

Employee Update

Putting the Process in Place



Attendees listen intently as they learn the program management process.

After months of hard work, the Program Management courses have begun. In December, Vice President and General Manager Walt Havenstein kicked off Falls Church's newly designed Program Management course. As reported in the October issue of the *Employee Update*, program management training will be conducted as a part of the overall redefining process. The 17 Program Managers and other personnel who support Falls Church programs took part in the 21-hour, six-session course. The primary purpose of the course was to expose program management personnel to the redefined process for managing Falls Church efforts.

Since the General Manager teaches a significant portion of the course, participants learn the process first-hand. Additionally, the General Manager's expectations of Program Managers as well as of the other organizations who support the process are outlined. Other course instructors include those process owners who directly support the program process, thereby pro-

viding additional insight into those processes that are essential to the success of our programmatic efforts. In addition to the General Manager, other instructors include Mike Dutchak, Financial Analysis; Tom Fioretti, Quality Assurance; Don Leonard, Manufacturing; Linda Milton, Program Support; and Fred Wahl, Business Development.

Overall objectives include introducing/reminding attendees of the importance of program management at Falls Church; an overview of the program management process including cost and schedule measurement; exposure to the DoD Acquisition Management Process; visibility into the organizational structure and associated organizational relationships to the program management process as well as the roles and responsibilities of other Falls Church organizations; the role of the Program Manager in the proposal development process; and exposure to various

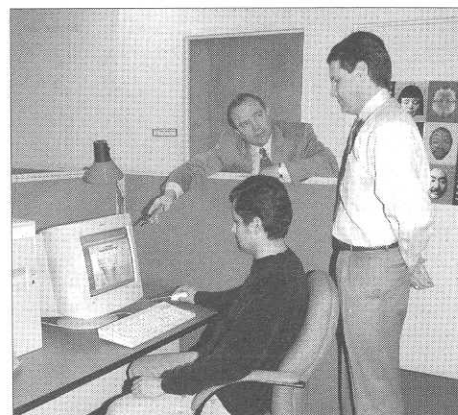
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Standardizing the Business Development Process

In order to standardize the business development process and reiterate the concepts taught in the Program Management course, Planning and Support is taking steps to make life easier for everyone. By creating its own web site, this group's concept could become a model for conveying Falls Church's procedures and processes in an efficient and user friendly manner.

In the Program Management course, there is a module entitled *Business Development Process Overview*. This module, taught by Planning and Support Director Fred Wahl, outlines Falls Church's business development and proposal process, and communicates top level information to Program Managers. "What I teach in the course is an overview of the process, beginning with our strategic vision and running all the way through submitting proposals to customers," explains Fred. Fred, along with Proposal Support and Publications Manager Malcolm Higgins, is taking the

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Pictured (clockwise) Fred Wahl, Malcolm Higgins, and John Barela (seated) meet to discuss the progress of the Planning and Support web site.

PUTTING THE PROCESS IN PLACE *Continued from page 1*

approaches to effective leadership. The course is complete with a great deal of participant and instructor interaction. This includes various homework assignments as well as the application of programmatic concepts that are presented throughout the course.

One of the more memorable exercises involves the concept of earned value associated with selling pizzas. According to Linda Milton, "To ensure the successful implementation of the program management standards and the associated process, it is essential that persons involved in the process are trained to plan and execute project efforts in accordance with the standards. This is obviously important because program performance directly impacts our ability to meet Falls Church business objectives."

The focus throughout the course is clearly on teaching the process for managing Falls Church project efforts. Throughout the course, participants are reminded of the importance of program planning. They are also reminded that without a good plan it is impossible to assess the status of an effort, thus making it virtually impossible to determine whether cost, schedule, and other program objectives can be met. During the course, Walt reminds participants that planning is difficult. However, the investment made in planning an effort and executing according

to plan saves time and energy that could be lost if an attempt is made to execute an effort without developing and implementing a good program plan.

"The process as well as the course impacts the way that we do business," explains Linda. "We are in business to make money, and we are going to make money if processes and systems are in place which allow us to measure our performance and if need be to take corrective action. This whole thing determines how you do business."

Other course highlights include discussions on leadership. Spearheading these discussions is Walt Havenstein. "The Program Management course is designed to give our Program Manager's a common understanding of my expectations of how programs are to be run at Falls Church," says Walt. "The course also provides me with valuable feedback on the effectiveness of our business processes and leadership." The interaction between the participants and the General Manager provided a unique opportunity for them to become in tune with the General Manager's philosophy on program management and the importance of leadership in managing our efforts.

As reported in the October issue, the Program Management Integrated Process Team had responsibility for redefining the

program management process. The implementation of a standardized program management process for managing our efforts is the first step toward improving many of the supporting processes (e.g., Accounting, IR&D, Proposal Preparation, etc.). A step in that direction was the inclusion of those processes in the Program Management course, so that course participants are exposed to the processes by the process owners. Various schedules for improving other processes have been established.

The Program Management Integrated Process Team completed its primary tasks and will be meeting several more times to assemble comments and course feedback. The initial Program Management Standards will be released February 28. The tentative date for the next course is March. "Working with the team to redefine the process, as well as assisting the General Manager and course instructors in pulling the course together, has been a joy for me," says Linda. "Having been involved in previous Program Management courses, this is the first time that the General Manager has taken an active role and put his stamp of approval on the process. Communicating this to the Program Managers truly goes a long way toward ensuring success in the program management process." □

Fairway Shipped to Customer

The DMW group recently completed the development of a new DMW system, Fairway, for the Caribou customer. The Fairway system added new software functionality to the DMW product, in addition to increasing processing capacity by incorporating upgrades to the system server and DSP hardware. After successfully completing in-plant testing, the Fairway system has been shipped to the customer site for installation and operational testing. □

Fairway Project Team. Seated (from left): Dick Zinnert, Chinarat Chotikul, and Ruben Lujan. Second row (from left): Barry Fitzpatrick, Nick Verna, Jeff Altenhof, Anna Ryman, Lucas Bragg, and Craig Fritsche. Third row (from left): Charles Hunter and Tim Tignor. Not pictured: Michael Lewis, Carlos Manen, and Don Berman.



ISO 9001 Audit in March

First Audit in Nine Months

The ISO 9001 Quality Management System's first surveillance audit of 1998 is scheduled to take place the beginning of March. This will be the first time in nine months that the National Quality Assurance (NQA) has visited Falls Church. NQA is Falls Church's third party assessor, representing both the American National Standards Institute—Registration Accreditation Board and the United Kingdom National Accreditation of Certification Bodies.

In Spring 1996, Falls Church ISO Management Representative Tom Fioretti began the development of the ISO 9001 program. Over the course of the ensuing year, NQA visited Falls Church and conducted a pre-assessment (September 1996) and assessment (March 1997); and Falls Church received its registration (April 1997). In June 1997, the group came to Falls Church to conduct its first surveillance audit. Now, nine months later, they are coming back.

Prior to NQA's return, Falls Church managers and supervisors should take a close look and review their departments' ISO processes and procedures. Over the course of the last nine months, there have been a significant number of changes throughout various Falls Church organizations. The Falls Church Quality Assurance group strongly encourages supervisors and managers to be aware of their ISO 9001 responsibilities and realize the need to ensure that employees are knowledgeable of ISO requirements.

During Quarterly Management Reviews, Tom Fioretti updates the Vice President and General Manager and the executive staff on the continued implementation of the ISO 9001 policies and procedures. Frequent ISO audits are performed in each department by ISO auditor Jim Coley to verify compliance with the ISO process. Should you have any questions on ISO 9001, please contact ISO Management Representative Tom Fioretti at extension 1671. □

Ethics Corner by Larry Buel

In this second of our four-part series on intellectual property, we will focus on patents and trademarks. As I stated in the January issue of the *Employee Update*, Raytheon Systems Company employees play pivotal roles in developing intellectual property, marking and safeguarding intellectual property to which they have been entrusted, and notifying the company when they become aware of any situation involving the misuse, theft, or failure to protect any form of the company's intellectual property.

Patents and Inventions. A patent is a document issued by the U.S. Government that provides its owner, in our case Raytheon, a monopoly for a specified period of time (generally a statutory period of 20 years after the date of application) on the right to exclude all others, particularly competitors, from making, using, or selling the patented item. To be patented, an invention must meet three criteria: it must be new and cannot have been previously developed; it must be useful; and it must not be obvious to those of "ordinary skill" in the field at the time the invention was made. Examples of inventions that may be patented include the following: computer hardware and peripherals, computer software, electrical circuits, and mechanical devices.

Under normal circumstances, any invention first conceived or built by a Raytheon employee during his/her period(s) of employment, whether during or outside normal working hours, which arises out of or is related to the existing or reasonably foreseeable business interests of Raytheon, is the company's property or, in certain exceptional cases, the property of the U.S. Government.

Employees working on an assignment with the potential for inventive solutions must use an *Engineering Notebook* to record all important data, date it, and have it witnessed by another employee who understands the subject matter. This information will assist the employee in preparing the required disclosure to the company that will substantiate his/her inventive role. Employee inventors are vital to Raytheon's continued success as an international technology leader. This is why the company offers honoraria and other forms of recog-

nition to employees whose inventions have been recommended for the filing of a patent application. To prepare a disclosure, the employee is required to complete Raytheon Form 10-5876, Record of Invention. This form documents the problem the employee's invention solves, describes the invention and how it works, states what is novel about it, and lists possible commercial and military applications for it. For more information regarding ownership of employee inventions, the disclosure process, and the company's employee recognition program, please consult Raytheon General Policy and Procedure 91-3001-110, Invention Record and Disclosure.

Trademarks. A trademark is a symbol, word, name, device, or any combination of these adopted or used by Raytheon to identify its products, made or sold, and to distinguish them from those manufactured or sold by others. Among the company's most valuable assets is the corporate name, **Raytheon Company**, and especially its unique and distinguishing feature, the word **Raytheon**, which is also the company's primary trademark. In the United States, trademark rights are designed to prevent deception or confusion regarding the origin, source, and quality of goods and services, and to foster the company's investment in goodwill associated with its name. A trademark must be distinct, similar to the novelty requirement of a patent and the originality requirement of a copyright. A trademark should identify and distinguish the seller (e.g., Raytheon) and not merely describe a characteristic of the product. Therefore, when Raytheon selects a trademark to distinguish a new product, it must ensure that the mark is not already in use and that it is sufficiently distinctive that the company will benefit from long-term exclusive use of the mark. Trademark protection and enforcement are provided under Federal law to the owner for a period of 10 years. The Trademark is renewable unless it is abandoned.

Government action is not required for a trademark, but actual use in interstate commerce is necessary. The type of notice used by any firm or individual to establish trademark protection depends upon whether

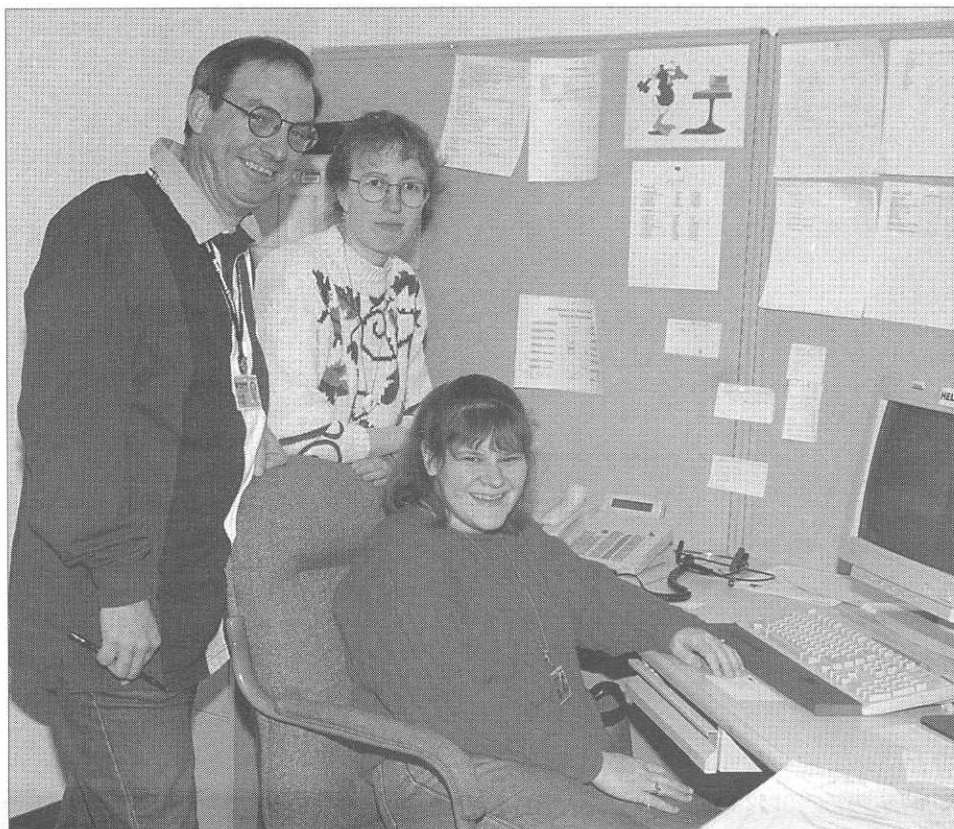
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May I Help You?

After dialing extension 4555 between 7:00 a.m. and 5:00 p.m., Falls Church employees hear "Customer Service Help Desk. May I help you?" Every month, approximately 800 calls ring through the four Customer Service lines operated by Dispatchers Larry Lance and Julie

Cunningham. To process customers' calls and requests, several pieces of information are necessary to expedite service. Information is entered into the Action Request System (ARS), which tracks the caller's name, location, extension, and problem. Although on occasion this information exchange can seem time consuming, it is necessary to aid the dispatcher in deciphering a call's priority and determining the root of the problem. Many times, with the appropriate information, a problem is solved over the phone. If solving the problem is not possible, a priority is assigned and a trouble ticket is generated. Within minutes an e-mail message confirming and identifying the problem reference number is on its way to the user's computer.

The Make-up. Comprising the help desk and the hardware/software support for the entire Falls Church Operation, the undertakings of this group are immense. "Customer Service is really the front interface to IS," said Customer Service Manager Kathryn Krenn. Any Falls Church employee can contact Customer Service to ask user questions, report a network or computer malfunction, or request computer hardware, software, or repairs.



Kathryn Krenn works with Dispatchers on processing customer calls and requests. Pictured (from left): Larry Lance, Kathryn Krenn, and Julie Cunningham.

The six members of the Customer Support staff respond to "trouble tickets," day-to-day user questions, and problems. This team is comprised of Billy Edmondson, Victor Hervias, Sinatra Jackson, Mike Johnson, Alex Kim, and Glenn Templeman. Each member of the team is assigned to a specific Falls Church organization. During 1997 Falls Church employees called in 12,953 trouble tickets. Some of these problems were quickly solved while others, such as access to other Raytheon Internet sites, required the involvement of Network Services. "We answer calls from 'How do I word wrap in Excel?' to 'My monitor is fuzzy' to 'I need this new hardware and software installed this afternoon for a customer tomorrow,'" said Kathryn. "Allocating support resources to such a large and diverse volume of calls is one of the more exciting challenges of running the Customer Service help desk." In addition to the people answering the trouble

tickets, two people staff the help desk, dispatch, and answer e-mail.

The New Edition. At the end of 1996, Customer Service took on the challenge of distributing new computer equipment and performing all Falls Church upgrades. "We had no real process to handle this," explained Kathryn. "What we have worked on very hard is putting in place a lab and staff to handle this kind of work. The Computer Engineering group has really risen to the challenge." The group installed 486 new PCs, upgraded 512 PCs with larger hard drives and memory, reassigned 106 existing PCs, installed 422 software requests and installed 35 Suns and 42 printers, all since January 1, 1997.

Added Conveniences. No longer do E-Teamers need to make several trips to the Customer Service desk in search of the appropriate paperwork to make equipment and software requests. Via the web (<http://www.fcd.esys.com/cs>)

and e-mail (address: getrequest@fc, subject: software-form or hardware-form), Customer Service implemented an electronic request system at the Customer Service desk that allows E-Teamers to quickly and conveniently place software and equipment requests.

Helping Is Priority One. With so many requests being made, how do you set priorities? "Our top priority is keeping the computers up and functional so that people can do their jobs," explained Kathryn. Unfortunately, the response time is not as quick as the Customer Service desk would like. "At the moment our backlog in both trouble tickets and hardware/software requests is so large that we cannot respond in a 'real time' mode," said Kathryn. "What this means to the user is that a call about a broken printer may not get serviced for a few days. Servicing an immense community with such a wide variety of hardware and software types and ages keeps us hopping." The support Customer Service receives from the user community is incredible. Most are understanding of the priority system and can appreciate the workload and the number of trouble tickets generated on a daily basis.

Goals. By achieving its goals of doing more over-the-phone problem resolution, training more people for Customer



The Computer Engineering group displays how some of the work gets done. Pictured (from left): Ilya Ellis, Frank Bucci, Larry Partlow, and Tony Young.

Support, upgrading the company standards, and enabling on-line help and computer-based training, Customer Service will meet the needs of its 1,800 clients in a more efficient and timely manner. Another important improvement will be the upgrade of the ARS system to enable trending and root analysis of calls.

"If we can fix the root cause of similar problems, we can proactively reduce the call volume," commented Kathryn.

Team Work. "In the end, a successful call resolution is really a team effort between the customer and the support staff," explained Kathryn. "Our representatives are being trained not only to respond to the technical side of a call but also to respond to the needs of the customer. On the flip side, the customer needs to understand our requests for information and the operating constraints of the group."

"We are available to help and, as a team, we can come to the root of almost any computer problem," said Kathryn. To increase team participation in solving Customer Service requests, the group will be offering lunch time seminars to inform the user community of the services and resources available to them through computer based training and on-line information. Ultimately, Customer Service will disseminate information that will "help us help you." □



The "Trouble Ticket" Response Team. Pictured (from left): Alex Kim, Victor Hervias, Sinatra Jackson, Mike Johnson, Billy Edmondson, and Glenn Templeman.

Starting Over with Watercolors



Phyllis Schulte.

For those E-Teamers who stroll down the North corridor, many come to a screeching halt as they pass Mission Equipment Secretary Phyllis Schulte's watercolor paintings adorning the hallway. Her eye-catching art is a product of hard work, determination, and talent. With some pieces of art many of us tend to question its meaning or attempt to determine the theme the artist is trying to convey. The delicate lines and vivid colors that compose the birds, flowers, and animals in Phyllis' work are beautiful, realistic accounts of nature. Instead of questioning the meaning of her artwork, many might stop and wonder why Phyllis is not doing this professionally.

From the time Phyllis was a little girl, she always had a passion for art. When it was time to go off to college, she decided not to fulfill her passion, but studied elementary education and English. In 1972, she revisited her fascination and signed up for a decorative painting class through the Garden Club. A lemon was Phyllis' first artistic endeavor. "They were horrible," she explains. "They looked like eggs, but I loved it. After that I started taking every class I could find." Enrolling in courses through the community association, Northern Virginia Community College, and the

Corcoran, Phyllis formed a painting career working with oil and acrylic paints.

After defining and perfecting her painting skills, Phyllis began to teach. Not only did she venture to area art studios but taught painting from her home. In 1983, Phyllis and her sister opened an art studio in Leesburg called *The Painted Milk Can*. Stocked with art supplies, classes were taught from the store and ten teachers were on staff. After two years, the Leesburg store closed and moved to Occoquan. Although Phyllis and her sister sold art from the shop, the majority of business came from teaching classes.

"Anyone can learn to paint if you have the desire," claims Phyllis. "That is what I taught in my classes. There are a lot of people out there that want to paint but don't think they can."

Minimally, 10 to 12 hours a day, 7 days a week, Phyllis spent in the store. Seven years and thousands of hours later, she decided to close the shop. Because of extreme burnout, Phyllis vowed she would never paint again. She gave away most of her oil and acrylic supplies and stored the rest in a spare room in her house.

Last summer Phyllis broke her vow and took a dive back into the world of art. Instead of returning to her comfort zone of

painting with oils and acrylics, she decided to take on a new challenge. A watercolor class peaked her interest and once again she was painting.

Currently, Phyllis claims she is still working on becoming a better watercolorist, and is focusing her efforts on painting flowers, animals, and birds. "There is always a stage that I am going through," explains Phyllis. "There is a time I just wanted to paint nautical, then there was a flower time and a landscape time. When I stopped painting I was primarily doing portraits."

The Falls Church craft fair was the first time Phyllis exhibited her artwork in seven years (and the first time she displayed her water colors publicly). She sold eight of the 15 paintings she brought to the fair.

How does she find the time to paint? "I try to paint an hour or two every evening and then I usually paint on the weekends," says Phyllis. Generally she works on three paintings at a time. Currently, she is painting a cut glass bowl and rose, a heron, and a hummingbird. Phyllis' son and daughter are very supportive of her artwork. "They critique my work," she says. "They let me know when a leaf should not be there or if the lines are too hard."

Eventually Phyllis would like to show her work in art galleries. "The spring sounds like a good time," she says. "Things are new and bright in the spring. I think I'll start showing my work then." □

Raytheon Company
ETHICS LINE

1-800-423-0210 Toll-Free

Falls Church ETHICS LINE
703-849-1577

**Identities of callers will be held
in the strictest confidence.**

Anonymous calls will be accepted.

Continuing into '98 with the Referral Bonus Program

The Professional Staffing Department is continuing its search for qualified applicants to fill software, systems, and hardware engineer positions. To help expedite the hiring process, the Professional Staffing Department is offering the Referral Bonus Program to give employees a greater incentive to participate in the search for qualified candidates.

The Referral Bonus Program allows employees to receive \$1,000, \$2,000, or \$3,000 when they successfully refer a candidate for employment. Employees who refer former Raytheon E-Systems employees are also eligible for a referral bonus. A candidate must be a software, systems, or hardware engineer and possess a BSCS/EE or other qualifying degree. Incentives are structured to reflect a successful candidate's experience, allowing a larger bonus to be received when referring a candidate with

more years of experience. The program is structured as follows:

- 0-2 years experience, the referring employee receives \$1,000;
- 2-3 years experience, the referring employee receives \$2,000; and
- 3+ years experience, the referring employee receives \$3,000.

Resumes of candidates who were previously referred but not interviewed may be resubmitted for consideration in the Referral Bonus Program. An employee's referral must be the impetus for the hire. If a candidate is referred from multiple sources (i.e., advertisement, job fair, and employee referral), credit will be given based on the source prompting the hire.

Please submit all resumes and/or applications to the Professional Staffing Department. Remember to include the referring employee's name and phone extension. □

Worth Noting

Fred Wahl Named Co-chair of the NVTC Government Affairs Committee. After taking a hiatus from his work with the Northern Virginia Technology Council (NVTC), Falls Church Planning and Support Director Fred Wahl is back. He recently agreed to support the group, once again, by accepting the post as the group's Co-Chair of Government Affairs. Fred was the founding chair of the Fairfax County Chamber of Commerce's High Technology Council. In 1991, that Council was transformed into the NVTC. Upon accepting the position of Co-Chair, Fred stressed the importance of increasing the voice of technology. During his term as Co-Chair, Fred says he will, "aggressively push the technology community's legislative agenda with the new Legislation and Commonwealth Executive Branch, with a special focus on proposals for expanded technology workforce training and retraining."

Raytheon Reports Record Earnings and Record Sales. The Raytheon Company reported 1997 earnings of \$848.5 million, or \$3.55 per share, not including a fourth quarter restructuring and a special charge, on sales of \$13.7 billion. For 1996, Raytheon's earnings were \$783.3 million, or \$3.31 per share, not including a special charge, on sales of \$12.3 billion.

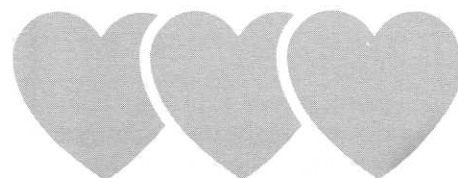
For 1997, operating income increased 28 percent on an 11 percent increase in sales, before restructuring and special charges. Raytheon's 1997 results include only a partial year related to the July acquisition of Texas Instruments' (TI) defense operation and less than two weeks' results related to the December merger with Hughes defense. On a pro forma 1997 basis, Raytheon's revenues would have been in excess of \$20 billion.

Raytheon's strong operating income in 1997 was led by Raytheon TI Systems and Raytheon E-Systems, both of which are now part of the Raytheon Systems Company, and by Raytheon Aircraft, which has demonstrated strong leadership in Raytheon's commercial sector. □

Spider Net Delivery Completed



Members of the Spider Net and Digital Multimedia Watchdog IR&D Team relax after the successful, on-schedule completion of the Basic Capability System+ Acceptance Test. Pictured from left (first row): Rich Radcliff, Paul Klingensmith, and Herman Payne; (second row) Larry Tarr, Ed Hagen, Barbara Wordsworth, and Art Gort; (third row) Miguel Pabon, Joe Pagliuca, Bill Wuttke, and Nolan Som; (fourth row) Vernon Joyner, Chip Jones, Tim Tignor, Ron Stanton, and Ken Kuck; (fifth row) Zach Graber, Steve Willocks, Brett Binns, Larry Schwartz, and John Sessler;



STANDARDIZING BUSINESS DEVELOPMENT

Continued from page 1

information in this module and translating it into the Planning and Support web site. Bringing the "site to life" is Graphic Artist John Barela. With his talents and skills, not only will the site be extremely informative but also user friendly and able to capture and hold employees' attention.

The concept of the Planning and Support web site evolved as a result of the formation of the Falls Church Business Development Integrated Process Team (IPT). The IPT, chaired by Fred, consists of Louise Borrelli, Dewey Davis, Craig Fritsche, Steve Gerke, Malcolm Higgins, Bob Kahane, Linda Milton, Jim Sealock, and Andre Tarro. The group adopted this technique as a way to promulgate knowledge of the process and reinforce what is taught in the Program Management course. Overall, the web site will be utilized as a device to facilitate a faster pace of change.

Many of us realize the necessity of the site. If we look on the bookshelves in our offices, we find ourselves staring at volumes of policy and procedure manuals. "Although we have all the right intentions," says Malcolm, "there is a chance that some manuals never get the proper updates or usage." The system being created by Planning and Support will make updating faster and put the information at an employee's fingertips. Updates will be immediately on-line. Planning and Support could send

an e-mail to the appropriate employees notifying them when an update has been made to the site. It's simple, convenient, and effortless for the user.

"Fifteen years ago you could have written a business development process book and put it on a shelf and that process would have been valid for years," says Fred. "Now, because technology and government acquisition policies are changing so fast, quickly finding out how we do business development is extremely important, and a web site provides an effective and efficient way to keep up."

What will be contained in this site? Everything an employee needs to know about the Falls Church business development process. Currently, Fred and Malcolm envision the site containing six query areas detailing the various facets of the Planning and Support group; about Planning and Support and the Falls Church Business Development Process; DoD acquisition Information; Proposal Support; Publications; Public Relations; and the Research and Engineering Budgeting (B&P/IR&D) and Review Process.

Initially, the main thrust behind the creation of the site was to aid Program Managers in accessing the business development information taught during the Program Management course. "This web site will become a tool to promote continuing

education for those involved in the Program Management course," explains Fred. Written business development policies and procedures will serve as backups to information contained at the site. Ultimately, the other areas located on the site not only will provide information a Program Manager or marketing representative would find useful, but also will serve to benefit Falls Church employees involved in the proposal process, Independent Research and Development, and public relations/promotional activities. For example, the site will provide restricted on-line access to past proposals, photos, resumes, and related past performance data for new proposal generation. Additionally, information regarding Falls Church's public relations process will be accessible and explained. This will speed the creation, approval, and distribution of press releases, trade show displays, and product brochures.

The group is in the early stages of the site's development and is planning for periodic updates and maintenance to ensure that the information remains current. The site will be an "alive" and continually evolving resource. The business development process portion of the site is scheduled to be accessible by the end of February, with the other areas to follow during 1998. □

ETHICS *Continued from page 3*

the trademark is registered or unregistered. Unregistered trademarks are designated by a "TM" symbol or by an asterisk (*) with a footnote indicating the trademark owner. Trademarks registered with the U.S. Government are denoted by the symbol ®. In those circumstances where Raytheon determines that registration of a trademark is prudent or required, it will make application to the U.S. Patent and Trademark Office (PTO). Only upon Federal registration can the symbol ® be used and then only in connection with the product(s) for which registration was obtained from the PTO.

Employee inventors play a pivotal role in contributing to the future competitiveness of Raytheon. All of our employees play

a vital role in protecting and safeguarding the various types of intellectual property with which they have been entrusted. Should you become aware of any situation involving the misuse, theft, or failure to protect any of Raytheon's intellectual property, it is your responsibility to immediately notify your supervisor, Charlie Mellies, Falls Church Counsel, or the Ethics Office. Questions regarding intellectual property in general, or patents and trademarks in particular, should be directed to Charlie Mellies, Contract Services, or the Ethics Office. □

Happy Birthday Al



Stephanie Whitaker gives Al Forte a birthday hug to thank him for treating all employees to lunch. The luncheon took place on Thursday, January 14 in the Falls Church cafeteria and was held in honor of Al's birthday.

February 1998 Service Awards

Twenty Years

Thomas W. Moyer

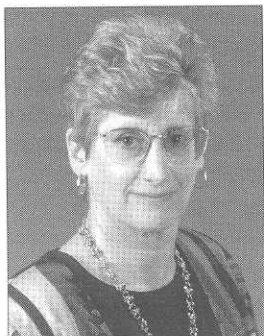
Fifteen Years

Fred E. Clark, Jr.
Joseph S. Dahle
Klaus H. Geinader
William R. Haegele III
James R. Nesmith
Burl K. Pudleiner
Steven F. Whitaker
Kenneth W. Wood
Thomas L. Young

Ten Years

Stephen C. Beuttel
Debra A. Jamerson
Carol A. MacClary
Deborah A. Matthews
Kurt E. Reddersen

Retiree



Shirley A. Matisans
Twenty Years

Toastmasters Installs New Officers



Newly installed Toastmasters Officers. Pictured (from left): Sergeant at Arms, Marilyn Dodson; Sergeant at Arms, Tina Kimmell; President, Rocco Tenaglia; Vice President Education, Karen Newcastle; Vice President Public Relations, Sharlene Pemberton; Vice President Membership, Larry Tarr; and Secretary/Treasurer, Allan Kaplan.

The Falls Church Toastmasters Club provides employees an excellent opportunity to develop communications skills. Whether you are an amateur speaker afraid of audiences or a seasoned pro wanting to fine tune your skills, the Falls Church Toastmasters Club is the place for you. Every week, all members have an opportunity to develop and maintain their speaking skills. At meetings, two short speeches are prepared, followed by a feedback session and an impromptu speaking opportunity. The group meets every Tuesday at 11:45 a.m. If you're interested in receiving more information on Toastmasters, or if you would like to visit a meeting, please contact Rocco Tenaglia at extension 1637 or Larry Tarr at extension 4937. □

Movers and Shakers

Name

Samuel T. Baker
Lisabeth Bossert
Jeffrey B. Dodson
Daniel M. Kallick
Patricia A. Meade

Promoted From

Sr Maintenance Mechanic
Prin Business Analyst
Sr Maintenance Mechanic
Systems Devel Coord
Employment Supv

Promoted To

Field Design Engineer
Business Analysis Supv
Facilities Supv
Comp & Sys Mgr
Employee Relations &
Employment Mgr
Operations Director
Mgmt Asst
Business Analysis Supv
Eng Director
Prin Business Analyst
Jr Materiel Coordinator

John E. Monahan
Catherine A. Patton
Lisa K. Pittman
Kerry E. Rowe
Jon D. Scott
Sheila M. Strouth

Materiel Director
Secretary
Sr Business Analyst
Eng Manager
Sr Business Analyst
Support Asst

Staffing Names in the News Rehires

Welcome back to the following rehire:

Name

Kimberly R. English

Prior Service

8/88 - 1/95

New Hires

Welcome to all of the new hires who joined us since the last issue:

Name	Coming From	Title & Organization
Paul J. Bourgeois	Knights of Columbus	Business Devel. Mgr. Special Programs
Robert Campbell	National Reconnaissance Office	Program Mgr. Special Programs
Sok H. Chang	Orbital Science Corp.	SW Engineer SW Engineering
Steven H. Domb	CIA	Sr SW Engineer ISG Engineering
Sharon L. Hicks	Fast Signs	Graphics Artist Pensacola Operations
Khanh T. Ho	TYX Corporation	SW Engineer SW Engineering
Robert L. Jacobs, Jr.	ENSCO, Inc.	SW Engineer SW Engineering
John K. Kim	Computer Science Corp.	Prin. SW Engineer SW Engineering
Lisa M. McKeithan	EG&G - WASC	Engineering Assistant ISG Engineering
Roderick M. McQueen	TARGET	Training Specialist Pensacola Operations
Anthony P. Melarango	Penn State Univ. (consultant)	Assoc. Systems Engineer Systems Engineering
Charles C. Muh	Harris Corporation	SW Engineer SW Engineering
Leonard E. Ofosu-Addo	Hughes Aircraft	Assoc. Software Engineer SW Engineering
Kenneth C. Romelli	ADP Integrated Medical Solutions	Sr SW Engineer SW Engineering
Gladys V. Ross	Bell Atlantic Telephone Co.	Sr PBX Operator Facilities
Manish K. Sharma	New Holland North America, Inc.	Assoc. SW Engineer SW Engineering
Zheng Sun	DigiWeb, Inc.	Co-Op Information Systems
Susan E. Szorik	Degussa Corporation	Training Specialist Pensacola Operations



General Manager's Message

It's hard to believe it's already February! It seems like just yesterday

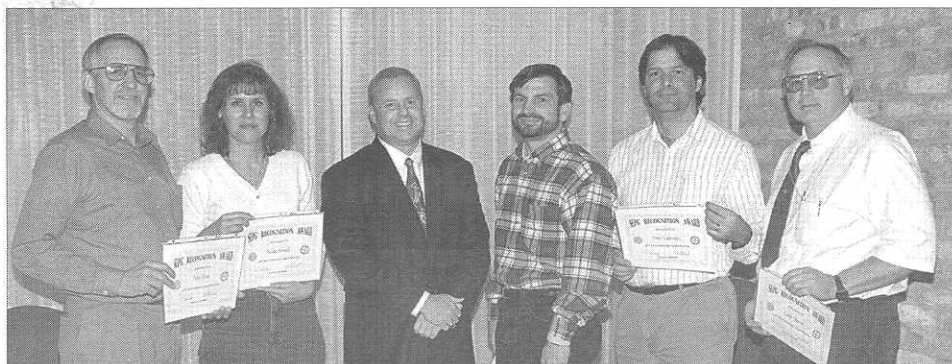
we were dancing at the Holiday Dinner-Dance, which was fantastic. (Thanks, Nancy Render and Norma Lofgren and many others for a tremendous effort leading to a fun event). Since then, among other things, we've closed out 1997; sold APTI; reorganized at Falls Church; retired 16 employees; hired 30 new employees; and were part of the launch of the Raytheon Systems Company. That's a lot in six weeks but is indicative of the pace of the new company. We can expect change to be a constant. For example, this month we'll be shifting to a 9/80 standard work week schedule, another significant change for Falls Church.

Often change can be uncomfortable and even frightening, especially when there is uncertainty of the outcome. One of management's roles is to make change less traumatic to the enterprise. Two key factors in reducing the stress of change are increased communications within the organization and practice. That's right, practicing change is essential. To that end, I intend to introduce changes each month: from the mundane, narrow-focused to the significant, broadly impacting. I'll be looking for feedback on how effective each change was communicated and implemented.

Finally, I want to thank each of you who was kind enough to write, call, sign a poster, or stop by during my recent hospital stay and home recovery. I am, indeed, fortunate to work with such a wonderful group of people. I'm pleased to report that my new hip is doing fine, and I hope to be off the cane soon.

— Walt Havenstein

SEPG Awards Ceremony Recognizes Extra Efforts



SEPG award recipients pictured with Walt Havenstein at the January 15 luncheon. *From left: Tom Ulan, Susan Finnell, Walt Havenstein, Tom Baker, Dave Gervasio, and Gary Dixon. (Not pictured: Steve Johnson, Gwen Smith, and Greg Tong.)*

On January 15, members of the Software Engineering Process Group (SEPG) convened in the Yorktown Room to recognize those volunteers who recently made significant contributions to the development of Falls Church's software engineering process. Handing out awards at the quarterly ceremony was Vice President and General Manager Walt Havenstein.

During his announcement of award recipients, Walt expressed how proud and pleased he was to see the large congregation of SEPG volunteers. He challenged the SEPG to set the stage for the rest of the engineering organization and to promote its activities to the hardware and systems engineering groups. Specifically, Walt mentioned the efforts of Fredericksburg's Greg Tong, and glorified his work with the SEPG as an ideal example of a remote location employee's efforts to significantly impact Falls Church's processes.

SEPG award recipients included Tom Baker, Gary Dixon, Susan Finnell, Dave Gervasio, Steve Johnson, Gwen Smith, Greg Tong, and Tom Ulan. To receive an SEPG Recognition Award, a volunteer must meet one or more of the following criteria: Technical Working Group (TWG) Chairperson, practice/procedure author, training material developer, training instructor, or one foster-

ing enhanced awareness of technology and communication or making a significant contribution to the SEPG.

At the meeting the group also reviewed the 1998 SEPG goals and plans, and discussed the SEPG web site upgrade. For more information on how to become involved with the SEPG, contact Chuck Eby at ext. 2773 or Maria Sachlis at ext. 4280. □

Correction

In our January issue under *Service Awards*, we misspelled Ben Basham's first name. Here it is, spelled correctly, with our apologies to you Ben:

Benjamin E. Basham
Fifteen Years of Service

Employee Update

Send news items to
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or call 703-560-5000 ext. 2750

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