



# “Beyond Mentoring”

Raytheon Missile Systems

Jeff Krongaard

Mentor-Protégé Program Manager

March 2012

**Caution**

# Measurable Objectives

UEC Mentor-Protégé Schedule (10/1/2008 through 9/30/2011)	YEAR 1				YEAR 2				YEAR 3			
	Q4 '08	Q1 '09	Q2 '09	Q3 '09	Q4 '09	Q1 '10	Q2 '10	Q3 '10	Q4 '10	Q1 '11	Q2 '11	Q3 '11
<b>WBS T.1 Strengthen Eng/Design, MFG. &amp; Testing Capabilities</b>												
WBS T.1.1 Mature UEC Technology and Manufacturing Roadmap	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.2 RF Design, Development, Manufacturing and Test	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.3 Develop Surface Mount Technology (SMT) Capability	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.4 Fiber Optics Design and Manufacturing	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.5 Advanced Electronics Development & Manufacturing Dev.	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.6 Enhance Test Capability (Environmental Stress Screening, Vibration Testing, etc.)	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS T.2 Improve Quality Processes &amp; Certifications</b>												
WBS T.2.1 Software Development Processes (CMMI Level 2)	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.2.2 AS9100 Deployment Strategy	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.2.3 Technical and Manufacturing Readiness Assessments	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.2.4 Logistics System Enhancements (Kanban, Material Tracking, etc.)	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.2.5 Environmental, Health, and Safety Program	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS T.3 Improve Dev. Proc. to Enable Increased Prod. Reliability &amp; Qual.</b>												
WBS T.3.1 Develop & Doc. Eng., Mfg., & Bus. Processes	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.3.2 Dev. & Implement Lean/Visual Factory (Mat. Flow for Make Categories)	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.3.3 Dev. & Implement UEC Cont. Improvement Prog. for Dev.	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS T.4 Internal Employee Dev.(Training-Technical, Bus. Process, &amp;Mgt.)</b>												
WBS T.4.1 Organization Development (Structure, Roles & Responsibilities, Communication)	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS B.1 Manufacturing/Supplier Management Optimization</b>												
WBS B.1.1 Dev. Mfg. Capability for Rapid Prototypes/LRP	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.2 Develop and Implement Lean/Visual Factory	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.3 Dev. & Implement UEC Cont. Improvement Program	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.4 Enterprise Resource Planning (ERP)	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.5 Develop/Implement Supplier Management Process (Supplier Corrective Actions)	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS B.2 Expand Limited Cust. Base (MFG. Reprs., Cust. Dev.)</b>												
WBS B.2.1 Facility	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS B.3 Facility</b>												
<b>WBS B.4 Business Development</b>												
WBS B.4.1 IT	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.2 Dev. Marketing Plan, Tools, & Capture Mgt. Process	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.3 ERP System Enhancements	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.4 Gov. Contract Accounting & Gov. Property Training	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.5 SBIR/STTR Proposal	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.6 Pursuit, Est., Bidding, & Cost Proposal Dev. Support	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.7 Human Resources	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.8 5-Year Strategic Plan Dev.; Strategic Forecasting (Sales & Manpower)	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.9 Business Continuity Planning	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.10 Total Business Assessment	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.11 Earned Value Mgt. System & Risk Mgt.	X	X	X	X	X	X	X	X	X	X	X	X

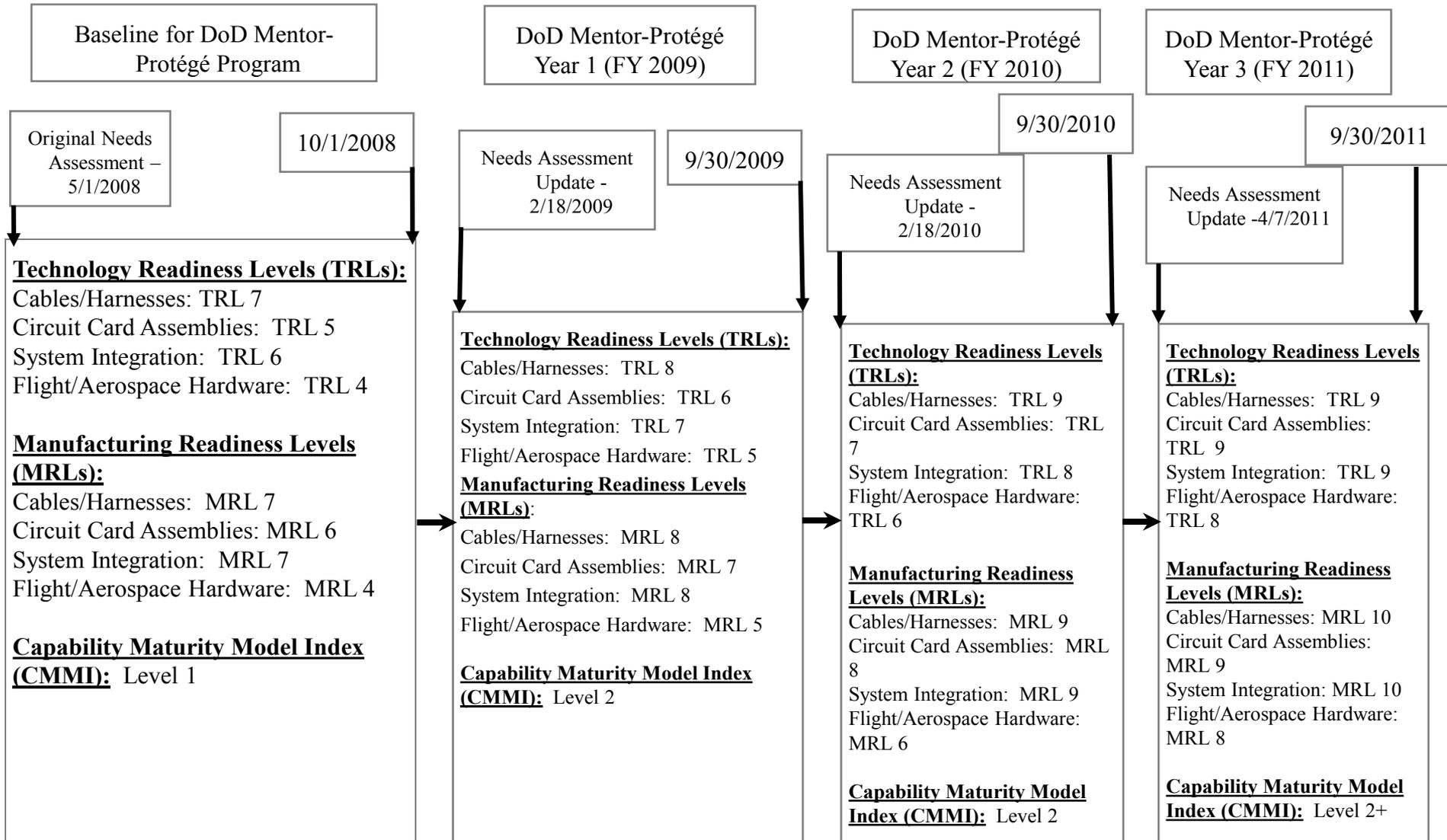
• Initial Needs assessment drives work breakdown tasks.

- Evaluate Progress to Objectives
- Jointly Agree on “grade/progress”
- Evaluate Often

	Q4 '10	Q1 '11	Q2 '11	Q3 '11
WBS B.1 Manufacturing/Supplier Management Optimization				
WBS B.1.1 Develop Manufacturing Capability for Rapid Prototypes/LRP				
WBS B.1.2 Develop and Implement Lean/Visual Factory				
WBS B.1.3 Develop and Implement UEC Continuous Improvement Program				
WBS B.1.4 Enterprise Resource Planning (ERP)				
WBS B.1.5 Develop/Implement Supplier Management Process (Supplier Corrective Actions)				
WBS B.2 Expand Limited Customer Base (Manufacturing Representatives, Customer Development)				
WBS B.3 Facility				
<b>WBS B.4 Business Development</b>				
WBS B.4.1 IT				
WBS B.4.2 Develop Marketing Plan, Tools, and Capture Management Process				
WBS B.4.3 ERP System Enhancements				
WBS B.4.4 Government Contract Accounting and Government Property Training				
WBS B.4.5 SBIR/STTR Proposal				
WBS B.4.6 Pursuit, Estimating, Bidding, and Cost Proposal Development Support				
WBS B.4.7 Human Resources				
WBS B.4.8 5-Year Strategic Plan Development; Strategic Forecasting (Sales and Manpower)				
WBS B.4.9 Business Continuity Planning				
WBS B.4.10 Total Business Assessment				
WBS B.4.11 Earned Value Management System and Risk Management				

On Schedule: Green  
Ahead of Schedule: Blue  
Behind Schedule: Purple

# Measurable Objectives



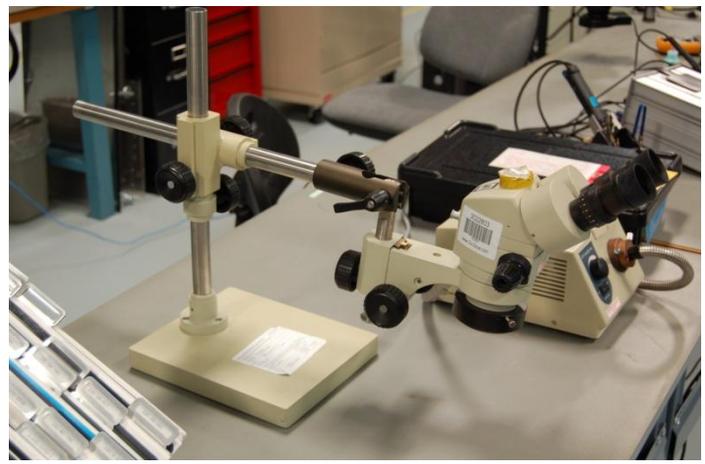
# Roadmap for Success

---

- Five Year Strategic Planning
  - Year 1 - Tactical Planning, Assessment, Introductions (2 Business Units)
  - Year 2 – Strategic Planning (Increase BU Participation)
  - Year 3 – Growth (All Business Units Involved)
- Preferred Supplier Lists
- Facilitate Certifications and Training
  - ITAR
  - Quality
  - NADCAP
  - CMMI
  - Continuous Improvement

# Non-Qualitative

- Facilitating Marketing Calls
  - Within Mentor
  - Outside Mentor
    - Supplier conferences
    - Road shows
- HBCU
- Outside Organizations
  - PTACs
  - SBDCs
  - Technical Assistance Centers
- Surplus Equipment – increase capability at little cost to protégé or mentor
  - “Big Blue”
  - Microscopes
  - etc



# Life After Mentor-Protégé

---

- “One a protégé always a protégé”
  - Continued Relationship
  - Partnering Opportunities
  - Further mentoring
  - Further Improvements

You have become a family! That does not stop after 4-5 years

# Mentoring.....



Sometimes it means you  
have to flip burgers!