



The Ethics Challenge

*Author: Elaine Fafilek
BALC Past President*

Ethics – a two syllable word that speaks volumes in today’s corporate world. Ethical issues have been foremost in the melt-down of corporate executives’ power, in the dissolution of personal fortunes, and in the demise



President Patricelli hosted the many Boeing executives who attended.

of once highly admired corporations. Admiration turned to disbelief as investigations uncovered one financial scandal after another at the turn of the 21st century.

At Boeing’s Recommitment to Ethics Day in July of 2003, the company called upon Marianne Jennings, Professor of legal and ethics studies in business at the University of Arizona, to discuss ethical values in a videotaped session viewed by over 70,000 IDS employees. Her perspective was

enthusiastically received, so the BALC was eager to schedule a personal visit with Professor Jennings to reinforce ethical concepts.

Dan Collins, Vice President, Delta Programs, introduced Professor Jennings as the keynote speaker at the BALC dinner meeting on April 21, 2003. Collins reminds us that bad ethical decisions make the headlines; good ethical decisions do not. He reassured the audience that Lou Platt and Harry Stonecipher celebrate those who bring light to ethical concerns.

Professor Jennings organized her presentation around four major topics:

1. The Ethics Thing is a Tough Slog.

The statistics on the ethics of high school students are alarming. In 1992, 61% of high school students confessed to cheating; just ten years later in 2002, 74% confessed to cheating. To rationalize cheating, students stated that so-



Marianne Jennings challenged us to embrace the highest ethical standards.

ciety favors capitalistic ventures over education . . . just about everyone is cheating in some way or another. It is a common thing among society that is seemingly accepted. Many students begged their teacher for an “F” grade in place of the actual punishment: facing their parents.

Thoughts on cheating from college students were equally distressing, with comments such as, “If people can lie and get away

continued on page 6



The Supplier Management table enjoyed the ethics presentation as a team.

Boeing Aerospace Leadership Chapter

Board of Directors

President

Mike Patricelli 714/372-2620

Vice President, Professional Development

DeVries, Bob 714/896-1334

Vice President, Operations

Morano, Joe 714/896-6248

Vice President, Programs

Getz, Al 714/896-3797

Vice President, Communications

Andersen, Dave 714/896-4250

Vice President, Finance

Wass, Adam 714/373-5779

Vice President, Education/Community Services

Mungaray, Marie 562/797-1249

Vice President, Member Services

Phillips, Marti 714/896-1584

Vice President, Special Events

Blando, Judy 562/593-7192

Vice President, Alumni/Retirees

Kosalka, Mary 714/896-3355

Past President

Fafilek, Elaine 714/896-3665

Executive Advisor

Neifert, Kevin 714/896-4691

New Horizons

Editor

Virginia Maher (714) 372-5349

Webmaster

Jason Monroy (562) 797-3976

Comments and articles may be
addressed to:

Dave Andersen

5301 Bolsa Avenue

MC: H010-B003

Huntington Beach, CA 92647-2099

Phone (714) 896-4250

Fax (714) 896-5415

E-mail: david.p.andersen@boeing.com

Articles contained herein may be reprinted in
whole or in part in NMA chapter publications.

Leadership: It Ought To Be Easy

by Harry C. Stonecipher

President and CEO, The Boeing Company



I believe that leadership, to a large degree, is a *learned* behavior, and that it is within the grasp of the many, and not just the few.

In each new assignment I have undertaken, I have always found that the first 5 minutes, and then the first 5 days and the first 100 days, are critically important. If you cannot get it right from the start — or very near the start — your chances of overcoming the existing internal forces of inertia, and of active resistance to change, are close to zilch. Frankly, one of the great dangers that the leader must guard against in a new situation is an excess of compassion for people who are determined to go on doing the same old things in the same old way. If you have to “bust” a recalcitrant manager or employee, it’s a whole lot better, for everyone concerned, to do it sooner instead of later. *I know*, from having waited too long once or twice in my own career.

Leadership isn’t meant to be hard. It ought to be easy.

Really, there are only three or four things a leader has to do. First, he or she determines the main goals and vision and takes the lead in communicating them to others. Next is the selection and motivation of people. Last, a leader takes personal responsibility for the major actions or decisions that profoundly affect the entire organization.

I said that leadership is easy. To my way of thinking, the better you are, the easier it becomes.

When you come into a new organization as the leader, the selection of people is your first and most important challenge. If you don’t already have the right people in the right spots, then there are only two options: Either you get the people to change, or you *change* the people.

After that, the motivation of people becomes the more important task. And the key to leadership in this area lies not in dominating others, but in eliciting their cooperation and in setting them free to do their jobs with a minimum of restraints to their creativity and judgment.

The best and truest leader is the one who leads with the lightest touch. As a rule of thumb, the fewer decisions you make (and the more decisions that get made at the working level of your organization), the more powerful and effective your organization will be. If someone way up the food chain is making all the decisions in your organization, people aren’t going to worry about things. They’ll be inclined to say, “We can pass this on up and let somebody else make a decision.” On the flip side, if

continued on page 5

From Your National Director's Desk...

The recent NMA Executive Board (EB) meeting in Dallas, Texas covered several interesting topics.

The Executive Advisory Committee Meeting, which preceded the EB meeting, involved 15 executives from a broad range of organizations. Their primary recommendations were that:

- The NMA focus on attracting more younger members for its chapters and provide mentoring for them.
- Chapter and company community services should be synchronized, particularly in exposing young people to science and math and preparing them for aerospace careers.
- Basic management skills training for future first-line managers should be a key NMA objective.
- Chapter goals need to be aligned with company goals, and chapters should ask their CEOs what they can take off their plate.
- More communication is needed between chapters and their company executives.
- "Leadership" should be stressed in any future name change, but international is not as important.
- Company leaders should come from the NMA chapters, which is not necessarily the case today.
- Chapter and NMA deliverables that help sponsoring organizations need to be defined and tracked.
- The NMA needs a better brand

definition beyond Certified Manager (CM).

The participating executives asked to be invited to our 2004 National Conference, so we can hopefully talk to them there directly.

The new NMA marketing kit is under development, and is expected to be available by this summer. The NMA is also working on an award plan for time served as a member, and BALC was asked to develop a format for adding resumes and job postings to the NMA Outreach Webservice (NOW) for the June Board meeting.

Other NMA initiatives are considering a scoreboard for chapter successes, and discount registration options (such as meals only) for chapters who otherwise cannot afford to send representatives to NMA conferences. Com-



Pete Kurzhals

memorative shirts and pins, as well as conference sponsorship programs, are also being explored.

A recommendation to make the NMA Professional Development Award non-competitive effective this year was approved unanimously. Under the new rules, BALC would only need to earn 350 R1 points in Professional Development to earn this national award.

The 2003-2004 proposed NMA budget based on the change to a January to December fiscal year, and the resultant 2005 twelve-month budget were reviewed in detail. These will be

continued on page 8

Need of Books for Students



A special book collection is underway for the Wilmington Early Education Center, located at 1419 Young St., Wilmington, CA 90744.

They are in desperate need of books for the students (age 2-8 years old) and for their teachers. They should have 150 books in each classroom and have only ~20 in each. They are a public school in a low-income area and are look-

ing for books to help with literacy, matching, animals, families, and books on child rearing for parents. They are also in need of computers and two televisions with video players for the kids.

Anyone interested in contributing books (hardback or paperback) should call Daryll Eaton-Jr at 797-1768 or email Daryll at daryll.eaton-jr@boeing.com or contact Marie Mungar at 797-1249.

Gail and Ezra on Teamwork

People working together.....

By Mary Kosalka and Joyvonne Bragg

Boeing Vision 2016 states,
“We recognize that our strength and our competitive advantage is – and always will be – people.

We will continually learn, and share ideas and knowledge.

We will encourage cooperative efforts at every level and across all activities in our company.”

Ventriloquist Gail Wenos and her pal, Ezra D. Peabody, delivered a similar memorable message on teamwork during the BALC dinner meeting at the Westin South Coast Plaza Hotel on March 24, 2004. Reminiscent of vaudeville shows, Gail’s style of public speaking kept everyone laughing and entertained, while delivering an invaluable message on working together.

Born and raised in Illinois, and graduated from Sterling College in Kansas, Gail started her career life as an educator. Educa-

tion provided her a fertile ground from which to turn out new ideas of teamwork and cooperation. By using her little companion, Ezra D. Peabody, Gail brought to the stage her classroom expertise, delivering a modern message of teamwork. Ezra is her not-so-dumb dummy that helps Gail highlight the extraordinary achievements and empowering effects of team effort.

Gail and Ezra had taken the time to talk to delighted members during the networking hour before dinner. Later in the evening, Gail



Sharif Noori and Pete Kurzhals “team up” to learn the value of clear communication.



Gail, Ezra, speech contest winner, Justine Kay, and Mike Patricelli “point” the way to good teamwork!

invited several members to the stage to participate in team exercises. Pete Kurzhals and Sharif Noori were given the complex task to memorize and repeat the rhyme, “Peter Piper picked a peck of pickled peppers . . .” Knowing that the words tend to get jumbled up and sound something like “@#\$%*,” Gail and Ezra guided Pete, Sharif, and the audience through this memorization and clarity drill – emphasizing good communication, through listening and repeating information in an accurate, deliberate manner. It was truly an exercise on how not to repeat on impulse, but to repeat after careful listening.

In another demonstration,

continued on page 8



Leadership: It Ought To Be Easy

continued from page 2

people can make their own decisions, they are going to know that they are responsible for what happens. They will speak up. They will do the right thing.

Now, I would like to add an important caveat. It is not true that everyone in this world is cut out to be a leader. Some people aren't, and that includes some extremely gifted and intelligent people. Most especially, it includes some extremely ambitious people.

In my experience, people who are consumed by a need for power are the least suited of all to act in a leadership capacity. Everything in their nature conspires against the effective use of the very thing they crave. They make hard work of leadership — on themselves, and everyone around them, by being arrogant, overbearing and, at the end of the day, totally isolated.

In every organization, there are people who will look for clever and devious ways of making their ascent into positions of authority. Usually they are seen for what they are. In healthy organizations, the process by which people become recognized as leaders is remarkably democratic.

Normally, it starts with making an outstanding individual contribution to a project, and then being entrusted with additional responsibility, which includes the management of others. Some people — managers by nature and training — will do that competently. A few will discover a true calling in being able to work with others in such a way as to elevate the expectations and performance

of an entire group. These of course are your leaders. And they will be generally recognized as such by their peers and subordinates before it comes to the attention of their superiors.

As I have said, a great deal of the art of leadership lies in the lightness of its application. After

determining the goals and vision, and communicating them to others, the job of the leader is to facilitate attainment of the goals and vision through the selection and motivation of others.

And that is what all of us who are serious about leadership should do.

Spotlight Member



Victor P. Koman

Victor Koman is a Web Applications Developer in the Information Technology department. Victor builds websites that interact with databases such as the *BALC* website and *NMA Now* website.

A Boeing employee since 1997, Victor joined the BALC Chapter in February 2002. He finds the BALC dinner meetings interesting and especially enjoys the delicious food..

Victor is an avid science fiction reader and sometimes writer. He has even had a few of his books published. His hobbies

include: snow skiing, fishing and flying and would do more of it if he had more time and money. He has been an extra in about a dozen movies including "Star Trek" (the motion picture) and "Red Dragon." His daughter is currently an actress and a past BALC Scholarship recipient.

Please visit our Boeing Aerospace Leadership Chapter Website

New

Internal <http://hb.web.boeing.com/empservices/clubs/balc/>

External <http://www.boeing.com/nosearch/balc/>

NMA Breaktime - An Electronic Newsletter

<http://nma1.org/breaktime/2003april.htm>

MANAGE Online - A Management Magazine

http://nma1.org/Members/manage/JanFeb2003manage_online_january03.htm

The Ethics Challenge

continued from page 1

with it, good for them.” The National Association of Scholars reported that 75% of business graduates never heard a moral absolute from their professors regarding business conduct.

In the Information Technology world, 100% of IT employees interviewed said that they had lied at work in the past year. Other trends that can be tracked by monitoring computer usage show that 60% of all online purchases are done from 9 am to 5 pm – during work hours. 70% of all pornographic site visits occur during those same hours. Doing personal business on company time was not considered a breach of ethics.

Ethics seem most “flexible” in younger age brackets. In the 18-34 age bracket, 70% of respondents stated that their ethical responses varied by the situation and only 18% stated that there was only one ethical standard. In the age bracket over 65, 48% of ethical responses varied by the situation; 38% stated that there was only one ethical standard.

Professor Jennings provided a quiz related to ethics that astounded us.

Question: What company had a 64-page, award-winning code of ethics?

Answer: Enron



Professor Jennings answered many questions from the audience.

Question: What companies’ CFOs were named CFO of the Year for 1999, 2000, and 2001 by CFO Magazine?

Answer: 1999 - WorldCom
2000 - Enron
2001 - Tyco

Question: What CEO said, “We are the good guys. We are on the side of angels.”

Answer: Jeffrey Skilling, Enron
Remarkable performance often precedes the temptation to violate ethical standards. Many of the corporations recently heralded in

the news for their unethical behavior experienced astounding double-digit growth, had been recognized for industry innovations, achieved remarkable financial results, and when the business environment changed, they had to respond to declining orders and financial woes. Instead of accurately reporting financial status, numbers were inflated to continue the positive trends and buoy investor confidence. After years of continually “adjusting” the books, financial disaster loomed for WorldCom, Tyco, Enron, and others. As another example, NASA was noted for its “can-do culture” following the 1969 moon landing and was rated then as the “perfect place” to work. However, NASA’s budget went from 4% of the federal budget in 1965 to 0.75% in 2001, but expectations for spectacular performance remained high. Perhaps the pressure to continue high performance, with less budget, subconsciously affected decision making when safety problems surfaced.

Jennings reminded us that truth percolates like a natural force. Ethical risk takers are often younger – in the 28-35 age bracket. For instance, James Minder, CEO of Smith & Wesson, was noted for his management expertise, despite the fact that he was a former armed bank robber! Concealing this unsavory part of his background eventually led to Minder’s removal from the company. Martha Stewart risked her fortune and lost. When she un-

continued on page 7



Networking and a delicious meal always precede the featured speaker at BALC dinner events.

The Ethics Challenge

continued from page 6

ethically sold her InClone stock in December of 2001, she received \$229,002. If she had sold the shares the next day, she would have received \$189,495 – a net savings to Martha of \$39,507. How do you balance this savings against potential jail time? Of even greater impact was the loss in value of the shares in Martha's company, Omnimedia. For every \$1 drop in share price, Martha personally lost millions. From December 2001 to verdict day in March 2004, Omnimedia dropped from \$70/share to \$10.18/share.



A concerned guest poses a question to Professor Jennings

2. Ethics in the Breach: The True Measure of a Corporation's Soul

An ethical company will take the following steps when ethics are breached:

Be forthright upon learning of a mistake. Admit mistakes and act to rectify damage to reputation or finances.

Make personnel changes. As a beleaguered executive Donald Kennedy stated in his letter or resignation to Stanford University, "It is very difficult for a person identified with a problem to

be a spokesman for its solution."

Recommit to ethics. Knowing the solution to an ethical dilemma is only a small part of the battle. Taking action to rectify the situation is the real corporate challenge.

3. What are the Common Factors in Ethical Lapses?

There are seven factors that seem to preclude ethical problems:

1. A high ROE – double-digit growth and pledges to continue the performance.
2. Innovation; financial wizards. The development of a "revolutionary" product or business practice often results in financial "wizardry" to conceal problem areas.
3. The Young 'Uns and the Larger-than-life CEOs. Young go-getters with less than desirable generational ethics, teamed with flamboyant risk



Professor Jennings contemplates an answer to a tough question.

takers are a formula for disaster.

4. Culture of Fear: Sycophants who fear corporate executives and do not challenge work practices, contribute to a culture of fear and blind obedience to executive whims.
5. Culture of Conflicts. Hiring relatives and family members frequently leads to problems.
6. Weak Board. A weak Board of Directors which will not challenge questionable practices opens the door for further corporate ethical dishonesty.

continued on page 8



Invocation given by Kathleen Andrews at the April 21 meeting, *Ethics in the Workplace*

Lord:

The truth of who we are lies between two important moments: our first breath and our last breath. Aristotle said: "we are what we repeatedly do. Excellence, therefore, is not an act but a habit." If that be the case Lord, let us constantly be aware of the habits we are forming, of those that may need changing, of those we are teaching to others.

The measure of our character is that which we do when we know we will not be discovered. We always know what is right even if it is not always easy to do what is right.

For today, live as if you have nothing to lose - dare to be courageous - dare to create a new tomorrow.

As Mahatma Ghandi said: "You must be the change you wish to see in the world". With your help Lord - we will be that change. Amen

Gail and Ezra on Teamwork People working together.....

continued from page 4

Gail and Ezra role-played situations on self-esteem, resistance to change, and problem solving. To show us how teamwork can make or break a working relationship, they acted out "The Hollywood Dream." Ezra wanted to be an independent "star" and Gail, although doubtful of Ezra's chances for success, decided to support her friend. The skit emphasized teamwork, supportive encourage-

ment during difficult times, and communication. The theme was, "together, we can make it."

Throughout the presentation, Gail and her faithful friend recalled many memorable events that highlighted their partnership over the years. Through the gift of laughter, they proved that if you listen well enough and take some mental notes, that you too can improve your communications skills with others.



Gail looks on as Ezra finds a new friend, Michael Louie, to "boost" him to success.

The Ethics Challenge

continued from page 7

7. Focus on Philanthropy. Many failed companies used philanthropic donations and subsequent positive notoriety as a substitute for real operational integrity.

4. What Can Leaders do to Prevent Lapses?

Leadership is the ability to see around corners, to anticipate a problem before others, and to fix the problem before it becomes a headline. Ethical leaders focus on more than just compliance. They comply with standards and do not bend the rules. Leaders who support disclosure and an open environment improve the ethical reputation of their corporations. Ethical leaders start with the truth and the rest falls into place. Truth percolates to the top! As Winston Churchill warned, "*The truth is incontro-*

vertible. Panic may resent it; ignorance may deride it; malice may distort it, but there it is."

Professor Jennings entertained several questions from the audience that further highlighted clear positions on ethical dilemmas. Many BALC members and guests remained after the presentation to meet Professor Jennings, ask questions, and receive personal notes and her signature.

As a preface to her most recent book, *A Business Tale: A Story of Ethics, Choices, Success and a Very Large Rabbit*, Professor Jennings set the tone for her fable with the following quote from an anonymous source:

"What is right is right, even if no one is doing it.

What is wrong is wrong, even if everyone is doing it."

From Your National Director's Desk...

continued from page 3

presented to the full Board for approval in June and September, respectively. The NMA Policy and Procedures Manual (PPM) was also discussed at some length, and many sections of the current manual were reassigned to other NMA operating manuals or deleted to streamline the PPM. Some bylaws changes will be required to accommodate the new fiscal year.

On the Leadership Development Conference (LDC) front, the Pacific South/Pacific North LDC was rated a success with over 100 registrants. For the first time, BALC was the biggest LDC participant with 16 full or 1-day registrations - beating out the Lockheed Palmdale chapter with its 12 registrants. All the Board members who attended brought back great ideas to improve chapter activities.

As always, please feel free to contact me if you have any questions or suggestions.

Special Events *current as of 5/04*

*Mark your
calendars!*

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
Bill Cosby	Cerritos Performing Arts	06/20/04	3:00 PM	(First Level) B thru AA	\$68.00/\$70.00	SOLD OUT	Dwayne Henry 714-934-1735
Disneyland & CA Adventureland with Buffet at Club 33	Disneyland	06/07/04	All Day		\$95.00/\$100.00	SOLD OUT	Judy Blando 562-593-7192
Hairspray	The Pantages Theater	07/24/04	2:00 PM	Rows A - F in center Row	\$82.00/\$85.00	07/09/04	Judy Blando 562-593-7192
Harry Connick, Jr.: Only You An Evening of Romance and Swing	Hollywood Bowl	07/24/04	8:30 PM	M-2	\$23.00/\$25.00	07/09/04	Judy Blando 562-593-7192
Ringling Bros and Barnum & Bailey Circus	Arrowhead Pond	07/31/04	3:30 PM	200	\$21.00/\$22.00	07/16/04	Lauren Pritchard 714-896-2899
The Royal Ballet	Orange County Performing Arts	07/10/04	2:00 PM	Orchestra Rows B-J	\$79.00/ \$82.00	06/25/04	Kathy Gallagher 562-593-8540
Wine Classic	Anaheim Hilton	08/15/04	All Day		\$40.00/\$45.00	08/06/04	Kelly Merryman 714-896-5917
The Producers	Orange County Performing Arts	08/14/04	2:00 PM	Orchestra Rows E-J	\$74.00/\$76.00	07/30/04	Susan Allen 714 896-4160
The Great American Concert w/ Fireworks Walt Disney -75 Years of Music	Hollywood Bowl	08/21/04	8:30 PM	Section M-1 & M-2	\$23.00/\$25.00	08/06/04	Judy Blando 562-593-7192
RENT	Orange County Performing Arts	09/18/04	2:00 PM	Orchestra	\$52.00/\$54.00	07/30/04	Judy Blando 562-593-7192
2005 Tournament of Roses Parade	Seats - 240 West Colorado	01/01/05	8:00 AM		\$75.00/\$78.00	12/17/04	Kelly Merryman 714-896-5917

Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes. I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

Educator Enrichment Day Provides More Than Just a Day of Math and Science!

BALC members were an integral part of the 12th Annual Educator Enrichment Day with seven of the 34 workshops instructed by members of the leadership group. Bob Friend, *FUNDamentals of Flight*, Raul Mendoza, *Create Your Own Solar System*, Jason Monroy, *Enhancing My Class Webpage*, Gerry Nissen, *Charge Up Your Life*, Leonel Serrano, *Basics of Rocket Propulsion* and Judy Tejwani, *Tech Center 2025* and *The Best Airplane Company* taught teachers with a host of BALC members volunteering their time in and out of the classroom to ensure the program ran smoothly.

Boeing in partnership with NuVision Credit Union, Southern California Gas Company, and in cooperation with Cerritos College Foundation hosted the day-long event to over 500 teachers across the southern California area. Teachers from Kindergarten through high school, as well as college students pursuing their teaching credentials, came to learn new ways to introduce, further or rekindle the excitement and knowledge gained through math and science. “The actual project itself is a great visual aid for explaining the solar system, Earth movement, seasons, etc.,” said one grade school teacher from the Long Beach Unified School District regarding Raul Mendoza’s workshop where teachers build a Solaris that physically shows the rotation of the Moon about the Earth as well as the Earth’s rota-

tion about its own axis.

Workshops covered topics that ranged from physics, chemistry, algebra, geometry, web design, astronomy, structural engineering, electronics, team work and planning to a host of other topics. “I enjoyed most the introduction of many scientific concepts [that are] usually ignored,” said another grade school teacher from the Los Angeles Unified School District. The emphasis of EED was the close interrelation the curricula had with the math and science standard framework of California public schools. Presently, teachers are required to teach based on these standards. The EED binder, which is a 500 plus page binder that has all workshop lesson plans included, has

every standard stipulated in order to ensure teachers know exactly what topics they are covering according to the state. This proved to be an enormous attraction for teachers with participation jumping to twice as many as last year.

The coordination of this event could not have been possible without the Explore Engineering intern team, Chris Kellstrom, Daryll Eaton and Sarem Yan and its manager, Marie Mungaray, as well as the enormous support from Rick Stephens, President of Shared Services Group, senior vice president of The Boeing Company and Mahesh Reddy, Director of Boeing Phantom Works. Please visit www.exploreengineering.org for more information about EED and other programs.



Spaceships Need Oil Changes Too

continued from page 11

resumed ~ 10 days had elapsed, the worst 10 days of my experience working on the Shuttle Program.

The contaminated oil on the vehicle was removed and shipped to the APU supplier and loaded into their test system. As part of the oil investigation, one of the two APU's that had experienced the high pressure problem was installed on the test system and was operated to simulate the duty cycle it would see in flight. I was very much relieved to find that the high oil pressure first evident due to the clogging dropped off to normal after the oil temperature increased to a level at which the

waxy material melted. Since the melting happened at an operating time well after launch, this could not have been observed in the first 5 minutes of APU operation before vehicle lift-off. If the vehicle had lifted off with this initial high pressure indication it would have returned to normal later in the flight and the APU's would have completed their mission normally.

Of course, now that we knew the problem, steps were taken to assure the filter change and my system cleaning procedures were implemented after every flight - the vehicle never missed its multi-mil-

lion mile check-up and oil/filter change.

Design changes were ultimately introduced that eliminated the possibility of oil and fuel mixing so the oil change and cleaning are now done as needed and are no longer required on an every turnaround basis.



National Management Association

Boeing Aerospace Leadership Chapter

PO Box 2666

Seal Beach, CA 90740-1666