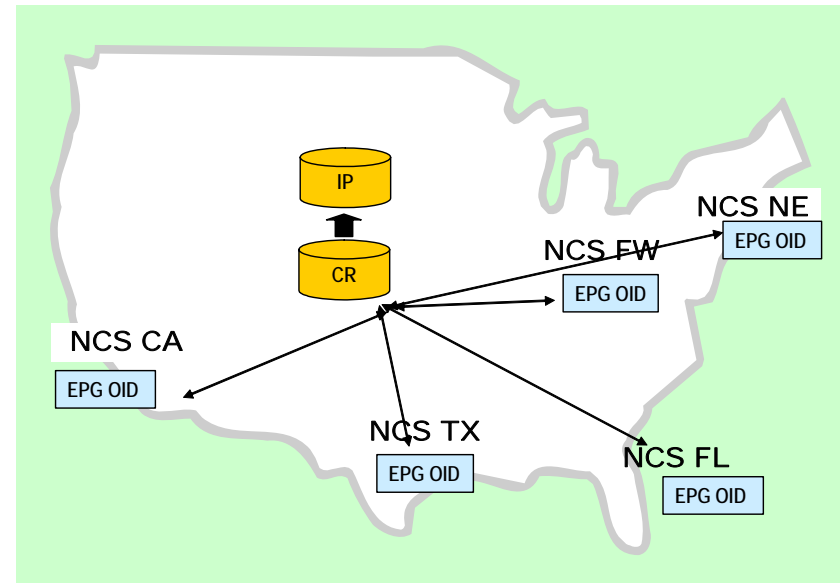


# When OLD Crosses Time Zones, Disciplines and Customer Base

Network Centric Systems  
Engineering  
Laurie Haack  
Michele Wall

November 15, 2006



# Introduction

- NCS has transformed from five sites with separate sets of processes to a common set of processes shared across NCS by all engineering disciplines.
- As part of that transformation, regionally independent improvements activities were replaced with an NCS-wide organizational level improvement activity.
- This has enormous implications for the 'org' in Organizational Innovation and Deployment.
- This presentation will
  - present the components of the NCS organizational improvement infrastructure
  - discuss how the organization improvement transformation occurred
  - Include a summary of key lessons learned

# Author contact info



Michele Wall

Manager and  
Certified Raytheon  
Six Sigma Expert

NCS Organizational  
Improvement  
Coordinator

Network Centric  
Systems

Raytheon Company

Marlborough, MA

[Michele P Wall@raytheon.com](mailto:Michele_P_Wall@raytheon.com)

781-640-0598



Laurie Haack

Senior Principal  
Software Engineer

Engineering Process  
Group

Network Centric  
Systems

Raytheon Company

Fullerton, CA

[lahaack@raytheon.com](mailto:lahaack@raytheon.com)

714-446-4286



# Overview

**Solution**

**Journey**

**Lessons Learned**

# Network Centric Systems



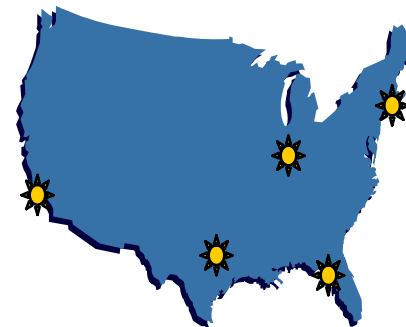
NCS develops and produces mission solutions for networking, command and control, situational awareness and air traffic management

Major programs include civilian applications, command and control systems, integrated communications systems and netted sensor systems as well as components to create these systems

**President:** Colin Schottlaender  
**Headquarters:** McKinney, Texas

Five Primary Engineering Locations with 4000 Engineers:

Marlborough, MA  
Ft Wayne, IN  
St. Petersburg, FL  
Mc Kinney, TX  
Fullerton, CA



CMMI Maturity Levels

Starting point – Three level 5s, Two level 3s  
Goal – NCS-wide level 5 for SW, SE and HW

# Why Take on the Big Org Challenge

- General business direction to have one customer voice and to execute seamlessly across regions
- Invest \$ where the overall impact is greatest
- Would enable CMMI L5 OID
- There was minimal sharing of improvements assets or improvement project results across sites.
- Redundancies existed – several sites doing improvements projects on similar topics.
- Limited resources were split across the sites.



- The big org has so many businesses, products, and customers – prioritization is hard
- Team building cross region and cross discipline is complicated
- Communication infrastructure demands are greater
- The big org doesn't have a personal face and a single authority below the executive level

**Each business must do their own analysis of benefit.**

Overview

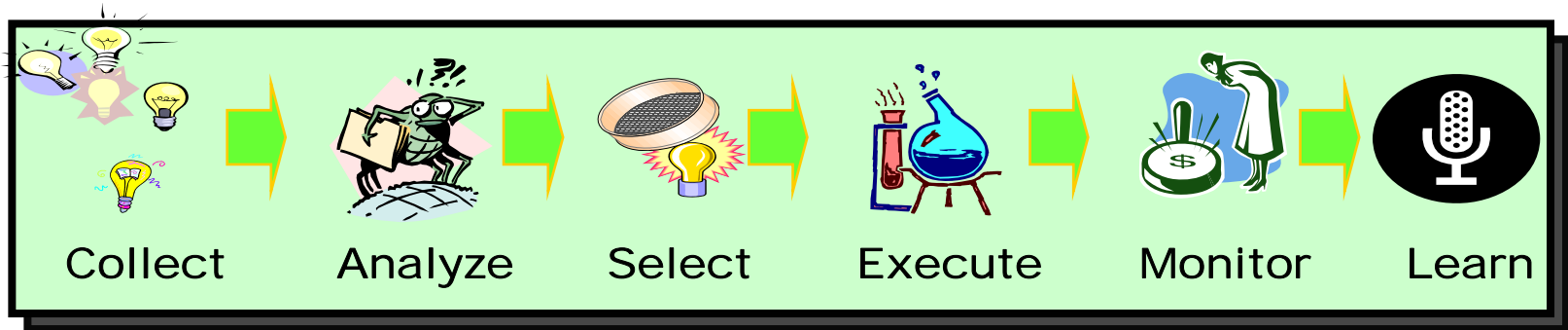


**Solution**

**Journey**

**Lessons Learned**

# NCS Organization Improvement Process



<b>What</b>	Proposal Advisory	Proposal Advisory	Project	Project	Project	Project
<b>Stage</b>	Submit Screen	Evaluate	Evaluate Rank	Execute	Execute Complete	All
<b>Tool</b>	IPPDB	IPPDB	IPPDB	IPPDB R6σ DB	iMetrics	Various
<b>Who</b>	All	Engineers OIC Council EPST	Council EPST NCS ETQ LT	Engineers	EPST Council Metrics Council	All
<b>When</b>	24x7	Monthly & Weekly	Annually & Quarterly	24x7	Monthly	24x7

**Six Step Process that leverages R6σ and Existing Org Structure**




# NCS Organization Improvement Process Guidance & Support

- **Work Instructions**
- **Enablers**
- **Tools**
- **People**
- **Communication**
- **R6σ**

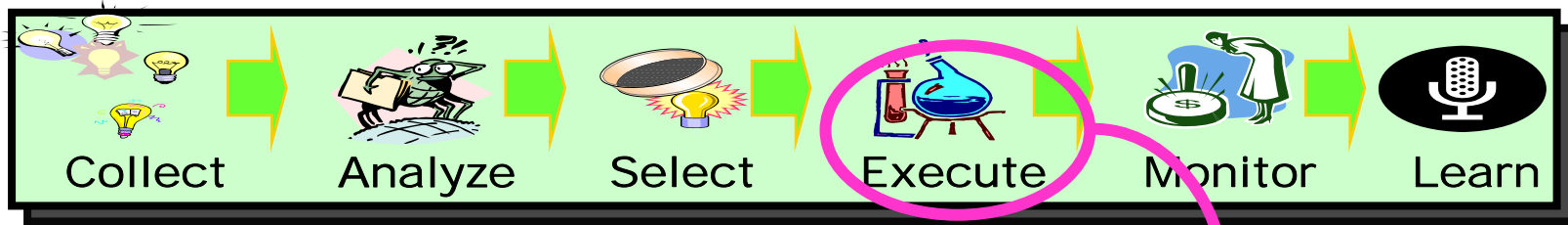
## Enablers

- [CPA Bulletin Template](#)
- [CPA Process Senior Management Review Template](#)
- ★ [Improvement Project Plan and Report Template](#)
- [Organizational QM Plan Template](#)
- [iPlan Import Just-in-Time Training](#)
- ★ [Improvement Project Quad Chart Template](#)
- ★ [ETQ IP EVMS Enabler](#)
- ★ [ETQ Focus Area EVMS Consolidation Tool Enabler](#)
- ★ [ETQ Focus Area Status Report Enabler](#)
- ★ [ETQ IP Inchstones for Behavior Development Enabler](#)
- ★ [ETQ IP Inchstones for Pilot Project Enabler](#)
- ★ [ETQ IP Gate4 or Gate5 Enabler](#)
- ★ [ETQ IP Gate5 Checklist Enabler](#)
- ★ [ETQ Focus Area Project Status Report Enabler](#)
- ★ [ETQ IP ROI Tool Enabler](#)
- ★ [Pilot Plan and Results Report Enabler](#)
- ★ [Pilot Plan Checklist Enabler](#)

 <span style="float: right;"><b>NCS Common Process Architecture</b></span>	
<i>Customer Success Is Our Mission</i> <span style="float: right;">Raytheon Home   Directory   Search   Newsroom   Collaboration   Help</span>	
<b>Common Process Architecture</b>	<b>Engineering Councils</b>
<b>Process Assets</b>	<b>Behavior Rollouts</b>
<b>Organizational Processes</b>	
<p>NCS Policy for CPA</p> <p>CPA Contact List</p> <p>Bulletins</p> <p>Release Notices</p> <p>Dashboard</p> <p>Process Viewer</p> <p>Process Viewer Overview</p> <p>Events</p> <p>News Archive</p> <p>Change Request (CR)</p> <p>Improvement Proposal (IP) ★</p> <p>CR Reports</p> <p>ConOps</p> <p>Overview</p> <p>Tools</p> <p>NCS Learning</p> <p>NCS Process Organization ★</p> <p>FAQ</p> <p>Glossary</p>	<p><b>Communication Briefings</b></p> <ul style="list-style-type: none"> <li>★ <a href="#">Improvement Process Comm Brief</a></li> <li>★ <a href="#">Evaluate Organization Improvement Proposal</a></li> <li>★ <a href="#">Submit Organization Improvement Proposal</a></li> </ul> <p><b>Plans</b></p> <ul style="list-style-type: none"> <li><a href="#">NCS CPA Work Product Management Plan</a></li> <li><a href="#">NCS CPA Work Product List</a></li> <li><a href="#">NCS Engineering Organizational Quantitative Management Plan</a></li> <li><a href="#">NCS CPA Stakeholder Involvement Plan</a></li> </ul>
<p>NCS ETQ Page</p> <p><b>Related Sites</b></p> <p>Help Desk</p> <p>CMMI</p> <p>IPDS</p> <p>R6S</p> <p>Fort Wayne, IN</p> <p>St. Petersburg, FL</p> <p>Marlborough, MA (NE)</p> <p>Fullerton, CA</p>	<p><b>Work Instructions</b></p> <ul style="list-style-type: none"> <li>★ <a href="#">Organizational Improvement Process Work Instruction</a></li> <li><a href="#">CPA Bulletin Work Instruction</a></li> <li><a href="#">Appraisal Planning and Execution Work Instruction</a></li> <li><a href="#">CPA Management Review Work Instruction</a></li> <li><a href="#">CPA Process Deployment Work Instruction</a></li> <li>★ <a href="#">CPA Process Improvement Planning Work Instruction</a></li> <li>★ <a href="#">Execute Improvement Project Work Instruction</a></li> </ul>

**IP Infrastructure includes direction, people, tooling and enablers.**

# Work Instructions



http://ncscpa.ncs.ray.com/downloads/OP\_PRM\_MD\_Organizational\_Improvement\_Process\_WI.doc - Microsoft Internet Explorer

File Edit View Insert Format Tools Table GoTo Favorites Help

Address http://ncscpa.ncs.ray.com/downloads/OP\_PRM\_MD\_Organizational\_Improvement\_Process\_WI.doc

**Raytheon**  
Network Centric Systems

<b>Work Instruction</b>	Number	U0141DFP
	Revision	A
<b>Organization Improvement Process</b>	Supersedes	-
	Date	9/11/2006

**Introduction** The purpose of the Organization Improvement Process is to establish a process for collecting, selecting, and executing organization improvements for the NCS Engineering, Technology and Quality organization and for the regional engineering organizations within NCS ETQ. Concepts from this work instruction may be applied at the program level.

**Input(s)** Improvement Proposals  
Improvement Projects  
Organization quality measurements  
Organization performance measurements  
Organization business goals

Requirements	ID	Step	Responsible Role
	1	Appoint Organization Improvement Process Lead	NCS ETQ Vice President, Regional Engineering Directors
	2	Provide Resources for Organization Improvement	Organization

Organizational Improvement Process  
WI Describes the Process Steps

http://ncscpa.ncs.ray.com/downloads/OP\_PRM\_MD\_Execute\_Improvement\_Project\_WI.doc - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://ncscpa.ncs.ray.com/downloads/OP\_PRM\_MD\_Execute\_Improvement\_Project\_WI.doc

**Raytheon**  
Network Centric Systems

<b>Work Instruction</b>	Number	U0141DFK
	Revision	A
<b>Execute Improvement Project</b>	Supersedes	-
	Date	9/11/2006

**Introduction** The purpose of the Execute Improvement Project Work Instruction is to describe the process for planning, conducting, and evaluating an improvement project. There are four different stages considered when an improvement project is planned: Research, Develop, Pilot, and Deploy. An improvement project may include one or more of these stages. The improvement project plan, activities, results, evaluation and recommendations are documented and shared with the organization. Refer to [Appendix A, Figure 1](#) for a graphic presentation of an Improvement Project.

**Input(s)** Improvement Proposals  
Approved Improvement Project

Requirements	ID	Step	Responsible Role
	1	Identify Improvement Project Purpose, Funding, Sponsor, Review Board and SME	Lead
	2	Establish a Raytheon Six Sigma (R6S) Project	Lead
	3	Determine Applicability of a Research Stage	Lead
	4	Determine Applicability of a Development Stage	Lead
	5	Determine Applicability of a Pilot Stage	Lead

Execute Improvement Project WI  
focus is on a single project

# Tools (1 of 3) Improvement Proposal and Project Database

The image displays two overlapping Microsoft Internet Explorer browser windows. The left window, titled "NCS Common Process Architecture", shows a navigation menu where "Improvement Proposal (IP)" is circled in red. A red arrow points from this link to the right window. The right window, titled "NCS Organizational Improvement", displays a "Submit Proposal/Advisory" form. The form includes the following fields and options:

- Type of Improvement Proposal (IP)?**: A dropdown menu with "Proposal" selected.
- If Advisory, how will it be funded?**: A dropdown menu with "Select Below" selected.
- Source of the IP idea?**: A dropdown menu with "Select Below" selected.
- What Disciplines does the IP fall under?**: A multi-select list box containing "HW - Hardware Engineering", "PE - Program Engineering", "QE - Quality Engineering", "SW - Software Engineering", and "SE - Systems Engineering".
- Short Title for the IP:**: A text input field.
- Description of the IP:**: A large text area with a character count of 8000.
- Attach a file (Optional):**: A file input field with a "Browse..." button.
- File Description:**: A text area with a character count of 100.

At the bottom of the form, there are "SUBMIT" and "CLEAR FORM" buttons, and a note: "Please click SUBMIT just one time. The file upload may take a moment." A red asterisk note at the bottom right states: "\* THE ASTERISKS INDICATE FIELDS THAT ARE REQUIRED".

Link is easily Available

Proposal Submission Form is Simple

# Tools (2 of 3) IPPDB MetaData Available to All

**NCS Organizational Improvement - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Address

**Raytheon**  
Customer Success Is Our Mission

Directory | Search | Newsroom | Collaboration | Help

NCS Org Improvement | Submit Proposal | Browse Proposals | Submit Project | Browse Projects | Metrics | Administration

**Status Page** [Show Mine](#)

ID	Prop/Adv	Title	Status	Review Board	SME	Score
2	Prop	Combinatorial Design Methods for Testing	Evaluate	C-SE	De Wolf, Leif R	41
3	Prop	Adopt Model Based Architecture	Assign	C-SW		38
5	Prop	AUTOMATE CODE DEVELOPMENT REVIEW PACKAGES	Closed	C-SW		8
6	Prop	Add Architecture Quality checks to Inspection Criteria in	Evaluate	C-SW	Venkatesan, Sanjeev	44

[Spawn Proposal](#) [Tab Instructions](#)

Submit | Screen | Evaluate | Assign | Hold | History

Sub-Status: Investigate

SME: Venkatesan, Sanjeev

Update Score

44

Evaluate Attachments:  
[Upload A File](#)  
[Delete A File](#)

Current Files:  
[Evaluator analysis.](#)  
Shows the progress of ATAM

Evaluate Comments:  
The SWC reviewed this on 3/14/06. It is assigned to Sanjeev as the Architecture SWC point of contact: Bring the checklist concept (might need updating) to Growth Architecture team.

2 Hierarchical Menu Trees Created Local intranet

**NCS Organizational Improvement - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Address

**Raytheon**  
Customer Success Is Our Mission

Directory | Search | Newsroom | Collaboration | Help

NCS Org Improvement | Submit Proposal | Browse Proposals | Su

Organizational Improvement

## Organizational Improvement Metrics

**Proposals**  
Here you will find different metrics reports showing the status of the Orga

- [Proposals Currently in each State by Month](#)
- [Proposals put into each State by Month](#)
- [Proposals Currently in each State](#)
- [Proposals Status Table](#)

**Projects**  
Here you will find different metrics reports showing the status of the Orga

- [Projects Currently in each State by Month](#)
- [Projects put into each State by Month](#)
- [Projects Currently in each State](#)
- [Projects Status Table](#)

2 Hierarchical Menu Trees Created

Proposal and Project Frames list all content, support filtering of summary information and allow access to detailed information about a proposal

Metrics to monitor process execution that also include an export to Microsoft Excel

# Tools (3 of 3)

## R6σ – Raytheon Six Sigma

- R6σ is company culture – spans business units
- EVERYONE is trained and qualified as a specialist
- Raytheon Six Sigma is part of the DNA
- There is a robust set of tools and trained experts to facilitate their use

The screenshot shows the Raytheon Six Sigma website interface. At the top, there's a navigation bar with links like 'Raytheon Home', 'Directory', 'Search', 'Newsroom', 'Collaboration', and 'Help'. Below this, a secondary navigation bar includes 'Raytheon Six Sigma Home', 'R6σ Supply Chain', 'Business Unit Focus', 'eCoach', 'Project Library', and 'Resource Center'. The main content area is divided into several sections: 'Master Experts' (listing Development Process, Coaching Process, etc.), 'Specialist' (listing Project Plan Template, etc.), 'Events & Dates' (listing Expert Certification Boards, etc.), and 'R6σ Online News' (with dates like 13-Oct-06 and 03-Sep-06). A central graphic features the R6σ logo and the text 'our future'. To the right, there's a circular diagram with steps: Visualize, Commit, Prioritize, Characterize, Improve, and Achieve. Below that is a 'R6σ Quick Reference' section with links to 'Official Usage Guidelines', 'Scorecard Metrics', and 'Log Into POWERSTEERING'. At the bottom right, a 'Popular R6σ Tools' section lists items like 'Project Plan Template', '20 Keys', and 'SPC XL' with difficulty indicators (easy, moderate, difficult).


# Communication Briefings

- All have a common format
- They are targeted to be self led
- They are posted to the web site for easy down load on demand

**Raytheon**  
Network Centric Systems  
Common Process Architecture

## Agenda

- What?
- Why?
- Who?
- Tools used
- Behaviors used
- Process
- Available Help
- Summary
- Expectations



**Improve It!**

Communications Briefing – Organization Improvement Process U0141H0T Rev – 11 Sep 2006 COPYRIGHT © 2006 RAYTHEON COMPANY ALL RIGHTS RESERVED 2

**Raytheon**  
Network Centric Systems  
Common Process Architecture

## Organization Improvement Process

**Raytheon**  
Network Centric Systems  
Common Process Architecture

## Organization Feedback

**Raytheon**  
Network Centric Systems  
Common Process Architecture

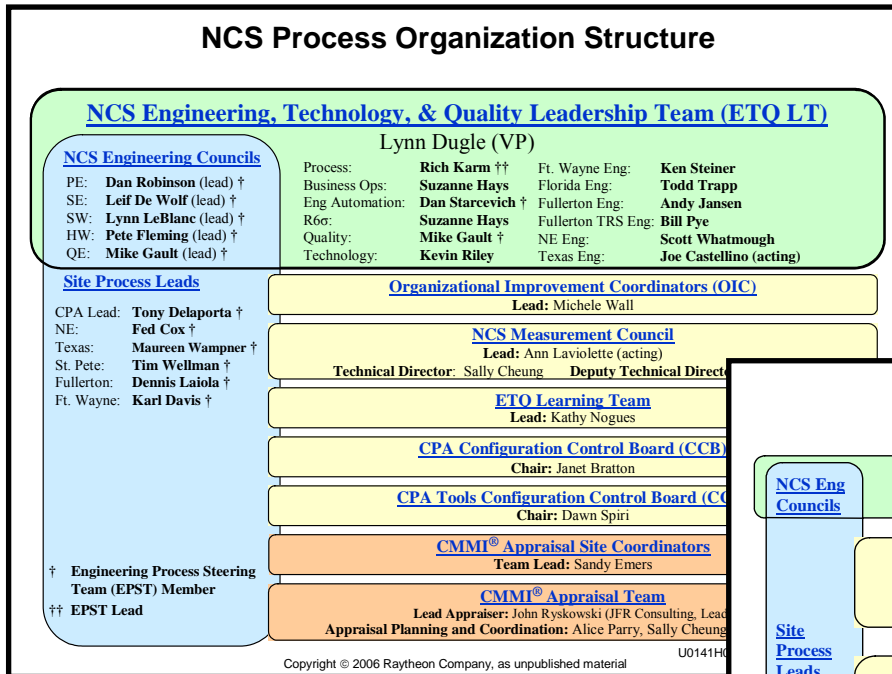
## How to Submit an Organization Improvement Proposal

**Raytheon**  
Network Centric Systems  
Common Process Architecture

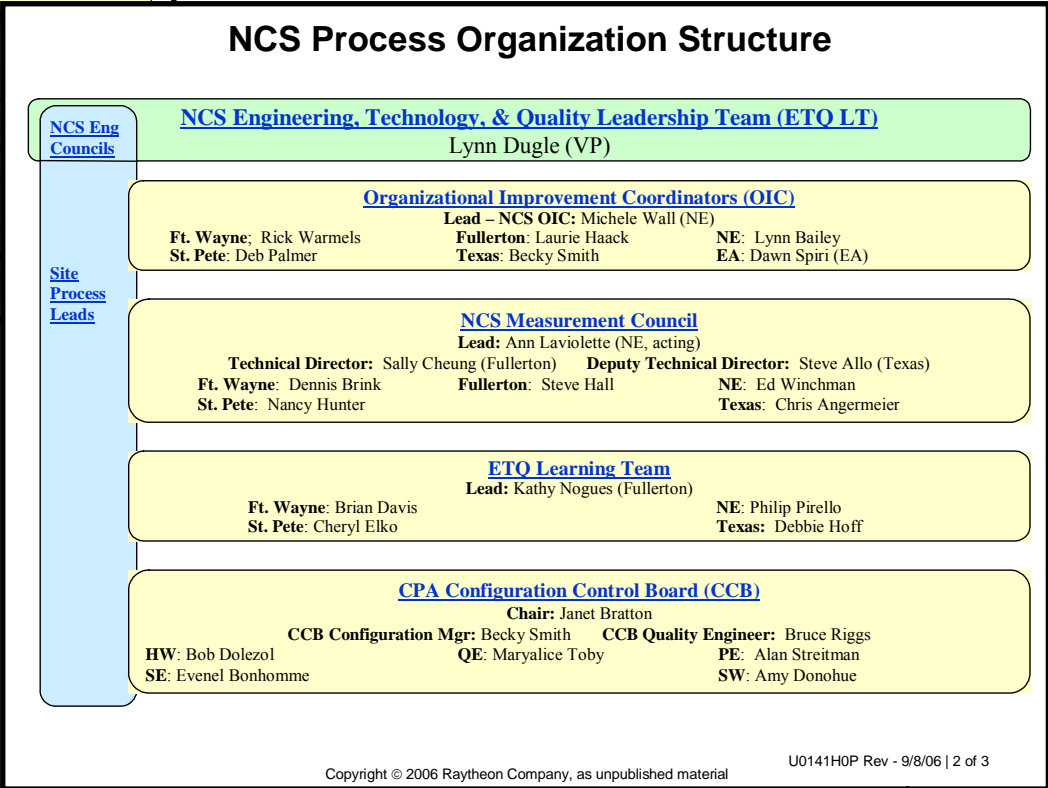
## How to Evaluate an Organization Improvement Proposal

It is impossible to over communicate

# People



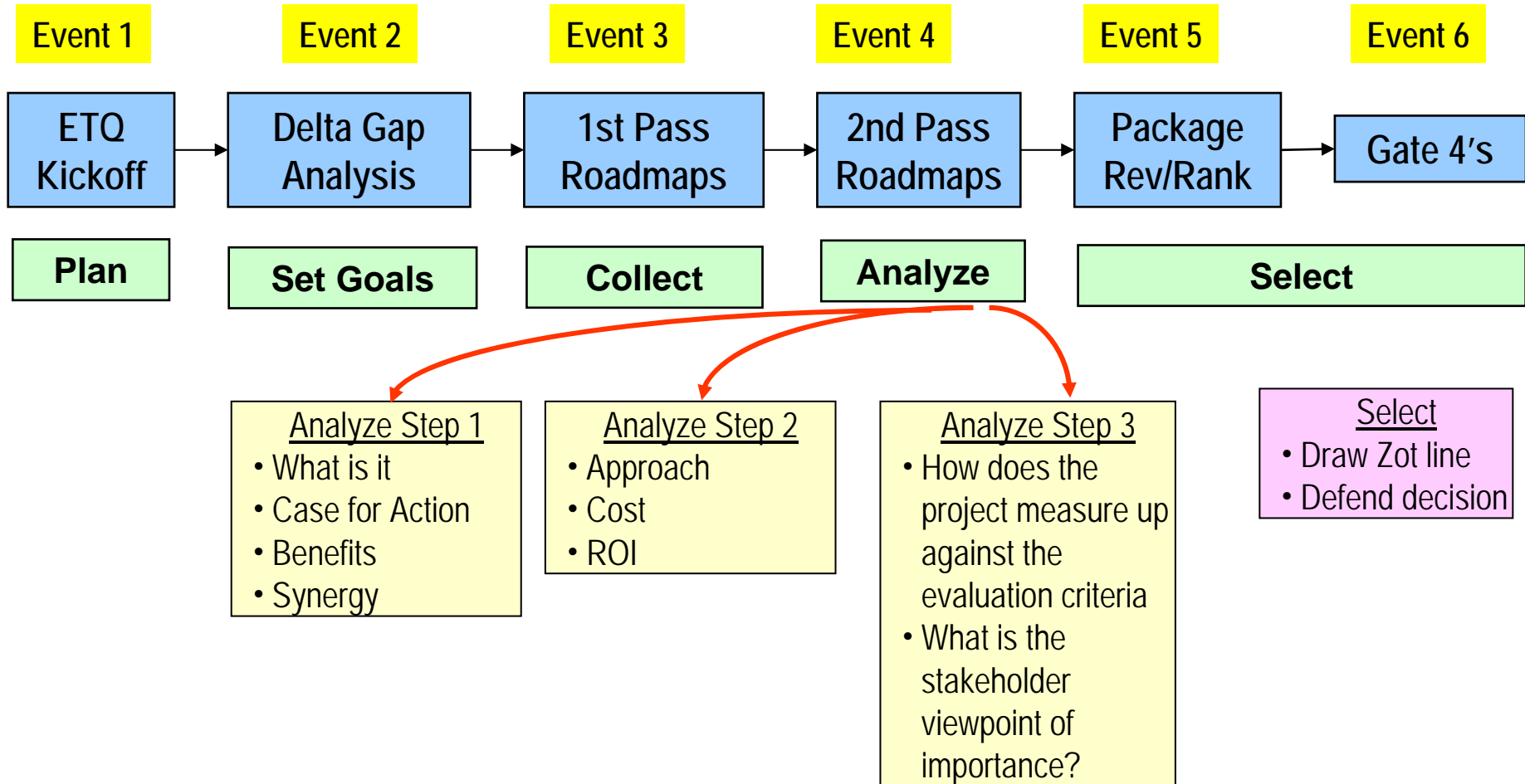
Every leader has organizational improvement responsibility. There is no separate improvement organization.



The OIC Role is the only improvement process addition.

- The OIC lead is a R6σ Expert.
- The OIC Team includes a representative from each major site. All OIC members review proposals.

# Org Improvement Annual Planning



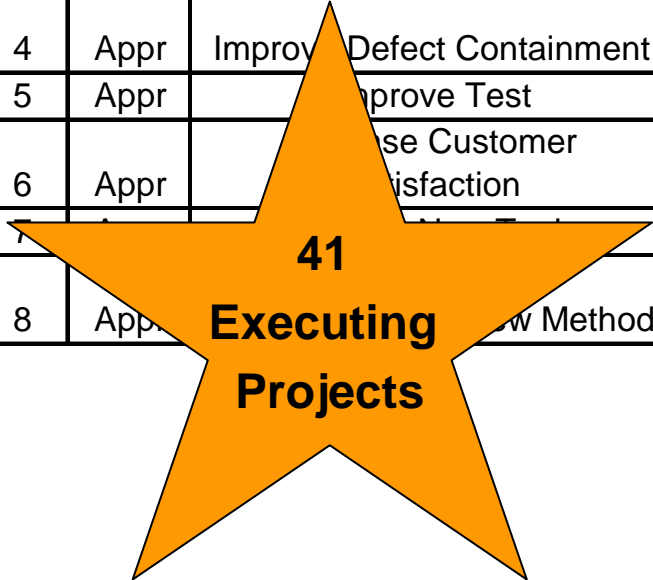
**We have a strong Annual Planning Process**



# Results to Date

ID	TYPE	TITLE	STAGE	LEAD	Review Board	Rank	Focus Area	Eval Score
1	Appr	Adopt revolutionary development technology	Execute	Pochahantas	C-SW	4	Process	13
2	Appr	Streamline Supply Chain Interface						
3	Appr	Improve Requirements Handoff						
4	Appr	Improve Defect Containment						
5	Appr	Improve Test						
6	Appr	Improve Customer Satisfaction						
7	Appr	Improve Test						
8	Appr	Improve Test Method						

Notional project names



- There are over 40 projects currently executing and over 200 proposals submitted.
- Data in the form of business, quality and process performance metrics trigger a variety of projects
  - Projects that address handshaking between functional organizations
  - Projects that target defect containment in key development stages
  - Projects that address insertion of technology and methods that require challenging paradigm shifts
  - Projects that are not gap closure - but opportunity grabbing

**Projects are Executing in all disciplines and focus areas**

Overview

Solution

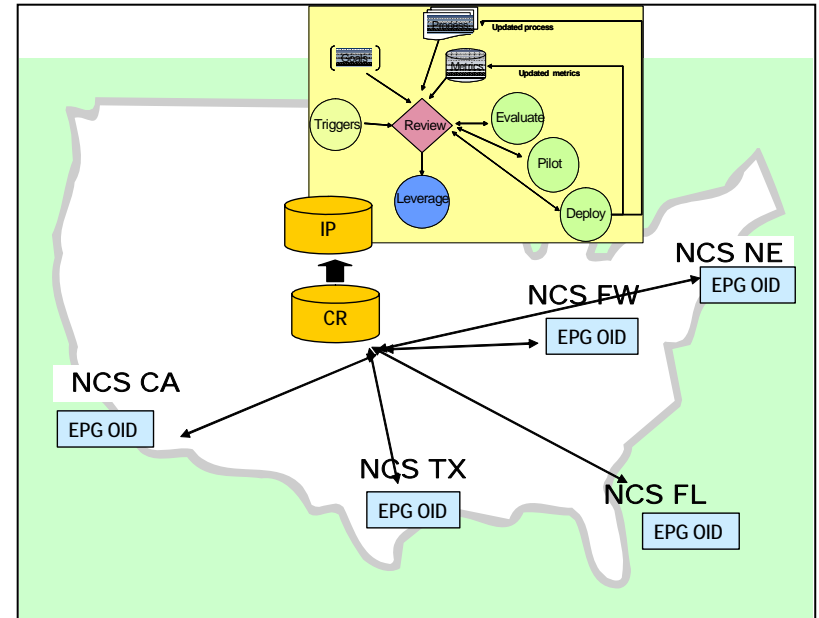
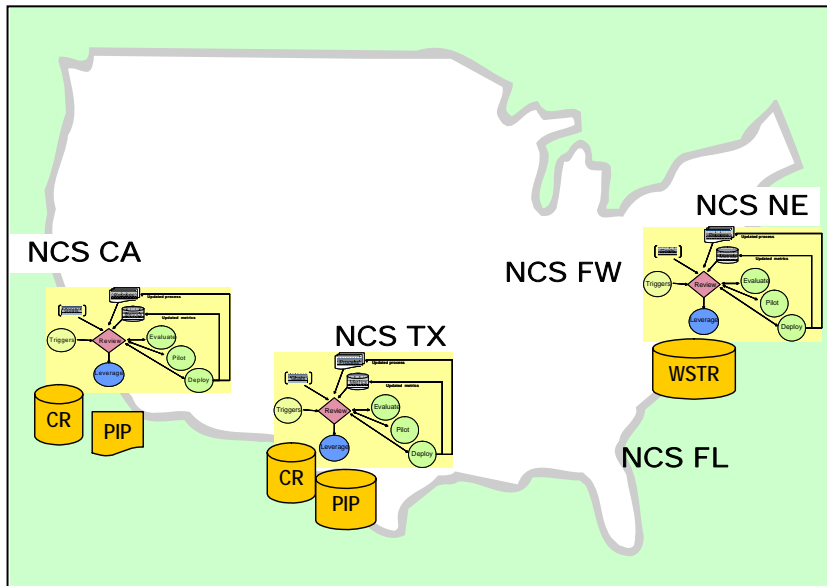


**Journey**

**Lessons Learned**

# Where did we want to go?

- Move from separate improvement processes across sites, various disciplines to integrated improvement
- To get improvements in engineering performance that are reflected in the business bottom line



Scope is local. Goals are local.  
Process is local. Metrics are local.

Scope is NCS. Goals are NCS.  
Process is NCS. Metrics are NCS.

# Challenges/Barriers

## Hold on Sherlock...it's not so easy

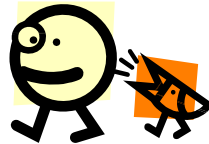
~4000 engineers, 5 sites, multiple time zones ...  
and 5 disciplines at each site!!!



- What - no face to face – will never work
- That's not what we do and we're level 5

- SW,HW,SE,PE, program needs are different...functions versus programs

**The challenge of the org**  
**The challenge of the tools**  
**The challenge of the process**



- I need you for this and I am here now...that IP lead isn't
- Improvements aren't urgent



- It can't cost more
- The process, infrastructure and tools may not scale well

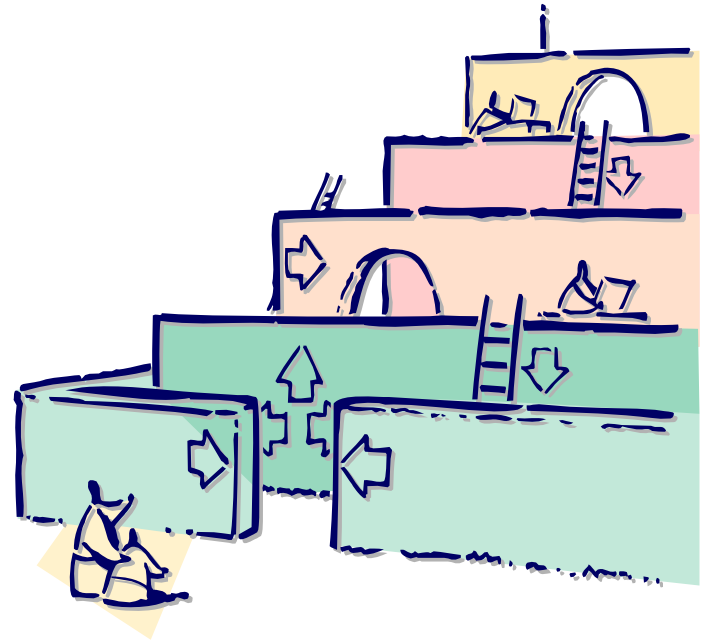


- Who will be in charge – they can't know my needs
- Execs are not going to review my proposal
- Single point of decision at so high a level that details of improvements are difficult to assess

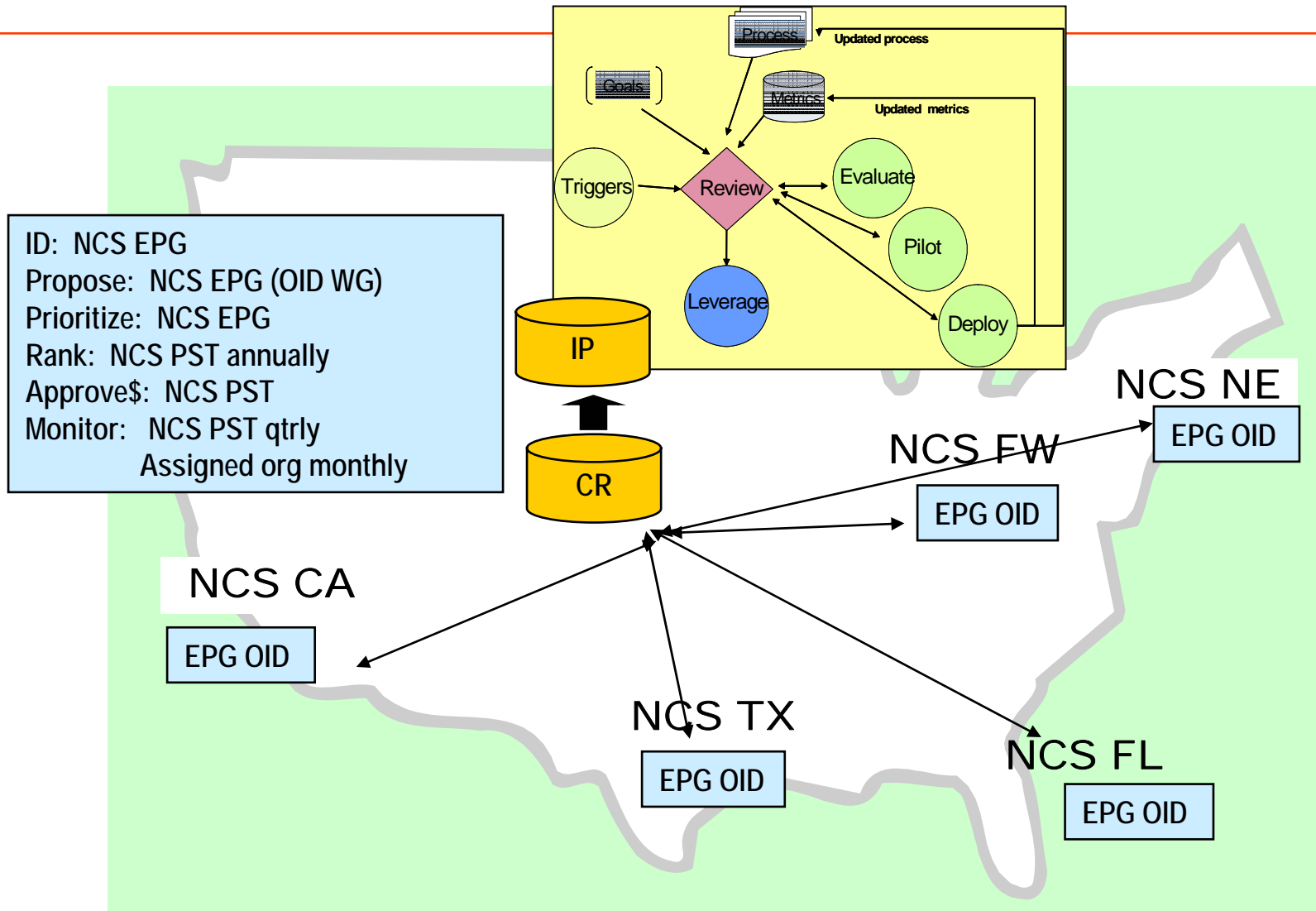
**This is a BHAG “Big Hairy Audacious Goal”**

# The Journey

- ❑ Build a team and identify stakeholders
- ❑ **Align the team on a common vision**
- ❑ Ensure team commitment
- ❑ **Take stock of regional assets**
- ❑ **Take stock of company assets**
- ❑ **Identify common components and use a DAR type process to look at alternative solutions – address difficult questions first**
- ❑ Develop and Deliver a Concept Brief
- ❑ Iterate until concept is approved
- ❑ Develop artifacts
- ❑ Peer review artifacts with team
- ❑ Submit artifacts for stakeholder review
- ❑ Release
- ❑ DEPLOY



# Align the Team on a Common Vision



Scope is NCS. Goals are NCS. Gaps are NCS ETQ. Process is NCS. Metrics are NCS.

# Take Stock of Regional Assets

- Solution Components
  - Work Instruction
  - Templates
  - Tools
  - Training
  - Review Boards
  - Approval Boards
  - Documentation

		SW						SE	HW	PM	QE
		Work Instructions	Templates	Tools	Review Boards	Approval Bodies	Training				
NE		-Blue Book -SEPG-020 -SEPG-002 -Roles/Resp	-R6S Template -Eval Template -Pilot Template -Deploy Template	-R6S Toolkit -Web Status -Web PAL -web submit -WSTR DB	-SEPG CCB -PTIC	-LT Steering Committee -Project Lead	not OID specific				
	FU	-RFO 5-2 -Bulletin 5,13-15 -RFO 5-2-4 -RFO 5-2-5 -RFO 5-2-6 -RFO 5-2-7 -RFO 5-2-7-201 -RFO 5-2-8 -RFO 5-2-13 -RFO 5-2-4-103 -RFO 5-2-4-104 -RFO 5-2-4-105 -RFO 5-2-4-204	-Form 21832 -RFO 5-2-4-404	-R6S Toolkit -Website -Excel Log	-ECCB	-Appropriate leader -R6S ENG Baseline	-Piloting -Chng Mng -PI 101	same as SW			
TX		-SW Dir-000 -800P105 -800P020 -800P019	-Plan and Report Template	-R6S Toolkit -web status -web submit -PI DB	-OIB	-SEPG -SWEC LT -Tech Team	not OID specific				
FL											
IN											

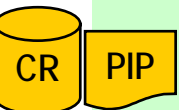
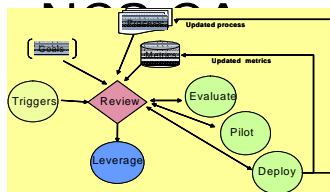
# Analyze Regional Assets for Commonality and Potential Reuse

## In common

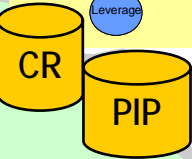
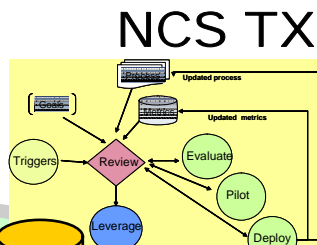
Use EPG & LT & project Leads  
Event driven new projects  
Continual review of new idea  
Ideas from anywhere  
Continual monitoring of projects  
Key person or WG for coordination

## Differences

Annual strategic project planning  
Tooling



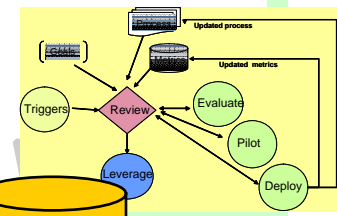
ID: EPG CCB  
Propose: EPG OID  
Rank: Baseline Assessment  
Approve\$: LT + Technology  
Monitor: EPG OID, LT



ID: SEPG OID Coordinator  
Propose: Theme Lead  
Rank: LT + Technology  
Approve\$: LT  
Monitor: OIB

NCS FW

NCS NE



ID: SEPG CCB  
Propose: PTIC  
(Process Technology  
Insertion Committee)  
Rank: PTIC constant  
Approve\$: SWEC LT  
Monitor: PTIC + LT

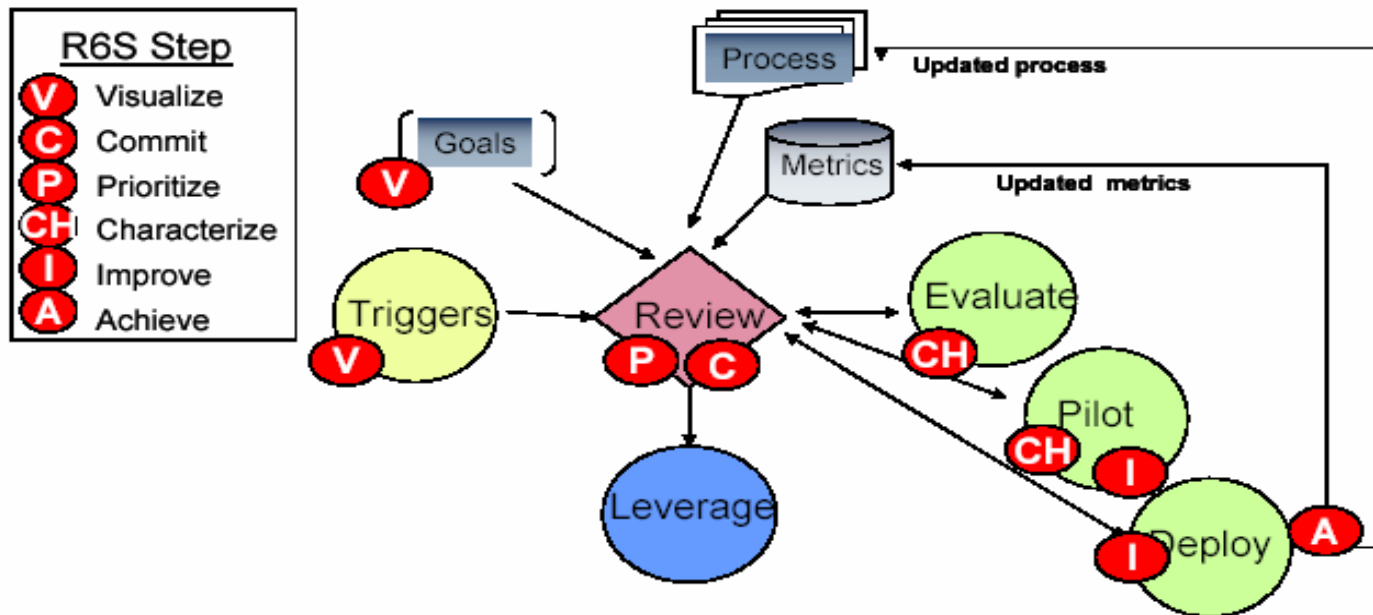
NCS FL

Sites all had mechanisms to submit ideas, approval boards, and coordination POC. Differed in tooling and selection cycles.



# Take Stock of Company Assets

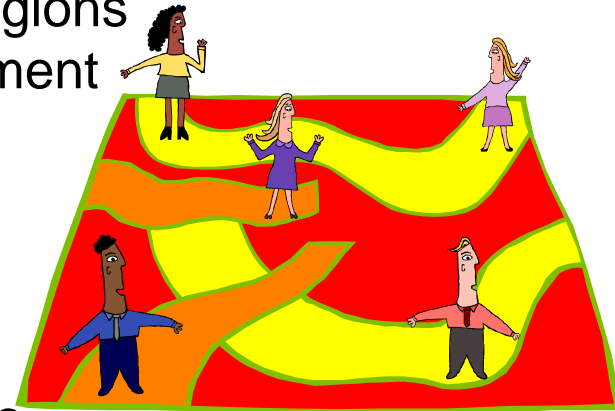
- FU, TX and NE all leverage Raytheon Six Sigma which include basic steps below
- Leveraging happens within site organization and cross sites through papers or symposiums – but after the Evaluate, Pilot and Deploy steps
- R6σ provided a common look at feel to separate regional processes



Everybody utilizes R6σ – TREMENDOUS lever and common communication vehicle

## Which way to go?

- Lift, Modify or New Improvement Approach?
  - Should one of the regional approach's be adopted, is a blended approach needed, or a new concept entirely?
- “Distributed” versus “centralized” organization improvement?
  - Distributed - Regional level improvement activities with added communication mechanism between regions
  - Centralized - NCS-level organization improvement activities
  - Hybrid of both?
  - Discipline based? (HW, SW, SE, etc.)
  - Focus area or theme based?
- Who should be part of the organization improvement decision making/leadership?
  - EPG
  - Regional or NCS level Improvement Boards
  - Engineering Leadership

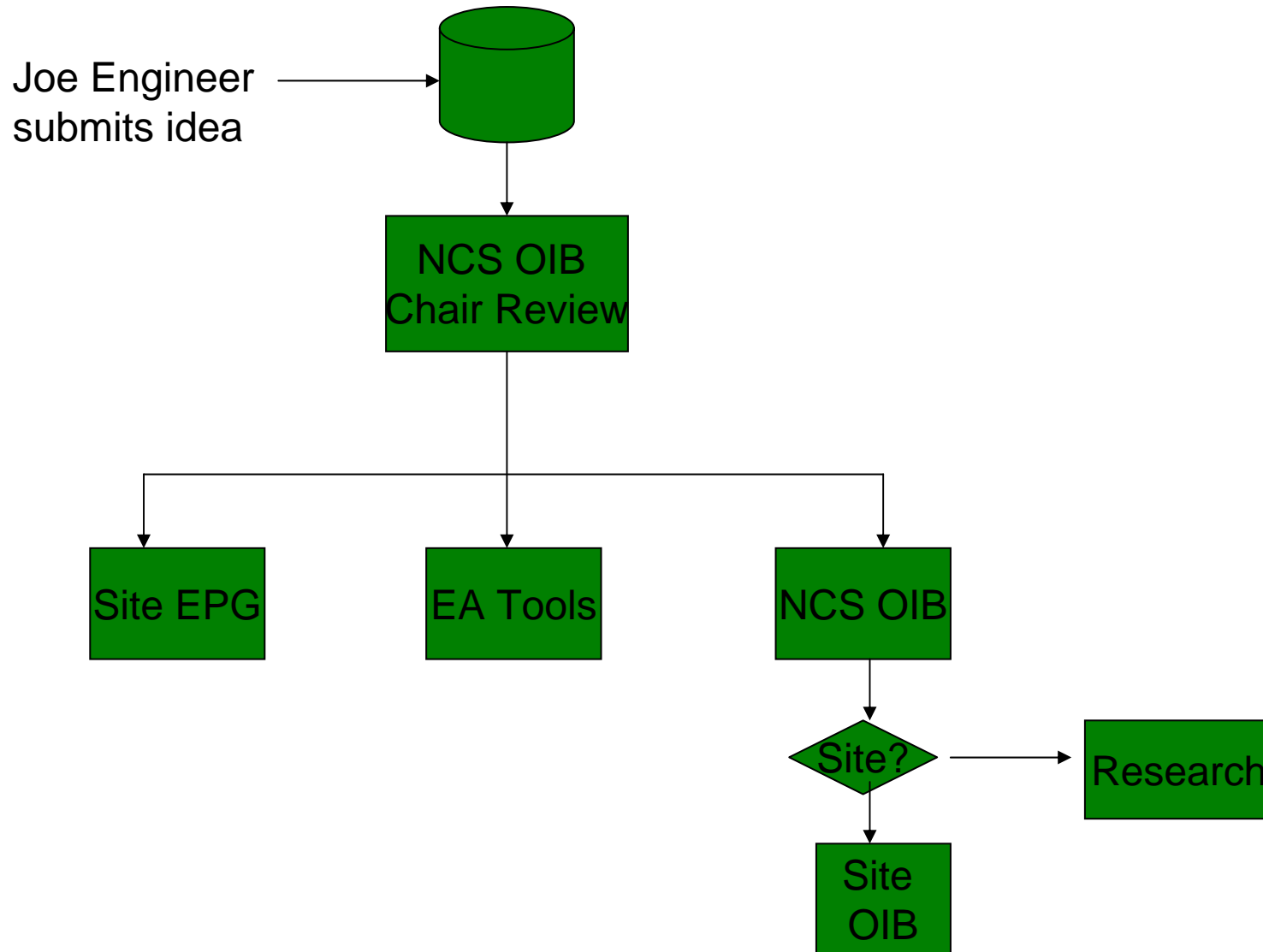


## Formulate alternatives and analyze them

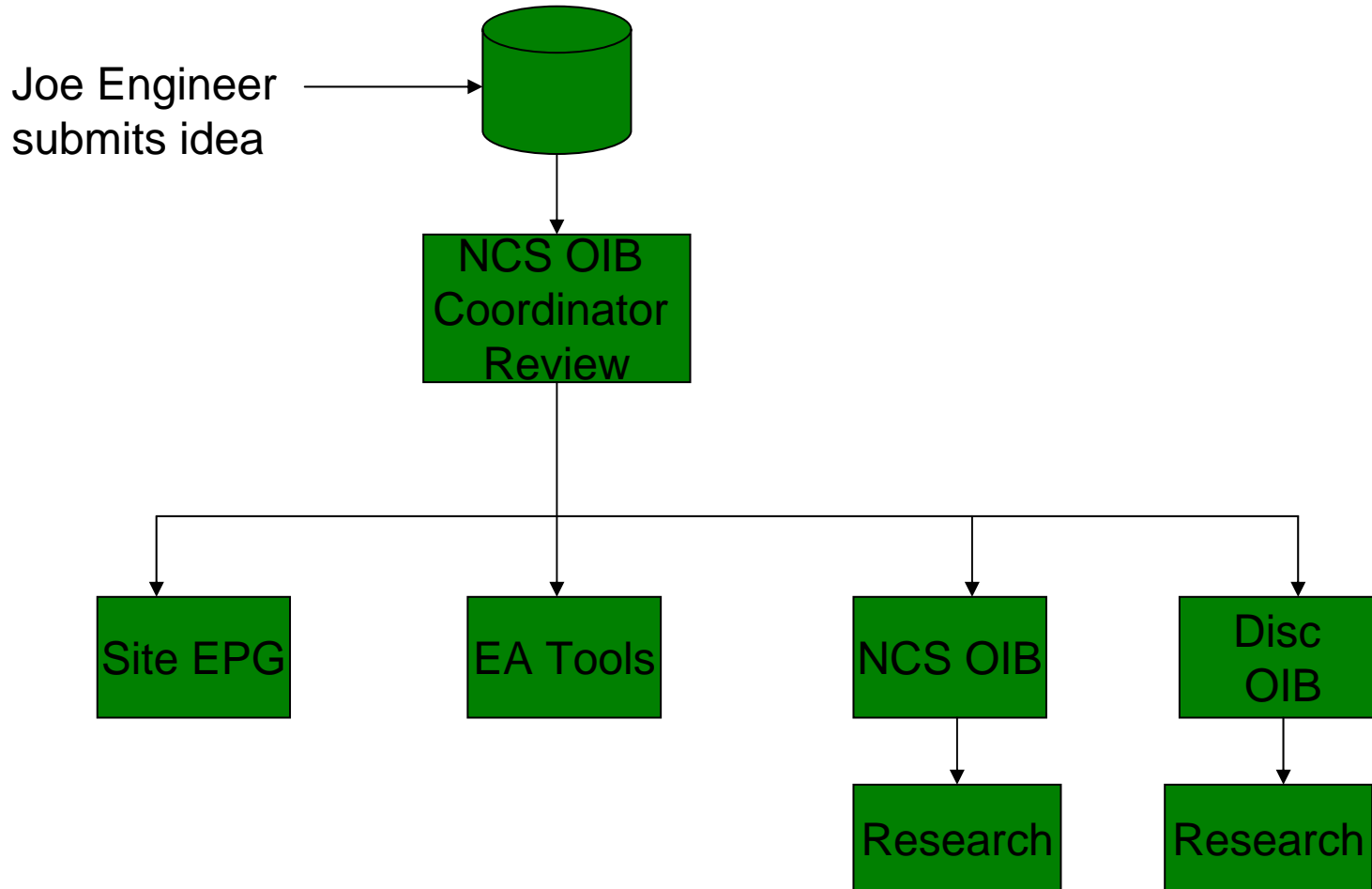
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- How to decide?
  - Used decision analysis techniques and considered:
    - ROI
    - Natural organization structures
    - Alignment with organization goals
    - Cost effective

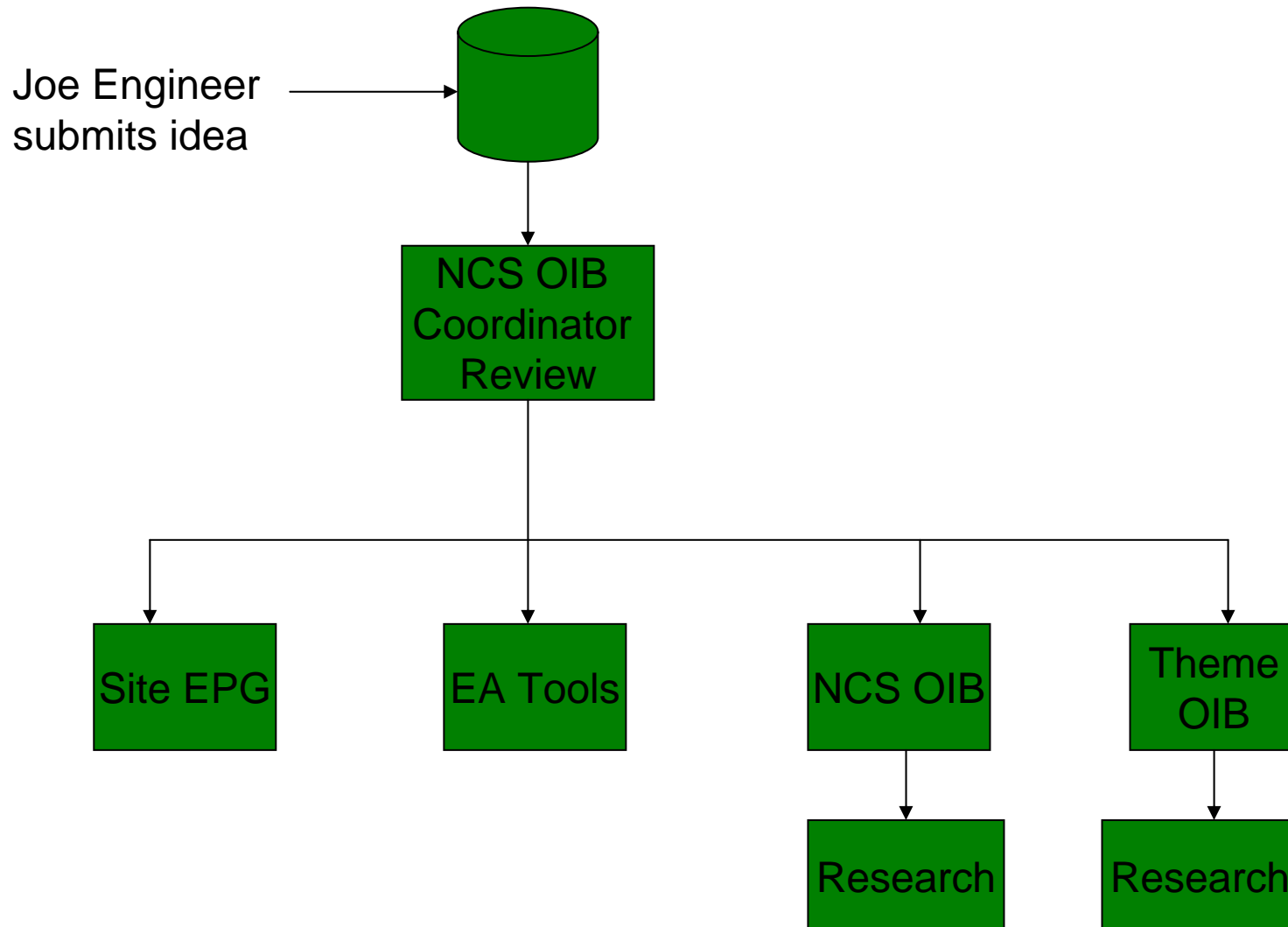
# Option 1 – Regional Improvement Boards



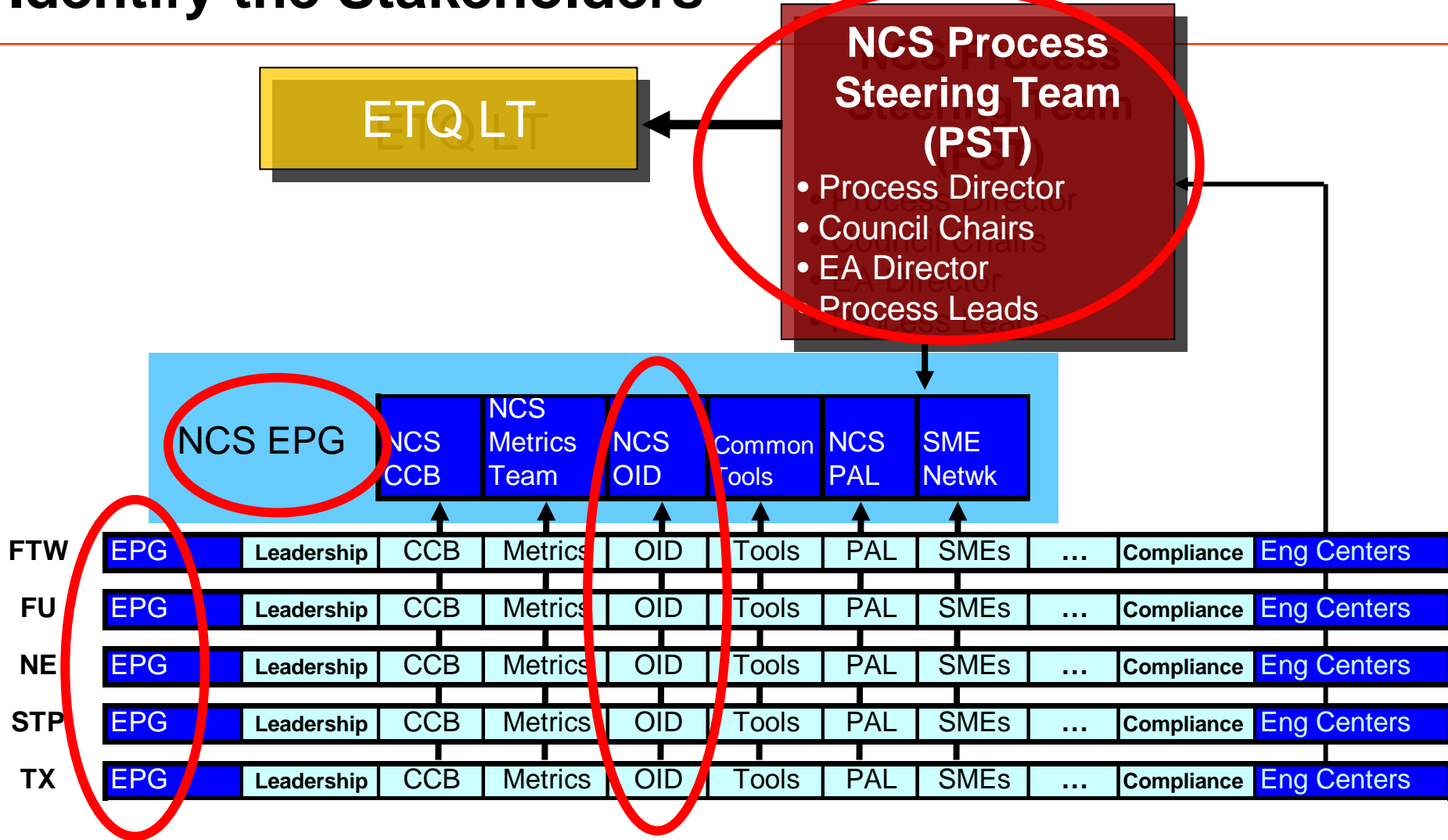
# Option 2 – Discipline Improvement Boards



# Option 3 – Theme Improvement Boards



# Identify the Stakeholders



Use existing organizations

# Paradigm Shift

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- Move improvement activities out of the jurisdiction of the regional EPGs and into the jurisdiction of the organization leadership.
  - Better alignment with org level objectives
  - Stronger sponsorship
  - Less redundancy
  - Better communication across regions
  - Better ROI



Overview  
Solution  
Journey



**Lessons Learned**

# Lessons Learned

- Use the CMMI as a common language to facilitate understanding one another's solutions
- Use OID concepts to create and deploy org improvement
- The metrics are key – at the beginning, in the middle and at the end.
- Build on what you have
  - Wherever annual planning goes on – and everybody has annual planning, - that is collecting and selecting improvements
  - Improvements need sponsorship so make it the responsibility of leadership to review and select projects. It's where the money and resources are.
- You need a collection tool and it might as well be a communication tool too. It should be public.
- Cannot talk about OID as just the project collection, selection and execution piece, it is the loop between 4 and 5 that is key and all those processes work together.
- Get some things straight right away: Will every project that improves anything be part of this – what is the scope of an improvement? What is the relationship to CAR? What is the relationship to Technology?
- There is significant impact to appraisal preparation

## Words from our leader....

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“Our approach to process commonality is already reducing the process maintenance and appraisal costs, and we have invested those savings in new engineering capabilities and growth opportunities. Consistent processes and better tooling/ automation enable us to respond faster with lower costs, increasing our competitive edge.”

**Lynn Dugle, Vice President of Engineering, Technology and Quality, NCS  
Fullerton**

# Q & A

# Acronyms

<b>Acronym</b>	<b>Definition</b>
CPA	Common Process Architecture
DAR	Decision Analysis and Resolution
EA	Engineering Automation
EPG	Engineering Process Group
EPST	Engineering Process Steering Team
ETQ	Engineering Technology and Quality
FW	Fort Wayne, Indiana
HW	Hardware
IPPDB	Improvement Proposal/Project Database
LT	Leadership Team
MSI	Mission Systems Integration
NCS	Network Centric Systems
NE	North East
OIB	Organization Improvement Board
OIC	Organization Improvement Coordinator
OID	Organizational Innovation and Deployment
PST	Process Steering Team
R6s	Raytheon Six Sigma
ROI	Return on Investment
SE	Systems Engineering
STP	St. Petersburg, Florida
SW	Software
WG	Working Group
WI	Work Instruction

# References

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1. Chrissis, Mary Beth, Konrad, Mike and Shrum, Sandy. "CMMI-Guidelines for Process Integration and Product Improvement" Addison-Wesley, 2003