



CASE STUDY 20



MANAGEMENT STRUCTURE, JOB DESCRIPTIONS, PROCESS REDESIGN, AND INTERIM LEADERSHIP



ABOUT THE CLIENT

Industry	Maintenance
Revenues	\$35 billion
Employees	100,000
Location	United States
BSI Service or Solution	Reorganization

Key Challenges

- Operational failures highlighted deficiencies in the maintenance organization and management personnel
- Labor issues complicated the relationship with maintenance staff
- Management wanted to replace leadership while straightening out the problems

Why BSI was Selected

- Helped avert a catastrophic financial event by identifying an impending operational problem before it occurred
- Executive confidence in consultant judgment in a politically charged situation

Project Scope

- Interim management of aircraft maintenance operations (replaced an incumbent manager)
- Reorganization of the division
- Redefinition of responsibilities and rewriting of job descriptions
- Preparation of a 5-year plan to align staff around a common mission, vision, objectives, and targets

Project Approach

- Reorganized the division, including reassignment of incumbent managers
- Designed an organization structure and mapped 'should-be' processes around lean management and reliability-centered maintenance principles
- Rewrote job descriptions, clarifying accountabilities
- Developed a 5-year plan in collaboration with department managers
- Set individual and group targets around the targets from the long term plan

Financial Benefits Realized

- \$3 million annual savings
- \$2 million per year reduction in labor costs

Operational Benefits Realized

- Clear leadership and direction
- Rapid elimination of operational risk