



AEROSPACE

Work Packs – Focus, Flexibility and Risk Management for the Transportation Industry



COMPANY OVERVIEW

AAA Canada is an established leader in the provision of technical and operational support services for transportation manufacturers (buses, trains, planes, trucks, etc.). Its reputation has been built on trust, expertise, and a focus on excellent customer service. The company offers a comprehensive suite of solutions – from maintenance and repair expertise to logistics and supply chain management – tailored to meet the diverse needs of its clients.

30+
years

A know-how and a proven
intervention method

500+
employees

A highly qualified workforce

100+
Million \$

Our workers and services
make us successful





INDUSTRY CHALLENGES

While the air and ground transportation industries in North America recover from the economic turbulence of the global pandemic, it is clear that experimentation and innovation are necessary to meet the challenges posed by new types of materials, new sources of energy (mainly electricity) and a labour market buffeted by changing demographics and a penury of resources for the technical and operational requirements for assembly and sub-assembly operations.

The combination of economic turbulence, supply chain disruptions and labour-and-material shortages are constantly changing conditions that generate fluctuating levels of demand. In response, major manufacturers (like Boeing and Airbus) have begun to design new manufacturing processes and changes to materials, fabrication and assembly processes for all sorts of ground transportation vehicles. The waves of change often lead to new process requirements and designs, and thus changes to fabrication and assembly processes.

SOLUTION

AAA Canada is responding to this emerging need by developing and testing (with early clients) the concept and practicality of 'work packs'. Work packs are a way to package AAA's professional technical and operational services designed specifically for a given client with respect to assembly, sub-assembly and testing-quality control processes. They are delivered on a long-term contract basis with a duration of 3 to 4 years. It is anticipated that the contracted services of a work pack will become a form of partnership between AAA Canada and its clients interested in or already using the 'work pack' offering.

AAA Canada is a fifteen-year-old North America subsidiary of AAA Europe (France), where work packs are already in use in various partnerships with important clients. In Canada, the introduction of the work pack program is a new form of (customized) professional services that makes optimum use of AAA's skilled-labour resources. Each work pack will be designed for and tailored to the assembly and sub-assembly processes and work practices of a specific client. The price, delivery format and duration of the work pack contract will be based on client specifications, the clients' current and future work practices, and the necessary quality inspection and control measures.

"The work packs are precision-engineered solutions designed to simplify complexity, ensure quality, and enable agile, cost-effective operations."



PARTNERSHIP & COLLABORATION

A client for other AAA Canada services, faced with the turbulence of the business environment described earlier, Airbus found itself seeking flexible ways to ensure that assembly and inspection requirements were properly executed and manage ongoing risks and cost levels more effectively.

In response to the need, AAA's work pack concept is intended to streamline processes, enhance quality, and facilitate better communication and collaboration among stakeholders. Thus, the operations must be clearly designed and easily understood. In each case, work packs will be designed and implemented to improve the management of complex projects and ensure compliance with customer specifications and industry standards.

"Work packs are a forward-thinking service model, partnership-driven solutions."



RISK MANAGEMENT & ACCOUNTABILITY FOR RESULTS

Designing and developing work packs for Airbus focused on the importance of continuous improvement, risk management, and the need for a structural approach to ensure operational efficiency.

The concept, form and dynamics of work packs are intended to be the foundation of partnerships with each client. Responsibilities within work packs must be clearly defined to avoid confusion and ensure accountability.

Well-designed work packs to meet rigorous requirements are a practical and effective ways to:

- **Package ongoing risks associated with labor shortages,**
- **Better manage fluctuating levels of demand for necessary skills levels of knowledge.**





“AAA Canada’s custom-designed workpacks”



Thus, custom-designed work packs become an important element of a client’s approach to risk management because AAA Canada contracts to deliver the necessary technical and operational resources in a package that meets the client’s specific requirements. Once contracted, implementing a work pack gives AAA total responsibility for the quality, timelines and overall results of the work it has specified in any given work pack.

The working partnership means that the client evaluates the work carried out and maintains an ongoing dialogue with AAA through DMMs (Daily Morning Meetings). DMMs involve the client’s representative(s) and AAA professionals meeting to review activities and results and, if necessary, take action to ensure the work packs are performing as per contract specifications.

RESULTS AND FUTURE OUTLOOK

The effectiveness and efficiency measures specified in a client's work pack(s) work highlight the importance of clear communication and effective collaboration. AAA Canada's contract with Airbus delivers four (4) distinct work packs targeted to four (4) different areas of assembly operations:

- **Mid- and center-fuselage assembly**
- **Rear fuselage assembly**
- **Airplane interior**
- **Quality inspections**

"Work packs lead to trusted partnerships."



When introducing a work pack – the specifications, terms and conditions, number and type of professional, etcetera, care is exercised to allow for the initial learning curve necessary for adapting to a new assembly or sub-assembly process and the client's workplace culture. Open and ongoing feedback – what's working, what's not, what needs to be done next – is necessary to develop and refine the collaboration necessary for effective implementation of the new work pack team and helps to build the dynamics necessary for long-term partnerships.

Integrating customized work packs into the assembly and inspection processes at Airbus is an important step forward for the transportation industry in general. The example provided demonstrates that the design of work packs is based on Airbus' rigorous specifications, and the resources provided are guaranteed by the professional knowledge, skills, and qualifications that are the core of AAA Canada's business model.

As AAA assumes total responsibility for the effectiveness of the work pack team performing to Airbus' requirements, such customized work packs are a practical and useful way for clients to 'offload' risk to a trusted partner-supplier while controlling labour costs and managing compliance with quality model.

Today the transportation industry is actively exploring new ways to design and build vehicles like airplanes, buses, trains, etc. Shifts in market conditions, rapidly changing labour markets and ongoing changes to manufacturing and assembly processes create pressure to find a more effective and more flexible ways of meeting market and client requirements and demands. AAA is offering customized work packs built from solid skills, talent and an adaptable professional workforce that can add significant value to the growth-oriented transportation industry.

"AAA's strategic edge, delivering skilled, adaptable professionals through tailored work packs."





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