



**DEFENSE CONTRACT MANAGEMENT AGENCY**

**DCMA SIKORSKY  
6900 MAIN STREET  
P.O. BOX 9731  
STRATFORD, CT 06816-9131**

**22 November 2008**

**IN REPLY**

**REFER TO: DCMA Sikorsky Aircraft - AND**

**Mr. Jeffrey Pino  
President  
Sikorsky Aircraft Corporation  
6900 Main Street  
P.O. Box 9729  
Stratford, CT 06616-9131**

**Subj: DCMA Sikorsky Level III Corrective Action Request concerning Sikorsky  
Planning/Quality**

**Reference: ISO 9001 2000**

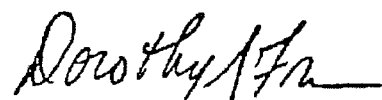
**Dear Mr. Pino,**

**When I wrote to you on 23 June 2006 to express my concerns with your quality, I had high expectations that these concerns would be disposed of quickly. Regrettably, we find ourselves nearly five months older and no better off. As I expressed in my original letter, the rapidity of your transformation and its poor execution, along with the culture at Sikorsky were the root cause of the quality defects. Now, it is apparent that the lack of planning (tactical and strategic) and the rate of change are out of control.**

**The drive to outsource, which has grown from the transformation, has become the panacea to Sikorsky's inability to meet schedule and is increasing the number of quality defects. An example of this phenomenon is the offload/outsource of the U/HH-60L/S70 production/assembly line. There have been at least four distinct "homes" for this process since I first wrote to you. They have been Stratford, West Palm Beach, Crestview and Schweizer. Additionally, the scope of the work to be done in these sites have ebbed and flooded like the tide. From my vantage point the apparent lack of detailed planning to execute the ultimate move to Crestview has been appalling and has manifested itself in the issuance of several Level II Corrective Action Requests (CARs) in Crestview. Your own onsite inspections of the L3 facility have only served to reinforce and expand the findings of those CARs. The reactive nature of your oversight in Crestview is evidence of the lack of adequate prior planning and is of great concern because the aircraft assembly is continuing despite the numerous issues raised regarding proper work instructions and training.**

The bottom-line is that quality is deteriorating, schedule is not getting better in the short term, and the seriousness of the errors that are occurring due to the perpetual change cycle as evidenced in Crestview, are becoming untenable. In addition, Sikorsky is pursuing increased domestic and foreign sales and in many cases receiving these awards. (The recent sale of seventeen aircraft to Turkey is one example.) I realize that some of these will be direct commercial sales, but I am concerned what impact the increase in volume will have on military aircraft quality, schedule and cost. While I have been provided briefings on some portions of your plans, I have not seen a comprehensive strategic and tactical plan addressing Sikorsky's future ability to meet overall delivery requirements. As an example, I haven't received the definitive company plan including a schedule for your Schweizer facility. Consequently, I have no confidence that you will be able to meet future contractual requirements for Brazil three and four. As I said above, it appears that management oversight is out of control and is driving quality escapes that are mounting in seriousness.

Based on the above, I am issuing this Level III Corrective Action Request and request your detailed plan to correct these deficiencies. I strongly encourage you to consider all possibilities including ceasing operations at Crestview until all processes are brought under control and an adequate First Article Test in accordance with your procedures can be conducted on Jordan 04-27027 and Blackhawk 06-27078. I expect a formal response to this letter within thirty days. At a minimum, I expect a complete and comprehensive plan which addresses the circumstances enumerated above, ensures contractual compliance and prevents reoccurrence. However, due to the serious nature of the quality issues, I expect immediate action to mitigate the mounting risk.

  
DOROTHY J. FREER  
Captain, United States Navy  
Commander

Cc: UH-60 PMO  
NAVAIR (PMA 261, 274I, 299)  
Director, DCMA Aeronautical Division  
DCMA Contract Integrity Center  
DCAA Resident Auditor Sikorsky Aircraft Corporation