Protecting Products and Profits
Southwest Air - 812

- Phoenix to Sacramento
- 36,000 ft
- Fully loaded

External Sheathing failure at cruising altitude – rapid decompression!
A Problem for Maintenance?

- Flight hours < Limit
- TOs & Landings < Limit
- Pressure to control costs
- History Defendable
But …

- Impact of repeated turbulence
- Number of rough landings
- Data recorded – Analyzed
- Would it had made a difference?
Cost to SWA – Probably High

- Short notice inspections: 78-300 models
- Revenue loss
- Passenger disruption and rescheduling
- Reputation – Public & FAA
- OT and extra spending

$$$$
Interesting Questions

- Preventable with earlier (condition or usage based) inspections?
- Could the head of this group been persuasive enough to make the case?
Learning Points

- What did his bosses say?
- Did he do his job?
- Could/should he have done more?
- Were the manufacturer’s guidelines reliable?
- Did he understand his fleet & business consequences of interruption?
- Fortunately – disaster was avoided – Flt 812 landed safely at Yuma Marine Air Station 40 min after TO
Why bring that up?
Bigger Picture -

Our responsibilities are much wider

- Create and maintain a corporate image
- Protect products and profits
- Add value
- Communicate what you do
Creating a Corporate Image

• This is simple, low cost and fully in your control

• Manage visitor 1st impressions … FDA, corporate execs, vendors, other sites

• The physical condition of your site
  • Aesthetics
  • Comfort
  • Well maintained and taken care of – project quality

• High value activity, low cost …
Protect Products and Profits

- The SWA story
- Understand how products are made
- Understand parameters and conditions required for Quality
- Ensure systems and staff are capable and current
- Identify areas where more effort will bring benefit or prevent problems
Add Value & Measure It

Value Added

- Warning Letters
- Efficient Ops
- Batch failure
- Recalls
- Avoid 483s

Cost of Maintenance
Communicate

- In business not technical terms (value, risk)
- Use persuasion and influence
- Promote your group’s achievements … get recognition
- Build your network … share accomplishments build support for new initiatives … make others part of it
- Real world is gray … 2\textsuperscript{nd} decimal rarely achievable … simple, clear better than complex
Conclusions

- Unwritten parts of Job – most important
- Condition and usage takes priority over manufacturers view
- Appropriate spend requires persuasion and influence – value and risk is the language to use
What do you really see?