

2010 Showcase in Excellence Award Recipient

Boeing-Mesa Tool Services *“Consumable Supply and Hand Tool Delivery Process”*



Boeing-Mesa Tool Services Team

Company Information:

Highest Ranking Official:

Tony Ham, Mesa Site Manager

Contact Person:

Steve McBride

Manager, Tool Services

480-707-3583

steve.m.mcbride@boeing.com

Type of work:

The Tool Services organization at Boeing-Mesa is responsible for providing hand tools, consumable shop supplies, and Haz-Mat to the Point of Use in proximity to the customer's workstation, eliminating waste of movement for our manufacturing customer.

Workforce:

The Tool Services Team is composed of 21 members. The Boeing-Mesa site employs approximately 3400.

Testimonial of Value of the Arizona Performance Excellence Award Program

“The Boeing-Mesa Tool Services Team found the experience of entering the State Quality Award program highly beneficial. The process of reviewing the improvements the team made in order to build the application document fostered a significant boost in team morale, informed newer team members of the history of the team's progress, and renewed dedication in continuing process improvement efforts.”

Steve McBride, Manager - Tool Services

Other organizations are encouraged to consider entering the State Quality Award Program for the many benefits, both tangible and intangible.”

Highlights of Organizational Process:

Tool cribs are a standard fixture in manufacturing operations through-out the aerospace industry. In 2003, the Boeing-Mesa Tool Services organization decided to transform the business by eliminating tool cribs at the Mesa site.

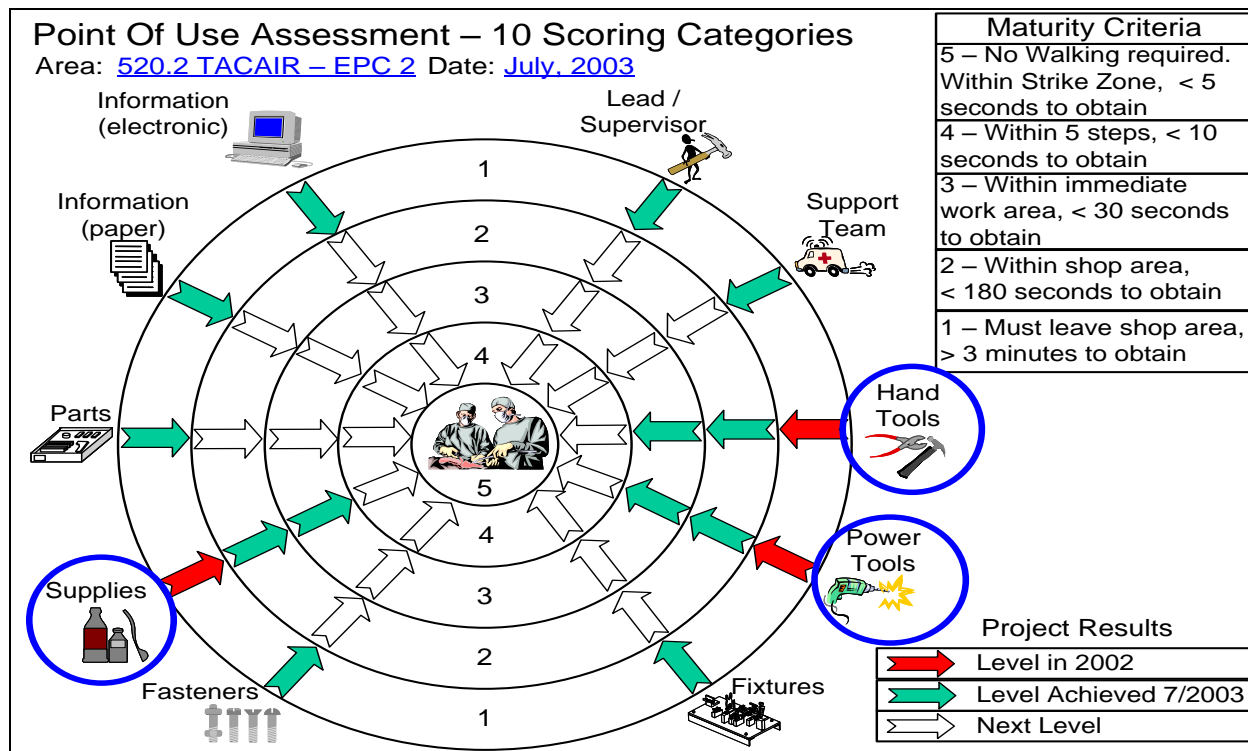
Consumable Supply and Hand Tool Delivery is the process whereby tools and materials are made available to aircraft mechanics in Boeing Mesa's production areas when and where they are needed. Specifically the tools and materials involved are comprised of consumable shop supplies such as shop rags, cotton swabs and artist brushes, expendable tools such as drill bits, reamers, and sockets, and durable tools such as pneumatic drill motors and rivet guns. Materials are such things as sealants, adhesives, paints, lubricants and others which are classified as hazardous substances.

Over the course of the two year implementation, the team changed the operation from one where our customers had to come to us, to one where we delivered the product to them. This seemingly simple change, generated enormous savings not only for the Tool Services organization, but more significantly,

for our manufacturing customer in the form of reduced travel and queue time.

By one Lean measuring tool, the Point Of Use Surgeon's Wheel Assessment, scores improved from a 1 to a 3 on a scale of 5 in three key scoring criteria, hand tools, supplies, and power tools. But the impact most strongly felt was the savings related to travel time reduction for nearly 1000 manufacturing employees on the shop floor.

Prior to project implementation in 2002 the Surgeons Wheel Assessment indicated hand tools, power tools and supplies all scoring at level 1, "must leave shop area > 3 minutes to obtain", as indicated by red arrows in the outer ring of the wheel. When the project was completed, all three categories scored at a level 3, "within immediate work area, < 30 seconds to obtain" as indicated by the green arrows pointing further into the center. Surgeon's Wheel assessments were performed through out shop areas in each building to validate project success and similar results were consistently measured through out the facility.



The project goal was conceived as that of reducing labor expense in Tool Services by closing tool cribs and using that labor more efficiently in POU cart replenishment activities. During the initial stages of project development we realized that a larger cost savings opportunity was present; that of reducing the direct labor expense for our manufacturing customer. The savings associated with tool crib closure while significant at over half a million dollars paled in comparison to the \$2.3M direct labor expense savings for our customer. This combined recurring annual labor savings of \$2.8M directly impacts the site's product affordability.