



THE SUPPLIER

A SUPPLIER OF NEWS AND
INFORMATION

AIR CARRIER SECTION

PRESIDENT'S PEDESTAL

By: *Gay Bastain, Sky West*

Greetings to the C.A.S.E. Membership! I hope you have all enjoyed the summer events and that, with Fall on our heels, you're settling in for a safe and uneventful rest of the year!

We have had some changes on the Board of Directors. Our Vice President, Alan Goolsby left the employment of his company and has ventured out on his own. Because his new Company is not yet affiliated with C.A.S.E., he was forced to resign. Alan has already been missed, and we really appreciate all the time and dedication that he and his Company contributed to the Organization.

Because of the vacancy on the Board, your Directors, following the guidelines of the By Laws, elected Susan Armstrong to the position of Vice President. I'd like to thank her for accepting this responsibility and for stepping up and assisting with a lot of the work load already.

Your Board is considering the Boston area for the Spring of 2005 Conference and will be committing to DFW for Training again in the summer of 2005. Registrations are very active for the Fall Conference in Salt Lake City. Check our website for a map of downtown SLC for Olympic Venues, The Delta Center (home of the Jazz), Abravanel Hall and of course Temple Square. There is public transportation

(TRAX) within a block's walk from the Marriott Hotel. TRAX is free to hotel guests and will get you anywhere you'd like for the sites in town. The weather should cooperate; this is the nicest time of year to spend time in Utah. Also, the FAA is planning to present "Systems Safety/Risk Analysis" at this conference.

Of other interest, the Repair Station Section has developed a repository on our Website that allows Non-Certificated Vendors to input information regarding their Company and their quality systems. The hope is this will assist the Repair Station's with oversight of their Non-Certificated Suppliers.

I'm looking forward to seeing you at our next Conference. Thanks for your support and as always, my door is always open!



FALL 2004 ELECTIONS

ACS Positions scheduled for election at the Fall 2004 conference are as follows;

- ACS Chair
- ACS Vice Chair
- Fuel Committee Chair
- Membership & Promotions Chair
- Standards & Procedures Chair (Special Election, 1.5yr term)

If you are interested in a position, please submit your name for election at any time, including at the meeting itself. However, if possible, let a member of the ACS Ops. Committee know of your intention to run, prior to the meeting.

C.A.S.E. STATISTICS

As reported by the ACS Membership Committee:

- ⇒ **Sustaining Members - 61**
- ⇒ **Associate Members - 21**
- ⇒ **Entry Level - 19**
- ⇒ **Current Total - 101**
- ⇒ **Total [III] 1A Auditors - 103**
- ⇒ **Total [IV] 1A Evaluators - 8**
- ⇒ **Total [III] 2A Auditors - 23**
- ⇒ **Total [IV] 2A Evaluators - 4**

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A & C COMMITTEE NEWS

by Brian Bittner, Federal Express

C.A.S.E. Supplier Survey Update

Since the release of the C.A.S.E. Supplier Survey in June 2004, invitations to complete the survey have been sent to a total of 88 suppliers who have experienced recent register action (UPAUD, DELVEN, ADDVEN). As of late July 2004, a total of 50 suppliers have responded. That's a response rate of 64%.

Before we get into the specifics of the supplier's responses, let's review the goals and objectives of the C.A.S.E. Supplier Survey:

The survey objective is to measure the overall attitude of the supplier community toward the C.A.S.E. Air Carrier Section. We target representatives of supplier quality organizations, shortly after the audit process has been completed. Our goal is to measure supplier perception of:

- How we conduct business
- The quality of our audits
- The quality of our auditors
- The quality of our communication
- The conduct and integrity of our auditors
- How well the supplier understands our programs

Initial analysis does not reveal any profound information. It is early and the base data is quite limited. In a great majority of subject areas, the suppliers rated us quite favorably. In fact, 86% of the respondents indicated they believed C.A.S.E. adds value through improved, standardized oversight. However, there are a few indications we could possibly learn from:

→ When asked to describe the supplier's relationship with C.A.S.E. after the audit (Don't Know, Listed, Not Listed), 20% responded they did not know. This compares with a response of 100% awareness before the audit. This would seem to indicate some need to focus on explaining to the supplier the results of your audit and

plans with respect to the register. Make sure the supplier understands how the register basically works and that you are adding, deleting or updating them, as appropriate.

→ When asked what reason was given for the audit (Air Carrier, C.A.S.E., Don't Know), 10% of the respondents indicated they did not know. This could indicate a slight need for some increased focus in this area, during pre-audit communications and during the pre-brief.

→ Of the five suppliers that were removed from the register, we asked if they were clear on the reason they were removed. 40% strongly disagreed that the reason was clearly explained. Discussions I have had with suppliers who contact me after being removed from the register, seems to confirm that in many cases, auditors may not be taking the time to ensure the supplier fully understands the reason for removal. However, many times we may also be dealing with sour grapes.

→ We also asked the 5 deleted suppliers if they were made clear on what they need to do to get back into the register. 67% answered that they strongly disagreed. Please ensure deleted suppliers understand that 100 percent compliance with the appropriate standard is key. Depending on the programs involved, a period of time to allow any changes to mature might be necessary. A supplier cannot request or otherwise arrange for an audit and suppliers generally make it back into the register in one of three ways: 1. The member that removed them completes a follow-up audit; 2. Another sustaining member who happens to complete an air carrier audit elects to add them, as they see fit; 3. They get allocated for audit the following calendar year, if there's sufficient need indicated by the membership.

→ Hand-in-hand with the two previous questions, we asked if they were well briefed on the appeal process. 50% answered that they strongly disagreed. Given that I seem to get a call from almost all deleted suppliers, to at least get a feel for how an appeal might go, I'm inclined to think this might not be as bad as the data seems to indicate. The problem might be that while they're told who to contact, they might not be getting complete information on how the appeal process works. Please review Section 1-

9-4 of the C.A.S.E. P&P, prior to briefing a supplier on the appeal process. The Audit & Compliance Committee will submit a detailed article describing the process, for publishing in a future edition of *The Supplier*. If you're interested in reviewing the survey in its entirety, you can find it at <http://www.caseinc.org/sections/acs/survey.asp>

We hope this information proves useful. We will have an update prepared for the Fall 2004 Conference, in SLC.

Thanks,
Brian Bittner, A&C Chair
bdittner@fedex.com

WEB SITES OF INTEREST

- **Aero Repair Station Association:**
<http://www.arsa.org/>
- **American Society for NDT:**
<http://www.asnt.org/>
- **Aviation Fueling Safety:**
<http://www.clearandbright.com/>
- **Code of Federal Regulations (GPO)**
<http://www.gpoaccess.gov/cfr/index.html>
- **EASA:** <http://www.easa.eu.int/>
- **FAA Designee and Delegation Info:**
<http://www.faa.gov/certification/aircraft/av-info/dst/default.htm>
- **FAA Online Airmen Inquiry:**
<http://registry.faa.gov/amquery.asp>
- **FAA Suspected Unapproved Parts:**
<http://www.faa.gov/avr/sups/upn.cfm>
- **Int'l Currency and Converter:**
<http://www.xe.com/>
- **U.S. Dept of Defense Fuel Info:**
<http://www.desc.dla.mil/DCM/DCMPage.asp?pageid=10>
- **U.S. State Dept. Travel Warnings:** <http://travel.state.gov/>
- **Universal Units of Measurement:**
<http://www.ex.ac.uk/cimt/dictunit/dictunit.htm>

NEW SUSTAINING AIR CARRIERS:

- **QANTAS**
(The Flying Kangaroo)



C.A.S.E. welcomes QANTAS, the National Flag Carrier of Australia. QANTAS (Queensland And Northern Territory Aerial Services, Ltd.) operates an extensive network serving Australia, Asia, the Americas, UK, Europe, Southern Africa, and the south Pacific.

Qantas, one of the founding members of One-world Alliance, carries about 29 million passengers annually, and employs 34,000+ people worldwide. Qantas is one of the strongest brands in Australia and is at the forefront of the international Civil Aviation Industry. They have a reputation for excellence in safety and security over their 83 year history.

Qantas operates 190 aircraft, 129 in the core fleet, comprised of Boeing 747-300/400, 767-200/300, 737-300/400/800, and Airbus A330-200/300, and a further 61 of A320, 767-300, 717-200, Bae-146, and, DHC-8, flown by three subsidiaries : Qantaslink, Jetstar, and Australian Airlines.

- **KLM, ROYAL DUTCH AIRLINES**
(Flying Dutchman)



Historical Logo

C.A.S.E. welcomes KLM, Royal Dutch Airlines as a new sustaining member. KLM has an exceptionally long history in commercial aviation, dating back to the WWI era.

In September of 1919, Queen Wilhelmina granted the epithet "Royal" to KLM. This provided for the foundation, and a start-up of October 7, 1919, for KLM serving Netherlands and the colonies.

October 1, 1924 marked the departure of the first intercontinental KLM flight :

Route: Amsterdam-Batavia.

Aircraft: Fokker F -VII.

The jet-age dawned in March of 1960 with the introduction of the Douglas DC-8 aircraft, followed in 1975 with the introduction of the Boeing 747 combi, marking another important milestone, and the Boeing 777 series aircraft being the newest in the air operations fleet.

KLM enjoys several strong and important world-wide alliances supporting distinctive areas of core business: KLM Passenger Business, KLM Cargo (Freight transportation to around 250 destinations worldwide lifting 500,000+ tons of freight each year and employing nearly 3,000 people), KLM Engineering & Maintenance (Employs around 5,500 people worldwide at 50 airports), Transavia / Basiq Air operations and several support services form the diverse and talented KLM group.

KLM has suffered since September 11, 2001, as has the whole aviation industry and the world at large, and experienced its deepest crisis since the end of World War II. Due to economic recession, as well as the dramatic decrease in demand for air travel following the September terror attacks on the USA's airlines, KLM, announced drastic internal measures to counter the crisis. Being ever optimistic and surging forward, KLM looks forward to October 7, 2004 when KLM will celebrate their 85th anniversary with the highly appropriate theme: '**Celebrating the Spirit**'

AUDITOR / AIRCARRIER ACTIVITY

SUSTAINING MEMBERS OPERATING UNDER EXEMPTIONS, ONE(1) :

- Atlantic Coast Airlines

AUDITOR'S ON THE MOVE :

- φ George Worley, from TWA to American Airlines
- φ David Schubkegel, from Champion to Mesaba

Since the last issue of The Supplier, **Five (5)** auditors have achieved Level III - 1A status :

- John Bruce, Delta Airlines
- Cor Evers, KLM
- Simon Chandler, Jet Blue
- Krish De, Qantas
- John Kuzma, US Airways

Four (4) auditors have achieved Level III -2A status :

- φ John Bruce, Delta Airlines
- φ Thomas Gillespie, Pinnacle
- φ Glenn DeLaney, Spirit
- φ Colette Coty, Northwest Airlines

AUDITORS NO LONGER AUTHORIZED BY C.A.S.E. :

- Mark Nichols left Air Tran for Planet Airways
- Patrick Thatcher left American
- Al Schafer left Champion
- John Prior, due to SAS surrendering its membership
- Kevin Lunde left Express Jet
- Pete Moro is no longer auditing at Horizon
- Mike Walker left Atlantic Coast
- Michael Behm retired from USAirways
- Jerry Buhrman, moved to FedEx from American, but not auditing

FALL 2004 CONFERENCE

Information and on-line registration for the Fall 2004 C.A.S.E. Meetings at the Marriott City Center, Salt Lake City, Utah, October 3-8, 2004, have been posted on the website.

The **Marriott City Center Hotel** is the newest full service Marriott hotel in the Salt Lake area. It is located in the heart of the city's business and cultural district, and is adjacent to the Gallivan Center, where guests can enjoy concerts, ice-skating, and cultural events. It features 359 rooms, and 15,000 square feet of conference space. All rooms have high speed internet access, cable movie channels, in-room pay movies, and more. All meeting rooms are elegantly appointed and equipped with the latest in interactive conference service technology.

Go to the C.A.S.E. home page and click on What's New or go to www.caseinc.org/news.htm.

SIDE BAR DISCUSSIONS

HUMAN FACTORS CONCEPT

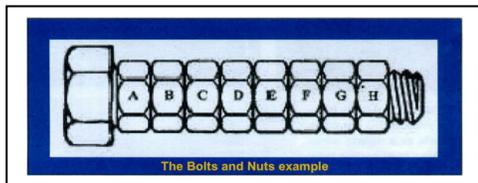
by Glenn Bolton, Lynden Air Cargo

Boiled down to its essence, the task of an aerospace technician is to take off and then replace some of the hundreds of thousands of removable parts on a modern aircraft. Much goes on in between, of course, but the basic steps of disassembly and reassembly remain constant features of the work-scope.

The error data clearly shows that reassembly is far more error-prone than disassembly. Well over half of the total errors recorded involve the omission of necessary steps and/or parts during reassembly. This is not unique only to the business of aircraft maintenance. These errors equally affect nuclear power plants, the automotive industry, and virtually every field of technical maintenance.

Unlike many other error forms, it is possible to predict the likelihood of an omission with a fair degree of confidence. Certainly, it is possible to identify the omission-prone steps of a procedural task. Knowing in advance where an omission is likely to happen is at least halfway towards effective error management and reduction. The other half is finding effective ways of drawing people's attention to the possibility of an omission so that they might avoid it.

Consider the bolt with nuts marked on it. If the task was to remove the nuts and then reassemble them in a predetermined order, as numbered, then there is really only one way in which the items can be disassembled, but there are over 40,000 (8 factorial) ways in which they could be put back in the wrong order.



The point of this example is this: there is only one way of taking such an assembly of items apart. Each nut has to be removed sequentially. The task of disassembly *usually* constrains human

actions to one particular sequence, with each succeeding step being prompted by the last. All the necessary knowledge is provided by the natural physical structuring of the task. In other words, all the necessary guidance is located in the world: Psychologists call this **Knowledge-In-the-World or KIW**.

By contrast, reassembly needs a good deal of **Knowledge-In-the-Head or KIH**, either in memory or in some written form. Many people doing a hands-on job are reluctant to consult written instructions – the two activities do not go well together – this usually means a greatly increased memory load. This is probably adequate when the task has been practiced continuously on a regular basis – but most maintenance tasks are not like this, and we all know how easily we can forget the details of a task even after a short interval. Thus the probability of omitting a step or miss ordering the reassembly is high.

To make matters worse, a wrongly assembled item is not always obvious on a later inspection. The absence of bushings, washers, fittings, packings, gaskets, caps, oil, and the like can be concealed within the assembly. Thus, reassembly has the potential for double jeopardy: a strong chance of omitting something due to forgetting, and a low probability of detecting the error once the job is apparently completed.



EUROPEAN AVIATION SAFETY AGENCY (EASA)

by David Schubkegel, Mesaba Airlines

The European Aviation Safety Agency (EASA) is an agency of the European Union, which has been given specific regulatory and executive tasks in the field of aviation safety. The European Aviation Safety Agency is a key part of the European Union's strategy to establish and maintain a high uniform level of civil aviation safety in Europe.

The Agency's mission is two fold. It shall provide technical expertise to the European Union by assisting in the drafting of rules for aviation safety in various areas and providing technical input to the conclusion of the relevant international agreements.

In addition, the Agency has been given the power to carry out certain

executive tasks related to aviation safety, such as the certification of aeronautical products and organizations involved in their design, production and maintenance. These certification activities help to ensure compliance with airworthiness and in the European Community, national regulators, industry and others active in the aviation sector have sought for a long time to give Europe a real aviation safety authority, similar to the Federal Aviation Administration (FAA) in the United States, which would be able to:

- draw-up common standards to ensure the highest level of safety;
- oversee their uniform application across Europe and;
- promote them at world level.

Additional goals are to contribute to Community efforts to limit the environmental impact of aviation. As such there is a need to translate environmental requirements (in the field of gaseous emissions and noise) into precise technical criteria and ensuring that the resultant requirements are met by aircraft before they are permitted to fly.

In addition to helping to ensure a uniform and high level of aviation safety, the Agency should also help to boost the competitiveness of the aviation industry, by promoting efficient regulatory and certification processes which should lower compliance costs for airlines, manufacturers, service organizations and others in the sector environmental protection standards.

For the time being, the European Aviation Safety Agency has its offices in Brussels but it is in the process of making the necessary arrangements for its move to Cologne, which has been chosen by the EU heads of government to be the base for its headquarters. This relocation will take place on the 3rd of November 2004.

More information about the European Aviation Safety Agency can be found at: <http://www.easa.eu.int/>.

AIRCRAFT "SCRIBE-MARK" DAMAGE

by David Schubkegel, Mesaba Airlines

The FAA recently issued handbook bulletin, FSAW 03-10B, dated 3/31/04 [8300.10]. This bulletin provides information to Aviation Safety Inspectors (ASI) regarding discrepant repainting processes resulting in "scribe-marks" scratches at structural joints across the skin of Boeing 737 series aircraft. Other aircraft may be involved. Such scratches, if not repaired, will result in fatigue cracks that could cause rapid decompression and subsequent hull loss.

Boeing has reported six older 737-200 aircraft with damage at a significant portion of the joints along the fuselage, including critical lap joints. The cause appears to be an incorrect exterior repainting process performed in the mid-1990s at an FAA-certificated repair station. An inspection of the first aircraft revealed two cracks five to ten inches in length. The damage was most likely caused by the use of a sharp metal instrument, rather than wooden or plastic spatulas, for removal of the pliable fillet sealant at the structural joints in the skin during the repainting process, resulting in what is referred to as "scribe-marks." Un-repaired scribe-marks in the pressurized skin could lead to cracks, widespread multi-site fatigue damage, and could lead to an uncontrolled decompression event similar to the Aloha Airlines 737 and China Airlines 747 events.

Closer to home, one of our sustaining members has recently reported that they had a similar incident in a B747-400 aircraft. A 30" circumferential crack was detected in a skin production joint splice strap during a heavy-check overhaul. The aircraft had been purchased from another Carrier about five years previous. Boeing suggested the damage was most likely caused by the use of a sharp metal instrument, rather than wooden or plastic spatulas, for removal of the pliable fillet sealant at the structural joints in the skin during the repainting

process, resulting in what is referred to as "scribe marks". The aircraft was accepted after repairs and repainting before introduction back to the Carrier's fleet.

Proactive action on the part of C.A.S.E. auditors and prudence strongly suggest that we:

1) Accomplish **additional surveillance** of aircraft maintenance painting/ cleaning facilities, paying particular attention to maintenance practices utilized in the preparation of aircraft for painting. Particular attention should be given to standard practices and training provided to personnel concerning inadvertent damage caused by sharp instruments in highly stressed areas like lap splices. Adherence to standard practices and manufacturer's instructions for stripping of paint, cleaning sealants, and general care of fuselage pressure boundaries should be emphasized.

2) Determine there is a **specific training program** for persons responsible for stripping and preparing an aircraft for painting. Training should include proper use of tooling and chemicals and the need for further maintenance actions if inadvertent damage occurs, with a particular emphasis on the pressure vessel. Some specific questions regarding the training program might include:

- ❑ If it is formal or on-the-job training.
- ❑ The total hours of training.
- ❑ If specific guidance is provided on preventing inadvertent damage from using sharp instruments for removal of sealant, tape, etc.
- ❑ If there is a requirement for recurrent training with special emphasis items, i.e., use of nonmetallic scrapers, unapproved strippers, etc.
- ❑ Determine whether there is a specific requirement to visually inspect the aircraft lap slices and circumferential butt splices between sequential painting/decals operations for inadvertent damage caused by the use of sharp tooling.
- ❑ Training provided to personnel concerning the need for further

maintenance actions if inadvertent damage occurs.

NOTE: The FAA has decided that maintenance involving stripping and repainting/decals transport category aircraft are to be considered substantial maintenance. This is an additional new definition to HBAW 96-05C. As such, these maintenance facilities should be listed in an operator's D091 Ops. Spec.

FUTURE TRAINING UPDATE

As announced, here are the dates for the next training sessions, which are to be held at the DFW Embassy Suites South.

January 9 – 12, 2005

July 18–20, 2005

Two, two-day training sessions, occur during each four-day period. Should a trainee not pass a test during the first session, he / she may not attend the second session and must return at a later period.

Keep in mind that the training sessions are designed for experienced auditors. *As a reminder, any auditor(s) showing up late for class(es) [The P&P, pg. 2-3-1, requires ATTENDANCE] or not bringing a current P&P, will not be allowed to test, only "audit" the class(es).* Side bar classes may be available at the session and will be announced in advance.

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DATABASE // ROM

by Gene Swan, C.A.S.E. General Mgr.

With the recent additional FAA requirement that all “approved” anti-drug and alcohol programs will be verified compliant and acceptable to the FAA, by the ROV having A449 Operations Specifications, we must now request two actions on the part of 1A auditors updating the register:

- 1) **Always** fax a copy of the vendor’s A449 Ops. Spec.,
- 2) Update the audit transmittal block titled “DRUG TEST PLAN” with “FAA A449” instead of the plan and consortium numbers used in the past.

This action on your part will alert other end users that you have reviewed the new FAA Ops. Spec. and that they have a current anti-drug and alcohol plan. A repair station not now having the A449 Ops. Spec. should raise a finding during the audit relating to section 2.E., as not being compliant with current regulatory requirements. Note that the FAA has stated, *“All previous FAA-approved plans and alcohol misuse prevention program certification statements will be rescinded with the issuance of an Anti-drug and Alcohol Misuse Prevention Program Operations Specification to the company. If you are a certificate holder, you must request or obtain your Anti-drug and Alcohol Misuse Prevention Program Operations Specification by February 11,*

2004” [Extended by the FAA until 7/29/04].

Just fax the certificate and Ops. Specs. and it will be stored on our fax server as a graphics file. The administrator reviews the fax and saves the file with the 8-digit repair station number as the file name. This allows the database to find (hyperlink) the appropriate documents based on the repair station number field of the form you are looking at, be it the Vendor Pool, Register, or transmittal. To retrieve the cert. from any form, just click on the “FAA” button on the top toolbar. If the documents are on file, they will display, if not, you will get a message informing you they are not on file.

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Volume 15, No. 2

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AIR CARRIER SECTION

This publication is being produced as a “Word 98” document and converted to a .pdf format for posting in the Newsletter Committee page of the Air Carrier Section of the C.A.S.E. website www.caseinc.org. As a Newsletter Committee, it is our goal that you will find these articles, not only interesting and easy to read, but also of a value as you conduct your audit activities. If you would like to contribute articles, pictures, web-sites, or have topics you would like to see included in future issues of The Supplier, please contact Glenn Bolton, ACS Newsletter Committee Chairman, via e-mail, at, gbolt@lac.lynden.com