

Ed Pierson

From: Pierson (US), Ed <[REDACTED]@boeing.com>
Sent: Wednesday, July 25, 2018 6:57 AM
To: Pierson (US), Ed
Subject: RE: Recovery Operations & Safety Concerns

Follow Up Flag: Follow up
Due By: Tuesday, July 24, 2018 7:00 PM
Flag Status: Flagged

From: Campbell (US), Scott A
Sent: Friday, July 20, 2018 6:49 AM
To: Pierson (US), Ed <[REDACTED]@boeing.com>
Subject: RE: Recovery Operations & Safety Concerns

Great insight and appreciate you coming to talk with me...already started to make sure our teams are more focused on the boeing behaviors so we don't have those peppered questions any more.

Thanks again
Scott

From: Pierson (US), Ed
Sent: Thursday, July 19, 2018 2:47 PM
To: Campbell (US), Scott A <[REDACTED]@boeing.com>
Subject: FW: Recovery Operations & Safety Concerns

Scott,

Thanks for meeting with me yesterday to discuss employee & product safety. As we discussed "how" people are talked to has a direct impact on our culture.

If an employee routinely gets peppered with schedule related questions like:

- Why haven't you met your schedule commitment?
- When are you going to be done?
- How come your jobs didn't get completed?
- When are you going to be off the airplane?
- Why didn't your team get the work done?
- Etc.

Combined with fatigue is a potentially dangerous recipe for rushed work & the short circuiting of established processes...as we have seen.

I'm all for personal accountability, however many times the answers to these questions are completely out of the control of that individual employee--parts not available, bottlenecks in our processes, dependency on another employee or team to get their work done & equipment issues just to name a few variables.

If an employee is not performing, there is a proven best practice leadership technique of talking with the employee in private, asking how we can help him/her, provide them additional training, etc. Putting employees on the spot publicly to defend why they are not on schedule is not good for morale or retention. As we

discussed if we are going to ask questions in public they should be questions like how can I help you stay on schedule?, how is your quality?, are you following the process?, does the process need to be changed?, do we need to provide better training?, do you need additional resources? etc.

For several months now we got away from our production standards by not conducting BPS Tier meetings. I'm happy to see we are returning to the tier meetings so this should help with communications.

I appreciate your willingness to look for ways to implement additional OT controls to minimize risks associated with employee fatigue. Pulling the OT data for our union employees to ID the folks that are working way too much is a good idea. Unfortunately this data will not include the huge amount of OT hours managers are routinely putting in, so additional controls are needed.

Finally I appreciate your commitment to ask Quality & Engineering to conduct additional analysis on the defects that were reported in the last quarter to see if there are any potential quality risks that might require us to alert our customers. I recommend this analysis include traveler data because as you know, working out of position makes identifying defects that much more difficult.

Thanks, Ed

Ed Pierson
Line Side Control Senior Manager
Final Assembly & P-8 Program
737 Operations Center Team Member
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Bldg 4-81, Renton, WA, MS 9W-08
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From: Pierson (US), Ed
Sent: Monday, July 09, 2018 12:47 PM
To: Andrus (US), Marla A <[REDACTED]@boeing.com>
Subject: FW: Recovery Operations & Safety Concerns

Marla,

I would like to request a 30 min meeting with Scott on the topic of safety. I know he is super busy and my schedule isn't much better. So I'll give you a call tomorrow (Tue) to help find a day/time that might work.

Thanks, Ed

Ed Pierson
Line Side Control Senior Manager
Final Assembly & P-8 Program
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From: Pierson (US), Ed
Sent: Sunday, June 10, 2018 10:12 AM
To: Campbell (US), Scott A <[REDACTED]@boeing.com>
Subject: RE: Recovery Operations & Safety Concerns

Thanks Scott

Ed Pierson
Line Side Control Senior Manager
Final Assembly & P-8 Program
737 Operations Center Team Member
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From: Campbell (US), Scott A
Sent: Sunday, June 10, 2018 6:48 AM
To: Pierson (US), Ed [REDACTED] [@boeing.com](mailto:[REDACTED]@boeing.com)>
Subject: Re: Recovery Operations & Safety Concerns

Ed some great insight and things we are talking about constantly. We need and will remind everyone constantly that safety and quality is number one and schedule come after that. We are trying to make sure people take the time off so the can recharge...because your right we don't want people coming to work tired. My leadership team and I run daily mtgs on this and I will bring it up today to remind themselves and their teams that safety and quality is the first on our list!

Thanks again
Scott

From: Pierson (US), Ed
Sent: Saturday, June 9, 2018 1:32 PM
To: Campbell (US), Scott A
Subject: Recovery Operations & Safety Concerns

Scott,

I have some safety concerns that I need to share with you as the leader of the 737 Program. I know you care deeply for the safety of our employees and the safety of our products & I trust you will take appropriate action. As you are aware the program is struggling through major recovery operations. Today we have 38 unfinished airplanes located outside the factory. The following concerns are based on my own observations and 30 years of aviation safety experience. I'm including some recommendations because it is important not to just pass along problems.

My first concern is that our workforce is exhausted. Employees are fatigued from having to work at a very high pace for an extended period of time. This obviously causes stress on our employees and their families. Fatigued employees make mistakes. This is especially true when combined with the hazards of unfamiliar environments like working out of position (slips, trips, falls, LOTTO, etc.). As a manager representative on the IAM Joint Programs Site Safety Committee, I know fatigue is frequently listed as a causal factor in serious occupational accidents. It has also become the #1 contributing factor to vehicle accidents.

My second concern is schedule pressure (combined with fatigue) is creating a culture where employees are either deliberately or unconsciously circumventing established processes. These process breakdowns come in a variety of forms adversely impacting quality. For example, making a workmanship mistake, missing an inspection item, not properly completing paperwork or failing to recognize a functional test failure. I fully appreciate the importance of doing our best to meet RO, paint windows, B1s & delivery schedules. But there is a much, much higher risk that we cannot lose sight of. I'm talking about inadvertently imbedding safety hazard(s) into our airplanes. As a retired Naval Officer and former Squadron Commanding Officer, I know how dangerous even the smallest of defects can be to the safety of an airplane. Frankly right now all my internal

warning bells are going off. And for the first time in my life, I'm sorry to say that I'm hesitant about putting my family on a Boeing airplane.

I see that you have scheduled another discussion on Boeing Behaviors on Monday. As you've stated previously, talking about & cheerleading around this topic is not the same as modeling it. I fear serious process breakdowns will continue to occur if we continue pushing our employees to the limit. With this in mind, I'm making the following recommendations:

#1 – Remind everyone that meeting RO, paint windows, B1s & Deliveries is important, but not nearly as important as building the highest quality product and working safely.

#2 – Shut down the production line to allow our team time to regroup so we can safely finish the planes outside and then shift our attention to the planes inside. I don't make this recommendation lightly. I know this would take a lot of planning, but the alternative of rushing the build is far riskier.

Nothing we do is so important that it is worth hurting someone. Thank you for considering my feedback. Ed

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