

“Integrative Project”

A photograph of the International Space Station (ISS) in orbit above Earth. The station's complex structure, including its large solar panel arrays, is clearly visible against the blackness of space. Below the station, the Earth's horizon is visible with a bright, glowing sun or light source creating a lens flare effect.

Integrating Systems Engineering Departments

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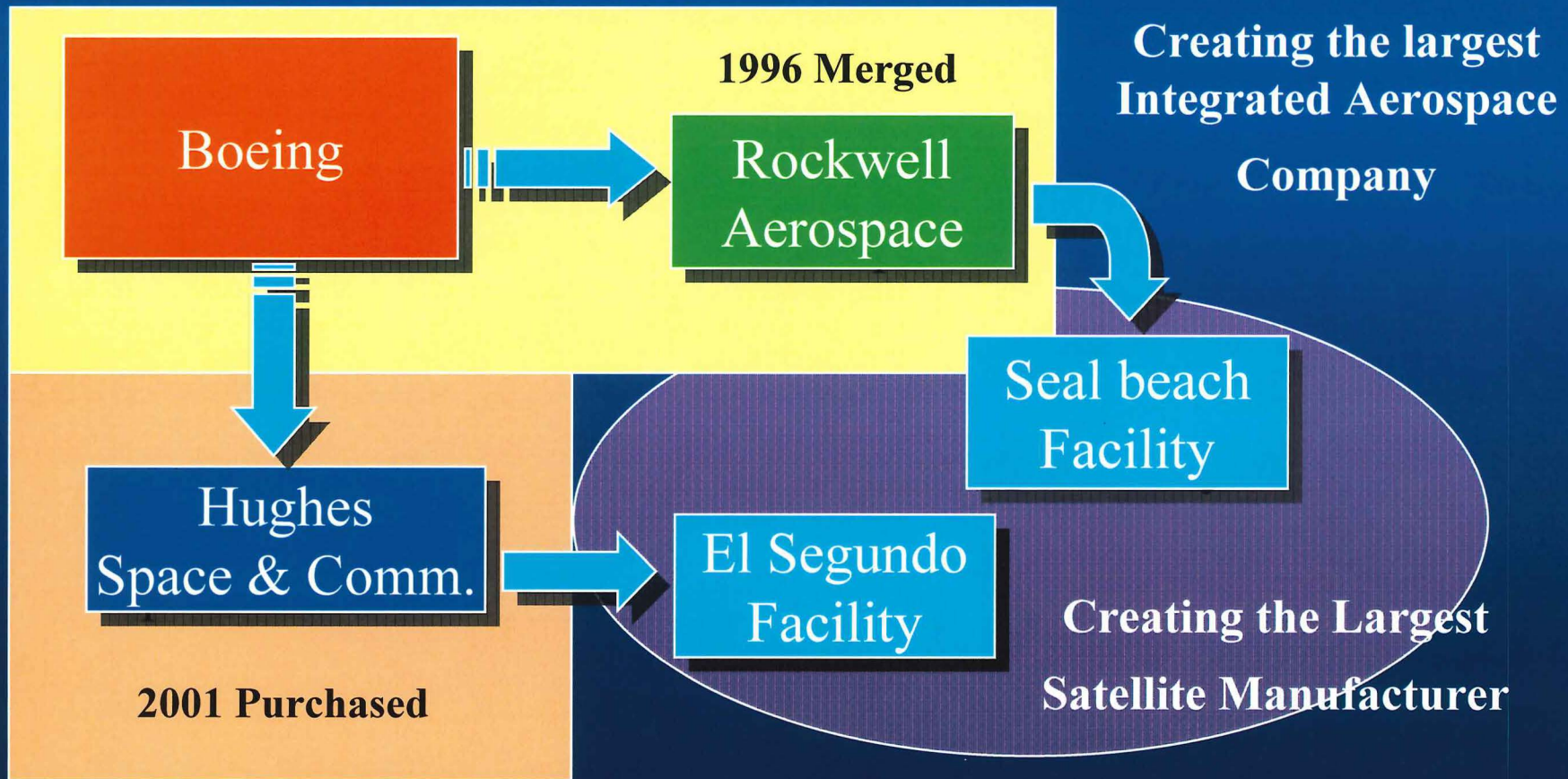
Agenda

- Introduction
- Background
- Literature Review
 - Managing Transitions
 - Avoiding the Transition Traps
 - Winning Cultures
 - Lean
- Survey Data
 - Assumptions
 - Survey Method
 - Survey Data
- Data Summary and Conclusions
- Recommendation
- Closing remarks



Introduction

Boeing Company's growth substantially augmented by major mergers





Introduction

- Reason for the purchase was Satellites and especially space-based services that depend on them
 - Some of the opportunities
 - Linking aircraft and their passengers
 - To the Internet
 - With each other
 - Entertainment
 - Linking customers with computers on the ground
 - Faster internet connections
 - Greater download speeds
 - Data and entertainment
 - Satellite-based air traffic control



Background



Background

- Integration of Systems Engineering Departments
 - Sites addressed
 - El Segundo
 - Seal Beach
 - Readily available data and access to both sites
- Started working at the El Segundo facility 1996
- Started working at the Seal Beach facility 2005
 - Relearned processes
 - Discrepancy reporting
 - Change Request process
 - Test procedure development
 - Test Plan Development
 - Business Operations
 - Issues
 - Disconnected from Enrolled Management
 - Little or no visibility to Boeing Processes
 - Lots of finger pointing between sites



Background

- Systems Engineering
 - Different definitions at both sites
 - El Segundo
 - End to End engineering
 - Horizontal as well as vertical
 - Manufacturing and Production
 - Established/documented overall processes and tools
 - Support from functional area
 - Seal Beach
 - Most programs established as System Integrators
 - Mostly vertical – stove piping
 - Programs using processes and tools established at various sites
 - Limited flow down of Boeing processes
 - Disconnected from Functional/Enrolled area



Background

- What is Enrolled vs Assigned?

Enrolled Manager:

- **People, Process and Tools**

- Functional alignment (based on a skill grouping)
- Resources for program execution (staffing)
- Training
- Performance Development Partnership (PDP)

Assigned Manager:

- **Program execution**

- Manager of record for employee
- Where employee receives day-to-day supervision
- May be a program or a functional manager
- Performance Evaluations

A single manager can act in both roles

← Roles can be delegated →



Literature Review



Managing Transitions

- In the business world today change is a constant
- Its not the change that does an organization in but the transitions
- Change is situational – move, re-org, retire
- Transition is more psychological
 - People internalize the situation and come to terms with their situation
- Three phases of transitions
 - Ending, Losing and Letting Go
 - Letting go of the old ways
 - The Neutral Zone
 - The old is gone but the new is not fully operational
 - The New Beginning
 - Develop the new identity
 - Experience the new energy
 - Discover the new sense of purpose



Managing Transitions

- Leaders role in times of transitions
 - Determine the outcome of the change
 - Pre Transition - Start selling the problem
 - People must acknowledge the problem and understand the cost of not addressing the problem
 - One minute speeches to ensure consistency
 - Ending, Losing and Letting Go
 - Do not overreact to resistance and opposition
 - Lead by defining what to let go and what not to let go
 - Visit sites, provide timely assistance
 - Ceremony or celebratory event to mark the turning point
 - The Neutral Zone
 - Clarify the new priorities and reinforce them in practice with examples and rewards
 - Listening to concerns, good communications and informal meetings
 - The New Beginning
 - Create enough flex in the system so that situations can be customized
 - Reward new behavior and attitudes
 - Post Transition - Take stock of how the organization fared during the transition



Avoiding the Transition Traps

- Some of the common pitfalls of transitions for middle managers
 - Not understanding what you are saying yes to
 - Learn more about what you need to do
 - Learn more about the capabilities you will need
 - Learn more about how you and others will need to adapt
 - Before saying “yes” ask questions and understand exactly what you are saying yes to
 - Neglecting to prepare others for the change
 - Create a diagram of your existing network
 - Consider who will be effected directly and indirectly
 - Begin sharing information and negotiating
 - Underestimating the personal change required
 - Look across the network and assume that everyone has something to teach you
 - Allocate your time like a scarce resource
 - You may have to change your routines
 - Begin building relationships before you need them
 - Make time for reflection and adjustment



Winning Cultures

- All organizations have cultures
 - Successful business transformation requires true cultural transformation
 - Many companies launch culture shaping initiatives
 - Common reasons culture initiatives fail
 - Initiatives endorsed by leaders but not led or modeled by them
 - Values and behaviors were created, but not comprehensive enough to define the desired culture
 - Leadership development was seen as nice to do not a have to do
 - No process was setup to measure improvements



Winning Cultures

- Culture shaping model
 - Diagnose the existing culture and business needs and define the desired culture
 - Unfreeze old behaviors and connect to new ones through training
 - Reinforce the new behavior and provide ongoing reinforcement for all individuals
 - Apply the new behaviors to improving business results
 - Measure progress for individuals teams and organizations



Lean Systems Engineering

- Lean Systems Engineering can be described as what systems engineering is needed to support a Lean Enterprise
- Proper implementation and execution of systems engineering will drive quality into the product life cycle
- Systems engineering also drives closure to the quality escapes that normally occur and are documented and controlled by a quality organization
- Lean Systems Engineering is a step in the right direction to managing our industry in a controlled and deliberate manner versus a constant state of crisis management



Lean System Engineering

- Lot of positives in implementing Lean System Engineering
 - Clear requirements definition
 - Clear scope of work defined
 - White space minimized
 - Reduced waste in system development
 - Saved expense for first pass success
 - Defined criteria established
 - Clear and controlled communications
 - Reduced unit costs
 - Reduced cycle times
 - Cost and schedule targets can be achieved
 - Supports a Lean Enterprise environment
- Lean Systems Engineering establishes a more robust methodology for program management as a whole and facilitates further development of the Lean Aerospace Enterprise
- The McDonalds analogy – best in lean
 - Common Processes and Tools
 - Plug and Play resources



Survey Data



Assumptions

- Management working at standardizing processes and tools
- Execution / flowdown of commonality of processes and tools not quite there yet
- Engineers experiencing the effects of processes and tools not being common at both sites
- Different definitions of what system engineering is at both sites
- Enrolled management localized at El Segundo, Seal Beach not linked in with reporting engineers
- Enrolled management not meeting frequently with engineers to flow down info as well discuss opportunities



Survey Methods

- Method
 - Interviews
 - Survey form
 - Hand delivered
 - E-mailed
- Survey details
 - 25 Surveys executed
 - 23 returned on time
 - 2 returned but late
 - Not included in results
- Survey form
 - 13 questions dealing with:
 - Process commonality
 - Management action
 - Training
 - Types of training
 - In common or not
 - 5 questions dealing with:
 - General work satisfaction
 - Enrolled management
- Lots of interest in study results



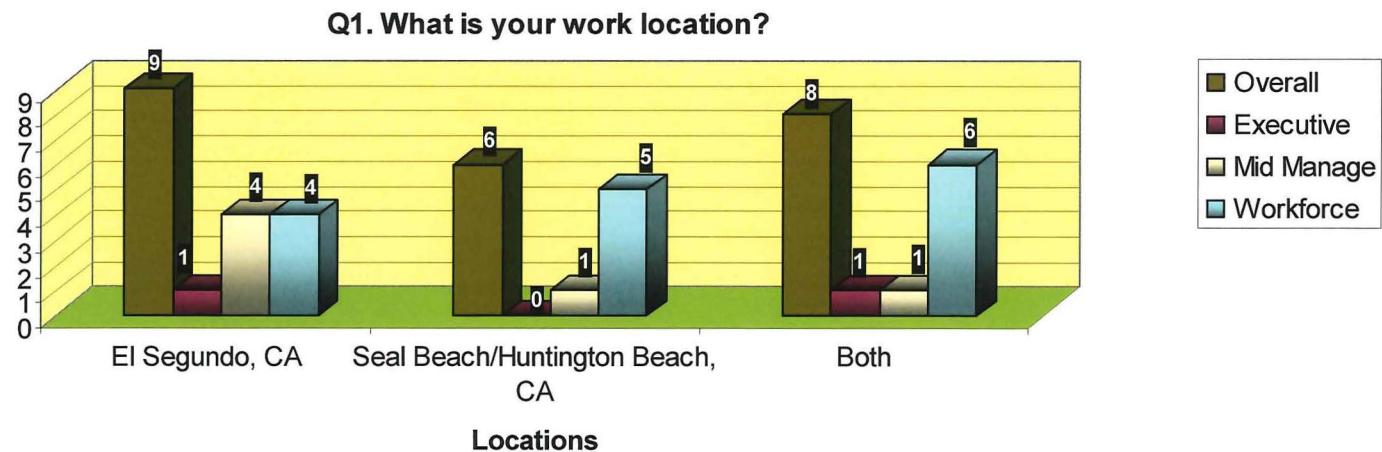
Survey Data

- Breakdown
 - Total surveyed - 23
 - Executive Level - 2
 - Program - 1
 - Functional - 1
 - Mid Management - 6
 - Program - 3
 - Process IPT - 1
 - System Engineering - 2
 - Functional - 3
 - Workforce - 15



Survey Question 1

- What is your work location?
 - Designed to document the diverse mix of the group

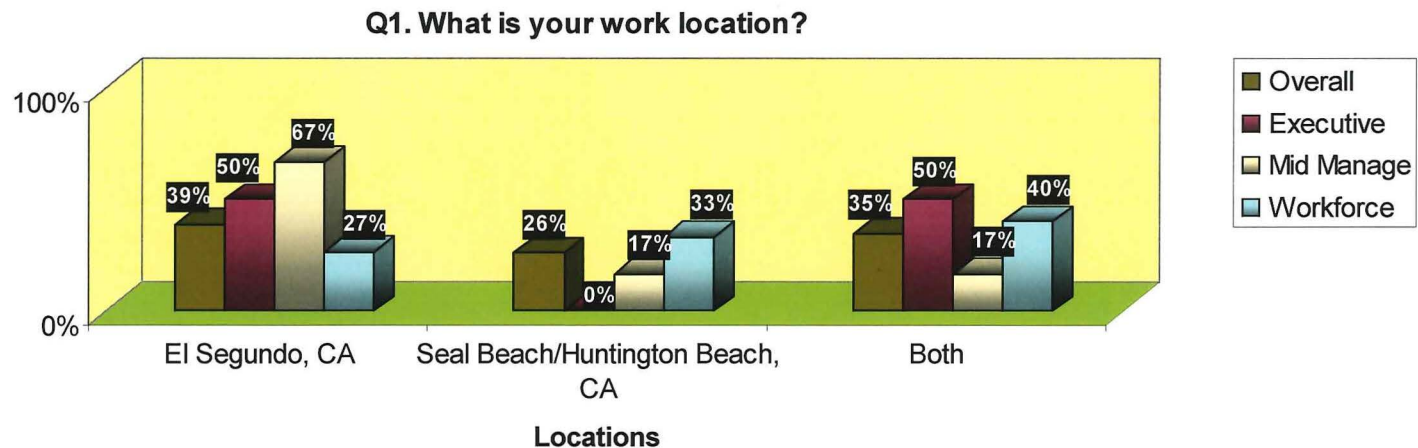


Q1 What is your work location?		Overall	Executive	Mid Manage	Workforce
A	El Segundo, CA	9	1	4	4
B	Seal Beach/Huntington Beach, CA	6	0	1	5
C	Both	8	1	1	6



Survey Question 1

- Fairly equal distribution among sites
- Middle management (Functional) mostly at El Segundo



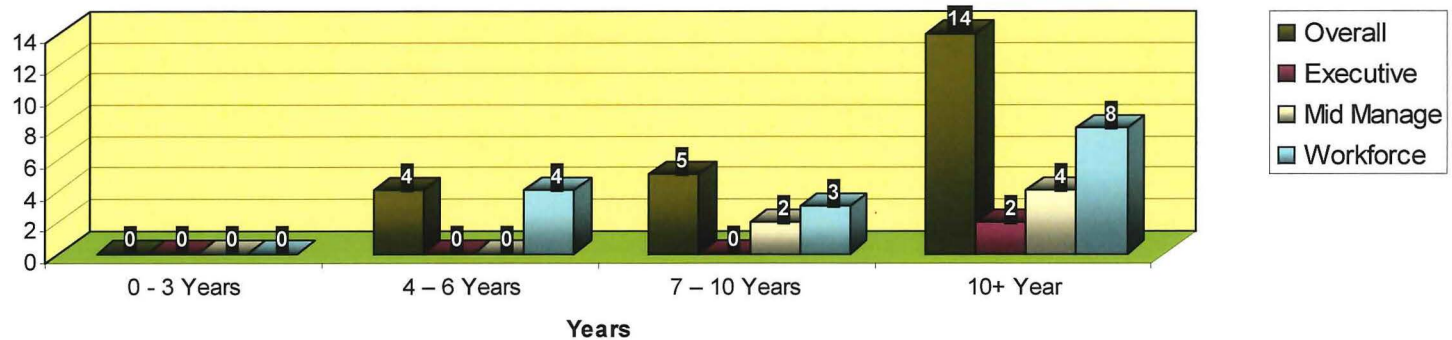
Q1 What is your work location?		Overall	Executive	Mid Manage	Workforce
A	El Segundo, CA	39%	50%	67%	27%
B	Seal Beach/Huntington Beach, CA	26%	0%	17%	33%
C	Both	35%	50%	17%	40%



Survey Question 2

- Years of experience in a SE function?
 - Document the level of experience

Q2. Years of experience in a SE function?



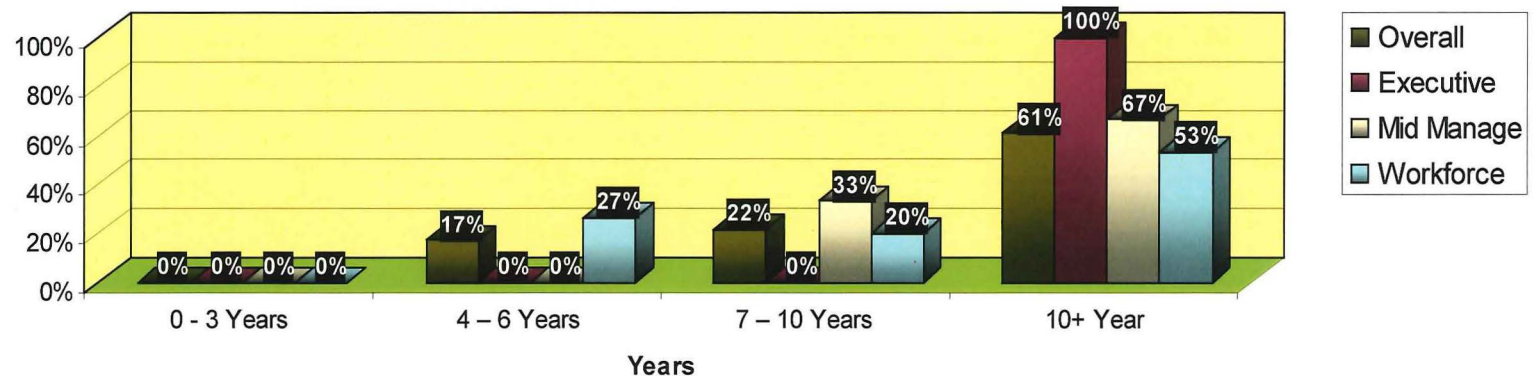
Q2 Years of experience in a SE function?		Overall	Executive	Mid Manage	Workforce
A	0 - 3 Years	0	0	0	0
B	4 - 6 Years	4	0	0	4
C	7 - 10 Years	5	0	2	3
D	10+ Year	14	2	4	8



Survey Question 2

- Majority of group surveyed over 10+ years

Q2. Years of experience in a SE function?



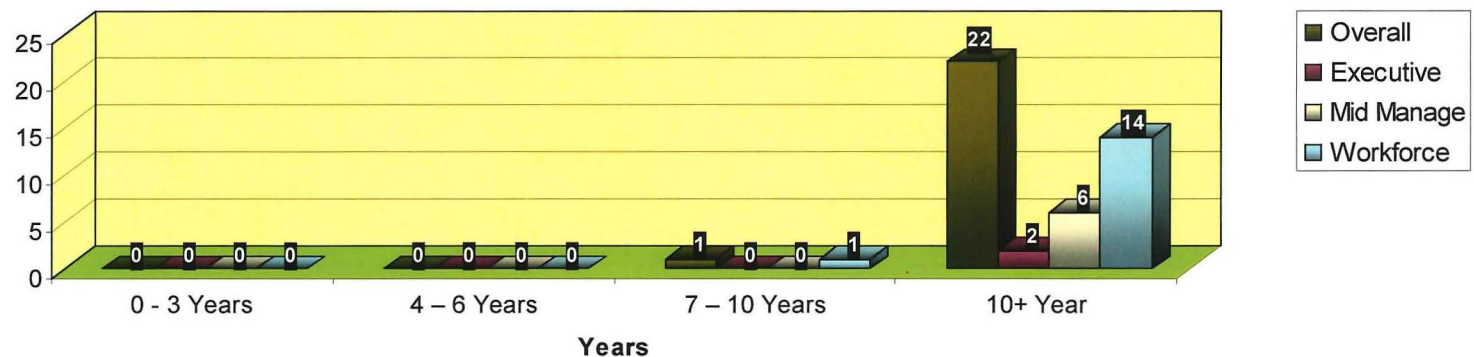
Q2 Years of experience in a SE function?		Overall	Executive	Mid Manage	Workforce
A	0 - 3 Years	0%	0%	0%	0%
B	4 - 6 Years	17%	0%	0%	27%
C	7 - 10 Years	22%	0%	33%	20%
D	10+ Year	61%	100%	67%	53%



Survey Question 3

- Years of experience in any engineering function?
 - Document the overall engineering experience

Q3 Years of experience in any engineering function?

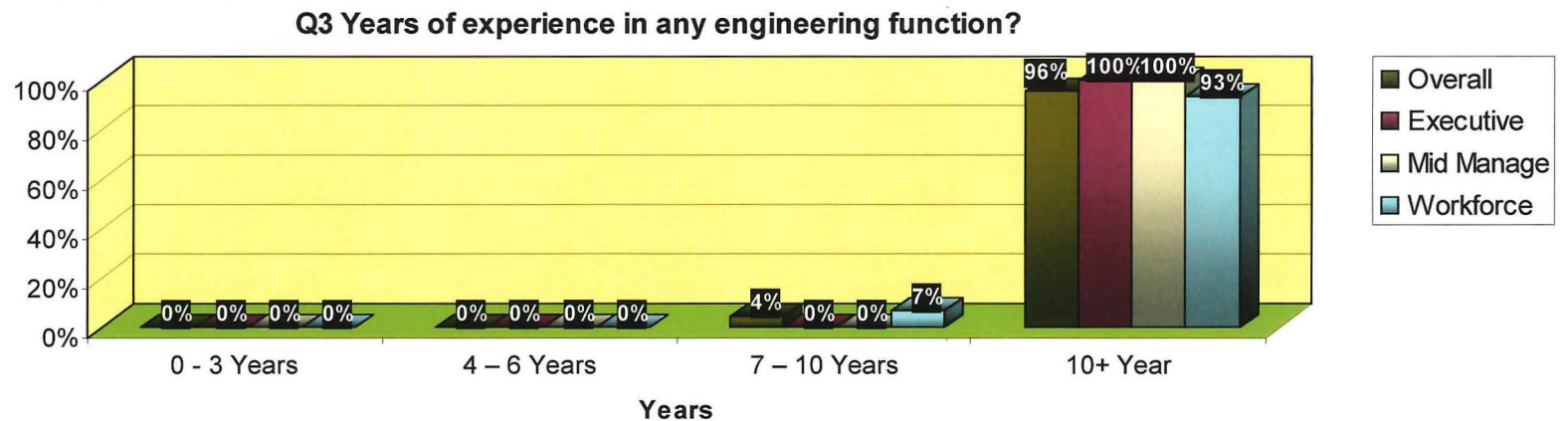


Q3 Years of experience in any engineering function?		Overall	Executive	Mid Manage	Workforce
A	0 - 3 Years	0	0	0	0
B	4 - 6 Years	0	0	0	0
C	7 - 10 Years	1	0	0	1
D	10+ Year	22	2	6	14



Survey Question 3

- Lot of engineering experience represented in this survey



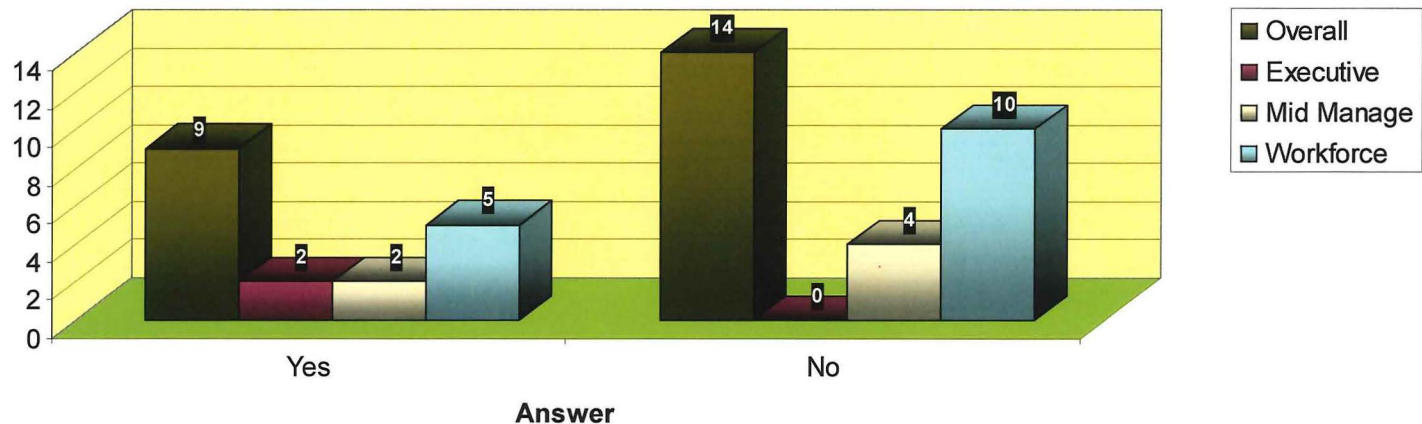
Q3 Years of experience in any engineering function?		Overall	Executive	Mid Manage	Workforce
A	0 - 3 Years	0%	0%	0%	0%
B	4 - 6 Years	0%	0%	0%	0%
C	7 - 10 Years	4%	0%	0%	7%
D	10+ Year	96%	100%	100%	93%



Survey Question 4

- At the location you work, is there a discrete definition of what systems engineering is with clear RAA's for each sub-discipline of SE?

Q4 Is there a discrete definition of what systems engineering is with clear RAA's for each subdiscipline of SE?

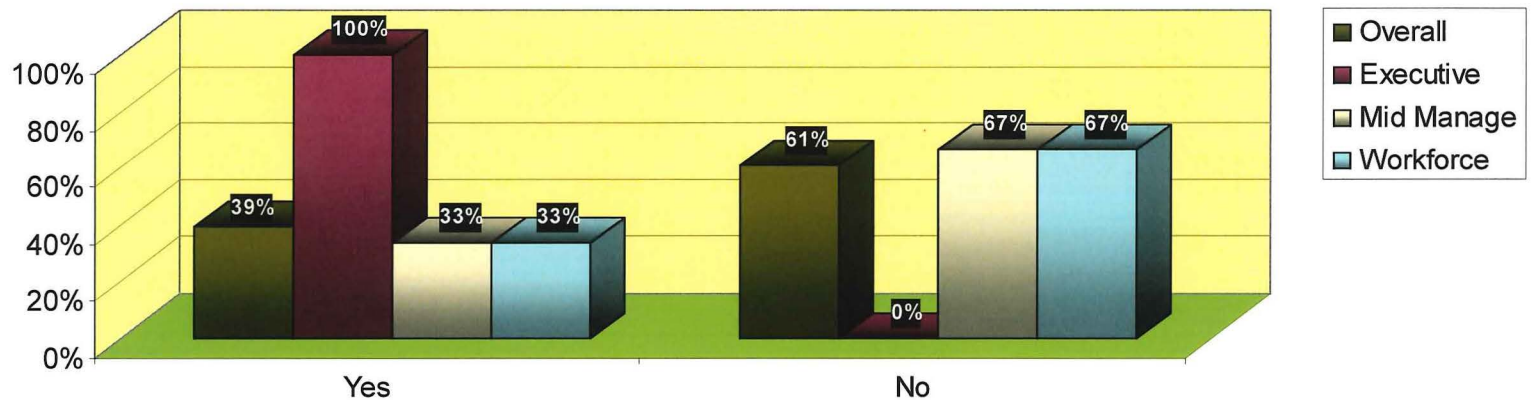


Q4 At the location you work, is there a discrete definition		Overall	Executive	Mid Manage	Workforce
A	Yes	9	2	2	5
B	No	14	0	4	10



Survey Question 4

Q4 Is there a discrete definition of what systems engineering is with clear RAA's for each subdiscipline of SE?



Q4 At the location you work, is there a discrete definition of what systems engineering is with clear RAA's for each		Overall	Executive	Mid Manage	Workforce
A	Yes	39%	100%	33%	33%
B	No	61%	0%	67%	67%

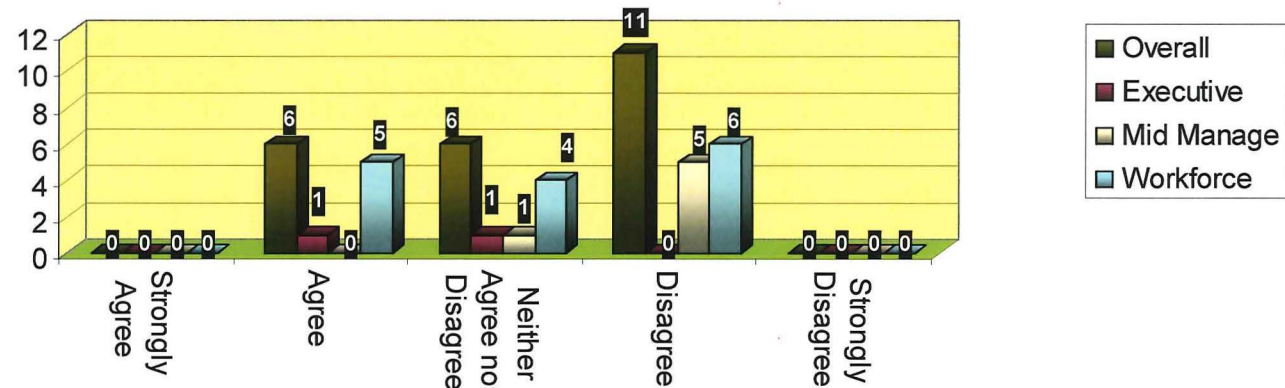
- Shows Executive management feels that there is clear definition or at least in place
- Middle management and the workforce feel that the definition may exist but are not flowed out to the masses



Survey Question 5

- Do you receive adequate training in the Systems Engineering processes?

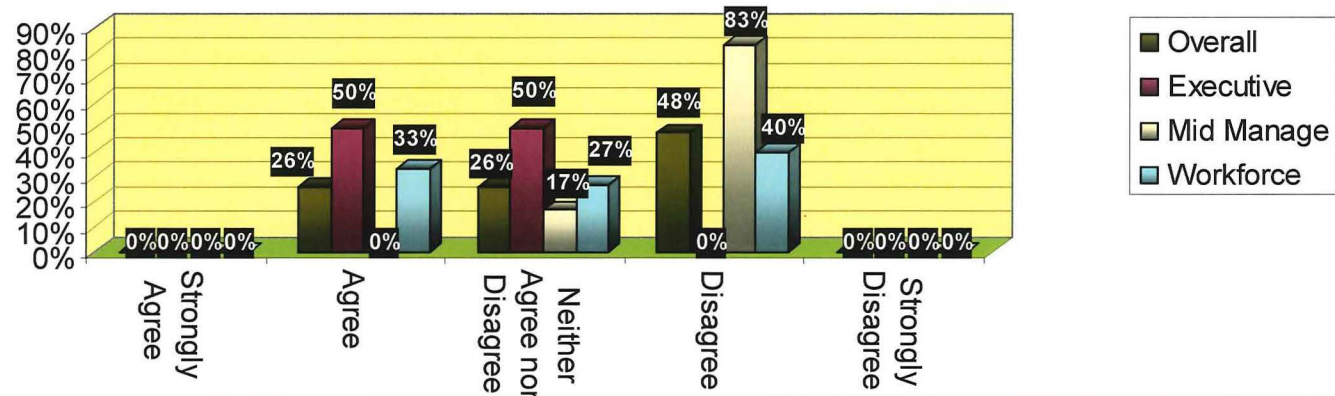
Q5 Do you receive adequate training in the Systems Engineering processes:



Q5 Do you receive adequate training in the Systems		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	0	0	0	0
B	Agree	6	1	0	5
C	Neither Agree nor Disagree	6	1	1	4
D	Disagree	11	0	5	6
E	Strongly Disagree	0	0	0	0

Survey Question 5

Q5 Do you receive adequate training in the Systems Engineering processes:



Q5 Do you receive adequate training in the Systems Engineering processes:		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	0%	0%	0%	0%
B	Agree	26%	50%	0%	33%
C	Neither Agree nor Disagree	26%	50%	17%	27%
D	Disagree	48%	0%	83%	40%
E	Strongly Disagree	0%	0%	0%	0%

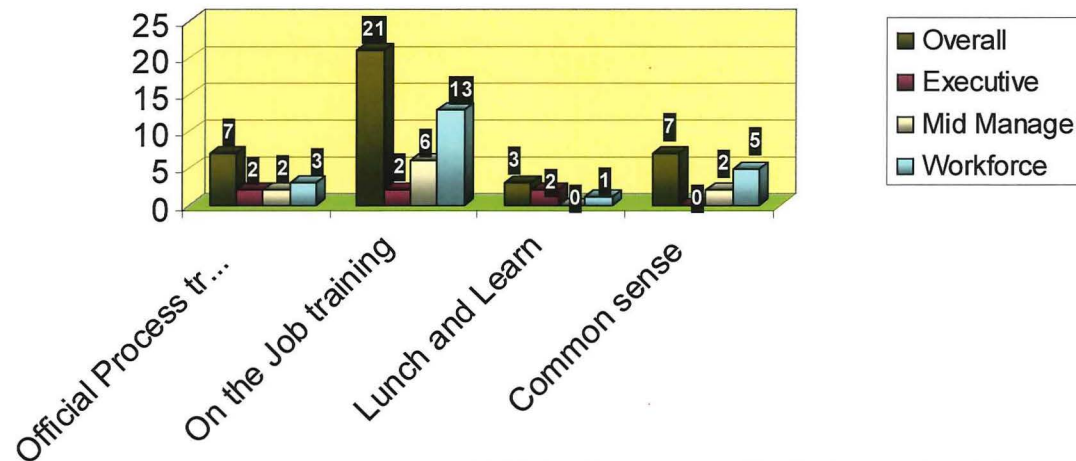
- Executive management feels that there is adequate training being developed but has not been flowed down yet
- Middle management and workforce know that the flow down of training has not happened yet.



Survey Question 6

- What type of training did you receive about the Systems Engineering processes you use today:

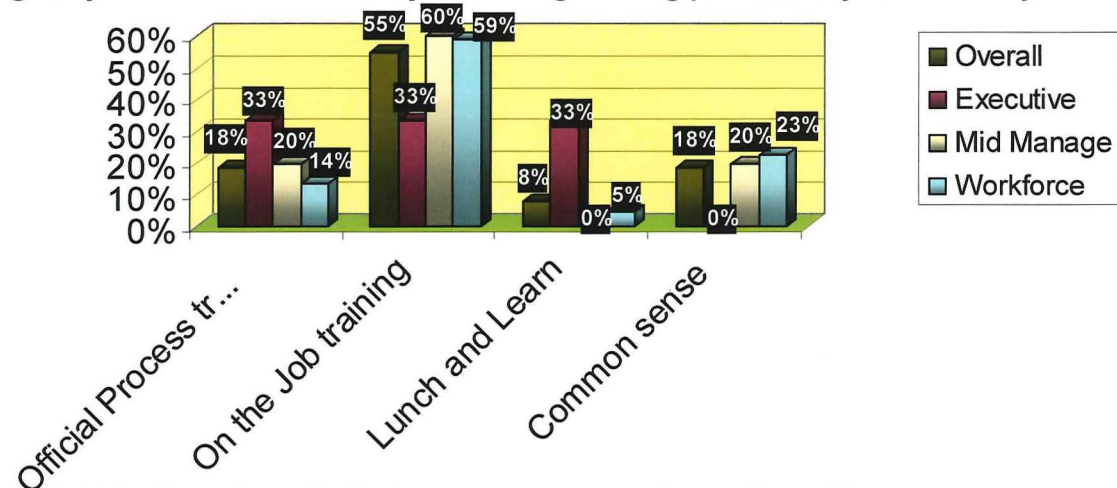
Q6 What type of training did you receive about the Systems Engineering processes you use today:



Q6 What type of training did you receive about the		Overall	Executive	Mid Manage	Workforce
A	Official Process training	7	2	2	3
B	On the Job training	21	2	6	13
C	Lunch and Learn	3	2	0	1
D	Common sense	7	0	2	5

Survey Question 6

Q6 What type of training did you receive about the Systems Engineering processes you use today:



Q6 What type of training did you receive about the Systems Engineering processes you use today:		Overall	Executive	Mid Manage	Workforce
A	Official Process training	18%	33%	20%	14%
B	On the Job training	55%	33%	60%	59%
C	Lunch and Learn	8%	33%	0%	5%
D	Common sense	18%	0%	20%	23%

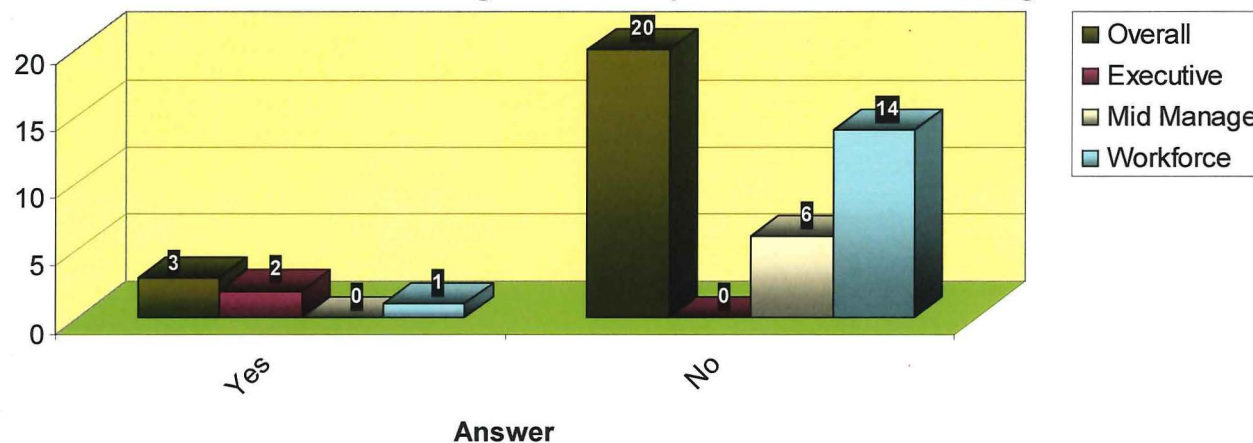
- Majority of the training is on the job
- Some official process training and lunch and learn activities have been promoted



Survey Question 7

- On any training you received, was it conducted in common with both the El Segundo and Seal Beach sites to foster cross-organization cooperation and understanding?

Q7 On any training you received, was it conducted in common with both the El Segundo and Seal Beach sites to foster cross-organization cooperation and understanding?

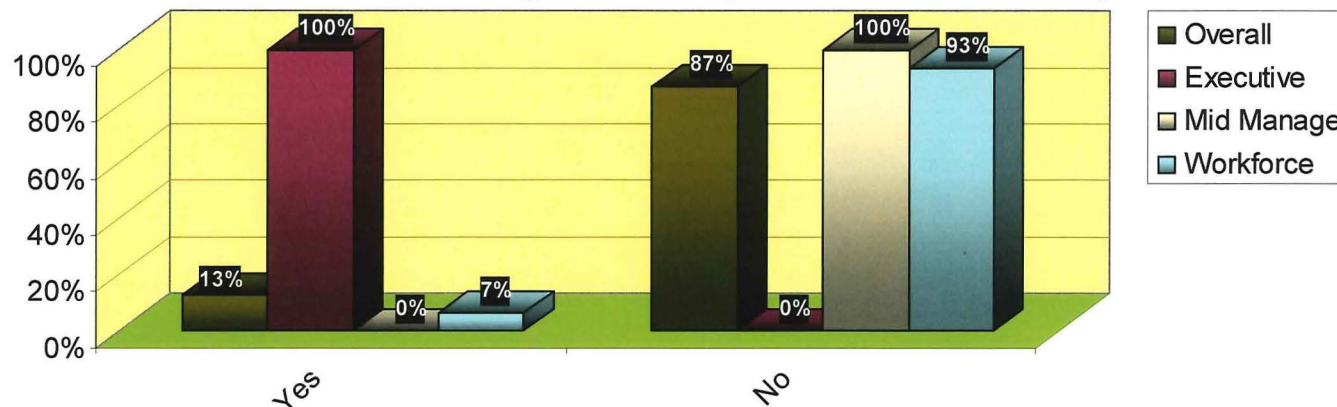


Q7 On any training you received, was it conducted in		Overall	Executive	Mid Manage	Workforce
A	Yes	3	2	0	1
B	No	20	0	6	14



Survey Question 7

Q7 On any training you received, was it conducted in common with both the El Segundo and Seal Beach sites to foster cross-organization cooperation and understanding?



Q7 On any training you received, was it conducted in common with both the El Segundo and Seal Beach sites to foster cross-organization cooperation and		Overall	Executive	Mid Manage	Workforce
A	Yes	13%	100%	0%	7%
B	No	87%	0%	100%	93%

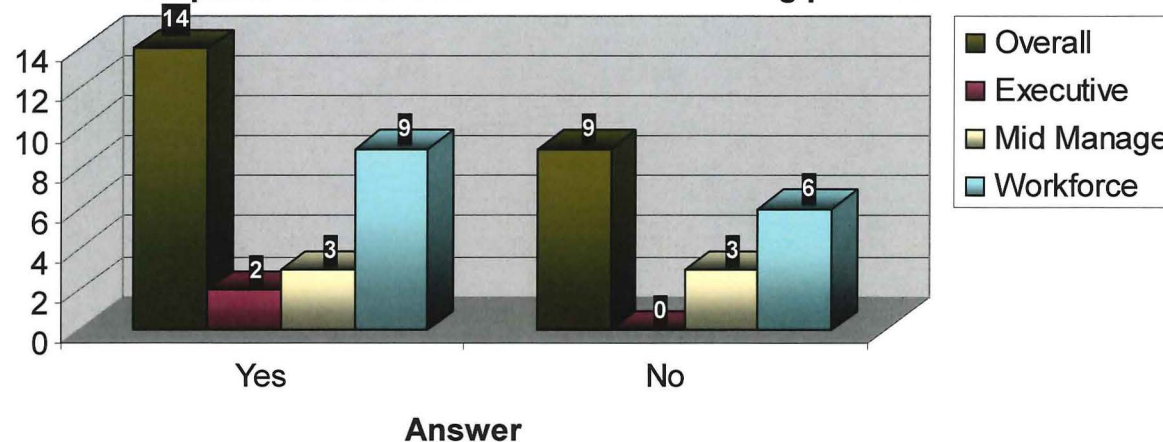
- Major move at the Executive level to establish training
- Not felt at the middle management and the workforce



Survey Question 8

- Has there been any management action to encourage definition of common SE practices or the use of common existing practices?

Q8 Has there been any management action to encourage definition of common SE practices or the use of common existing practices?

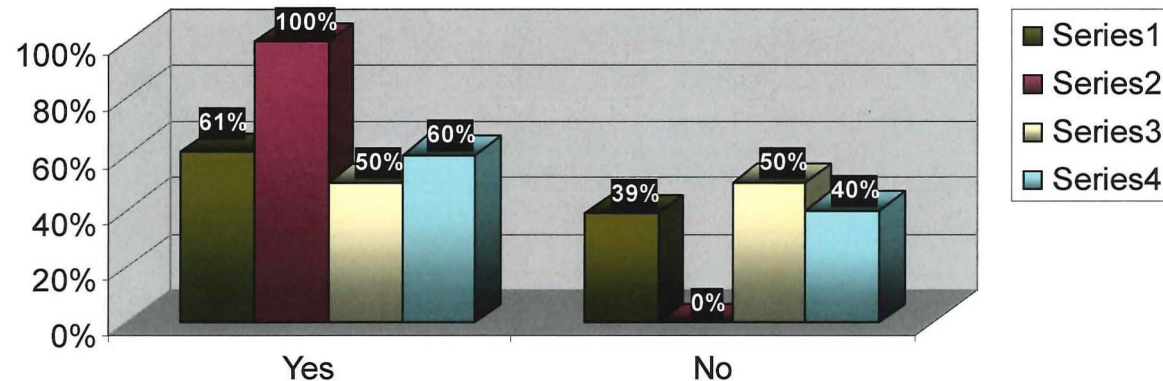


Q8 Has there been any management action to encourage		Overall	Executive	Mid Manage	Workforce
A	Yes	14	2	3	9
B	No	9	0	3	6



Survey Question 8

Q8 Has there been any management action to encourage definition of common SE practices or the use of common existing practices?



Q8 Has there been any management action to encourage definition of common SE practices or the use of common existing practices?		Overall	Executive	Mid Manage	Workforce
A	Yes	61%	100%	50%	60%
B	No	39%	0%	50%	40%

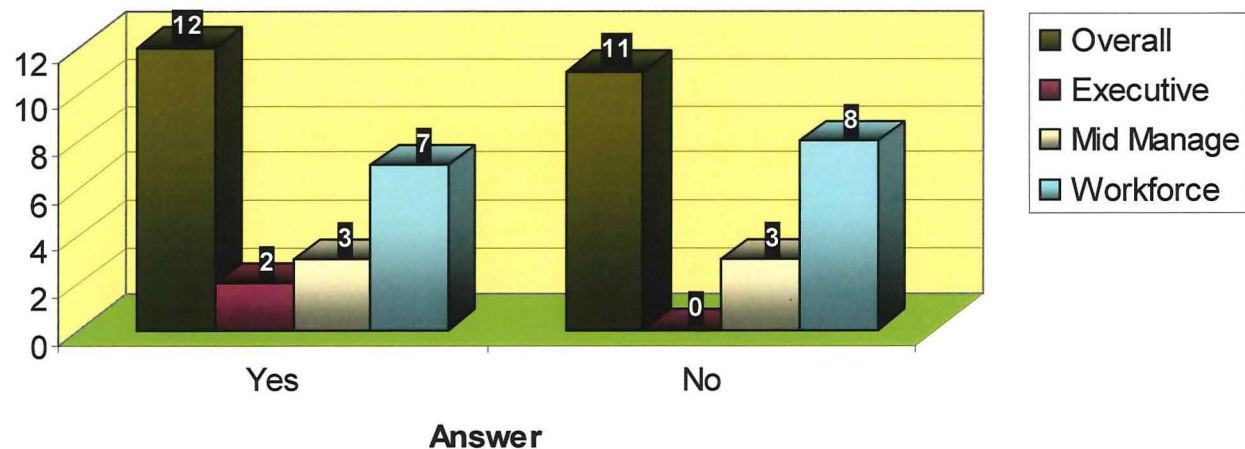
- Action at the Executive level to encourage common practices
- Still some segments have not heard the message clearly



Survey Question 9

- If there are common SE processes between the groups, are they followed in practice?

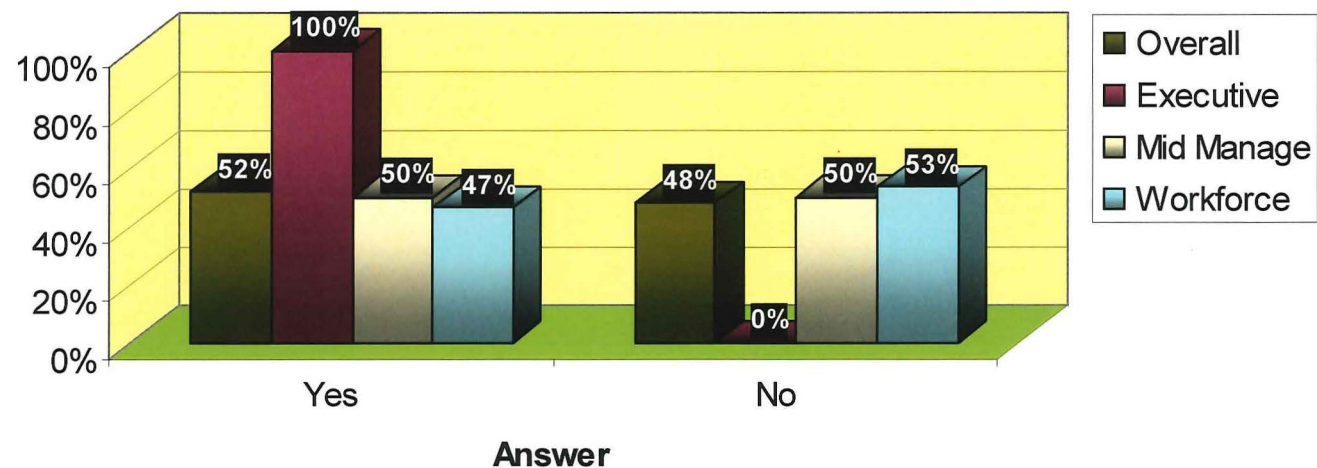
Q9 If there are common SE processes between the groups, are they followed in practice?



Q9 If there are common SE processes between the		Overall	Executive	Mid Manage	Workforce
A	Yes	12	2	3	7
B	No	11	0	3	8

Survey Question 9

Q9 If there are common SE processes between the groups, are they followed in practice?



Q9 If there are common SE processes between the groups, are they followed in practice?		Overall	Executive	Mid Manage	Workforce
A	Yes	52%	100%	50%	47%
B	No	48%	0%	50%	53%

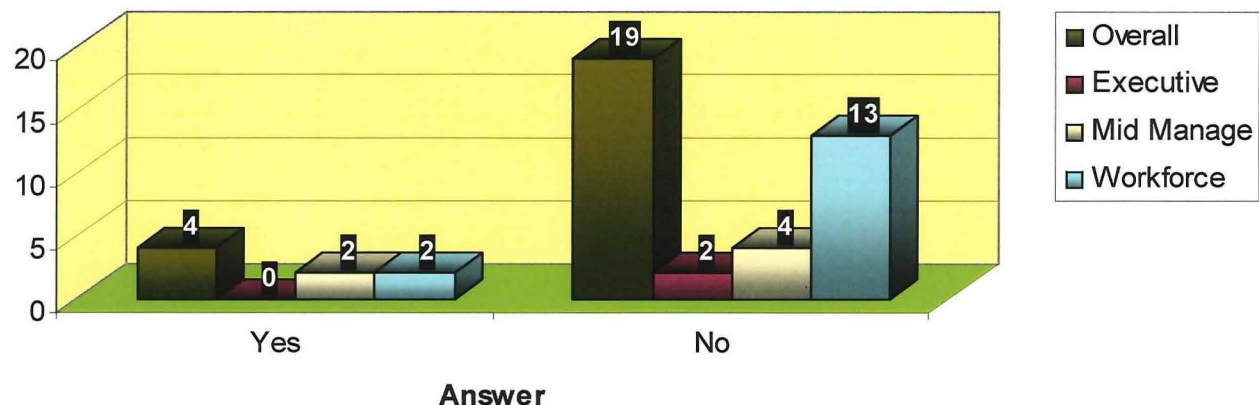
- Executive – common processes are at least followed in practice
- Other levels mixed results – possible issues



Survey Question 10

- In your opinion do you feel that we have common Systems Engineering processes between the El Segundo and Seal Beach sites:

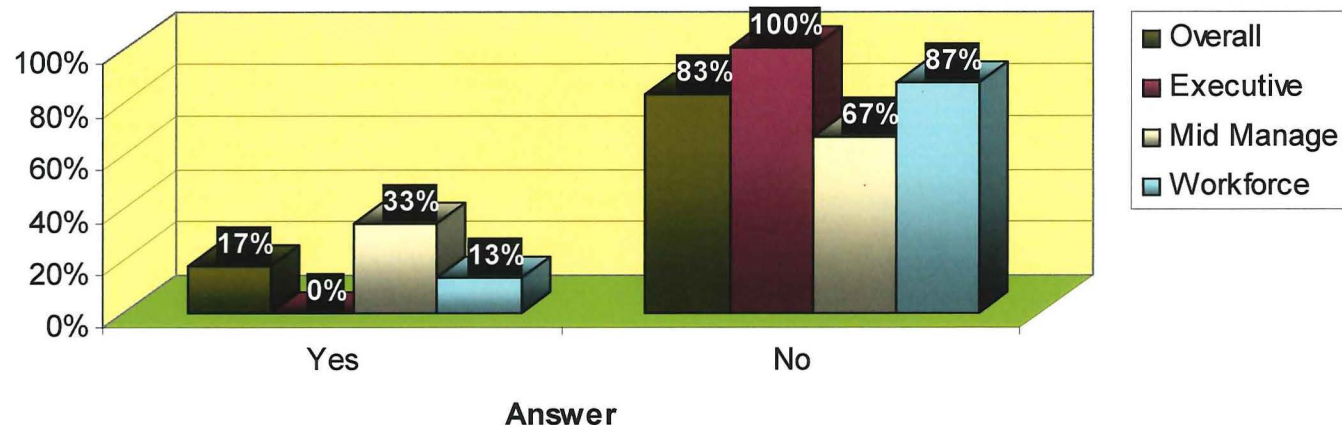
Q10 In your opinion do you feel that we have common Systems Engineering processes between the El Segundo and Seal Beach sites:



Q10 In your opinion do you feel that we have common		Overall	Executive	Mid Manage	Workforce
A	Yes	4	0	2	2
B	No	19	2	4	13

Survey Question 10

Q10 In your opinion do you feel that we have common Systems Engineering processes between the El Segundo and Seal Beach sites:



Q10 In your opinion do you feel that we have common Systems Engineering processes between the El Segundo and Seal Beach sites:

		Overall	Executive	Mid Manage	Workforce
A	Yes	17%	0%	33%	13%
B	No	83%	100%	67%	87%

- Majority of the group surveyed believe that commonality among the sites do not exist
- Some processes are similar



Survey Question 11

- If you answered “No” to the previous question list some processes that are not common between the two sites:
 - System engineering function not common between sites
 - Tools used at sites not common
 - Configuration Control Boards not common
 - Discrepancy reporting-separate systems
 - Independent data management systems
 - CM-independent, non integrated systems
 - Software delivery
 - Firewalls in place prevent data accessibility
 - Requirements verification - double books on some programs



Survey Question 12

- In relation to the previous question list some solutions to correct the situation:
 - Management or process management at the corporate level to develop/reiterate the Boeing process and tailor it for use on all programs
 - Program management at the top needs to recognize there is a system engineering problem
 - There needs to be a leadership portion of the SE function recognized and respected by programs
 - Leadership to facilitate the growth of SE as the technical execution leadership on a program
 - Benchmark system engineering processes against other parts of Boeing
 - Develop a value stream map for system engineering
 - Strong management enforcement - audits
 - Meaningful metrics for monitoring SE processes and products



Survey Question 12

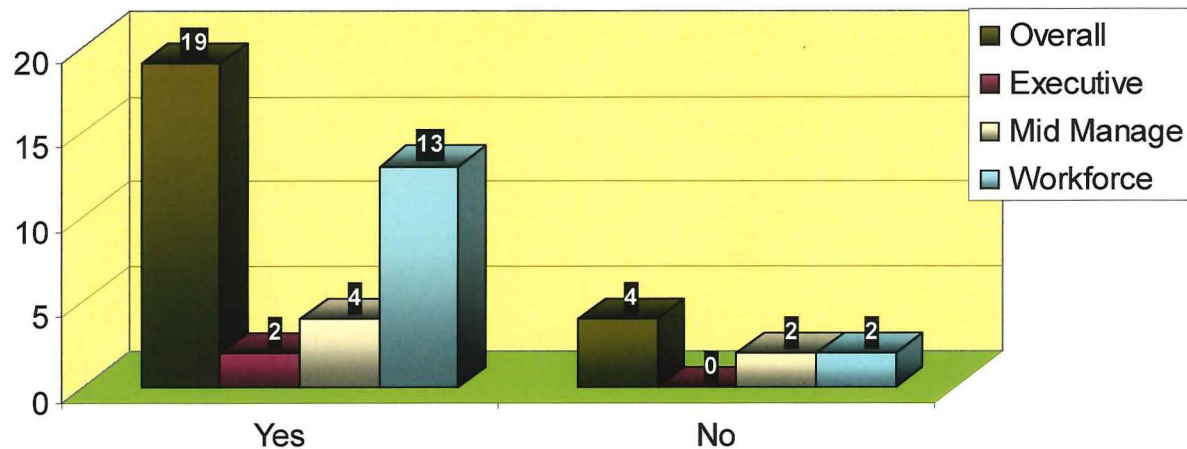
- Remove firewalls between El Segundo and other sites would facilitate the use PBMS
- Clearly defined SE RAAs
- Strong management enforcement - audits
- Meaningful metrics for monitoring SE processes and products
- Merge CM systems
- Common standard practices
- Recognize system engineering mentors/provide training
- Develop a system engineering training program
 - Available training both academically and on the job
- Educating people within a function of the resources already available
- Getting managers to demand their team look to see if the process/template is already defined
- Trade managers between sites
- Go to single integrated process and databases



Survey Question 13

- Have you seen the effectiveness of the SE function be limited by the lack of common SE practices?

Q13 Have you seen the effectiveness of the SE function be limited by the lack of common SE practices?

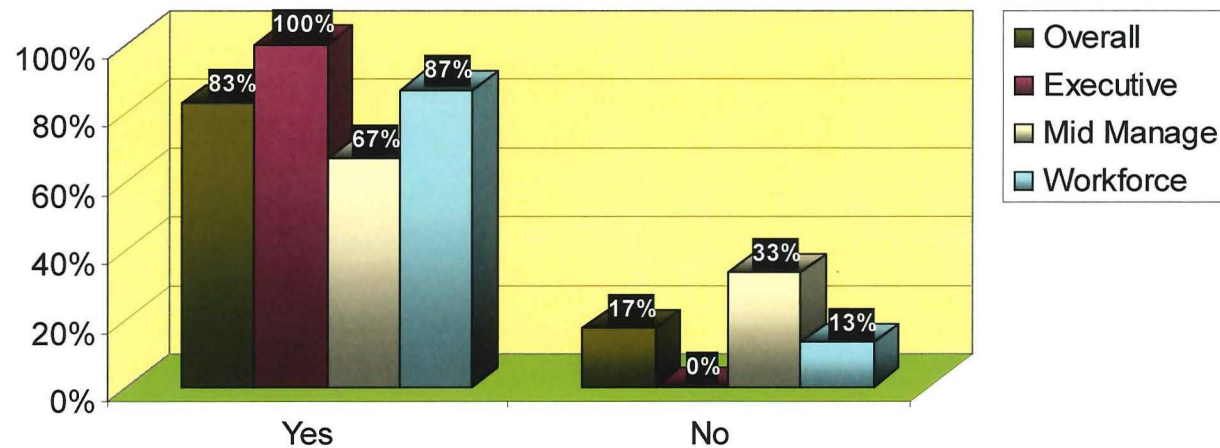


Q13 Have you seen the effectiveness of the SE function		Overall	Executive	Mid Manage	Workforce
A	Yes	19	2	4	13
B	No	4	0	2	2



Survey Question 13

Q13 Have you seen the effectiveness of the SE function be limited by the lack of common SE practices?



Q13 Have you seen the effectiveness of the SE function be limited by the lack of common SE practices?		Overall	Executive	Mid Manage	Workforce
A	Yes	83%	100%	67%	87%
B	No	17%	0%	33%	13%

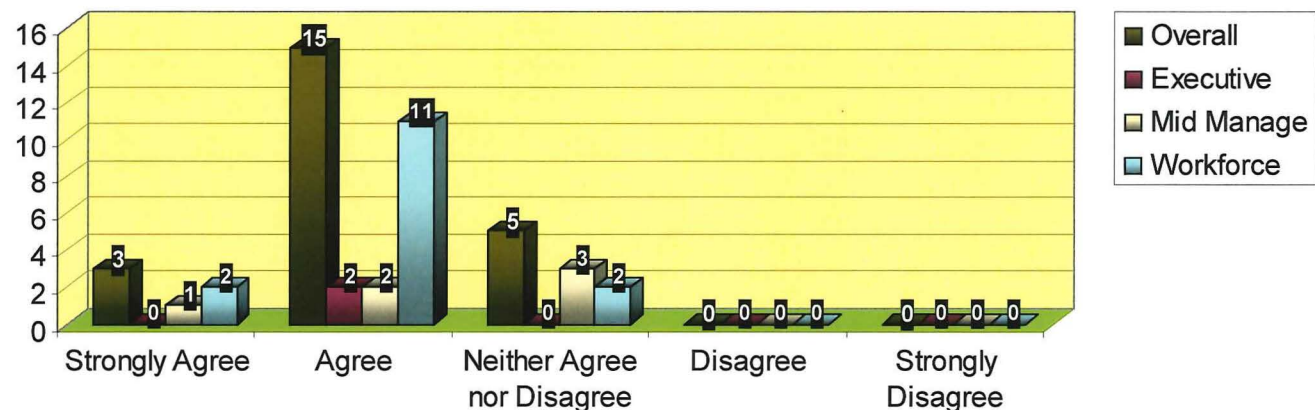
- Majority of the group surveyed believe that commonality among the sites does not exist
- Some processes are similar in execution



Survey Question 14

- I am satisfied with the recognition I receive for doing a good job:

Q1 I am satisfied with the recognition I receive for doing a good job:



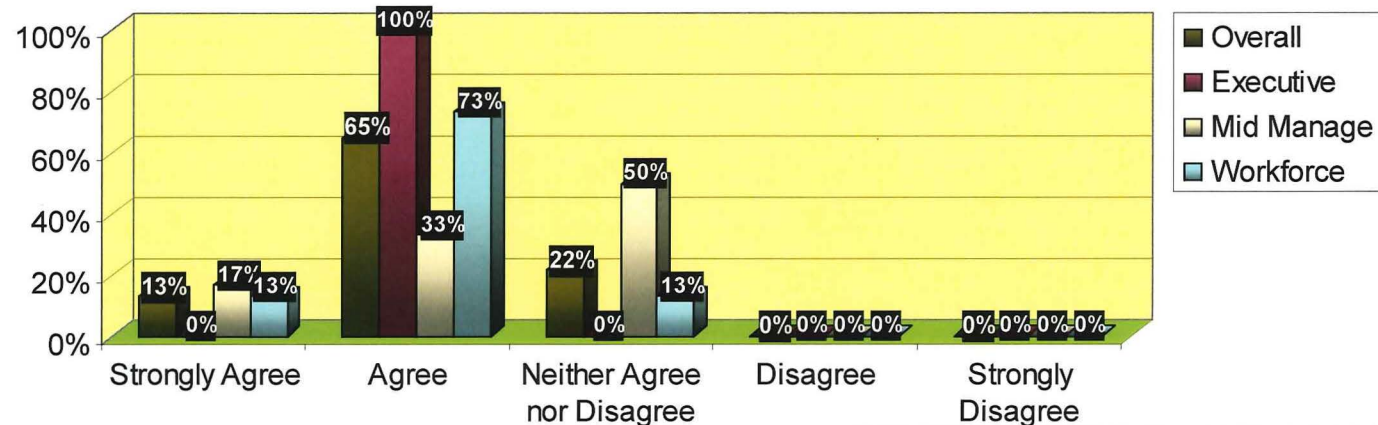
Q1 I am satisfied with the recognition I receive for doing a		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	3	0	1	2
B	Agree	15	2	2	11
C	Neither Agree nor Disagree	5	0	3	2
D	Disagree	0	0	0	0
E	Strongly Disagree	0	0	0	0



Survey Question 14

- Majority of the group are OK with the recognition received

Q1 I am satisfied with the recognition I receive for doing a good job:



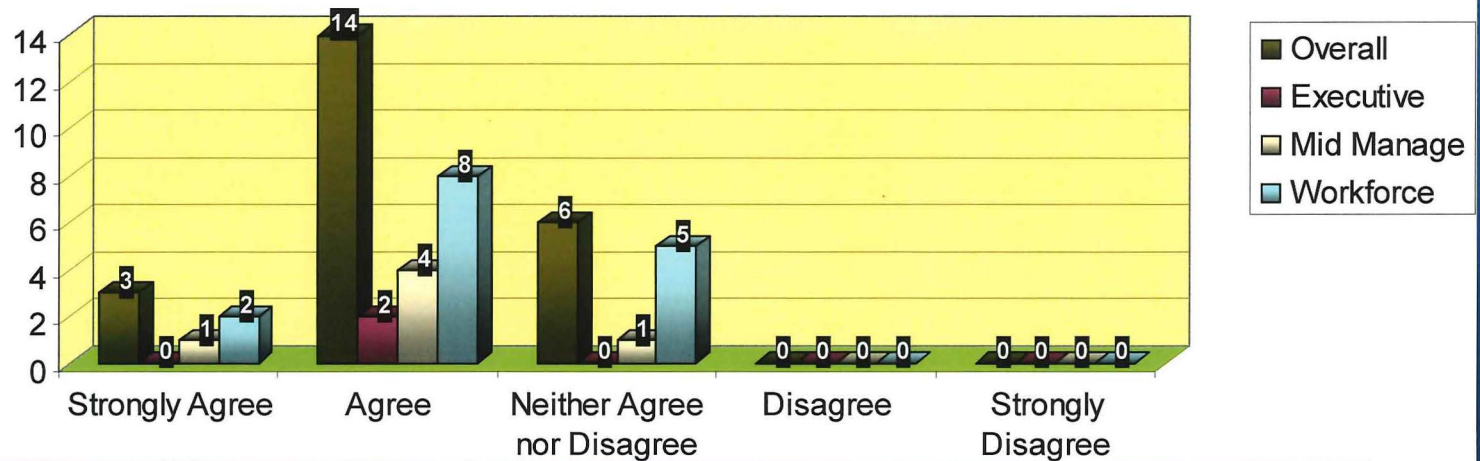
Q1 I am satisfied with the recognition I receive for doing a		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	13%	0%	17%	13%
B	Agree	65%	100%	33%	73%
C	Neither Agree nor Disagree	22%	0%	50%	13%
D	Disagree	0%	0%	0%	0%
E	Strongly Disagree	0%	0%	0%	0%



Survey Question 15

- I feel valued as an employee of S&IS Engineering

Q2 I feel valued as an employee of S&IS Engineering:



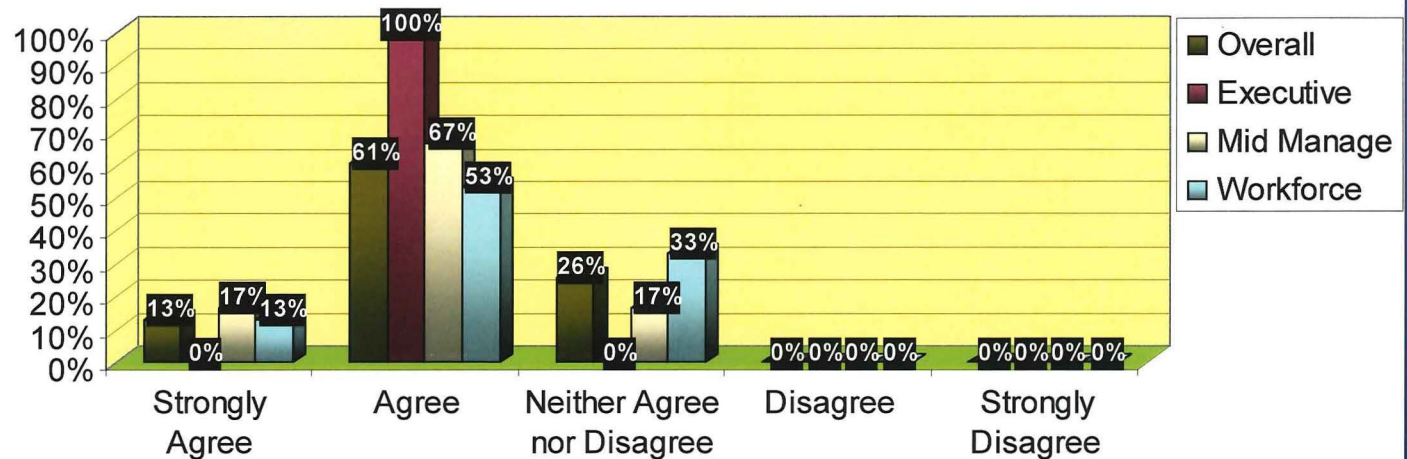
Q2 I feel valued as an employee of S&IS Engineering:		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	3	0	1	2
B	Agree	14	2	4	8
C	Neither Agree nor Disagree	6	0	1	5
D	Disagree	0	0	0	0
E	Strongly Disagree	0	0	0	0



Survey Question 15

- Majority of group surveyed feel valued for their work

Q2 I feel valued as an employee of S&IS Engineering:



Q2 I feel valued as an employee of S&IS Engineering:		Overall	Executive	Mid Manage	Workforce
A	Strongly Agree	13%	0%	17%	13%
B	Agree	61%	100%	67%	53%
C	Neither Agree nor Disagree	26%	0%	17%	33%
D	Disagree	0%	0%	0%	0%
E	Strongly Disagree	0%	0%	0%	0%



Survey Question 16

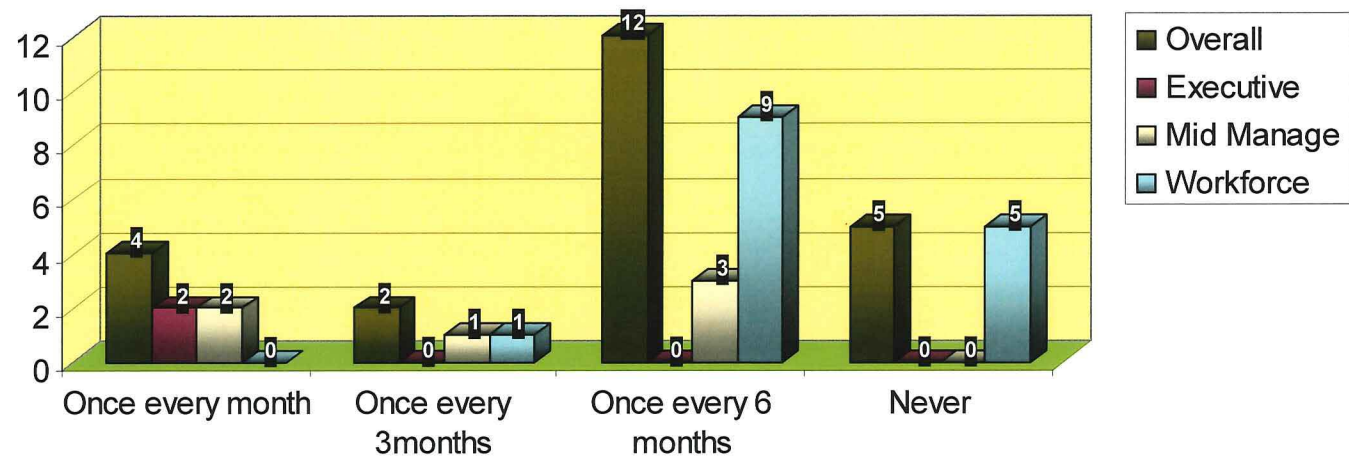
- What is your enrolled function?
- Survey group breakdown
 - 21 Systems Engineering
 - 1 Test and Evaluation Engineering
 - 1 Software Engineering



Survey Question 17

- How often do you meet with your enrolled manager?

Q4 How often do you meet with your enrolled manager?

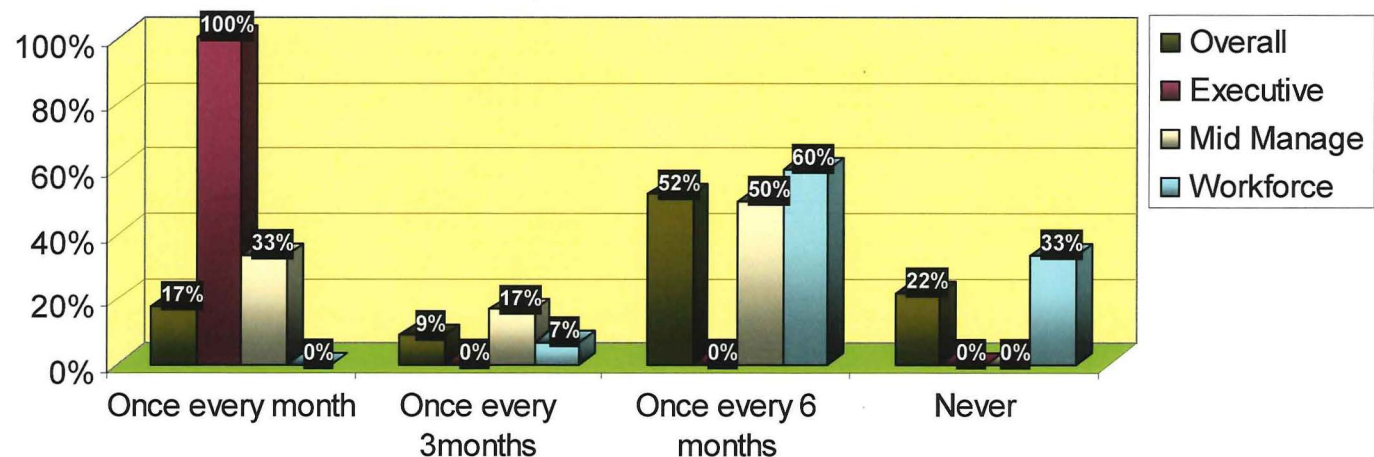


Answer

Q4 How often do you meet with your enrolled manager?		Overall	Executive	Mid Manage	Workforce
A	Once every month	4	2	2	0
B	Once every 3 months	2	0	1	1
C	Once every 6 months	12	0	3	9
D	Never	5	0	0	5

Survey Question 17

Q4 How often do you meet with your enrolled manager?



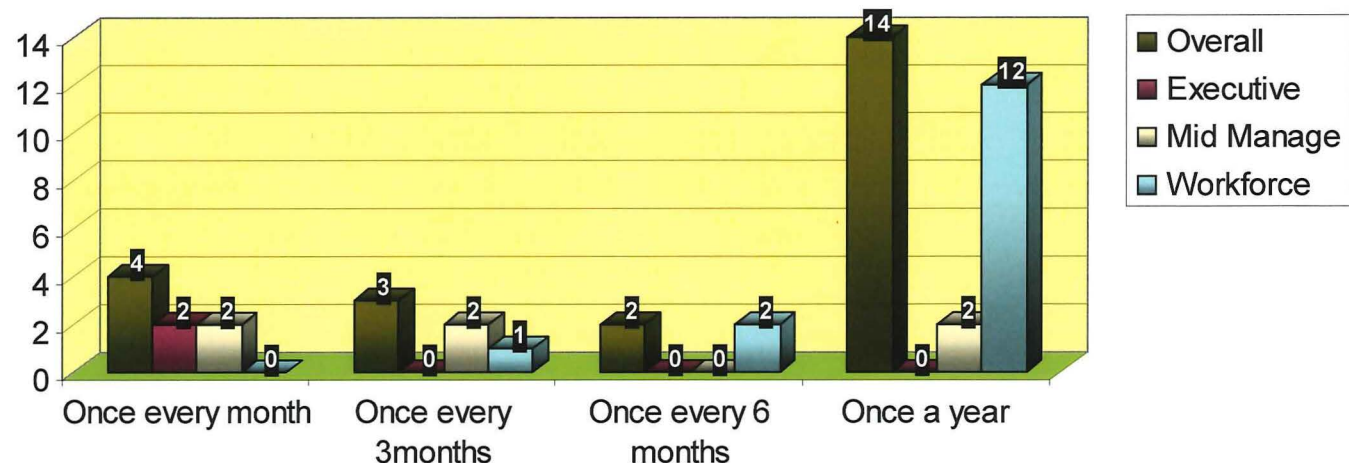
Q4 How often do you meet with your enrolled manager?		Overall	Executive	Mid Manage	Workforce
A	Once every month	17%	100%	33%	0%
B	Once every 3 months	9%	0%	17%	7%
C	Once every 6 months	52%	0%	50%	60%
D	Never	22%	0%	0%	33%

- Executive management met on a daily or weekly basis
- Majority met once every six months and some none at all
- This could be a potential issue – flow down of info

Survey Question 18

- How often do you feel that you need to meet with your enrolled manager to discuss other job opportunities?

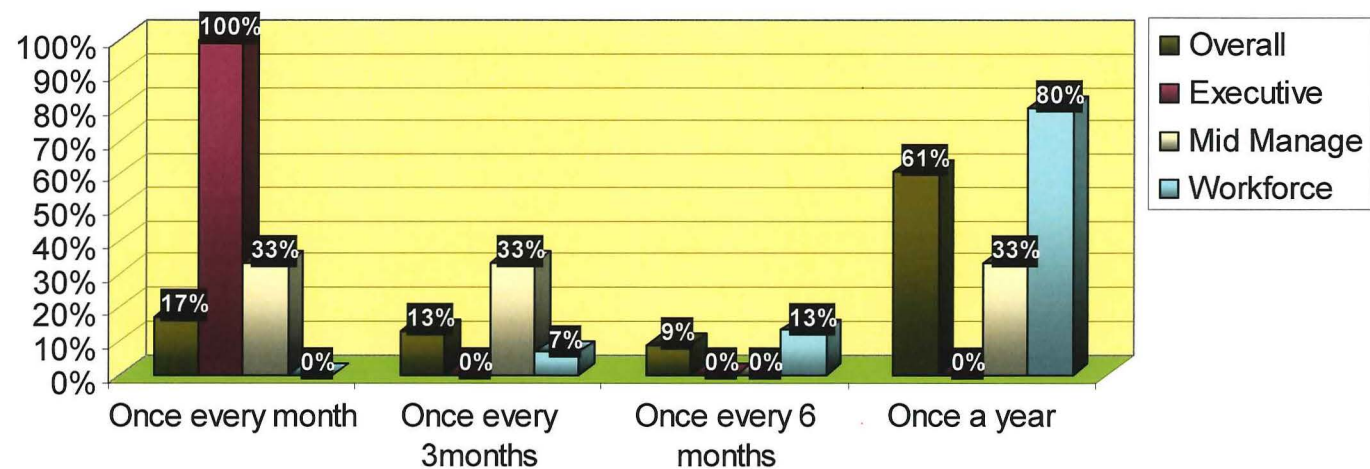
Q5 How often do you feel that you need to meet with your enrolled manager to discuss other job opportunities?



Q5 How often do you feel that you need to meet with your		Overall	Executive	Mid Manage	Workforce
A	Once every month	4	2	2	0
B	Once every 3months	3	0	2	1
C	Once every 6 months	2	0	0	2
D	Once a year	14	0	2	12

Survey Question 18

Q5 How often do you feel that you need to meet with your enrolled manager to discuss other job opportunities?



Q5 How often do you feel that you need to meet with your enrolled manager to discuss other job opportunities?		Overall	Executive	Mid Manage	Workforce
A	Once every month	17%	100%	33%	0%
B	Once every 3 months	13%	0%	33%	7%
C	Once every 6 months	9%	0%	0%	13%
D	Once a year	61%	0%	33%	80%

- Executive management would like to meet with their people on a weekly or daily basis
- Enrolled management once every three months
- Workforce would like to meet once a year



Data Summary and Conclusion



Data Summary and Conclusion

- Discrete definition of System Engineering
 - Both Program and Executive management feel that a discrete definition exists and RAAs are defined
 - Middle management and the workforce feel that the definition may exist but are not flowed out to the masses
- Training
 - Executive management feels that there is adequate training being developed but has not been flowed down yet
 - Middle management and workforce know that the flow down of training has not happened yet.
 - Majority of the training is on the job and different at both sites
- Majority have seen the effectiveness of the SE function be limited by the lack of common SE practices
 - Majority of the group surveyed believe that commonality among the sites does not exist
 - Some processes are similar in execution
- Everybody feels that they are fairly satisfied with their jobs and are valued as employees
- Even though Executive and Program management meet with their people on a daily or weekly basis, Enrolled management meet with people every 3 to six months



Recommendations



Recommendations

- Benchmark Systems Engineering processes and tools across Boeing
- Develop a value stream map for systems engineering
- Develop common standard processes and tools
 - Allow tailoring for programs
- Flow down Processes and Tools
 - Through Training
 - Through monthly Enrolled management meetings
- Audits to verify that the programs are on track and there are no drifts from the established processes
- Need to recognize system engineering mentors



Recommendations

- Getting the right skilled individuals in the SE Leadership roles and the program/plant site leadership providing them with the right set of RAA's to be successful is the key
- Getting program managers to demand their team look to see if the process/template is already defined in the standards
- Develop a Systems Engineering training program
 - Provide training in Systems Engineering
 - Provide training in established processes
 - Transform the culture into a single operating organization
- Enrolled managers need to meet with there direct reports at least monthly to flow down new processes and tools as well as job opportunities across campuses
- Integrate workforce between sites



Closing Remarks



Closing Remarks

- Systems Engineering provides the interdisciplinary systems view to take a product from initial requirements to operation
- Systems Engineering process and rigor will differentiate our products and maintain our competitive advantage
- Common System Engineering Processes and tools will enable us to:
 - Improve cost efficiency, improve cycle time and increase quality of product
 - Improve commonality across the enterprise
 - Allow to plug and play employees across the enterprise
 - Give new programs fast startup with core set of processes and tools
 - Leverage site and program innovation across Boeing
 - Become one enterprise



Closing Remarks

- A lot of work has been done!
- A lot of work still needs to be completed
- Some good things that are happening
 - Regional approach to standardizing processes and tools
 - Management working on developing training
 - System Engineering 101
 - Programs establishing teams to look at standardizing processes and tools across campuses
 - Employees Involvement teams
 - Process Integration Panels established
 - Integration of workforce starting to happen



Any Questions?



Backup



References

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