

**Well Workplace Award  
Executive Summary**

**Raytheon IDS Naval  
Integration Center  
Silver Award**

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## **General Information**

### **WELL WORKPLACE**

*Silver Application*

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#### **Basic Information**

Name of Organization Raytheon IDS Naval Integration Center

Address of Organization \_\_\_\_\_  
\_\_\_\_\_

Council Affiliation Worksite Wellness Council of Rhode Island

Contact Person Joanne Bockmiller

Title Sr. Human Resources Manager

Work Telephone \_\_\_\_\_

Fax Number \_\_\_\_\_

E-Mail Address \_\_\_\_\_

Alternate Contact Brian Jones

Parent Organization Raytheon Integrated Defense Systems (IDS)

Number of Sites Covered by this Application 1

Number of Employees Covered by this Application 1700

Nature of Business or Industry Naval Integration Center (NIC)

Name of CEO Upinder Dhinsa, NIC / Daniel Smith, IDS

Date of Application June 30, 2004

## **Preface: Organizational and Program Background Narrative**

The Naval Integration Center (NIC) is a Raytheon Integrated Defense Systems (IDS) facility dedicated to providing superior solutions and mission systems integration to U.S. and allied Naval and Maritime forces. Located in Portsmouth, R.I., the Naval Integration Center employs over 1,700 people who are primarily responsible for the design, development, production, integration and support of key Naval contracts, such as submarine combat systems; torpedoes and training targets; mine warfare, mine detection and mine neutralization systems; sonar systems; and surface ship systems integration, including DD(X), the U.S. Navy's next generation surface combatant ship. Upinder Dhinsa, Vice President, Naval Integrated Systems, is the executive on-site and reports directly to Daniel Smith, president of Raytheon Integrated Defense Systems. The Naval Integration Center has received the Rhode Island Worksite Health award for the past two years.

### **Background of Wellness Initiative**

In 2000 the Naval Integration Center (NIC) leadership recognized the need for a comprehensive wellness program. At the time, there were various independent benefits programs and other wellness activities, but no single group on site to provide oversight and direction. The Wellness Team was formed under the direction of the Joanne Bockmiller, the Human Resources Manager. Team membership is comprised of representatives from various disciplines throughout the facility, including Human Resources, Management, Engineering, Environmental, Health & Safety, Facilities, the Bargaining Unit, the Medical Provider, Employee Assistance Program, Corporate Global Health Resources and the employee Activity/Fitness Center. Since that time, the Wellness Team has become well established, developing and communicating programs to ensure employees have a full range of wellness benefits and activities.

## **Vision and Mission Statements**

### **Organization**

#### **Vision**

Raytheon's vision is to be the most admired defense and aerospace systems supplier through world-class people and technology.

#### **Mission Statement**

IDS is the global Mission Systems Integrator of choice, creating partnerships dedicated to providing innovative whole-life defense solutions for Raytheon's teammates. IDS values are: People, Integrity, Commitment, Excellence and Community.

### **Wellness Program**

#### **Vision**

Creating an enhanced quality of life for Raytheon employees through a comprehensive wellness program.

#### **Mission Statement**

The Naval Integration Center wellness program will provide opportunities for healthy employee lifestyles and enhanced well being.

#### **Values**

The NIC Wellness Program values are: People, Physical/Emotional Well Being, and Work/Family/Community Balance

### **Organization Charts (following page):**

## 7 C's

### **Concentrating on Senior Level Support**

Senior level support through different layers of the organization is evident in the successful Naval Integration Center wellness program. From the Corporate level, company-wide benefits and wellness initiatives are funded, developed, implemented and promoted. At the NIC level, local initiatives are similarly supported. Funding is provided for various programs and leadership routinely participates in wellness initiatives such as the Leadership Challenge and American Heart Association Heartwalk.

### **Creating Cohesive Wellness Teams**

The diversity of the Wellness Team membership ensures that employees from different groups are well represented. Team members have common goals and are committed to working together for the benefit of all employees. All team members are qualified Raytheon Six Sigma Specialists.

### **Collecting Data to Drive Programming Efforts**

Data from assessments, surveys and participation levels are utilized to evaluate the effectiveness of the existing program. Raytheon Six Sigma tools are utilized to analyze this data. Based on this data, the team implements program modifications and determines focus areas for new program opportunities – seeking continuous improvement and effectiveness.

### **Crafting an Operating Plan**

The annual operating plan provides direction and forward movement for the wellness program. It's the means of achieving wellness goals and objectives. The operating plan describes actions to be taken, resources, and provides a timeline for those actions to be completed. It provides a central common focus for the team.

### **Choosing Appropriate Interventions**

Programs are developed based on the needs of the organization. Data from health risk assessments, needs surveys, program participation and employee feedback are used to determine the types of programs that will provide benefit to employees.

### **Creating a Supportive Environment**

Raytheon has implemented a number of programs, demonstrating a commitment to employee wellness. This includes health, disability and life insurance, work/life balance programs, modified work schedules and employee assistance programs. Health and wellness policies, in areas such as Smoking, Alcohol & Drug use and Emergency Procedures have been developed as well.

### **Consistently Evaluating Outcomes**

An effective wellness program is dynamic – changing and growing to meet the needs of the organization while continuously evaluating satisfaction and health outcomes. Data from sources such as health care costs, disability claims, health risk assessments and employee surveys are reviewed periodically to determine effectiveness of the programs. Programs are created or modified in an ongoing process of continuous improvement. Raytheon Six Sigma principles are incorporated in this process whenever possible.

### **Major Impact**

Mr. Daniel Smith, the current President of Raytheon IDS, has had a major impact on the development of the wellness program at the Naval Integration Center. When he first transferred to the facility several years ago, he provided encouragement and support for the program. He was instrumental in creating and staffing the Raytheon Activity Center (RAC) which provides integrated health, fitness and nutrition services for the NIC. In Dan's words, "Raytheon proactively encourages the health and wellness of our employees through well administered programs for physical and mental well being." Dan is also an advocate of maintaining a healthy

work/life balance. Or, in his words, "...the time you spend away from the office – with your family and friends and in the communities where you work and live – is equally as important to our business as the time you spend in the office." Mr. Upinder Dhinsa has recently transitioned into the NIC executive leadership role and reports to Mr. Daniel Smith, who has assumed leadership of IDS. Upinder was part of the original team that introduced the Raytheon Activity Center and other facility upgrades such as improved Dining Centers. He is excited to be involved again and is committed to continuing support of the NIC wellness philosophy and program. According to Upinder, "Healthy people lead to a healthy business."

### **Unique strengths**

#### **Scope and Variety**

The comprehensive wellness program covers a broad range of benefits and activities. NIC employees have basic company-wide benefits, such as health, disability and life insurance, medical, family and sick leave, time off, flexible spending accounts, and retirement plans. In addition, employees can choose from a variety of Corporate and local programs. These programs include the WellMed Personal Health Manager program, which is web-based and provides a wide variety of benefits and health information. Employees can use this program to complete health risk assessments, customize their own health and wellness programs, track their progress, obtain up-to-date health information and research medical conditions and medications. Customized programs for nutrition, weight control, heart healthiness, fitness and smoking cessation can be developed on this web site. Participation in other programs such as 10K-A-Day, LEAP Fitness and Colorful Choices is also tracked on the WellMed Personal Manager. At the local level, NIC employees can participate in stress management workshops, smoking cessation sessions, Weight Watchers meetings, Health and Benefit Fairs, CPR/AED training, blood pressure and blood glucose screening and the Flu Shot program. Employees can develop a personal fitness program with a trainer at the Raytheon Activity Center and track their progress while on or off-site,

participate in group exercises and/or receive personal nutrition counseling. Employees can also participate in the annual American Heart Association Heart Walk, employee golf tournaments, softball league, basketball hoops, lunchtime horseshoes, or simply take a walk on one of the Wildlife Habitat Committee's trails. There's something for everyone in the wellness program.

### **Flexibility and Access**

Employees have the flexibility to participate in programs before, during and after work. The availability of a flexible work schedule allows employees to utilize the Fitness center and participate in Health & Benefits activities during the day. The Activity Center has extended hours so that employees can use the facility early in the morning or after work. The WellMed Personal Health Manager, 10K-A-Day tracking program, Colorful Choices program and Leap programs are accessible to Raytheon employees on the internet from any computer, at any time of the day.

### **Work/Life Balance**

Raytheon offers employees a number of programs to help them improve their work/life balance. One of the most popular is the 9/80 flexible work schedule which allows employees a day off on alternate Fridays, and also gives employees flexibility on their work hours during the day. The expanded Work/Life program also includes adoption assistance, childcare and eldercare resources, employee assistance counseling, matching gifts, employee discounts, legal assistance and many other benefits to help employees balance their professional and personal lives.

### **Most Popular Programs and Activities**

Recently the Wellness Team conducted a wellness survey which included questions regarding levels of interest and participation. The following three programs have the highest levels of interest and participation:

### **Flu Shots**

The Flu Shot campaign is a company-wide initiative which offers free flu shots to all employees. Flu shots are provided on campus by the facility Occupational nurse. This was the most popular program, with 56% of the employees participating.

### **Health and Benefits Fairs**

Health and Benefits Fairs are provided several times a year. In addition to information relating to benefits, wellness and nutrition, Health and Benefits Fairs also include information on other topics such as safety, ergonomics, fire prevention, wildlife habitat stewardship and environmental conservation activities.

### **Raytheon Activity Center**

The Raytheon Activity Center (RAC) provides health, fitness and nutrition services to the Naval Integration Center. The RAC offers a full fitness center, various group exercise classes and organizes employee participation in facility and community sporting events. RAC personnel also provide fitness testing, body composition analysis, personal training support and nutritional counseling. The RAC supports Health and Benefits fairs and the RAC manager is a member of the NIC Wellness Team.

The Naval Integration Center prides itself on establishing and maintaining a leadership position within all of the Raytheon business segments and has continually elevated its fitness, health and wellness offerings over a four year period. As senior leadership has changed, the Wellness Team has continued to maintain and foster new relationships, provide regular metric reports and gain support from each new leadership team. The NIC is proud of the fact that each of the leadership team members that have moved on have taken elements of the Wellness program with them to other Raytheon IDS locations.