

2004

BOEING WEAPONS ENTERPRISE CAPABILITY CENTER

Located in historic St. Charles, Missouri near the Missouri River, the Boeing Weapons Enterprise Capability Center is the western tip of the Boeing St. Louis complex of aircraft and weapons facilities.

Boeing and its heritage companies have called St. Louis home for 65 years. In that time, Boeing St. Louis/St. Charles has built and supported thousands of aircraft and weapons, currently including state of the art aircraft and weapons like the F/A-18E/F Super Hornet and the Joint Defense Attack Munitions (JDAM) precision guided bomb. Boeing military aircraft and weapons support U.S. military forces and their friends and allies. Through its support the ECC helps to ensure military superiority of those forces.

The Weapons Enterprise Capability Center, part of Boeing Integrated Defense Systems' Air Force Systems business unit, was formed by the consolidation of weapons businesses from Boeing, McDonnell Douglas and Rockwell to provide its customers with state of the art, affordable weapons systems in support of their land, naval and air forces. Approximately 1,200 Weapons ECC employees are based in St. Charles. The ECC occupies approximately 650,000 square feet comprised of engineering, business development, administration, manufacturing and support.

Through a strong leadership model, systematic "Plan-Do-Check-Act" cycles, and rapid performance feedback system, the ECC has developed a culture that is focused on continuous process improvement and product quality. The people of the ECC are committed to success of its customers, understanding the critical importance of their missions and preparedness.

The organization has a strong team culture with multifunctional Integrated Product Teams often involving customer and/or supplier personnel to assure seamless integration and customer satisfaction.



Another highly successful team concept at the ECC is the High performance Work Organization (HPWO). HPWOs consist primarily of Collective Bargaining Unit (CBU) employees but often include Manufacturing or Quality Engineers. These teams systematically progress through an HPWO maturity model and ultimately become self managed. They are responsible for quality, cost, on-time delivery, and customer satisfaction. At the highest maturity level (Level 4), HPWOs are characterized by the following:

- Responsibility, accountability and authority for managing day-to-day activities within defined boundaries.
- Management of work assignments, team quality, training coordination, budget administration, goal setting, and performance metrics.
- Team decision making by consensus.
- Continual learning, development and responding to need for change.

A formal Strategic Planning process is used to validate Vision, Values and Challenges, as well as to ensure linkages of Challenges to Team and individual goals and action plans. Challenges are established on the basis of fact and data, resulting in challenging goals that require breakthrough process innovations and improvements.

The Vision Support Plan (VSP) system provides an integrated, automated tool that assures alignment of goals from the top of IDS down to the lowest level manager in the ECC and then tracks performance against those goals on a monthly basis to supplement daily and weekly controls. Employee Performance Evaluation goals are tied to their managers' VSPs to assure alignment down to the employee level.

The ECC has established Lean Manufacturing as a standard system to provide maximum value to its customers. The lean implementation plan focuses on four key areas: eliminating waste, simplifying work, increasing throughput and improving teamwork. A formal assessment tool is used on an annual basis to measure progress and identify opportunities for improvement.

Capability Maturity Model Integration (CMMI)



projects address engineering, supplier management and Integrated Product Development processes throughout the ECC.

The ECC monitors performance through robust information management systems providing simultaneous access to vital data by executive leadership and shop floor worker. In addition, user information interfaces are available to provide efficient ad-hoc queries and collective analysis.

The ECC works closely with its various customer organizations to identify requirements and estab-

lish metrics and data to drive continuous improvement in a way that will improve value for the customer. Both customers and suppliers have controlled access to ECC data bases to improve relations and cooperation.



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