



2002 Award Recipient

BOEING AEROSPACE SUPPORT ST. LOUIS SITE



Fly in to Lambert-St. Louis International Airport, and you'll be greeted by a St. Louis landmark. The hard-to-miss blue Boeing sign stands 12-feet tall, 145-feet wide. Mounted on a facility that has produced the nation's earliest to latest military jets, the logo is a reminder of the St. Louis aviation tradition.

Boeing and its heritage companies have called St. Louis home for 63 years. In that time, the Boeing St. Louis team has built and supported more than 10,000 aircraft – from the venerable F-4 Phantom and F-15 Eagle fighters to the sleek new F/A-18E/F Super Hornets. Boeing aircraft have proudly served across the world for decades. The people of Boeing Aerospace Support work to ensure that these aircraft and other military assets remain viable for years to come.

The Aerospace Support organization, part of Boeing's Integrated Defense Systems business unit, was formed in the mid-1990s, following the end of the Cold War. Boeing recognized militaries had significant sustainment, modernization and upgrade needs, and set out to help them meet strict readiness and safety requirements. Today, Aerospace Support is defined by seven business segments, with people working at more than 70 sites worldwide.



Almost 2,000 Aerospace Support teammates are based in St. Louis, providing:

- **Training Systems and Services:** Flight and maintenance simulators; aircrew and maintenance training; courseware development; classroom and field training
- **Spares and Technical Data:** Aircraft spare parts (landing gear, actuators, structural parts and avionics components), repairs and retrofit kits, technical publications
- **Modernization and Upgrades:** Aircraft electrical and mechanical support equipment; design and installation of aircraft modernization and upgrades.

Dr. David Spong, Aerospace Support president, and his Leadership Team adopted Malcolm Baldrige criteria as the model for Business Excellence. The criteria provide a structured framework to facilitate continuous improvement through process management and the use of trend and comparative data. Aerospace Support-St. Louis has embraced this approach.

Aerospace Support-St. Louis relies on its people and leaders. Leaders are role models in understanding and staying focused on stakeholder needs, empowering teams, analyzing performance, motivating the workforce, setting performance expectations and continuously improving systems and processes. A Leadership System was established to provide a series of interactive steps for enhancing individual leader and enterprise performance.

The Aerospace Support-St. Louis Leadership Team sets and deploys site-wide organizational values and short- and long-term direction by inte-



grating information from Aerospace Support Business and Functional Implementation Plans. This strategic planning process focuses on customers, competitors and the market. Strategies and tactics are then documented in Business Implementation Plans. Functional Implementation Plans focus on people, processes and tools required to support the business strategies. Business and Functional Implementation Plans document objectives, goals and strategies for one-, five-, 10- and 20-year timeframes.

The Aerospace Support-St. Louis Leadership Team then sets performance expectations in alignment with those of Boeing Integrated Defense Systems and Aerospace Support. As goals are established, they are shared with teams throughout the organization and tracked at monthly performance reviews. By using a Balanced Scorecard, site leadership focuses on creating and balancing value. The scorecard measures quality, delivery and cost performance, customer satisfaction, key processes, and people initiatives.

Aerospace Support-St. Louis is organized in a manner that encourages employees to give their best, share ideas and knowledge, work cooperatively at every

level and across the business, and continually learn. Through Employee Involvement, teammates take an active role in decision-making and how best to accomplish their work. Aerospace Support-St. Louis encourages employee development by providing training programs and resources, tuition reimbursement and the state-of-the-art Boeing Leadership Center.

Aerospace Support-St. Louis has implemented numerous performance-improvement initiatives, including Lean Manufacturing and Process Based Management. Process Based Management defines Aerospace Support-St. Louis as a series of interconnected processes and guides process definition, management, stabilization and improvement. Key performance measures and indicators are quality, cycle time, timeliness and efficiency. These measures are collected monthly and include customer and supplier/partner input. This process methodology accommodates changing requirements from customers.

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