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Captain Thomas J. Hudner, USN (Ret.)
DDG 116 Namesake
See pg. 3

Fred Harris Interview
pg. 7
In the interview on page 11 of this newsletter, I stress that “safety trumps everything” at Bath Iron Works. We want each and every one of our employees going home in the same condition in which they arrived at work. There is no excuse for people getting hurt at work—none.

We have a long way to go to bring our safety performance to acceptable levels. The first thing we need to do is get back to basics. Too many of us are cutting corners, endangering ourselves or our coworkers. Too many of us disregard housekeeping, and numerous safety issues arise as a result. Too many consider safety an afterthought, rather than the top priority. The procedures and policies we have are there for a reason. We must follow them.

To visually illustrate our safety issue, I’ve initiated the “Red Dot Chart,” shown below. It’s pretty simple: red dots indicate a day with a recordable or lost-time injury. Green dots represent days with no injuries.

The chart is located in the Board Room, and is updated daily. It will also be included in BIW News each month. It is a striking reminder of how far we have to go on our safety journey. Look at the 2013 chart; there were only 72 days with green dots, about 20% of the year. Many of those green dots fell on holidays or weekend days with low or no production. Thus far, 2014 has not shown measurable improvement in the first few weeks.

This must change. Our trends are unacceptable and we must act now—from our senior management right to the deckplate mechanics—to prevent a terribly serious accident from occurring. Safety must be everyone’s first priority.

Let’s make sure the green dots vastly outnumber the red ones in 2014.

**TOGETHER WE CAN MAKE A DIFFERENCE.**
CAPT. Thomas J. Hudner Jr., the namesake of DDG 116 (Hull 508), visited BIW on December 26, 2013, touring the various units of his ship under construction.

Captain Hudner, at age 89, was accompanied by his wife, Georgia, and 15 family members, primarily Hudner’s children and their families, who made the trip from Massachusetts to Bath on the day after Christmas. Of special note was the presence of three generations of Thomas J. Hudners—the captain, his son and his grandson who, at 7 years old, is excited to have a destroyer named after him.

DDG 116 is roughly 16% complete, with keel laying expected in 2015 and christening in 2016. Most of the ship units which the Hudner family visited in December were in the Assembly Building and the 5-skids area.

Hudner received the first Navy Medal of Honor in Korea for his actions at the battle of the Chosin Reservoir. As a pilot in Fighter Squadron 32, CAPT Hudner attempted to rescue a squadron mate whose plane was forced down behind enemy lines. He crash-landed his plane in an ultimately unsuccessful attempt to rescue Ensign Jessie Brown, the first black Naval Aviator.

The Hudner and Brown families have remained in touch over the years and the widow and children of Ensign Brown were at BIW in April 2013 for an informal ceremony which commemorated production underway in Bath.

### Recent Contract Awards

**DDG 51 Class Lead Yard Services**

On December 20, 2013, the US Navy awarded BIW a $23.1M modification for design and technical assistance for design upgrades and major changes to the two shipyards currently building DDG 51 Class destroyers.

**LCS 2 and LCS 4 Planning Yard Services**

On December 23, 2013, the US Navy awarded BIW a $7.7 M contract mod for accomplishment of class planning and support services associated with planned maintenance on delivered ships LCS 2 and LCS 4 as part of the Interim Support Program.

### Performance Safety December 2013

**Recordable Injury Rate**

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**Lost-Time Injury Rate**

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**Environmental**

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Year to date (YTD) progress toward achieving our environmental performance goals under the Maine DEP STEP UP and other environmental programs is displayed as follows:

- Green: Equal to or better than YTD goal
- Yellow: Above YTD goal; improved from prior year
- Red: Above YTD goal; not improved from prior year
November 14, 2013 graduation ceremonies for the Design and Manufacturing Apprenticeship Class of 2013 recognized 17 graduate apprentices, including 14 designers, two non-destructive test technicians and one maintenance pipefitter. Family and friends, union leadership, and representatives from Maine Maritime Academy (MMA) and the State of Maine congratulated the class.

The Class of 2013 began work in 2010 and was the first in the program’s 63-year history to attain zero attrition. Apprentices complete a rigorous 8,000-hour training program registered with the Maine Apprenticeship Program and recognized by the U.S. Department of Labor, Bureau of Apprenticeship Training.

The program’s academic curriculum is accredited by MMA which confers an Associate’s degree on graduates. Since 1994, 204 apprentices have earned their degree through this program. Members of the class were invited to participate in MMA graduation ceremonies in May 2013.

John M. Herbst (D86), HVAC Designer, was named class valedictorian. Jerry Cashman (D0110), VP Engineering, presented John with a framed print of the Last Launch on the Ways.

On behalf of his class, Mark Whiting (D20), Maintenance Pipefitter, thanked everyone for their support and noted the commitment of Jamie Carter (D46), Apprentice Program Instructor, to make time whenever needed to help an apprentice with their studies.

Apprenticeship programs provide many of the highly skilled tradesmen and women who contribute to our legacy of Bath Built is Best Built. This tradition continues with the 70 apprentices of the Class of 2017 which began work earlier this year.

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Wellness and Benefits
Together We Made a Difference

Throughout 2013, your Fit for Life Team offered many events focused on individual health improvement:

• Partnered with Mid Coast Hospital to offer 38 days of health screenings and screened 1600 employees for the second year in a row
• Provided health coaching to more than 900 employees
• Conducted lunch-and-learns, after-hours enrichment courses and crew talks, and presented at all-hands meetings
• Launched our own website: www.biw-fitforlife.com
• Built a front line supervisor program that will be delivered companywide in 2014
• Reached out to families, partnering with the Lewiston/Auburn YMCA to offer after hours fitness classes and held two Ladies’ Night events in Bath and Lewiston locations
• Hosted our first NAMI event in Bath

We did not do this alone and could not have done it without the help of many employees here at BIW. We recognize that this list is far from complete, but the individuals named below are a few of those who went above and beyond to help make our program a success in 2013.

Fit For Life thanks you all!

LDP Program Graduates

It was all eights as BIW’s eighth Leadership Development Program (LDP) class comprised of eight students celebrated the completion of their eight-month long program on October 28, 2013. Pat Conley (D46), Director of Management Development and Training, said, “This was a diverse group in terms of the areas of the company which they represent, their experience and years of service. They came together nicely and took full advantage of the opportunity.”

Continued on pg. 9

LDP Graduates, l to r: Libby Bryant, Kelly Kingsbury, Roberta Floccher, Tim Mercier, Todd Estes, Kevin Strout, Richard LaMagna and Peter Mehlhorn.
The third year of the Ergonomic Cup Challenge ended on an up note, celebrating 25 submitted projects, four quarterly winners and an overall champion. All 25 projects were winners because their developers are helping to change the culture by creating workable solutions to challenges faced in their workplaces. While these projects have significant ergonomic benefits, they also generate cost savings through reduced time to perform the job, risk avoidance, greater safety and the well-being of those performing the tasks.

4th Qtr Ergo Cup
In December, the 4th Quarter Ergo Cup was given to the Inside/Outside Machinists “Die Grinder Jig” project which stemmed from efforts to load out a large piece of vendor equipment with a too-small radius for the snubbers to be installed. While a vendor responsibility, the estimate to do the work was substantial due to lack of access, the likelihood of inconsistent results, and an ergonomically problematic and unsafe procedure if done by hand.

The grinder broke during testing, confirming that a better approach was needed. The group created a jig, locating the grinder inside an enclosure, much like a milling machine. This modification saved an estimated 1,600 hours of work and greatly reduced any ergonomic risk. Hats off to developers Matthew Cleaver and Steve “Woody” Woodhouse (both D09) and James Daigneault (D10).

2013 Ergo Cup
The overall 2013 winner was also announced in December. Larry Stegna (D19), assisted by his supervisors Greg Niva and Tim Neagle (both D10), designed a “Transit Unpacking Tool” which solves the more challenging task of unpacking a DDG 1000 vs. a DDG 51 Class transit device. (See BIW News August 2013)

2013 Excellence Awards
Ben Zavitz (D52), BIW Ergonomist, explained the reason for additional recognitions at the end of 2013. “We created the Ergo Cup to recognize the innovative safety and cost-saving solutions that occur when people work together to find a better way. That includes everyone who develops a solution and submits it for consideration, so we decided to create excellence awards in some key BIW areas.”

Those receiving the six Excellence awards and the quarterly winners, over 60 individuals in total, each received a poster on the Evolution of Ergonomics with their solutions incorporated into the graphic and a certificate signed by Dave Clark (D01), VP Fabrication and Ship Module Construction, Laura Mathiesen (D52), Director Environmental, Health and Safety, and Marc Lindvall (D25), Chairman L56 Safety Committee and Co-Chair Joint Safety and Health Steering Committee.

The upcoming Applied Ergonomics Conference in Orlando, Florida is a national forum where exhibitors from a wide range of large manufacturers demonstrate solutions to workplace problems. It is also an opportunity to learn from others and bring some of those ideas and “can do” attitudes back home to BIW.

This year, BIW is sending both Larry Stegna and the Transit Unpacking Tool and the Die Grinder Jig team to compete in the team-driven solutions category, as well as Steve “Bubba” Davis (10) and his team to represent BIW in the engineering category with the “Plate Edge/Surface Prep Grinding Tool.” The latter was a winner in the team-driven solutions category several years ago and continues to receive recognition as development continues.

The 2014 Ergo Cup is underway. Get help from your CREST Committee or call Ben Zavitz for information or guidance. This is a situation where all good ideas contribute to a safer, more ergonomically supportive work environment and a reduced cost, high quality product for the US Navy.

2013 Excellence Awards

- **Most Ergo Cup Entries** to the Pipefitters CRESTM Committee who submitted four entries, one each quarter. This group maintained a yearlong focus on safety, cost and ergonomics.
- **Risk Reduction with Yardwide Impact** to Dan “Red” Parks (D43) for “Red’s Auto-Needle Gun” which mounted a needle gun to a mechanized welding Handi-Kit for hands-free operation. Dan developed his idea with the help of the Hardings CRESTM Committee, Greg Ward (D10) and Dean Brown (D43).
- **Simple and Sustained** to the Structural CRESTM Committee for the “Carry Master Carrying Handle,” a simple T handle that allows heavy welding equipment to be carried up and down ship ladders by two mechanics.
- **Return on Investment** to the EBMF Team which created the “Breaker Clip Die,” a simple, safer method of making breaker panel lockout clips.
- **Most Innovative and Original** for the “Die Grinder Jig,” the 4th quarter Ergo Cup winners.
- **Highest Quality Submittal Package** to the Ergo Tool Backpack team. Machinists researched the problem of carrying a heavy load of tools, documented what to buy and proposed a yardwide implementation plan.
Interview with Fred Harris

Fred Harris, formerly president of NASSCO, assumed the joint presidency of BIW and NASSCO in November. Since then, he has spent a great deal of his time at BIW, getting to know the people and the shipyard and determining priorities to move the company forward. Kicking off the new year, he spoke to a wide audience at the Manufacturing Off-Site in mid-January and continues with some of the same themes in this interview.

Q: How do you see your first year at BIW?
A: First, safety trumps everything. It is what matters to us as a company and it certainly matters to every one of our employees. To do all that we have ahead of us, we have to be able to work safely in a safe working environment.

One of our primary jobs this year is to stabilize performance, improve it, and gain control over our processes so that we control our performance. To do that, we must improve the quality of in-process work and a great deal of effort is now underway in that regard. We also will institute continuous process improvement regarding how we do what we do. Materials support will improve. We have to eliminate the “do over and over” that takes place all over the shipyard. And we will use Lean methodologies to take cost out of the process and lower our overall cost.

We also want to begin the process of training our tradespeople and supervisors so that they are equipped to deal with the shipbuilding environment. It takes years, depending on the trade, for a mechanic to become skilled in their trade. They need to be trained as well as challenged on the job because their skills and ability to think through a process are our future.

Likewise, our supervisors are in a position like no other that requires leadership and we count on these people. You can’t have a great shipyard without great supervisors—I’ve never seen one without the other.

Q: From your perspective, what are the key factors for a successful shipyard in today’s environment?
A: A successful shipyard is building high quality ships and delivering them on or ahead of schedule at the lowest overall cost that will successfully win future work.

Q: How does BIW stack up against those criteria?
A. We have a ways to go. I have observed that our work force is skilled and up for the challenge, they want to win. It's a question of everyone working to improve the process across the entire shipyard and not assuming that you or your area is exempt from the need for improvement.

Continuous process improvement means that once something is improved, the bar is reset, and more improvement can be made on top of that new baseline. It is necessary to do this because we can’t always redesign a perfect process the first time we try, but we can improve it again, and again and so on. People, materials and requirements all change, demanding that processes be re-evaluated and improved.

One of the ways that progress will come is through benchmarking other shipyards, those within General Dynamics Marine Systems and some international shipyards as well. Another is through sharing ideas. Already, BIW planners and engineers have spent time asking the work force for their ideas, sitting down with them and searching for improvements. You can’t wait for those ideas to come to you, you have to go to your people and ask for them.

Q: What do you hope to look back on towards the end of your first year?
A: Sustained, hard work that has paid off in terms of safety, process improvement, and cost—and metrics that show it.

Q: As a Massachusetts native and Maine Maritime Academy graduate, you are familiar with this area. What keeps you coming back to Maine?
A. I have been visiting Maine from a young age. My family vacationed at a camp on Clearwater Lake in Farmington for 10 years and I hunted with my father and other relatives in western Maine during most of the years that I was in high school and at MMA. Through friends from college, I was introduced to the central Maine area and built a home on Great Moose Lake about 10 years ago. Maine is a good place, but after eight years in San Diego, I’ll admit that winter’s early arrival was a surprise. Repeating what I said at the Manufacturing Offsite, I’m happy to be here and proud to be part of the Bath family.
A Falcon Champion

In September 1983, BIW christened its last commercial ship, MV Falcon Champion, a tanker built for the Falcon II Sea Transport Company with funding support from the Maritime Administration. The ship and its predecessor, Falcon Leader, were chartered to the U.S. Navy Military Sealift Command to deliver petroleum products to DOD users worldwide. Vice Admiral William H. Rowden (USN), recently appointed Commander of the Military Sealift Command, was the Principal Speaker. His wife, Mrs. Sarah S. Rowden, was the ship’s sponsor, a role she greatly enjoyed, according to her family.

After the ceremony, Mrs. Rowden was presented with the decorated bottle which she earlier used to very capably christen the ship, as shown upper right. Pam Hull (D0110), who worked for a number of years in the department responsible for overseeing ship christenings, noted that the post-christening practice was to present the christening bottle to the sponsor at the reception, then to thoroughly dry the bottle and its container before sealing and returning it to the sponsor.

The couple’s son, RADM Thomas S. Rowden, USN, Director Surface Warfare Division, was a Navy ensign only a year out of the Naval Academy at the time of Hull 405’s christening. He recalled that his late mother was very proud of her role as the ship’s sponsor and cherished the memories and mementos of her relationship with the ship, its owners and BIW.

RADM Rowden recently returned the bottle to BIW, explaining to Fred Harris that his mother had treated it with great care and his father, on behalf of the Rowden family, wanted it given to the people of BIW for whom it might mean as much as it had to them.

Many will appreciate the christening bottle as a token of our last commercial ship. About 1,400 of today’s employees were here in September 1983, and no doubt remember the contrast of the 688-foot long Falcon ships against the 453-foot frigates of the Oliver Hazard Perry FFG 7 class also under construction at the time.

Sarah Rowden relished her role of ship sponsor, as shown in the many photos of the day, and it is gratifying to know that it gave her lasting pleasure. We are honored to receive the bottle and appreciate the Rowden family’s thoughtfulness as well as the opportunity to reflect on this aspect of our shipbuilding history.

Planning Yard Team in Crete

As mentioned in December 2013 BIW News, BIW sent a team to Souda Bay, Crete in late 2013 to support two high-priority onsite ship installations. BIW designers and engineers were in Crete for both jobs but when the Navy requested labor support for the second installation, the team shown right was quickly dispatched. The work completed ahead of schedule in December with compliments from our Navy customer, per Nick Nichols (D90), Director DDG 51 Program, for the team’s workmanship, can-do attitude and work ethic.
Supervisors Master Increasingly Complex Coating Requirements

BIW’s Paint Shop and Process Control group periodically arrange onsite, professional training in coatings and coating applications by representatives of the Society of Protective Coatings (SSPC) and NACE, formerly known as the National Association of Corrosion Engineers. Fourteen Front Line Supervisors recently completed the NACE Coating Inspector Program (CIP) Level 1 course. In addition, David Kinee, Process Control and Travis Clark, Blast & Paint Area Supervisor, (both D10), completed additional training in December at an off site location and achieved NACE CIP Level 3 Peer Review, the highest and most rigorous level of certification.

In the 23 years since delivery of USS Arleigh Burke, DDG 51, significant changes have taken place regarding surface preparation, coating types, record-keeping and paint application equipment as the Navy increases requirements in an effort to reduce maintenance costs over the service life of its ships.

The DDG 1000 Class contracts specified additional coating obligations and it is anticipated that the Navy will invoke new coating requirements in the DDG 51 fiscal year upgrades. BIW offers onsite training to ensure that we are prepared to execute these requirements across all contracts.

Pete Lockwood (D10), Paint Shop Foreman, said, “The NACE Level 1 course is a significant commitment of time and effort for those involved and includes long days, some of it on their own time, homework each night and a comprehensive test.” This training prepares Front Line Supervisors to monitor the complex coating processes and numerous checkpoints associated with Navy shipbuilding and ensures that BIW is prepared to deliver consistent inspection results across all programs.

Students in a recent NACE CIP Level 1 training class shown with Bob Cloutier, Section Mgr Process Control and Rob Roy, NACE Instructor, far left, include: Gerry Mack, Josiah Wyman, Michael D. Martin, Dan Wallace Jr., Richard Mank, Rich MacCabe, Dave Melanson, Dana Perkins Jr., Craig Saunders, Kris Favreau, Michael Troise, Rob Vigue, Brandon Francis, Mark Salafia and Travis LeFever.

LDP Program Graduation

To date, a total of 70 participants have graduated from the program with low attrition—65 remain at BIW. Pat attributes the program’s success to senior staff support and active participation.

Elizabeth “Libby” Bryant (D53) described her LDP experience this way: “Any time I’m given an opportunity to work on a cross-functional team, I’m excited. I know that means not only that I’ll get to meet and work with new people, but I’ll be able to put more pieces of the shipbuilding puzzle together. The access we had to senior staff and being able to pick their brains on basically anything that piqued our interests made it a very fulfilling experience, and one that I think further promotes the teamwork approach we strive for at BIW. I’m grateful for the opportunity and for the people that make it a successful program, especially the other members of our class.”

Echoing some of those thoughts regarding her own experience, Kelly Kingsbury (D82) said, “The opportunity to meet and associate with senior management provided insight into the company’s business perspective and a chance to observe management leadership skills. Thanks to this program, I now have a better sense of how my job links me to the rest of the organization in terms of schedule and quality. For me, the most challenging but rewarding part of the program was the opportunity to work with other company leaders to solve problems in a teaming environment.”

LDP VIII Graduates

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JANUARY 2014 / 9
Performance Incentive

PERIOD GOALS
Status as of January 19, 2014

1. Achieve either 2,010,000 manufacturing earned hours by March 30, 2014 or the following earned hours by area by March 30, 2014:
   - Fabrication
   - Preoutfit
   - Ultra
   - Ships Completion

2. Receive 500 suggestions to reduce shipyard injuries within the existing Employee Suggestion Program by March 30, 2014.

3. Complete 5,500 cable hook up work orders on DDG 1000 by March 30, 2014.


6. Complete 7 structural models, 4 outfit models, and all associated CDRL’s in Engineering for the DDG 1002 deckhouse by March 30, 2014.

Operation Red Wings Story On the Big Screen

“Lone Survivor,” the movie that tells the story of Operation Red Wings in Afghanistan, is in theaters across the country now— but one Bath Iron Works employee got a special sneak peek last December, along with one of the movie’s stars.

The movie focuses on the 2005 mountaintop battle that saw the deaths of three of a four-member SEAL team, including LT Michael Murphy. Murphy is the namesake of DDG 112, the Bath-built ship that was christened in 2011 and commissioned by the Navy in 2012.

BIW 32-year veteran Terry Smith (D19) worked on that ship and many others during his long career. But he was especially struck by the story of LT Murphy and his fellow SEALS, and developed a close relationship with the SEAL community and the Murphy family. In recent years, Terry has been riding in the Trek Across Maine bicycle event in memory of Murphy and his comrades. “I don’t know why—but this ship, this mission, just resonated with me,” said Smith.

When the movie had an exclusive premiere in Long Island, New York, near where LT Murphy grew up, the fallen SEAL’s father, Dan Murphy, invited Smith to attend. Ahead of the showing, the LT Michael Murphy Division of the US Naval Sea Cadet Corps presented the colors as the National Anthem was played, said Terry, which was very moving.

In attendance was Taylor Kitsch, an actor previously known for his work in “Friday Night Lights,” “Battleship,” “X-Men Origins: Wolverine,” and more. Kitsch played the role of LT Murphy in “Lone Survivor.” The role of Marcus Luttrell—the SEAL who was the lone survivor from Operation Red Wings—was played by Mark Wahlberg. Terry said Kitsch portrayed the quiet, understated Murphy well. The entire movie, he said, was very true to the actual story.

“The movie, if anything, will show people what those guys went through on that mountain,” said Terry. After the movie, he spent some time talking with Kitsch about shipbuilding and gave the actor several “USS Michael Murphy” stickers, which Kitsch planned to put on his pickup truck.

In late January, “Lone Survivor” was playing locally at Regal Cinemas in Brunswick, Flagship Cinemas in Auburn and Lewiston, and Cinemagic in Westbrook.

In Remembrance December 2013

Ozro I. Benner (A) December 23, 2013
27 Years Welder

Jeffrey S. Dunton (A) December 20, 2013
24 Years Shipfitter

William A. Leeman (R) December 11, 2013
15 Years Heavy Equipment Operator

Legend: A = Active, R = Retired, Years = Years of Service
The following employees recently rejoined BIW. Please welcome them.

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**December 2013 Service Anniversaries**

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Welcome

The 15th annual Rosie the Riveter luncheon on January 17, 2014 was attended by over 50, including retirees and new employees. Organizer **Ulrike “Ricka” Kemberling** (D27) said that it was one of the larger turn-outs. One of the highlights was a letter read by **Sorale Black** (D19), an electrician, from **Mouzetta Zumwalt-Weathers**, a daughter of ADM Elmo Zumwalt, the namesake of DDG 1000. Writing to all of the ladies of BIW, Mouzetta said that Sorale was the first woman that she met while touring DDG 1000 and she has since met or learned about others working on the ship, which “makes me a little prouder than I already am.” She said, “Thank you, from the bottom of my heart, for ALL you do and for making us Zumwals so proud of Bath Iron Workers who, together, represent the heart and soul of Bath Iron Works!”

**Rosie the Riveter Luncheon**
On January 24, 2014, Bob Mesimer (D50), a shipfitter, was burning off an attachment associated with the Hull 507 (DDG 115) 2350 unit lift on January 17.