



# BUSINESS TRANSFORMATION NEWSLETTER

Issue 3 / June 2023

## RECENT SUCCESS!

Our recent EASA audit proves that 5s is the right course of action...

Within June, CASL had, and Passed, the yearly EASA (European Aviation Safety Agency) audit carried out throughout all CASL facilities and departments.

“The 5s team did have a big hand in supporting this audit. We highly recommend that the hangar has one consolidated operation layout like 5s. We now have more visual management in the hangar and stores with 5s supporting our operations. Thanks!” Kinman Chen – Head of Safety and Quality Assurance.

## CORE VALUES

In June, the business transformation team reworked the CASL core values to align more with what the CASL people, vision and mission stand for going forward.

Our vision is to embody the **SPIRIT** of excellence by delving unparalleled satisfaction to our customers through professionalism, integrity and reliability. We strive to innovate and collaborate as a team to exceed expectations and set new standards in aviation maintenance.

### Satisfaction of our Customers

We prioritise the satisfaction of our customers above all else, striving to exceed their expectations through high-quality service, open communication, and a commitment to excellence. We believe that our success is directly tied to the satisfaction of our customers, and we work tirelessly to build lasting relationships with each of them.

## Professionalism

We are dedicated to upholding the highest standards of professionalism in everything we do, from the quality of work to the way we interact with our customers.

## Integrity

We operate with the utmost integrity, always maintaining honesty and transparency in our dealings with customers, partners, and employees. We openly address mistakes made and eliminate root causes to prevent a recurrence.

## **Reliability**

We are committed to being a reliable partner to our customers, delivering high-quality maintenance and repair services that minimise downtime and maximise aircraft availability.

## **Innovation**

We are dedicated to staying at the forefront of our industry and using innovative technologies and techniques to improve our services and deliver value to our service.

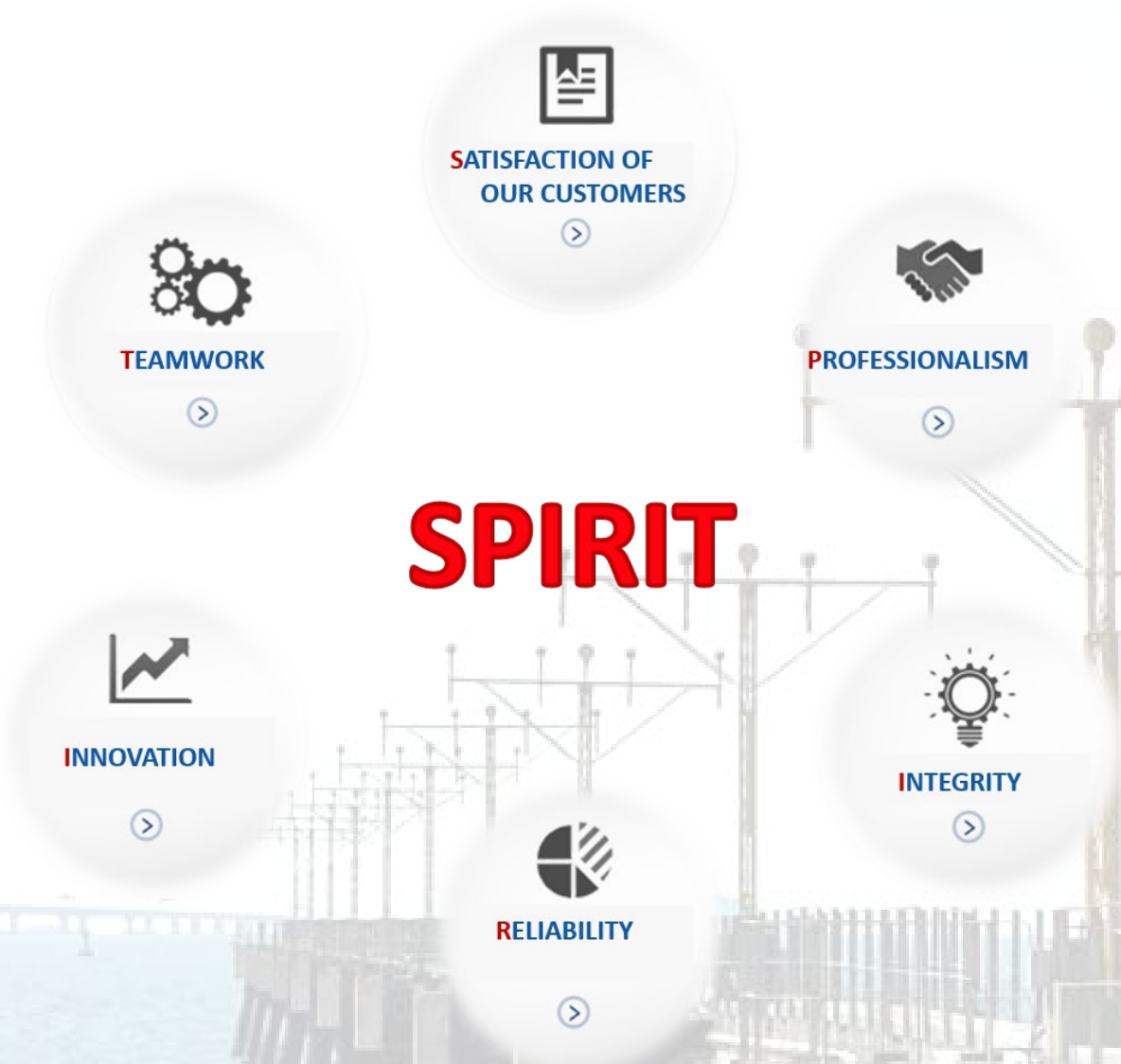
## **Teamwork**

We place a high value on teamwork, fostering a collaborative and supportive work environment that encourages our employees to work together to achieve common goals.

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**“Our Service is Adding Value to Yours  
Through the Spirit of Excellence”**

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## BACKSHOP TRANSFORMATION (CONT)

The transformation of the back shop area continued within June since the Sort phase, we have moved and completed the Set phase.

Set in order, the second S in 5s is all about organising the items you need to do your work in such a way that they're easy to find and use. This step is critical to improving efficiency in the workplace. When you can easily find the tools and materials you need, you'll be able to complete tasks faster and with fewer errors. Set in order involves identifying what items are necessary and then arranging them in a way that makes sense. This could mean labelling things, creating designated storage areas, or even using colour-coding to make it easily identifiable where things belong.

One of the keys to implementing Set in Order successfully is to involve everyone in the process. It's important to get input from the people who use the tools and materials so that you can create a system that works for everyone. By involving everyone in the process, you'll also increase buy-in and ensure that people are invested in maintaining the system over time. Remember, Set in Order is not a one-time event. It's an ongoing process that required regular maintenance to ensure that everything stays organised and efficient.

“Using “Set in Order” to find a place for everything, and put everything in its place is key to ensuring we do not have any missing items, tools or parts thereof as they are easily identifiable. It also ensures that those items that are set are ready for use, the first time”. Philip James Roberts – Head of Business Transformation & Lean.

Shine is the 3<sup>rd</sup> S to be completed. Paint is ordered and on the way to brighten and clean the entire back shop area. Look forward to that in the next edition.

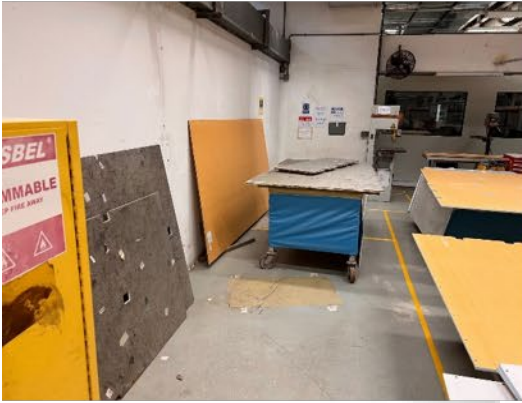
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*“Find a place for everything, and put everything in its place”*

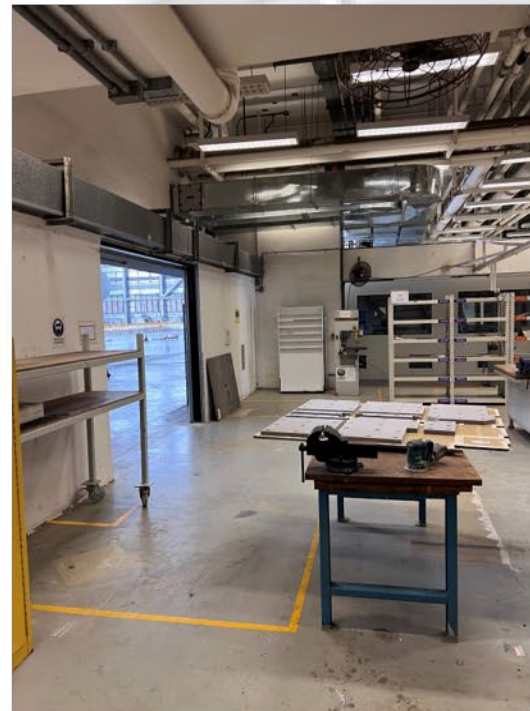
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**Before**



**After**





## A QUICK REVIEW & LOOKING FORWARD

CASL has now over 92% of its hangered personnel trained in 5s and is becoming more and more prevalent within the hangar. With the training, people understand what we are doing, there is an awareness for the 5s activities instead of our teams not knowing why we are doing something. They get it and understand it.

We are also working with our customers to support and lean our efforts with our cabin services team. Whilst we still emerge into the new normal, post-COVID, we are reviewing our current state with our cabin cleaning services.

Due to the work, we have conducted within the facility, we have failed to achieve our training goal with our line maintenance teams and will commit to starting this in July.

Also in July, we aim to “Shine” the support shops, supporting our planning department by lending our skills within the new document control bays and also have a special project in the works. More details on this in our next edition.

Business Transformation hasn't just been about training, it is about leading from the front. Whether we have taken a wall out for better flow, installed shelving to keep the tool crib area moving in the right direction or revamped our core values, the Business Transformation Team is in the mix with all CASL employees to ensure we succeed, together and move forward as one.

中國飛機服務有限公司  
China Aircraft Services Limited  
A joint venture among CNAAG, Hutchison CCF & CASL

### OUR CORE VALUES

Our Vision is to embody the SPIRIT of excellence by delivering unparalleled satisfaction to our customers through professionalism, integrity and reliability. We strive to innovate and collaborate as a team to exceed expectations and set new standards in aviation maintenance.

我們的願景是透過專業、誠信和可靠性為客戶提供無與倫比的滿意度，從而體現卓越 SPIRIT “中飛精神”。我們努力創新和透過團隊合作，以超越期望並設定航空維修的新標準。

**SATISFACTION OF OUR CUSTOMERS**  
客戶滿意度

**TEAMWORK**  
團隊合作

**PROFESSIONALISM**  
專業精神

**INNOVATION**  
創新

**中飛精神**

**INTEGRITY**  
誠信

**RELIABILITY**  
可靠性

**SPIRIT**

*A draft of our new core values and our vision that will be positioned around all CASL facilities.*



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## RECENT SUCCESS! 最近完成

我們最近的 EASA 審核證明 5s 是正確的行動方針.....

6 月份, CASL 已經並通過了對 CASL 所有設施和部門進行的年度 EASA (歐洲航空安全局) 審核。

“5s 團隊確實為這次審核提供了大力支持。我們強烈建議機庫採用像 5s 這樣的統一操作佈局。現在, 我們在機庫和士多中進行了更多的目視管理, 並通過 5S 支持我們的運營。謝謝!” Kinman Chen – 安全和質量保證主管。

## 核心價值

在 6 月, 業務轉型團隊重新制定了 CASL 核心價值觀, 使其與 CASL 人員、願景和使命所代表的未來更加一致。

我們的願景是通過專業、誠信和可靠性使客戶得到無與倫比的滿意度, 從而體現卓越中飛精神。我們努力創新和透過團隊合作, 以超越期望並設定航空維修的新標準。

## 客戶滿意度

我們把客戶的滿意度放在首位, 透過高質量的服務、開放的溝通和對卓越表現的承諾, 努力超越他們的期望。我們相信, 我們的成功與客戶的滿意度直接相關, 我們孜孜不倦地工作希望與客戶建立持久關係。

## 專業精神

從我們的工作質量到我們與客戶互動的方式, 我們致力於在我們所做的一切中堅持最高的專業標準。

## 誠信

我們以最大的誠信經營, 在與客戶、合作夥伴和員工打交道時始終保持誠實和透明。我們公開糾正所犯的錯誤並消除根本原因以防止再次發生。.

## 可靠性

我們致力於成為客戶可靠的合作夥伴，提供高品質的維護和維修服務，減少停機時間並提高飛機可用性。

## 創新

我們致力於保持在行業的最前沿，並使用創新的技術和技巧來改善我們的服務，為客戶提供價值。

## 團隊合作

我們高度重視團隊合作，營造協作和具支援性的工作環境，以鼓勵我們的員工一起努力實現共同目標。

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“透過卓越的中飛精神，我們的服務為您增值”

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## 支援工場的轉變 (續)

自“整理”階段以來，支援工場的改造在 6 月份繼續進行，我們已經搬遷並完成了“存放”階段。

“有條理地擺放”，5s 內的第二個 S 就是以易於尋找和使用的方式來組織您工作所需的物品。這一步對於提高工作場所的效率至關重要。當您能夠輕鬆地找到所需的工具和材料時，您便能夠更快地完成任務並減少錯誤。“有條理地擺放”涉及確定哪些項目是必要的，然後以有意義的方式排列它們。這可能意味著給物品貼上標籤、創建指定的存儲區域，甚至使用顏色編碼來輕鬆識別物品所屬的位置。

要成功實施“有條理地擺放”的關鍵之一是讓每個人都參與該過程。從使用工具和材料的人那裡獲取意見非常重要，這樣您才能創建適合每個人的系統。通過讓每個人都參與到這個過程，您還可以增加支持並確保人們隨著時間推移共同維持系統。請記住，“有條理地擺放”並不是一次性事件。這是一個持續的過程，需要長期維持，以確保一切保持井井有條和高效。

“使用”有條理地擺放”來找到所有物品的對應位置，並將所有物品放置在合適的位置，是確保我們不會丟失任何物品、工具或其部件，因為這做法使人很容易識別。這樣還確保這些物品、工具或其部件可以隨時使用”。Philip James Roberts – 業務轉型和精益主管。

“清潔”是要完成的第 3 個 S。油漆已訂購，正在運送中，以照亮和清潔整個支援工場。敬請期待下一版的內容。

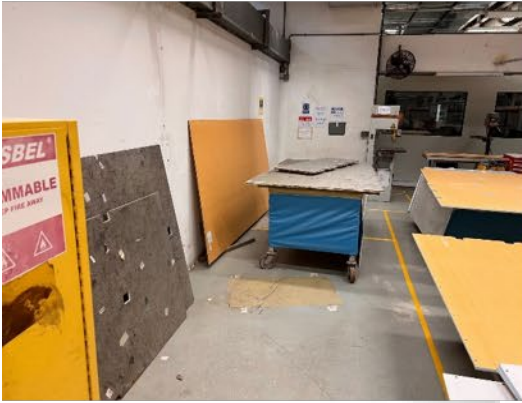
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*“為所有東西找到一個地方，然後把所有東西放回合適位置”*

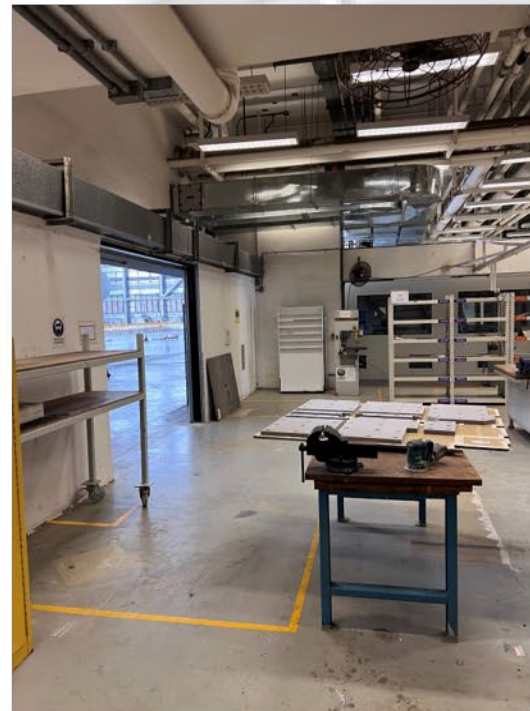
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**Before**



**After**





## 快速回顧與展望

CASL 目前超過 92% 在機庫內工作的人員都接受了 5s 培訓，並且越來越普遍。通過培訓，人們了解我們在做什麼，對 5s 活動有了認識，而不是我們的團隊不知道我們為什麼要做某事。他們明白並理解它。

我們還與客戶合作，支持並加強我們客艙服務團隊的努力。雖然我們仍處於新冠疫情后的新常態，但我們正在審視客艙清潔服務的現狀。

由於我們要在機庫內進行工作，我們未能實現航線維修團隊的培訓目標，並將承諾於 7 月開始。

同樣在七月，我們的目標是“清潔”支援工場，並通過在新的文檔控制室中利用我們的技能來協助我們的規劃部門，另外還有一個正在進行中的特殊項目。我們的下一版將提供更多詳細信息。

業務轉型不僅僅涉及培訓，還涉及前沿領導。無論我們是拆除牆壁以實現更好的工作流程、安裝架子以確保工具庫區域朝著正確的方向邁進，還是修改我們的核心價值觀，業務轉型團隊都會與所有 CASL 員工合作，以確保我們共同取得成功、一體前進。



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我們的新核心價值觀和願景草案將圍繞所有 CASL 設施展開。