

# Building bridges

Boeing, U.K. customer lend employees to boost knowledge, capabilities

By MARC SKLAR

A bridge across the Atlantic Ocean might seem like something from a science fiction story. But symbolically, such a bridge exists at Boeing in the form of people like Simon Harwood and Matt Vance.

Boeing has spent decades building relationships to increase understanding of its United Kingdom customer needs and better serve them. But through his unique assignment, Harwood is helping deepen the understanding between his employer, the U.K. Ministry of Defence, and Integrated Defense Systems. The MOD loaned Harwood to Boeing for an extendable two-year period. His title is director of studies & analysis in Advanced Systems, Analysis Modeling Simulation & Experimentation (AMSE) element headed by Guy Higgins.

Setting up a “secondment to industry,” as the MOD calls it, is not easy. Numerous hurdles from security to export control to control of proprietary information took more than three years to clear. Boeing Global Trade Controls developed a scope-of-work statement for Harwood and obtained U.S. Department of State approval for the plan. BGT also worked with Harwood to design Web-based, State Department–approved tools that allow Export Control review of data from anywhere in the world.

“This is critical to controlling vast and complicated transfers of technical information,” said Ricardo Barreiro, who oversaw the project for the Office of Internal Governance–Global Trade Controls.

“It can make things a bit difficult, but it is necessary,” said Harwood. “There are



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**Matt Vance (seated) and Simon Harwood (linked by video conference) are helping Boeing and the United Kingdom Ministry of Defence enhance mutual understanding through exchanges that have the MOD's Harwood working for Boeing and Boeing's Vance going to work for the MOD.**

## Welcome to our workplace

Though the “loan” of U.K. Ministry of Defence employee Simon Harwood to Boeing is somewhat unique, numerous customers and partners have employees working at Boeing sites.

- The U.S. Department of Defense's Defense Contracts Management Agency has offices at various IDS sites.
- International military customers have liaison representatives at program sites.
- Commercial Airplanes customers have about 90 representatives working at Puget Sound sites.
- To enhance communication and mitigate risk on some programs, supplier representatives work at sites across the Boeing enterprise or at nearby locations.

**IDS in the U.K.**

Integrated Defense Systems has numerous programs with the U.K. MOD, including

- Apache AH Mk1 aircrew and maintenance training
- C-17
- E-3D Sentry airborne early warning system
- Future Rapid Effect System—Integrated Survivability Programme
- Through Life Customer Support for Royal Air Force Chinooks

rules about everything from access to the Boeing network to even the routes I take through buildings to the restrooms.”

Following on Harwood’s secondment, Boeing has forged a reciprocal agreement with the MOD that will send Matt Vance to London for a two-year assignment. Vance, currently director of IDS’s AMSE Washington Studies & Analysis team, will be heading to the U.K. with his family in March.

With a background in network-centric and network-enabled operations, Harwood dove into his work starting last July. “Working under Advanced Systems President George Muellner, my role reflects his organization,” said Harwood. “I can dip in and out where it’s relevant for me to help out. For instance, I’ve been working with Phantom Works, the Network Centric Operations Industry Consortium and AMSE.”

“Simon has demonstrated a keen sense of the challenges and strategic implications of interoperability between U.S. and U.K. forces,” said John Harms, Harwood’s manager at Boeing. “His insights will be very beneficial as we look to future opportunities not only in the U.K., but other coalition partners as well.”

Whatever area Harwood is working in, however, the goal is the same. “A huge part of this is in terms of education, such as where are the U.K. capabilities needs,” Harwood explained. “People have asked what I think might make Boeing stronger when bringing capabilities to the MOD.” Driving this need, Harwood said, is the requirement that MOD make the best use of its funds.

How that money is spent has also recently changed. The MOD switched its policy of acquiring mostly through open international competition to one of keeping key defense system intellectual prop-

erty in the U.K. Boeing, with 600 teammates in the U.K., is looking at how to respond to the change.

Boeing and the MOD clearly see how exchanges like these can help both sides in the evolving relationship.

“This kind of relationship building is at the heart of the U.K.’s Defence Industrial Strategy and is vital, particularly in the fast-moving world of information systems technology,” said Air Chief Marshal Joe French, Commander-in-Chief, Royal Air Force, Strike Command.

Benefits also flow from that mutual knowledge to support the company’s growth and productivity initiatives. “Better understanding means better decisions in where we invest our time, energy and money, helping drive Development Process Excellence,” Muellner said.

Boeing’s Vance will work with the MOD’s deputy director for science within the Command Control and Information Infrastructure (CCII) directorate. Starting in April, this directorate will have responsibility for all CCII decisions across the MOD.

The participants said they’re excited about their opportunities. “Both the MOD and Boeing benefit when leadership is deployed to help others understand the tactical building blocks of coalition warfare and the larger strategic reasons that those building blocks are valuable,” Vance said.

“I have had the chance to engage with a variety of people throughout Boeing,” Harwood said. He added there was the side benefit of being located in Southern California: “It’s nice having it 70 degrees and the sea at your doorstep in October.” ■

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**British Army Air Corps ground-crew members stand by as an Apache AH Mk1 prepares for a training mission in the Arizona desert. The British Army has a fleet of 67 Apaches.**

BOB FERGUSON PHOTO

