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SUBJECT: B-747 Implementation at London

The following observations were made by the undersigned while assisting in the implementation of B-747 service at London. Mr. Proctor arrived LHR Monday, October 16th on flight 760, and returned to New York on the Inaugural October 19th. Mr. Zenner arrived LHR on Flight 702 Monday evening, October 16th, and returned to New York on the second 747 flight, Flight 703 on Friday, October 20th.

Mr. Proctor met with Mr. Dave Thompson, Manager - Dining & Commissary, on arrival at LHR. Late page revisions of the International 747 food package were delivered to Mr. Thompson at that time, along with the finalized packing diagrams. Both new items were reviewed with the Commissary supervisors and Dining Representative on duty. New 747 Manual Revisions, not yet released to the field but pertinent to the flight were reviewed and copies made from unreleased drafts, to be used at LHR. Equipment lists were checked and items still not received were noted. A longline was sent to MCIPZ as well as NYCHD on those equipment items which we did not have specific arrival information on.

A strike by firemen at Heathrow Airport limited the operations at the field to a daily twelve hour period, from 0800 until 2000. Monday, a meeting was held near the airport, and attended by all union personnel employed at Heathrow. For this reason, only incoming flights operated during that meeting. Any flights transiting LHR were cancelled on arrival, and all originations were cancelled. Due to the time lost during the meeting, union personnel agreed to keep the airport open that evening beyond 2000, until 2400. This chain of events allowed us both to arrive Monday as scheduled. However, it did cause flight 702 to overfly both Tuesday and Wednesday night, and a good deal of incoming 747 equipment was delayed in arriving until it could be returned from Frankfurt, where the flight terminated both nights.

Tuesday, we both met again with Mr. Thompson, and then met at the caterer's facility to go over the food package and packing diagrams in detail. A six hour session between us covered all aspects of the service. The Fortes people demonstrated their interest and concern in the new aircraft procedures, and many items were questioned and gone over. Mr. Louis Carre arrived from ORY Tuesday afternoon, and joined us in the meeting. Lists were compiled of all caterer items not yet received. Bon-bon dishes for the potato salad and fruit bowls were among them. A longline was sent to JFK requesting these, and they arrived Wednesday. It was agreed that any items not received by 1200 Wednesday would be considered unavailable, even if they arrived later than that time and yet prior to the flight. Inasmuch as the TWA Commissary hi-lift truck had not arrived and was not expected before late Wednesday, Fortes agreed to loan us one of their three 747 hi-lift trucks.

As of Tuesday at 1700, the following had not been received:

Two-section Carrier, P/N 44-6406
Insert Drawer for Two-section Carrier, P/N 44-1418
Cylinder for Saucers, P/N 44-1378
Cylinder for 6" Plates, P/N 44-1376
Cylinder for 8½" Plates, P/N 44-1377
Molded Tray for Upstairs Lounge - Wine Glass, P/N 44-1399
Molded Tray for Upstairs Lounge - Hi-ball Glass, P/N 44-1398
Molded Tray for Upstairs Lounge - On-the-rocks Glass, P/N 44-1397
Molded Tray for Upstairs Lounge - Cup/Cordial Glass, P/N 44-1396
Buffet Tray, P/N 44-1372
Plastic Vegetable Server, P/N 44-1356
Salt/Pepper Shaker, Glass, P/N 44-1340
Beverage Cart, P/N 40400
Insert for Misc. Stowage Compartment, P/N 44-1418
Cigarette Case, P/N 44-1385

Of the items listed above, we were aware of Buffet Trays and Menus whereabouts only. We had one Cigarette Case (previously sent for Customs approval) and one Buffet Tray (hand carried by Mr. Proctor), but no other items.

Seven Beverage Carts arrived Tuesday afternoon, along with four Cigarette Cases, and both items were delivered to Commissary at approximately 1830. A Liquor Miniature insert was immediately removed from one cart and taken directly to Customs. However, we did do a bit of experimenting on the insert before exposing it to the Customs people. It was discovered that the bottom plate on the insert was secured only by four phillips head screws, and could be easily removed, allowing removal of all the miniatures without disturbing the Customs seal on the top plate. In addition, it was possible, by prying with a knife, to get several plastic cylinders into a position where miniatures can be removed. There is no doubt in our minds that only through the extremely good rapport maintained with Customs by Dave Thompson were we able to cajole them into allowing us to use this insert for storage of in-bond liquor, and it was made abundantly clear to us that TWA is expected to initiate a fix on this item immediately, so as to meet the required standards.

The Cigarette Cases received Tuesday were the unmodified variety, which was originally turned down by Customs. Again, Mr. Thompson was able to persuade Her Majesty's Royal Waterguard to "look the other way" for a few days until we could isolate the unmodified cases. It is proposed that we do this without any delay, and either dispose of them or mark them "For Use as PSK Only". (We never did receive the modified cases, and used one unmodified plus the single modified case on hand for use as cigarette kits and a second unmodified kit for a PSK on the Inaugural flight).

We spent Wednesday at both the Commissary and Fortes, finalizing all aspects of the service, and answering questions which came up. Two important items were brought up. One was whether to "turn" the equipment or "strip" and "load". Mr. Thompson stated that the latter was planned, in view of a 3:40 turn time. This option was discussed, and it was decided that Mr. Thompson and Mr. Zenner would meet the aircraft on arrival, and Mr. Carre and Mr. Proctor would be with the caterer until departure of the trucks to load the flight; at which time they would ride up to the flight with one of the trucks.

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The second item was the question of security on the airplane, and keeping those persons not involved off the aircraft at all times. We were informed that two security guards were set up to control access, one at each loading stairway (one jetway was used for L-1 and conventional steps were positioned at L-2).

The two section carriers arrived Wednesday; however we did not have drawer inserts at that time. It was agreed to substitute meal trays for the drawer inserts. The only spot where we absolutely had to have the drawer was in the upstairs lounge, where champagne and wine was to be stowed in a chilled condition. As there was no way to ice down these items without some kind of container, it was planned to remove a drawer from the inbound aircraft and give it to the Service Manager, with instructions to place the bottles in it after takeoff (when the Customs seal could be broken) and ice them down at that time.

Listed below are the items which did not make the Wednesday noon deadline, and their designated substitutes.

<u>ITEM</u>	<u>SUBSTITUTE</u>
China Cylinders	707 China Cylinders
Molded Trays for glassware	747 Meal Trays with Saran overwrap
Buffet Trays	747 Meal Trays
Plastic Vegetable Servers	707 Metal Servers
Salt/Pepper shakers	707 Salt/Peppers
Misc. Stow. Comp. Inserts	Poly bags

First Class menus were hand carried to LHR by Mr. Fred Notz, who arrived on Flight 761 Wednesday afternoon.

On Thursday morning, the eastbound Inaugural, Flight 700 arrived at 0845 five minutes past schedule. Both caterer hi-lift trucks and the hi-lift truck used by Commissary were at the gate waiting for the flight when it landed. Mr. Zenner boarded the aircraft and showed Mr. Frank Barker, Chief Preventive Officer of H. M. Customs, where the various liquor supplies and cigarettes were stowed. As these items were gone over, Mr. Barker was also training six men who were being assigned to the job of checking TWA 747 flights.

His comments were as follows:

1. The sealing of the liquor inserts and bar supplies, and frozen food modules was the best he had seen on any of the airlines.
2. He suggested reworking of the hinges on the Cigarette Kit as to make it impossible to be filed off at the hinge pin (this was on the modified kit).
3. Mr. Barker also stated that we would be allowed to use the unmodified cigarette kits for about two weeks.

Mr. Zenner explained the problem with the vendor on the cigarette kit, adding that we hoped to have the modified kit in full use within less than two weeks.

When Mr. Proctor arrived at Fortes (at approximately 0730), Mr. Gottardi, TWA's Dining Representative, was checking out the flight with a Fortes supervisor. It was a rather lengthy process, due mainly to the unfamiliarity of all those involved in the check. Mr. Proctor was informed that the Buffet Trays had arrived, as well as drawer inserts for the Two Section Carrier. They arrived on Flight 609, and were enroute to the caterer. With the tray items still being prepared, we decided

to make an exception to the deadline rule and utilize the Buffet Trays. The Customs representative was at the facility then also, and he agreed to cut the seal on the Upstairs Lounge wine and champagne to allow us to place an insert in the carrier and ice the wines. He then affixed a new seal to the carrier. It was noted while sealing the liquor miniature inserts that three brands of liquor, due to their bottle size, were not capable of being provisioned at the rate of five to one tube. Cutty Sark, Dewar's White Label and Old Grand Dad were therefore provisioned at the rate of four to a tube instead of five. This creates a potential spot for errors in inventorying the inserts.

Modifications in the packing had to be made due to the height of the Hero sandwiches (or "Jumbo" sandwiches, as they are known as in England). The sandwich height exceeded two runners (original allotted space). Fortes was advised to keep the height just below five inches in the future. A big part of the problem was the vertical placing of toothpicks in the sandwiches, which accounted for about $\frac{1}{2}$ - $\frac{1}{2}$ " in height. Placing these on an angle, plus monitoring the height should alleviate this in the future.

The trucks with inbound equipment arrived at Fortes at approximately 0940, and although the first truck was unloaded at once, the second truck was not immediately emptied; this delayed things somewhat. Loading the trucks did not go as fast as hoped, **again mainly** due to unfamiliarity with the equipment. It was later suggested that positions for all equipment be noted inside the truck by labeling these positions. LAX has done this with their trucks and it has been found to be a definite aid. The first truck was ready to leave for the flight at 1040, and was dispatched immediately. The second truck was not dispatched until almost 1100.

Upon arrival at the flight, the first truck was positioned at door R-1. Unfortunately, it was out of position by about two inches beyond the tolerance allowable, which necessitated dropping the truck bed, raising the stability jacks, and repositioning the truck. This took nearly ten minutes.

The loading process on board the aircraft was, at times, a bit confusing. The main problem seemed to be merging the Commissary items and caterer items on the aircraft. It should be noted here that LHR is the first station to receive the 747 in scheduled service where a caterer is being used, thus splitting provisioning between two suppliers, not in the same location. Where one position held both Commissary and caterer items, one of the two parties did not have the module, insert or drawer to load these items into at the location where the item originated. This meant putting such items in either an alternate position (to be relocated on board the aircraft) or placing them in some alternate type of container, and then transferring that item from the alternate container to the designated position, and again, on board the aircraft.

The combination of merging items on board, plus servicing the flight via the "strip & load" method, plus a few other circumstances wound up causing a delay of about thirty-five minutes. The other significant contributing factors were: a temporary breakdown of one of the hi-lift trucks (stabilizer jack failed to retract), repositioning of one truck, and too many people on board the aircraft. The people loading the flight were often obliged to fight their way around those who had congregated in and around the galleys and Upstairs Lounge. It also became

obvious that wasted motions were made trying to get items blended together from Commissary and Fortes; it was not an easy marriage.

As soon as the loading was completed, all trucks were lowered and removed immediately. Passengers were allowed to board before Commissary personnel had deplaned (this was necessary), and it was not possible to do any further checking out of the provisioning on board.

Boarding delays not caused by Commissary and a large fuel spill also accounted for the departure delay. The flight left at approximately 1235, with a passenger load of slightly over 200.

After departure of the flight, Mr. Zenner met with Mr. Thompson, as well as Fortes personnel, and discussed the problems incurred, suggestions for improvement, and a general debriefing was accomplished. It was decided to turn the flight the next day, rather than strip and load. Fortes' large trucks (30 foot bed) make the turn possible with little or no problem.

Mr. Proctor rode the Inaugural flight, and the following are his observations:

The following shortages were observed:

1. PAS-58's were not placed on board, either in beverage carts or elsewhere.
2. Slipper socks were not boarded, nor were eyeshades.
3. Limes were not provided, nor were additional lemons as substitutes.
4. Stirrods were not boarded in two of the seven carts.

These observations were noted:

Deadhead items boarded were packed exactly as if containing food items. For example, deadhead entree plates in Economy were boarded in oven racks, two to a runner. Also, meal trays, both F/C and Economy were deadheaded two to a runner, with all items set up on each tray. LHR was advised by LL to bulk pack deadhead items such as these, and to pack up to 56 deadhead entree plates in one oven rack, so as to leave open as many ovens as possible for other uses. Economy ovens in Galley "C" were cited as being the most desirable to have empty so to be available for First Class items.

One bag of ice was placed in the well of each beverage module, and the water pitchers were sent up to the flight in boxes, and then left out and in the boxes, on work surfaces. Longline sent to LHR.

Apparently due to the extra space needed for buffet tray items, a Wine glass/Cup rack was forced into the space of two runners, instead of three. This made the rack almost impossible to remove, and the Service Manager on the flight cut himself slightly while trying to remove the rack from the module. LHR again advised via longline.

Some Nut & Olive dishes brought on board by Commissary in a separate container for addition to the galley did not get removed from the container, and it was left on board.

Despite these items, the flight went very well, and none of these discrepancies were exposed to the extent that passengers would recognize them as such.

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Flight 700 arrived on time Friday morning, and was again met on arrival by both Fortes and Commissary. Mr. Zenner was on hand to give assistance as necessary.

Using the "turn" method of servicing the flight the entire operation was completed by 1045. It went quite a bit smoother than on the previous day, and familiarity with equipment seemed a bit more apparent.

Mr. Zenner rode back to JFK on Flight 700¹⁰³ Friday, and noted no significant discrepancies in packing. Upon talking briefly with several cabin attendants, no complaints were voiced.

Our feeling is that, on an overall basis, the implementation of 747 service at London went very well. Like any brand new service, there were many items which had to be "nailed down," and the caterer as well as TWA personnel were most cooperative and attentive. Their efforts were the major part of the successful implementation of fine service from the first day of operation.


J. H. Proctor


A. T. Zenner