

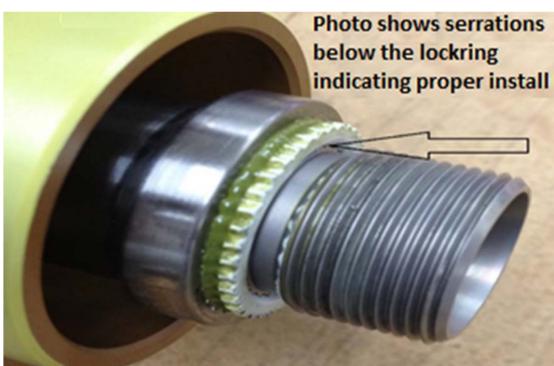
### Item #13 –“Ensure new employees, or employees doing new work, receive the training needed to perform work flawlessly – the first time.

#### Example

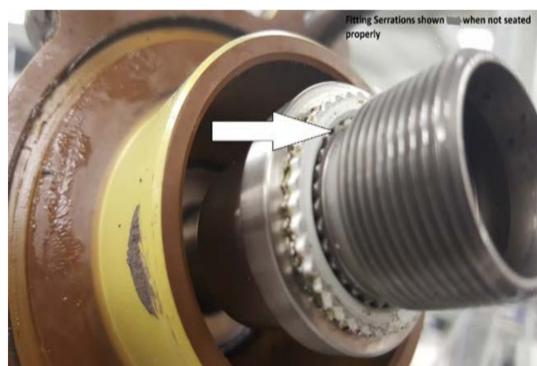
Parts installed on an aircraft that was in-service were found to have an external leakage issue. The supplier investigation found a similar issue on a series of parts using the same Lot # and was delivered to another customer resulting in a Notice of Escapement (NoE). The previous investigation found that the sub-assembly parts were improperly installed resulting in damaged O-Rings creating a leak path.

The follow on investigation determined that the nonconforming parts were limited to a small range of serial numbered parts manufactured at the same time as the original non-conformance NoE. The supplier submitted a new NoE to their customer.

Serrations below the lockring



Serrations shown when not seated



#### Summary

The investigation discovered multiple causes of the non-conformance; insufficient Work Order Instructions, improper build-up of sub-assembly parts and lack of containment of suspect non-conforming parts. The negative impact of these conditions resulted in the supplier conducting additional training of their personnel, revising their work instructions to provide detailed steps for sub-assembly installation and revising their procedures to include a more robust investigation and containment plan for suspect nonconforming parts.

#### Lessons Learned

The QMS principles underlying AS9100 emphasize the importance of an organizations commitment for appropriate training and competence of its personnel. “The organization should define the competence needed for each task that affects the quality of products, assess the competence of the personnel to perform the task, and develop plans to close any competence gaps that may exist.”

The requirement to have an effective training program is contained in AS9100, Section 6.2.2 Competence, Training and Awareness.

#### What Would You Do?

After reading the examples, consider the following discussion questions. They can be used in a team setting to generate dialogue around the “13 Things” or to help individual employees think about the situation from different perspectives.

#### Sample questions

1. What would you have done if there was insufficient personnel training at your supplier?
2. Would you have felt comfortable raising your concern with either the supplier or management, and if so, how would you have approached the situation?
3. What could have been done to mitigate these types of non-compliances from happening?