

**Well Workplace Award
Executive Summary**

**Raytheon
North Texas**

Gold Award

Information in this publication is carefully reviewed for accuracy. Questions, comments, or ideas are welcome. Please direct to Dr. David Hunnicutt, Executive Editor, at the address below.

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General Information

WELL WORKPLACE

Gold Application

Basic Information

Name of Organization	Raytheon - North Texas
Address of Organization	
Council Affiliation	WELCOA
Contact Person	
Title	
Work Telephone	
Fax Number	
E-Mail Address	
Alternate Contact	
Title	
Work Telephone	
Parent Organization	Raytheon
Number of Sites Covered by this Application	7
Number of Employees Covered by this Application	5700
Nature of Business or Industry	Government Defense
NCS Business Unit President	Colin Schottlaender
PASS Organization V. President	Mike Proch
APC Organization V. President	Dennis Reed
Date of Application	January 1, 2004



Wellness Councils of America

Well Workplace Application Executive Summary

General Information:

Company Name: PATHways at Raytheon Address:

City, State Zip: Application Level: GOLD

★ For each of the benchmarks below, please provide a one paragraph (30-40 word) overview.

Senior Level Support

It is evident that PATHways is strongly supported at the Senior Level in the \$250,000 allocation towards their operations and support in the provision of the fitness facility building and maintenance (valued at \$36,000). Leadership commitment also comes in the form of senior level personally engaging in PATHways' programs and activities as well as promoting them to their employees

Wellness Team

The PATHways Total Health Initiative Team consists of well-qualified professionals who perform their services to clients cheerfully and tirelessly. Under the able leadership of Redd, Mikeal and Reid, it is a daily vision for any client to see the team members practicing what they preach in exemplifying the positive attitudes and behaviors that promote individual fitness, work health and social well being.

Data Collection

Data collected are stored in the PATHways' office. Outsourced data management provides data analyses and reports to PATHways. Survey data are stored and compiled at PATHways' head office. Sometimes when appropriate, an outside consultant is used to help with evaluations.

Operating Plan

PATHways establishes annual and long term goals. An operating plan is detailed with objectives and action events, which are carefully implemented and evaluated. Raytheon employs Six Sigma methodologies for quality improvement and PATHways operating plans reflect that methodology.

Programs and Interventions

PATHways' programs focus on motivating as well as facilitating participants to make changes in their lifestyle behavior. The purpose is to enhance their total health through personal fitness and wellness, work/life and social well-being. PATHways' programs address the domains at various levels from awareness, attitude change and behavior modification. Injury prevention and disease prevention aims to improve productivity and reduce health care costs. Health assessments, screenings, personal fitness programs, stress-management seminars, nutrition seminars, smoking cessation and ergonomic screening and adjustments are some examples. PATHways also helps by promoting social health and acts as a recourse to help employees deal with life's challenging events.

Supportive environment

PATHways' supportive environment can be described in terms of policy, physical facilities, gardens, trails, ergonomic workspaces, relaxation rooms, and most importantly personal examples of senior managers participating in PATHways' programs.

Evaluation

Continuous data collection process and implementing new data management systems to monitor progress helps PATHways track and adjust to current client needs. PATHways Team communicate frequently among themselves and with senior management (by representation) to modify or adjust current programs and devise new programs to be current, appropriate and efficacious in presenting services to enhance the personal, work and social health of its participants.

Overview and Background

Raytheon Company, with a history of more than 80 years, is an industry leader in defense, government and commercial electronics, space, information technology, technical services, and business aviation and special mission aircraft. Raytheon employs 76,400 individuals worldwide, and in 2002 generated \$16.8 billion in revenues. Raytheon's North Texas divisions include several business units, which employ 5,700 individuals. Raytheon places the highest value on **People**, Integrity, Commitment, and Excellence. It is this value in **people** that PATHways at Raytheon is created to **support and enhance the quality of life and work of employees one individual at a time.**

Background of Wellness Initiative

PATHways began in the 1950's as an employee association for Texas Instruments (Texins). Raytheon purchased Texas Instruments Defense Systems and Electronics Group in 1997. Texins' purpose was to serve employees' social and recreational needs. PATHways' purpose is to support Raytheon North Texas' corporate medical, health enhancement, and work-life strategies by improving employee productivity, reducing personal risks, injury, and costs associated with unhealthy lifestyles. The "**PATH**" in **PATHways** stands for **Personal Attention to Total Health**. This total health initiative consists of integrative programs to enhance the **quality of life and work of Raytheon employees one individual at a time.**

Vision and Mission

Raytheon's Vision: *Be the most admired defense and aerospace systems supplier through world-class people and technology.*

PATHways Vision: *To be recognized as the strategic Raytheon resource of people-centered services shaping a winning organization.*

PATHways Mission: *We support the company's vision by enhancing the quality of Life and Work... one individual at a time.*

Organizational Structure

PATHways supports North Texas Raytheon sites in Dallas (3 sites), Plano (2 sites), McKinney, Richardson, and Sherman (See Table 1).

Table 1: Raytheon North Texas, Sites Supported by PATHways

Site	Number of Employees
Dallas/Lemmon Avenue	407
Dallas/ Expressway North Building	1349
Dallas/ Expressway SC Building	558
Plano/ Waterview	189
Plano/Spring Creek	499
McKinney	2268
Richardson (ELCAN)	185
Sherman	235
Total	5690

Figure 1 shows the Organizational chart for PATHways showing its governance.

PATHways' General Manager reports to the North Texas NCS Human Resource Manager, who reports to the NCS Vice President of Human Resources, who reports directly to the President of NCS.

Legend

Raytheon North Texas – Group of 7 North Texas sites encompassing employees from Network Centric Systems (NCS) and Space and Airborne Systems (SAS)

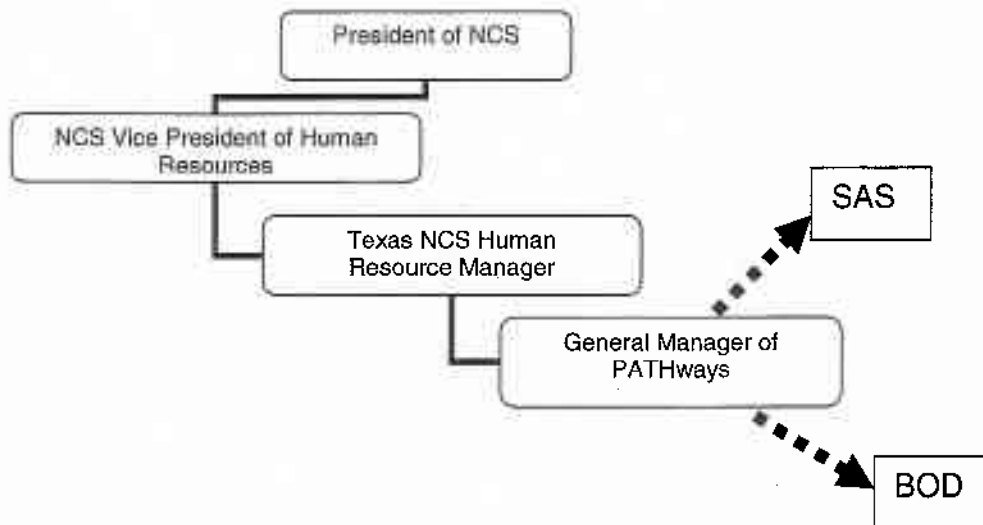
NCS – Network Centric Systems – Business Unit within Raytheon

SAS – Space and Airborne Systems– Business Unit within Raytheon

NTL – North Texas Leadership – Group of managers providing direction for Raytheon North Texas

BOD – PATHways Board of Directors – nominated and appointed employees to oversee business operations and finances

Figure 1: Organizational Chart for PATHways in North Texas



----- Reporting structure to PATHways' Board of Directors (BOD) and Space and Airborne Systems (SAS). **Board of Directors oversees PATHways' business operations and finances. SAS employs the majority of Raytheon North Texas employees.**

Overview of Initiative: Seven Critical Benchmarks

1. Concentrating on Senior Level Support

Raytheon North Texas contributes \$250,000 per year to PATHways' operating expenses. Raytheon provides the use of and building maintenance of an on-site fitness center (estimated \$36,000 per year). Senior Managers participate in PATHways' programs and services as well as implement PATHways' programs in their work groups. Further support is evident in their flextime policies, policies to maintain safe and healthy work environments and other health incentives and work/life benefits.

2. Creating Cohesive Wellness Team

Ten team members are each uniquely qualified to contribute their duties in serving clients in their individual, work, and social needs. John Redd (General Manager), Richard Mikeal (Health and Fitness Director) and Cindy Reid (Administrative Director) lead the team by launching PATHways' total health initiative. Dedicated and professional team members exemplify the philosophy of total health in mind, body, and spirit in their personal work/life needs. They serve their clients with positive attitudes and joyful spirits. The General Manager represents PATHways on several Raytheon executive committees.

3. Collecting Data to Drive Programming Efforts

Consistent and frequent data collecting processes determine participation, satisfaction, and program effectiveness from clients. To ensure measurement validity, outside consultants are engaged to help with data analysis and interpretation. Survey and interview methods are often the practical means to obtain information to guide program planning.

4. Crafting An Operating Plan

PATHways' operating plan is carefully crafted to align their goals with Raytheon's vision and mission. PATHways' goal is to be recognized as a people-centered organization that seeks to enhance employees' lives in their individual, work, and social settings, promoting total health in mind, body and spirit. PATHways' long-term plan is to be self-funded, and to expand the variety of programs and services for employees and their families while maximizing the use of all available PATHways and Raytheon resources.

5. Choosing Appropriate Interventions

Interventions are designed, implemented or outsourced as appropriately guided by evaluative findings. PATHways engages the help of professional health promotion consultants to design and implement programs that may be out of their present area of expertise.

6. Creating A Supportive Environment

PATHways fully supports Raytheon's policies on emergency procedures, safety, *flextime* for work, family and medical leave, release time and a smoke-free and healthy environment.

7. Consistently Evaluating Outcomes

Every PATHways' program has a client satisfaction survey component. These findings are seriously considered as part of a committed quality improvement process.

Wellness Champions

General Manager, John Redd, Health and Fitness Director, Richard Mikeal, and Administrative Director, Cindy Reid, developed the PATH total health initiative. They have worked with the association for over 10 years during which time they added the comprehensive approach of creative and enjoyable programs in total health to foster healthy lifestyles and to enhance the balance of work/life needs for Raytheon employees. The North Texas Leadership (NTL) provides vital assistance by supporting the programs and services as well as personally engaging in PATHways' activities. Total health begins with the individual. When the leaders champion total health, the employees will engage.

Unique Strengths PATHways offers Employees

PATHways' unique strength lies in the comprehensive approach to total health for employees by *enhancing their quality of life and work* through programs and services in three major ***PATHs: PATH #1 Individual Health, PATH # 2 Work Health and PATH #3 Social Health***. See Figure 2.

PATH #1 Individual Health: Services cover assessments, personal training, and group exercise classes. *Quest*, PATHways' health promotion program, offers seminars and workshops in nutrition education, stress management, weight management and various screenings such as body composition, blood pressure, skin cancer, health risk appraisals, and cholesterol. PATHways is also a resource for professional health services referral.

PATH #2 Work Health: PATHways enhances work health by offering Work/Life seminars, ergonomic evaluations and training to reduce risks and injury at work, and Work Station Stretch Programs. Work/Life seminars help employees balance the challenges of work and home, caring for elderly parents or young children and other life events that may interfere with their peace of mind at work. PATHways' website informs employees about health issues at home and work. Work health also includes employee recognition programs. The Non-Financial Recognition (NFR) program helps Raytheon managers award timely and positive employee recognition, which helps to improve employee morale and increase retention. An onsite massage therapy service adds to Raytheon North Texas attaining *Employer of Choice*, a standard of best practices to recruit and retain employees. The LifeResources program offers referral and support for employees who need elder care, child care, adoption assistance or free counseling services for themselves or family members.

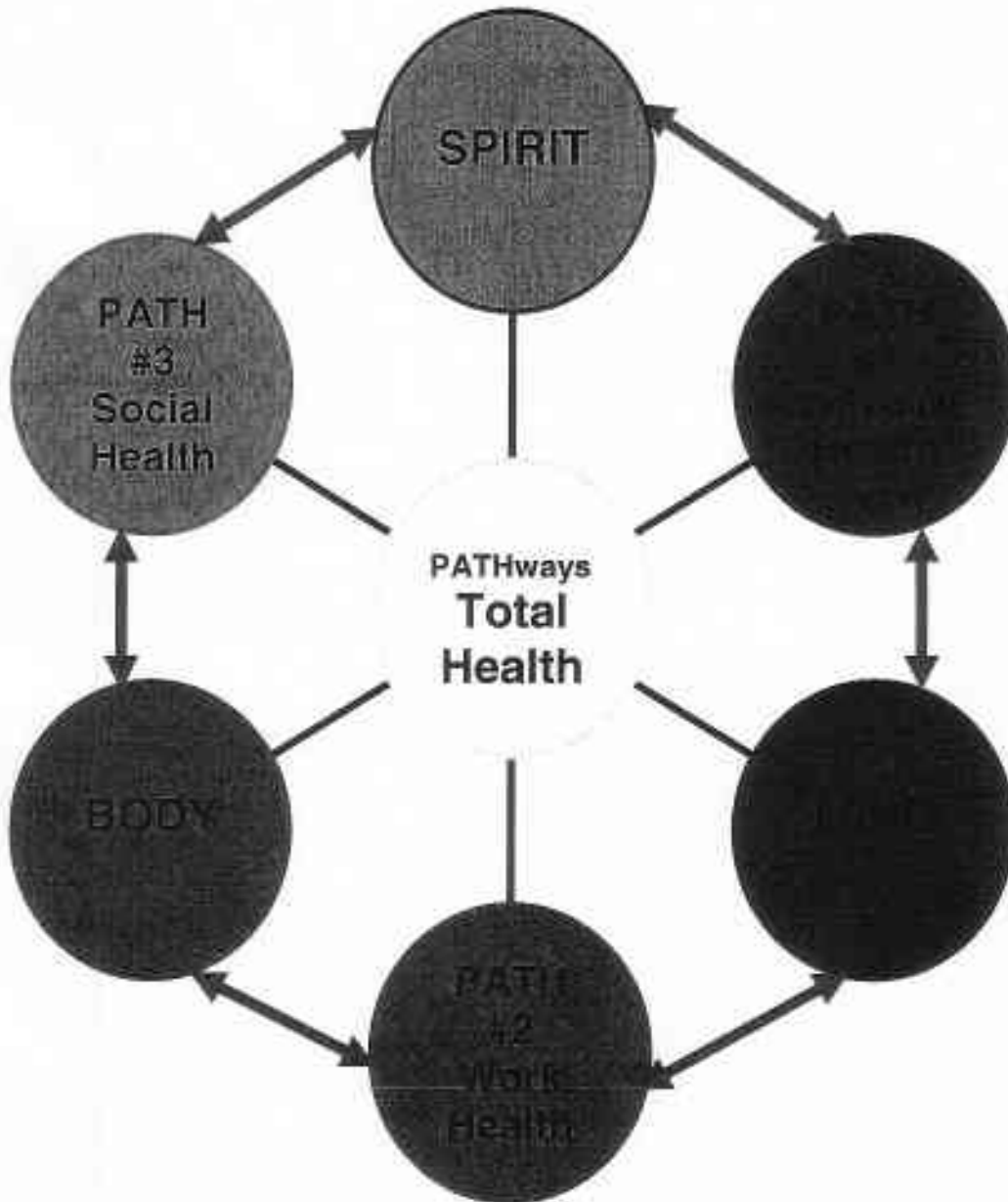
PATH # 3 Social Health: PATHways organizes special events for employees and their families to gather for play and fun. Family picnics, holiday events that recognize and celebrate the diversity of employees, and lunchtime entertainment (bands, magicians, choirs in the cafeteria) help bring joy to the employees' day. Recreational activities like clubs and leagues add to the social tapestry of services. PATHways fosters teaming in work groups through experiential based team building activities. A wide range of Raytheon Logo Apparel helps to develop team cohesion. PATHways **enhances** employees' social health by providing discount services for movie tickets, stamps, film processing, tickets to theme parks, hotel, travel, entertainment and vending items at

their on-site Employee Service Centers and also serves as a resource for local support and community groups.

Coordinated delivery of programs in these three domains make PATHways unique in promoting total employee health while supporting PATHways' mission of ***enhancing the quality of Raytheon's employees life and work.***

Figure 2: PATHways Model to Total Health

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Most Popular Programs/Services

Table 2 lists the PATHs of Services and Programs offered by PATHways.

Table 2: Table of Services in PATHways Total Health Initiative

PROGRAMS	SERVICES	PATH
Fitness Center Services (1988)	Fitness Assessments & Exercise Prescriptions Personal Training Group Exercise Classes: Step, Yoga, Tae Kwon Do Member Retention Program Work Hardening (Return to work after medical leave)	Individual Health Social Health Work Health
Employee Services (1988)	Convenient Service Programs Discounts on movie tickets, stamps, regional attractions & theme parks, hotel, travel, entertainment, vending sales, printing services	Social Health Individual Health
Recreation and Special Event Services (1988)	Clubs, leagues, holiday family events; employee special events, special interest classes Referrals to LifeResources Resources for local support groups	Social Health Individual Health Work Health
Training and Development (1994)	Team Building workshops Team Training Meeting Facilitation Stress management Organizational & personal effectiveness courses	Work Health Social Health Individual Health
Quest Health Promotion Services (1995)	Nutrition education; stress management; weight management seminars Health screenings for blood pressure, skin cancer, stroke, cholesterol Ergonomic evaluations and Measurements Work Station Stretch Programs Resource/referrals Brown bag Seminars	Individual Health Work Health/Safety
Business Services (1998)	Timely employee recognition events Raytheon Award Packages: R6s, Cash Soldier, Tracer Management Consulting and Education Recruitment tours and shows New Hire orientation Flower Program (sends flowers for employee life events) Six Sigma Awards Non-Financial Recognitions	Work Health Social Health

Pathways Fitness Center is well attended by employees. For individual health promotion, popular services are health assessments, fitness classes, individual personal training and seminars in stress management, nutrition and weight

management. At the work level, work-safety seminars, ergonomic assessments, team building development services are well used. For social health, employee recognition and social events are very popular. A relaxation and massage room is a most recent and popular service.

Other Information to Highlight PATHways

The PATHways model (figure 2) addresses personal health by attending to total health. Through the PATHS of individual, work and social health, PATHways is unique in promoting total health in these PATHs that lead to balance in mind, body and spirit. By addressing these issues and working with employees one individual at a time, PATHways contributes to its mission of ***enhancing the quality of life and work of Raytheon employees.***