



Frontiers

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Wired for success

Boeing El Paso is a
strategic manufacturing
center for electronics



16 Hire performance

Boeing's competitive advantage is and always will be its people. To meet future business needs, Boeing recruiters are looking for qualified people from a variety of backgrounds, cultures and with different experiences—a new generation of employees who will keep Boeing competitive and a global leader in aerospace.

PHOTO: BOB FERGUSON/BOEING



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Controlling future health care costs is essential in sustaining Boeing's ability to invest in new products and services, price them to be successful against competitors' and, ultimately, create job opportunities for employees, writes Rick Stephens, senior vice president of Human Resources and Administration.

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Meet Boeing's experts

They solve exceptionally difficult problems. They help Boeing define its technical strategies. They are recognized as authorities on national and international levels. Meet Boeing's five newest Senior Technical Fellows.

PHOTO: BOB FERGUSON/BOEING



Talent search

Boeing focuses on recruiting to meet future business challenges

By Bev Holland and Robyn McBride

Commercial Airplanes design engineer Roshani Patel and Fabrication employees Brian Bettes and Uriel Lopez were all looking for different things in a company, but each found what he or she was seeking at Boeing.

"I was looking for a diverse company," said Patel, a new Structural & Payload engineer with the Next-Generation 737 program in Renton, Wash. The culture of Boeing, she added, "is like a family. It's kind of a life choice."

A recent Aerospace Engineering graduate of Iowa State University, Patel came face to face with Boeing recruiters last fall at a conference in Chicago.

After the U.S. economy's low point in 2009, hiring at Commercial Airplanes began to slowly climb as airline customers recovered. In its Current Market Outlook, Boeing forecasts demand for more than 33,000 new commercial airplanes globally in the next 20 years.

For Boeing, skilled manufacturing talent is crucial to meeting that surging demand and successfully tackling a \$308 billion backlog of jetliners.

"We continue to focus on recruiting skilled and motivated employees, including machinists, engineers and other professionals, to meet the demands of commercial airplane customers," said Rick Stephens, senior vice president of Human Resources and

Administration. "We also continue hiring for critical skills that support our pursuit of new defense opportunities internationally and in targeted adjacencies.

"With so much critical work in front of us," Stephens said, "we recognize the importance of attracting new people to the company, while making sure we continue to develop the skills and talents of our people."

Last year, Bettes, a subassembly mechanic at Boeing Fabrication in Auburn, Wash., was driving fuel tanker trucks. But the father of two young boys wanted a job with more stability and opportunities to advance and learn new skills. He knew that production at Boeing Commercial Airplanes was ramping up. Then he learned from a local news story that community colleges and technical schools in the Puget Sound area were preparing new Boeing workers.

Lopez, a hand-finisher in the extrusion area at the Auburn plant, came to Boeing in October, right out of Auburn Senior High School. Besides academic courses, he took electronics and wood shop. His shop skills transferred to the work he does today finishing metal parts.

"Since I was 8 years old," Lopez said, "I always wanted to work on planes. Right when I turned 18, I wasted no time. I went online and started applying."

During high school, Lopez worked in landscaping, busing tables

"We continue to focus on recruiting skilled and motivated employees, including machinists, engineers and other professionals, to meet the demands of commercial airplane customers."

— Rick Stephens, senior vice president of Human Resources and Administration



PHOTO: Roehani Patel, Structural & Payload design engineer for Next-Generation 737 Wing Box in Renton, Wash., joined Boeing Commercial Airplanes in January. "Working at Boeing is not so much what I'm doing," she said, "but what I get to be a part of."

BOB PERKINS/BOEING



PHOTOS: (Above) Brian Bettes, a subassembly mechanic at Boeing Fabrication in Auburn, Wash., found a mentor two weeks into his new career. He now is "shadowing" an experienced employee. **BOB FERGUSON/BOEING** **(Inset, left)** Enjoying the fast pace of life in Washington, D.C., software engineer Sarah Rhoades feels good about her choice of career with Boeing Defense, Space & Security. **FRED TROLO/BOEING**

Talent search



to meet with me one on one. They asked important questions that reflected Boeing's needs."

After the initial meeting, Patel was called back for a second interview.

She began work in January.

After learning that Boeing needed more mechanics, Bettes enrolled in an assembly mechanic program at Renton Technical College, affiliated with Edmonds Community College. Course work included general knowledge about Boeing and its history, online training in reading drawings and using tools, and hands-on training using equipment and tools similar to those used at Boeing. In October, he received his assembly mechanic certificate and college credit. A month later, Bettes had an interview at Boeing, and in February, a job offer.

He started March 2 at Boeing Fabrication.

With an 18,000-person increase in Boeing hiring last year,

training becomes critical. Patel said she was offered classes in a number of different areas soon after she came aboard.

"My manager also referred me to the Boeing Mentor program," she said. "From day one, if I have questions, there's always someone to help."

Bettes and others like him who are part of the latest generation of Boeing employees have similar reactions.

"I've never worked for a company that provided so much training," he said, adding: "I'll be doing blueprint reading and some hands-on training."

Still in pre-job training classes when he spoke to *Frontiers*, Bettes noted he "can't wait to get on the [factory] floor." ■

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Boeing strategy: Diverse sources of talent

Where does Boeing look for talent?

Widely. That's the one-word answer.

Joyce Tucker, Boeing vice president of Global Diversity and Employee Rights, says the company strives to "tap into the diversity of all people—their different ethnicities, cultures, backgrounds, experiences, perspectives and talents—so we can leverage these differences as strengths to create a competitive advantage for Boeing."

Boeing recruiters have a strong and coordinated engagement with diversity-oriented organizations such as the Society of Women Engineers.

Veteran recruiting brings results, too. "Boeing has recruiters dedicated and

trained to work with the military and veterans organizations," said Glennon Cook, director of Boeing Global Staffing.

Boeing significantly exceeded its expectation of hiring 1,000 veterans last year, adding more than 1,800. (For more information, visit <http://jobs-boeing.com/transitioning-military>.)

Recruiters also scour online job boards. Accompanied by hiring managers, they visit scores of college campuses and attend and host job fairs, including those helping to redeploy current employees. Hundreds secured new positions within Boeing following the conclusion of the Space Shuttle program.

Hiring at Boeing targets critical skill

needs, such as engineering, cybersecurity and airplane production. Job seekers will find openings in nearly every skill and business, whether it's company expansion or just normal attrition as people retire or move to other job opportunities within the company.

Job seekers start at Boeing's Careers website (www.boeing.com/careers) or the companion site for employees, the Boeing Enterprise Staffing System, known as BESS. Candidates also can reach Boeing on Facebook. Posting a job-specific resume begins the application process. When selecting people to interview, managers look only at the resumes job seekers post.

PHOTO: Uriel Lopez, a hand-finisher in the extrusion area at Boeing Fabrication in Auburn, Wash., knew he wanted to work on airplanes when he was growing up. He applied for jobs at Boeing while attending high school and began work in October. BOB FENGLISON/BOEING

By the numbers...

- Hired **18,000** employees in 2011 (mix of replacement and new positions)
- Forecasting **11,000** new hires in 2012
- Between now and 2014, Boeing expects to replace an additional **30,000** employees who will leave the company

