

**Transcript of 2016-01-19 10:30 am Robert Henderson speech to Cleveland Hopkins International Airport airfield-maintenance staff**

I just wanted to, uh, basically update you on, on what's going on. I like to deal with things dead on.

[UI] talk about, you know, stuff that, [UI], so, uh, yesterday, we had a news article go out, uh, about some of the things that I was discussing that we already had discussed about some of the deficiencies that we've had over the whole season. It wasn't just a particular or one event; it was the whole season, um... And it was, was issues that we had talked about that, especially to happen when we have this many people that try to claim something about our [UI] operations.

The issues we talk about as a group, and that we talked about with leadership in our plans of action on how we were gonna to try to, uh, mediate [*sic*] some of the issues that we had, just normal maintenance stuff. Just normal maintenance stuff.

And it was internal.

It wasn't me blasting my department saying that we, you know, a bunch of screw ups; you can't even learn, and you know, we're, we're not not safe, or anything of that nature. It was, it was none of that. It was mainly just us; now I already had that discussion with y'all. Just identifying some of the things and plans what we're goin' to do be better.

In my email to my leadership team, that's my leadership team, um, this is what this is the problem, and this is how we gonna do; I need your feedback on how we're going to do it.

Beyond my control is, you know, when somebody wanna take something that you're doing for the development of your department, and take it and give it to the hands of somebody that you know, will, will some instances that has another agenda. You know. I can't control that. You can't control that. But we're impacted by the results of what happen when that happens.

I don't know who it is, amongst us, you know, that feels the need that, they need to do the vicious things like that, so do whatever, whether they don't want me here, they don't want Eric here, whoever it is, you know, they want the demise of whoever, I can't control that. And I'm not going to let that change who I am.

So I'm just standing before y'all today to say, despite what went on, despite whatever you read, I'm still here. I'm still here. I'm still going to do the job that I'm supposed to do. I'm still going to try to help those who want to be helped, develop those who want to be developed, to hold accountable those that need to be held accountable. Business is going to go on, despite those whatever, somebody write, say, whatever. Alright, so our, our agenda is still what it is. We gonna to try to be the best performing department in this organization. We still are going to try to get through a successful winter safe, secure, and sound. And we're still going to try and develop everybody that comes in this building that's trying to do what we do. Whether you did it first time yesterday, or you've been here 10 years. That's what we goin' do. Okay. As long as I'm here.

Now, the impact that you're going to feel, though, when something like this happens, because now we're under the microscope; if we wasn't under it before this, we're under it even more now. From the directors, from FAA, from the travelin' public, everybody is waiting to see what the next agenda's gonna hold. So all that does is really magnifies what we already been talking about. There's a, there's a desperate urgency for us to make sure that we are as efficient and proficient as we can be in our, in our process. Not to make say that we still not going to make mistakes because we are. Cause as I told them yesterday, we can teach you the process, but we can't teach you experience. Experience is just when you do it. And it's going to be based off of what's thrown at you. They throw ice at you today, you gotta get that experience. They throw snow at you tomorrow, you gonna get that experience, if they throw heavy snow, ice, and rain at you, that's going to be another experience, but that [UI] we could talk about it as we [UI] but until it happens, and everybody is going to react to it differently. So we still gonna get some documented mistakes. As these people watching us, there is still goin' to be somebody that goin' go the wrong way, somebody that's gonna slide, might go before somebody else, that's going to happen. Is all what I was trying to convey to them yesterday as I was my, me and my whole team was under... scrutiny yesterday, about this whole thing.

So, for whoever it is, that feels that this the thing to do: you bringin' attention not only to the department but to yourself and all of your peers, friends, family, whatever. That's cool. That's what you feel you got to do, go ahead and do that. We're going to still keep on [UI].

Um, the director met with us yesterday, and conveyed his, uh, feelings on the whole situation. And, uh, his is pretty much what I'm, what I'm giving to you right now. Oh, uh, it's unfortunate that it happened. It may be the first time; it won't be the last. But we gonna continue to do business. And the expectation is that you come here to do business.

**If anybody is caught associating with anything like that, the penalties will be great. So I'm calling y'all together now. Let's go ahead and put it out there; let's talk about it right now. So we can get it out of the way. Because if anyone is caught sitting there having a sideline conversations about this, or with [UI] did to somebody else, or let me send it to this friend or let me me do that, that could connect you with something that's, that's frowned upon in the organization—to take internal stuff and leak it out to the media. So please don't engage in, in all that. I'm putting it out right here, right now. It ain't nothing to whisper about. Ain't nothing [UI].** Nothin' going to happen. We goin' keep on doin' business.

That's it. So, if, you are all grown people, you do the choices that you do what you do, but **listen don't get caught up in, in that.** It's news. It is what it is. And now it's going to continue to go on. Now the director also is calling for his own evaluation where he's going to bring, like I told y'all before, he's a consultant. So he's reaching out to experts everywhere, bring 'em in, 'cause now they want to evaluate our processes and our procedures. What are we doin'? What are we not doin'? How are you? How is your training? How are we logging? You know, um, they want a ride with you. Let me see, do you know what you're supposed to be doing? All of that is what we about to go through now.

Same way they did with the police department when all that went down, and they brought the experts in, and they come in and go through they whole department to see where [UI] doing what, that's what we going to go through. And that's cool. Y'all, y'all come on. You know, because, I believe in my professionals that we have in here. You know, and I ain't never told us that we perfect. I ain't never told us that. We're a work in progress. We tryin' to get better. We tryin' to do what we do. I, I don't have to hide about my deficiencies, because I never did told us that we didn't have any. And I, I, I, I welcome anybody that can come show us a better way to do it. Come on. Come on in, show us. You're the experts; let us know. Yeah, we've had people who doing it for 10, 15 years, but if someone can come in and show you a better way to work, come on.

I'm just asking, be mindful of that. You know, be business professionals at all times as these people come in, they evaluate us, they evaluate our processes, our procedures, our equipment. You know, work with them. Do whatever you got to do.

The director is going to come over and meet with the group, next week, Tuesday, Wednesday. Maybe both days. As he told us yesterday, he's going to start spending a lot of time over field maintenance. Him hisself [*sic*]. He has a pilot's license; he has

runway access, so he, he's gonna be out on the runway. It'll be one of the first times you seen the director, in a truck, out on the runway.

He has the radio in his own [UI] now, so he's going to be coming out, riding the runways. He already did two field inspections yesterday, and prior to that came in at 4 o'clock in the morning, went over to Ops. So be expecting, you know, for him to pop up at any time and just evaluatin' what's going on—to see if there's any truth to the article, 'cause the article was stretched, for, for, personal, personal gain, whatever it was. So he's going to come and check to see if there's any validity to that. It's no secret that we got some new foremen, we got some new employees that just started, that's still training. But are you being receptive to the training? How long have you been here? You been here 3, 4 months, you know, it's expected that you should be able to go in front of a truck, and you should be able to go up and down a runway and turn left and right; that's expected that you should be able to do that. They're gonna check that. They're gonna see.

Um, the director is very big on customer service, as I told you. So he's going to come over and see the attitude of people, talk to some of the employees. See your appearance. You know, how you selling yourself? How are you doing your job? Are we following some of the procedures and policies that we have in our own building? [BEEP] I see doors where we got, where it says keep this door closed at all times, but the door is open at all times. He's going to come in and he's going to monitor all of that. A lot of the stuff that we think is petty, "Ah that's petty, man, why you," well, it's a policy. And it's there to protect us... in certain cases. But those types of things are going to be evaluated and questioned, and so on. Alright.