. For the parts that travel for me, are in the AC bay under the belly of the 44 section where the wings are, and it's just SOS parts. For one example, I'd say though that does travel down line is when we have that Spirit defect where we're missing holes. So it would affect the oil on system as we couldn't install our hydraulic system. And, the furthest we've been is probably like flow day 5 but we communicate that very well to where we can work back starting from flow day 1 and then onwards.
Q. And you were saying that a lot of the -- a lot of it is the heat exchangers?
A. For me, yes.
Q. Yeah. And so if you're -- so if a lot of that is going

downstream, are you getting support from your leadership to find a way to better streamline or something that you would need support to --

A. So what I do for that, for SOS parts, is I communicate with our expediter which is related to our supply chain. They work with supply chains. The supply chain communicates when our next deliveries are. For example, our supplier, Honeywell, and they kind of give us an ECD of when we might receive these parts, and then it's pretty much what they do. They have been reallocating from other planes that are not in effect to where we can backfill and then we also backfill back there as well.

Q. What percentage of the mechanics that are your team are A&Ps or have any license?

A. I'm not sure.

Q. Okay.

DR. WOODS: Okay. That's the second round. I want to make sure, before I ask my final questions, are there any follow-up questions.

MR. LEVANEN: Sorry, one quick one.

BY MR. LEVANEN:

Q. Do you ever work with the door crew? Are you familiar with them and do you have any interaction with them at all?

A. None.

BY MR. MARCOTTE:

Q. We have to ask the big question. Do you have any idea who

opened or closed the door?
A. No, I do not.
Q. Okay. Thanks for clarifying it. It helps to clarify. So if a blanket -- if there is a removal downstream written for a blanket, in your experience would you know when the blanket's being reinstalled, if it was being closed, is there another document equivalent to an okay to install inspection written then that they would say, look for open holes, look for what's missing hardware?
A. So that's where that removal would have the proper steps, right, to get taken is when we do the okay to install and then QA follows up to see the area if they are familiar with it, right. As per the door, I would say it's very -- kind of hard because we don't perform that right. Unless there's that open defect to where there's holes which was part of that IP, they would be able to see.
Q. Okay.
A. So for the removal steps, for the work instructions that they do have on there, okay to install, QA, right, inspection, then we call the customer, do a shake, pretty much see if there are any defects or anything that, you know, is out of the ordinary, right, and then once QA verifies that, customer verifies it, then the shop is okay to proceed. And that's where they would stamp off that paperwork.
Q. I think it happens occasionally where a blanket has to be

removed downstream. Do you know when -- that's when the NCR and NCO is being generated. Is there standard language that goes in? You know, like if an inspector's writing up the paperwork or whoever is writing up the paperwork? I know a lot of this system has preset wording that auto populates a lot of the steps for you.

A. Yeah.

Q. Do you know if a blanket's removed, is there standard wording that's automatically put in for -- equivalent to okay to close inspection?

A. Yeah, it's very equivalent, very similar. If you were to review it, you could tell.

Q. All right.

A. The wording's very similar.

Q. Thank you very much.

DR. WOODS: Anybody else?

MR. CRUZ: I do.

BY MR. CRUZ:

Q. So real quick, in general, when a NCR is written, who would typically write a removal if something were to be accessed?

A. Whoever is removing the blanket.

Q. Whoever is removing the blanket.

A. Yeah. I mean who -- so whoever performs the removal would have to do the blanket removal, right. Or wait, sorry. If they're going to remove the blankets, they're going to do their removal but whoever performs that to okay to remove is going to be

the one to stamp it.
Q. Okay.
A. Did that answer it? I'm sorry.
Q. Yeah, I mean in general, if there's a job like a NCR against something --
A. Yeah.
Q. -- you know, let's forget about blankets for now. There was a NCR on those five rivets, right.
A. Um-hum.
Q. Who typically would write it? If Spirit needs access to those rivets which means a door that needs to be removed or opened, who typically in the procedures, who would be writing that a removal needs to be done?
A. The shop would usually assist Spirit with that.
Q. What's that? I'm sorry.
A. The shop would assist Spirit with that if they need something removed, and they'd do the paperwork with them and remove that blanket.
Q. It's the shop you're saying, right?
A. Yes.
Q. Okay. Do you know if QA needs to put that, whoever the QA person that wrote up the defect?
A. The removal?
Q. Yeah.
A. So it's whoever -- so you usually we have a team lead do the

removal, right.

Q. Yeah.

A. And then -- but I don't, I don't know was in charge of that project. So it's hard for me to say.

Q. Yeah, yeah.

A. Yeah, but normally we'd have our team lead do the removal and then we'd follow the process of that removal.

Q. Okay. All right. Thank you.

BY CAPT ANDERSON:

Q. Just one additional question on the training that the mechanics have, and you were saying that they receive their training for their tasks at hand.

A. Yes.

Q. And then the paperwork, are mechanics receiving training as far as how to understand IPs, NCRs, you know? Is that on the job or is this prior to getting on the floor? Do you think that they require more or less?

A. Yeah. So as for foundational training, I can't really speak of what they do learn because that's not my org, right. I do -- when I started, I did learn these things. They did have classes for me when I started on the shop floor to learn these things, but for me the best experience was to learn it from shop to see how this process goes. We do have a workplace coach in place to do these classes, VDD (ph.) training for all of this like CMES and NCRs, kind of just go over it right now since all this incident,

you know, has happened. That way shop is informed about how these processes work.

BY DR. WOODS:

Q. Typically, I end with two off the wall questions. So bear with me. The first is that given your experience here and what you need to get your job done as manager, if you were king for a day, and I gave you like a magic wand that you could wave and you could get anything you wanted, and it would make your job better, what would that be?

A. To make my job better?

Q. Um-hum.

A. Probably receive our parts from, you know, suppliers. So that way we can do it in sequence. I do believe we have a supply chain issue to where we can accommodate how many we want to build, but that's something very big for me. I don't know what goes on with the supply chain. So I don't know much about that.

Q. Well, you don't have in the know for a good magic wand. That's just an experience thing, like the things that you notice, this is lacking and could be better.

A. Yeah.

Q. And then the last is, you've had some time to consider, you were coming and had some time to think about it. Is there anything that we have not asked you that you're surprised that we haven't that you thought for sure we would ask or anything that you feel we need to know that would kind of shine light on what

happened here?

A. No.

DR. WOODS: All right. So with that, no more questions from anybody else in the group?

(No response.)

DR. WOODS: Then we're going to terminate the interview at 2:37 Pacific.

(Whereupon, at 2:37 p.m. Pacific Time, the interview was concluded.)

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 Bounthavy (Davey) Phakoxay
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	March 6, 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.

Kathryn A. Mirfin
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of [redacted] Door Installer
Boeing

Renton, Washington

Wednesday,
April 10, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

MIKE RINEY, Representative
Spirit AeroSystems

JOHN PETRUZZELLI, Representative
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaska Airlines

CAPTAIN BJORN ANDERSON, Representative
Air Line Pilots Association

SCOTT HALLSTROM, Representative
International Association of Machinists

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I N T E R V I E W

(10:06 a.m.)

DR. WOODS: Good morning. It's April 10th, 2024. The time is 10:06 Pacific Time. My name is Dr. Sabrina Woods, and I am a Human Performance Investigator with the NTSB. I am one of the co-leads, along here with Pocholo Cruz, leading the manufacturing and human performance working group for accident investigation number DCA24MA063 involving Alaska Airlines Flight 1282.

The NTSB is an independent federal agency charged with determining probable cause of transportation accidents and significant incidents and promoting transportation safety. The NTSB is not a part of the Department of Transportation, and we are not a part of the FAA. We have no regulatory or enforcement powers.

When we do conduct investigations, however, we can't do that in a vacuum. We have parties to the investigation that help inform the process. What you see here in the room today are all the different parties to this particular investigation. So at this time I'm going to have them introduce themselves to you, starting out here on my right with Pocholo.

MR. CRUZ: I'm Pocholo Cruz. I'm the co-chair for this group, and I'm an aerospace engineer with a structures and maintenance background.

MR. JOHNSON: Nils Johnson, NTSB, Aviation Accident Investigator, and my specialty is maintenance.

MR. RIGSBY: Hi, [redacted] . Matt Rigsby with the FAA's Office of Accident Investigation. Don't know if you hold any certificates, but I'm here purely for the safety end of it. I hold no enforcement authority and as far as through the FAA or anything like that. So just purely for safety.

MR. RINEY: Morning, [redacted] . My name is Michael Riney. I'm Spirit Aerosystem's on-site Washington leader.

DR. WOODS: Hopping over to this side.

MR. PETRUZZELLI: Morning, [redacted] . John Petruzzelli. I am -- I represent the IAM on this, and I'm (indiscernible) AMTI over at Boeing Field.

MR. MARCOTTE: I am Dan Marcotte. I'm a Boeing air safety investigator from Southern California.

MR. LEVANEN: Hi, [redacted] . I'm Troy Levanen and I'm with -- we do maintenance and engineering safety for Alaska Airlines.

CAPT ANDERSON: Hey, [redacted] . I'm Bjorn Anderson. I'm a captain with Alaska Airlines, and I'm representing the Airline Pilots Association and I have aviation maintenance background for about the last 30 years.

DR. WOODS: So that's it. That's everybody that's going to be talking to you today.

Today, we'll be using a digital recorder. After the interview, we will send that recording out for transcription. The party members will then have an opportunity to review the transcription to correct for typographical errors, small errors,

things like that. We do not change the content.

Once again, our purpose here is to determine probable cause and to prevent reoccurrence of instances such as this. Our role is not to assign fault. We're here simply for you to share your insight, your experiences, your opinions on your processes with the goal of preventing future accidents.

For the transcription, our intent is to redact names before we send it forward to the docket where it will become a matter of public record. Having said that, we cannot offer or guarantee confidentiality of immunity as the redacted transcript will go forward, but it is always subject to FOIA in the future.

Each of the group members will have a chance to ask questions. We usually go in two rounds, the first being longer than the second. We will ask questions one at a time, however. If at any time you do not know the answer to a question, feel free to say that you don't know. That's just fine. If at any time you don't understand a question, please ask for clarity. We will do the same if there's something that we don't understand that you said.

And lastly, if at any time you feel like, oh, you know what, there was something that you mentioned earlier, I want to go back to that, feel free. There's no, there's no timeline, like linear movement here. We can go back and you can address something that was said before even if it was a previous person who was talking.

You are afforded the right to have one representative of your

choosing to support you through this process. I see that you have brought somebody with you. Is this the person that you would like to be your representative?

MR. [redacted] Yes.

DR. WOODS: Okay. With that, Rep, if you would please, for the record, state your full name and spell your last.

MR. HALLSTROM: Scott Hallstrom, H-a-double L-s-t-r-o-m.

DR. WOODS: Okay, thank you for that.

And lastly, [redacted], if at any time you need a break, just let us know. We can do that. We'll go off record, you can take your break, you can come back. That can be a break for anything that you need, or if you would like to confer with your representative. Again, feel free to do so.

With that, do you have any questions?

MR. [redacted]: Nope.

DR. WOODS: Okay.

MR. [redacted]: Pretty straight forward, so --

DR. WOODS: All right.

Okay, so to get started, we're going to go with if you would please state your full name and spell your last.

MR. [redacted]: My name is [redacted], [redacted]

[redacted]

DR. WOODS: Okay. We're going to start

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Hello, [redacted] . Thank you for talking to us today. What's your current position at the Boeing Company?

A. I am a 30605 door rigger. Door installer B, I think is what the actual job title is. And, yeah, that's it.

Q. Okay. And how long have you been with the Boeing Company?

A. It will be two years come August 19th.

Q. And did you hold any previous positions before coming to the -- before you -- getting -- being a door person?

A. No, I came in with doors and I'm still in doors now.

Q. Okay. And then prior to coming to Boeing, what is your professional background?

A. Prior to working here, I was a CNC mechanic for the previous eight years. Before that, construction, plumbing, electrical, stuff like that. This is my first job in aviation.

Q. Okay. And as working for the, the door crew, what's your duties and responsibilities?

A. Rigging, checking fit, form and function of pressurized doors: cabin doors, cargoes, E/E bay, 41 door (ph.), and things like that.

Q. Okay, all right. And are you a full-time employee with Boeing?

A. Yes.

Q. And what shifts do you work?

A. First shift.

Q. And what hours are your shift?

A. 5 to 1:30.
Q. Okay. And then on a typical day, could you start from 5 to 1:30, and what do you do? What do you do during a typical day when you come in?
A. Clock in at 5 o'clock. I pull up chicken tracks and see what position our planes are in, and then I see what jobs are open on those planes. Go to the plane, see if any of those jobs are workable, and see what's held up or what their held up for if they're not workable. And pretty much just go from there trying to close JBS.
Q. Okay. Do you work full day 1 to 3, or the RO or which --
A. Rollout position is where we -- you know, our homebase pretty much --
Q. Okay.
A. -- but our planes go outside to preflight and everything like that (indiscernible) --
Q. So you work the door masters?
A. Door masters is our team, yes.
Q. Okay, okay. Who was your, who was your supervisor in September of 2023?
A. It was be Ken, Ken McElhaney.
Q. Okay. Are you a team lead for the door masters?
A. No, I'm not.
Q. And how many, how many people work with you in the doors masters crew?

A. It's myself, [redacted] (ph.), [redacted] (ph.) and [redacted] (ph.). So it's -- there's five of us.

Q. Five of you?

A. Yeah.

Q. And all of you guys work the same shift, the same --

A. Yes.

Q. -- day? Did you have any training before -- to work as a door crew person?

A. Well, when I first started, you know, you go through class and it's -- so I hit the shop floor September 12th, 2022, and I worked up on the tool (ph.) flow day one through three, working a 20/80 bar. I did that. Which is the main four passenger cabin doors. I worked that, was trained up there for a couple of months before I went down to rollout.

Q. And that's no -- there is no real formal training per se to rig a 737 door?

A. That is the formal training.

Q. That is the formal training?

A. Yeah.

Q. Okay.

A. I just shadow the person. [redacted] (ph.), I shadowed him for a couple of months and got hand-on experience with rigging doors up there. And then like I said before main passenger cab doors. I didn't do any cargoes or anything like that until I got down to rollout. And then down in rollout, I was trained by [redacted]

and Vong.
Q. Okay. Have you worked any main entry door plugs --
(Crosstalk)
Q. -- since you started?
A. -- the functioning doors?
Q. No, just the plug itself.
A. Plug doors, no.
Q. No, okay.
MR. CRUZ: That's it for now. Nils?
BY MR. JOHNSON:
Q. Good morning.
A. Good morning.
Q. So my questions all revolve around the 18th of September on 8789. We looked at the barge record and saw that you were shielded in in the passenger cabin on 8789 from 8:07 a.m. to 11:08 a.m.
A. Okay.
Q. Sound right?
A. (No audible response.)
Q. We know that the left-hand MED plug was opened between 8 a.m. and roughly 11 a.m. on September 18th. What were you doing during that time?
A. It's, it's hard to say, honestly. I don't remember 100 percent what I did that day, but usually I start working the upper doors, like the main four passenger cabin doors. I usually rig

those and finish those, and then go downstairs from there so I can -- could've been working the forward entry, aft entry, forward galley or aft galley door.

Q. Okay. And I also -- a previous interviewee mentioned that he thought he saw you on the aft cargo door that day, and I thought it was interesting that you were logged into the passenger cabin but were on the aft cargo door according to one of the interviewees. Did you hear anything, see anything? I mean, you're a door guy.

A. Um-hum.

Q. We know it happened during that time. You were in the main cabin. So what did you see? Did you see any other mechanics? Did you see --

A. I can't recall seeing anything out of the ordinary, and I mean, I can't necessarily say that I would've been paying attention to somebody doing work or anything like that. You know, I'm focused on my job.

Q. Okay. Do you know Michelle Delgado (ph.)? She's a Spirit contractor.

A. Oh, Michelle Delgado? Yes, I -- yes, I know (indiscernible) --

Q. Do you remember seeing her on that day by chance?

A. I, I don't recall.

Q. Okay.

MR. JOHNSON: That's it for me. Matt?

BY MR. RIGSBY:

Q. [redacted], have you removed, opened or closed midwing or mid-exit door plug during your time?

A. No, not (indiscernible).

Q. Okay. And I think you said that all your training was effectively OJT training on the job?

A. Yeah.

Q. No certification or anything like that? Okay. Do you hold any FAA certificates at all, like an A&P license or --

A. No.

MR. RIGSBY: A lot of my questions already got asked, so I think I'm good.

DR. WOODS: Mike?

BY MR. RINEY:

Q. Good morning, [redacted]. So on September 18th, do you recall seeing Ken McElhaney or any other team members on the plane?

A. Again, it's hard to recall. It's been a while. I know Ken, you know, used to come check in on us in the mornings, but I really can't say if he was on the plane -- physically on the plane that day or not.

Q. How about [redacted]?

A. It's possible [redacted] could've come up, 'cause he usually comes and checks on us, you know.

Q. Okay.

A. He'll -- he usually will come to the plane. Ken, for the

most part, would, like, come to the area, you know, not necessarily in the passenger cab or whatever. But [redacted] definitely would get on the planes. He would -- he's our team lead, so --

Q. Do you recall if any individuals were requested to open the mid-exit plug?

A. No, I don't remember hearing anything about -- I don't remember personally being asked or hearing any talks of anybody being asked to open the plugs.

Q. Okay. Was there any discussions after the incident occurred with the teams members, or any thoughts about who may have opened it or --

A. No.

Q. -- or closed, or closed it?

A. I mean, you know, we definitely heard what was going on, and we talked amongst ourselves, but we don't know -- we didn't know what happened, you know, as far as how the door got opened. All we know is that that's not something that we normally do. We just check fit and fare of the door. We don't open them. So it's a big, big mystery.

MR. RINEY: I think that's all I've got. Thank you.

DR. WOODS: John?

BY MR. PETRUZZELLI:

Q. In your time on the door crew, have you been asked by the manager or team lead or coworkers to, say, do an operation without doing, say, the appropriate paperwork? And I'm -- removals would

be a good example. Just get it done. I mean, you -- have you come across those types of situations?

A. Again, I'm new, so it's, you know, learning what, what the process is actually supposed to be. It's like -- you know, it's coming to light, especially with all of this going on, because, you know, in the beginning it's kind of like, yeah, do what you need to do to get the job done. So, like, a good example is removals for spring clips (ph.) on the stop pins, right. We used to just go in and adjust our stop pins. You know, we didn't know we needed a removal for every spring clip along the way. But now we learned that that's what's supposed to be happening. That's what we've been doing is writing up removals for all of them. So, yeah, there's little incidents of things like that, you know.

Q. Has that changed drastically, where you guys aren't having that kind of pressure anymore since the January -- since the 1282 incident?

A. Yeah. I guess, I guess it's not really pressure. It's just, it's just a better understanding of what's required of me personally, you know. Because I didn't -- I wasn't shown that before. I didn't know that that was part of the deal, so --

Q. Are you guys working a lot of overtime in your -- let me rephrase that. Were you working a lot of overtime, say, up until November-ish for example?

A. Yeah, pretty much every weekend.

Q. Okay. Was fatigue starting to get to be an issue?

A. No, no, 'cause it's all voluntary. We haven't necessarily been mandated. It's all voluntary. We know we have open JBS, trying to get on top of them. All of our guys downline are pretty willing to come in and chip away at it, so --

Q. Were you working just the weekends, or were you doing 10 or 12 hour days (indiscernible) --

A. No, I was only working weekends.

Q. What about the rest of the crew, what you were seeing?

A. For the most part, everybody else was just weekends too. I think -- matter of fact, I think [redacted] , he would come in a little early, but that -- again, that's just personal choice, so --

Q. Okay.

MR. PETRUZZELLI: I think that's all I have for now.

DR. WOODS: Dan?

BY MR. MARCOTTE:

Q. So back in September, would you be writing removals, or would somebody else write removals or --

A. I'm pretty sure I was writing removals at that time.

Q. Okay. Would some -- you think some of your team members might've been asking leads to do removals?

A. Yeah, yeah. Definitely if the lead's available to do it -- our lead, [redacted] --

Q. Yeah.

A. -- he'll write removals and things like that. But for the most part, all of our guys down there are pretty self-sufficient,

so if we, if we can take care of it, we will.
Q. Okay.
A. So that's write our own removals, get our QAs to do the pickups, you know, everything that needs to be done.
Q. So I understand now for guys on the floor who aren't leads -- well just about anybody, to write a removal, now there's a new training you --
A. Yep.
Q. -- have to pass?
A. Yep.
Q. Has everybody on your crew taken that? Do --
A. Yes.
Q. Okay.
MR. MARCOTTE: I think that's it for now. Thank you.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. I was going to ask about how your conversation with Ken on the, on the -- that day that they mentioned, the 18th, when the -- the day that the door plug got opened, 'cause it showed that, that -- like I said, you were -- you and [redacted] were logged into the passenger cabin. He showed logged into the passenger cabin during the same time. So I figure if he's onboard, he's going to come up and talk to his team, hey, where are we at, what do we got, what are we doing. But if you don't recall ever seeing Ken that day, then it's probably a moot point to ask the questions, I think.

A. It's just, it's just hard to recall, that's all. I'm -- I mean, he possibly could've been there. I just don't know.
Q. The other thing I was thinking about was [redacted] was on the, the aircraft ahead of you guys. You know, as a lead, I could expect that, right. And then he, he left -- or at least badged out, showed badged out, and about 10, 15 minutes later, [redacted] and you badged in. And so my assumption there would be that he came and, hey guys, I need you to go over to whatever aircraft.
A. What probably happened with that is he probably came down, walked the plane to see, you know, what needed to be done to give a status report to Ken and that's probably what that was.
Q. And then [redacted] -- when he was there, he, he ordered a stand to be put in place to open the plug door, so the door -- so the stand team came and put a plug door there for [redacted] , and then [redacted] let Ken know that the plug door was in place. And that takes me back to coordinating a lot of it, but, but maybe not communicating [redacted] that with -- that's kind of where I was going with if you had any communications with him that might've -- 'cause my thought was, like, it's so non-standard to me -- it feels like it would be so non-standard to have a stand in front of that while you're out working doing all your thing around the plane for those three hours, three or four hours that you and [redacted] were there.
A. No. It's not unstandard (verbatim) to have a stand outside of a plug door, because, again, we still have to check fit and fare. So we need a stand on the outside to check our gaps and

check (indiscernible), so --

Q. Okay.

A. That wouldn't have been --

Q. So it wouldn't have caught your eye.

A. -- (indiscernible).

Q. Yeah, okay. That's good to know. That helps.

MR. LEVANEN: I think that's good for me for this round. Thank you.

MR. [redacted] Yeah.

DR. WOODS: Bjorn?

BY CAPT ANDERSON:

Q. Just want to tag right onto what Troy was asking about, the stand. For the plug doors, so where you guys are checking the fit and fare, is that for just the functioning doors, for like RyanAir, or is -- are these for also the plug doors?

A. Every door.

Q. Okay.

A. Yes.

Q. Gotcha. When you, when you were hired on into the doors team, about how long do you think your training process was with, with your team leads or the people that you were doing OJT with?

A. When I was on the tool working flow day one through three, again, that was I'd say probably three months tops, and then I continued to train learning the rollout package with [redacted] and [redacted]. And, I mean, I guess you could consider it still going on [redacted]

today. I don't know everything, so --
Q. Yeah.
A. But they're a little bit more knowledgeable than me, so --
Q. Is there, is there a standard process or way that you could say I got it all, I can do every door, where you feel confident and then you can be a trainer for somebody else? Can, can --
A. I feel confident enough today that I could probably do that.
Q. Yeah. If there was a formal training process, how would you think that might affect or change the training that you received?
A. Formal in what way? What do you mean?
Q. Like, if you were -- you had a standardized training syllabus, standards that as you're going through your trainer is following a specific syllabus that if another trainer were to come along they could pick up that same syllabus and --
A. I think that'd be outstanding.
Q. Yeah.
A. Because everybody, for the most part, works differently, you know, gets accustomed to ways things -- the way that they do it or whatever, you know. If there was a standardized way of doing it, it's -- you just -- you would learn everything. Everything -- there's no -- I guess there would be no way to leave things out, you know. 'Cause I guess certain aspects of a job might be more important to somebody than some -- one person than another, you know.
Q. Um-hum.

A. That's, that's all I got for that really.
Q. Yeah. It sounds like there's a lot of knowledge amongst the team. Would you say that the members of the doors team, the doors masters, would probably have to be instrumental in developing a training program if something were to be put into place?
A. It'd be beneficial.
Q. Okay.
A. Especially for the rollout package (ph.). Because flow day one through three, the team is split up -- they do different things. For instance, they don't even touch cargo doors on flow day one through three. That's specifically rollout, so there's, there's differences and variables. But I feel like rollout position is more familiar with overall doors on the plane, yes.
Q. Cool. And then after, after the accident, amongst you guys -- your team, can you think of any, any conversations, speculation, any hypotheses that you guys were just throwing out there of, like, what you guys might have come up with or thought could've --
A. Of what happened?
Q. Like, how could this have happened?
A. To be honest with you, we've thought some Alaska mechanics had to do some rework or something. But, again, we didn't know. Everything's speculation, right. So that's just the little conversations we had. We just knew that, well, we don't open those doors, so we don't see how it happened. You know, as long

as we know that the bolts are in there and cotter pinned in place, so my mind is blown on how it happened.

Q. Right, okay. Thank you.

A. Yeah.

BY DR. WOODS:

Q. To clarify earlier, just because I'm trying to write down acronyms, is it J -- is it Juliette-Bravo-Sierra, JBS, or Juliette-Victor-Sierra, JVS?

A. JB, Bravo.

Q. B, okay. Got it, thank you.

[redacted], how would you describe your working environment here?

A. It's just work, like anywhere else. It's just a job. I mean, in what way?

Q. How -- in -- when you come to work, you know, what are the things you're feeling, what are the things you're seeing, what are the interactions between people like, what's -- having to do the job. Like just a general definition of -- if you had to describe to somebody, like, oh, man, work today, what would come next?

A. It's nothing too hectic. You know, I've done a lot of different crazy jobs, and this is, like -- the work package itself isn't too difficult, you know. It's just time constraints, I guess, managers wanting to get things done not understanding necessarily what it takes to get said things done. So there can be a bit of pressure, but as long as you can explain yourself and explain your package, things can get done the right way, I guess.

There's -- I don't know, in the morning I guess I'm a little tired, it's early, but it's nothing too difficult to the job.

As far as other coworkers, we're a pretty good cohesive unit down in rollout. All of our guys are competent, look out for each other. We all come together to help each other if we need something, so we -- you know, pretty proud to say I'm part of a pretty good team down here.

Q. Do you find yourself having to explain things to management often?

A. Yes. And I sometimes have a hard time with that because I don't like saying the same thing over and over again, but that tends to be the case. We've had a few different management, not at least any of them that I've been associated with are too familiar with doors in general. So there's a pretty big learning curve. And I don't know what goes on in them meetings or what pressure they have to deal with, so I try to understand as best I can.

Q. Have you ever been pressured to do something that is outside of your purview or that is outside your skillset?

A. I've been asked, but I don't, I don't have a problem saying no, you know, or I don't understand. And at that point, you know, that's just for them to understand, you know, I can't do that, it's outside of my scope or whatever, so --

Q. And how is that usually taken?

A. Fine. There's been no confrontation or anything like that.

Q. If there was something that you had a concern about or just wanted to voice your opinion on as the subject-matter expert, how would you handle that situation?
A. I'd probably address it in our team meeting that we have every morning, talk to my team lead about it, talk to my manager about it. Just address the issue and see where it goes from there. It may or may not be resolved, but, you know, again, I don't have any problem speaking up and saying my part, so --
Q. Have you ever had to do that in the past?
A. Yeah, a few times. You know, been asked to, like, write removals for other people or things like that. Just -- or, or assist other teams when sometimes we don't necessarily get too much support. Or when we're under time constraints, want to pull me off to deal with another issue in flight line or support a Spirit team or something and it's -- you know, I voice my opinion saying, don't really have time to do that, but, you know, if the order comes down to do it, then we don't have much a choice, you know.
Q. Um-hum. What do you like best about working here?
A. Probably the people. Most people here -- you know, at least the people that I work side-by-side with daily are pretty cool people, down to earth, pretty relatable. Talk things out and get things done, so --
Q. What could use improvement?
A. I would say, I would say, like, the system of pulling up,

like, drawings and things like that, 'cause it's a little convoluted. Sometimes if you're looking for a bolt or whatever, there'll be several drawings that are pretty much identical and you have to go through every slide and hopefully find what you're looking for. In the end, you may not find it. It may be on a, on a manufacturing drawing or something, you know, and then you have to get team lead involved and QA involved. It's just -- it seems like it's not as streamlined as it could be, so --

Q. Have you ever given that feedback up the chain?

A. Yeah, yeah definitely. I don't know what can be done about it though, so -- it is what it is.

Q. Okay. Do you feel that you always have the tools you need to get the job done?

A. Yeah.

Q. Do you feel that you have the manpower you need to get the job done?

A. Yes.

Q. And last for this round, do you feel that you have the support in your management you need to get the job done?

A. Yeah.

Q. Okay.

DR. WOODS: With that, that's all I have for this round. Pretty quick. But how are we feeling? Are you interested in a break, or would you like to keep going? It's up to you.

MR. [redacted]: I'm good to go.

DR. WOODS: Everybody else good to go? All right. Pocholo.

BY MR. CRUZ:

Q. All right. Just a couple follow-ups. Did you get picked to be a door -- in the door master team, or did you volunteer, or how did that come about?

A. I was picked because I applied just for -- you know, just for door shop. I didn't necessarily know where I was going to land. I didn't know I was going to land in rollout. Didn't necessarily even know what the package entailed. But I am very hands-on, I'm mechanically inclined, so, you know, team lead up there, management picked up on that and suggested I be a good fit for rollout.

Q. So just to be clear, in September of 2023, you were on the rollout team, right?

A. Correct.

Q. Okay. Do you know, besides the door crew, who else are able to open and close a door plug if there was such a situation where a door plug needed to be -- is it the door crew that does it, or can any other --

A. As far as I'm aware, anybody can do rework as long as the paperwork's correct as far as I know. But yet again, I'm, I'm new, so it's like I'm not 100 percent sure --

Q. Okay.

A. -- on how that's supposed to work.

Q. Okay.

A. But I know that, like, if the pickups or NCR, removal s are written, whatever the -- whatever team wrote those removals should be able to do that work as far as I understand.
Q. Okay, all right. So who would you go to -- since you're in the rollout crew, who would you go to if you don't know how to do a task?
A. If I don't know how to do a task --
Q. Right.
A. -- I will talk to either [redacted] or [redacted] is probably who I would go to first, just because they're done there with me. If they're not familiar with it, I tend to go up to an older gentleman named [redacted] (ph.).
Q. Okay.
A. He's familiar with all the doors. He's been working them for 30-plus years. He's a very knowledgeable guy. That's typically who we lean on for knowledge.
Q. Besides [redacted], who else knows about opening and closing -- or the process of opening and closing a door plug? Do you know?
A. Not sure.
Q. On your team. Okay. And since the incident, what changes have been made within the door crew as far as procedures, process, anything like that?
A. Well, they did, you know, the removals. They took away our ability to write removals for a while. We had to take the course

and then get approved again to do removals since, which we've all been approved to do it. Just -- I don't know, just real close attention to paperwork and things like that. Other than that, it's pretty much the same.

Q. Do you have a different manager now being in the, in the RO side of (indiscernible) --

A. Yes. [redacted] is her name.

Q. Okay.

A. We had -- they had brought us all back together, like door shop up on 1, 2, 3 and rollout, they brought us all back underneath one manager for a little while, which was [redacted] (ph.). And then [redacted] came in. We had -- we also had [redacted] (ph.) -- I think his last name is [redacted] (ph.). We had him for a little while, but I want to say he was just more of a temp until [redacted] came in. 'Cause Ken went out and I really don't know what [redacted] happened with that, so --

Q. Do any of your previous managers have any door experience?

A. As far as I know, no. [redacted] (ph.) was the manager on the tool when I started. I think he came from a different shop. Ken worked in a different shop. [redacted], I believe, came back from SDC. And as far as I know, there's nobody that's been dedicated to doors.

Q. Right, or have any experience working on doors?

A. Working them, no.

Q. Okay, thank you.

MR. CRUZ: Nils?

BY MR. JOHNSON:

Q. You mentioned you took a removals course. What did you think of that course?

A. I thought it was pretty straightforward.

Q. Was it good? I mean, you felt --

A. Yeah, yeah. I mean, but I was also already familiar with the process, so I kind of had a head start on it, I guess, but --

Q. Okay. What jobs are included in the rollout package?

A. There's a few IPs. I can't think of, like, all of the numbers right off the top of my head, but, like, there's 155Y, which is all the upper doors; the 27 -- 222776 is lowers; and then there's a standalone IP for the 41 door; and then we may have a couple tags for, like, (indiscernible) stuff like that.

Q. But you're basically checking fit and fare?

A. Yeah, but that's part of those, you know, set IPs, so --

Q. Okay. Do those IPs do anything else? I mean, it's just fit and fare, it's --

A. Fit and fare handle force --

Q. Okay.

A. -- things like that.

MR. JOHNSON: I think I'm good, thank you. Matt?

BY MR. RIGSBY:

Q. [redacted], you remember who the -- sometimes if a manager came to you and asked, asked you to do something that you aren't

familiar with that you would either, you know, say you can't do it or go get somebody that knows how to do it, that thing, have you ever seen a manager actually take the steps to complete the task he asked you to, to do?

A. No.

Q. You also mentioned about removal of bolts. Do you have a policy on -- are the bolts bagged and put with whatever thing you're working with, like if you have to remove a bolt and nut assembly? Do you bag it or do you reuse it or do you go get (indiscernible) --

A. If we have to do a removal, if it's not just being placed right back on, we have a WIP rack. We'll take our -- you know, put removal stickers. Bag stuff, put removal stickers on it, and then stick it on a WIP rack. You know, inform our team lead where it is and go from there.

Q. Okay. Are you familiar with Speak Up?

A. I am.

Q. Kind of what's your impression of that?

A. Sounds good.

Q. Okay. As a team, do you guys ever talk about the criticality of your work, how important it is to do the job correctly?

A. Absolutely. And we definitely -- we all take pride in, you know, the -- you know, these plans carry people, so -- and, you know, we all have -- I fly, my family flies, so it's very important.

Q. Do you see that same culture, for lack of a better term, outside of your group, that it's important work that you're doing?
A. Yeah. I'd say for the most part, yeah.
Q. Okay.
MR. RIGSBY: Okay, I'm done.
DR. WOODS: Mike.
BY MR. RINEY:
Q. So [redacted] , there was a discussion earlier about the removals and access. To your knowledge, for this -- the work that you know that Spirit has completed, do they generally request the door team for access on items?
A. Not, not a lot. I mean, it would -- I guess it would depend on what they need access to. No, not really. There's, like, other incidents -- instances on things where, like, we will help Spirit, like, replace a stop pad or something like that in the 41 section, things like that. But for the most part, everything that we operate, Spirit can get to. You know, it's just opening a door for the most part. As far as getting access to something inside of a door, that's really, like, interior team or something and I have to come pull liners off for them or something like that, but for the most part we don't have to remove much for Spirit to get access.
Q. Are you familiar with any instances previously where a mid-exit door, whether it be a plug or a activated door, if there were requests to the door team to, to open those?

A. I don't recall.
Q. Okay.
MR. RINEY: That's all I've got.
MR. [redacted] (Indiscernible).
MR. RIGSBY: Oh, okay.
DR. WOODS: John?
MR. PETRUZZELLI: Yeah.
BY MR. PETRUZZELLI:
Q. How many managers have you had in the last two years?
A. Just in rollout or door crew period?
Q. Door crew period.
A. When I started on the tool, like I said, [redacted] was up there (indiscernible) [redacted] , [redacted] , we had [redacted] for a while, but I think he was just temp. I'd say four.
Q. Okay. You made a comment about when you have to explain stuff to a manager. You were alluding to some of the frustration basically. Can you talk about that a little bit and maybe give a couple of examples?
A. Man, can I think on that for a bit?
Q. Yeah.
A. And come back to it.
Q. Please do, please do.
MR. PETRUZZELLI: Go ahead.
BY MR. MARCOTTE:
Q. How long did you work for Ken? He was one of those four

managers in the last couple of years.

A. It would've only been a few months. Maybe six months tops.

Q. Okay. Do you know, based on that, I'm trying to see your understanding on what type of guy he was. Let's say he had people above him started getting on him about why his jobs aren't closing out, your crews got to go do this. Is he a guy who would just, just go down and then take it out on the crew, like, get pretty forceful saying, hey, you know --

MR. [redacted] : His question will help with your question. Okay?

MR. PETRUZZELLI: Okay. We work well together.

MR. [redacted] : So you know, we call managers bean counters, right. So a lot of our issue down rollout is, like, well, it'll -- our JBS will be huge, right. It'll seem like we just are buried in work. But the issue will be we're held up for other teams not having their jobs done, right. So that's part of the issue about repeating yourself, right. That's what I'm talking about. He'll come ask -- or any manager will come ask, what's the hold-up on this. It's like I told you about this yesterday or two hours ago at our morning meeting, but now that you've gone to your meeting and they're asking you, you forgot everything I told you so you're coming back and asking me again about JBS. And I told you we don't have liners and slides on this door so I can't rig it.

That's, that's an example of that, so --

BY MR. MARCOTTE:

Q. So if Ken did come to you, was he the type of guy who would kind of be mellow about it, come up --

A. Yeah, yeah.

Q. -- and say, hey, man, we're kind of behind, what's going on, or would he be the guy just comes in flames up and saying --

A. No, no. He's definitely a mellow guy. It's just the same conversation.

Q. Yeah, yeah.

A. So it's --

Q. Okay, cool.

A. So at a certain point I may not be very mellow.

Q. Yeah.

A. It's like, I told you about this 20 minutes ago, come on.

Q. Cool, thank you.

A. Yeah.

DR. WOODS: Troy?

MR. LEVANEN: I don't think I have any more, thank you.

DR. WOODS: Bjorn.

BY CAPT ANDERSON:

Q. In line with John and Dan's there, what, what could you recommend that could be done or help your managers better understand the job of the doors team?

A. I guess -- Speak Up, right? I guess listen when we tell you. I mean, because for the most part, all of the information about

our JBS and what we're held on is all in the system to begin with. And we also take the liberty of walking the planes to confirm that we're still held up for these things. We update CMES every day. So either have faith in the data, or, again, just listen to -- just -- I don't know a better way to say it.

Q. Yeah. And just a general question, is, is -- are the managers that are in positions right now, all the different teams, what positions of those managers would you say are being promoted from people that have been on the floor in those jobs?

A. I don't know. It's hard to say. I have seen a couple people from other teams that were, you know, actually working as part of the crew and that moved up into management. So it does happen. But I just -- I don't think it's happened in door shop at all.

Q. Gotcha.

A. It would definitely be beneficial though. It would be a great head start in smoothing -- I mean, everything would operate smoother, I feel like, if you were familiar with what we do. And that goes for QA too, honestly.

Q. Thank you.

A. Yeah.

DR. WOODS: Okay, thank you.

BY DR. WOODS:

Q. [redacted], if I'm going to say the words safety culture to you, what does that mean?

A. Keeping everybody safe, doing your part to make sure nobody

gets hurt.
Q. And so to expand on that, are you familiar with the term Safety Management System?
A. No.
Q. How often would you say you are trained on being safe, keeping everybody safe?
A. Trained?
Q. Um-hum. Have you had training at all?
A. No. Like, safe in what way? Just looking out for trip hazards and things like that? We, we go over it occasionally, but it's -- there's -- I wouldn't say there's necessarily formal training on that.
Q. Okay. And then one last time, going back to the Speak Up tool, are you familiar with any other feedback tools that Boeing has supplied to its employees?
A. No.
Q. But you are at least a little bit familiar with that one?
A. Yeah.
Q. You've heard of it before?
A. Yeah.
Q. Do you -- have you heard of or witnessed anybody amongst your crew use it?
A. No.
Q. What is the general sentiment amongst you and your crew as to if that process is effective or not?

A. I guess it depends on who you're speaking to, right. Some people are more capable than others to make things happen. And it also depends on if the person you're speaking to agrees with you, or, you know, feels like it's as important as you do. So I personally haven't had any Speak Up situations or anything so I can't speak to that as much.

Q. Okay. How do you go about getting -- or have you received feedback about your work?

A. Only amongst, you know, my coworkers and things like that. You know, they've alluded to me that they have faith in my work and same to them. Other than that, I haven't necessarily had any feedback from management or anything like that. But again, I've also had four different managers, you know, that are all trying to learn the package and figuring things out too, so it's understandable.

DR. WOODS: Well, I think that is it for me, with the exception of there's two questions that I always ask at the end. But before I get to those two questions, I wasn't to make sure that everybody has gotten what they need to in. All right. I see nods.

BY DR. WOODS:

Q. So the first question is -- this is a little unusual, which is if you were king for a day and I gave you a magic wand that you could wave and you could change anything you feel is necessary to make work here at Boeing just, like, primo, make it perfect, what

would that be?
A. That would -- I would -- it would have to be training. Better training, maybe longer training. I don't know. People learn differently, but making sure that people fully understand what their package is asking of them, and fully understand how to navigate the system, how to find your drawings, and things like that. Yeah, that's all I got.
Q. So in order to change that, that is something that you feel might be lacking right now?
A. Yeah.
Q. And then the last question is we asked you to come in here, thank you for that by the way, and so you had a little bit of time to consider that the NTSB and the party wants to talk to you. Is there anything that we did not ask that you thought for sure we would, or that you would like us to know that would help shed light onto the situation?
A. I feel like you guys pretty much covered everything. I didn't necessarily have any -- I really didn't have any idea what it was going to be like, just come in here at you guys' mercy and answer any questions that I could. So --
Q. Okay.
A. If I helped, that's great. If not, I tried and --
Q. Okay.
A. That's all I got.
Q. All right. Last time --

MR. PETRUZZELLI: Can I say something real quick?

DR. WOODS: Sure.

MR. PETRUZZELLI: You got less than two years on the job?

MR. [redacted] : Yeah.

MR. PETRUZZELLI: We talked to a lot of people in that seniority area. I'm really -- as an older guy, I like the way you're talking about your work ethic and how you approach your job. I just wanted to take a second and say that to you. It's really refreshing. Thank you.

MR. [redacted] : Appreciate it.

DR. WOODS: Anyone else? No more questions?

Okay. With that, we are going to go off record at 10:59 Pacific.

(Whereupon, at 10:59 a.m., the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 10, 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.

_____

Shelby Shover
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], Assembler
Boeing Company

Renton, Washington

Wednesday,
April 10, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Aviation Accident Investigator - Maintenance
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
National Transportation Safety Board

MIKE RINEY, Representative
Spirit

JOHN PETRUZZELLI, Representative
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaska Airlines

BJORN ANDERSON, Representative
Airline Pilots Association Representative

I N D E X

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I N T E R V I E W

(12:32 p.m.)

DR. WOODS: Good afternoon. It is April 10th, 2024. The time is 12:32 Pacific. My name is Dr. Sabrina Woods. I'm a human performance investigator with the National Transportation Safety Board, and I am co-leading along here with Pocholo Cruz, the manufacturing and human performance working group for accident investigation number DCA24MA063 involving Alaska Airlines flight 1282.

The NTSB is an independent federal agency charged with determining probable cause in transportation accidents and significant incidents, and for promoting transportation safety. The NTSB is not a part of the Department of Transportation, and it is not a part of the FAA. We have no regulatory or enforcement powers.

When we investigate, however, we do have parties to the investigation who help inform the process. What you see here in the room are some of those parties to this investigation. So you have a better idea of who it is you're talking to, we're going to go around the room and introduce ourselves. We're going to start here in the right with Pocholo.

MR. CRUZ: I am Pocholo Cruz. I am the co-chair for this particular group. I'm an aerospace engineer specializing in structures and maintenance.

MR. JOHNSON: Nils Johnson, National Transportation Safety

Board. I'm an aviation accident investigator, and my specialty is maintenance.

MR. RIGSBY: Matt Rigsby with the FAA's Office of Accident Investigation. I don't know if you have any FAA certificates, but I'm here just purely for the safety end of it. I hold no enforcement authority.

MR. RINEY: Good afternoon, 1111 My name is Michael Riney. I'm a Spirit Aerosystem's onsite leader here in Washington.

DR. WOODS: Hopping over here to John.

MR. PETRUZZELLI: John Petruzzelli. I am the machinist union representative for this investigation. I am an AMTI Grade 9 over at Boeing Field.

MR. MARCOTTE: I'm Dan Marcotte. I'm Boeing air safety investigator from Southern California.

MR. LEVANEN: I'm Troy Levanen, Alaska Airlines director for maintenance and engineering safety, and I've been with the airline for about 34 years.

MR. ANDERSON: Hi, 1111 I'm Bjorn Anderson. I'm a captain with Alaska Airlines, and I'm representing the Airline Pilots Association, and I have an aviation maintenance background for about the last three years.

DR. WOODS: So with that, that's everybody that's going to be talking to you today.

Today we'll be using a digital recorder. After the interview, we will send that recording out to a professional

transcriber, and we will receive back the transcription. The party members here will have an opportunity to review that transcription to correct for typographical errors; however, we do not change the content itself. We do not change what was said.

Once again, our purpose, and the purpose of the investigation is to determine probable cause and prevent recurrence. Our rule is not to assign fault. We're here so that you can help us out with your insight, your opinions, your experiences, and so we can better understand with the goal of preventing future accidents.

Our intent is to redact names from the transcript. That being said, we cannot offer or guarantee any confidentiality or immunity. The redacted transcript will go forward to be a part of the public record in the docket for this accident.

Each of these group members will have a chance to ask questions. We'll ask one at a time. If at any time you don't understand the question, please ask for clarity, and likewise if we don't understand an answer, we'll ask for clarity.

If you don't know the answer to a question, I don't know is a perfectly acceptable answer. Feel free to just say I don't know and we'll move on.

If at any time later on you remember something or there's something you want to elaborate on that was said earlier, don't wait for that person to come around. Just feel free to go back and -- remember that thing you said earlier, I'd like to elaborate on that, and we will do that.

You are afforded one representative to support you throughout this process. I see you brought somebody with you here today. I just want to make sure that the person that's with you is the representative you have chosen.

MR. [redacted]: Um-hum. Yeah.

DR. WOODS: Okay. And representative, if you would please for the record, could you state your name and spell your last?

MR. PAYNE: My name is Lawa (ph.) Daniel Payne. I go by Daniel. That's my middle name. My last name, Payne, is P-a-y-n-e.

DR. WOODS: Okay. Thank you. Thank you for being here for supporting [redacted]

And if at any time during this process you need a break, just let us know. We'll go off the record and we can afford that to you, and that's a break for any needs you feel necessary, to include consulting with your representative if you should so choose.

So with that, do you have any questions at this time?

MR. [redacted]: No.

DR. WOODS: Okay. If you would please state for the record your full name and spell your last.

MR. [redacted]= My full name is [redacted] My last name is spelled [redacted].

DR. WOODS: All right. Thank you for that. So we're going to be going this way to my right, starting off with Pocholo.

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. Thanks for coming to meet with us today. We appreciate your time. I know your time is pretty valuable. What's your current position at the Boeing Company?

A. I'm just an assembler.

Q. Assembler?

A. Yes.

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

A. Just a little over one year.

Q. One year. How long have you been with the Boeing Company?

A. One year.

Q. Have you held any other positions besides an assembler with the Boeing Company?

A. No.

Q. And could you please briefly describe your professional background prior to Boeing?

A. I used to be a student, and I had one job before this was as a grocery clerk. That's it.

Q. And as an assembler, what are your duties and responsibilities?

A. Just to build planes based off the drawings and IPs.

Q. And are you a full-time employee with Boeing?

A. Yes.

Q. And what shifts do you work?

A. Second shift.
Q. And what are the hours for that shift?
A. Our team starts 2:30 to 11 p.m.
Q. 2:30 to 11. All right. And is that Monday through Friday, weekends, what is that?
A. It's Monday through Friday.
Q. Monday through Friday. All right. And could you run me a typical day for you when you come in? Run me through when you come in to when you clock out.
A. For me, usually I come in around 2, 2:30. We have our kickoff meeting at 2:30. It usually lasts around maybe 15 minutes. And then if we have work, then we'll start working right away. We start with install cables into Raceway. And then once we're done that, then we'll do our seats when it comes, and we'll attach it after that, and that's pretty much it.
Q. Okay. And who is your current supervisor -- or who was your supervisor back in September of 2023?
A. We had a few -- I'm not 100 percent sure. I think it was [redacted] I don't know how to spell his full name.
Q. Okay.
MR. CRUZ: Nils?
BY MR. JOHNSON:
Q. Good afternoon. After reviewing the barge record data for 8789 on September 19th, we noticed you were shielded in the passenger cabin between 3:45 p.m. -- or 3:54 p.m., and shielded

out at 5:43 p.m. We know that the left-hand MED plug was closed sometime between 5:09 and 6:39 p.m. on September 19th. Can you tell me what you were doing during that time?

A. I don't really remember, but if I'm on the plane, I'm probably either putting the seats back in. Yeah.

Q. So this would have been in the rollout position. I think you were Flow Day 8, correct?

A. Yeah, but our seats do travel. If stuff are open, we can't really install it in place, so we kind of stack the seats and leave space for them and we'll finish it up once everything else is done.

Q. Have you ever seen an airplane with a left-hand MED plug open?

A. Not before this happened.

Q. Okay. Do you know Michelle Delgado from Spirit? She's a sheet metal mechanic.

A. (No audible response.)

MR. JOHNSON: Okay. That's all I have for this round. Matt?

BY MR. RIGSBY:

Q. Good afternoon. Do you hold any FAA certificates, any A&P license or anything like that?

A. No.

Q. When you were on the aircraft during that time, do you recall the door being opened on 8789?

A. I would not --

Q. I'm sorry. The MED door plug, do you recall it being open?
A. I do not remember.
Q. Okay. Do you remember what seat you were working on during that time, what area is that?
A. I'm not sure.
Q. So who is your manager?
A. As of right now?
Q. At the time in September 2023.
A. I believe it was [redacted] .
Q. [redacted]?
A. Yeah. I think his whole name [redacted] (ph.).
Q. Who's your manager now?
A. [redacted] (ph.).
Q. Do you recall hearing anything on the door plug?
A. (No audible response.)
Q. You don't? Okay.

MR. RIGSBY: I'm done.

BY MR. RINEY:

Q. So for this particular airplane, it would have been traveled work, the sidewalls would have been open. Are you familiar with the differences between an active or deactive mid-exit door and door plug?
A. At the time, no, but after what happened, I did learn about it and noticed there is like a difference between where like a door plug is and an active, like, mid-exit door.

Q. And you don't recall any time on this particular plane the panels being removed and the seats not fully installed?
A. No, I don't really remember. Yeah.
Q. Was there any discussions after this incident occurred? Was there any discussions amongst your team members if anybody remembered working on the plane and if they recall seeing anyone?
A. No.
MR. RINEY: That's all I have.
DR. WOODS: John?
MR. PETRUZZELLI: No questions.
DR. WOODS: Dan?
BY MR. MARCOTTE:
Q. So when the seat crew is on an airplane where you're doing seat installs, do you guys usually see other crews on the airplane or do you pretty much have it to yourself?
A. I would say it depends. Like if other stuff needs to be worked on, then other crews will be there. Sometimes people might be working on a ceiling or stove in, things like that. Yeah.
MR. MARCOTTE: That's it for me for now.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. I was going to ask more about, like, after the event, so when you got together with your team, you guys probably talked about it. How were those discussions? Did anybody when you were discussing it recall like any details at all about it? I know it

was a couple months after the aircraft was built, but just looking back and discussing it, did you guys come up with any kind of conclusions about anything about it from the accident or any good discussion topics? It feels it would have been something that was top of mind for everybody.

A. I don't think so. We didn't -- well, personally, I didn't even know that was our line that produced the airplane until later on. Not really, yeah.

MR. LEVANEN: For this round, I think that's good for me too. Thank you.

DR. WOODS: Bjorn?

MR. ANDERSON: I don't have any questions.

DR. WOODS: Okay. Well, that was fast. Back to me.

BY DR. WOODS:

Q. I just want to ask you about your working environment and what are your impressions of it?

A. Can you explain more, a little bit more about that?

Q. Sure. When you come to work each day, how do you feel about the job you're doing, the tools you have, the things that you have at your disposal, the interrelationships between you and your co-workers?

A. I think everything is great. When I come to work, I feel excited to work. I believe that we have everything we need to do what we need to do as far as tools-wise and things like that.

Q. What do you like best about your job?

A. Just working with people, I guess. We do work as a team and -- yeah.
Q. What could be better about your job?
A. I'm not sure.
Q. No opinions?
A. Yeah.
Q. Okay. Do you feel what you do is important?
A. Yes.
Q. Why?
A. Because it's still part of a plane even though it's the seats. Yeah. And safety is important.
Q. What about safety is important?
A. Just having the plane fly, even though it's not like a crucial, like, flying or a part that makes the plane fly, but the seats are still important to keep everyone safe.
Q. If you had a concern for something that you saw or something that you were doing, how would you get that concern addressed?
A. Speak with a manager.
Q. Are you comfortable speaking with a manager?
A. Yeah.
Q. Do you believe that the manager would listen to what you have to say?
A. Oh, yeah.
Q. Have you ever had to do that in the past?
A. I don't think so.

Q. Okay. Are you aware of any other type of concern or feedback system that Boeing has in place outside of speaking to your manager?

A. I think there's something called, like, See and Speak, something.

Q. For that something called, when did you first learn about it?

A. Part of our training. They mentioned it.

Q. Have you heard about it since?

A. Maybe a couple times. Yeah.

Q. Do you know of anyone who's used it?

A. No.

Q. You said earlier that you feel you have the tools you need. What about the manpower? Do you feel you have enough people to do your job?

A. Yes. That's -- our team right now is actually two teams because we were planning on having east line open, so they do work with us as of now. Yeah.

Q. And do you ever feel a lot of pressure to get your work done despite the fact that you were waiting for others to do theirs?

A. Sometimes, I'd say.

Q. Who does that pressure come from?

A. I feel like it's just kind of me thinking about like getting the work done. Yeah.

Q. So it's coming from within?

A. (No audible response.)

Q. In other words, is it something that is internal to you? You feel like you're putting pressure on yourself to get the job done, or is it external, meaning somebody else is making you feel like you need to get the job done?

A. I feel like I put pressure on myself just to get things done. If I'm getting told to do something, I want to get it done. Yeah.

Q. Okay. When I say the word "safety culture" to you, what does that mean to you?

A. I'm not too sure.

Q. No idea? Okay. So it's not something you've heard before?

A. Not safety culture. Yeah.

Q. Okay. Have you heard of safety management system?

A. (No audible response.)

Q. Okay.

DR. WOODS: That is all I have unless something else triggers me, but we'll go around the room again just to make sure.

Pocholo?

BY MR. CRUZ:

Q. During September 19th, if you can recall, who was with you in the cabin working with you as an installer?

A. On top of my head, I do not know, but I do found out yesterday because we do have some other teammates that are getting interviewed, so I would assume it was them.

Q. Okay. Are you familiar with [redacted] ?

A. Yeah.

Q. And do you know [redacted] ?
A. Yeah.
Q. So they're part of your team?
A. Yes.
Q. Do you work as a seat installer only or do you do other jobs besides being a seat installer?
A. Just mainly a seat installer. So we do like attach the cables and lay the cables out.
Q. Right. Those are the only two jobs that you actually do?
A. Yes. On a day-to-day basis, yes.
Q. Day-to-day basis. Okay. And since the incident, what process and procedures have changed, if any, in your job?
A. I'm not sure.
Q. Management hasn't -- no training, no anything like that with regards to being more aware or anything like that?
A. (No audible response.)
Q. No policies, no changes in how you guys do business, that type of thing?
A. I guess like they did mention safety and things like that, but I'm not sure what else there is.
Q. No removal training or anything like that?
A. Yeah. That, yeah, we did talk about that.
Q. Can you tell us what they talked about with regards to removal training?
A. After what happened --

Q. Yes.
A. -- they tell us that only team leads can do it, and there's training that was on CMES that I looked at, that I did. Yeah.
Q. How long ago was that training?
A. Maybe a month ago.
Q. Month ago. Okay.
MR. CRUZ: Nils?
BY MR. JOHNSON:
Q. I'd like to show you two pictures, if I could. I'll walk them over to you. The first one, this is 8789, and the first one is of the MED plug open, left-hand side. And I'll show you the second one, which is the same plug which was been closed. This is 6:39 p.m. Do either of these pictures look familiar to you?
A. (No audible response.)
Q. Do you recall seeing an airplane that looks like this? Because it sounds like these airplanes are not in this configuration very often.
A. I would say before what happened, I do not remember seeing anything like this, but after what happened, I do start noticing it more and seeing it more often.
MR. JOHNSON: All right. That's all for me. Matt?
BY MR. RIGSBY:
Q. Do you look at your job as being critical to safety?
A. Yes, I do.
Q. Is that the attitude of most of the people you work with?

A. Yes.

MR. RIGSBY: Okay. No questions further.

BY MR. RINEY:

Q. In your role, have you ever been required to write removals or know the steps involved?

A. I have been taught before and I did most of the removals before for our seats.

Q. Seats only, no other items?

A. No, only seats.

MR. RINEY: I think that's all I've got.

DR. WOODS: John?

BY MR. PETRUZZELLI:

Q. A question. What is your job number?

A. 30 -- 304.

Q. And when you're working with the seat team, who typically goes and stamps off or applies acceptance stamps in CMES for the job you're working on?

A. I would say a lot of time would be me or someone named [redacted] from our team.

Q. Do you recall this airplane being short-stamped?

A. I do not remember.

Q. Have you not looked at the IP since then?

A. I did kind of checked on it yesterday, but I didn't really look into it.

Q. So you looked yesterday, but you don't recall seeing the

short-stamp?
A. I would assume it would be there since we've worked on it again. Yeah.
MR. PETRUZZELLI: That's all I have.
DR. WOODS: Dan?
MR. MARCOTTE: I don't have anything. Thank you.
DR. WOODS: Troy?
BY MR. LEVANEN:
Q. I was going to ask you about the install, but I think John got it. So on the removal, you said you went to the training on removals. Did that training -- tell me again now, I know you say something about leads, but are you eligible to generate removals now?
A. I think I am. It was just like a web-based training.
Q. So from the training, what was your big takeaway besides just -- besides that?
A. I guess it taught me more about using long form and short form, and what to write with those for.
Q. You said at 2:30, you guys have a pre-takeoff meeting?
A. Yeah.
Q. Who is -- like whose meeting is it? Who holds the meeting?
A. It would be our team lead and the manager that kicks it off. They'll basically tell us what we have for the day and what we'll be working on.
Q. Who is your team lead?

A. As of right now?
Q. Yeah. Or who -- no, for example -- yeah, who would it have been in September?
A. In September.
Q. If you can remember.
A. I believe it would be our current manager, [redacted].
Q. When you have your pre-shift meetings, I get that they give out the assignments. Do they talk about the previous day at all?
A. Not really.
Q. Just about what you have on the plate for the day, for that day?
A. Yeah.
Q. Do they talk about anything else ever? Do they ever talk about safety?
A. Time to time, I guess, yeah.
Q. Okay. Can you give me an example of when your pre-shift meetings, when your team lead and/or your manager, or maybe one of each, when one of them talked about safety?
A. They mentioned about like wearing bump caps and things like that. And if you were walk under like things like a wing, or anywhere like under like a plane, there could be Skydrol that might help. I remember someone talking about that, and someone got it in their eyes because they like just happened to walk by. Yeah.
Q. They say it's just an irritant, but I would argue that when

you get a drop in your eye, just an irritant.

The bump caps, are those required?

A. If you're walking in the shadow of the plane or if -- I believe there's like low stowbins inside the plane or just like sharp things. Yeah.

Q. I think that's all for me. Thank you.

DR. WOODS: Bjorn, you're up.

BY MR. ANDERSON:

Q. 1111 to perform the seat installs, what tools do you bring with you or what tools do you use to perform that job?

A. I would say it depends on what airline it is.

Q. Alaska Airlines.

A. Alaska? So the back fitting, it's going to be an 80 inc panel, so we do have a screw gun for that, and we'll have, I believe it's a 5/32nd bit that attaches to the gun. So, and then we use a breaker bar to lock the front. Yeah.

Q. That's it?

A. Yeah, for the seat.

Q. All right.

MR. ANDERSON: That's it.

DR. WOODS: All right. That's it. I have actually asked most all of my questions except for the last two. Does anybody else have anything?

(No audible response.)

DR. WOODS: Okay. Fast, sir. Good job.

BY DR. WOODS:

Q. I always finish with two questions though. One is a little bit unusual, which is to say that if you were king for a day, and I gave you a magic wand and you could wave it and you could change any one thing you see fit to make your work life, like, perfect, what would that be?

A. I'm not too sure because I do like how things are right now. I do like coming in and like working on the plane and -- yeah.

Q. Okay. There's always room for improvement though so I'm just trying to figure out what you would improve.

A. Yeah. I guess it would be instead of just doing seats, I would like to work on more things if I could, yeah, and learn more.

Q. Do you not have an opportunity for that in the future?

A. I do if I move to a different team or change job code, which I will be next week.

Q. What are you moving to?

A. I'll be moving up to a Grade 7 job code. Aircraft test tech.

Q. Is that something that you wanted to do or just --

A. Yeah.

Q. Okay. All right. And then my last question is, thank you for coming out. Thank you especially for coming out and coming early. You had a little bit of time to consider that we wanted to talk to you. Was there anything that we did not ask that you thought for sure we were going to ask, or that you feel we should

know to help shine a little bit of light onto this situation?

A. Not really.

Q No? Nothing at all? Okay.

DR. WOODS: All right. With that, last chance, last chance?

(No audible response)

DR. WOODS: No? Seeing none, thank you again. We are going to go off record at 13:06 Pacific Time.

(Whereupon, at 1:06 p.m., the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 10, 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.

Terri Trauth
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

Investigation of:	
ALASKA AIRLINES BOEING 737-9 MAX IN-FLIGHT STRUCTURE FAILURE NEAR PORTLAND, OREGON ON JANUARY 5, 2024	Accident No.: DCA24MA063

Interview of: [redacted], Mechanic
Boeing

Renton, Washington

Tuesday,
April 9, 2024

APPEARANCES:

DR. SABRINA WOODS, Human Performance Investigator
National Transportation Safety Board

POCHOLO CRUZ, Aerospace Engineer Investigator
National Transportation Safety Board

NILS JOHNSON, Maintenance Investigator
National Transportation Safety Board

MATT RIGSBY, Accident Investigator
Federal Aviation Administration

MIKE RINEY, Onsite Representative
Spirit AeroSystems

JOHN PETRUZZELLI
International Association of Machinists Union

DAN MARCOTTE, Air Safety Investigator
Boeing

TROY LEVANEN, Director of Maintenance
Alaskan Airlines

CAPT. BJORN ANDERSON, Representative
Air Line Pilots Association

THOMAS M. THOMPSON, Representative
(On behalf of Mr. [redacted])

I N D E X

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I N T E R V I E W

(12:50 p.m. PT)

DR. WOODS: Good afternoon. It is 12:50 Pacific Time. The date is April 9, 2024.

My name's Dr. Sabrina Woods. I am a human performance investigator with the National Transportation Safety Board. I am one of the lead investigators, along with Pocholo Cruz here to my right, co-leading the Manufacturing and Human Performance Working Group. This is for accident investigation number Delta-Charlie-Alpha-2-4-Mike-Alpha-0-6-3, involving Alaskan Airlines Flight 1282.

The NTSB is a federal agency charged with determining probable cause of transportation accidents and significant incidents 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.

At this time, I would like to have everybody in the room introduce themselves to you so you know who it is you're talking to. When we conduct investigations, we have to do so with the help and aid of outside parties, and everybody here is a representative of those parties that are helping us out. So, we're going to start off here to my right with Pocholo.

MR. CRUZ: Hi. I'm Pocholo Cruz. As Sabrina says, I'm a co-chair for this particular group. I'm an aerospace engineer with a structures and maintenance specialty.

MR. JOHNSON: Good afternoon. Nils Johnson, aviation accident investigator, and my specialty is maintenance.

MR. RIGSBY: Matt Rigsby, out of the FAA's Office of Accident Investigation. I don't hold any FAA certificates, but I'm here just for the safety end of it. I hold no enforcement authority.

MR. RINEY: Afternoon, [redacted] . My name's Michael Riney. I'm a Spirit AeroSystems onsite representative here in Washington.

DR. WOODS: Hopping over to this side.

MR. PETRUZZELLI: John Petruzzelli. I am a representative for the Machinists Union, and I work at north Boeing field as AMTI grade 9 over at the field.

MR. MARCOTTE: I'm Dan Marcotte. I'm a Boeing air safety investigator, and I'm stationed down in Southern California.

MR. LEVANEN: I'm Troy Levanen. I'm with Alaska Airlines maintenance and engineering safety. I've been with the airline for 34 years.

CAPT ANDERSON: Hi, [redacted] . I'm Bjorn Anderson. I'm a captain for Alaska Airlines, and I'm representing the Air Line Pilots Association, and I have an aviation maintenance background for about the last 30 years.

DR. WOODS: So, again, [redacted] , that's everybody that's going to be talking to you today. We will be using a digital recorder. After the interview, we will send that recording out for transcription. Then, the party members here will have an opportunity to review the transcription to correct it for any

typographical errors. We do not change for content. We only change like the little mistakes that happen along the way.

Once again, the purpose of this investigation is to determine probable cause and prevent reoccurrence. You're here to help us and aid us in that with your insight and with the goal of preventing future accidents. Our role is not to assign fault. Our intent is to redact all Boeing production employee names from the transcript; however, having said that, we cannot offer guarantees of confidentiality or immunity. The redacted transcription will go forward to be a matter of the public docket for this accident.

Each of these group members here, they'll have an opportunity to ask you questions. We usually do two rounds, the first being a little bit longer than the second. They will ask you questions one at a time. If you don't understand a question, please do not hesitate to ask for clarity. I don't know is a perfectly good answer if you don't know the answer to a question. And later on, if you realize that, hey, I misspoke about something, I want to go back to that thing you asked previously, feel free to do so. There's no issues with that. And we will also ask for clarity if we don't understand something that you have said.

You are entitled to have one representative of your choosing to help you along and support you in this process. Is there somebody here that you would like to have as your representative?

MR. [redacted]: Yeah.

DR. WOODS: Out loud, please, for the recording?

MR. [redacted] : Tom.

DR. WOODS: Okay. And, Representative, if you would please, for the record, state your full name and spell your last?

MR. THOMPSON: Thomas M. Thompson, T-H-O-M-P-S-O-N.

DR. WOODS: Okay. Thank you, Tom, for being here for [redacted] .

If, at any time, you would like to take a break, please don't hesitate to speak up, say so, that you'd like to take a break, and we'll pause the recording. You can do so, step out in the hall, do what you need to do, come back. We'll start up again and keep going. So, with that, do you have any questions? Okay.

MR. [redacted] : No.

DR. WOODS: Okay. So, for the record, if you would state your full name and spell your last?

MR. [redacted] : My name is [redacted]

DR. WOODS: Okay. So, with that, [redacted] , we're going to actually start off her to my right, and then go around the room this way.

So, Pocholo?

INTERVIEW OF [redacted]

BY MR. CRUZ:

Q. [redacted], thanks for taking the time to talk to us today. What is your position currently at the Boeing Company?

A. Right now, I'm currently a mechanic. I install passenger seats for all the customers flow day eight.

Q. Okay. And how long have you been in that position?
A. About two years.
Q. Two years? Okay. And how long have you been with the Boeing Company?
A. Two years.
Q. Okay. Have you held any other positions at the Boeing Company for the past two years besides what you currently are on right now?
A. No.
Q. Okay. Can you briefly describe your professional background before coming to Boeing?
A. So, before Boeing, I started trade school at Renton Tech. I did the aerospace program for Boeing. And that's really it.
Q. Okay.
A. I did some machining classes.
Q. Okay. And what are your duties and responsibilities currently at Boeing?
A. Duties and responsibilities?
Q. Yup.
A. Mainly, install the seats. Like, can you say that again?
Q. Yeah. I mean, what do you currently do for Boeing? What's your duties and responsibilities?
A. Just install the seats.
Q. Okay. And what is your -- what hours do you work?
A. Eight hours.

Q. Okay. Monday through Friday?
A. Yeah, Monday through Friday. Sometimes, overtime Saturday/Sundays.
Q. Okay. And what shift?
A. Second shift.
Q. Second shift? So, on a typical day, could you run me through when you first come in and check in to basically leaving the facility?
A. First, when I first start the shift, I grab my tools, sign in, check if there's any missing tools or expired tools; and then, after that, I go up in the plane and check if the plane is ready for installing seats. If not, it's not ready, not workable, if it is workable. And then, if it is workable, there are some planes with cables, and you install cables into raceways, and install that inside the sidewalls. And then, a few hours later, ready for seats for the BFE, the warehouse over there. And they bring in the seats. We install them and stamp up the paperwork, I do cables, and that's it.
Q. Okay. Who assigns you those tasks, or is it always the same every day, and that's what you do?
A. Yeah, it's always the same.
Q. Always the same.
A. Sometimes, it's different, because you have cables. Some don't.
Q. Okay. And who is your current supervisor?

A. Current supervisor is Somali Son (ph.).
Q. Okay, and he works second shift, as well, I take it?
A. Yeah.
Q. All right. So, did you get any training on how to install seats?
A. Yeah.
Q. When was that taken?
A. Around two years ago, when I --
Q. Right.
A. -- first started.
Q. Is there any recurrent training that you take with regard to that?
A. No.
MR. CRUZ: No? That's all I've got right now.
MR. [redacted]: Okay.
DR. WOODS: Nils?
BY MR. JOHNSON:
Q. Yeah. Good afternoon. Now, for reviewing the barge records for 8789 on September 19, you were shielded in the passenger cabin at 3:48 p.m., and shielded out at 6:08 p.m. What were you working on during that time?
A. I do not remember.
Q. But you would have been working the seats IPO? I mean, tha 's --
A. Yeah.

Q. Or, IP. I'm sorry.
A. Yeah. Seats. (Indiscernible).
Q. So, you have no recollection of this 19th of September?
A. Could be a restore on seats, I believe.
Q. That was in the RO position, so up by the door?
A. Yeah.
Q. The reason I'm asking you is that it's basically the same period of time that the plug was closed. So, being that you would have been in the cabin during that time, I'm curious as to, was it open? Was it closed? The sidewalls were down that should have been very untypical. The insulation was pulled back, which would have been very untypical, as well. Did you notice anything with the left-hand MED plug?
A. No.
MR. JOHNSON: Okay. I think I'm good for now. Matt?
BY MR. RIGSBY:
Q. So, you said, install. Does that include removal of seats, as well?
A. During that time, I don't know if I removed any seats. I just restored them. I mean, yeah.
Q. Okay. So, there's a different -- like, within your organization, you're an installer of seats? If there --
A. Yeah.
Q. -- somebody that specializes in removing the seats?
A. We also remove seats, as well.

Q. Okay.
A. Sometimes, travelers, outside people, they also take out seats.
Q. How do you bring the seats in the aircraft? Through the front door?
A. Inside the airplane?
Q. In the airplane. Front door? Back door?
A. Front left-hand door.
Q. Okay.
A. We use a machine called a seat loader to bring all the seats up, just in.
Q. Okay. Do you interact with the door crews at all?
A. No. We only have the back doors. We don't have any mid door people and work on it.
Q. Okay. You're pretty far along in the flow process, right? Towards four through nine, or whatever it is?
A. Yeah.
Q. Pretty late?
A. Uh-huh.
Q. Okay.
A. Yup.
MR. RIGSBY: Yup. I'm good.
DR. WOODS: Mike?
BY MR. RINEY:
Q. Afternoon, [redacted]. So, how long does it normally take in your

shift for the installation of the seats? Are you responsible for a certain area or the full passenger cabin?

A. Full. Full --

Q. Okay.

A. -- cabin, yeah. Takes around -- it depends. It depends on the airline. Sometimes, it may take two hours. Sometimes, it takes four hours. It just depends on the airline.

Q. Okay. So, do you think, with you being scanned in on that airplane for three hours, it was a whole install, or do you think it was removals?

A. Could be removals. Sometimes, when during removals, it could take four hours, depending on how many seats are taken out, and also based on QA. QA might take a while to come up to the plane. Yeah.

Q. So, if there are seats to be removed, do you write the removals?

A. No. I let my team lead do that.

Q. Are you familiar with when removals are required?

A. Yeah. When you take out a seat.

Q. Would a removal be required for a single fastener or --

A. That, I don't know.

Q. And then, following back up on Nils' question, so, you don't recall anything about that airplane? Like, you'd stated there's -- that mid exit plug area is normally not exposed by the time you see it for the seat install, but you don't recall?

A. No.
Q. Okay. How many people are a part of your crew?
A. Probably like eight to 10 total. It's a big group. It's central line and east line formed up together.
Q. Is that because the east line's not active, or --
A. Yeah, it's not.
Q. And how much training did you end up going through?
A. For seats?
Q. Yeah.
A. Basically, once I landed on the floor, I got trained up immediately. It took a while, I feel like a month or so, to get trained up on seats. But a month isn't enough, so I wanted to learn more. Maybe two months.
Q. Is that because of the different configurations and --
A. Yeah.
MR. RINEY: Okay. That's all I have. Thank you.
DR. WOODS: John?
BY MR. PETRUZZELLI:
Q. Do you remember who was on your crew that day?
A. No, I do not.
Q. Do you recall short-stamping, an IP that was missing, I believe, C rows 24 and 25 and seven to 11 on the left-hand side? Do you remember that?
A. No.
Q. Okay.

A. I don't remember, because it's been a while.
Q. Okay.
A. It's been a lot of stuff.
Q. Got you. Do you do -- just thumbing through a couple of the IPs. You've had work with the inflatable seatbelts?
A. No.
Q. They're installed by somebody else, or they come installed?
A. They come installed.
Q. Gotcha, okay. And you guys load the airplane, the seats on the airplane? You guys load it in?
A. Yep.
Q. Got it. Okay. Thanks.
BY MR. MARCOTTE:
Q. Real quick, who write your removals? The seats come out. Who does the paper? Who writes the removals?
A. My team lead.
Q. Okay. So, he writes the removals for your whole team? And, I'm sorry, this would be back in September, not today.
A. Yeah. He would write.
Q. Even in September, he was still writing all of them?
A. Yeah.
MR. MARCOTTE: Okay. That's it.
DR. WOODS: Troy?
BY MR. MARCOTTE:
Q. [redacted], I know it's hard to recollect much about this aircraft

or anything from six months ago for yourself. Maybe just try to rack your brain a little bit for me. Who was your team lead at the time of this aircraft?

A. Team lead?

Q. Yeah.

A. My team lead was my current manager, Somali Son. That's his name.

Q. And he was your team lead in September?

A. Team lead, and then, also, yeah, it was Somali Son.

Q. So, looking at the photos, the best I can tell, all the seats at the time when the door plug was closed, all the seats were installed on the aircraft already. So, when you were on there for three hours, for example, and it may be hard to recall, so just take your time, but normally, when you walk on an aircraft, there's no seats. You put the seats on. And in this case, all the seats were on when you walked on the aircraft during this three-hour period.

A. Yes.

Q. So, in your brain, try to just think back through, when I walked on, all these seats were here, except for one was missing, or two, or three, or whatever, right in front of this door that was open, this door plug that was open. And you can try to recall, but my guess is, you've never seen a door plug that was open before in this situation on a stand. So, this would have been like, what's going on here? What am I going to do here

today? Because all my seats are installed already. So, the things I'm going to ask you to try to recall is, what did you do during those three hours? What do you think you did? If you can recall at all about seeing that situation, that scenario that I just laid out, where the door is open and there's just a couple of rows of seats missing. Like, what am I going to do? How am I going to put these in when the door plug is open?

A. The seats would be loosened if the door's open.

Q. Well, three of them would have -- like, at last one row, maybe three rows, would have been completely removed from the aircraft, so you would have had to put those in, right? Like, when you got there, you'd say, well, let's see. What am I doing today? Well, I've got three rows missing. My goal is to get those three rows in. Is that kind of how it would be for you?

A. So, all the seats are all in. They don't get taken out the airplane. They stay there when --

Q. Oh, so, they were somewhere in there already?

A. Yup.

Q. Okay. Sorry, sorry.

A. Yeah.

Q. So, they were stacked and --

A. Yeah, stacked.

Q. Okay.

A. But I don't recall any, I don't recall any doors being open during that time. A mechanic was not working on that mid door,

so --

Q. So, in those three hours that you were on there, or just under three hours, what do you think, in your mind, what do you think you were working on during that time? Because all the seats were installed except for the ones that were in front of the open door.

A. Seats.

Q. Well, if they're all installed, then, in your group --

A. Well, yeah. That plane had cables, as well, so we -- I mean, cables on the seats, too.

Q. But -- okay. I'm just trying to think it through, because this is day 19. To me, the cables would have been done clear back at day eight or nine, so there shouldn't have been any cables except for the ones for the seats that were missing in front of the open door.

A. Could be restores for the seats.

Q. But you never remember seeing that situation like we just discussed, where there was a plane with everything done except for three seats missing and a door open?

A. Nothing.

MR. LEVANEN: Nothing? Okay. I think that's it for me. Thank you.

DR. WOODS: Bjorn?

BY CAPT ANDERSON:

Q. If you're going on an airplane, and you're installing the

seats, and you find something on the aircraft that needs to be addressed, is that communicated through your lead? How would you address that?

A. Yeah, I would call my lead or my manager about it.

Q. And if there's anything that is to say a removal, then that's communicated through --

A. Team lead.

Q. -- team lead?

CAPT ANDERSON: Okay. That's all I have.

BY DR. WOODS:

Q. Okay. [redacted] , I want to talk a little bit about your working environment as it is, if you can think back to about six months ago; and then, I'll compare it to today. So, six months ago, do you feel that you always had everything you need to get your job done on a day-to-day basis?

A. Yeah.

Q. So, that means tools, supplies, parts, people?

A. Um-hum.

Q. Okay. And how about today? Do you still feel like you have everything you need to get your job done on a day-to-day basis?

A. Yeah.

Q. What about things like, for instance, time? Do you -- six months ago, did you feel like you always had enough time to get your job done?

A. Yeah.

Q. And how about today?
A. Yeah.
Q. Okay. If you ever had any concerns with your job, something that was taking too much time or that you didn't know how to do, how would you deal with that concern?
A. Concerns like?
Q. It could be anything. Like, if you just had a concern about a job that you didn't fully understand what they wanted, or you didn't have the equipment you needed available right at that time, people were asking you to continue, how would you handle any concern that you had on the job, hypothetically speaking?
A. The only concern is that people who were behind kind of -- back then, they weren't -- there was like open side walls, and you can't fully install our seats, and we're just like, we've just got to wait for those guys to install them before we put our seats in. That's the only concern.
Q. Does that sort of thing happen at what frequency?
A. Like 75 percent of the time.
Q. So, you're waiting for others to do their jobs first?
A. Yeah.
Q. Have you ever gotten pressure to get those seats installed even though you know very well you're waiting for somebody else to do their job first?
A. Not really, no.
Q. Have you ever been asked to do something that is outside your

purview or something that did not know how to do?
A. No.
Q. And how would you describe your working environment in terms of interactions with your managers and interactions between your coworkers and you?
A. It's all right.
Q. Just all right?
A. Yeah.
Q. What could be better?
A. Just better communication.
Q. Can you give me an example?
A. Like, people around the shop area, they contact our managers, and they say, oh, this plane's ready for you guys to install seats, but once we check the airplane, it's not ready.
Q. So, what do you think would make that process better?
A. Making sure, walking the plane and see if it's not ready or not. I mean, see if it's ready or not.
Q. What are they using now to determine ready versus not ready?
A. They use CMES. They just check the IP and see if it's stamped off or not.
Q. So, they're relying on CMES, but they're not going and physically --
A. Yeah.
Q. -- doublechecking? So, when that happens, I guess, what do you do next? Who are you informing that, no, sorry, the aircraft

is, in fact, not ready?

A. My manager and my lead.

Q. Okay. And do you feel those two individuals are supportive of you?

A. Yeah.

Q. Do you have any concerns bringing up those issues, any issues you might have, with those people?

A. Well, we tell them every day about that, and they understand about that.

DR. WOODS: Okay. I think that's all I have for this round really quick. We've only been at it for a little over 35 minutes or so, so at this time, are you interested in having a break, or are you able to keep going?

MR. [redacted] : I'll keep going.

DR. WOODS: Okay.

MR. [redacted] : Yeah.

DR. WOODS: Everybody else okay with that?

UNIDENTIFIED SPEAKER: Yeah.

DR. WOODS: All right. Let's keep her going.

Pocholo?

MR. [redacted] : Yeah.

BY MR. CRUZ:

Q. Have you ever had an instance where you actually saw a mid-exit door plug open while you were working?

A. Like, down?

Q. Down or slightly open with the lanyard.
A. Yeah, I seen a Ryanair --
Q. Okay.
A. -- door open laying down.
Q. Yup. And so, this is second shift, right?
A. Yeah, they're on my shift, yeah.
Q. Yeah, they're at your shift? Do you recall anybody closing that door particularly in your shift?
A. No.
Q. No. So, the only shift that you saw this door open, a door open, or a plug open, nobody was in the cabin or outside closing that door?
A. Hm-mm.
Q. Okay.
A. I didn't see anyone.
Q. Nope. Do you know if there's anybody in your crew -- have you seen anybody in your crew close a mid-exit door plug?
A. No.
MR. CRUZ: All right, that's all I've got. Nils?
BY MR. JOHNSON:
Q. I want to show you a couple of pictures. Give me one second. So, the picture I'm showing is a picture of the MED plug open laying on the stand. Insulation's still peeled back. This was at 5:08 p.m. on the 19th. This picture is from Phally Meas, and this was at -- I'm trying to remember. Yeah, 6:39 p.m. And this is

closed, but as you see, all the seats are installed, except you have two rows that look like they're pushed forward. So, you were on the airplane for three hours working on seats, but all the seats were in except for these two rows, and the side wall's not up, so you can't put seats down, anyway, correct?

A. Yeah, we can't put them in.

Q. So, I guess my question is still, what were you doing for three hours if all the seats were already on there and the sidewall was open, so there's nothing to do?

A. (Indiscernible) could be doing restores on seats.

MR. JOHNSON: Okay. Yup, that's it for me.

DR. WOODS: Matt?

BY MR. RIGSBY:

Q. [redacted], just a couple. Do you recall seeing any supervisors on their aircraft that day that you were on the 18th or 19th?

A. No.

Q. Okay. Do you know the other crews that would be working on that, the door crew or the other mechanics that work on the aircraft?

A. No.

Q. Would you recognize them if you saw them on the aircraft, who they were?

A. Hm-mm.

MR. RIGSBY: No. Okay. Okay. That's it.

DR. WOODS: Mike?

BY MR. RINEY:

Q. So, you don't recall seeing your manager or your manager's manager on the airplane at that time?

A. Yeah.

Q. What type of things would entail the restoration of the seats?

A. Entail?

Q. Like, what does restoration of the seats mean?

A. Fully install the seats, plugging all the cables in. They get all done. Install it.

Q. Is there a test that's performed or that you perform?

A. We don't do a test. It's a functional test that does it, yeah. Just mainly install the seats, plug in.

Q. And do you normally sign paperwork, or does your -- with that many people on the crew, I guess, how do you divide up who has done what on completion?

A. I mainly stamp the removals, and sometimes, the main IP. But sometimes, I ask one of my crew to stamp the main IP, Seat IP. But I do most of the stamping on that team.

Q. You do most of the stamping?

A. Yup.

Q. For other people's work?

A. Yeah.

MR. RINEY: I think that's all I've got.

DR. WOODS: John?

MR. PETRUZZELLI: No, thank you.

DR. WOODS: Dan?

MR. MARCOTTE: Nothing, thank you.

DR. WOODS: Troy?

BY MR. LEVANEN:

Q. [redacted], have you ever heard of a Fally or Phally Mess [sic]?

A. No.

Q. Have you ever heard of that guy?

DR. WOODS: Meas.

MR. LEVANEN: Who is it?

DR. WOODS: Phally Meas.

BY MR. LEVANEN:

Q. Meas.

A. Nope.

Q. How about, have you ever worked with somebody named [redacted], [redacted] or [redacted]?

A. Yeah, I know those two.

Q. Do they work on your team?

A. Yeah, they work with me. Seat group.

Q. Seats?

A. Yeah.

BY MR. LEVANEN: I think that's all for me, thank you.

DR. WOODS: Bjorn?

BY CAPT ANDERSON:

Q. [redacted] you said the sidewalls are not installed about 70 percent of the time when you guys are ready to install the seats. Do you recall the reason why? Is it just a slow in production, or is work being done, or what can you think about it?

A. Could be parts don't come on time or something broke, something didn't -- yeah, basically, maybe a sidewall that broken, missing parts behind the sidewall that they've got to install. So, yeah.

Q. Any customer-specific more than the others?

A. No.

Q. Okay.

A. These are all things that were.

Q. Okay. And then, earlier, you mentioned, with your training, once you got to the floor, it took about a month to complete your training; and then, you felt you wanted a little bit more. Was that your decision, or did you have like a lead that was training you that decided that you wanted more?

A. I wanted to learn more.

Q. Yeah.

A. But people who trained me are just mechanics that worked a long time, like Tom.

Q. On-the-job training?

A. Yeah.

Q. And is there any formal signoff to say, now, you've completed your training, or is there anything that you could look back to

to, say, as for reference material, (indiscernible) your installs?
A. No.
CAPT ANDERSON: Okay. Thank you.
BY DR. WOODS:
Q. Okay. I thought of this based on some of the other questions that have already happened. What are your requirements for badging in and out for an aircraft?
A. You've got to have certification. It's on an online web base. You've got to do it online, do a test.
Q. No, I mean, specifically, at what times are you required to badge in and/or out of the workplace?
A. Oh. You could badge in at any time, but once you -- once it's near the end of the shift, you have to badge out, because the lower guys, they get, emailing managers saying, hey, this guy didn't badge out, and they get concerned about it.
Q. But there's no requirement for badging in?
A. No, just, you've just got to be -- you've got to have a certified, like the web base for Boeing. You've got to do the web base in order to be Lotto'd into a plane.
Q. I feel like I might not be clear. When do you have to badge in, not what the requirements are to get your badge to badge in.
A. Oh.
Q. When do you have to badge in? Is there a requirement that says you have to --
A. Yeah.

Q. -- badge in?
A. So, you have to badge in when you go inside the plane only.
Q. Okay. And there is, as you said, a requirement --
(Crosstalk)
Q. -- to badge out?
A. All right. Let me rephrase it. So --
Q. No problem.
A. -- you have to badge in when you work around a plane, or in a plane, out of the plane. So, yeah. What was your question again? Sorry.
Q. What are the requirements for when you have to badge in and badge out of an aircraft or of a functional area?
A. It's when you work around the plane, yeah.
Q. So, what do you typically do?
A. I badge in.
Q. When do you typically badge in and out of an aircraft?
A. I badge in around 2:30 and go inside the airplane, and work in the airplane. And once it's almost end of shift, I just badge out.
Q. So, what if you have two different airframes in two different areas? Do you -- yeah, walk me through that. And so, you have one job on one and a second job on another. Now, walk me through how you badge in and badge out.
A. So, let's say you're currently badged in to one airplane, and your manager tells you, hey, you've got to work on this plane up

the line. Like, okay. And once you badge into the one up the line, the computer signs you out on the other plane; and then, it will sign you into that plane up the line.

Q. Oh.

A. Yeah.

Q. Okay. And so, when, wherever you are at the end of the day when you badge out, obviously, that document trail goes forward. Okay.

A. Yeah.

Q. Okay. I just wanted to clarify that, because what I guess I was getting at is, would there be a situation where you might badge into an aircraft, and then go off and do something else, and not come back to that aircraft? So, that's why I was trying to determine for those that are trying to track like what happened that day.

Shifting focus, when I say the words, safety culture, to you, what does that mean?

A. Safety culture basically means, don't injure yourself. It is, don't judge people around a work area. Like, I guess, hey, this guy's pretty new, you know? Like, I feel like I don't judge like that. Like, I train the guys up. I don't make fun of them for not knowing what this means and what that mean. If you don't know, you just tell me. I'll explain to you what it means.

Q. Okay. Do you ever see that happening where people are made fun of for asking questions?

A. No.
Q. Do you ever see it happening where assumptions are being made based on a person's seniority or relative newness?
A. In my area, no.
Q. Have you seen it in other areas?
A. Well, I don't go in all the areas, because I work on one area (indiscernible).
Q. Okay. So, if I were a person off the street, a new mechanic coming in the door working, and now, I've been assigned, and I'm working with you, what are some tips and tricks that you would give me that you believe would make me successful?
A. Just work hard and don't mess around. Just don't wander off in the factory and do something. Or, some people that do that, then I just -- if they do that, I'm like, ah, I can't babysit them anymore, no.
Q. So, you experience that, then?
A. Yeah.
Q. Is that something that you would talk to your manager about?
A. I do. I did. But can't do anything about it.
Q. What ultimately happens?
A. Let them be. Well, they -- sometimes, they work, but sometimes, they just wander off somewhere.
Q. So, in that same scenario, I'm a new person, new mechanic, what are some of the things that's going to get me in trouble fast?

A. Not following in. Bringing drinks inside an airplane. You can't sit on seats. That's a CAM. If the manager sees you sitting on a seat, he'll be like, hey, what are you doing?

Q. Okay. Okay. I asked you about safety culture. The second thing I have is, if I said, safety management system, to you, what does that mean?

A. I don't know.

DR. WOODS: Okay. All right. Well, I think that's all I have, except for, I always conclude with two questions. But before I get to those last two questions, I want to make sure nobody else has anything in the room?

MR. JOHNSON: One more.

DR. WOODS: Nils? Anybody else on this side?

Okay, Nils, go ahead.

BY MR. JOHNSON:

Q. You're flow day eight; is that correct?

A. Yeah.

Q. How often do you travel through the RO position? Daily, weekly, monthly?

A. Weekly.

MR. JOHNSON: That's it for me.

DR. WOODS: Okay. Anybody else?

Hearing none, bear with me. These are unusual questions.

BY DR. WOODS:

Q. The first one is, if you were king for a day, and I handed

you a magic wand, and with that magic wand, you could change anything/do anything that you felt you need to to make your work life better, what would that one thing be?

A. My work life better?

Q. Um-hum.

A. Like, what's work life? Like, environment?

Q. Everything and anything. It's up to you. And that's why I was saying you have that one -- it could be your environment, it could be people, it could be technology, it could be supply, parts, whatever it is that you feel, the one thing that you feel, if this changed, everything would be golden. What would that be?

A. Communication.

Q. Back to that. And can you just, one more time, explain what you mean by communication?

A. People should talk to one another like one on one instead of people passing down, like telephone. You remember the game, telephone? Like, it gets miscommunicated.

Q. Okay. And the last question I had is, you know, we'd asked you to come in here. We asked you for your statement. Thank you for that. You had some knowledge that we were coming. Is there anything that we have not asked you that you thought for sure we would ask or that you would like us to know that would help shed light on this whole situation? No?

A. No, ma'am.

DR. WOODS: Okay. All right. With that, nobody else?

Nobody else?

Thank you, [redacted] , again, for your time. We appreciate you. We know you're taking -- we're taking you off shift to come talk to us. I just want to let you know that we do appreciate it.

So, with that, we're going off record at 1336 Pacific Time.

(Whereupon, at 1:36 p.m. PT, the interview was concluded.)

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 [redacted]
ACCIDENT NO.:	DCA24MA063
PLACE:	Renton, Washington
DATE:	April 9, 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.

Lisa D. Sevarino
Transcriber