

# Quality

We design quality into every aspect of our business and drive personal accountability to ensure quality in everything we do and in every product we deliver. We promote quality with our people, our culture, metrics and oversight.

The Boeing Quality Management System (QMS) has a foundation in AS9100, which is the internationally recognized and premier aerospace QMS standard. Boeing aims to flow down AS9100 certification and compliance to its suppliers in order to enable effective and efficient processes that meet multiple customer, statutory and business requirements.

QMS and the company’s Safety Management System (SMS) work together and are built into the company’s organizational structure, policies, processes, procedures and resources. Our customers and our regulators have extremely high expectations of Boeing, and these systems help to operationalize safety and quality in order to meet those expectations.

We incorporate safety and quality metrics into our primary annual incentive structures, further driving our focus across the enterprise at every level of the organization. We operate with four enterprisewide operations councils focused on strengthening quality, manufacturing, supply chain and program management in every program. We deliver quality through a relentless commitment to integrity, safety and sustainability, which is fundamental to our mission.

[Learn more about our approach to quality.](#)



## A sustainable approach to supplier quality success

Boeing is expanding a new proactive quality tool called Requirements Consumption Review (RCR) to ensure suppliers fully understand all requirements prior to building a product — and it’s significantly reducing waste and rework down the line to enable first-time quality.

**Why it matters:** The program is having a positive impact on quality.

- Boeing conducts the review for newly designed products or products that have moved to a new supplier and that may generate a defect, for example, given the part’s complexity.
- RCRs have resulted in a 95% first-time quality yield, compared to 60% for similar parts that did not involve the tool.
- First deployed across Boeing’s Defense, Space & Security business, RCRs are now being implemented across Commercial Airplanes and Global Services as well.

“When we send a purchase order to a supplier, it can be a detailed process to ensure we receive high-quality products that meet our exacting requirements. This early involvement approach involves a cross-functional team that works proactively with the supplier to go through the purchase order together, including all the critical technical requirements, and establish confidence and clarity from the start. It also demonstrates that we are invested in their success.”

**Doug Ackerman**, vice president of Supplier Quality