
From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 12/10/2014 2:39:47 PM
Subject: Missed conversation with Boeing Employee

[redacted] [2:13 PM]:

how'd IPT go?

[redacted] [2:14 PM]:

no real surprises. Sounds like TD is planning on using NG T1 plus MAX differences for the manufacturer's minimum course, as [redacted] mentioned to us the other day

[redacted] [2:15 PM]:

that's going to be a pretty ugly set of CBTs, but if it meets minimum, that's fine. No one is going to buy that training (I hope!)

[redacted] [2:18 PM]:

yeah, I assume that the AEG will be okay with going about the transition course this way . . .

[redacted] [2:19 PM]:

I hope
I'm still in shock about that got blurring out an FTD is needed....
oops, guy not got

[redacted] [2:20 PM]:

that was pretty much a turd in the punchbowl

[redacted] [2:20 PM]:

big stinky one
and I know [redacted] going to latch onto that like a starving dog to a milk bone

[redacted] [2:21 PM]:

[redacted] wanted an update on the T-1 DOORS thing, I sent an email to the [redacted] asked to take care of it.

[redacted] [2:22 PM]:

I'm still not grasping what the DOORS thing is..

[redacted] [2:23 PM]:

Getting on the BT&E schedule to do the T2 test.

[redacted] [2:24 PM]:

they already know about T2/T3 for the -8 and T1s for the -9 and -7????

[redacted] [2:24 PM]:

Will send [redacted] an email reminding him that he promised a Task Analysis briefing to the AEG in January. I hope they are making progress on that.

Yeah they should know about it, but my understanding is that we still need to apply to have it on their schedule. Details to follow

[redacted] [2:25 PM]:

after we get thru this RCAS stuff, we're going to have to immediately start up on RSAT, to try and get the training level determination

[redacted] [2:25 PM]:

agree

[redacted] [2:26 PM]:

just got an email from an NP PMP, who's working the pitch to [redacted] for both. I told her she needs to wait until late Jan early Feb for the RCAS training level, and it will be months before we get it for RSAT

[redacted] [2:37 PM]:

oops, I meant NG PMP (Program Mgr)

From: Boeing Employee
To: Boeing Employees
Sent: 8/25/2015 1:42:49 PM
Subject: Conversation with Boeing Employee

[redacted] [11:42 AM]:

hey

[redacted] will send you a link to the pptx that we updated in this meeting.

[redacted] [11:50 AM]:

ok

[redacted] [11:51 AM]:

basically explained the inbound CRI on the Roll Arrow, and FAA IP on the ORW. I added that we met with AEG on the CBTs and updated the TIA date

[redacted] [11:55 AM]:

[redacted] is probably going to push for removing ARSA as cert requirement

[redacted] [11:59 AM]:

cert requirement for the MAX?

[redacted] [12:00 PM]:

yes

they're going over to look at an IAN issue right now for U12, perhaps give it a thumbs down, which will delay cert of U12, and take this opportunity to push for removing ARSA as MAX cert requirement

[redacted] [12:02 PM]:

do we/she have a strong enough case to convince SACO ARSA isn't required?

[redacted] [12:02 PM]:

[redacted] thinks so, and so do I

our AP only has 1/3 roll authority, so it can't get in the conditions the latest amndt is trying to protect for

[redacted] [12:03 PM]:

that makes things easier for the MAX. Lots of hours and \$\$ spent on that thing.

[redacted] [12:10 PM]:

i know, but massive risk reduction

[redacted] [1:25 PM]:

[redacted] flies the NG more than the tech pilots do. How wrong is that?

[redacted] [1:26 PM]:

on a number of levels

[redacted] [1:29 PM]:

I'm hoping we can kill RCAS

waiting to hear back from [redacted]

[redacted] [1:30 PM]:

That would be a hoot if after AEG approves the CBT, we come back to them and say "nevermind . . ."

[redacted] [1:30 PM]:

lol

I know

but this is what these regulators get when they try and get in the way. they impede progressw

From: [redacted]@boeing.com]
Sent: 12/12/2017 9:44:16 PM
To: [redacted]@boeing.com]; [redacted]@boeing.com]
Subject: Conversation with **Boeing Employee**

[redacted] 9:17 PM:

jesus, get off the computer and go drink with your wife!!!!

[redacted] 9:17 PM:

been there done that

taking some time off late next week

[redacted] 9:19 PM:

good

this is garbage that 3 of us are online right now, and I had to boot [redacted] off 30 min ago

flex or OT

garbage that we're working this hard

[redacted] 9:19 PM:

that is the story of the 737 group

[redacted] 9:20 PM:

i know but we need to be able to justify replacing [redacted]

not that we can

[redacted] 9:20 PM:

agree and agree

its a fine line

[redacted] 9:22 PM:

no it's a BS line

[redacted] 9:22 PM:

yeap

[redacted] 9:28 PM:

grey goose is yummy

[redacted] 9:28 PM:

are you just starting? or just going?

[redacted] 9:29 PM:

half way

[redacted] 9:29 PM:

funny, i was having some Bowmore Scotch, very good

[redacted] 9:29 PM:

also tasty

I just jedi mind tricked this fools.

I should be given \$1000 every time I take one of these calls

I save this company a sick amount of \$\$\$\$

[redacted] 8:31 PM:

what did you convince them of?

[redacted] 8:31 PM:

to simply produce an email from me to the DGCA that states all the airlines and regulators that accept only the MAX CBT

to make them feel stupid about trying to require any additional training requirements

[redacted] 8:33 PM:

well done, i give you a raise. all you need to do is go to [redacted] and accept it.

[redacted] 8:33 PM:

sweet, and I give you the same!

[redacted] 8:33 PM:

yeah

[redacted] 8:35 PM:

now go sign off

[redacted] 8:36 PM:

i will soon

[redacted] 8:36 PM:

NOW!!!!

[redacted] 8:36 PM:

kids and the wife are watching a show that i am not interest in

[redacted] 8:36 PM:

unless it will help you flex with the kids next week

[redacted] 8:37 PM:

yeah, Thur off next week

[redacted] 8:37 PM:

sweet

I'm doing smae

same

From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 5/23/2018 1:49:51 PM
Subject: Conversation with Boeing Employee

[redacted] 21:05:

Cue Darth Vader's music?

[redacted] 21:12:

Somebody's head will roll

Now the TERR FAIL [also TRU issue] has occurred - not going well for them when the blame game starts to be played

[redacted] 21:14:

Any of the Binary issues popped up?

[redacted] 21:14:

None

[redacted] 21:14:

Because [redacted] voodoo?

[redacted] 21:14:

Two motion failures due to one of the door interlocks tripping4

[redacted] is here - he probably sabotaged it

[redacted] 21:16:

Well, I told them back in January

If the sim fails, it best not be their fault

[redacted] 21:17:

It looks like they didn't listen

I'm just not hopeful - the FAA inspector was briefed by [redacted] and was negative from the get go

Whining about the number of DRs, not Boeing 'quality' etc....

But this is what happens when people fold when they should stand firm - integrity should not be cast aside when pressured

All of these issues are the 'intermittent' ones I said could kill us

[redacted] 21:20:

That [redacted] said wouldn't ever happen during eval

[redacted] was briefing the FAA on the Binary, surely

[redacted] 21:21:

Binary is now going to get their first NQT/unacceptable but this will be blamed on TRU integration

[redacted] 21:21:

And I don't disagree with the inspector at all: 115 declared DRs is unacceptable

[redacted] 21:21:

Yes but are they fully aware of which issues reside with whom?

[redacted] 21:21:

And I'm assuming we didn't declare any of the major issues he's finding

[redacted] 21:21:

98 it got to

[redacted] 21:22:

Probably because [redacted] hid 25 in "transit" between Binary and TRU

[redacted] 21:22:

I agree - this is what I said to [redacted] and which is why I said it shouldn't go ahead. There was no need to take this risk given there is no training

[redacted] 21:22:

Worse

This makes it very likely UK CAA won't extend LGW

Where there *is* training

[redacted] 21:23:

Or CAAS/EASA in Singapore - the house of cards is starting to topple

[redacted] 21:23:

The house of cards built by SMS

[redacted] 21:24:

Sadly, a part of which I am...

[redacted] 21:27:

SMS PM

[redacted] 21:28:

So much of the brown stuff is going to be thrown that I don't think anyone will be safe

[redacted] 21:29:

No doubt

Wanna come to Fleet Care?

[redacted] 21:30:

Yep - can't work for [redacted] any longer. He doesn't get it

[redacted] 21:37:

Should have hired you as the SPM instead of [redacted]

From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 5/15/2018 12:09:52 PM
Subject: Conversation with: Boeing Employee

[redacted] 17:37:

hey I need to catch you before this meeting

[redacted] 17:37:

Call away - this TRB is going nowhere

17:38 Connected to [redacted]@boeing.com).

17:48 Call with [redacted]@boeing.com) has ended. Duration: 00:09:58

[redacted] 19:14:

I guess now is the time to speak to any other issues that haven't been mentioned

[redacted] 19:14:

They have all been touched upon

[redacted] 19:14:

ok

[redacted] 19:22:

Thanks [redacted] - better put than I

[redacted] 19:39:

anything said here change your opinion?

[redacted] 19:40:

Not really - they are ploughing forward regardless of the danger, failing to appreciate the implication of Boeing failing to qualify a Boeing device running the Boeing Binary

They are failing to appreciate that a delay would be less costly than the incurred costs for sustaining this, particularly as the QTG will need to be changed immediately.

Are they swaying your opinion? It all sounds plausible on face value but one slight error would compromise everything.

[redacted] 19:43:

I think the right answer is it's not ready. I think we could get through it, but we'd be doing it just to save face. The biggest risk is that if the FAA can't come back for 3 months it risks the program.

[redacted] 19:44:

There is no pressing need for the device to be qualified at this point so why push our luck - we fluked 4 qualifications last year and both [redacted] and I had to compromise integrity during the qualifications. We left the campuses with a poor quality device which fortunately in 3 campuses went unused. 3 campuses only got to the same standard sustainment-wise two weeks ago

Singapore is running a load that is >7 months old

This will be no different and given we need TRU to fix things, how will they cope given that they are struggling with the [redacted] device and have our #5 IPA coming up.

They don't have the resources or bandwidth to deal with 6 different device QTGs going on at the same time

The fact that it took 6 hours to review the DRs last night speaks volumes to its readiness

We also need to remove the projectors, reclamp the lenses, refit them and realign them thereafter - that is going to be time consuming post qualification

Even if it is qualified, how do we expect to turn around 7 day fixes if [redacted] is en-route to Singapore?

[redacted] 19:57:

No go - the quality isn't high enough

5-3

Thought so

From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 4/8/2018 8:10:13 AM
Subject: Testing of TP 2.3.57 / Binary 3.19.4.0a

[redacted] 15:36:

That flight director definitely looks worse than it did before

[redacted] 15:37:

Thought it was just my flying :)

I don't recall seeing it do that previously either - it was repeatable though

[redacted] 15:37:

It pitched you into a stall

[redacted] 15:37:

Yes

[redacted] 15:37:

It was never anywhere near that bad

And then when you pitched down it followed you

I think it follows the pitch attitude too much

[redacted] 15:38:

Generally happens when asked to fly at 45 degrees nose up - initially I tried to follow it religiously but then thought I'd be a little slow on the inputs as it seemed like the FD was changed to within +/-1 degree of the aircraft attitude

I just couldn't believe how bad it was - the first altitude on the route was 2000' and it blew through that by about 500' before even commanding a descent

[redacted] 15:40:

We have been trying to fix that for over 6 months

[redacted] 15:40:

Will go back to the training [iLC load] and see what it does

[redacted] 15:40:

I don't see how this will get fixed next week

But hey, their "other" pilots can probably sign this off as no training effect...

[redacted] 15:40:

Still can't reproduce the FD commanding a descent during VNAV acceleration S/E - will see if you can do that when you arrive

No issue whatsoever

[redacted] 15:40:

We'll look at it next week

And let's look at that 125' issue too

But to be honest, I hope I get hit by a bus between now and then, really don't want to be there

[redacted] 15:41:

I spoke to [redacted] about that last night

[redacted] 15:41:

What's his take?

[redacted] 15:42:

If he is honest, he says he will back you and fall on his sword before you take a hit

Time will tell

New Binary released to TRU today but no information passed to myself, [redacted] or [redacted] - [redacted] phoned [redacted] last night who carried the phone to the TRU engineer.

[redacted] 15:43:

I will try my best to be quiet, talk a back seat approach in meetings, and only talk specifics and metrics

Why a new binary? I thought it was every week, and the sprint closes today so the new binary should be released tomorrow, right?

I-Foy, Neil 15:45:

Don't know why - it has a new engine model with updated oil temperature model - I haven't looked at it yet as TRU are testing but will try again. Don't think it was tested as TRU asked for the QTG results and didn't receive anything

Gustavsson (US), Patrik H 15:46:

ok, well I am looking forward to testing this new "physics based" engine model
You should have been on the call yesterday to hear that. "physics based"

15:46:

Will be interesting

15:47:

I will make sure that we get the data as to how many sprint 1 issues were offered to us, and how many were rejected.
We need to put up real numbers
You, me, and [] saying it like it is doesn't work. It just doesn't stick with people. Hard numbers will hopefully do it.
If not, then we are truly screwed

15:49:

I'm looking at [] sprint 1 list and as far as I can see only 26 of the 69 issues are closed
And that is with the updates from yesterday
[] is worried that everything will be downgraded to P4 - I said that you and I wouldn't tolerate that. He agreed
Will be interesting to see if he backs up talk with action

15:50:

I think they mean close as it is offered to be checked, for the purpose of the sprint. I'll give them that, but that is why we need to check rejection rate too

15:50:

I don't consider offered, I only look at what I have closed - Sprint 1 is over but < 50% was completed

15:51:

I hope he will, but ultimately he works for [] who suggested that in the meeting yesterday
That is a terrible rate

15:51:

Yup

15:51:

That needs to be addressed next week

I-Foy, Neil 15:51:

There are several QTG issues that could be closed by [] wants further discussion

15:52:

Ok, that may help a little

15:53:

But still not the big-ticket items such as FUEL FLOW etc.

15:53:

They can downgrade to P4, but we still have to disclose anything with a flight deck effect on the F&S

15:53:

Am opening the IAN/FAC issues in DRDB also so that they don't get papered over

15:53:

That's a good idea

15:54:

Nope - if it is visible on the flight deck, I won't downgrade it

15:55:

I'm with you, but they can do it behind our back and hope to get away with it. [] said explicitly that there are other pilots who have a say on if it has a training effect

15:56:

Oh yes - there are plenty of Yaeger wannabes out there but very few who I trust. It will be [] and I will not allow him to do it. If I need to, I'll email [] or send the full list to EASA/UK CAA

15:56:

Hopefully [] will support us.

15:57:

I think he has to otherwise, is position is untenable.

15:57:

Anyway, I got up for the morning call only to find it was not on. I will go and do some useful stuff. Try not to think about the shit show....

I'll probably be on later to see how things are going

15:57:

Good for you! Enjoy your time with your family and safe travels tomorrow

15:58:

Thanks, see you soon

From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 3/28/2018 8:21:29 AM
Subject: Conversation with [redacted] Boeing Employee

[redacted] 15:00:

How you feeling?

[redacted] 15:01:

not bad, running at slightly slower speed than normal and a bit sore still!

[redacted] 15:01:

Must have been a terrible shock - do the doctor's have any idea what caused it?

[redacted] 15:02:

not yet - and bizarrely the best outcome is they don't, and that it remains a one-off!

[redacted] 15:02:

Ergghhh - not a good response

[redacted] 15:20:

All DRs are in TDMS in SMO or Campus - LGW has a lot of DRs that insufficient information is provided - they may become global but the instructors aren't helping with the brevity of their responses

What is in SMO will be transferred to the campus closer to qualification but the plan is to have much of it resolved in the next 3 sprints

[redacted] 15:42:

I am hoping we can 'hit' the instructors at LGW via a couple of ways - the updated DR process I'm writing with more info on what is needed for raising DRs, plus some separate things that came up with FT here at LGW where we'll be having a get-together with them! Understand totally about TDMS, ECDs etc - it was us that arrived at the solution of not tagging the SMO stuff to the device if not resolved! - I'm just trying to figure out where to get the most 'objective' picture of progress against the get-to-green plan.

[redacted] 15:43:

SMO is a good place for the outstanding issues - the Miami device has very few device specific issues due to low usage

[redacted] 15:45:

ok, thanks [redacted] I take it you are fed up with being in MIA totally now? Are you leaving MIA because of the 30 day thing?

[redacted] 15:46:

Yes - I'm not fed up with Miami. I'm fed up with the meetings that include countless managers who have no understanding of the state of the simulator or the problems that will arise. Everybody is investing more time in blaming others that actually fixing the problem

There are dozens of spreadsheets flying around and none of the data is in sync - nobody questions on the IPT why SDRs with no ECDs are not included in sim support metrics - how many are outstanding 5, 10, 500? It is masking figures to manipulate perception

Nobody questions how SDRs requesting assistance can be closed with the comment "this is a TRU integration issue" - FMC rehost etc. is a grey box provided by Boeing as part of the BSP

[redacted] 15:49:

I get that bit - but I also agree with [redacted] that there has been bit of a mind-shift in the past couple of weeks towards actually focussing on fixing stuff instead of passing the buck. Is it too little too late? - who knows at present!? Will be in MIA during the w/c 23rd April?

[redacted] 15:49:

Audit or conference?

I won't - am leaving before then I believe

QTG submittal to FAA is 20th April

[redacted] 15:51:

meeting with the FAA in ATL, then a verification audit visit to MIA in the 2nd half of the week

[redacted] 15:51:

OK

Thought you weren't meant to travel

[redacted] 15:53:

I'm OK to fly, I just had to cancel Shanghai as I was due to depart the day after I left hospital and they signed me off work for the week!

15:53:

Oh ok - that's good

15:56:

I'd be really screwed if I couldn't fly! It's bad enough not being able to drive for 6 months!!

15:56:

I bet - welcome to my world :)

16:04:

you chose it though!

16:09:

True

You got me there

From: [redacted]@boeing.com>
To: Boeing Employees
Sent: 2/8/2018 8:25:29 PM
Subject: Conversation with: Boeing Employee

[redacted] 03:33:

I feel like such a sucker

[redacted] 03:36:

me too - i/o seems to be the problem at lgw - not the switch i thought

[redacted] 03:36:

interestgin
*interesting

[redacted] 03:40:

Clearly wouldn't have guessed that.

[redacted] 03:40:

nor i but it confirms

[redacted] F 03:41:

Great!
TRU will be there at 09.00

[redacted] 03:41:

ok

[redacted] 03:41:

By the way, I want a really honest assessment from you: are TRU really doing their job fully, and by extension, am I? Don't have to give now, and don't ever have to stop
I just want to be sure I'm adding value, not just taking up space (especially since I'm clearly an awful FO)

[redacted] 03:43:

[redacted] you don't need to ask such silly questions. You are doing a better job than the PMs - if I ask you something, I get an answer or what I need. If I ask SMS PM, I get buggered with a banana

[redacted] 03:43:

That's a low bar, mate.
I appreciate it, but it's a fantastically low bar
I feel awful that there are (at least) 97 DRs
and SIN MQTG is so out of date
not to mention all the issues at SHA
and the LGW MAX has been AOG for damn near a week

[redacted] 03:44:

I believe TRU are disorganized, chaotic, dysfunctional, but hard working, honest, open to criticism [and there is a lot] but no different to other TDMs but are cheaper and have to date, not failed to meet a major milestone

[redacted] 03:44:

Thank you
Please don't ever stop providing honest feedback. I don't trust many people in Boeing, and like I said, I really just want to be sure to add value.
Especially because I miss my family so much when I spend so much time away.
I can't tell you how much I appreciate your presence on this program. I've been trying to find a way to get you on the 777X because I don't know how else we would succeed.

[redacted] 03:46:

There are 180 DRs on LGW and that is the lead ship - the hardware is buggered I believe but because I promoted a software load, it is easier to blame that than fix the issue. That is due to misreporting by a campus that I held in regard but then lost the rose-tinted glasses.

You are only working so hard because you are trying to support your family - it doesn't seem like it to them and probably not to you right now, but in a few years, they will realise that whilst it seems you are abandoning them, they have each other whilst you are away - you don't have anyone whilst on the road - and I'm sure the Swede and I barely register on the misfit scale.

The money you are working so hard to gain and the sacrifices you are making will pave the way for your children to go through college, for your wife to have the vacations and the things she needs
These things cannot be underesitimated

03:49:

Thank you, my friend.

I don't know how to refer to the very, very few of us on the program who are interested only in truth

But it's mostly depressing that it's so few

03:50:

Honesty is the only way in this job - integrity when lives are on the line on the aircraft and training programs shouldn't be taken with a pinch of salt. Would you put your family on a MAX simulator trained aircraft?

I wouldn't

03:51:

No

03:52:

is probably the best person to talk to if you have reservations - mine are grave at the moment and I won't stand for you or being thrown under the bus. I do not believe at this rate the Level D deadline is achievable. How seriously have Boeing taken TRUs comments regarding the sound package? That is a critical Level D component that is going by the wayside because we have asked TRU to tune to a poor quality data package

03:53:

Our arrogance is our demise.

I really like but the arrogance exhibited about the quality of the data package is appalling.

I'm sure you, me, and will all be sacked if we keep our position. I'm not kidding - if I could go back a year, I would vote "no go" on the MIA iLC

03:56:

Me too but it wouldn't have made a difference - we can only draw that line in the sand and let our feelings be known. I will call over the weekend to have a frank discussion as to where we are

I like simulators and have enjoyed tremendously working on this program - it is only a job after all and we are all dispensable when we it comes to it.

I'd rather not get fired but my integrity means more to me than a pay cheque

03:57:

I agree

I'm disposed to trust my gut and press my integrity more than I ever have

If there is *anything* I can do to help you more here, please don't hesitate to ask.

03:58:

At this stage, what else do we have - perhaps the Go-No Go should include the LGW instructors who use the device

03:59:

If you get a "no" from TRU, or even hesitation, let me know immediately.

03:59:

You know me - if I think I can get it, I'll ask for it. I'm not shy in that regard

Let me know if I am failing to do what I need to in any way

03:59:

Not in the slightest.

You and I can fix this program

I really believe that

It's what keeps me floating

04:01:

I'm sinking to be honest

04:01:

I know - I'm trying to keep bring you and back to the surface

04:10:

You OK? No problems at home? Make sure you spend some time at home this time before you go away again

04:11:

No, no problems at home

I just have these swings

04:12:

Get some rest - don't worry about waking up early tomorrow to take me in. I can catch a taxi

04:12:

No, no

I'll be ready at the car at 6.15

Best part of the day, really

04:12:

Nahh - now I know you are kidding!

[redacted] 04:12:

No, seriously

[redacted] 04:15:

Car at 6.15
It's ON

[redacted] 04:16:

Manyana
LGW:

Autopilot stab trim cut out switch is toggling
Also Copilot Yoke Autopilot Disengage is doing the same thing

[redacted] 04:18:

Lovely

[redacted] 04:18:

Wonder what that might be in hardware

[redacted] 04:19:

Great question, though I have had a concern about their overall wiring and general EE skills for over a year.

[redacted] 04:20:

Indeed [redacted] at Gatwick stays [redacted] still believes it to be software

[redacted] 04:20:

Well, TRU will have someone on site shortly who's actually intelligent
So we'll see then

[redacted] 04:21:

hope it isn't software - my bad if it is

[redacted] 04:21:

meh

[redacted] 04:21:

Can't see how it could have effed up though

[redacted] F 04:21:

[redacted] and I all assessed the same
I'm going to shutdown, otherwise I'll stay up all night.
Get some sleep, please

[redacted] 04:22:

You too - don't worry about me. Am an insomniac at the best of times and Aliens is on the TV

[redacted] 04:22:

LoL

From: [redacted] Boeing Employee
To: [redacted]
Sent: 4/24/2018 4:02:27 PM
Subject: RE: Updated QTG

[redacted]

I agree with you entirely and agree with the whole failure to plan this program properly from the Boeing side.

I am just sick and tired of being put in the middle of this with pathetically weak PMs and no support - Singapore has done nothing except break the simulator - the PM here is now swapping some form of isolator in the cockpit for reasons unknown - he has no training on the device but thinks he knows what he is doing.

At this rate, I will not be returning to Miami this trip or coming out again to either site - I have had enough.

[redacted]

-----Original Message-----

From: [redacted]
Sent: 24 April 2018 23:33
To: [redacted]@boeing.com>
Subject: RE: Updated QTG

[redacted]

This is a direct result of a poor plan which I objected to repeatedly since day 1. The schedule simply did not permit for any corrective actions to be taken; particularly given the circumstances of the program and for a device which is clearly undermaintained. No engineering support was ever planned in Singapore as per the change order executed in fall 2017 despite my objections when my initial proposals were refused for being "overly conservative". Moreover, given the need to extend residence in Miami, the Singapore contingent was always going to be small and take its cues from Miami. This was discussed and agreed upon.

Further, none of the HW issues on MAX 2 were previously reported and a number of them were caused recently by the campus itself. I am doing my best to mitigate the situation (as I know you are) but there is a limit to what can be accomplished in 3 days.

As to the QTG, we will do our best to accommodate however the understanding was always to submit the same document as in Miami run on the same load. Whatever deficiencies exist will be addressed in Miami for both campuses as required prior to the qualifications but again there is a limit to what can be done in 36-48 hours. Moreover it seems that we have sound issues to contend with as well which needs to be our primary focus right now.

I am not surprised by the outcome of the F&S. Nothing much has changed in 4 days so I wasn't expecting the F&S in Singapore to be any better than that of Miami. If anything it's a little worse I imagine.

We will continue to work out our issues but a lot of this is beyond our control.

FYI we are building a new load this evening and offering another 6-8 DRs. I will forward you release notes shortly.

Sent from mobile device.

[redacted]

[Redacted]

From: [Redacted]@boeing.com>
Sent: Tuesday, April 24, 2018 9:27:53 PM
To: [Redacted]
Subject: RE: Updated QTG

[Redacted]

I let it slide for the Miami qualification and put my name to something I didn't have the opportunity to check thoroughly due to time constraints. I do not see why this cannot be corrected now. I wished I had looked at the motion buffet tests further - the resource data has no bearing on the VDR in several cases and I would like to know why - to my knowledge, the data did not change at the last minute so I want to know why it differs. I had previously asked [Redacted] to contact [Redacted] regarding the IQTG latency methodology as I had concerns - Jon is likely to reject these tests outright.

I also want answers to all of [Redacted] questions before Thursday morning Singapore time so that I can try and discuss them with him.

Given the current state of the device, QTG, and the lack of engineering resources on site, I cannot conscientiously allow the device to be put forward for qualification and certainly will not be permitting the pilot to sign the F & S checklist. Given that there is no other opportunity for doing this, this part of the QTG will not be signed prior to [Redacted] arrival the day prior to qualification.

Attached are the questions I would like answered.

[Redacted]

From: [Redacted]
Sent: 24 April 2018 15:21
To: [Redacted]@boeing.com>
Cc: [Redacted]
Subject: RE: Updated QTG

[Redacted]

Isn't the document essentially identical to Miami? Or are you saying that we need to insert all of the relevant rationales at this point?

[Redacted]

Program Manager
TRU Simulation + Training Canada Inc.
Email: [Redacted]
Office: [Redacted]
Mobile: [Redacted]

[Redacted]

[TRU_logo_color_horizontal]

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From: [redacted]@boeing.com]

Sent: Tuesday, April 24, 2018 10:18 AM

To: [redacted]

Subject: Updated QTG

Importance: High

Hi [redacted],

Could you ensure that the Singapore QTG is updated before Friday with all affected closure letters/SDSR responses - I have grave concerns as to whether the campus will submit it at this point in time.

Thanks,

[redacted]

[redacted]

Training & Professional Services
Global Services

Tel [redacted]

Fax [redacted]

Email [redacted]@boeing.com<mailto:[redacted]@boeing.com>

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Registered Office: Boeing House, Crawley Business Quarter, Manor Royal, Crawley, RH10 9AD
Company Registration Number: 3802219

From: Boeing Employee
To: Boeing Employee
Sent: 2/20/2017 7:14:29 AM
Subject: RE: [redacted] 777 ECL COC update request

So they won't fix anything just like they don't in LGW, hence the large DR count.

Makes sense

From: Boeing Employee
Sent: 20 February 2017 15:14
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Yes the holy trinity of slackers

From: Boeing Employee
Sent: 20 February 2017 15:13
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Oh ok – who is on the course?

[redacted]?

From: Boeing Employee
Sent: 20 February 2017 15:12
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

I think this bit is the motion system so maybe they have someone coming from MOOG

From: Boeing Employee
Sent: 20 February 2017 15:10
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Don't know who is going to do the training

From: Boeing Employee
Sent: 20 February 2017 15:10
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

They should be in Miami from today for 6 days!

From: Boeing Employee
Sent: 20 February 2017 15:09
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

No – they were in Holland

From: Boeing Employee
Sent: 20 February 2017 15:08
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

So have you seen the LGW guys out there for their course?

From: Boeing Employee
Sent: 20 February 2017 12:57
To: [redacted]@boeing.com>
Subject: RE: [redacted] - 777 ECL COC update request

I am certain now that [redacted] is all bluster and no ability – he hasn't fixed a single thing without calling in multiple people to do his bidding

From: Boeing Employee
Sent: 20 February 2017 12:42
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Will be interesting to see what happens in Singapore then as they are supposedly super thorough.

[redacted] told me a cracker about [redacted] asking him to redesign the brake feel on Fri afternoon the week before the Eval! He accidentally forgot to hang up and after an expletive laden discussion with his Mrs heard the call drop. [redacted] then called back to say maybe it wasn't such a good idea so late in the day!

Safe journey home.

[redacted]

From: Boeing Employee
Sent: 20 February 2017 12:22
To: [redacted]@boeing.com>
Subject: RE: [redacted] - 777 ECL COC update request

Fly home today – having the kitchen replaced on Thursday through to Friday next week L

Amazing what a brown envelope can achieve – it isn't anywhere near as good as it would appear to be reading the report. The FAA were neither thorough nor demanding and failed to write up many issues.

And the lies, the damned lies – I was removed from the simulator for three days in the week leading up to the evaluation on the instructions of a Senior Manager so that certainly individuals could 'tune' with the pilot. The tuning then fouled up multiple QTG tests and was clearly wrong and the pilot was forced to sign a SoC that was clearly based on a lie. Another Senior Manager was also screamed at in a temper tantrum by said individual and also barred from the simulator. The Go/No Go decision comes along and then aforementioned Senior Manager and Senior Engineer then state to a cast of 30 – "we have to trust the decision of [redacted] on Site".

Needless to say, I tore straight into [redacted] and [redacted] about the lies and the unethical/deceitful nature of this comment as it meant I was set up to take the blame should it have gone wrong.

It is a joke and nothing more – whilst 9 PMs were on Site last week during the evaluation, it was for a jolly/free meal. One PM even said that given that we are under budget, we should hire a yacht a sail around Miami harbour to celebrate and even asked [redacted] to submit the request...

Honestly, you wouldn't believe it

From: Boeing Employee
Sent: 20 February 2017 12:15
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Cool see my subsequent back track!

Are you back yet? I see it passed with some very positive comments so I'm guessing you must have been working your butt off out there.

[redacted]

From: Boeing Employee
Sent: 20 February 2017 12:13
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

No problem – there is nothing you can do to make it work if it believes the engine configuration is wrong

From: Boeing Employee
Sent: 20 February 2017 11:55
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

Oh – Cheers for the heads up! I did think it was a bit of a strange request as all the engine fail procedures would not work properly.

Thanks

[redacted]

From: Boeing Employee
Sent: 20 February 2017 11:54
To: [redacted]@boeing.com>
Subject: RE: [redacted] 777 ECL COC update request

[redacted]

It is impossible to use a GE checklist in the RR configuration – it just will not work regardless of whether it is valid or not.

[redacted]

From: Boeing Employee
Sent: 20 February 2017 09:27
To: [redacted]
Cc: [redacted]@boeing.com>; [redacted]@boeing.com>; [redacted]@exchange.boeing.com>; [redacted]
Subject: RE: [redacted] 777 ECL COC update request

Hello [redacted]

See below for the reply from my Tech who tried to load the GE checklist over the weekend.

Our options going forward are:

1) Use a generic Boeing RR Checklist

Or

- 2) [redacted] supply a copy of their MODB & MODA2 LSAPS that they load along with the MODA (ECL) Parts for the AIMS2 GE BP17.1 ECL
- 3) [redacted] create a custom version of the AIMS1 RR checklist for AIMS 2 BP17 and supply this with the MODB and MODA2 parts.

I did go to my colleagues in Seattle with this request but as the checklist is created by the airline they are unable to do anything with these files and they suggested giving you a generic Boeing checklist.

Apologies for these issues,

Best regards,

[redacted]
Simulator Operations Supervisor
Boeing Flight Services
Gatwick Campus RH10 9AD
Tel [redacted]
Mob [redacted]
Fax # [redacted]
[mailto:\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)

From: Boeing Employee
Sent: 20 February 2017 01:18
To: [redacted]@boeing.com>
Subject: RE: [redacted] - 777 ECL COC update request

Hi [redacted]

Tried loading the latest ECL 3114-BFT-001-6A into MODA with the following MODB options:

3166-BFT-004-00
3118-BFT-002-H0
3163-BFT-002-30
3164-BFT-006-00
3165-BFT-007-00

But could not get their ECL to work with any of them MODB options.

Regards,

[redacted]
Senior Simulator Technician
Boeing Flight Services
Gatwick Campus
[redacted]@boeing.com



From: [redacted]
Sent: 19 February 2017 05:54
To: [redacted] <[\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)>
Subject: RE: [redacted] 777 ECL COC update request

Hello [redacted]

Thanks for information, waiting for update.

Brgds,
[redacted]

From: [redacted] <[\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)>
Sent: Friday, February 17, 2017 6:42 PM
To: [redacted] Boeing Employee
Cc: [redacted] Boeing Employees
Subject: RE: [redacted] - 777 ECL COC update request

Hello [redacted]

We are still having issues getting any of the checklists we have been sent to work. One of the guys is going to try this AIMV2 BP17.1 GE version that you sent over the weekend with all the different MODB LSAPS that we already have as I believe the MODA part you are sending needs to be compatible with a MODB part to give a working ECL. Currently with this [redacted] checklist fitted we just get a 'Checklist Unavailable' message. I did ask Seattle to see if they could generate an AIMS2 BPV17 version of the RR ECL we previously were sent as there will obviously be issues around engine failure drills etc even if we do get the GE checklist to work.

Best regards and I hope to have better news for you next week,

[redacted]
Simulator Operations Supervisor
Boeing Flight Services
Gatwick Campus RH10 9AD
Tel [redacted]
Mob [redacted]
Fax [redacted]
[mailto:\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)

From: [redacted]
Sent: 14 February 2017 04:56
To: [redacted] <[\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)>
Cc: [redacted] <[\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)>; [redacted] <[\[redacted\]@exchange.boeing.com](mailto:[redacted]@exchange.boeing.com)>; [redacted] <[\[redacted\]@boeing.com](mailto:[redacted]@boeing.com)>; [redacted]
Subject: [redacted] 777 ECL COC update request

Hello [redacted]

I recall that our previous ECL (Electronic Checklist) COC files upload was not successful.

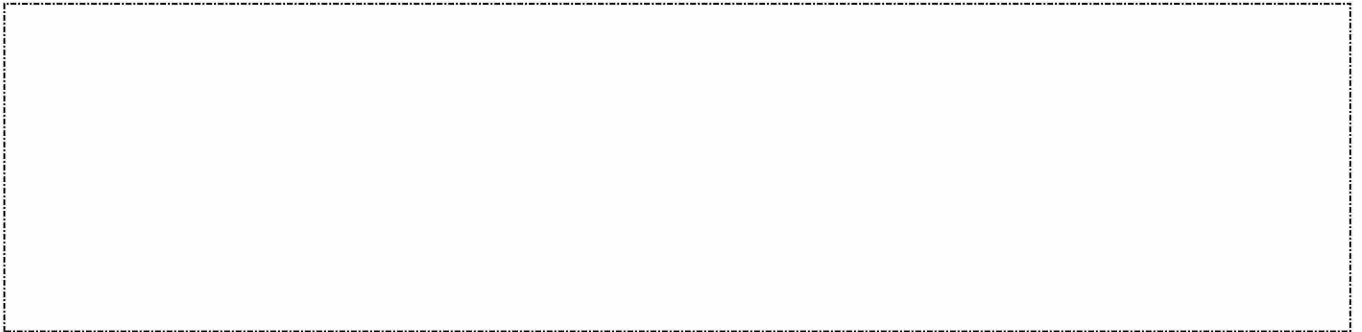
We have a simulator trainings scheduled starting 15, March 2017.
These trainings absolutely need to be accomplished with our ECL.

Attached ECL files that are compatible with Simulator AIMS-2 v17.1 GE Engines, latest revision (revision 34).
In addition, attached the Technical Newsletter.

Please upload simulator and advise if all is running properly.

Regards

[redacted]



Email secured by [redacted] IT Security

From: Boeing Employee
To: Boeing Employee
Sent: 6/1/2018 9:24:56 AM
Subject: RE: MAX Simulator Program

[REDACTED]

I hear what you're saying, so I am willing to be the a-hole here and highlight this and call the Senior Leadership out for creating this culture.

Regarding the supplier side, someone made our bed so we just got to make the best of it and make sure we don't let the same things happen again else, why waste our time doing an AAR.

I want to sit down with you on Monday and discuss it and then I will let the team know that this type of behavior is unacceptable.

From: Boeing Employee
Sent: Friday, June 01, 2018 9:20 AM
To: [REDACTED]@boeing.com>
Subject: RE: MAX Simulator Program

At this point I think there's significant risk that the LGW MAX device will not be granted an iLC extension and will lose its qualification by regulatory decision, not ours. Not being granted an extension on that device would have significant impact for [REDACTED]

As for why people are voting yes.... everyone has it in their head meeting schedule is most important because that's what Leadership pressures and messages. All the messages are about meeting schedule, not delivering quality. We managers were told names were being taken by senior leadership at the level D Go/NoGo meeting, now referred to internally as the Go/Go meeting. Sometimes there are understandable reasons why we have schedule pressures - such as major impacts to customers. But not always. Take iLC decisions – we had practically no customer training on the device to now. But not looking bad by missing schedule was more important and we missed the opportunity to fix things when there was low impact.

We put ourselves in this position by picking the lowest cost supplier and signing up to impossible schedules. Why did the lowest ranking and most unproven supplier receive the contract? Solely based on bottom dollar. Not just MAX but also the 777X! Supplier management drives all these decisions – yet we can't even keep one person doing the same job in SM for more than 6 months to a year. They don't know this business and those that do don't have the appropriate level of input.

Also, that voting list is full of people voting for their self-interests. Binary was voting yes because 'binary is good'. Sim Support voted yes because 'level D Data package is huge improvement over level C'. New Programs voting yes because they need to make schedule and they believe the device will make it through qualification. Very few people are actually voting understanding the entirety of the decision including customer quality and long term maintainability of the specific device we are accepting. We haven't even fully checked the requirements TRU is supposed to meeting.

I don't know how to fix these things... it's systemic. It's culture. It's the fact that we have a senior leadership team that understand very little about the business and yet are driving us to certain objectives. Its lots of individual groups that aren't working closely and being accountable. It exemplifies the 'lazy B'. Sometimes you have to let things fail big so that everyone can identify a problem... maybe that's what needs to happen rather than just continuing to scrape by.

Best part is we are re-starting this whole thing with the 777X with the same supplier and have signed up to an even more aggressive schedule!

From: Boeing Employee
Sent: Thursday, May 31, 2018 11:25 PM
To: @boeing.com>
Subject: RE: MAX Simulator Program

[redacted]

For the most part I agree. But I have to ask, who has said we had to proceed? Who from leadership had said we had to meet some level of approval on the Singapore device? On the Miami one, I understand (don't agree) why they decided to move forward, but why do we allow this to happen?

I look at who agreed to proceed to level C with EASA on the list and I see a whole slew of people that are not (quote) Leadership yes they voted yes. You and [redacted] said no, but [redacted] et.c. etc. said yes. So who drove this to say yes?

I understand your feeling and I want to help address the root problem, but the supplier selection is done. It isn't something we have the luxury of going back and doing over. The Quality of Boeing data packages, okay, how do we fix it? I am not advocating or defending our situation, but I have yet to see someone tell me that we need more resources, etc. etc.

At this point, I am hearing your gripes, acknowledge they have validity, so let's address this.

I am all for saying "NO" to proceeding with any activity with Shanghai or Gatwick Max, so let me know how I should say no. I can cite all the below, but I will immediately be asked, because I would if I heard someone say this, how do we fix it.

So, I'm accepting the responsibility to say "no" but you need to help me address what happens after so that we can get to "yes".

From: Boeing Employee
Sent: Thursday, May 31, 2018 11:13 PM
To: @boeing.com>
Subject: FW: MAX Simulator Program

For reference – this evening the Singapore EASA level D qualification was downgraded to level C as sound objective tests could not pass. It was completely unnecessary, and frankly embarrassing on the part of Boeing and TRU. A lot of the below is down in the weeds but adds depth to a clearly visible problem that we have systemic organizational issues causing us to unnecessarily spend enormous amounts of effort (=\$\$\$) to end up with poor quality products and pat ourselves on the back about it.

It starts from our supplier selection process (or lack of) and continues to how we manage the supplier, the quality and support of Boeing data packages, substandard/non-existent requirements management, lack of resource staffing, lack of the right resources, lack of accountability, and hybrid ownership of programs/projects. It ends with our repeated decisions to push products into the field to meet *often arbitrary* schedules despite suppliers not delivering on commitments and clear quality concerns. At any point on this program (IPA, iIC, levelD) we could have stopped this by standing firm on a commitment to quality until the program was where it needed to be. However we continued to bend to leadership pressure and allowed ourselves to shoot for the lowest possible bar of 'We think the regulator will qualify the device'.

From: Boeing Employee

Sent: Thursday, May 31, 2018 9:45 PM

To: <[redacted]@boeing.com>; <[redacted]@boeing.com>

Cc: <[redacted]@boeing.com>

Subject: MAX Simulator Program

[redacted]

Would it be possible to arrange for some form of after action review to determine what is causing the MAX simulator program to press on regardless of the risks to the Boeing brand? Any such review should consider the systemic failures in leadership, preparation, and communication that are squandering thousands of dollars of Boeing finances and impacting the critical functions performed by the Flight Technical and Safety pilots for whom a simulator acceptance/testing is a minor part.

Consider the following, in the last 30 days:

- 1) Miami FAA Level D qualification was scheduled for March – it was achieved in late May.
 - a) Between these dates 100-150 DRs alone were closed.
 - b) The Boeing VDR has had more than 30 tests updated since release resulting from SDSRs
 - c) The sound data package released to industry was unacceptable
 - d) Functions and Subjective testing was only signed in mid-May on the third attempt and even then, critical issues were downgraded
 - e) 115 DRs were declared to the regulator at the time of qualification [100 others exists]
 - f) The air conditioning issues identified in August last year were not resolved until the last minute resulting in TRU charging Boeing for multiple visits to site to retune the sound
 - g) Temporary air conditioning blower fans were reluctantly purchased to boost airflow and Boeing are now having to purchase a CVAC from TRU which will require setup, and retuning of the sounds and another visit to assess subjectively and objectively.
 - h) The campus failed to provide the correct information to the regulator.
 - i) The campus failed to communicate the correct qualification dates to anyone on the MAX program resulting in airfare change fees of up to \$5000. A result of this delayed travel to Singapore by 1 day. Subsequent and unpredictable ATC delays further delayed travel by 18 hours.
 - j) The regulator was extremely upset to be asked to qualify a device with so many declared defects and documented this in their report. Worse, they felt that Boeing did not have a handle on the DRs and took the decision to transfer TDMS DRs into their report to permit them to stipulate time frames for rectification

- 2) Singapore EASA Level D / CAAS Level VII Qualification
 - a) Miscommunication regarding F&S dates resulted in [redacted] having to change flights twice
 - b) Fortuitously, the CAAS qualification dates slipped by 2 weeks. Had the original schedule been adhered to, the travel delays documented in item i) above resulted in the acceptance team arriving at 0030 on the morning of day 1 of the qualification. There would have been no time to complete F&S checks
 - c) The F&S checks were not signed at the time of QTG submittal due to there being too many hardware issues on the device. These had been known to exist for 2 weeks prior to the commencement of F&S testing but nothing had been done to resolve them until the issue was escalated.
 - d) Sound tests were submitted 30 days prior to qualification with failing results. Nothing was done to resolve the sound problems until the issue was escalated on day 1 of what would have been the CAAS qualification
 - e) Sound was only made to be marginally acceptable for Level C qualification on day 4 of the planned qualification. Until then, the device would have been limited to Level IV under CAAS – a downgrade from Level VII
 - f) Sound still does not pass objectively and is remains obviously different to the Miami device on day 5 of the planned qualification. Only now are the campus taking note of the fact that it may be a facility issue [redacted] and I found leaking air lines behind two of the devices which contribute to the ambient simulator hall noise]. TRU could not get the tests to pass – the campus believe that this may be associated with the CVAC or compressor on the adjacent Mechtronix NG but the failing results were

obtained with that device completely powered off.

- g) Nothing still has been done to satisfactorily resolve the sound issue. TRU did not send an engineer when requested, nor did they send hardware engineers – they were already in Singapore to work at the Airbus training centre. At this point, there is no requirement for [redacted] to be on site, particularly when his group is already stretched due to customer commitments and accident investigations
- h) The Go / No Go decision to proceed with qualification was based on schedule, nothing more. I do not believe the device will fail Level C qualification, but the fact that we are going for Level C is a failure in itself [although Boeing will not consider it so]. We will be left with a QTG that needs to be updated, a device with 160 DRs on it, and the inconvenience of having to reschedule and finance another special evaluation.
- i) Last year, in an inferior load, DR manipulation resulted in the declaration of 42 issues. This year, in an improved load, we have already declared double that number – nobody has considered how this will be explained. Plausible arguments such as “we have tested this using every level of documentation available” will be presented, however, there is no rebuttal for the regulator counterpoint stating “why did you not use these before”.
- j) The Singapore campus has documented problems with the quality of support they are provided with by TRU – this is not likely to change
- k) The Singapore campus did not come close to meeting sustainment goals during the iLC process. Do we believe they will achieve this during Level D?
- l) The Industry will now know that Boeing failed to qualify one of its own devices with its own product to Level D standard – given the anti-binary sentiment in the industry, how will the impact of this be perceived particularly given the failure is not Binary related?
- m) Level C qualification with the number of outstanding issues is not guaranteed

We now have to determine how to approach the UK CAA for an extension to the iLC qualification – they will have been contacted by EASA to indicate that there are significant numbers of outstanding issues in the Level C/D load – their experience will lead them to appreciate that there must be considerably more in the iLC load and they will have to seriously look at whether the device is in an acceptable condition to permit the certificate to be extended [note the decision was taken to not declare all issues across all devices even when we knew them all to be impacted because the Device Managers objected so the current list in TDMS is misleading].

Time and time again, we are inundated with Boeing material specifying quality is key – this clearly is not the case or driving factor in any of the decisions that are made. Lessons learned continually say we should not accept inferior quality products because there is an unnecessary and costly overhead associated with doing so, but here we are, immediately prior to qualification, dealing with an issue that was documented weeks ago, and now accepting a reduced qualification level [read failed] as a result. Nobody seemed to consider in the meeting today that a qualified device that goes unused is almost as useless as non-qualified device. Given that the 737-8 is a common type rating, why would a customer pay the elevated price to use a MAX simulator when there are dozens of Level D qualified 737 devices across 6 continents? Has this lesson not been learned in the MAX classroom?

Until an open and frank discussion takes place, the same errors, wasted opportunities, and financial losses will continually be absorbed.

Regards,

[redacted]

[redacted]

Training & Professional Services

Global Services

Tel: [redacted]

Fax: [redacted]

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