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**NATIONAL TRANSPORTATION SAFETY BOARD
WASHINGTON, D.C**

ATTACHMENT 3

AMERICAN AIRLINES MANAGEMENT INTERVIEWS

11 Pages

Interview: Michelle Deleeuw
Position: Manager Program Development, Flight Attendant Training
Date: 10 Jan 2017
Location: American Airlines Training Center, Ft. Worth, TX
Representative: Gary L. Halbert, Holland & Knight LLP
Present: Peter Wentz (NTSB), Jennifer Curry (FAA), Steven Berezna (American Airlines), Noelle Weiler (APFA), Bruce Wallace (Boeing)

NTSB Investigator Peter Wentz made introductions.

Ms. Michelle Deleeuw stated she was the Manager of Program Development for flight service training at American Airlines. She has worked for American Airlines (AA) and American Eagle (EA) a combined 22 years, 1994 to 2007 for AE and from 2007 to present for AA:

The following are questions and answers from Ms. Deleeuw's interview:

Q: What does program development entail?

A: I manage the team that writes all training programs for all flight service training, initial training, continuing qualifications or annual recurrent training, overwater ditching training and aircraft transition training that includes all aircraft.

Q: How long does the initial new hire training course take to complete?

A: It's 6.5 week program.

Q: How long is the continuing qualifications training take to complete?

A: Continuing qualifications is a 2 day course with an 8-hour web based pre-requisite requirement.

Q: What is aircraft transition training?

A: Any time a flight attendant does not have an aircraft qualification, they can come in and get that qualification. We would provide that additional qualification training.

Q: At what time in training do flight attendants receive training on flight deck briefings?

A: They receive that training in initial training and continuing qualifications training. Flight attendants are trained to complete a pre-flight briefing before the flight begins, before they begin boarding.

Q: Is every flight attendant required to be briefed?

A: I believe only the number 1 or purser, and then the number 1/purser briefs the rest of the crew.

Q: What is the command for an evacuation from the flight deck?

A: "Evacuate, evacuate, evacuate"

Q: Has that always been the command?

A: No

Q: What was it prior to that?

A: On the legacy American Airlines side, if memory serves, it was "Easy Victor, Easy Victor, Easy Victor" And let me correct myself. Let me go back. The flight deck command is "This is the captain, evacuate, evacuate, evacuate".

Q: Do you know when they made that change in commands?

A: From "Easy Victor?" No, I don't recall the time frame. I was in different role or department

Q: How are flight attendants trained in a 30-second review?

A: They are trained to anticipate onboard resources, do they have any able-bodied passengers (ABPs), going through evacuation commands. They trained to think about their evacuation commands, what conditions they might experience, what might be the signal to evacuate. It is too clear mind of what can happen and how to be most prepared for an unplanned emergency.

Q: Is the 30-second review difference for a narrow body aircraft then for a wide body aircraft when it comes to preparations?

A: Not that comes to mind.

Q: How are flight attendants training to prepare passengers for an evacuation?

A: We review in training the safety demonstration. How to conduct a manual or video demonstration. We also reference that the flight attendants can refer passengers to briefing cards that are onboard for exits that are closest to them.

Q: How are flight attendants training to prepare passengers for to evacuate once the door is opened?

A: With commands, in continuing qualifications training they're required to do web based training and review drills, they also have video resources available to them on the flight attendant tablet that they use extensively to watch how to do the drills. On day two during continuing qualifications training, they preform evacuation drills.

Q: What resources do instructor/trainers have to follow along with during the drills?

A: Instructor use very structured lesson plans that are in the advanced qualification program (AQP), and they have guidelines for acceptable margins. The instructors are extensively trained and if instructors see that the flight attendant has not completed the drill correctly, they will remediate the flight attendant if needed

Q: How do you train flight attendants to use interphone?

A: In initial training the flight attendants have many touch points. They attend an aircraft and electrical class, on the trainers, simulators and mock ups they use functional phones.

Q: Does American Airlines have different interphone systems in the fleet?

A: Yes

Q: Does every aircraft fleet type have unified phone system?

A: No

Q: How do you train flight attendants for interphone differences?

A: We have differences training for the 767. There are two types, the 767c (classic) and 767n (new) and we train to both of those.

Q: Do you have any web-based training for these aircraft?

A: In initial, we use student handbook, and instructor lesson plans, but for this aircraft, we don't have a lot of web-based training.

Q: How do you train for normal interphone calls vs emergency calls?

A: In an emergency, it's a star 4, but I probably can't answer your question off top of head. I don't fly this aircraft a lot. I can reference in training material.

Q: What does your approved training manual require for interphone training?

A: We no longer have an approved training manual, we follow the advanced qualification program, which outlines training while the lesson plans go deeper into how we train.

Q: Are the lesson plans a sub-set of the advanced qualification program?

A: Yes, the lesson plan covers all the topic and are approved by the FAA:

Q What is in the Student handbook?

A: It covers the objectives and what outcome should be for the new hire flight attendant.

Q: What materials exist for continued qualification training?

A: The in-flight manual, training videos and web-based training.

Q: If the captain initiates an evacuation, would flight attendant use the interphone as part of their evacuation duties?

A: If they heard the caption initiate an evacuation, they would start to evacuate.

Q: If the flight attendant initiates an emergency evacuation, would they use handset?

A: Yes, to call the flight deck, time permitting.

Q: What does your training provided considering evacuations with aircraft engines running?

A: No, you do not do that. Training says you call flight deck first to make sure they are aware that the flight attendants are going to evacuate.

Q: When a flight attendant is assessing outside, is part of that assignment determining if engines are still running.

A: We train flight attendants to make sure the aircraft has come to a complete stop. If the flight attendant initiates the evacuation, then they must attempt to call the flight deck. If the flight attendant opens a door and the engine is running, then they should not evacuate the aircraft.

Q: Is there any training provided to indicate what is going on in flight deck during a possible evacuation situation?

A: Yes, we train flight attendants about the emergency checklist the pilots are completing.

Q: Is there any training provided that covers being safer inside than being outside the airplane during an emergency?

A: I do believe have training like that, but I would need to reference it.

Q: How do you train flight attendants about passengers taking their bags?

A: It part of our commands-leave everything. Push bags aside but get passengers off the airplane.

Q: Do you have any training on how to handle service animals in an emergency?

A: We train about customers needing special assistance. I not sure, if we specifically cover evacuating service animals.

Q: As other flight attendants are added above minimum crew, how do responsibilities change?

A: We have the flight attendant refer to station assignment chart, it provides them with the flight attendant position and duties

Q: Does American Airlines have a chart that provide information for an unplanned emergency?

A: I think we do, we cover that in emergency procedures, we also cover it in operation of exits. We also cover emergency mode and normal mode.

Q: Do you train for planned and unplanned emergencies?

A: Each year it changes up, but both are covered in web-based training.

Q: Does training cover crew resource management?

A: Crew resource management is trained in initial training. It is instructor lead and co-developed with flight training, but not always co-facilitated for initial training. For recurrent, also co-developed and we try to co-facilitated when schedule permits.

Q: Since the launch of AQP have you ever collected data on flight attendants using handset?

A: I do not recall, it does not sound familiar to me.

Q: How is the data shared throughout organization?

A: It is submitted to FAA monthly. Internally we share that with SMS change management process group and the flight service data analysis group for trending. Within training, we then relay data to curriculum group who looks at trending items. Our training department looks at trends and shares within our departments. If we see anything that needs change, then we do a recalibration for instructors.

Q: When initiating evacuations do you have protocols for who starts the evacuation, and where is that in found in initial and continuing qualifications training?

A: We look to the pilots to initiate the evacuation, but flight attendants have authority if warranted. If the flight attendant initiates the evacuation, they should let the flight deck know if time permits. For initial training its covered between weeks 2 and 6 ½ in the handout, in-flight manuals, PowerPoints along with speaking to other line flight attendants during initial operating experience. In continuing qualifications, training it is in web-based training.

Q: How do flight attendants communicate with other crewmembers that they have initiated an evacuation?

A: First they would attempt to contact the flight deck on the interphone, once one flight attendants starts to evacuate the others would join in and start to evacuate themselves. They also have an evacuation signaling system on aircraft that are equipped.

Q: Is there a training procedure to call the flight deck on the interphone before initiating an evacuation?

A: Yes, it aligns with the in-flight manual, they can initiate the evacuation, but contact the flight deck first time permitting.

Q: When flight attendants come in for drills, what are they going over?

A: Each year we mix it up, year to year. For 2016/17 we did a land evacuation.

Q: What are the trainers looking for?

A: They start in their jumpseat with a 30-second review. What are some of the signal you might hear, we try to mix it up to keep the crewmember alert to other signals and do not get conditioned to the same thing each year. We change the

signals from time to time. From “this the captain, evacuate, evacuate, evacuate” to bumping, grinding scarping or using the emergency lights.

Q: Do flight attendants do drill together as a group or individually?

A: For continuing qualifications training, they do their drill alone. For initial training, they have various training scenarios, some alone and some together as a group. In the classroom, they repeat their command together, we also use our simulator and trainers to put the flight attendant in different situations. We give them Q-cards with different tacks, like a Q-card telling them of a blind passenger or a passenger with a baby.

Q: Does the training cover have flight attendants keep passengers in their seats or cover blocked exits?

A: That is two different things, we do cover blocked exits and leaving a passenger to guard the exit if the flight attendant has to leave the area: As far as asking passengers to remain seated until we are ready to evacuate, that is part of the commands and we talk through our commands in training.

Q: How does American Airlines made a manual change and do they ask the training department before the change is made?

A: We have a change management process and we use the SMS process. Once the change is made, they do contact training as to the change that would need to be conveyed in training. But they do sometime call ahead and let us know what changes are coming.

Q: When the training department makes a change that would affect the flight deck, how do you notify them of the change?

A: I do not make any changes that have not come from the policies and procedure team. I only aliening with the inflight manual. We do get user feedback from our flight attendants or instructors. We move that feedback up to policies and producers or the data analysis group.

Q: Is they anything you would like to add?

A: Yes, I would like say that I think American Airlines has a fabulous training program. I think the crew in this incident did a great job in evacuating that aircraft and I am proud of the job they did. We are always open to feedback about our training program and would make changes if needed.

Q: Have you made any changes as a result of flight 383?

A: No, it is still an open investigation.

In an email dated January 10, 2017 Ms. Deleeuw requested to supplement her interview statement with the following:

FA #4 is assigned the 2R jumpseat, and has exit responsibility for 2R and 2L with minimum crew, according to the 767-300ER Station Assignment Chart in the Inflight Procedures Manual. When staffing is above minimum crew and FA #6 is onboard, FA #6 is assigned to the 2L jumpseat, and has exit responsibility for 2L. FA #4 would then have exit responsibility for only 2R. Our training materials are consistent with the above referenced procedures.

Interview: Michele Marino
Position: Sr. Manager, Flight Service Policies and Safety
Date: 10 Jan 2017
Location: American Airlines Training Center, Ft. Worth, TX
Representative: Gary L. Halbert, Holland & Knight LLP
Present: Peter Wentz (NTSB), Jennifer Curry (FAA), Steven Berezna (American Airlines), Noelle Weiler (APFA) Bruce Wallace (Boeing)

Introductions of the SF team were made by NTSB Investigator Peter Wentz.

Michele Marino stated her name, her title at American Airlines is Senior Manager Flight Service Policies/Procedures and Safety. She has been employed for 3 years. 3 years as part of the merger. Ms. Marino stated she has had 48 years in aviation working for USAir, National Airlines, Delta Airlines, Northwest Airlines and American Airlines.

The following are questions and answers from Ms. Marino's interview:

Q: Can you tell us what your daily duties are?

A: Anything the FA touches or does onboard the aircraft, safety, regulatory, customer interface, cleaners, galley equipment, interact with other departments; such as Airport Customer Service and basically anything above the wing.

Q: When you change a policy or procedure onboard the aircraft, what departments do you interact with?

A: Any policy or change that affects another department I interface with them or if we are directed toward a safety management system (SMS) process to align our policies or procedures with other depts. We use our SMS process to evaluate any changes before we implement them.

Q: On-board the B-767, is number 6 flight attendant responsible for opening the exit?

A: Yes, on the left hand side.

Q: On-board the B-767, what are the responsibilities of the number 7 flight attendant?

A: The other exit on the same side of the aircraft.

Q: Is the #6 is responsible for opening the forward?

A: I am not the expert on this aircraft so I am going to refer to my notes. The #6 is responsible for the 2L (Left) exit and #7 the 3L (Left) exit.

Q: What about procedures for the interphone system. How many different interphone systems does the 767 fleet have?

A: To my knowledge only one.

Q: So they have the same handset on all 767's?

A: That would be correct.

Q: Is there a manual procedure to operate that phone?

A: We train to it in aircraft training.

Q: Is there a written procedure in the manual?

A: I would have to ask training if they provide something written like a PowerPoint.

Q: Can you point to something in the manual that references operation of interphones?

A: No

Q: Is there a written procedure for flight attendants on how to contact the flight deck during normal operations as well as emergency operation?

A: Yes

Q: Do you know where that would be in the manual?

A: I can point to it in the manual.

Q: Does American Airlines differentiate between dual and single lane slides in the flight attendant manual?

A: Yes, American trains the different type of slides.

Q: Is there a written procedure in the manual that a flight attendant can go to and find commands specific to aircraft?

A: Yes, in emergency procedures section of the manual and there is also a paper evacuation checklist under 1L jumpseat on all aircraft.

Q: Do you know what the written procedure is to prepare passengers to evacuate?

A: Yes

Q: What is the procedure once on ground evacuation has started?

A: Direct passengers away from aircraft help deplane if still ongoing, control the situation, keep people safe.

Q: Is the flight attendant responsible for counting passengers?

A: I would like to defer that question to Michelle Deleeuw (Manager of Program Development).

Q: Is there a procedure for passengers evacuating with bags?

A: Our commands are to leave everything, exit the aircraft.

Q: Is there a procedure for service animals?

A: Yes, I do not know off the top of my head. I would have to research it.

Q: In your manual is it written who turns on the emergency lights?

A: yes, written for aircraft type.

Q: Is there one particular person who is assigned and if they don't, is there a follow up procedure?

A: In a planned evacuation, when the evacuation begins the flight deck would turn on the lights and if they don't, then depending on the aircraft type and where the switch is located the flight attendant at that station turns on the light.

Q: Who initiates evacuation? What is the procedure or protocol?

A: Totally dependent on the situation. FA's are taught to assess and evaluates situation. If a life or their life is in jeopardy or safety is an issue. Safety is #1 concern and they have to evaluate.

Q: And that is written in your training material?

A: Yes

Q: What is the goal of all flight attendants doing a 30 second review prior to take off?

A: To make FA's aware of all situations that could occur. We use ESCAPE acronym to help remember, outside conditions, what equipment they have and how they would use that equipment/location, signal for evacuation. FA's are ingrained with this and should be going over this for every takeoff and landing.

Q: Did you originate those procedures with the 787 (aircraft)?

A: Yes

Q: How do you start, what is your baseline?

A: We look at our existing procedures and training and then train to differences. We try to work with the manufacturer to ensure consistency.

Q: How do you handle differences within a fleet?

A: It depends on the differences. For example 757; we would train as if it were a unique aircraft. Using our other evacuation procedures we would try to maintain consistency and if it fits within the framework of that aircraft we use it otherwise we change it, and train and test to it.

Q: Have you made changes to the 767?

A: No, I have not made changes to the 767 since I got here (AA). The procedures have been consistent since I have been here.

Q: Does manual discuss emergency and non-emergency door operation procedures?

A: The current manual does not have that information it is addressed in training. The new manual coming FEB 1 will have normal and emergency door operating procedures and more meat. It is an ongoing process. We look at what has happened then use it to improve safety of our carrier, look at industry-ongoing process.

Q: Have you made any changes as a result of this accident?

A: Nothing I can speak to off the top of my head. We are certainly waiting on the results of this investigation and I am sure there will be some results that we can look at and put it through the SMS process. We look at anything that happens in the airline industry and we always review, what has happened and the results and try to take anything that we gather to review to ensure safety of carrier. It's an ongoing process that we use.

Q: Anything you like to add that we haven't covered.

A: Thank You. You've been very thorough.

In an email dated January 10, 2017 Ms. Marino requested to supplement her interview statement with the following:

I was asked if FAs procedures require a headcount to be conducted following an evacuation. I stated, "if requested." I want to amend that statement. When responding in my mind I was thinking of weight and balance situation headcounts, which are only taken "if requested".

In referencing headcounts post evacuation, it is AA procedure to conduct a headcount as referenced in the IFM, Evacuation, Emergency Procedures 3.2. In addition, during my testimony I commented that the handsets on the AA 767s were identical across the fleet. That was incorrect. Within American Airlines' 767 fleet, there are actually two handsets, one for the "C" model and one for the "N" model.