

EXPERIENCE & CAPABILITY OVERVIEW

Supporting Manufacturing Excellence Through Problem Solving, Knowledge Transfer, and Workforce Development

Purpose

This document is intended to provide visibility into the knowledge, experience, and perspective I have accumulated throughout a 45-year aerospace career.

It is not a request for a different position, a promotion, or a reassignment.

Rather, it reflects my belief that experience and institutional knowledge are organizational assets that should be shared when they may contribute to future success.

A Career Built Around Manufacturing

My aerospace career spans approximately forty-five years and includes aircraft maintenance, manufacturing engineering, engineering systems, planning systems, technical documentation, configuration management, workforce development, and technical instruction.

Prior to Boeing, I spent eight years with BF Goodrich Aerospace as a Maintenance Planner. That experience provided valuable insight into aircraft operations, maintenance requirements, and the long-term impact of engineering and manufacturing decisions.

I later spent twenty-one years with Boeing in Manufacturing Engineering and related disciplines. During that time, I served as a Liaison Manufacturing Engineer, Factory Manufacturing Engineer, Commodity Owner, and Manufacturing Engineering contributor supporting Change Incorporation and Refurbishment activities.

My experience includes work associated with the Boeing 737, 747, 767, and 777 programs, along with early KC-46 activities connected to the 767 platform.

Throughout those years, my primary professional identity remained consistent:

I was a Manufacturing Engineer.

Design Engineering determines what an airplane should be.

Manufacturing Engineering determines how an airplane is built.

My responsibilities focused on creating manufacturing solutions, developing installation methods, supporting production, solving problems, and ensuring that engineering intent could be successfully translated into production reality.

Solving Problems

One of the most consistent themes throughout my career was problem solving.

People rarely came to Manufacturing Engineering because everything was working perfectly. They came because something was preventing success.

My role was to identify obstacles, understand root causes, and help develop practical solutions.

Whether the challenge involved manufacturing processes, planning systems, engineering requirements, documentation, configuration management, installation planning, or workforce knowledge, the objective remained the same:

Find what is preventing success and remove the obstacle.

Over time, I learned that successful organizations are not defined by the number of problems they encounter. They are defined by how effectively they solve them and how well they use those solutions to strengthen future performance.

Commodity Ownership and Accountability

For more than fifteen years I served as Manufacturing Engineering Commodity Owner for:

- Potable Water Systems
- Interior Lighting Systems

across Everett production programs including the 747, 767, and 777 aircraft families.

Those responsibilities included manufacturing planning, process development, installation planning, production support, technical documentation, and Manufacturing Engineering oversight.

As Commodity Owner, my approval represented the final Manufacturing Engineering signature for work performed within those assigned commodities.

That responsibility reinforced a simple lesson:

We do not have the luxury of being wrong.

Quality, accuracy, and accountability are not optional in aerospace manufacturing.

Building Knowledge

Throughout my Boeing career, I authored and maintained thousands of Installation Plans used to direct the installation of aircraft parts and assemblies.

These documents transformed engineering requirements into executable manufacturing instructions and became permanent knowledge assets supporting aircraft production.

The experience taught me that knowledge has little value if it exists only in one person's memory.

Knowledge becomes valuable when it can be transferred, applied, preserved, and used by others.

That belief ultimately became one of the foundations of my passion for workforce development and technical instruction.

Developing People

One of the most consistent themes throughout my career has been helping people develop the knowledge and confidence needed to perform successfully.

Whether supporting manufacturing teams, assisting engineers and planners, developing technical documentation, teaching Boeing employees, or mentoring youth outside of work, I have always found the greatest satisfaction in helping others solve problems and achieve goals they may not have believed possible.

My commitment to workforce development extends beyond my professional career. As a Scoutmaster, I had the privilege of helping guide and mentor 37 Eagle Scouts. That experience reinforced many of the same principles that guided my aerospace career: developing capability, encouraging problem solving, building confidence, and helping people reach their full potential.

Over time, I came to realize that leadership is not defined by position or authority.

Leadership is the ability to help others succeed.

Looking Forward

Throughout my career, I have witnessed aerospace evolve from heavily paper-based environments to increasingly sophisticated digital engineering and manufacturing systems.

Experience with CATIA, 3DEXPERIENCE, SolidWorks, and related technologies has reinforced my belief that workforce development will continue evolving alongside advances in technology.

I believe the future will increasingly incorporate digital work instructions, advanced search capabilities, artificial intelligence, immersive learning systems, and augmented reality technologies.

However, technology itself is not the objective.

The objective remains helping people obtain the correct information, understand it, and apply it successfully.

That goal has remained constant throughout my career and continues to drive my interest in workforce development today.

Closing

I am grateful for the opportunities I have received through GP Strategies and for the opportunity to continue supporting Boeing through workforce development and technical instruction.

This document is simply intended to ensure that leadership has visibility into the perspective, experience, and knowledge that I have been fortunate to accumulate throughout my career.

RB Smith