CASE STUDY:
BOEING COMMERCIAL AIRPLANES GROUP

The Boeing Commercial Airplanes Group (BCAG) is a division of The Boeing Company, the world's largest manufacturer of commercial jetliners and military aircraft and the largest NASA contractor.

As the largest producer of commercial jetliners, BCAG operates four strategic manufacturing centers in Washington as well as locations in Wichita, Kansas and Long Beach, California.

The Facilities Asset Management Organization (FAMO) located in Seattle has centralized responsibility and technical leadership of facilities management and maintenance operations in all regions. Through their Advanced Maintenance Process (AMaP), FAMO was implementing a progressive and comprehensive five-year maintenance excellence initiative throughout BCAG and pursuing the implementation of world-class maintenance practices.

FAMO leaders were very committed to improving, standardizing and supporting corporate-wide maintenance best practices and having a system in place to measure results. After introducing the AMaP program at BCAG, FAMO leaders needed a method to benchmark results, measure benefits, identify obstacles to progress, and determine improvements needed to make AMaP more effective.

FAMO needed to review the best practice elements of their AMaP program and to develop a Boeing *Scoreboard for Facilities Maintenance Excellence*. In turn, the internal benchmarking guide that evolved would be used to provide an objective evaluation of AMaP progress at each region down to group (maintenance manager) and team first line supervisor) levels.

Part of the solution included using *The Scoreboard for Facilities Management Excellence* as the baseline guide and working with the FAMO team to determine the key AMaP evaluation criteria to be added.

The Boeing *Scoreboard for Facilities Management Excellence* was developed and defined the BCAG maintenance excellence strategy, providing evaluation criteria to measure implementation progress at all levels in FAMO. A craft survey was developed and conducted with over 3000 members of the craft work force.

Results from this project included:

- Boeing *Scoreboard for Facilities Maintenance Excellence* developed:
  - Plan of action for assessments in all regions (over 50 site operations)
  - Survey for crafts, planners, and customers of maintenance (technical work force over 3,000)
- Boeing *Scoreboard for Facilities Maintenance Excellence* assessment conducted in all regions:
  - Developed ratings and specific improvement opportunities for group leaders and team leaders
  - Identified various sites as centers of excellence for sharing of best practices
  - Completed survey and compiled results from crafts, planners, and customers
- FAMO operation evaluated with *The Scoreboard for Facilities Management Excellence* as baseline guide
- Improvement to existing planning and scheduling process developed
- Improvements to corporate-wide performance measurement process recommended

As a result of this project FAMO had well-defined strategy for maintenance excellence and support plan for implementation. It also had a process established to measure implementation progress and ROI.

Key results included:

- Recommended enhancements to AMaP best practices and FAMO operations identified with potential savings of over three times the cost for implementation
- Clearly defined a maintenance excellence strategy for the Boeing *Scoreboard for Facilities Management Excellence*
- Established a current evaluation of AMaP progress in each region
- Conducted an overall evaluation of FAMO operations
- Refined maintenance performance measurement process and readied a *Facilities Management Excellence Index* for implementation
- Put into place a world-class CMMS and standard best practices for implementation at all sites
- Developed a method for greater accountability and productivity of all craft labor and material resources
- Renewed the focus on effective planning and scheduling processes