

The future is now



Transformation enables better way of doing business at Everett site

BY DEBBY ARKELL

In a year when assembly of the first 787 will begin, production rates are on the rise, and the 777 program is transitioning to a moving line, one might think undertaking a major factory remodel would be the last thing leaders in Everett, Wash., would want to do.

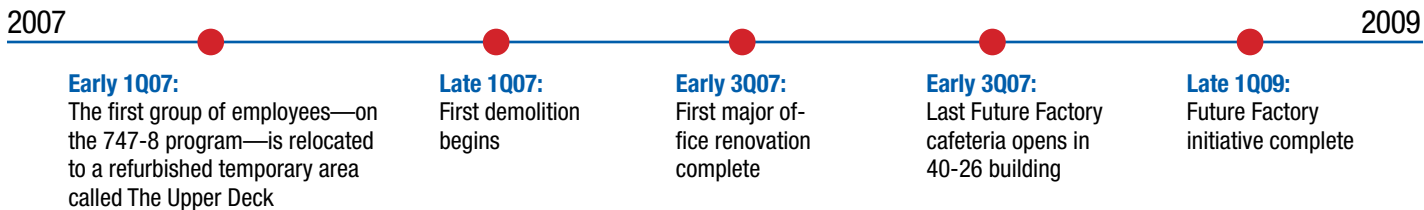
However, to them, there's no time like the present. The Future Factory initiative is under way, with the first group of employees recently relocated to newly created work space and demolition about to begin.

The Future Factory initiative at the Everett, Wash., site calls for skylights in the ceiling, to allow natural light into the facility. Large vertical panels, made of metal mesh, will provide a visual cue to the location of collaboration zones in the office towers.

"Sure, we're busy," said John Akiyama, Future Factory program manager. "But Future Factory is an enabler for implementation of the Boeing Production System. When all is said and done, we'll have vastly improved how we do business."

Future Factory is an Everett site initiative designed to change the culture, teaming relationships and facilities used in building commercial airplanes. It's one of several initiatives under way at the site, and it directly supports Lean+ and Internal Services Pro-

Everett Future Factory milestones



ductivity—two of Boeing’s four companywide initiatives designed to accelerate long-term growth and productivity. Commercial Airplanes leadership sponsored the Future Factory initiative and developed a business plan based on the successful implementation of a similar initiative in Renton, Wash., called Move to the Lake.

“Future Factory is more than a facilities project,” Akiyama said. “Our facilities changes are certainly the most visible, but Future Factory is more than an office upgrade. It streamlines the way we work by fostering a collaborative environment.”

Future Factory entails the renovation of existing office space and the creation of new space with the addition of modular work areas. With spaces designed to help office workers best connect with their network colleagues, including those on the shop floor, teams will be strategically collocated to optimize work flow—and will be encouraged to approach their work collaboratively.

“We’re locating people near the groups they need to work with, with a definite rhyme and reason as to why one group is by another,” said Ken Shirley, Future Factory project manager.

Boeing is teaming on the renovations with design firms NBBJ and DLR, as well as the construction firm General Construction. Open, flexible work areas combined with windows and collaboration zones will provide workers with a visual connection to the products they design and support, to each other, and to nature. Skylights will allow natural light into the factory and, coupled with the new wayfinding graphics, will allow employees to navigate the factory environment more easily.

“A universal message we heard during our early planning workshops was that employees spend so much time inside that they lose connection with what’s going on outside,” Akiyama said. “Natural light and enhanced employee services will help create that connection and improve the employee experience.”

Keeping Boeing successful and increasing employee and customer satisfaction ultimately are at the heart of why the Everett site Leadership Team is pursuing this initiative. “Intuitively, if a mechanic has a problem with a part and the engineer that supports that part works a 15-minute walk away, needed changes will not happen quickly,” Akiyama said. “With Future Factory, engineering support

Learn the lingo

Here are some terms you might hear in discussions about the Future Factory initiative in Everett, Wash.

Collaboration zones: The areas that connect the factory floor and offices. Employees can gather in these spaces to work together.

Onion chart: A chart resembling an archery target. It’s used as a planning tool to determine which teams should work in close physical proximity relative to each other and to airplane assembly activity.

Touchdown zones: Flexible office areas, some equipped with wireless internet access, where employees can take care of short-term work between meetings.

Wayfinding: Tools used to help people navigate an unfamiliar area. These include use of universal symbols for restrooms, elevators and other locations. Color also plays a role. Each bay will be color-coded so workers can tell quickly where they are and which support cell teams support which product.

RENDERINGS COURTESY OF NBBJ



Top: This rendering depicts collaboration zones, which are areas that connect the office towers and the factory floor. They’ll offer support cells, crew break areas and other activities. The zones are intended to facilitate collaboration between factory workers and employees who design and support the products they build.

Above: Future Factory office renovations include building new balcony areas, so office workers will have a visual connection to the airplanes they design and support.

■ FEATURE STORY

will be adjacent or on the factory floor right near the product. The right people will be in the right place at the right time.”

Future Factory also is giving Everett a cohesive approach to facility upgrades, which in turn is making Everett more attractive for current—and future—employees. Amenities already in place include three upgraded employee cafeterias and three Tully’s Coffee cafes in the factory. Three additional cafeteria upgrades are planned for completion by the end of the project.

Also, an Employee Service Center opened in the 40-22 building last July. Its amenities include a laptop service center, The Boeing Store, a BECU (formerly known as the Boeing Employees Credit Union) facility, a sundries store and a dock3 service counter where employees can rent DVDs, drop off dry cleaning and more. Other services aiding employee work-life balance include retirement consulting and assistance with benefits and insurance.

“Future Factory represents a significant investment of funds, and it represents an even greater investment of time and energy to make it happen,” Akiyama said. “Ultimately, by improving the employee experience we’re enhancing production efficiencies through collaboration and connection to the product. We’re creating a culture that today’s employees and the next generation of Boeing employees can thrive in—and keep the company successful.” ■

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● Your services are here

The Future Factory initiative under way at the Everett, Wash., site is designed to change the culture, teaming relationships and facilities used in building commercial airplanes.

Planned upgrades include the renovation and creation of new, flexible work spaces and the addition of employee amenities. Those amenities are being added up front, before work begins in earnest on the renovated office spaces.

In the heart of the Everett factory is an Employee Service Center. It’s a one-stop shop complete with a laptop service center, The Boeing Store, services from BECU (formerly known as the Boeing Employees Credit Union), a sundries store, and a dock3 service counter where employees can rent DVDs, drop off dry cleaning and more. Other services available there include retirement consulting and assistance with benefits and insurance.

Three upgraded employee cafeterias and three Tully’s Coffee cafes also are up and running. Three more cafeteria upgrades are planned for completion by the project’s end.

Directory of services

- Food and Beverage
- Banking
- Shopping

Everett Future Factory: By the numbers



0 Number of hard-walled offices designated for individual employees

98.3 Size, in acres (39.8 hectares), of the footprint of the main assembly building in Everett

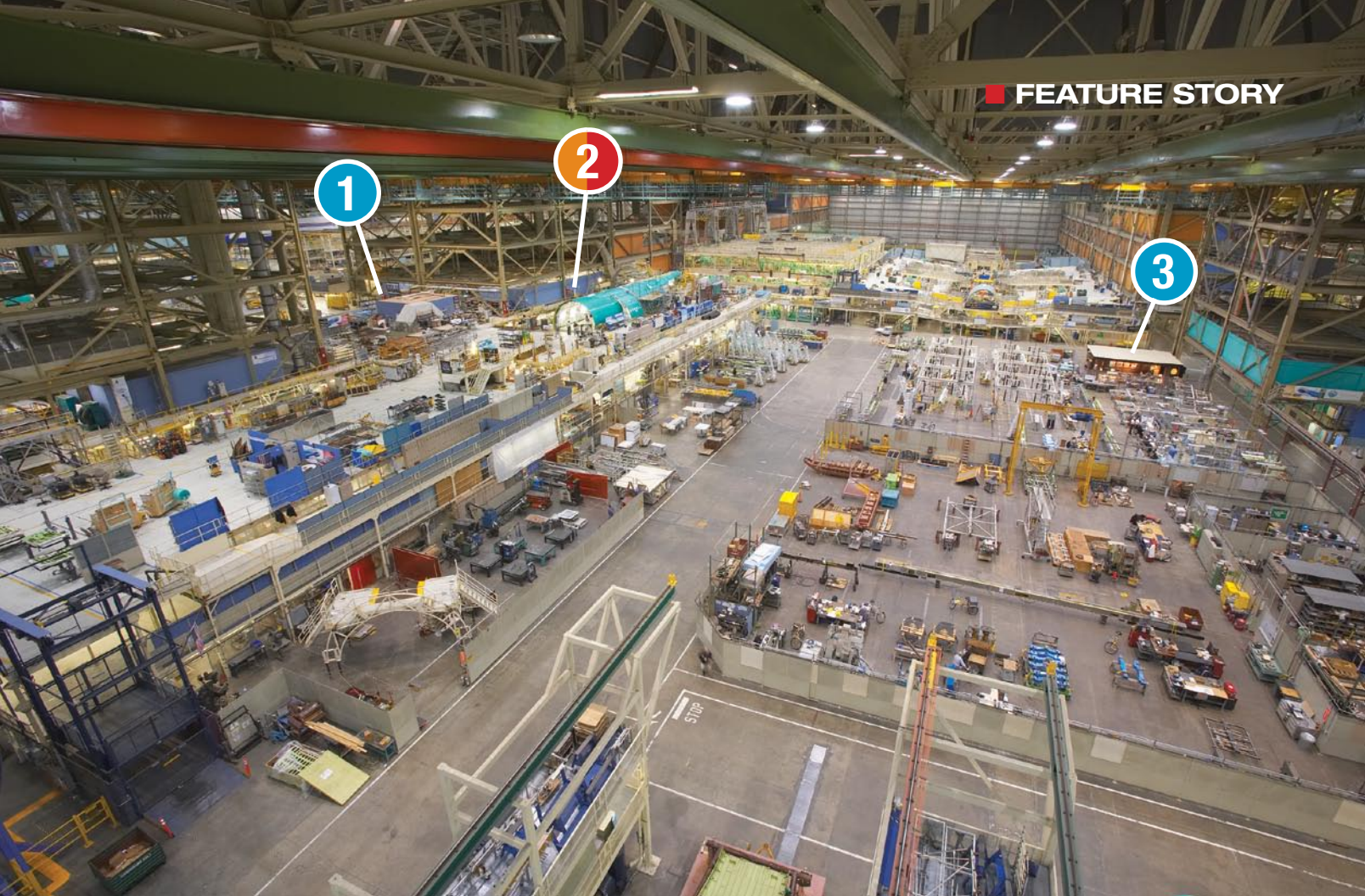
3,000 Approximate number of employees relocating

487,000 Square feet of office space (45,200 square meters) being renovated, new space being built, and temporary space added

700,000 Square feet of usable office space (65,000 square meters) in factory



The newly remodeled Queen of the Skies cafeteria, located in the 40-22 building in Everett, Wash., is a popular place for employees to gather. The dining area was named by site employees as a tribute to the 747.



ED TURNER PHOTOS

Employee Service Centers, such as this one in the heart of the Everett, Wash., factory, are designed to aid employee work-life balance. The Everett ESC offers various conveniences, as well as Human Resources–related services.

Commercial Airplanes site leadership partnered with Tully's to have four Tully's Coffee cafes built in and around the Everett, Wash., factory. This Tully's stand is in the 40-23 building in the Everett factory. Employees can purchase coffee and food, as well as gift cards for employee recognition or personal gifts.