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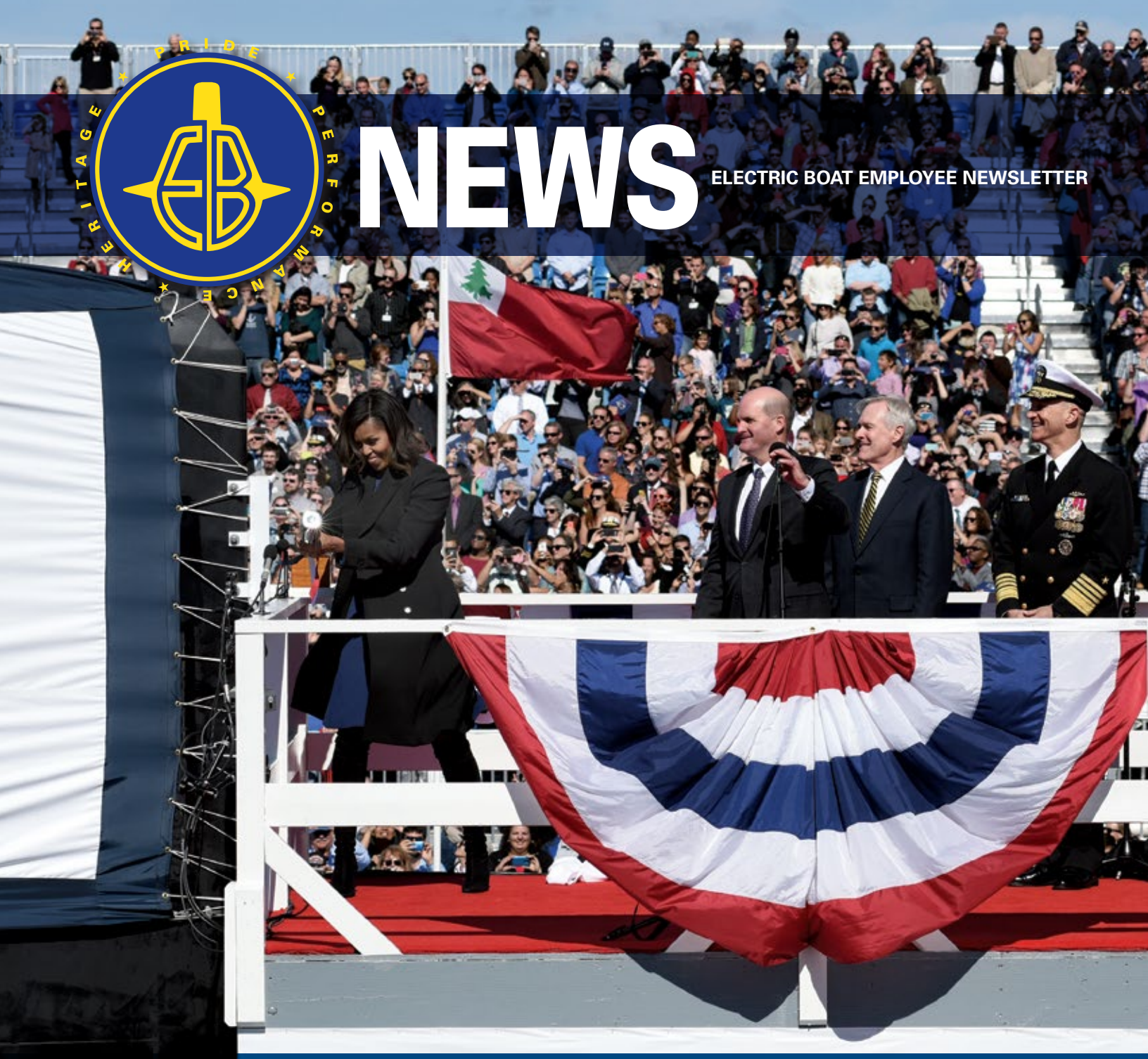
# NEWS

ELECTRIC BOAT EMPLOYEE NEWSLETTER



# FIRST LADY MICHELLE OBAMA CHRISTENS SUBMARINE ILLINOIS

## MORE THAN 7,000 ATTEND SHIPYARD CEREMONY

FIRST LADY MICHELLE OBAMA LINES UP THE BOTTLE JUST BEFORE CHRISTENING THE VIRGINIA-CLASS SUBMARINE ILLINOIS (SSN-786). WITH HER ON THE CHRISTENING PLATFORM ARE ELECTRIC BOAT PRESIDENT JEFF GEIGER, SECRETARY OF THE NAVY RAY MABUS, AND ADM. JAMES CALDWELL JR., DIRECTOR OF NAVAL NUCLEAR PROPULSION.

GENERAL DYNAMICS
Electric Boat

OCTOBER / NOVEMBER 2015

Under a picture postcard October sky, First Lady Michelle Obama let go a powerful swing to break a bottle of sparkling wine against the submarine Illinois (SSN-786) at the Groton shipyard Oct. 10.

More than 7,000 employees, family members and guests attended the christening of the 13th submarine of the Virginia Class. Most of them observed the event from a grandstand on the north side of Graving Dock 3, where the submarine was berthed. The grandstand was installed to accommodate the large turnout for Mrs. Obama.

The event marked the fourth time a First Lady has christened a submarine in the shipyard. The first was Mamie Eisenhower (USS Nautilus; Jan. 21, 1954), followed by Jacqueline Kennedy (USS Lafayette; May 8, 1962), and Hillary Clinton (USS Columbia; Sept. 24, 1994).

On the VIP platform affixed to the submarine's hull were representatives from the Connecticut, Rhode Island and Illinois congressional delegations; Illinois Gov. Bruce Rauner; Adm. James Caldwell Jr., director of Naval Nuclear Propulsion; and Secretary of the Navy Ray Mabus, who delivered the principal address.

Before the start of the program, attendees were entertained by the Blues Brotherhood, a Blues Brothers tribute band. The selection of the band was a nod to Mrs. Obama's Chicago roots.

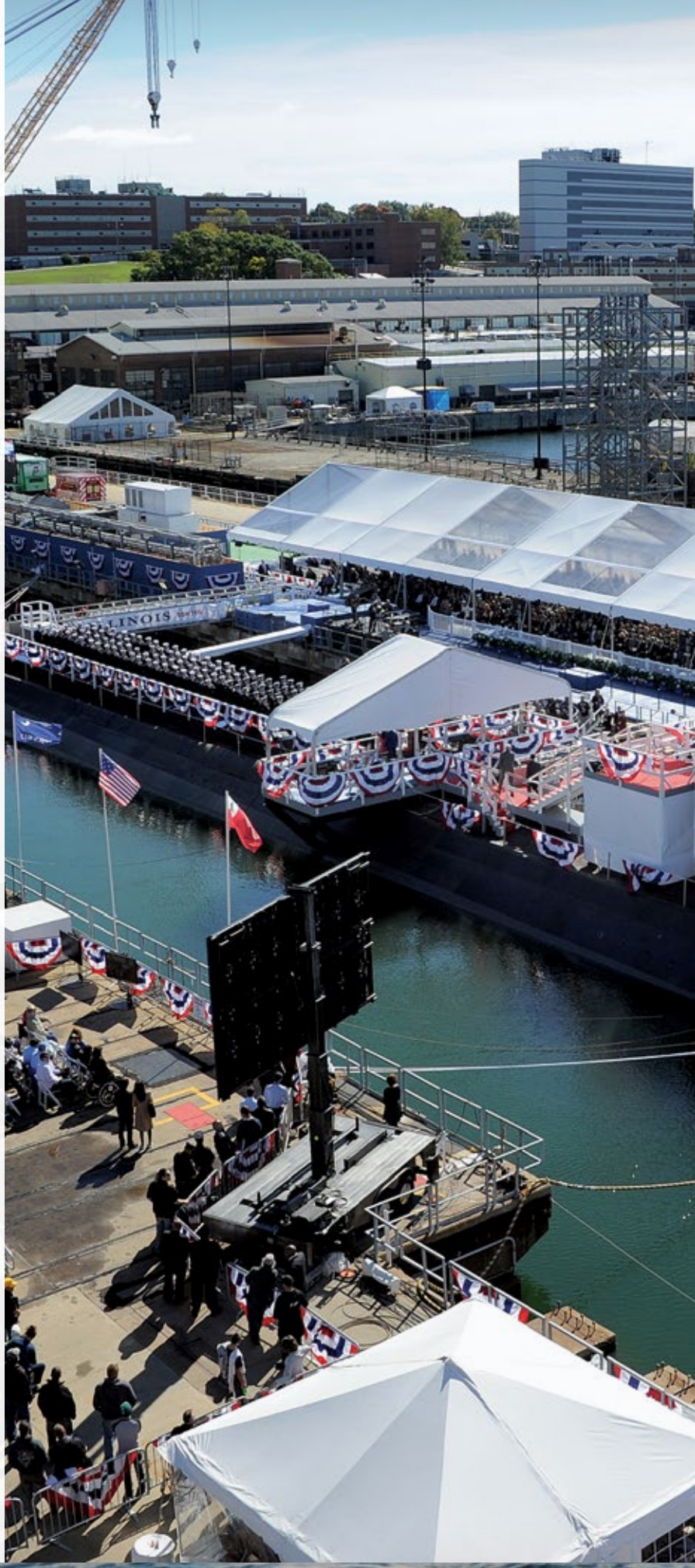
Electric Boat President Jeff Geiger, who hosted the event, referenced the christening and launch 61 years earlier of USS Nautilus from the South Yard Ways.

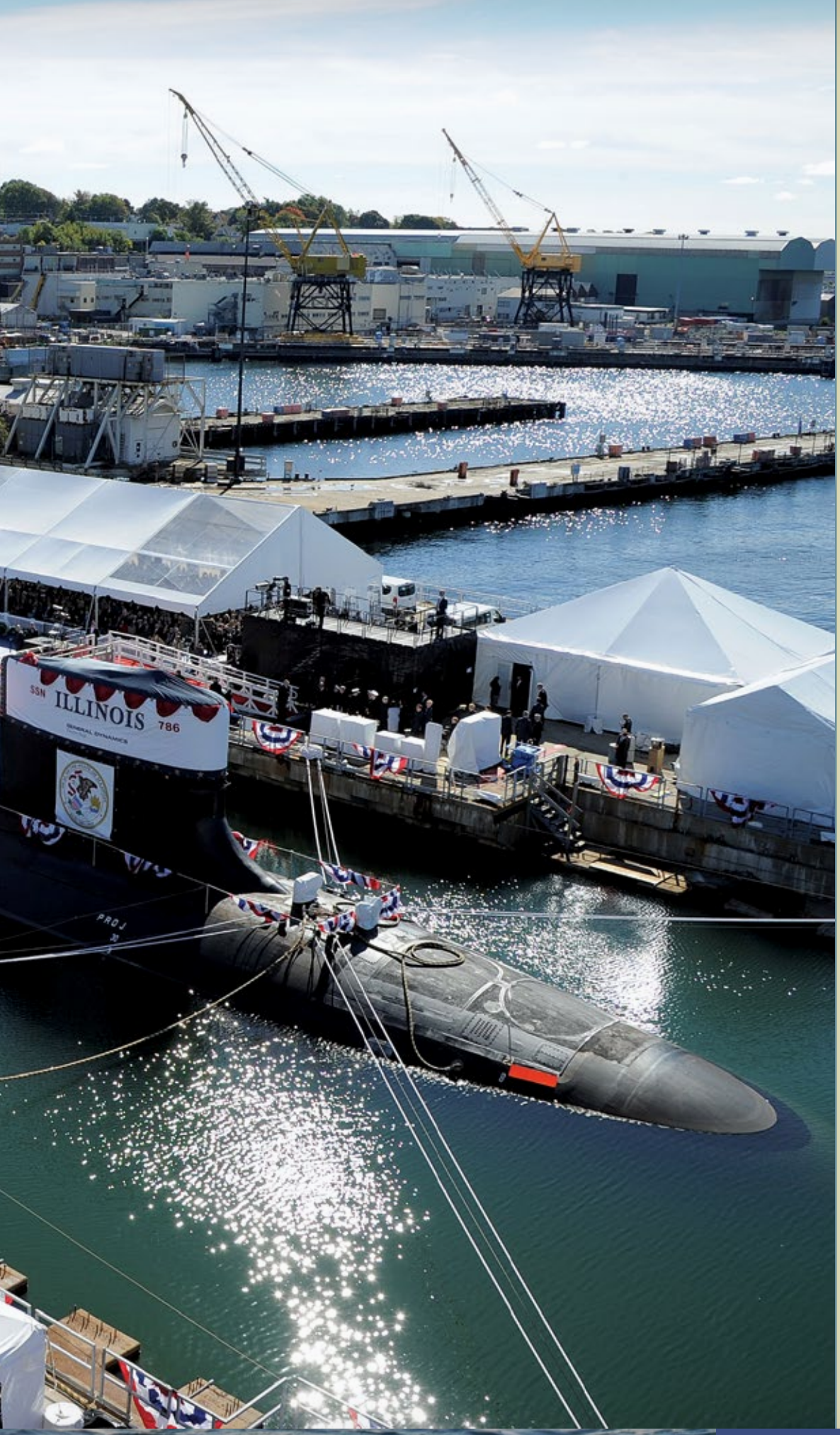
"That ship was a historic and groundbreaking development for the U.S. Navy," he said. "It signaled the beginning of a continuous period of innovation and technical development that is embodied by the Illinois.

"The rigorous technical discipline and unyielding quality standards required to design and build the world's first nuclear vessel represent the fundamental values Electric Boat has built upon to provide the submarines our Navy needs for our nation's defense," Geiger said.

"We, in turn, are part of a larger team that comprises our construction partners from Newport News Shipbuilding, our supplier base, and the United States Navy.

"The submarine I'm standing on is a reflection of this team, whose innovation, ingenuity and unrelenting work ethic is unmatched by any one or any organization, anywhere."






GENERAL DYNAMICS
Electric Boat

# NEWS

## CONTENTS



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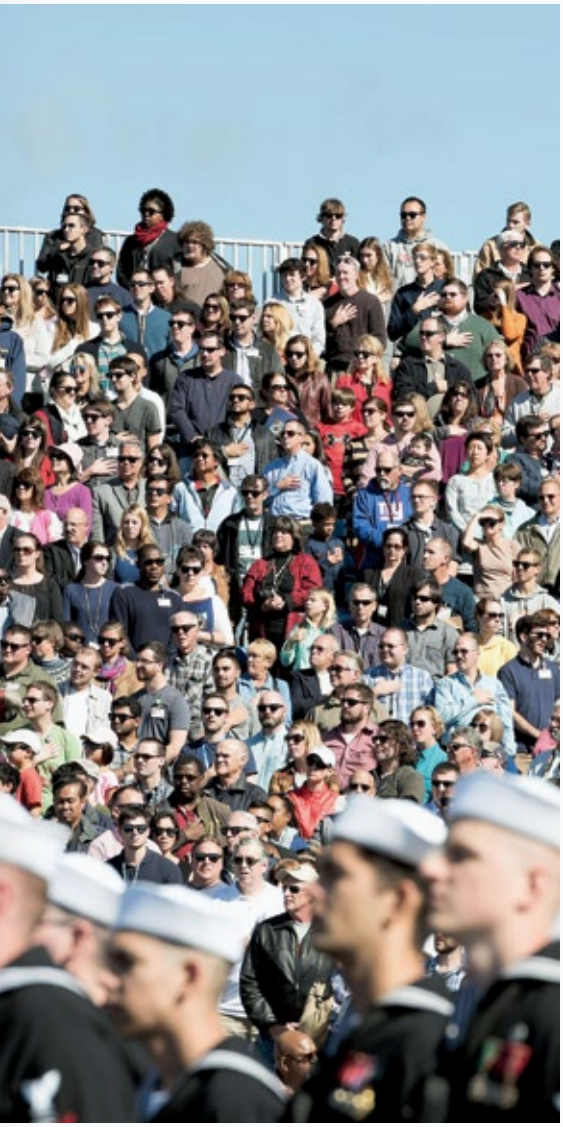
FIRST LADY MICHELLE OBAMA



# MICHELLE OBAMA REMARKS

I want to start by thanking Jeff (Geiger) for that very kind introduction. And I want to thank both Jeff and Matt (Mulherin) for their companies' efforts not just to build this submarine, but for everything they do to strengthen our Navy and our economy.

I also want to thank Secretary Mabus; Admiral Caldwell; Governor Rauner; Senators Reed, Whitehouse, Blumenthal, and Murphy; Representatives Kelly, Langevin, and Courtney. Thank you all for your remarks. Thank you for your support of our men and women in uniform.

And of course, I want to thank the military family members who are here today for all that you all are doing for your service members and for each other every single day.

Since this crew was stood up, 16 babies have been born — way to go! Sixteen! So I know you all have had some sleepless nights over the past couple of years.

But here's what makes our military family members so special: you've hosted baby showers for every single one of those babies, because you know that most folks are far from home, away from grandma and grandpa, uncles and aunts, and everyone else who you're close to. So you want to make sure that everyone has a sense of family here with the Illinois. That means dropping everything to take care of a spouse who has been injured. It means hosting movie nights and date nights, and organizing a fall festival. And of course, it means putting in a lot of hours to prepare for events like today.

And I know that so often, your service as family members goes unrecognized – that folks across the country don't always see the courage and strength and dedication of our military spouses and our military children. So I want to take a moment to thank you all for everything that you're doing for each other and for this country. I know these service members, these sailors couldn't do what they do without you. So I want us to take a moment just to give our service members' families a round of applause.

I couldn't be more excited to be here to christen the Illinois – my home state. The entire experience of serving as your sponsor has been beyond meaningful, and so fascinating. I've learned so much about the incredible power and technology of this submarine. And I've been awed by the extraordinary skill and character of those who will operate it.

And the fact is that very few folks in this country understand the details of what you all are doing every single day. So today, I want to take a moment to share that story with people all across America, particularly right now, as you prepare to take this sub out for its first sea trials in a few months.

Now, the last time I was with you, as you heard, the Illinois looked a little different. It was split up into four different modules, spread across three states. And I was standing in front of one of those modules as we laid the keel.

And today, here we are, just 16 months later, standing on top of this marvelous submarine, three stories tall, weighing nearly 8,000 tons, longer than a football field. And it's really a technological wonder. It is full of technologies like a photonics mast, full of high-resolution and infrared cameras. It has the most advanced stealth, sonar, and communications systems, and enough high-definition screens to put Best Buy out of business.

And all of this truly is a testament to the talent and skill of the folks who built this boat – the folks from General Dynamics Electric Boat, the folks from Huntington Ingalls Industries Newport News Shipbuilding – and to all of the welders, the machinists, the metalworkers, the electricians, and everyone else in this community, in the communities throughout the country who applied their particular genius to make this ship a reality. You all are amazing, and we can't thank you enough. So congratulations.

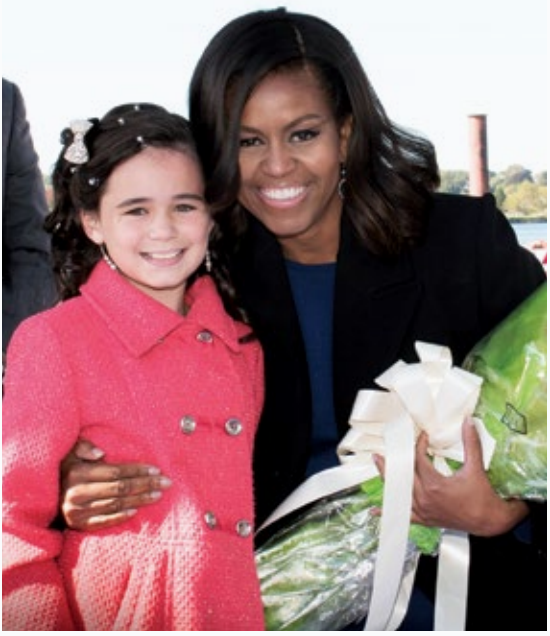
And of course, in order to operate the amazing submarine, we need a crew with superior talent, superior courage, superior skill. And it is clear that the crew of the Illinois more than meets that standard. In fact, our submariners and all of our sailors are some of the brightest,

most highly trained, most courageous folks in this country, hands down.

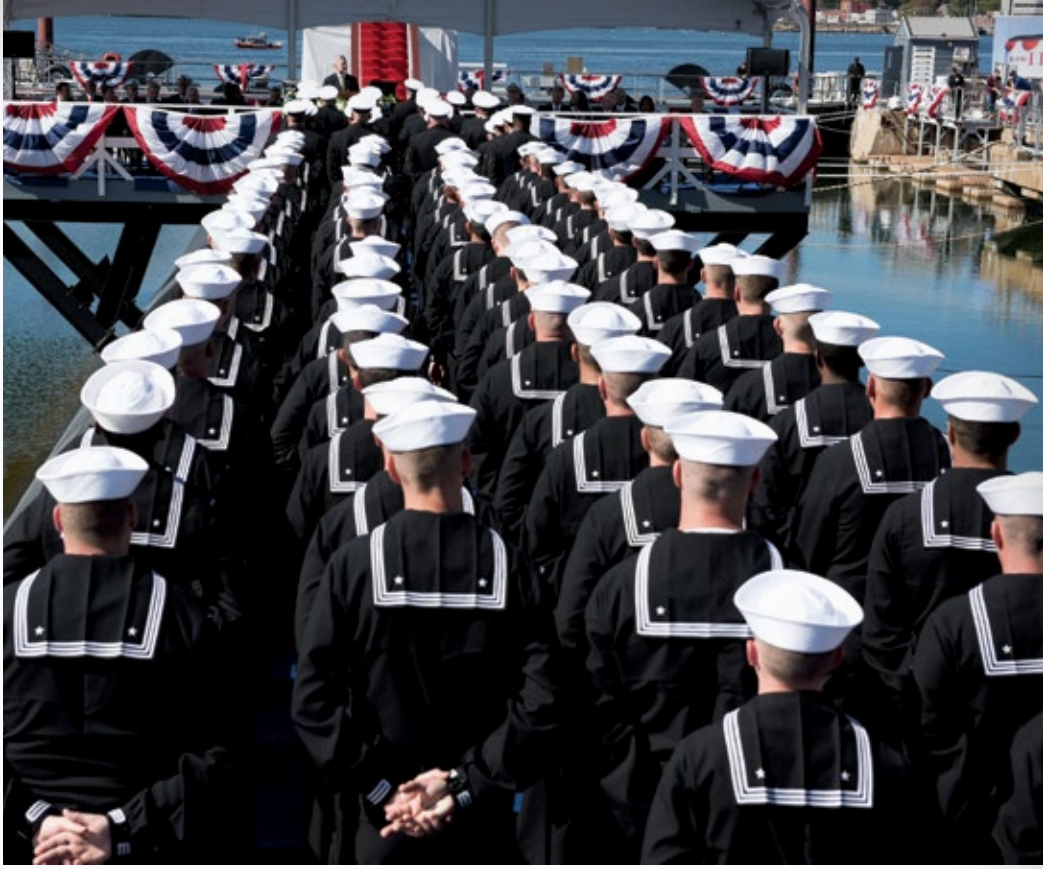
Just to be accepted to serve on this submarine – or any submarine for that matter – you have to have some of the highest scores on your initial aptitude tests. I've also heard that this crew's enlisted advancement rates are remarkable. You've distinguished yourselves as one of the highest-performing commands in the entire Navy. And I'm not going to lie, but I love that my adopted boat is the over-achiever of the fleet. I like that. So proud.

And I am just blown away by the things you all can do. You are trained in everything from advanced engineering to oceanography to nuclear physics. You know how to operate some of our most high-tech navigation systems, surrounded by a web of touch-screens and panels and buttons that would make most people's heads spin.

And whether you're a lab tech who knows the ins and outs of a nuclear reactor, or a radioman, a sonar technician, or anyone else, the truth is that you are developing technical skills and expertise that few people in the civilian world can compete with, let alone comprehend. And on top of all those professional skills, you all know how to work as a team, to juggle multiple priorities, to keep calm, to think under pressure.



**FLOWER GIRL AVERY REMBISH AND FIRST LADY MICHELLE OBAMA**



**THE CREW OF ILLINOIS STANDS TOPSIDE AS SECRETARY OF THE NAVY RAY MABUS DELIVERS THE CHRISTENING ADDRESSS.**

Because when you are hundreds of feet below the surface of the ocean, when you're surrounded by constant threats, when you're taking on some of the most sensitive, difficult missions this country has to give – with all of that going on, you have got to be at your very best every day, every second. And you've got to do it not just for yourself, but the sailors serving at your side.

That's what makes you all so extraordinary. Because you operate on the razor's edge, and you do it knowing that for months at a time you might not see the sun. You might not breathe fresh air. You might go for weeks without being able to call or text or email your families. That's the kind of unparalleled service and sacrifice that all of you perform for our nation.

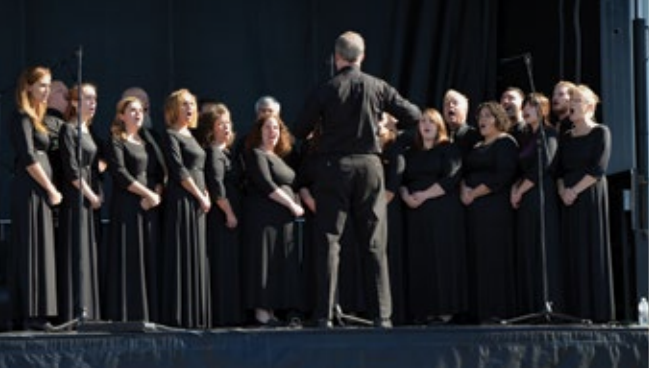
And you all are the reason why, four years ago, Jill Biden and I started our Joining Forces initiative – because we knew how much you and your families give to our country, and we wanted to give something back — not just words, but deeds. So we are working to support you both while you're in uniform and when you leave the service. We want to help you turn those skills into careers when you leave the military. And we want to ensure that you get the education, the health care, and the support of a grateful nation when you leave here. Because you've earned it.

That is one of my highest priorities not just as First Lady, but as an American. And it's something that I will be invested in long after my family leaves the White House.

So today, before we christen the Illinois, I simply want to thank you. Thank you again for everything you do for us, for this country. Thank you for what you do for your families. Thank you to the shipbuilders who support both our security and our economy. Thank you to the service members whose talent and courage is unmatched around the world. And thank you to the family members who inspire me every single day with their own brand of service and sacrifice for this country.

I am so honored to be here with you today to christen your ship. I am so excited to follow your journey in the months and years ahead.

Thank you all so much. God bless you. God bless our Navy. And God bless America.

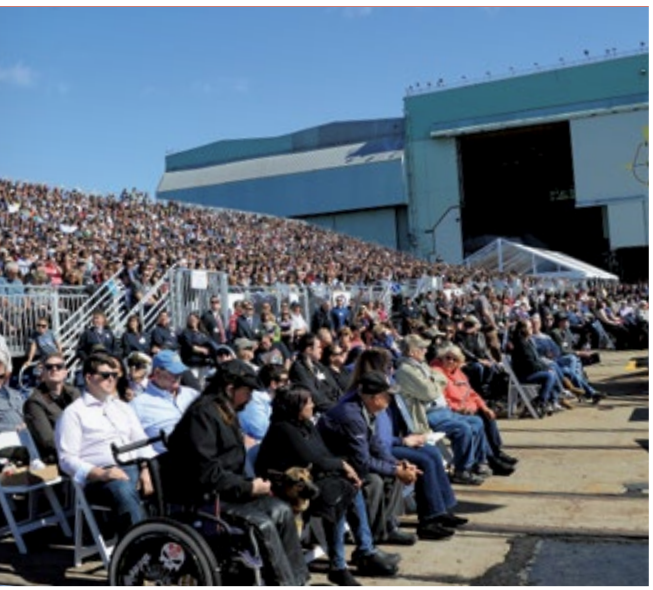


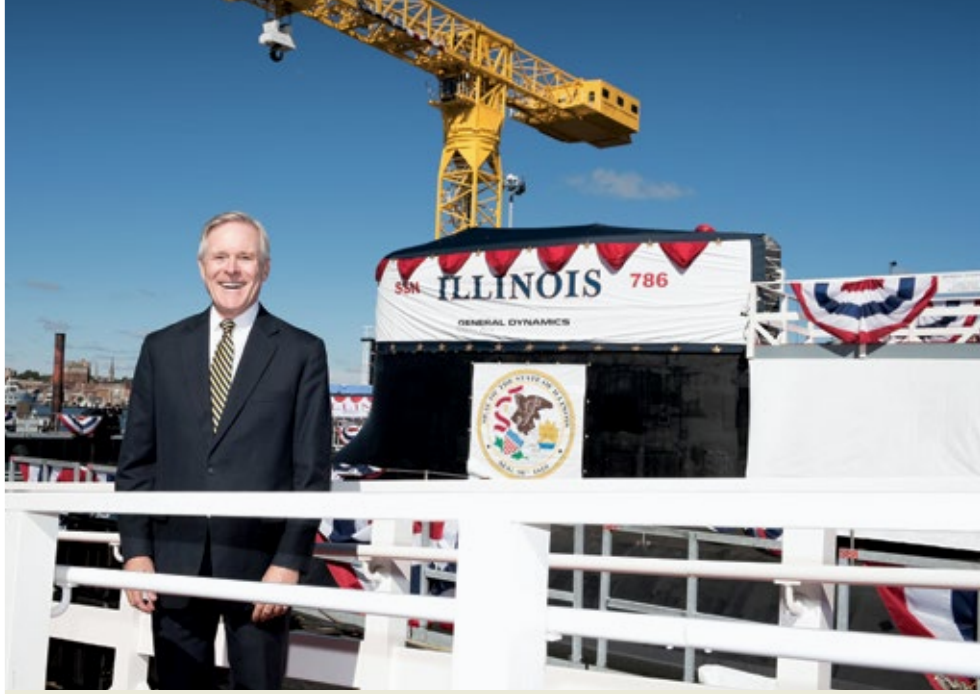
# A NOTE FROM JEFF GEIGER

**I want to thank each one of the hundreds of Electric Boat employees who attended to thousands of details to put on a flawless high-profile event with First Lady Michelle Obama.**

**Everything associated with the Illinois christening was exceptional and our guests were universally pleased. All the effort and hours you put in paid off.**

**I couldn't be prouder of the Electric Boat organization for making our moment in the spotlight so memorable. Thank you for making the christening a success.**








**SECRETARY OF THE NAVY RAY MABUS**

# EXCERPTS FROM REMARKS BY SECRETARY OF THE NAVY RAY MABUS

"We uniquely provide presence around the globe, around the clock – ensuring stability, deterring adversaries, and providing the nation's leaders with options in times of crisis …

"Our ability to provide that presence is built on four fundamentals: People – our sailor and marines; Platforms – number of ships and aircraft; Power – how we fuel those platforms; and Partnerships – our strong relationships with industry, international friends and allies,, and the American people …

"When it comes to platforms, I like to say that quantity has a quality all of its own. And here in Groton and Quonset Point, in Newport News and around the country, exceptionally skilled shipbuilders have constructed USS Illinois, adding to our growing fleet, and bring life to one of the most advanced submarines in the world. Nationally, shipbuilding and repair adds 402,000 jobs to our economy, $24 billion in labor income, and over $36 billion to GDP. No one builds warships as well as America. No one …

"Innovative contracting has allowed us to reduce the unit cost of each submarine to less than the normal $2 billion. By enabling these shipyards to make investments, by enabling them to employ the workers and buy the materials they need to build a submarine in economic quantities, we were able to get 10 for the price of nine. It's like having one of those punch cards – buy nine submarines and get your 10th one free …

"The shipbuilders who build and supply these incredible machines are amazingly skilled. These are high-tech jobs here in America. So it's good for jobs, it's good for the manufacturing industry, it's good for America's Navy and it's good for America …

"Because of these efforts, the support of Congress and the support of the American people, and the great shipbuilders represented here today, we will return to a fleet of over 300 ships by 2020, and they will all carry the most advanced technology in the world."

**LEFT TOP: THE ELECTRIC BOAT ACAPELLA GROUP, THE SUBTONES, PERFORMS THE NATIONAL ANTHEM. LEFT BOTTOM: THE BLUES BROTHERHOOD GETS THE CROWD UP AND DANCING.**

# EXCELLENCE IN WRITING — POLICIES AND PROCEDURES AT EB

By Kristin Zummo | Supervisor – Quality Assurance

"Nothing so sharpens the thought process as writing. Weaknesses overlooked in oral discussion become painfully obvious on the written page." — Adm. Hyman G. Rickover

Procedures Team

At its core, our work at Electric Boat hinges on our ability to execute consistent processes that produce the finest submarines ever built. Whether we are designing, building, or sustaining a submarine, much of our work is active, dynamic and hands-on. However, as evidenced by Admiral Rickover's quote, the written processes that guide our company are critical to avoiding missteps and ensuring ongoing excellence.

Procedures are written to keep our employees safe and produce a quality product that will keep the men and women in our Navy safe while serving. It is paramount that we produce accurate and executable procedures, and that is where we rely on procedure Tech Cogs to deliver.

Currently, EB has more than 4,000 policies and procedures, and each one has a technically cognizant/responsible person – a Tech Cog. EB Tech Cogs are responsibile for ensuring the procedures they own are technically accurate, understandable, and usable. This is no small task when considering the complexity of our product and our company.

The Tech Cog role is held in addition to the individual's primary job duties. Tech Cogs invest hours of time:

- Verifying the latest references and technical requirements,
- Assessing feedback from stakeholders in order to improve procedures,
- Preparing procedure revisions,
- Addressing questions from users, and
- Consulting with stakeholders to ensure procedures can be executed as written.

Each Tech Cog gets to experience a 'deep dive' into their subject matter, taking full ownership of the content and the use of that procedure. The experience also provides them with a great opportunity to build a strong network of contacts across the company, enhance their problem solving skills, and develop strong project management abilities.

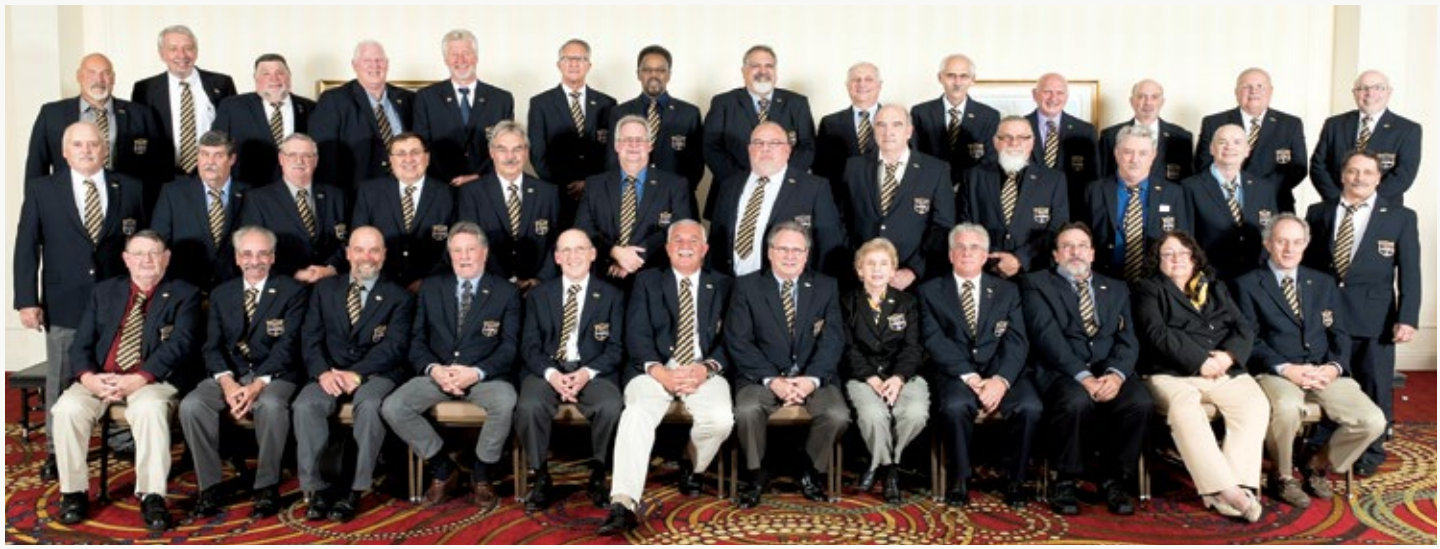
Through their work, this dedicated group of individuals documents the essential instructions that guide safety, compliance, process consistency, and quality at Electric Boat. The policies and procedures they create and maintain set the stage for our success. We thank our procedure Tech Cogs for their commitment to and investment in producing excellence.

## HERE ARE THE 2015 TECH COGS:

Adam Sprecace
Alan Spadafora
Alden Clark
Alexander Dickau
Alvin Ayers
Amanda King
Anthony Brockwell
Anthony Frazzo
Anthony Link
Ariel Castillo
Armand Allen
Barry Steamer
Bernard Pothier
Brenda Wiltrout
Brian Canavan
Brian Casey
Brian Keith
Brian Lamoureux
Brian Smith
Bruce Betts
Bruce Snow
Caleb Roseme
Callan Gruber
Carol Balerna
Carol Pepin
Carole McLellan
Carrie Pfieffer
Casey Richard
Catherine Liese
Catherine Smith
Catherine White
Charles Martin
Charles Montalbano
Cheryl Stergio
Chester Atkins
Christopher Hadnot
Christopher Palen
Christopher Roddy
Cliff Graillat
Colin Gladding
Craig Herb
Dana Emery
Dana Frye
Daniel Clancy
Daniel Tremaine
David Atwell
David Bergheimer
David Devine
David Dolan
David Leach
Dean Pasquerella
Debra Gaynor
Deneen Thaxton
Denise Pierson
Devin Xenelis
Donald Raffo
Donna Elks
Douglas Buck
Earle Mace
Edward Ibrahim
Edward Wells
Ervin Doubleday
Eugene Netze
Eugene Stirlen
Frank Capizzano
Frank Chiaradio
Frank Morico
Frederick Weller
Gary Baril
Gerald Doyon
Glenn Mihok
Harold Ainscough
Harry Hubbling
Herbert Segal
James Cassidy
James Georges
James Loupos
James Noonan
James Seger
James Wolfley
Jason Brown
Jason Hoadley
Jason Kennedy
Jeff Magnusson
Jeffrey Eikenburg
Jeffrey Gagnon
Jeffrey Geiger
Jeffrey Johnson
Jeffrey Plante
Jeffrey Shafer
Jennifer Rizzo
Jesse Bryant
Joanne Fusco
John Bentley
John Callinan
John Grispino
John Hirsch
John Navin
John Sedor
John Staller
John Stavropoulos
John Tuneski
Jon Carr
Joseph Bruno
Joseph Rossi
Kathleen Bergeron
Kathryn Dipalma-Herb
Kathy Calkins
Keith Gagne
Kelly Maher
Kenneth Hamler
Kenneth Wimberly
Kevin Carroll
Kevin Cronin
Kevin Leyland
Kristin Zummo
Kyle Snurkowski
Lance Johnson
Larry Runkle
Laura Furtado
Lauren Seals
Lawrence Devoe
Liam Farragher
Linda Gastiger
Lindsay Delprete
Lloyd Gibson
Maggie Crowley
Marianna Heyniger
Mark Cote
Mark Hester
Mark Laporte
Mark Malia
Mark Rapuano
Mark Rogers
Mary Manfredi
Mary Wright
Matthew Alu
Matthew Boone
Matthew Rossman
Maura Dunn
Michael Askew
Michael Gresh
Michael Holdsworth
Michael Kurilko
Michael Mauro
Michael Nowak
Michael O'Neil
Michael Parulis
Michael Ryan
Michael Schoenborn
Michael Simmons
Michael Thompson
Michelle Debonis
Mitchell Shinbrot
Nathan Lavallee
Nicholas Coggeshall
Norman Baxter
Patricia Deangelis
Patrick Davies
Paul Balczun
Paul Dagle
Paul Fratoni
Paul Marsiglio
Paul Rosa
Peggy Jensen
Pete Stefanski
Peter Gauthier
Peter Halvordson
Peter Miller
Peter Romeo
Peter Smith
Philip Scalise
Phillip Rogers
Ralph Pruett
Raymond Filosa
Raymond Quinn
Raymond Rondeau
Raymond Wong
Rebecca Castleman
Rebecca Phillips
Ricardo Vera
Richard Bogert
Richard Hocker
Richard Slack
Richard Springman
Robert Cullinen
Robert Hurley
Robert Mandes
Robert Miller
Robert Ruffo
Robert Smelings
Robert Weese
Robert Wolff
Ronald Curtis
Ronald McGuire
Russell Perry
Savannah Mosiman
Scott Chapin
Scott Riding
Scott Wardwell
Sean Archer
Shannon Kelly
Sharon Holloway
Shawn Coyne
Sheila Blydenburgh
Shelly Perry
Stanley Gwudz
Stephen Kirkup
Stephen Mitchell
Stephen Tokarski
Steven Christina
Steven Donahue
Steven Kreft
Steven Mayott
Steven Middel
Steven Reiman
Steven Ucci
Steven Vetrovec
Taylor Castagna
Teresa Materas
Thomas Fournier
Thomas Maher
Thomas Morrone
Timothy Berry
Timothy Boulay
Timothy Fitzgerald
Timothy Phillips
Todd Pomazon
Vasco Castro
Victoria Hawkins
Vincent Lisi
Vincent Young
Walter Gless
Walter Guth
Wayne Shelden
William Hess
William Vidal

# RANKS OF DISTINGUISHED SHIPBUILDERS GROW BY 174

At a banquet held recently to recognize their contributions to Electric Boat and the nation's defense, 174 employees with 40 years of service were honored as Distinguished Shipbuilders. The most recent additions to the ranks of Distinguished Shipbuilders are listed at right:



Michael Acquaviva
Harold Ainscough
Arlene Allard
Richard Anctil
James Andrews
Donald Ashley Jr.
Michael Austin
Donna Ayotte
Roger Ball
David Bankas
David Barile
Calvin Barton
Paul Basilica
Lewis Baton Jr.
Norman Baxter Jr.
Leeroy Beaulieu
John Bentley
Thomas Berry
Alan Binkowski
Gilbert Bissett
Edward Blanchette
Kenneth Boudreau
Bernard Brammall
Cortland Bryant
Alfred Budziak Jr.
Arthur Butts III
Rachel Caldarone
Joseph Cardillo
Edmund Carlson Sr.
Joseph Cascio
Elizabeth Cave
Raymond Cedrone
David Champagne
Michael Chance
James Chapman
Ernest Ciummo
Daniel Clancy
Glenn Clark
James Cogan
Michael Connell
David Costa
Randall Cote
Thomas Cournoyer
Fred Coury Jr.
John Crocker
James D'Ambrosia
David Davies
Antonio Delbove
Bernard Deleon Jr.
Ramon Delrio
Lawrence Devoe
Leonard Devoe
Wayne DiCarlo
Lester Dole
Paul Duarte
Richard Dugan
Janice Eldred
Donald Emmons Jr.
Neil Fichtelberg
Sherry Forgue
Patricia Furlong
John Gagliardi
Wayne Gagne,
David Gallo
Kenneth Gauthier
Steven Gencarella
Gordon Gendron
Lawrence Genereux
Robert Gliottone
Chester Grabowski
Mark Griffin
John Guy Jr.
Gary Hall
Kenneth Hein
Dennis Heon
Jeanne Heroux
Hilton Higgins
William Higgins
Sidney Hobday III
Shane Hodges
William Hodgkinson
David Horta
Donald Horton
John Horton
Gregory Iannucelli
Rainer Ingves Jr.
Gerald Ivone
Theodore James Jr.
Oliver Javery
James Jordan
Dorothy Joten
Michael Jubin
Thomas Kiely
Larry Knight
Donovan Kniss Jr.
George Konow
Ronald Korus
Alan Kuhse
James Lagor
Patrick Lee
Peter Lee
Alan Lemoi
Kenneth Lineham
Daniel Lowney
Kenneth Lucianno
Gerald Luciano
Peggy Lutze
James Malbaurn
Joseph Manfre
Paul Marceau
Bradford Marchand
Charles Martin
Kevin Mason
Michael Matthew
Daniel McCormick
Andrew McGarey
Joseph Mendonca
Edward Mercier
James Metcalf III
Keith Moffat
Greg Moniz
Robert Montgomery
Peter Moseley
George Mowell
George Murno
William Neal
John Nelkin
Phillip Oates
Richard Ogren
Patrick O'Keefe
Debra Olsen
Jon Paige
Edward Pellegrino
Richard Phillips
Edward Raposa
Steven Rayhill
Kevin Redihan
Wilfred Rondeau
Cheryl Roy
Dennis Saran
William Sauer
Michael Severino
Dennis Severns
Mark Sheehan
Wilma Shelton
Gary Slater
Michael Smith
Peter Smyth
Robert St. Germain
Glenn St. Jean
Christopher Sullivan
Susan Sullivan
Allen Swanson
Richard Sylvia
Ronald Tanzi
James Tarallo
Antonio Tavares
Robert Thornton
Bernard Tobin
Mark Toste
Michael Trynosky
George Turner
Steven Ucci
Paul Vine
Frank Ward
Edward Wells III
John White Jr.
Alan White
George Wilson Jr.
Eli Xenelis
Steven Young
Robert Zeppetelle
John Zina
Leonard Ziolkowski

# GENERAL DYNAMICS REPORTS THIRD-QUARTER 2015 RESULTS

- **Revenue up 3.1% to $7.99 billion**
- **Operating earnings up 3.5% to $1.03 billion**
- **Earnings from continuing operations up 5.6% to $733 million**
- **Diluted earnings per share from continuing operations up 11.2% to $2.28**

**FALLS CHURCH, Va.**

General Dynamics has reported third-quarter 2015 earnings from continuing operations of $733 million, a 5.6 percent increase over third-quarter 2014, on revenue of $7.99 billion. Diluted earnings per share from continuing operations were $2.28 compared to $2.05 in the year-ago quarter, an 11.2 percent increase.

"General Dynamics had another solid quarter," said Phebe Novakovic, chairman and chief executive officer. "This is our fourth consecutive quarter with more than $1 billion in operating earnings, and we expect to maintain this momentum as we see the results of our focus on operating discipline, lower cost structure and execution on our strong backlog."

## Margin

Company-wide operating margin for the third quarter of 2015 was 12.9 percent, with margin expansion in the Aerospace and Information Systems and Technology groups when compared to third-quarter 2014.

## Cash

Net cash provided by operating activities in the quarter totaled $822 million. Free cash flow from operations, defined as net cash provided by operating activities less capital expenditures, was $652 million.

## Capital Deployment

The company repurchased 7.15 million of its outstanding shares in the third quarter. Year-to-date, the company has repurchased 19.28 million outstanding shares.

## Backlog

General Dynamics' total backlog at the end of third-quarter 2015 was $68.7 billion. The Aerospace group continued to experience steady demand in the quarter with order activity for each of the products in the Gulfstream portfolio. Also, each of the defense businesses had significant orders in the quarter. The estimated potential contract value, representing management's estimate of value in unfunded indefinite delivery, indefinite quantity contracts and unexercised options, was $25.5 billion. Total potential contract value, the sum of all backlog components, was $94.3 billion at the end of the quarter.


## NASSCO Delivers World's First LNG-Powered Containership, the Isla Bella

SAN DIEGO

General Dynamics NASSCO has delivered the world's first liquefied natural gas (LNG) powered containership, the Isla Bella, to TOTE Maritime. The ship was delivered nearly two months ahead of schedule.

As part of a two-ship contract signed in December 2012 with TOTE, the 764-foot long Marlin Class containerships will be the largest dry cargo ships powered by LNG, making them the cleanest cargo-carrying ships anywhere in the world. This groundbreaking green-ship technology will dramatically decrease emissions and increase fuel efficiency when compared with conventionally-powered ships, the equivalent of removing 15,700 automobiles from the road.

"Successfully building and delivering the world's first LNG-powered containership here in the United States for coastwise service demonstrates that commercial shipbuilders, and owners and operators, are leading the world in the introduction of cutting-edge, green technology in support of the Jones Act," said Kevin Graney, vice president and general manager of General Dynamics NASSCO.

The delivery of this historic ship, also demonstrates successful collaboration between industry and regulatory bodies. TOTE, NASSCO, the American Bureau of Shipping, and the U.S. Coast Guard worked hand-in-hand from the beginning of the project to the delivery of the Isla Bella. This included collaboration during the design approval, construction and commissioning the ship to safely and effectively operate on natural gas.

The Jones Act-qualified ships will operate between Jacksonville, Florida, and San Juan, Puerto Rico.

As a complement to its government new construction business segment, NASSCO maintains an extensive history of commercial shipbuilding. In the past decade, NASSCO delivered 11 commercial ships and currently has 10 commercial ships in its backlog, including the two Marlin Class containerships for TOTE.

For its commercial work, NASSCO partners with South Korean shipbuilding power, DSME, for access to state-of-the-art ship design and shipbuilding technologies.

## Electric Boat Receives $24 Million Contract for Submarine Planning Services

The U.S. Navy has awarded Electric Boat a $24.1 million contract modification to perform reactor-plant planning yard services for nuclear submarines and support-yard services for moored training ships.

Initially awarded in November 2011, the contract has a potential cumulative value of $121.2 million through 2016 if all options are exercised and funded. Most of the work will be performed in Groton, with the remainder taking place in Charleston, S.C., where the moored training ships are based.

## Bath Iron Works Christens Future USS Rafael Peralta

BATH, Maine

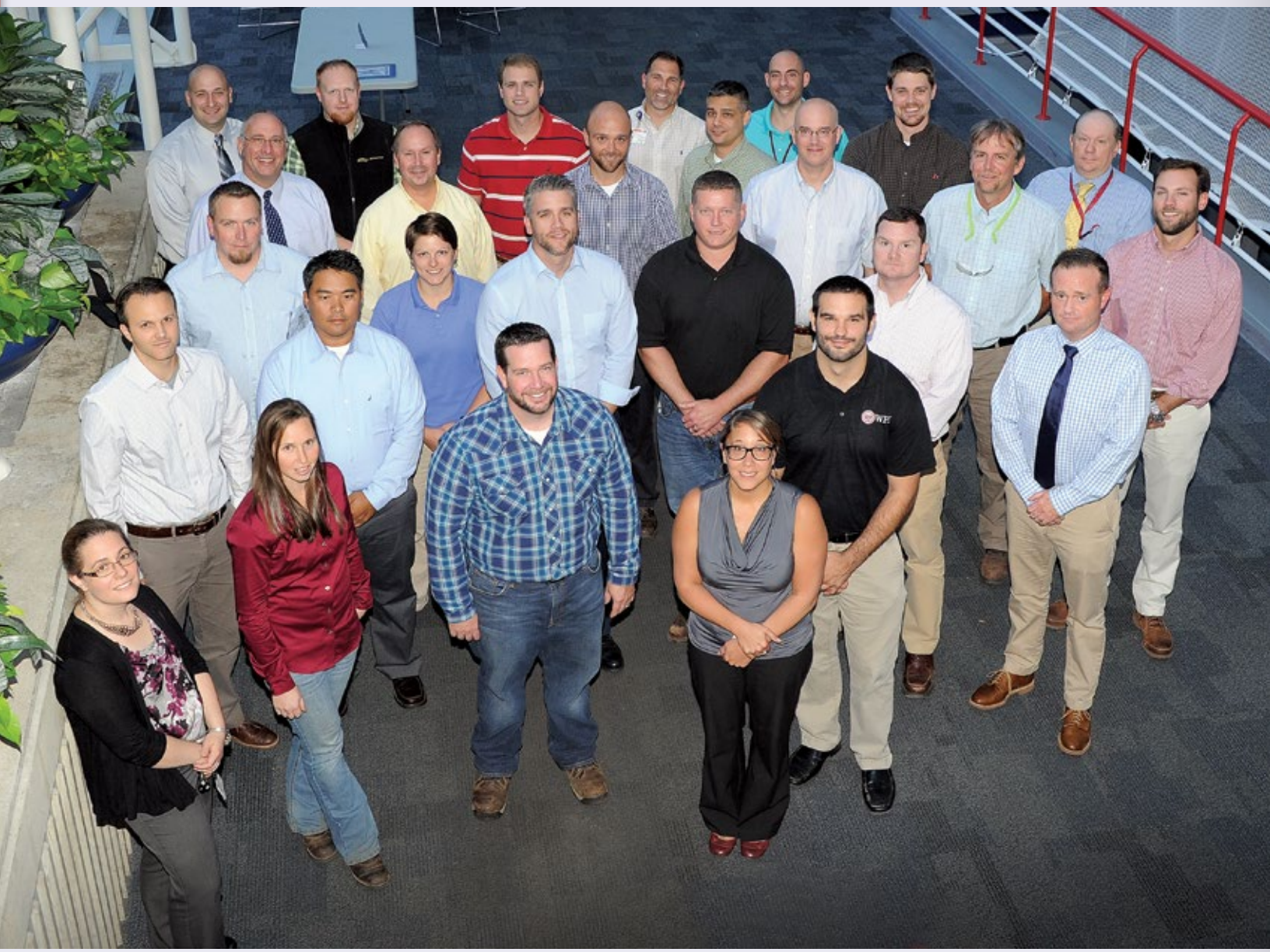
Bath Iron Works recently christened the U.S. Navy's newest guided-missile destroyer Rafael Peralta (DDG-115). The ship is named for Marine Corps Sgt. Rafael Peralta, who was deployed to Iraq in Operation Iraqi Freedom and was killed November 15, 2004, during the Second Battle of Fallujah in house-to-house urban combat.

Commandant of the Marine Corps General Robert B. Neller was the ceremony's principal speaker. Rosa Maria Peralta, Sgt. Peralta's mother, is the ship's sponsor; she officially christened the ship by breaking a bottle of champagne against its bow.

Fred Harris, president of Bath Iron Works, said, "We all understand the importance of what we do –building ships that will protect our sailors and marines, providing them the best possible tools to do their jobs. We know the ships we build will be called upon to go anywhere, at any time, in harm's way. Every day we honor the service and sacrifice of those whose names our ships carry by building each ship to our high standards of quality."

The shipyard began fabrication on DDG-115 in November 2011; delivery to the Navy is scheduled for 2016.

DDG-51 destroyers are multi-mission combatants offering defense against a wide range of threats, including ballistic missiles. They operate in support of carrier battle groups, surface action groups, amphibious groups and replenishment groups, providing a complete array of anti-submarine, anti-air and anti-surface capabilities.



# ELECTRIC BOAT LEADERSHIP POOL DEEPENS

In June 2014, the eighth Future Leader Group (FLG8) was launched to provide participants with the knowledge, skills and experiences necessary to accelerate their professional development, and to ensure the success of the company by creating additional leadership candidates. This group of 30 employees completed the program in September 2015. The FLG program consists of various activities, including leadership development assessments, individualized coaching, and the creation of Individual Development Plans. Additionally, the program provided networking opportunities and seminars with members of management across the company to develop cross-functional resources and sharing of knowledge. FLG8 graduates are front row from left, **Kerri Nunn** (D489), **JoAnne Fusco** (D423), **Greg Riley** (D904), **Nancy Martin** (D973) and **Jeffrey Doyon** (D493). In the second row are **Jeffrey Allanach** (APS), **Bounlane Lasisomphone** (D242), **James Fletcher** (D911), **Beth Melanson** (D480), Brian **Howard** (D647), **Derek Wheatley** (D272), **Ryan Mahoney** (D957) and **Tyler DeVoe** (D409). In the third row are **Steven Ingraham** (D462), **Charles Baker** (D411), **Jefferey Hooper** (D481), **John Desormier** (D431), **Victor Reck** (D495), **Liam Farragher** (D502) and Bryan Jackson (D684). In the fourth row are **Stefan Kilis** (D271), **Brent Ewing** (D274), **Steven Mayott** (D341), **Brian Santangelo** (D355), Scott Foley (D626), **Kirk Scheel** (D414) and **John Healy** (D330). Not in the photo: **Erin Foster** (D931), **Alexandra Halvordson** (D686) and **Tammy Young** (D955).

# LIFTING & HANDLING TEAM LEARNS HOW STRENGTHS WITHIN CAN PREVENT CATASTROPHES

**THE LIFTING & HANDLING TEAM (D902) AT QUONSET POINT, SECOND SHIFT, POSE FOR EB PHOTOGRAPHER BOB GALLO WITH THE 1400 MANITOWOC CRANE. TOP ROW, FROM LEFT: KYLE MOFFAT, JON HOLLAND, JIM SIMONELLI, DAN LEMOI, EUGENE MCELROY, ALEX MORALES, AND ED HURTEAU. STANDING, FROM LEFT, DAN FORMAN, TOM CARR, DAN OULLETTE, RICK BURTON, (SEATED) JEFF PIRRI, CHRIS FREDETTE, SI DAWLEY, JASON BOUCHARD, NICK ST. GODARD, BILL TAYLOR, SHAWN O'ROURKE, MATT STEINKAMP, MIKE ZITO, JOHN FORMAN JR., AND LARRY THOMPSON**

By Linda Rutan | Contributing Editor

Fukushima Nuclear Plant, 2011. Deepwater Horizon, April 2010. Columbia/Challenger Space Shuttles, 2003/1986. Other than being disasters involving complex engineering systems, what do they have in common?

According to a recent high-consequence event prevention training workshop for Lifting & Handling personnel in Department 920 at Quonset Point, "human element weaknesses" led to or exacerbated the catastrophes.

The reactor accident at Fukushima following the earthquake and tsunami was an example of an "apex event," or ultimate disaster. The training reviewed 10 different tragic events and how underlying human weaknesses caused failures despite the technical strengths of

the companies and organizations involved. It identified 22 weaknesses and how they should be turned into corresponding strengths.

"Reflexive obedience" is one weakness, and its corresponding strength is "questioning attitude." This weakness was apparent in the Fukishima event, said trainer Bruce Miller of Systems Planning & Analysis (SPA) of Alexandria, Va., during an interview. "The tsunami was unavoidable but the cultural failings contributed to what happened later."

Japan's Independent Investigation Commission determined that "the fundamental causes were found in the Japanese culture: reflexive obedience; reluctance to question authority; devotion to 'sticking with the program;' groupism; and insularity."

"The training stepped through the events leading to the catastrophe. The group had an open discussion on how the event could have been avoided," said **Mike Gomes**, area superintendent (D920). "Had procedure been followed and deviations questioned, the catastrophe could have been avoided."

Another example of a high-consequence event discussed in the training is the Deepwater Horizon oil well explosion that left 11 workers dead and an environmental disaster. The SPA analysis looked at the decision process before the event. "No one was stitching the entire engineering story together to 'connect the dots,' states the training presentation. "Effective, overarching supervision could have identified the catastrophe in the making and stimulated someone in authority to say 'stop.'"

Paying attention to the first signs of a problem is critical. **Ernie Moreira**, lifting & handling superintendent, said, "When all of the little data points of trouble are ignored, things mount up to disaster very quickly. It's important that we recognize current issues, learn from them, develop a plan on how to avoid disaster, and ensure all interested parties are on the same team. The videos also let our team see how other organizations have dealt with poor planning and how cumbersome recovery operations can be."

Gomes said the training will help the QP Lifting & Handling team address some ongoing challenges. "Encouraging a questioning attitude in our employees will ultimately lead to risk avoidance and prevent accidents."

> " The thought process is to learn from the smaller problems so that we, Electric Boat, can avoid the big problems. The training provided me with affirmation that this management technique is the right choice for keeping people safe."
>
> **– Daniel Viera**
> D290 manager

The high-consequence prevention training helped **Darrell "Mac" McComas** feel more directly involved in the decision process. A rigger with 40 years of rigging and crane operating experience, McComas said, "I welcome any input that can improve safety. I feel more comfortable giving my opinion and expressing any concerns about rigging and handling. I think the time was well spent."

Training workshops for EB senior management began last year. "We try to get senior leaders aware of the human element failings that brought down high-tech organizations," Miller said, "and what are the strengths needed to counteract those weaknesses."

The loss of the space shuttle Challenger was also discussed. The night before the launch, the temperature was near freezing. This worried the designers of the booster motors who were concerned about the effect of cold temperatures on critical O-rings in the boosters. "But when NASA engineers argued that the shuttle was certified to operate at that temperature," Miller said, "They backed down and concealed the dissension from Mission Control."

Informal treatment of risk can be blamed for what happened. Following launch, both O-rings failed in the aft joint on the starboard solid rocket booster, resulting in booster burn-through and a catastrophic explosion of the Challenger spacecraft. Red warning flags were recognized by 'working level' engineers, but neither resulted in a thorough reassessment of the risk or a sufficiently urgent effort to correct the problem.

The training reinforced Vieira's approach to safety. "I get questioned from time to time about why we make such a big deal out of small problems. The thought process is to learn from the smaller problems so that we, Electric Boat, can avoid the big problems," said **Daniel Vieira** D290 manager, "The training provided me with affirmation that this management technique is the right choice for keeping people safe."

At each EB training session the disaster analyses were followed by a look at what is happening in the shipyards. "We looked at problem reports that had come in during the last six or eight months," Miller said. "Is there failure to follow procedure? Is training poor? The key is you have to work this into your culture and everything you do. At every critique you need to think about what weakness caused the problem and then reinforce the corresponding strengths."

Vieira concurred. "The message applied to every level of management. Since the training, I've kept the sheet of 22 strengths and weaknesses on my desk, and refer back to it often," he said.

# EB BUSINESS ETHICS AND CONDUCT

## CONFLICTS OF INTEREST

A conflict of interest occurs when your private interests interfere or appear to interfere with the interests of Electric Boat.

The following situations can easily give rise to conflicts of interest.

### Personal Business Relationships

You should disclose to your business unit ethics director any interest that you or an immediate family member might have in our suppliers, customers, or competitors. Ownership of stock in a publicly traded company that is a competitor could create real or potential conflicts of interest for you and our company. Be careful that your personal business relationships do not influence the decisions you make on behalf of General Dynamics.

### Organizational Relationships

If you or an immediate family member serves as a director, officer or consultant for any company that does business with Electric Boat, you must disclose these obligations to the Electric Boat ethics director even if the service is unpaid.

### Outside Employment

Before you accept outside employment, consider if this second job could create a conflict of interest with your work here or negatively impact your ability to do your job. Taking a second job can be tricky because you may not always see clearly where your loyalties should lie. Do not accept outside employment with our competitors, suppliers, or customers.

Electric Boat Ethics Director, **Frank Capizzano** (860-433-1278) is available to confidentially assist anyone with questions or issues that may relate to ethical decision making. The General Dynamics Ethics Hotline is available 24/7 and may be reached at (800-433-8442) or (770-613-6315) for international callers who wish to report an ethics violation. Online access to the Hotline is also available at www.gd.ethicspoint.com. for asking a question, expressing a concern or reporting ethical misconduct.


**GD's Ethos –The Rules We Live By**

**Remember — When in doubt, always ask.**

# RETIREES

**201 Walter F. Rapoza Jr.**
39 years
Prin Mfg Rep

**241 Albert C. Monty Jr.**
41 years
Operations Supervisor

**241 Michael A. Zaccaria**
37 years
OS Electrician 1/C

**242 Thomas Sakowski**
42 years
Machinist Trade Tech

**251 William J. Race, Jr.**
27 years
Painter 1/C

**252 Linda D. Armstrong**
34 years
Operations Supervisor

**252 Jimmy J. Verrill**
30 years
Carpenter 1/C

**321 Gerald W. Heon**
46 years
Inspector-Mech-Q W/L

**330 Steven A. Ucci**
40 years
Plng Spec Sr-Matl

**341 Mark S. Panosky**
42 years
Engineer Staff

**341 David M. Schwartz**
40 years
NDT Engrg Examiner

**355 Edward R. Blanchette**
40 years
Planning Specialist

**355 Paul V. Butsch**
43 years
Planning Sr Spec

**403 Christopher B. Atwood**
30 years
T/A Tech Wr Sr Spec

**403 Russell M. Carr**
14 years
Engineering Specialist

**403 Wayne R. Lenington**
31 years
T/A Tech Writing

**409 Paul McEntarfer**
36 years
Program Rep, Principal

**430 Earl T. Lapierre**
18 years
Engineering Specialist

**443 Michelle Giffin**
28 years
Supervisor, Engineer

**445 Rinaldo J. Pazzaglia**
44 years
Engineer, Principal

**445 Pamela L. Springer**
36 years
Eng Config Mgmt Tech/A

**450 Richard T. Johnson**
26 years
Engineer, Principal

**454 Sara A. Muzyka**
19 years
Sr Engineer

**459 Timothy C. Jackson**
33 years
Struct Sr Designer

**462 Kenneth Digiuseppe**
41 years
Supervisor, Engineer

**472 William E. Daimler**
25 years
Provisioning

**495 David L. Fischer**
21 years
Supervisor, Engineer

**495 David K. Haller**
26 years
Engineering Specialist

**545 Loisa L. Jackson**
27 years
Truck Dr/Fork Lt 1/C

**604 Jane S. Hoddinott**
23 years
Engineering Specialist

**633 Susan A. Ballata**
39 years
Fairwater Store Administrator

**647 Alisa Bishop**
27 years
HR Assistant

**650 John L. Sullivan**
32 years
Cost/Price Spec

**901 Michael P. Johnston**
33 years
Install Tech III

**902 Thomas A. Chapdelaine**
36 years
Install Tech III

**902 Michael F. Dipalma**
29 years
Install Tech III

**902 Richard A. Ferris**
40 years
Install Tech III

**912 Joseph N. Mondoux Jr.**
35 years
M/T Tech II

**912 Dennis M. Weir**
35 years
Struct Weld Appr

**915 John A. Alves**
33 years
M/T XR Weld

**921 James P. Hague**
39 years
Struct Fab Mech I

**921 Charles J. Zwolenski**
32 years
Struct Fab Mech I

**922 Ernest O. Beland**
23 years
Struct Fab Mech II

**931 Paul A. Duarte**
40 years
Technical Support Specialist

**957 Paul A. Glittone**
41 years
Planning Spec Sr

# service awards

## 50 YEARS

242 Paul R. Gidius Jr.
423 John T. Carlson

## 45 YEARS

321 Edward Namolek Jr.
321 Clarence P. Winslow Jr.
459 John E. Saporita
459 George M. Stankiewicz
501 Antonio C. Barboza
545 Andrew Blayman
545 Bernardo M. Pementil

## 40 YEARS

201 Roger L. Ball
201 Fred P. Coury Jr.
243 Mark A. Griffin
252 Paul H. Vine
321 George S. Wilson Jr.
355 Peggy J. Lutze
355 Richard R. Sylvia
447 David G. Gallo
488 Thomas E. Berry
641 Daniel P. Clancy
900 Keith D. Moffat
903 James M. D'Ambrosia
903 Gregory J. Iannucelli
915 Lawrence J. Genereux
920 Edward A. Pellegrino
921 Edmund D. Carlson Sr.
921 Ramon O. Delrio
921 Edward J. Mercier
921 Peter R. Moseley
933 Cheryl A. Roy
935 Gerald J. Ivone
935 John J. Zina
957 Robert St. Germain
962 Donald F. Ashley Jr.
962 Michael R. Austin
969 Elizabeth L. Cave
970 Wayne K. DiCarlo
971 Wilma G. Shelton
973 Gordon G. Gendron

## 35 YEARS

100 Bruce R. Ali
100 William Dall Jr.
201 Joseph G. Auclair
201 James G. Dallas
226 Patrick J. Casey
226 James S. Turano Jr.
241 Thomas D. Brayman
241 Rodney O. Brooks
241 Jeffery K. McPhail
241 Terry L. Moore
243 Richard E. Cooney
251 Marcus E. Luter Jr.
251 Karl V. Pollard
251 Carla S. Zimmermann
252 Marc R. Trudeau
272 Mark E. Rogers
430 Mark E. Allard
452 James W. Hock
459 Michael A. Amburn
459 David B. Lloyd
460 William E. Schmoegner
461 Jeffrey P. Kollwitz
462 Gary E. Baril
463 Alan M. Remondi
545 Walter J. Keane
633 Denise J. Pierson
647 Debra A. Gaynor
659 Michael A. Gillia
702 Donald C. Chambers
704 John C. Schell
901 Michael P. Demarais
902 Stuart C. Besser
902 David J. Gorman
902 Dennis J. Ryan
904 David C. Desroches
912 William R. Heaton
912 Paul A. Lagasse
912 Carl T. Roberts
915 David L. Riley
915 Norman J. Rouillard
915 Frank A. Simonelli
921 Douglas W. Prestly
936 David A. Kij

## 30 YEARS

243 Nicholas A. Bottone Jr.
355 Anthony J. Kargul
400 Colleen M. Bauer
408 Franco Fontana
428 Deborah L. Berg
434 Mark E. Hobbs
442 Anjum Parvez
447 Raymond T. Winemiller
452 Scott F. Eldridge
458 Peter H. Duphilly
481 Wilson G. Phillips
495 Donald R. Miller
502 Carleton R. Peterson
686 Christopher W. Cameron
915 Todd C. Laramee
923 Gary J. Cavanaugh

## 25 YEARS

230 Frank J. Novajovsky
241 Richard A. Caron Jr.
243 Charles S. Bonner
251 Wayne V. Ransom
275 Daniel V. Harris Jr.
321 John A. Croteau
355 Ruth Marlene Vocatura
419 Giancarlo J. Pezzolesi
446 Gregory A. Duba
452 Edward R. Price
452 Jason E. Thompson
453 Andrew P. Checchia
453 Robert J. Spreng
456 Steven H. Riggs
459 Robert J. Disch
474 Steven J. Lang
498 Steven P. Klinikowski
602 Daniel R. Healy
663 Dino P. Ricafranca
902 John D. Coates
902 Brian J. Jusczyk
913 Oscar A. Calderon
921 Also Manzi
921 Gary L. Shaw
922 Kevin M. Mann
951 John M. Myers
972 Louis J. Valliere

## 20 YEARS

201 Janice M. Schneider
226 Clinton Lawrence
415 Wayne M. Nolan
427 Steven W. Young
428 Pamela D. Minor
433 Bradford S. Wall
435 Mathew P. Jadamec
448 Sarah E. Cuy
453 Leslie R. Leeman
456 Ronald T. Ritter
459 Joseph S. Lee
463 Stewart W. Moore
486 Richard P. Scavotto
495 William E. Dodge
604 Christopher T. Marr
604 Lisa S. McCabe
629 David J. Murphy
776 Jimmy B. Liengkul
902 Lawrence J. Schofield
911 John R. Kearsch
935 Thomas Grimes

# NEWS

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## WHERE WE STAND

## THE 2015 EMPLOYEE INCENTIVE PROGRAM

## OCTOBER

| 2nd Half of Year EMPLOYEE INCENTIVE GOALS – Completion Date December 31, 2015 | Target Dates | Status 10/31/15 | Value $750 |
|---|---|---|---|
| Achieve Organizational Health and Safety Goals (Must Achieve 2 of 3 Full Year Goals to Earn Incentive) | Dec '15 | | $250 |
| • Greater than 80% Participation in "It All Counts" | | 80% | |
| • Safety Training Participation of 92% @ Groton & QP | | 84% Groton 80% QP | |
| • Achieve LWIR of 1.8 or Less | | 1.66 | |
| Earned Hours Goal = 10.6 Million Hours | Dec '15 | 7.4M Hours 66K Behind | $250 |
| Achieve Key Events while meeting established quality metrics (Must Achieve 3 of 5 Events to Earn Incentive) | Dec '15 | | $250 |
| • Complete 786 Habitability Inspection | Oct '15 | Completed | |
| • Ship MTS Reactor Compartment Forward Module from QP | Oct '15 | Completed | |
| • Complete Reactor Compartment End Load into Section 5 of 788 | Dec '15 | | |
| • Complete 850 Ohio Replacement Arrangements | Dec '15 | 659 | |
| • Complete 790 Reactor Compartment Deck | Dec '15 | | |

| On Track | At Risk But Achievable | High Risk |
|---|---|---|