

# ***eQuality: An Application of DDUCKS to Process Management***

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**Abstract.** Process management is a method for improving Boeing's business processes, however many aspects have been difficult to implement. *eQuality* is a software system based on a framework called DDUCKS that is being designed to support the process management life cycle. We take a knowledge acquisition approach to the development of the tool, emphasizing the importance of mediating and intermediate knowledge representations. Sharing and reuse of tools, models, and representations is facilitated through a layered architecture. *eQuality's* process documentation capability includes a number of views, that can be used either in *sketchpad* or *model* mode. Using the views, an integrated business enterprise model may be developed. Analysis and simulation tools supporting process improvement are implemented with attribute, function, and task editors that make use of a user scripting language and extensible function library. A virtual *project notebook* is used to organize project information and help facilitate group meetings.

## **1 Process Management at The Boeing Company**

The Boeing Company is undergoing fundamental changes in the way it manages its business processes. There are many catalysts for these changes, springing from both internal and external sources — for example, the Boeing Process and System Strategy, the need for concurrent product definition on the new 777 plane, cost management initiatives, CALS, and customer demand for low cost and high quality. Boeing CEO Frank Shrontz [72] has made continuous quality improvement the company's number one objective, affirming that it constitutes "the cornerstone of our business strategy to be the world's leading aerospace company."

In 1988, the company undertook a study of traditional aviation design and manufacturing processes. As a result of the study, the Corporate Computing Board developed a new process requiring *concurrent* design, build, and support activities. While concurrent design, build, and support efforts require significant advances in technology (e.g., 100% 3D CAD digital product definition and preassembly), an equally important challenge is to make the necessary cultural and organizational changes. In the past, processes and organizations remained unchanged when automated support tools were developed. However, new computing applications could do little of themselves to reduce problems of error and rework. Now we are required to document and streamline business, engineering, and

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**Tim Kasse**



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*Process Improvement and CMMI for Systems and Software* Ron S. Kenett, Emanuel Baker, 2010-03-09 Process Improvement and CMMI for Systems and Software provides a workable approach for achieving cost effective process improvements for systems and software Focusing on planning implementation and management in system and software processes it supplies a brief overview of basic strategic planning models and covers fundamental concepts and appr *IS Management Handbook* Carol V. Brown, 1999-10-28 In systems analysis programming development or operations improving productivity and service doing more with less is the major challenge Regardless of your management level the Handbook gives you the advice and support you need to survive and prosper in the competitive environment It is the only comprehensive and timely source of technic **Maximizing ROI on Software Development** Vijay Sikka, 2004-10-28 Maximizing ROI on Software Development explains how to execute best quality software development and testing while maximizing business value It discusses Applied ROI in the context of methodologies such as Agile and Extreme Programming and traditional methodologies including Six Sigma the Capability Maturity Model CMM Total Cost of Ownershi **Software Process Improvement and Capability Determination** Antonia Mas, Antoni Mesquida, Terry Rout, Rory V. O'Connor, Alec Dorling, 2012-06-02 This book constitutes the refereed proceedings of the 12th International Conference on Software Process Improvement and Capability Determination SPICE 2012 held in Palma de Mallorca Spain in May 2012 The 21 revised full papers presented and 14 short papers were carefully reviewed and selected from numerous submissions The papers are organized in topical sections on organizational process improvement SPI in small and very small enterprises process models SPI in automotive software and security SPI in medical and safety critical systems short papers Software Process Improvement Ita Richardson, Per Runeson, 2006-10-10 This textbook is intended for use by SPI Software Process Improvement m agers and researchers quality managers and experienced project and research managers The papers constitute the research proceedings of the 13th EuroSPI European Software Process Improvement [www.eurospi.net](http://www.eurospi.net) conference held in Joensuu Finland 11-13 October 2006 The conference was held in 1994 in Dublin Ireland 1995 in Vienna Austria 1997 in Budapest Hungary 1998 in Gothenburg Sweden 1999 in Pori Finland 2000 in Copenhagen Denmark 2001 in Limerick Ireland 2002 in Nuremberg Germany 2003 in Graz Austria 2004 in Trondheim Norway and 2005 in Budapest Hungary roSPI has established an experience library [library.eurospi.net](http://library.eurospi.net) which will be continuously extended over the next years and will be made available to all tendees EuroSPI has also initiated a European Quali cation Network in which di erent SPINs and national initiatives join mutually bene cial collaborations EQN EU Leonardo da Vinci network project With a founding conference on 5-12 2006 through EuroSPI partners and n works incollaborationwiththeEuropeanUnion supportedbytheEULEonardo da Vinci Programme a European certi cation association will be created for the IT and services sector to o er SPI knowledge and certi cates to industry establishing close knowledge transfer links between research and

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