

Item #5 - Ensure that any products with customer directed planning are clearly identified so that changes are not made without customer approval

BDS Example

A Tier I supplier experienced leadership changes in the Quality department. As part of a new quality improvement initiative, several mature product lines were identified for review as potential production streamlining candidates. In one case, the quality of the part had earned a Source Inspection Delegation status from Boeing and was therefore not subject to Boeing product verification in order to ship. After the supplier's review of the process, several minor changes were made to the manufacturing planning to improve the efficiency of the build process. Unfortunately, a verification of the contractual quality requirement did not occur. As a result, the supplier was unaware of the "frozen planning" requirements which led to the supplier's failure to submit the revised planning for Boeing approval.

The escape was discovered during several months later during a scheduled Product Assessment event. While Boeing determined that the product conformed to the engineering requirements, the supplier was issued a SER and was required to submit a Notice of Escapement letter for failure to obtain the required Boeing approval. Corrective and preventive action included the addition of a flag on all manufacturing planning requiring customer approval.



Lessons Learned

While Boeing encourages suppliers to continuously improve their products and processes to ensure we can offer our customers world class products at affordable prices, suppliers are responsible to also ensure that all requirements associated with the products produced are met. As is often the case, a frozen planning escape is the direct cause of the nonconformity while a lapse in the contract review process is the root cause. A fact to remember is that, to a great extent, the 13 Things principles are interrelated and dependent upon each other. A failure to ensure a strong internal process for requirements consumption and proof of compliance, (13 Thing #1), can result in escapes associated with the other principles.

What Would You Do?

After reading the examples, consider the following discussion questions. They can be used in a team setting to generate dialogue around the "13 Things" or to help individuals think about the situation from different perspectives.

Sample questions

1. Are there any clues relative to a supplying organization's activities that might cause you to take a closer look at the manufacturing planning?
2. Were there any opportunities to engage with a supplying organization that could have prevented the escapes that occurred?
3. What types of resources are available to your organization or your suppliers to assist with manufacturing planning and contract review?

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