

# Horizons

A magazine for the employees and friends of Rockwell Collins, Inc. > Volume 13 Issue 4 > 2008



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When homes were destroyed and lives were turned upside down, Rockwell Collins employees pulled together to help a community in need.

**Rockwell  
Collins**

## Bringing our *Vision* to life

**A**t Rockwell Collins, we have a Vision designed to enable our company to win in tomorrow's marketplace – working together creating the most trusted source of communication and aviation electronic solutions.

Inherent in that Vision is a set of Values that make our company great: Teamwork, Innovation, Integrity, Customer Focus, and Leadership. These values describe how we work, what we believe, and what we think is important.

The people of Rockwell Collins strive daily to bring our Vision and Values to life. But one of the most extraordinary examples of how effective we can be when we work together came in the days following historic flooding in Cedar Rapids, Iowa.

**Rockwell  
Collins**

Building trust every day

As the world watched Iowa's second largest city succumb to the muddy waters of an otherwise calm river, our people were determined to help.



Some of you made financial donations; others cashed in valuable vacation time; and still others volunteered to help friends and neighbors begin putting their lives back together. In many cases, you assisted complete strangers.

In this issue of *Horizons*, you will learn about how this historic event changed the lives of two of our employees – JoEllen Hovind and Brian Stevens. You also will read about how our company and our people pulled together to help clean up Cedar Rapids and other nearby communities.

Our company and our people have made a very big difference in thousands of people's lives. Tremendous progress has been made, but it will take years to recover from a disaster of this magnitude.

In this case, Mother Nature wreaked havoc on Iowa. Who knows where she will leave her mark the next time? It could be in any one of the locations we have around the world.

And, when that time comes, I'm confident our people will once again step up and do the right thing — a trait bred into our company's culture.



Clay Jones  
Chairman, President and CEO

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*Horizons* is published bimonthly by Rockwell Collins Enterprise Communications for our employees, retirees, shareowners and customers. We seek to inform and inspire our readers by incorporating our company's Vision, business goals and other enterprise-wide initiatives throughout our publication. We also strive to spotlight issues that affect our employees, our company and our industry. © 2008 Rockwell Collins, Inc. All rights reserved.



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Learn about two Rockwell Collins employees who were affected by historic flooding in Cedar Rapids, and comforted by their company and their colleagues.

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Discover how properly welcoming new employees to our company helps eliminate guesswork and leads to greater employee retention.



## 8 > An award-winning Supply Chain

Find out about an organization responsible for procuring components, increasing efficiency, maintaining customer relationships, and handling various logistics.

## 10 > Across our company

Learn more about what's taking place in Rockwell Collins locations around the world, including Bellevue, Iowa; Reading, England; Richardson, Texas; Huntsville, Ala.; and Ottawa, Canada.



## Back cover > Facility spotlight

Find out about the capabilities being designed and developed at Rockwell Collins Intelligence Solutions in Reston, Va., which is a suburb of Washington, D.C.

## Also in this issue

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### Visit *Horizons online* for the following Web extras:

- A look at Bill O'Neill and his efforts following the flood in Cedar Rapids, Iowa
- A feature story about the 2008 Rockwell Collins Supplier of the Year
- A question-and-answer session with Principal Program Manager Ken Wong about our Lean Roadmap
- More information about what's taking place across our company
- Additional service anniversaries
- Recent retirements
- In memoriam

**On the cover >** Senior Facilities Engineer Bill O'Neill was asked to put his normal job duties aside to assist with the Rockwell Collins Flood Recovery Effort after the city in which our company is headquartered succumbed to unprecedented and historic flooding earlier this summer. He is pictured in front of a home in downtown Cedar Rapids that received significant damage.  
*Photo by Paul Marlow, Cedar Rapids, Iowa*



# Dealing with



**When homes were destroyed and lives were turned upside down, Rockwell Collins employees pulled together to help a community in need.**

Story by Jill Wojciechowski

Photos by Paul Marlow and Reid Travis

**T**he muddy waters that earlier this summer poured over the banks of the Cedar River – swallowing 1,300 city blocks in Iowa’s second largest city – have long since receded. The streets and curbs once piled high with water-logged and sludge-covered personal belongings of more than 4,000 families forced to evacuate their Cedar Rapids homes have – for the most part – been cleared.

And, the once raging river that far exceeded the 500-year flood plain when it swelled to nearly 20 feet above flood stage has returned to its usually calm demeanor.

Yet, life will never be quite the same for more than 25,000 people affected by this unprecedented natural disaster in the city that’s home to Rockwell Collins’ corporate headquarters.

“You wonder how a river – a means of recreation for so many people – can be so violent,” said Rockwell Collins Engineering Project Assistant JoEllen Hovind, whose three-bedroom home was destroyed in the flood. “There are so many unanswered questions ... I still can’t believe this happened to our community.”

## **Beyond catastrophic**

Hovind is one of hundreds of Rockwell Collins employees personally affected by the flood, which caused an estimated \$1.5 billion in damage to Cedar Rapids, and more than \$6 billion in damage throughout the Midwestern states of Iowa, Illinois, Indiana, Minnesota, Missouri, and Wisconsin.

More than 2,000 homes in the flood plain – including the one Hovind and her ex-husband, Jim, purchased 16 years ago – likely will never be rebuilt. And, the district of warehouses, offices, and small manufacturers along the riverbank likely will lose many of the 818 businesses that flooded.

“When they say it’s catastrophic – that doesn’t even begin to describe it,” said Hovind, who shared the home with her sons, Justin, 16, and Jared, 13. “Everyone kept saying it was going to be worse than the Flood of 1993 (which crested at nearly eight feet above flood stage), so I was expecting about three feet of water in my basement – not eight feet of water on the main level.”

***“When they say it’s catastrophic – that doesn’t even begin to describe it.”***

— JoEllen Hovind

Today, three months after the home on which she had only 10 payments remaining fell victim to Mother Nature, Hovind and her sons are residing in a Federal Emergency Management Agency (FEMA) trailer in the adjacent city of Marion.

She has cried more than her share of tears and occasionally wonders how she’ll ever land on her feet. And although there are times when she’s not sure things could get any worse, Hovind understands she’s not alone.

# devastation



► **An epic flood** — Brian Stevens is one of hundreds of Rockwell Collins employees whose home sustained severe damage after the Cedar River poured over its banks, flooding much of downtown Cedar Rapids and surrounding areas. The river crested on June 13 at 31.1 feet, nearly 20 feet above flood stage.

“I’m trying to look at this as an adventure,” she said. “We recognized that this house needed work, but it was still our home and we loved it here. However, there are many other families whose situations are far worse than ours.”

Brian Stevens and his wife, Michelle, also were victims of the flood. The couple and their four children – Rebecca, 6, Rachael, 4, Justin, 2, and Jason, 16 months – were displaced after about four feet of water invaded their ranch-style home in northwest Cedar Rapids.

A material and process engineer in Rockwell Collins Printed Circuits, Stevens stood in disbelief when he returned one week after he and his family were forced to leave the only home they’ve ever owned.

The once quaint and quiet neighborhood situated five blocks west of the river that grabbed the young couple’s attention eight years ago resembled a war zone complete with a stench Stevens isn’t sure he’ll ever forget.

“We really didn’t have any idea about how bad it was going to be until we were able to come back a week later,” said Stevens. “The smell was absolutely terrible and everything was covered with this black film and mud. I’ve never seen anything like it in my life.”



## Comforted by colleagues

In the midst of personal tragedy, Hovind, Stevens, and many others like them in Cedar Rapids, Coralville, Iowa City, and other nearby communities continued to make their way to work at Rockwell Collins.

Once there, they were surrounded by friends and colleagues who lifted their spirits by extending well wishes and offers to assist with recovery efforts.

“It’s amazing how tragedy pulls people together,” said Christina Berthel, manager of People Programs and Leader Support for our Central Region. “Our employees were asking how they could

help before the river even crested.”

The Human Resources focal point on our Disaster Recovery Team, Berthel was one of several employees given the task by Rockwell Collins Chairman, President and CEO Clay Jones of determining how our company would respond to the immediate needs of those affected by the disaster, and how we would assist with overall recovery efforts.

“We tried to look at everything from an affected employee’s perspective,” said Berthel. “We knew we would need to allow them the time they needed to get their lives back in order, and our leaders

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► **An uncertain future** — JoEllen Hovind, an engineering project assistant at Rockwell Collins in Cedar Rapids, Iowa, looks toward the Cedar River from the front steps of the home on which she had only 10 payments remaining. Hovind and her two sons are now residing in a Federal Emergency Management Agency (FEMA) trailer in the adjacent city of Marion.



did a great job of balancing the needs of their employees with the needs of our organization.”

Because of our major presence in the community — nearly half of the 20,000 people who work for Rockwell Collins are located in and around Cedar Rapids — our senior leaders also felt the need to provide financial support to our community, and to offer an organized effort for those who wanted to help.

“People need an outlet during times of turmoil,” said Berthel. “We knew that allowing our employees to volunteer their time to assist with the recovery effort would help the healing process,

what a truly great company we really do have,” said Hovind, who came on board five years ago. “Rockwell Collins has been unbelievable — the paid time off was such a godsend.”

Stevens, who is currently residing with his family in a rental property on the northeast side of Cedar Rapids while his house is being rebuilt almost from the ground up, agrees.

“The way Rockwell Collins responded to the flood tells me that the company really cares about its people,” said Stevens, who joined Rockwell Collins nearly 11 years ago. “Nobody required the company to offer early IPP payouts or



► **A helping hand** — Rockwell Collins Principal Systems Engineer Alan Siniff was one of more than 1,200 employees who helped with flood recovery efforts in downtown Cedar Rapids, Iowa. Here, Siniff hauls debris out of a business in the historic area known locally as Czech Village.

**“I always knew I worked for a wonderful company, but this confirmed what a truly great company we really do have. Rockwell Collins has been unbelievable ...”**

— JoEllen Hovind

and would also help people move beyond the unknown.”

Three days after the river crested in Cedar Rapids, Rockwell Collins announced a \$2 million contribution to help fund health and human service organizations in the Cedar Rapids/Iowa City Corridor. In addition, our company also extended offers of assistance in the form of extended paid time off and early Incentive Pay Plan (IPP) payout to victims.

“I always knew I worked for a wonderful company, but this confirmed

paid time off; and nobody required the company to allow unaffected employees to help those who were affected. But, those were the things we really needed, and we really appreciate the help.

“It was amazing to have so many people show up — even before the volunteer effort was organized — to help us haul our possessions, which were essentially garbage at that point, out of our home,” said Stevens. “To see so many people giving up their time to help ... it was unbelievable.”

### Helping those in need

According to Ron Kirchenbauer, senior vice president of Human Resources, the benefits offered to employees affected by flooding throughout the Midwest was not unlike the offers our company has extended in past years to victims of other natural disasters such as hurricanes, tornadoes and wild fires.

For instance, when hurricanes Frances and Jeanne wreaked havoc on Florida about four years ago, several of our employees in Melbourne spent weeks without electricity, food or water. In addition to a corporate donation to the area “Lend A Hand” emergency fund, our company also provided early IPP payouts and paid time off. And, more recently, our

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> **A positive experience** — Michael Zima was impressed with the manner in which he was welcomed to Rockwell Collins when he joined our company as a full-time employee earlier this summer. A software engineer, Zima works in our Performance and Architectural Collaboration Environment (PACE) Lab, in Richardson, Texas.

# On-boarding our new employees

Photo by Brandon Jennings, Dallas, Texas

Studies have shown that on average it costs about **1.5 times** an employee's annual salary to replace that employee when he/she leaves Rockwell Collins. For example, it would **cost our company roughly \$75,000** in recruiting costs, training expenses, and lost productivity to replace someone who made \$50,000 a year.

By Erin Harmeyer

**W**hen Michael Zima began his internship as a software engineer at Rockwell Collins in Richardson, Texas, he was more than a little anxious about making a good impression.

"I was very nervous about starting my internship – it was my first 'real' technical job," said Zima, who joined our company as an intern nearly two years ago while attending classes at the University of Texas in Dallas. "It was a really big step for me."

A native of Mechanicsburg, Pa., the impression Zima left on his colleagues was obviously a good one. Hired as a full-time employee in June 2008, he is now responsible for developing

simulation models and scenarios for Performance and Architectural Collaboration Environment (PACE) Lab support.

"Things were great right from the start, so I decided to embark on a long-term career at Rockwell Collins," said Zima, who earned a Bachelor of Science degree in Computer Science and Math from the University of Pennsylvania-Bloomsburg. "I had a really good experience right off the bat. Everyone was so helpful in my training that I was immediately making progress and contributing."

## **On-boarding leads to higher retention**

One of more than 1,600 people who have joined Rockwell Collins in 2008, Zima is excited about his new role and

the opportunity to help our company continue its success in the years ahead.

But, attracting and retaining employees like Zima for the long haul has proven somewhat challenging in past years. This is a primary reason why Rockwell Collins began a formal on-boarding program in our U.S. locations a little more than a year ago.

"There's a great deal of cost associated with the turnover rate among employees with less than two years of service," said Michelle Owens, the diversity program manager who was responsible for developing and launching our on-boarding program. "We needed to create a consistent experience among our new employees and more effectively integrate them into our workplace and our communities."

According to Owens, implementing new tools such as the New Hire Roadmap and leader checklists, and streamlining the on-boarding process, helps engage our new employees and reinforces their decision to join our company.

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## On-boarding new employees

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“We need to make sure we do a better job of welcoming new hires to our family,” said Owens. “We need to help them feel more comfortable in their new work environment and in their community. After all, happy people are less likely to move from place to place.”

According to a June 2006 study conducted by the Corporate Executive Board, about 4 percent of employees leave a new job after a “disastrous” first day. And, Generation Y – also referred to as the Millennials – typically begin looking for their next career move after their third day on the job.

“We have to work much harder in today’s world to retain our employees than we did when the Baby Boomers were entering the workforce,” said Owens. “Today’s workforce is more mobile and flexible, and that means we need to think differently about how we approach our new employee experience.”

“There’s a significant amount of

## Submit your ideas

Rockwell Collins leaders are encouraged to share their best practices for integrating new employees by sending an email to [collinsonboarding@rockwellcollins.com](mailto:collinsonboarding@rockwellcollins.com). If you are logged on to Rockwell Collins Online – our company intranet – you also may submit feedback via the On-boarding TeamSpace site, which is accessible via “O” in the Rockwell Collins Online Index.

work that goes into bringing someone on board, training them, and getting them up-to-speed,” continued Owens. “Therefore, our hiring managers and sponsors play a key role in creating that first and lasting impression.”

### Eliminating guesswork

Creating a positive impression of our company, fostering a sense of purpose, and effectively integrating new employees into our workplace – all part of our on-boarding program – begins once the applicant accepts a new position and continues throughout the first year of employment.

From welcome letters and information packets containing details about our company’s benefits, policies, and procedures, to an orientation

session on the first day of employment, our on-boarding process helps eliminate guesswork on the part of both the hiring manager and the new employee.

Once our new employees are on board, they might be invited to several informal gatherings throughout the course of the year designed to introduce them to other new hires, and to familiarize them with the communities in which they now call home.

New employees also are encouraged to become part of one of our employee networks, and are asked to complete surveys throughout the course of the year regarding our on-boarding program.

“We wanted to standardize the way we welcome new employees into our company so there is no guesswork involved in the integration process,” explained Owens. “This program provides best practices for bringing in new employees and helping them to feel comfortable.”

For Marc LeBlanc, a senior software engineer who recently transferred from our facility in Ottawa, Canada, to our location in Tustin, Calif., the on-boarding process helped ensure he became a productive part of the team right away.

“Everything was ready to go when I got here,” said LeBlanc. “I was expecting to spend a week getting used to the system, but by day two, I already felt like I was contributing.”

Zima agrees, adding that a recent opportunity he had to reflect on his on-boarding experience with Rich Waldschmidt, director of C<sup>3</sup> Applications Engineering in Richardson, also made him realize the importance



Photo by Laurel Hungerford, Santa Ana, Calif.

➤ **Quickly on board** — The on-boarding process at Rockwell Collins in Tustin, Calif., helped Marc LeBlanc become a productive member of his new team quicker than he thought possible. A senior software engineer, LeBlanc transferred to California recently from our facility in Ottawa, Canada.





Photo by Reid Travis, Cedar Rapids, Iowa

► **Successful transition** — Dana Dippery credits his sponsor with making his transition into our company such a success. A software engineer for Commercial Systems Display Applications in Cedar Rapids, Dippery joined our company in January 2008 after spending five years at one of our competitors.

of welcoming new employees to our company.

“It was nice to have a chance to meet with upper management to express what we liked and how we could enhance our On-boarding Program,” said Zima. “It was good to see that level of interest in the program and in our people.”

### **Mentoring new employees**

According to a 2005 study conducted by Recruiting Roundtable, effectively on-boarding new employees also can improve job performance by up to 11.3 percent.

At Rockwell Collins, the creation of a sponsor program and an increased level of involvement from our leadership are two ways our new on-boarding program is helping to effectively engage and motivate our new employees.

“My sponsor showed me around on my first day and introduced me to a lot of senior engineers – all who have been very strong influences on my development,” said Dana Dippery, who joined our company in January 2008 after spending five years at one of our competitors. “Everyone has been very nice and very helpful.”

A software engineer for Commercial Systems Display Applications in Cedar Rapids, Dippery appreciates the fact that he’s able to be a productive team member who is contributing to our company’s bottom line.

“I haven’t had that feeling at my other jobs,” said Dippery. “My leaders recognize my abilities here and help bring those [abilities] out. And, they’ve been great about helping me feel comfortable.”

With constant changes being made across our enterprise – from leadership reorganizations to new facilities and increased product and solution capabilities – Rockwell Collins is constantly

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## **Rockwell Collins Employee Networks**

In July 2006, Rockwell Collins began initiating Employee Network groups, each formed around a common characteristic of diversity and with shared areas of interest such as race, gender, or cultural identity. Each network group is national in scope, supports our company’s business goals and diversity journey, and is integral to the future success of Rockwell Collins.

**The New Hire Employee Network** — The mission of the New Hire Employee Network – which is our largest network with nearly 1,500 members – is to provide a business and social forum that supports new hires as they integrate into our company and their surrounding community. Each month, this network sends newsletters filled with information and opportunities for our new hires to socialize and get involved in their respective community. More information is available via <http://collinsws02/hr/cev/nhe/default.aspx>.

**The Women’s Employee Network** — The Women’s Employee Network supports professional growth for its nearly 1,000 members through networking events, informal mentoring, and career development resources. The group also plans frequent social events such as a monthly book club. More information is available via <http://collinsws02/hr/cev/WEN/default.aspx/>.

**The Friends of Asia Employee Network** — The Friends of Asia Employee Network strives to build stronger relationships among employees through greater understanding of Asian cultures. Past group activities include: badminton league, cricket matches, and a picnic during Asian Pacific American Heritage Month, which is celebrated in May. More information is available at <http://collinsws02/hr/cev/foa/default.aspx>.

**The African Americans of Rockwell Collins Employee Network** — The mission of the African Americans of Rockwell Collins Employee Network is to provide an inclusive workplace that promotes innovation while also strengthening employee satisfaction. In addition, this employee network fosters strategies designed to recruit and retain African Americans at our company. More information is available at <http://collinsws02/hr/cev/aarc/default.aspx>.

**The Latino Employee Network** — The Latino Employee Network supports our company’s efforts to embrace diversity, raise cultural awareness, and increase the recruitment and retention of Latinos in an environment that allows them to grow both personally and professionally. The group hosts an annual Cinco de Mayo celebration and recently began a series of salsa dance lessons. More information is available at <http://collinsws02/hr/cev/len/default.aspx>.

— Information compiled by Erin Harmeyer.

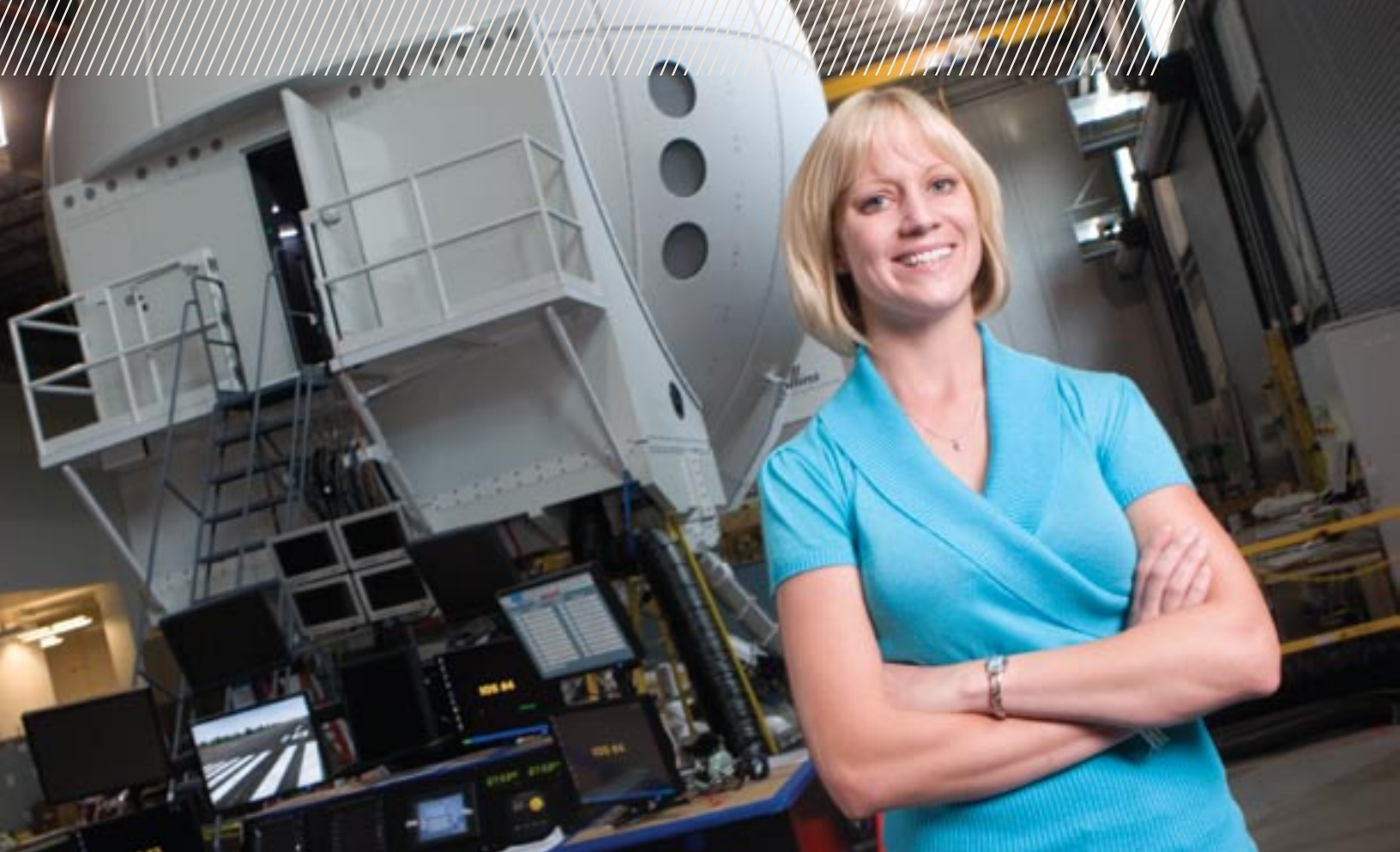


Photo by Jonathan Cohen, Binghamton, N.Y.

Procuring components, increasing efficiency, maintaining customer relationships, and handling various logistics are all part of ...

# An *award-winning* Supply Chain

By Erin Harmeyer

**A**s a buyer at Rockwell Collins Simulation & Training Solutions (STS) in Binghamton, N.Y., Christi Johnson is charged with purchasing items – wire, machined and sheet metal parts, cockpit instruments, and various components – that without being assembled perform minimal functions.

Yet, without Johnson searching for the best value on these and various other components, engineers at this East Coast facility would not be able to

design and develop the products our customers have come to rely upon. In Binghamton, our simulators are known for preparing military pilots and maintenance crews for combat.

“If I can’t meet deadlines for getting our parts, then I hold everybody up – manufacturing, software integration, customer acceptance testing, and so on,” said Johnson, who joined our company via the December 2003 acquisition of NLX. “Procuring parts is a major component of making sure we achieve our overall goals – both for our programs and for our company.”

**> Behind the scenes** — Christi Johnson is one of about 900 employees working behind the scenes in the Rockwell Collins Supply Chain organization. People like Johnson procure the appropriate parts, enabling our engineers to design and develop the products our customers have come to rely upon. Johnson is a senior buyer at our facility in Binghamton, N.Y.

The efforts of Johnson and about 900 other employees working behind the scenes in our Supply Chain organization help Rockwell Collins meet the majority of its enterprise goals.

“Supply Chain encompasses many areas – we basically buy anything that needs to be purchased for our company,” said Roger Weiss, vice president of Material & Supply at Rockwell Collins. “It also includes many other aspects – from increasing efficiency and maintaining customer-business relationships, to handling the logistics of getting parts to and from our facilities around the world.”

With a supplier base of more than 7,000, the Supply Chain organization at Rockwell Collins strives to help our company remain competitive by

***“If I can’t meet a deadline for getting our components, then I hold everybody behind me up ...”***

—Christi Johnson

keeping costs at a minimum. But, according to Kevin Myers, senior director of Enterprise Procurement, ensuring costs are low isn’t the only thing to be considered when working with potential suppliers.

“We are committed to making sure Rockwell Collins has the very best product at the right quality, the right price, and at the right time,” said Myers. “We also consider other supplier criteria – responsiveness, commitment to technology development and innovation, and whether the potential supplier meets our Lean objectives.”

#### **Excellence through efficiency**

According to Phil Krotz, director of Supply Chain Services, who joined our company more than two decades ago, the Supply Chain organization’s ability to increase efficiency over the years and therefore meet customer expectations has resulted in various forms of industry recognition.

In 2005, for example, *Purchasing Magazine* awarded Rockwell Collins its 2005 Medal of Professional Excellence Award – an accomplishment previously given to companies such as Hewlett-Packard, Harley-Davidson and Lucent Technologies.

The organization also was honored by the Institute of Supply Management in 2006 with its R. Gene Richter Award for Technology and, in 2007, *Purchasing Magazine* named Commodity Manager Steve DeFord to its Maintenance, Repair and Operations (MRO) All-Star Team.

The introduction and continued use of our supplier portal is another reason the Supply Chain organization has celebrated success in recent years. Launched in 2003, the supplier portal



Photo by Paul Marlow, Cedar Rapids, Iowa

**> Increasing efficiencies** — Phil Krotz, director of Supply Chain Services at Rockwell Collins in Cedar Rapids, joined our company more than two decades ago. During that time, our company has received various forms of industry recognition for increasing efficiencies.

serves as a point of information exchange between our company and our suppliers, which ultimately drives efficiency by limiting manual transactions.

***“Our major customers such as Airbus and Boeing expect our company to aggressively manage the performance of our suppliers and sub-tier suppliers.”***

—Phil Krotz

“We’ve seen a lot of business growth from a procurement standpoint since the launch of our supplier portal,” said Krotz. “Our tactical procurement process is now automated, which means the information flows seamlessly to suppliers based on the needs identified in SAP [our enterprise resource planning system]. This has allowed us to shift our resources to design activities and cost reduction

initiatives. It also will provide us with a competitive advantage as we face rising energy and commodity prices.”

Ulrike Limmer, a strategic buyer at our facility in Heidelberg, Germany, said standardizing the way in which our company works with and evaluates suppliers has been extremely beneficial.

“Having all processes match across our company is a big strength,” said Limmer, who joined Rockwell Collins in January 2007. “It’s not only easier for us, but it’s easier for our suppliers. It keeps things uniform and provides our suppliers with one message.”

#### **Evaluating our suppliers**

Because Lean Electronics plays such an important role in our company’s continued success, Rockwell Collins has established several Lean objectives that suppliers are required to maintain.

According to Krotz, supplier scorecards, which are available via the supplier portal, provide our suppliers real-time access to performance data, such as quality and delivery metrics. This allows our suppliers a method to determine what improvements need

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## Huntsville employees celebrate grand opening of new facility

**A**labama Lt. Gov. Jim Folsom, Jr., joined Rockwell Collins employees and more than 100 government and industry colleagues in Huntsville, Ala., recently for an official ribbon-cutting ceremony celebrating the grand opening of our new state-of-the-art 30,000-square-foot operations center.

Strategically located in the Cummings Research Park in Huntsville, this new facility represents the combination of multiple divisions into one location. It also further enhances our company's accessibility and responsiveness, and provides a single face to customers in this region.

"It was great to hear our Lt. Governor talk about how much it means to have our company establish such a large presence in this community," said Senior Engineering Manager Bonnie Caldwell, who attended the event. "It was nice to have him here, and we also were able to display some of the technology that's relevant to our Huntsville facility."

Folsom was joined at the event by U.S. Army Col. L. Neil Thurgood, project manager for Utility Helicopters at the Redstone Arsenal. In addition,



Photo by Mark Davis, Decatur, Ala.

► **Grand opening** — Several Rockwell Collins leaders joined government and industry colleagues in Huntsville, Ala., recently, for the grand opening of our new facility. Pictured (from left) are: Evans Quinlivan, Huntsville Chamber of Commerce; Mike Myers, vice president of Business Development, Government Systems; Loretta Spencer, mayor of Huntsville; Scott Jacobsen, manager, Huntsville Operations; Jim Folsom, Jr., Alabama Lieutenant Governor; Kent Statler, executive vice president, Rockwell Collins Services; and Ken Schreder, vice president and general manager, Rockwell Collins Simulation & Training Solutions.

Rockwell Collins Services Executive Vice President Kent Statler and colleagues Ken Schreder, vice president and general manager of Rockwell Collins Simulation & Training Solutions, and Mike Myers, vice president of Business Development for Government Systems, addressed the crowd.

"It was great to have such a well-prepared, well-attended open house," said Caldwell. "It really signals the commitment our company has to this

community and the desire to become more involved with our customer base here in Huntsville."

Designed like a mini tradeshow, the event included graphic displays revealing the story of each product demonstrated, including our Common Avionics Architecture System (CAAS) cockpit, Performance and Architectural Collaboration Environment (PACE) Lab, and the Transportable Black Hawk Operations Simulator (T-BOS). <h>

## Employees in Reading, England, participate in 'Race for Life'

**R**oseanne Eden blasted the bull-horn at the beginning of the 15<sup>th</sup> Annual Race for Life 5K event in Reading, England, and more than 3,000 women began their walk in support of those battling cancer.

A receptionist at Rockwell Collins in Reading, Eden has survived cancer four times, and recently lost her husband to the disease. She was invited to kick off the event because of her extraordinary efforts to raise money for cancer research.

"It was really uplifting to get to start the race," said Eden, who joined Rockwell Collins in January 1998. "It's so inspiring to see all of these people

raising money for the same disease that affects so many people every day."

Eden, who has been participating in Race for Life since 2000, rallied 13 other Rockwell Collins employees to participate in the event with her this year. Through donations and the use of a fund-raising Website, the Rockwell Collins team raised more than \$6,000 (USD) to benefit cancer research.

"Many of my colleagues have lost a family member to cancer or have been affected by the disease in some other way," said Eden. "I didn't have to motivate them at all – it's just something that was really important to them."

The Race for Life is the United Kingdom's largest female-only fund-raising event. In 2007, more than 665,000 women participated in races across the country, raising nearly \$80 million (USD).

"I want to keep organizing teams from our company," concluded Eden. "It's important that we continue to join together in the fight against such an awful disease." <h>

**Web extra:** Learn more about activities at Rockwell Collins locations around the world in Horizons online at [www.rockwellcollins.com/horizons](http://www.rockwellcollins.com/horizons).

## Richardson employees inspiring our future workforce



Photo by Terry Graham, Richardson, Texas

► **Inspiring young minds** — Rockwell Collins employee Deb Rammah gives her 5-year-old grandson, Riley Jones, an idea of the work she does at our facility in Richardson, Texas. Jones visited our company as part of the annual ‘Bring Your Child to Work’ event.

**R**ockwell Collins Senior Pricing Coordinator Miranda Sutton has fond memories of tagging along with her mom, Cindy Smith, to work at our facility in Richardson, Texas — where both of her parents are still employed.

As a participant in the Richardson “Bring Your Child to Work Day” event, Sutton remembers spending most of the day at her mom’s desk, and longing for the time she also would join our company.

“I remember coming here as a kid and telling Mom that I wanted to work here, too,” said Sutton, who joined our company about nine months ago. “It took awhile, but now I’m a Rockwell Collins employee, too.”

According to Sutton, the “Bring Your Child to Work” event has grown tremendously since she began attending about 15 years ago.

This year, about 250 youngsters, ages 5-17, engaged in several activities, including tours of their parents’ work areas, and the Anechoic Chamber — a room that absorbs sound waves. Participants also illustrated their parents’ jobs in a drawing contest.

In addition, entertainment was provided by “Team Family,” — a cast of five family members each bringing their own scientific character to life. Professor Brainius was one of those cast members who conducted experiments and played music designed to encourage fun with science.

“Professor Brainius was really cute,” said Sutton, a member of the event planning committee. “He kept the kids entertained and even the adults loved it. Overall, the entire day was a huge success.” <h>

## Ottawa employees hit the beach for HOPE Volleyball SummerFest

**A**bout 20 Rockwell Collins employees from our facility in Ottawa, Canada, hit the beach earlier this summer to participate in the 26<sup>th</sup> Annual HOPE Volleyball SummerFest.

Established in 1981, this annual outdoor beach volleyball tournament, which is held at Mooney’s Bay in Ottawa, combines recreational volleyball and live rock music in an effort to raise money for local charities.

For the second consecutive year, Rockwell Collins was one of more than 200 corporate teams competing in what has been deemed the world’s largest one-day beach volleyball tournament. Each year, more than 25,000 players and spectators attend.

“SummerFest is a huge event in Ottawa — thousands of people attend, and it’s a lot of fun,” said Matt Woods, a software engineer at Rockwell Collins.

Wearing T-shirts adorned with the Rockwell Collins logo, the team participated in the Ottawa Citizen Corporate Challenge. Each team in this division paid an estimated \$850 (USD) entry fee that was donated entirely to charity. To date, the event has donated about \$3.2 million (USD) to more than 100 charities across Canada.

“I participated last year, and I will definitely participate again next year,” said Woods, who joined our company

via the September 2006 acquisition of IP Unwired. “I had a great time, and it feels good to do something for the community in which I work.” <h>



Photo by Ruth Watt, Ottawa, Canada

► **SummerFest fun** — Rockwell Collins employees in Ottawa, Canada, participated recently in the annual HOPE Volleyball SummerFest. Pictured (front, from left) are: Sarah Taylor-Falcioni and Scott Hasson; (middle) Ben Zarboni, Gwen Beauchemin, Paul Beauchemin, Maxime Lepage, Steve Dickey, and Chris Campbell; (back) Matt Woods, Matthew King, Mike McDonald, Steve Tencarre, and Nigel Cook.



► **Working together** — More than 1,200 Rockwell Collins employees spent more than 5,000 hours helping to clean up homes and businesses damaged by flooding in Cedar Rapids, Iowa, earlier this summer. Here, Bill O'Neill (middle) and two of his colleagues remove furniture from one of the flooded homes.

## Dealing with devastation

(continued from Page 4)

company provided assistance to those affected by Tropical Storm Fay.

In December 2004, five days after the massive Indian Ocean earthquake and tsunami devastated South and Southeast Asia, our company made an immediate contribution to the American

***“We try to be very consistent with how we treat all of our employees, and what we did in Iowa recently was an extension of what we’ve been doing in other locations.”***

—Ron Kirchenbauer

Red Cross International Relief Fund, and established a corporate fund to aid in relief efforts.

And, in the fall of 2003, when wildfires blazed through Southern California forcing the evacuation of many of our employees from their homes, Rockwell Collins made a corporate donation to Operation Firestorm, a fund established to assist wildfire victims.

“These are the things we do to enable our employees to deal with their personal lives when they’re affected by disasters that are beyond their control,” said Kirchenbauer. “We try to be very consistent with how we treat all of our employees, and what we did in Iowa recently was an extension of what we’ve been doing in other locations.”

In addition to the initial \$2 million corporate contribution, Rockwell Collins employees, retirees, friends, customers and suppliers from around the world also donated more than \$700,000. This money is now part of the Rockwell Collins Flood Recovery fund, which will provide grants to qualified organizations and agencies that are serving flood victims or were themselves affected by flooding.

“The people of Rockwell Collins have a genuine sense of responsibility and affinity to their communities and to each other,” said Kirchenbauer. “The manner in which our employees have responded to the flood recovery efforts is just one example of how we are bringing the first two words of our Vision statement to life — by ‘working together’ to help the people who need our help.”

### Committed to our community

Since the Rockwell Collins organized volunteer effort began on June 24, more than 1,200 employees have spent more

than 5,000 hours cleaning up the Cedar Rapids community.

“I’ve only lived here for four years, but this is my community now, and I wanted to do what I could to help,” said Dave Rafson, a material and process engineer who assisted Stevens following the flood and also volunteered with the American Red Cross. “We had no idea what we were walking into. You almost needed to detach yourself emotionally and not think about what you were hauling out.”

Although our organized daily volunteer effort has concluded, Kirchenbauer encourages employees to continue volunteering in any way possible.

Local officials estimate it will take about 10 years to rebuild, and Kirchenbauer says our company has made a long-term investment and commitment to the community.

“We can be very proud of everything we’ve done to help this community, but it will take years to recover from a disaster of this magnitude,” he said. “Our company will be there for this community through its recovery, and I encourage our people to continue volunteering in the days, months, and years to come.” <h>

**Web extra:** To read more about our volunteer efforts following the Iowa Flood of 2008, visit Horizons online at [www.rockwellcollins.com/horizons](http://www.rockwellcollins.com/horizons).

# Rockwell Collins Service Anniversaries

Rockwell Collins offers congratulations and thanks to employees who have marked significant service award milestones in recent months.

## 45 YEARS

### July

Jerry W. Bahnsen  
Gary L. Danielson  
Larry L. Westergren

### August

Richard A. Camp

## 40 YEARS

### July

Terry G. Cody  
Janita A. Conner  
Peter Funk  
Sandra J. Gallup

Martha J. Kolek  
Barbara J. Struchen

### August

Leonard J. Moellers

## 35 YEARS

### July

James W. Burgess  
Susan A. Carman  
Joann M. Determan  
Joseph W. Dominguez  
Pia Feuerstein  
Wilma Fiechtner  
Judith R. Flach  
Cynthia R. Happel

Jan L. Jeffries  
Johnny R. Jurica  
John L. Kainz  
Margaret A. Kindle  
Susan J. Lafler  
Penny E. Lowe  
William R. McElree  
Deborah L. McNeal  
Patricia R. Miller  
Jacqueline M. Moore  
Sandra C. Newhard  
Robert E. Rutherford  
Deborah J. Smith  
Kenneth R. Stinson  
Kathy A. Thomas  
Barbara D. Trumm  
Carlos Urrea  
Doreen M. Wallace

James A. Ward  
Jill D. Warrick  
Randy L. Weyer  
April D. Wheeler  
Joe P. Wolf  
James J. Woodhouse  
Janice B. Zachmeyer

### August

Tracy L. Bruseth  
Michael L. Cady  
James M. Damisch

David D. Dreyneck  
Stephan L. Dickinson  
Kenneth A. Gilchrist  
Larry P. Hanson  
Roger W. Heidt  
Manuel Lara  
Karl-Wilhelm Layer  
Thomas L. Petrick  
Evelyn B. Phillips  
Donald R. Ratzlaff  
Gary B. Recker

**Web extra:** Rockwell Collins employees celebrating 20 years of service or less are now recognized in Horizons online at [www.rockwellcollins.com/horizons](http://www.rockwellcollins.com/horizons).

## An award-winning Supply Chain

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to be made to meet expectations.

“We want all of our suppliers to obtain that maximum level of achievement on the scorecard, at which point we will reward them with more business,” explained Krotz. “Our major customers such as Airbus and Boeing expect our company to aggressively manage the performance of our suppliers and sub-tier suppliers.”

Senior leaders within the Rockwell Collins Supply Chain organization also believe it’s extremely important to recognize suppliers for a job well done. So, for the past 25 years, our company has presented the top supplier with the President’s Award during our annual supplier conference. Several other “Supplier of the Year” awards also are presented in various categories at this event, which is held in Cedar Rapids.

This year, the top award was

presented to Altera Corporation of San Jose, Calif. According to Weiss, Altera’s programmable semiconductor solutions enable companies to rapidly and cost-effectively innovate, differentiate and win in their market segments.

Sherri Stormo, a manager in Engineering Procurement at our facility in Cedar Rapids, says bringing in the right suppliers, such as Altera Corporation, is extremely important because it reduces program risk.

“We want to focus on suppliers that align with our business processes,” said Stormo, who acts as a liaison between the Supply Chain organization and engineering programs. “We also want suppliers that are in it for the long haul because many of our designs are in production for several years.” <h>

**Web extra:** Learn more about our Supply Chain organization in Horizons online at [www.rockwellcollins.com/horizons](http://www.rockwellcollins.com/horizons).

## On-boarding new employees

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working to enhance the on-boarding program in an effort to provide our new employees with up-to-date information.

According to Dan Clark, principal engineering manager in Product Applications in Tustin, Calif., integrating new team members is a process he also believes is extremely important and one that he takes to heart.

“When I first started at Rockwell Collins seven years ago, there was no computer or phone waiting for me,” recalled Clark. “With a formal on-boarding program in place, we’ve noticed that our new employees begin feeling comfortable right away. And, the sooner we can make them feel comfortable, the sooner they will become an integral part of our team.” <h>

# Intelligent acquisition broadens intelligent solutions

This Rockwell Collins facility in suburban Washington, D.C., is developing capabilities to support homeland security and the global war on terror.

By Erin Harmeyer

Dan Wells realized early in what ultimately became a 30-year stint with the U.S. Army that he would continue doing something to serve his country after his military career ended.

That opportunity came in 2000 when he began his second career as a program manager at Information Technology & Applications Corporation (ITAC) – now a division of Rockwell Collins located in Reston, Va.

Acquired by Rockwell Collins in August 2007, this acquisition has enabled our company to increase our presence as a government systems solutions provider.

Focused on developing capabilities that support homeland security and the global war on terror, our Reston employees provide integrated intelligence and communication



Photo by Mark Regan, Reston, Va.

> **Real-time imagery** — Rockwell Collins Intelligence Solutions is located in Reston, Va., a suburb of Washington, D.C. Employees in this location develop capabilities such as our Wideband Imagery Dissemination Systems (WIDS) that support homeland security and the global war on terror.

solutions that assist war fighters in accessing and using real-time imagery, video, signals intelligence, and other mission-critical information.

“My work [in Reston] is very similar to what I did in the military, especially when I worked for the National Reconnaissance Office,” said Wells, one of 25 employees in Reston. “Now that we’re part of Rockwell Collins, our focus can be even broader because we can incorporate Rockwell Collins technology.”

### Relief operations

Following Hurricane Katrina in 2005, about 95 percent of all commercial and national satellite imagery assisting in disaster relief on the Gulf Coast was

provided by the former ITAC’s Wideband Imagery Dissemination System.

Also used by the Army, this untethered deployable system provides the Army National Guard with detailed imagery about flooded or damaged areas, which can greatly aid disaster relief efforts.

The successful use of this system prompted the National Guard to extend its contract,

which included implementing the system in each state and the four U.S. territories – a task keeping our Reston employees extremely busy.

“I thought I would hate the travel required to bring this system to all 50 states, but it’s actually been one of my favorite parts of the job,” said Kerry Pollock, a senior intelligence systems engineer. “Seeing the National Guard install these systems and recognizing the capabilities they bring ... it’s a great sense of accomplishment.” <h>

**Web extra:** To learn more about our facility in Reston, Va., visit Horizons online at [www.rockwellcollins.com/horizons](http://www.rockwellcollins.com/horizons).

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