

Excellence in Engineering: NoDoubt Performance

Raytheon products perform vital, complex functions in times of war and peace. Their mission-critical roles require them to work flawlessly across an extraordinary range of operating conditions, so Raytheon customers will be able to deploy them with absolute confidence in their effectiveness. This is the meaning and purpose of Raytheon's commitment to NoDoubt Mission Assurance. It is also the focus of a comprehensive set of process management disciplines built on decades of Raytheon leadership in engineering, manufacturing and customer service. Our entire Mission Assurance team, consisting of groups focused on Engineering, Technology and Research, and Operations and Performance Excellence, works aggressively to ensure the best possible products and processes.

INTEGRATED SYSTEMS, TOOLS AND METRICS

In every mission, multiple systems must work seamlessly together to meet a common goal. Through Mission Systems Integration, Raytheon uses its broad domain knowledge and advanced systems engineering capabilities to identify, synthesize and deliver all the elements to meet customers' urgent mission needs. In the same way, we take an integrated approach to the internal challenges of developing, manufacturing and supporting the systems and solutions our customers will depend on. We drive this approach by utilizing our core Integrated Product Development System process and a combination of proprietary tools and internal and external metrics, including:

> *Capability Maturity Model Integration (CMMI)*: This process improvement model established by the government, industry and the Software Engineering Institute provides a framework for organizations to create common processes that can drive consistent, predictable,

cost-effective results. In 2007, Raytheon's Network Centric Systems became the first organization in Raytheon and one of the first organizations in the world to receive the highest maturity rating of CMMI Level 5 on an enterprise-wide basis.

> *Raytheon Certified Architect Program*: Since 2004, Raytheon has been training and certifying system architects to meet the emerging design challenges of next-generation, net-centric mission-based solutions. Raytheon's Information Architecture curriculum exposes students to the full range of military, civilian and industry frameworks for developing and evaluating system architecture, giving them new ways of thinking about systems in support of customers' long-term transformational goals.

> *Raytheon Six Sigma (R6σ®)*: This integrated knowledge-based management system is our primary vehicle for increasing productivity, growing the business and creating a customer-focused culture that embraces teamwork and continuous improvement. Through benchmarking, cultivation of best practices and bringing people together for training and transformation, R6σ empowers Raytheon businesses to maximize value to customers.

Where appropriate, we encourage employees to apply their expertise to challenges outside our organization. In 2007, a Raytheon team brought R6σ disciplines to a Rhode Island retreat focused on helping people with disabilities overcome barriers to employment. The event was hosted by Rhodes to Independence, a regional nonprofit, in conjunction with the University of Rhode Island's College of Pharmacy. Participants included educators, service providers and policy makers, among them the first and only quadriplegic elected to Congress, a representative from Rhode Island.



The Engineering, Technology and Mission Assurance insignia reflects the organization's vision — a highly efficient, innovative, accountable and diverse group integrating technology, engineering, operations and performance excellence within the businesses and across Raytheon to enable value creation and Mission Assurance for our customers.



Since 2004, Raytheon has been honored eight times with the Shingo Prize, one of the premier manufacturing recognition programs in North America. In 2007, two Raytheon businesses won Shingo awards, one national and one regional. The tall obelisk in the photograph above represents the national Shingo Prize for Excellence in Manufacturing, awarded to Missile Systems' Louisville, Ky., facility.