

Raytheon Missile Systems



2009 Region IX VPP Conference

VPP Management Commitment

Ronald N. Orr

EHS and Ordnance Safety Manager,

Raytheon Missile Systems

Raytheon Missile Systems

Who We Are

Raytheon

Customer Success Is Our Mission

Developer and supplier of innovative weapon system solutions

Taylor W. Lawrence
President



- 2008 sales: Over \$5.0 billion
- Over 12,000 employees
- Headquartered in Tucson, Arizona
- World's largest developer, producer and integrator of weapon systems
 - More than 1 million missiles produced since 1954
- Broad weapons portfolio
 - Missiles
 - Smart munitions
 - Projectiles
 - Kinetic kill vehicles
 - Directed energy weapons
- Customers: All U.S. military services; allied forces of more than 40 countries



Strike



Missile Defense



Land Combat



Air-to-Air



Naval Weapon Systems

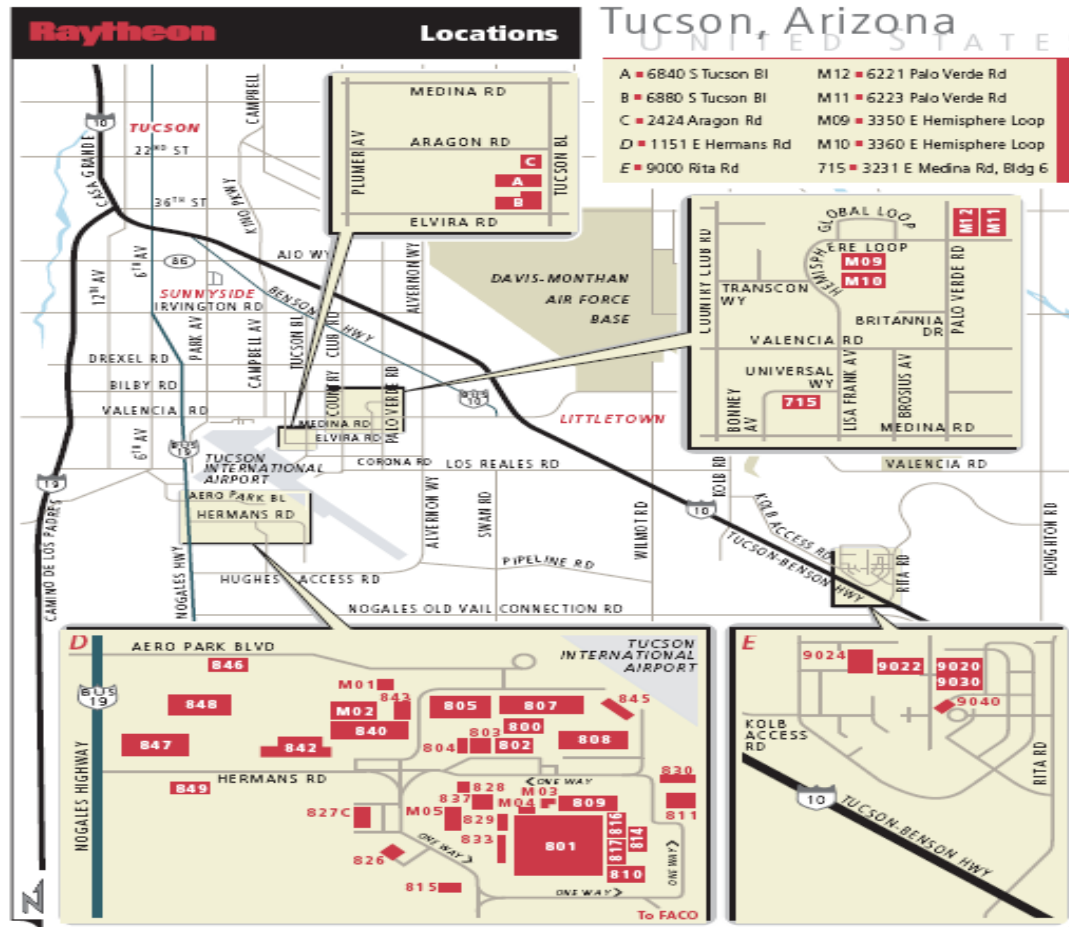


Directed Energy

VPP Management Commitment

Site Safety Plan

RMS is headquartered in Tucson, Arizona. RMS has 3 different locations in Tucson: Airport Site, Palo Verde Corridor, and Rita Road. Other RMS sites include Louisville, Camden, McAlester, Rancho Cucamonga, NAPI, and Huntsville.



VPP Management Commitment

Management commitment is the cornerstone of a solid VPP Program. Here at Raytheon, management and employees alike are committed to health and safety excellence across the board, as well as the protection of people, property and the environment.

- Management Commitment to VPP Participation
- Organizational Goals and Planning
- Written Safety and Health programs
- Management Leadership
- Employee Involvement
- Contractor Safety Program
- Responsibility, Authority, and Resources
- Safety and Health Program Evaluation

VPP Management Commitment

Management Commitment to the Organization

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Management at all levels needs to be committed to Environmental, Health, and Safety excellence and the protection of people, property and the environment to obtain VPP Star status. Within RMS, our leadership is committed to making all our sites VPP Star sites by using the following principles:

- Reduce Injuries and Illnesses Toward Our Goal of Zero
- Prevent Pollution and Preserve Natural Resources
- Continuously Improve Processes, Products and Services
- Protect Facility and Equipment Infrastructure
- Encourage Employee Participation and Community Outreach
- Demonstrate Management Leadership. Lead by Example

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Raytheon Company Environmental, Health & Safety Policy Statement

Environmental, Health & Safety Commitment

Raytheon is committed to environmental, health and safety excellence and the protection of people, property and the environment. Through the efforts of our employees, the Company has achieved significant reductions in waste, emissions and injuries and earned the respect of our peers. We adhere to the highest standards for the safe operation of our facilities and the preservation of natural resources. We meet these commitments by implementing a comprehensive environmental, health & safety management system and continually improving both the system itself and our performance -- in accordance with the principles below. We provide the leadership, management support, communications and resources necessary to do so. We comply with all applicable laws and regulations and conform voluntarily to other environmental, health & safety requirements. We integrate appropriate environmental, health & safety considerations into all aspects of our business. We recognize that there is a quantifiable competitive advantage to be achieved through world-class environmental, health & safety performance.

Environmental, Health & Safety Principles:

Reduce Injuries and Illnesses Toward Our Goal of Zero

Raytheon believes that all occupational incidents, injuries and illnesses are preventable. Occupational injuries and illnesses are not chance occurrences, but represent system failures. Each employee must accept responsibility for his or her personal health and safety, and that of fellow employees.

Strive to Prevent Pollution and Preserve Natural Resources

We believe that all waste, emissions and environmental incidents represent defects in our processes. We continue to work toward zero waste generation at the source, and are committed to pollution prevention. We are stewards of our environment. We encourage recycling and conservation of energy and natural resources. We continue to work to resolve problems that were created by past chemical use and past waste disposal practices.

Continuously Improve Processes, Products and Services

We continually analyze our processes and products to maximize efficiency and reduce environmental, health & safety risks throughout the life of our products, services, and activities.

Protect Facility and Equipment Infrastructure

We protect our facilities and equipment against fire and other disasters, both naturally occurring and man-made, which could result in an unsafe work environment or business interruption.

Encourage Employee Participation and Community Outreach

We encourage all employees to be actively involved in our environmental, health & safety programs and activities. We openly communicate our environmental and safety performance and we encourage strategic partnerships with stakeholders. We work with our communities by volunteering and supporting various environmental and safety initiatives.

Demonstrate Management Leadership

Environmental, health & safety excellence requires active leadership and accountability. Management is responsible to train and lead employees in this area and to provide all necessary resources. Raytheon believes that environmental, health & safety excellence ultimately depends on the personal commitment of all employees.



William H. Swanson
Chairman and CEO



Louise L. Francesconi
President, Raytheon Missile Systems



Harry C. Schulte
VP, Strike Weapon Systems

VPP Management Commitment

Management Commitment to the Organization

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It takes three levels of commitment when you begin your Journey for VPP. It takes Management, the Union, and all employees to put the puzzle pieces together.



VPP Management Commitment

Raytheon Missile Systems VPP Journey

- Raytheon Missile System presently has two VPP Star Sites:
 - Rita Road – VPP Star 2007. Site Executive: Mr. Harry Schulte, Vice President Air Warfare Systems (AWS)
 - Louisville - VPP Star 2008. Site Executive: Mr. Frank Wyatt, Vice President Naval Weapon Systems (NWS)
- Raytheon Missile Systems is currently working on VPP Star Certification at:
 - Palo Verde Corridor – VPP Site Executive: Mr. James Riley, Vice President, Land Combat
 - Building 847 and Building 848, RMS Airport Site – Building Executive: Mr. Harry Schulte, Vice President AWS
 - Rancho Cucamonga, California, RMS Site Manager: Paula Hresko Mendoza



VPP Management Commitment

Management Commitment to VPP Participation

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VPP Management Commitment Brief

[Harry Schulte and Ricky Nelson – Rita Road 2007](#)

VPP Management Commitment

Union Commitment to VPP Participation

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- Union leadership supported the Rita Road VPP effort and continues that support throughout all RMS sites today.
- Union leadership has committed their support to the Palo Verde Corridor VPP effort.
- A formal letter of support from the IAM is required for the VPP application.



May 30, 2007

Mr. Harry E. Schulte
Rita Road Site Executive
Raytheon Missile Systems
1151 E. Hermans Road
Building 9030/S1
Tucson, AZ 85706

Subject: Voluntary Protection Program
Occupational Safety and Health Administration

UNION STATEMENT OF COMMITMENT FOR VPP

The Old Pueblo Local Lodge #933 of the International Association of Machinists and Aerospace Workers, Tucson, Arizona, understand that we have a joint responsibility in maintaining Raytheon Missile Systems – Tucson facilities as a safe and healthy place to work. Together, we must make every effort to eliminate health hazards and protect ourselves and our co-workers from injury in the workplace.

In the opinion of the IAM, Local #933 Leadership, the Voluntary Protection Program (VPP) will be a means to achieve an even greater level of worker protection. It is not the VPP itself that is crucial to employee safety, but the quality safety and health programs that make up the VPP.

We, the undersigned, respectfully submit this statement of support for participation in the VPP and request consideration for membership in VPP at the Rita Road Site of Raytheon Missile Systems.

Sincerely,

A handwritten signature in black ink, appearing to read 'J.E. Watson'.

James E. Watson
Directing Business Representative

JEW:ldj
opetu 319
af-cio

VPP Management Commitment

Employee Commitment

- All employees make a personal commitment to work safely
- All employees help others work safely
- Identify hazards and take action to remove the hazards or bring them to the attention of someone else who can
- Report all incidents, accidents, and near misses



VPP Management Commitment

Organizational Goals and Planning

VPP Management Commitment

Organizational Goals and Planning

Organizational goals are established by the site executives and flowed down to individual organizations, which in turn establish their site specific EHS Goals. This goal planning process is key to the Success of our overall EHS Program within RMS.



Planning and Programs

VPP Management Commitment

Planning and Programs

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5 Levels of EHS Programs

Corporate EHS Standards

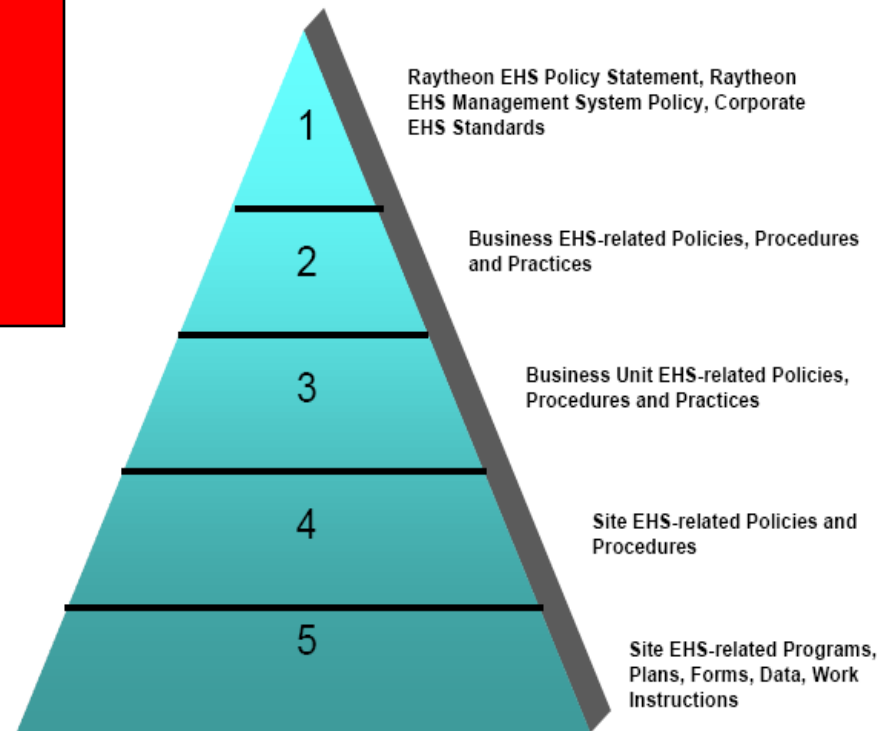
RMS Directives

RMS Organization Directives

RMS EHS Instructions

Site EHS Web Site

EHS Document Hierarchy Tree



VPP Management Commitment

Planning and Programs



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MS Environmental Health & Safety (EHS)

[Directory](#) | [Search](#) | [Newsroom](#) | [Collaboration](#) | [Help](#)

EHS Home Page	Disciplines	Communications	Metrics	Incidents	Training
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Supervisor Tools
EHS Policy Statement

Call Our Helpline 4-4EHS
[Click here for email](#)

EHS Resource Links

- Resources**
 - [EHS Contacts](#)
 - [Corporate EHS Standards](#)
 - [Preparing for an Emergency](#)
 - [EHS Org Chart](#)
 - [Tucson EHS Instructions](#)
 - [MS EHS Organizational Directives](#)
 - [RD-EHS-01 EHS Directive Document](#)
 - [000000170-RP Corporate Critical Lift Program](#)
- Toolbox**
 - [EHS Rewards & Recognition Program](#)
 - [AED Team](#)
 - [Approved PPE Catalog](#)
 - [Best Practices](#)
 - [Commuter Services](#)
 - [EHS Councils Toolbox](#)
 - [Training](#)
 - [Process Safety Management \(PSM\)](#)
 - [Ergonomics](#)
 - [Injury Prevention](#)
 - [Safety Alerts](#)
 - [MSDS's](#)
 - [Personal Protective Equipment](#)
- Communications**
- Leadership**
- Accountability**
- Related Links**

Welcome to the Missile Systems EHS Web Site

Energy Conservation

RECYCLE
Your World, Our Future

[Spotlight Archives >>](#)

EHS News & Information



Daily Safety Topics

Report a Safety Concern or Near Miss
[Click here](#)

What's Your Personal Safety Space?

[Safety Stand Down Discussion Guidelines](#)

13-Jan-09 **Taking Safety Personally: Watch Your Step to Avoid Slips, Trips and Falls**

EHS Safety Videos

Fire Protection

- | | |
|--|--|
| Zone Specialist Database | Leadership Engagements |
| Walkabout Database | Job Hazard Analysis System |
| EHS Assessment Tool | New Employee Checklist |
| EHS Training Assessment Tool | Ergonomic Evaluation |

Management and Leadership

VPP Management Commitment

Management Leadership

All Management and Supervision at any VPP site is expected to:

- Promote a positive safety culture based on prevention
- Ensure implementation of safe and healthful work practices
- Communicate EHS information to employees
- Lead by personal example
- Ensure accurate and effective accident and near miss investigations are performed

View a Walk-A-Bout

WALK-A-BOUT DETAILS	
Report Number:	0000172607
Date Completed:	04/15/2009
Functional Group of Observer:	Land Combat
Number of People Spoken To:	3
Site:	Palo Verde
Building:	M11
Time of Day:	0900
Shift:	1
Observer 1:	1048139
Observer 2:	1044028

[EDIT A WALK-A-BOUT](#)



Daily Safety Topics



OBSERVATION LOG							
Behavior Category	Safe/At-Risk	Comment for Concern	Column	Zone	Functional Group Observed	Reminder Email	
Tools and Equipment-Maintained and Stored Properly	At-Risk	LN2 freezing at joints with drip in hallway and inside door J0203.			Land Combat	No	
Procedures-Understood and Followed	At-Risk	Three interior doors in TE Testing Facility require "Not an Exit" sign. WO # 94240 submitted.	J0300		Land Combat	No	
Other	Safe	Employee advises job is safe, no material handling done and no ergonomic issues.	PPF Lab		Land Combat - PROJECTILES	No	

[UPDATE A WALK-A-BOUT](#)

If you made any changes to a WAB.
You must click "UPDATE A WALK-A-BOUT" button to update changes to database!

VPP Management Commitment

Management Leadership

[Christmas Message](#) - 2008

VPP Management Commitment

Employee Commitment

Employee Activities

VPP Management Commitment

Employee Involvement Activities

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Raytheon EHS Zone Specialist Audit System

Raytheon Home | Directory | Search | Newsroom | Collaboration | Help

On-Line Inspection Checklists

- > [PRINT CHECKLIST](#)
Print a blank checklist
- > [CHECKLIST #1](#)
Facilities and Layout
- > [CHECKLIST #2](#)
Fire Protection and Prevention
Hazardous Materials
Hazardous Waste
Pollution Prevention (P2)
Water Pollution
- > [CHECKLIST #3](#)
Electrical
Equipment and Fixtures
- > [CHECKLIST #4](#)
Housekeeping
Material Handling
Personal Protective Equipment
- > [OUTSTANDING ITEMS STATUS FORM](#)
On-line form to report items outstanding from previous inspection
- > [Facilities Service Request Form](#)
To open window and enter Facilities Service Request

EHS Zone Specialist Audit System

Welcome to the Environmental Health and Safety (EHS) Zone Specialist Database. This site is dedicated to the Zone Specialists for inputting their weekly inspections and tracking open observations. This database will help identify areas in our processes and training that will lead us to a World Class safety record.

ENVIRONMENTAL HEALTH & SAFETY

What's Your Personal Safety Space?

Safety Stand Down
Discussion Guidelines

Employee involvement is an integral part of any VPP Site. In RMS, employees are encouraged to identify and take personal responsibility for correcting safety issues, not only in their area, but all areas. Employees work closely with the RMS EHS team to identify and correct programmatic and systemic EHS issues by:

- Participating on the EHS Councils
- Participating as a Zone Specialist
- Assisting and preparing Job Hazard Analyses
- Attending EHS forums/campaigns
- Performing walkabouts

13-Jan-09 [Taking Safety Personally: Watch Your Step to Avoid Slips, Trips and Falls](#)

VPP Management Commitment

Employee Activities

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[The Safety Zombies](#) - 2008

VPP Management Commitment

Employee Commitment

Safety and Health Committees and Councils

VPP Management Commitment

Safety and Health Committees and Councils

Building Executives

**Missile Systems
EHS Executive Council**
Chair – Jason Elwood

Rita Road/847/848

Harry Schulte
Paul Borboa

NAPI

Rick Nelson
Robert Joe

R. Cucamonga

Mike Booen
Marc Snow/Paula Hresko

Camden/McAlester

Rick Nelson
Randall Graham/John Crouch

Louisville

Frank Wyatt
E. Givan/G. Tragesser

M11

J. Riley
Cindy Klingberg

M12

W. Hill
Arlen De Goes

Operations

**801, 809, 811, 814,
815, 815A, 816, 817,
826, 828, 829, 830,
833, M05, Gates**

**Rick Nelson
Jason Elwood**

FACO

Rick Nelson
Randy Stevenson
Steve Reiter

802, 849 & M04

Frank Wyatt
Frances Acosta

Engineering

**803/T, 804/5, 810,
827C, 840/2/3/5,
M01/2, 907**

**Bob Lepore
Bernie Merwald**
Jodi Jondahl

M09

Dr. Robert Francois
Bob Curry/Terry Sable

819

Mike Jarrett

800

Colleen Niccum

800C, 844

Daisy Jenkins
Marilyn Lopez

808 & M03

Paul Walker
Brent Michelson

715

Mike Costas
BarbaraAnn Klensin

807

Kevin Byrnes

Legend – Building Council Activity

Green Active council; meets regularly
Yellow Planned or recently underway
Red No council activity

February 19, 2009

RMS has employed over 30 comprehensive and fully representative Environmental Health and Safety Councils (including IAM Local 933) throughout RMS.

The RMS Executive EHS Council acts as a steering committee for EHS activities throughout all the RMS sites. The representatives on the council bring EHS ideas, concerns and issues to the council.

In addition, representatives are tasked with taking the information shared by the council to their employees, organizations and/or buildings through the other 29 EHS councils.

VPP Management Commitment

Employee Commitment

Contractor Safety Program

VPP Management Commitment

Contract Workers

Any VPP Site has to ensure the safety of all contractors. Raytheon is dedicated to providing a safe and healthy workplace for its employees, temporary workers and contractors. All employees, contractors and temporary workers are expected to follow applicable safety, health and environmental regulations during their daily routines. Raytheon provides temporary employees with all the necessary equipment to perform their daily tasks.



Contractor Safety Pre-Qualification

2844 (RMS) (8/07)

- This form can be completed by the prospective contractor, purchasing agent, maintenance coordinator or other designated individual.
- Use of this form (or equivalent) is mandatory.
- This form must be filed with the contractor's bid package.
- Submit OSHA 300 logs with this form.

Company Name			
Company Telephone			
Completed by	Telephone	NAICS Code	

Complete the following table for the company named above. Include information for the current year and the prior three years.

Description	Year 2009 YTD	Year 2008	Year 2007	Year 2006
Workers' compensation experience modification rate*	0.68	0.68	0.68	0.68
Number of employees	49	50	51	52
Number of employee hours worked	52,587	91,001	95,444	99,415
Number of employee hours worked at Raytheon facilities (estimate)	6,767	11,898	12,853	14,019
Total OSHA recordable cases	0	2	0	0
Company incident rate*	0	4.4	0	0
Number of fatalities	0	0	0	0
Number of citations (explain below)	0	0	0	0
Total amount of fines incurred	0	0	0	0
OSHA 300 logs for review of injury types*	Attached	Attached	Attached	Attached

NOTE: *Submission of documentation for workers' compensation experience modification rate, company incident rate, and OSHA 300 logs for review of injury types is required.

Explanation

Explain items not consistent with industry standards below.



VPP Management Commitment

Employee Commitment

Responsibility, Authority, and Resources

VPP Management Commitment

Responsibility

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Responsibility for safety is regularly promoted by the Executive Leadership of Raytheon Company. As an example, continued leadership communications, letters and videos are produced and distributed to emphasize health and safety commitment. Raytheon esteems the culture of safety as an embedded value.

[Personal Safety Space – 2008/2009](#)

VPP Management Commitment

Authority

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Maintaining a safe and healthy workplace at any VPP site is identified as a fundamental management responsibility. For RMS, maintaining a safe work environment is rolled down from the RMS President to all RMS Employees. In RMS, the safety, health and comfort of our employees in the workplace are a basic line management responsibility. Employees have the authority to stop a job if they do not feel it is safe to perform it.



VPP Management Commitment

Resources

RMS Leadership provides the necessary staffing, training, equipment, and operating expenses to implement, control and improve the EHS management system to gain VPP Star status.

The EHS Department has 85 dedicated EHS and Fire professionals to implement EHS Programs and Procedures throughout RMS. Of these 32 professionals, 16 are dedicated to over 20 RMS Missile System programs at over 100 facilities in 7 different locations nationwide to support RMS Production and Engineering.

EHS Leadership Team		
Title	Name	Phone #
EHS Engineering – Airport Site and Tucson Off Sites (Palo Verde Corridor & Rita Rd)	Ronald N. Orr	545-7914

EHS Tucson Contacts By Building - Tucson Off-Sites (Rita Rd and Palo Verde Corridor)				
Areas of Responsibility	Name	Phone #	Pager #	Backup
9022, 9024, 9040	Bill Morczynski Ronnie A. Gonzales	665-5393 663-8718	410-8955 489-4449	4-4EHS
9020, 9030	Debra Crooks Bill Morczynski	794-8199 665-5393	410-7435 410-8955	4-4EHS
Palo Verde Corridor (M09, M11, and M12)	Debra Crooks Richard L. Force	794-8199 794-4197	410-7435 410-5691	4-4EHS
715, Bike Shop	Richard L. Force Debra Crooks	794-4197 665-7610	410-5691 410-7435	4-4EHS
Air Warfare Systems (AWS)	Violeta Iturralde Gary Fobare	663-6328 794-9253	446-0167 446-0290	4-4EHS

EHS Tucson Contacts By Building - Airport Site				
Areas of Responsibility	Name	Phone #	Pager #	Backup
M01, M02, 840, 842, 843, 805	Matt McCune Paul O. Miller	794-8331 794-4980	489-3597 446-1189	4-4EHS
807, 845, 808, 800, 802, 803	Paul O. Miller Matt McCune Ami Kidder	794-4980 794-8331 794-0684	446-1189 489-3597 489-4100	4-4EHS
846, 847, 848, 849, 827A, 827C	Gary Fobare Randy Rogers-Gardner	794-9253 794-9985	446-0290 446-8127	4-4EHS
801 EAST, 810, 814, 816, 817	Tracey Crowe Randy Rogers-Gardner	545-6696 794-9985	489-3545 446-8127	4-4EHS
801 WEST, 809, M03, M04, 829, 832, 833	Graham E. Keenan Lydia Lozoya	794-2545 794-1456	489-0167 489-5512	4-4EHS
806, 811, 830, M05, Supply Chain	Devin M. Simmons Gregory S. Western	794-3899 794-7061	446-1207 446-0945	4-4EHS
AUR Operations Team (FACO)	Gregory S. Western Devin M. Simmons	794-7061 794-3899	446-0945 446-1207	4-4EHS
815, 815A, 826	James Jensen Devin M. Simmons	665-5855 794-3899	489-3266 446-1207	4-4EHS

VPP Management Commitment

Safety and Health Evaluation Program

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All VPP sites need to have a Safety and Health evaluation Program. This is necessary to evaluate key processes and procedures throughout your company. You also need to have a strong Injury and Incident Investigation process. Within RMS we have the following:

Corporate Audit Program: Tucson's evaluation process extends to the Raytheon Corporate office. Corporate EHS audits are performed on a rotating basis and consist of 5 separate protocols: 1) EHSMS, 2) Safety, 3) Environmental, 4) Industrial Hygiene, and 5) Asset Protection.

Injury/Incident Investigation: At RMS, the EHS and the Medical Departments review every injury to determine recordability. Medical informs EHS immediately after every injury occurs and EHS interviews that employee within 24 hours (if the employee is available). At that time, EHS reviews the injury with area supervision and communicates the injury to the area Vice President. At RMS, we have an Executive Injury Review Board (EIRB) that determines root causes for the injuries and implements proper corrective actions throughout RMS. The EIRB consists of top level management within Operations, Engineering, EHS, Facilities and Program Management.

VPP Management Commitment

What is the Final Result?

Raytheon

Customer Success Is Our Mission

With Management Commitment, you can have a VPP Star Site, too!

CONGRATULATIONS!
WE DID IT!

MISSILE SYSTEMS
TUCSON, RITA ROAD
NEWEST VPP STAR SITE!

Voluntary Protection Programs
VPP
Journey to Zero '07

  
Customer Success Is Our Mission

VPP Management Commitment

Roundtable