

GENERAL DYNAMICS

Bath Iron Works

BIW NEWS

June
2015

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300/150/25

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From the Helm

Fred Harris, President, Bath Iron Works

Over the past year, we have had meetings and discussions throughout the yard to talk about the new realities of our business—how affordability is the absolute priority of our one and only customer, the U.S. government. A theme has emerged regarding what we need to accomplish and how best to do it. No one else can do this on our behalf. No one else can make sure we win new contracts. **We** are one yard, with one future.

While we cannot lose sight of the realities we acknowledge—yes, we need to be more competitive, more affordable, improve our safety performance and better work together to solve our common problems—we are actually beginning to turn the corner in some important, hard-fought ways.

Safety. Our collective efforts to make our shipyard safer are starting to bear results. We are seeing sustained performance in our Leading Safety Indicators such as PPE compliance and the Safe Site Audit Program that help to prevent injuries.

We are sustaining PPE compliance across the company at 99 percent. Our Safe Site Audit Program is designed to audit areas across the shipyard to ensure they are in compliance with our safety rules. Week after week, we are finding that the areas sampled are scoring at or above 96 percent. You continue to find and address Good Catches, with over 900 identified and mitigated in 2015.

The Safe Worker Program is designed to work with employees that experience multiple injuries and provide training and mentoring to help them be safer. The 189 employees in the program have experienced 70% less injuries, thanks to their commitment to working safely.

Lastly, the Safety Committees are producing results. The Area committees are actively working to implement the Safety Roadmap, with 100% of areas achieving the PPE element and 75% achieving the housekeeping element. The Trade committees are focusing on injury reduction—working on PPE enhancements, training for new hires, vibratory tools and trip hazards.

All of these efforts have positively impacted our lagging indicators. Our Recordable Incident Rate through April of this year is 12.66 (per 100 employees). Although not where we ultimately want it to be, it is 31 percent lower than where we were a year ago. Likewise, our Lost Time Incident Rate through April is 2.86 (per 100 employees), 35 percent lower than the same time last year.

Continuous Process Improvement. As I write this, BIW personnel have initiated 3,761 ideas and implemented 2,283 of them. Although some ideas come from supervisors or managers, the bulk of them are from the workforce. In fact, more than 1,600 different employees, representing 58 different BIW departments, have generated an idea in 2015. That's an amazing commitment to process improvement.

We now have a system in place that ensures feedback to idea initiators—whether an idea can be implemented or not. The PII Forum that **Tim Glinatsis** discusses in this month's Process Improvement Corner, page 11, is an example of how the BIW mechanics and employees are stepping up to the plate and sharing their ideas with each other. There are countless things to cheer about right now—so let's take a moment to applaud our employees and their continued efforts.

These improvements are yard-wide, and I congratulate all of you who are making significant efforts to work safer.

Returning to the issues of affordability and competitiveness, our world has changed. Past accomplishments matter but they will not be enough to secure our future.

Defense industry analyst **Loren Thompson** of the Lexington Institute summed it up pretty well. Speaking of the upcoming competition for the new class of U.S. Coast Guard Offshore Patrol Cutter (OPC), Thompson recently told the *Bangor Daily News*: "If it were just about quality, Bath would probably win. But it's at least as much about cost, and that's where Bath is challenged."

The challenges Thompson describes can't be met by reflecting on our past accomplishments. We must work together today to create opportunities for our future. Change can be difficult but the consequences of ignoring the need to change are always worse.

work safe
F. Harris



On the cover: DDG 1001 with the Number 16 crane in the foreground late in the day on May 21, 2015.



HONESTY & TRUST

Phebe N. Novakovic, Chairman & Chief Executive Officer General Dynamics

General Dynamics' ethos—our *distinguishing moral nature*—is rooted in five values:

HONESTY We tell the truth to ourselves and to others. Honesty breeds transparency.

TRUST We trust each other to do the right thing.

HUMANITY We are compassionate and empathetic. We respect the dignity, rights and autonomy of others.

ALIGNMENT We are united in our commitment to our values.

VALUE CREATION We create value by doing the right thing for our shareholders, our customers, our employees and our communities.

As a community of people dedicated to our ethos, we stand against those who betray others, trod upon others' rights or disrespect the rule of law. Each of us has an obligation to behave according to our values. In that way, we can ensure that we continue to be good stewards of the investments in us by our shareholders, customers, employees and communities, now and in the future.

Phebe N. Novakovic
Chairman & Chief Executive Officer
General Dynamics

OUR VALUES AT WORK We remind ourselves often of who we are and what we do. Our ethos undergirds our culture, our business model and our daily interactions.

These values drive how we operate our business. We relentlessly pursue operating excellence by innovating, improving our processes and reducing waste. We believe in being wise stewards of capital and resources, as informed by our values.

These values govern how we interact with each other and our customers, partners and suppliers. Honesty, trust, humanity, alignment and value creation require that we be forthright about our mistakes and that we strive to correct them. We seek partners and suppliers who adhere to these values in their businesses and we hold them to that standard.

These values guide the way that we treat our workforce. We believe we have a responsibility for the health and safety of our employees. We treat all of our employees with dignity and respect and provide them with fair compensation and equal employment opportunity. We stand behind basic universal human rights, including that employment must be voluntary. We oppose human trafficking in all forms.

These values determine how we connect with our communities. We believe that we have a responsibility to be good corporate citizens and we believe in sustainable business practices, which include supporting the environment and the communities in which we work.

BIW NEWS

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Comments and suggestions are welcome

Forward to Dixie Stedman at Mail Stop 1210 or by e-mail at dixie.stedman@biw.com.

Information Call Lines

Facility/Shift

Toll free information on facility status, work shift delays, and cancellations

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(1-866-630-2284)

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Sign up (web address below) to receive automatic messages regarding emergent matters, including facility closures
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Hardings, CW, EBMF: **ext. 1222**
Bissons, CROF, James: **911**; then call **ext. 1222**

Medical

207-442-2231

BIW Rec Association

For questions or suggestions regarding BIWRA programs
207-442-1113



EMPLOYEE SPOTLIGHT

Tell us about yourself.

I have two children from my first marriage, Melissa and Jerrod; and three grandchildren: Gaige, 13, Cody, 4 and Makenlee, 7 months.

I am married to my wife Paula and have two stepchildren, Spencer, 16, and Abigael, 14.

I graduated from Morse High School in 1976 and immediately joined the Navy and served aboard the aircraft carrier USS *Constellation* CV-64. Following my return to the Bath area in September 1979, I served 7 years in the Naval Reserves at Brunswick Naval Air Station.

I began my BIW career as what was then called a 1st Class Semi-skilled Outside Machinist on the Overhaul Program in September 1979. I was an Outside Machinist for 13 years and then joined the Manufacturing Engineering Machinery Team for four years. I was on the Egypt Program for 18 months and spent 16 months in-country as the Machinery Shop Trainer for the Egyptian Navy and civilian shipyard workers.

I joined the Quality Assurance Quality Problem Log Team on my return from Egypt. I worked with the Planning Yard as on-site BIW QA Engineer for several PSAs in Norfolk and Jacksonville.

What are your hobbies and interests outside of work?

My passion is motorcycle riding, motorcycles and anything associated with motorcycles. Winters are very long for me. I am a member of a motorcycle organization, Patriot Riders of America, Maine Chapter 2, based here in Brunswick.

Our organization focuses solely on supporting our local veterans, first responders and their families who are in need of assistance. This is my passion other than motorcycles. We have approximately a dozen members, all active BIW employees or BIW retirees.

GREG LOZIER



Title

Quality Assurance Engineer

Been with BIW since
1979

Favorite Part of the Job

Troubleshooting material problems every day at Consolidated Warehouse. Helping to correct these problems and keeping material moving out or back into the warehouse is a good feeling.

Sports Hero

Tom Brady. He's a miracle worker with a football.

What is one thing you couldn't live without?

My motorcycle, kids and grandkids.

What is your hidden talent?

I don't really have one, it's still hidden. Maybe once I retire I'll have time to find it.

What is your favorite movie or book?

"American Sniper"

Nominate Our Next Employee Spotlight

Want to see someone you know at BIW featured in our next employee spotlight? Nominate them today by emailing danielle.olson@biw.com



Deputy Secretary of Defense Visits BIW



On Tuesday May 12, 2015, **Robert Work**, Deputy Secretary of Defense, visited BIW. While this was his first visit to BIW in his capacity as Deputy SecDef, he is familiar with BIW, having served as Undersecretary of the Navy from 2009 to 2013. He was here to observe next generation defense technology and meet with leadership from BIW and Supship, Bath. While touring the Ultra Hall, he went onboard DDG 116, Ultra Unit 2000, then walked to DDG 1000 where he met with the members of the

Zumwalt pre-commissioning unit. He spoke of the importance of this ship to the U.S. Navy and the sailors' role in preparing themselves to take it to sea. Afterwards, he toured the ship with **Phil Kinney (D10)** and briefly spoke with some of the BIW mechanics onboard. 

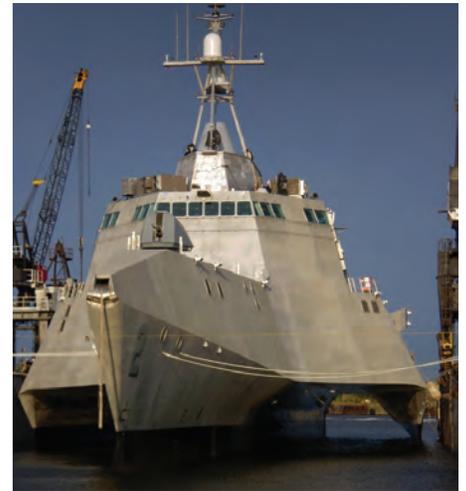


Robert Work, Deputy Secretary of Defense.

Recent Contract Award

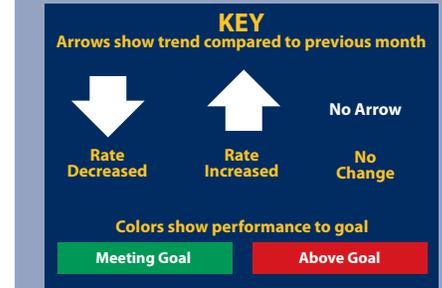
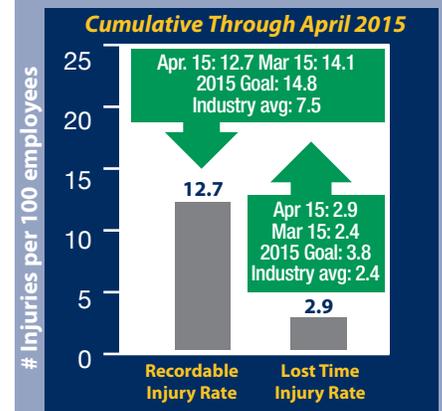
LCS Independence Class

On May 19, 2015, BIW received an \$11.3 M contract modification for Littoral Combat Ship (LCS) fleet maintenance sustainment post-delivery support for LCS 2 and LCS 4.

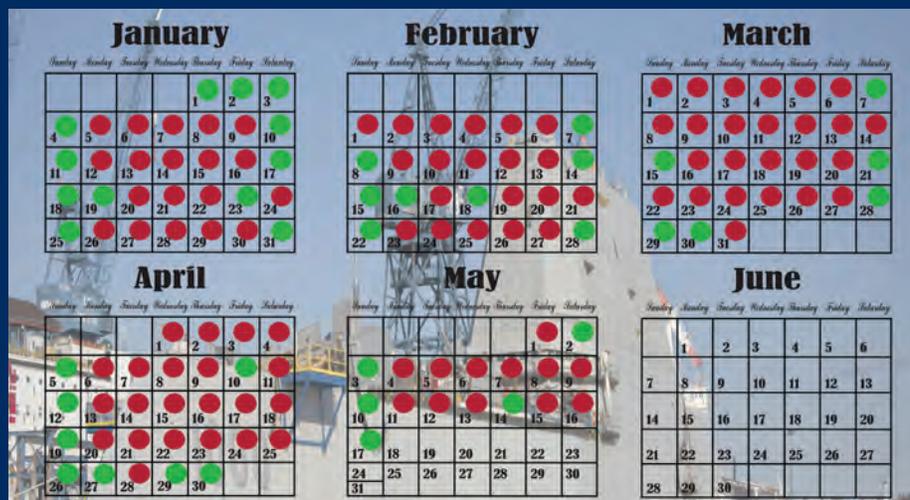


Safety Performance April 2015

INJURY RATES



RECORDABLE & LOST TIME INJURIES 2015



Coaches that Matter

A BIW father/son duo coach the Bath seventh and eighth grade boys lacrosse team. **Ed Buzzell (D25)**, Carpenter, and **Jordan Buzzell (D24)**, Buyer, have coached the team for the past three years. When asked why he coaches, Jordan explained, "I love volunteering in the community that I grew up in and being able to influence young people, not only in athletics but also regarding their academics and everyday challenges."

Furthering the BIW connection, **Anne Dunham's (D40)** son, **Ryan**, is on their team this year and they are currently 3-1. Jordan said, "There are few things more satisfying than coaching players and then watching them implement your comments into their games. Coaching has proven to be extremely enjoyable."

Ed also has another son and coach at BIW, **Arleigh (AJ) Buzzell (D10)**, Materials Front Line Supervisor. This is AJ's first year volunteering as the lacrosse coach for kindergarteners through second grade, also in Bath. He said, "I enjoy giving back and working with the little ones."

AJ gets some coaching help from his dad from time to time and had good things to say about working with his family: "It's fun learning from each other and it feels good knowing that the three of us have the same ideas about helping young people get involved in sports and have a good time."

Ed is a native Bath resident who began coaching at the age of 18. He has now worked at BIW for 36 years and coached

in the Bath area for much of that time. He thinks it's great that his sons have followed in his footsteps. "It's nice to think that I was able to create a path by example that led them to become coaches as well." 



Jordan Buzzell, left, with his dad, Ed.



Bath Lacrosse Team with Ed, far left and Jordan, far right, back row.



Bath Youth Lacrosse Team with Ed, center, and AJ, far right, back row.

Zumwalt Crew Helping Habitat

In April, a team of 10 Zumwalt sailors volunteered with Habitat for Humanity/7 Rivers Maine on Habitat's first veterans' build in Brunswick. They installed drywall, working alongside new homeowner **Ben Leeman**, a veteran.

Kathy Smith of Habitat said that while this home is nearing completion, they plan to build a total of four homes in the same Brunswick subdivision and broke ground on the second home in early May. She said that Habitat appreciates its association with BIW and the door is always open to anyone who would like to volunteer on these or other projects. She noted that they train volunteers for a wide variety of homebuilding needs, but "Oh boy, it is just great when we have volunteers with skilled trades experience like the BIW folks." 



Shown l to r are: Zumwalt crew members Reginald Glover, Omorose Mott, Jose Deleon, Justin Jones and Heather Floberg with Ben Leeman, the homeowner. Photo by J. Peavey for Habitat for Humanity/7 Rivers.

Morse Scholar Nails Academic Longshot

Balt von Huene, the son of Katherine Mead-von Huene (D86), is the valedictorian of Morse High School, Class of 2015. As impressive as that is, there are many high school valedictorians this year, but only one student in the world earned a perfect score on his Advanced Placement Environmental Science exam taken in 2014.

While about 130,000 students world wide took the test, Balt's unique achievement was to score a perfect 5, or 100 percent, on the exam. He credits Eric Varney, one of his great teachers at Morse, and with modesty, some lucky guessing. And while his mother said that her son's accomplishments had nothing to do with her; in fact, Kat, as she is known, and his father, Andreas were his first educators.

Kat joined BIW about five years before her son was born; took 10 years off to be both mom and teacher, and then returned to BIW in 2006 where today she is an electrical engineering designer. She summered in Maine with her parents as a child and her husband is from Bath, so Balt was destined to be a native Mainer.



He plans to attend Dartmouth College in New Hampshire where he thinks he may be an English major.

When this news was announced several months ago, several Maine newspapers carried the story with a photo of Balt wearing a BIW sweatshirt. Kat said that it's one of his favorites, and added another detail. He was wearing the same sweatshirt when visiting Dartmouth which caused another student visitor to make his acquaintance. They learned that they both liked the icon of the BIW crane and lived on opposite sides of the Kennebec, making them neighbors of sorts.



Katherine Mead-Von Huene and her son, Balt.

When the BIW logo contest was held last year, Balt read about it in his mother's copy of *BIW News*, gave it some thought and submitted a couple of ideas. He was up front about his status as "not an employee," which made his entry ineligible, but his efforts were acknowledged. He said, "The ingenuity, dedication and work ethic of the employees at BIW have been an inspiration to me. There's a reason why the Shipbuilder is the Morse mascot, after all." One of his sketches is shown left.

Congratulations. We hope the sweatshirt holds up. 

BIW Retirees

April 2015

07-00 Laurier R. Fournier 40 Years, 7 Months Machinist III	25-00 Dawson P. Merrill 32 Years, 11 Months Carpenter III	50-00 Stephen A. Palmer 24 Years, 2 Months Shipfitter III	91-05 Carl P. Ozzella 4 Years, 10 Months Planning Tech
15-00 Steven P. Ruarke 25 Years Pipefitter III	26-02 Olcott S. Toothaker 27 Years, 1 Month Fire Guard, 2nd Class	58-05 Daniel J. Parlin 33 Years, 2 Months Technician	97-00 Brett F. Goodfellow 32 Years, 11 Months Senior Planner
17-00 Peter M. Albert 32 Years, 4 Months Tinsmith III	27-00 Jesse R. Coulombe 27 Years, 2 Months Tech III	66-00 Mark E. O'Brien 36 Years, 9 Months Insulator III	
17-00 Donald E. Hurst 27 Years, 1 Month Tinsmith III	27-00 Joseph E. Harkins 27 Years, 5 Months Tech III	87-00 Mark A. Coombs 42 Years, 6 Months Designer 1st Class	
20-00 Jon L. Westerlund 35 Years, 5 Months Carpenter III	50-00 David E. Jewett 29 Years, 3 Months Shipfitter III	91-05 Nancy A. Kuvaja 36 Years, 11 Months Planning Tech	

Health Improvements

Success Stories

Many BIW employees are making significant changes, becoming more active and improving their health. Here are four who credit working with a BIW health coach as part of what helped motivate them and be successful.



Rick Boutot Resolves to Make a Change

On January 1, 2012, **Rick Boutot (D81)** made a New Year's resolution that would change his life. "I was out of

shape and couldn't walk up the stairs without being exhausted. I knew that I couldn't continue to live like this."

Rick decided it was time to improve his health. Through diet and exercise, he lost 110 pounds and has maintained his weight loss for over a year! He continues to meet with his onsite health coach, Jacqueline, and admits, "It's still a challenge every day."

Meeting with Jacqueline keeps him accountable and motivated and he says, "One of the best parts is hearing from friends and family that I look great." Rick encourages others who are trying to make healthy lifestyle changes, saying, "If I can do it, anybody can do it, but you have to want it. If you're hurting, you're the only one who can change."



Rick Grover Takes the Incentive— And It Works!

When **Rick Grover (D10)** started working with his

TrestleTree health coach, Jennifer, in January 2015, he had a few motivating factors. He said, "I had known for a while that I needed to lose weight, and that if I didn't make changes, I could face serious health issues down the road. But what really motivated me to start the program was the \$300 incentive through the **Fit for Life Salaried Health Incentive Program (SHIP)**."

Jennifer helped Rick set a goal to lose 7 percent of his body weight. When asked what he changed, he said, "It was portions, really. I still eat everything I ate before, just smaller amounts. With the health coaching program, you have to report to someone and discuss your progress." The accountability helps him stay on track; since starting the program, Rick has lost a total of 20 pounds.



A LY'DUJ Y' 7fi bWYg'h Y' Bi a VYfg

Mike Page (D50) is analytical by nature—and when he decided to lose some weight, came to the quick realization that weight loss is about

the numbers. "It's a simple equation," he said, "the less you eat, the more you lose."

In October 2014, Mike started meeting with health coach Amanda who recommended that he enroll in the free Diabetes Prevention Program (DPP) offered by BIW. Mike agreed to give it a shot, and was impressed with what he learned.

The results? The numbers don't lie. Beginning at 235 pounds, Mike lost 41 pounds; his cholesterol is down and best of all, he no longer needs the medications he used to rely on. "The combination of going to the Diabetes Prevention Program and working with Amanda was exactly what I needed," says Mike. "Working with a coach helps you figure out what you need individually. If I can do it, anyone can do it."



Maggie Shaak Follows the 80/20 Rule and Succeeds

It started with a sports injury and ended with a crushed foot.

Maggie Shaak (D87) couldn't

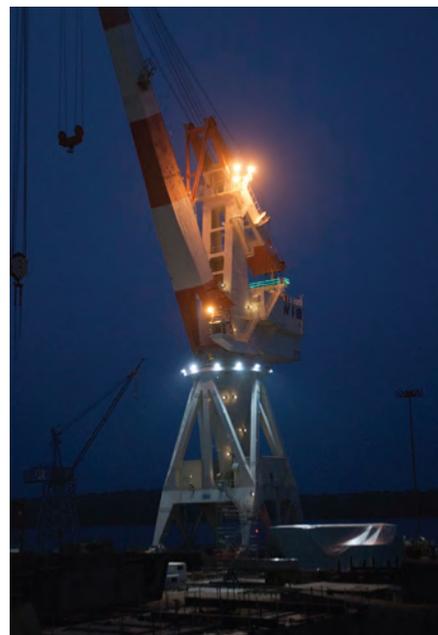
walk for a couple of months and gained 70+ pounds. When she could walk again, she tried losing the weight but never found a diet or exercise program that

worked. When Maggie heard about the free onsite coaching, she decided to check it out. Maggie started working with her health coach, Amanda. "I see her every five weeks now. She always gives me a list of two or three goals to work on until our next meeting."

Maggie found the 80/20 rule to be the most helpful in her efforts to lose weight. According to this rule, 80 percent of what you eat should be healthy; 20 percent can be unhealthy. "With the 80/20 rule I can say I want this, I can have it. It's not about deprivation," she explains.

To those who are working to improve their health, Maggie says, "Don't give up. It takes a lot of dedication and control at times, but you will thank yourself in the end. Find someone who can support you—like Amanda, family and friends." 

Turquoise Lights in May



In May, the #11 crane was lit with turquoise lighting for a week in support of the American Lung Association's Lung Force program to make lung cancer a national priority. The effort was also supported by the LS6 Women's Committee. 

A VISIT WITH CAPTAIN HUDNER

Although it is rare that a U.S. Navy ship under construction has a living namesake, BIW has been fortunate to build four such vessels and to know these uncommon individuals in person. (see below right)

Rarer still that the namesake lives close enough to the shipyard to visit with some regularity.

That's the case with **Captain Thomas Hudner**, the namesake of DDG 116, currently under construction at BIW with a planned keel laying for this fall. Capt. Hudner and his family (including son, Thomas Hudner Jr., and grandson, Thomas Hudner III) and friends have visited the yard several times over the past few years as his ship progressed from steel plates to larger and larger units.

BIW News visited Capt. Hudner recently in his Concord, Massachusetts home to talk about his ship and his time in the Navy. The time he's spent with BIW mechanics working on his ship and seeing the destroyer come together has been a thrill, Capt. Hudner said. "It's very unusual seeing your ship being

built; I don't think anything could give someone as much pride as this," said Capt. Hudner. "I think it must be quite some thrill to see this ship with your name on it and getting underway when it's commissioned. Let's hope it'll be a long life."

Capt. Hudner noted that the Navy, apart from the other services, is in a unique position. Its sailors serve on ships, he said, which take on a real identity of their own. "The ship serves as the focal point for almost complete life for its crew onboard and everyone involved. Other services don't have anything like that, not the Air Force, not even the Army with all its traditions, they can't get close to what the Navy has," said Capt. Hudner. "From a very personal point of view, it's a real thrill just to talk about it."

Capt. Hudner received the Congressional Medal of Honor—the highest award that can be given to military personnel—for his actions as a naval aviator during the Korean War near the Chosin Reservoir in North Korea. Capt. Hudner's fellow Navy pilot, **Ensign Jesse Brown**, the first Black naval aviator, had been shot down. Capt. Hudner intentionally crash-landed his own plane in an effort to save Ensign Brown, using his bare hands to pack snow around his shipmate in an attempt to keep flames back. He radioed for help, but attempts to save Ensign Brown were ultimately unsuccessful.

Ensign Brown also had a ship named after him, DE 1089. Capt. Hudner has been aboard that ship several times and has very strong and positive memories of his shipmate. "To have the opportunity to be on the ship with somebody like Jesse Brown onboard, that was an experience, too. He was just about everything you'd like to see in a guy," explained



"It's very unusual seeing your ship being built; I don't think anything could give someone as much pride as this."

Capt. Hudner. "He was modest, he was smart, he was well liked by anybody who knew him. His name will go down for generations, I think. It's a matter of great pride to have anything to do with him."

Capt. Hudner talked about the future of his ship, and the important work that BIW is doing now.

"We like to think we're starting off on the right foot. Part of (that is) the creation of this ship and everything it stands for. There will be times when things will be tough, especially in a combat situation," said Hudner. "You've got to realize that there's one hell of a responsibility on the part of every member of the *USS Thomas Hudner* and you have a responsibility, everyone, in helping these guys (the crew of DDG 116) be a strong, effective fighting machine." 



Captain Hudner, center, with his wife, Georgea, and son, Tom, Jr.

BATH-BUILT SHIPS AND THEIR LIVING NAMESAKES

Ship/Namesake	Destroyer	Delivered
USS <i>Arleigh Burke</i>	DDG 51	April 1991
USS <i>Nitze</i> (Paul Nitze)	DDG 94	December 2004
USS <i>Wayne E. Meyer</i>	DDG 108	June 2009
<i>Thomas Hudner</i>	DDG 116	Under construction

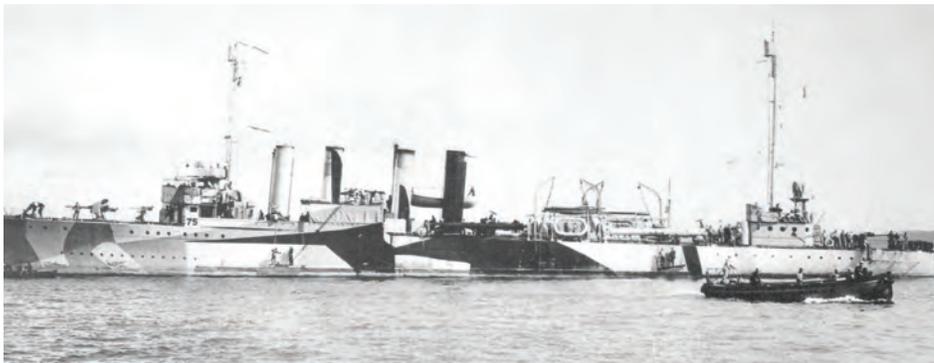
From the Fleet

USS Jason Dunham (DDG 109)

USS Jason Dunham (DDG 109) is shown entering the port of Haakonsvern, Norway on May 13, 2015 while conducting operations in the U.S. 6th Fleet area of operations in support of U.S. national security interests in Europe. DDG 109 was christened at BIW on August 1, 2009 and delivered to the U.S. Navy in January 2010. The ship is named for **Corporal Jason Dunham**, USMC, who gave his life in Iraq to save his fellow Marines and posthumously received the Medal of Honor. Photo courtesy US Navy. 



Snapshot of BIW History by Andy Toppan



BIW Destroyers of the early 20th Century

After BIW's earliest US Navy contracts (noted in April *BIW News*), the shipyard landed contracts for a variety of commercial, private, and government vessels including yachts, gunboats, freighters, ferries, tugs, and even a battleship. But among those vessels, the yard quickly found its niche: destroyers.

The forerunners of destroyers were torpedo boats, like USS *T.A.M. Craven* (TB-10), BIW Hull 18, seen right just prior to her September 1899 launch. Torpedo boats were the fastest vessels of their day, capable of exceeding 30 knots, and required great precision and attention to detail. BIW built five of these vessels, launching them from an enclosed shop that stood roughly where the maintenance garage is today. Even in these early years, BIW was building ships indoors, out of the weather, in the torpedo boat shop, the machine shop, and a semi-en-

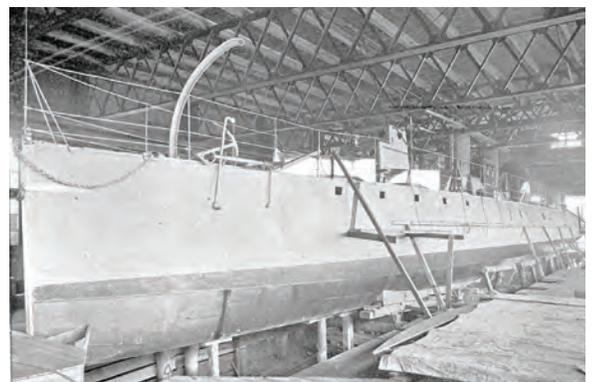
closed 'shiphouse' that accommodated all but the largest ships.

The torpedo boats were succeeded by larger, more heavily armed torpedo boat destroyers (later shortened to just 'destroyers'), which were also technological marvels of their time. BIW built some of the first US destroyers featuring innovations such as steam turbine engines, reduction gears, and oil-fired boilers, pushing the boundaries of early 20th century technology.

During the early years of the 20th century up through World War I, BIW built 30 destroyers of successively larger designs, culminating in the 'Flush Deck' destroyers such as USS *Wickes* (DD 75), Hull 74, seen above in her WWI camouflage paint scheme.

The Bath-built destroyers of this era proved to be robust ships, with many surviving to fight in WWII. The oldest destroyers in the US Navy during WWII were the Bath-built *Allen* (DD 66) and *Manley* (DD 74), launched in 1916 and 1917 respectively. During WWII *Manley* served as a high speed transport, carrying Marine Corps raiding parties and equipment throughout the Pacific.

Others, including *Wickes*, were transferred to the Royal Navy early in the war to fill a critical need for escort ships. One of these, HMS *Campbeltown*, formerly USS *Buchanan*, BIW Hull 78, became a central player in the famed St. Nazaire raid in 1942. Disguised as a German vessel, she was packed with explosives, boldly sailed into a German-controlled port in occupied France, and rammed into the gates of a critical drydock, denying its use to the Germans. 



Process Improvement Corner by Tim Glinatsis



Tim Glinatsis

Last week at the GD Manufacturing Symposium I had the opportunity to talk with representatives from a lot of our sister companies. In many of those chats, I was asked to describe the various ways that BIW's renewed commitment to process improvement shows up each day. In other words, "how do you know something's different, other than just numbers?" Here's what I told them:

Have you heard about our weekly PII Forum? Every week we do a meeting where we invite employees to the MSC Viz Room and share some of the Process Improvement Initiatives that they've implemented. The different trades and areas take turns—each of them presents once every six weeks or so—and the meeting is attended by employees, supervisors, and members of management. The employees get up and explain their idea, how they executed it and how it's helping them.

The participation and discussion is always incredibly energizing, fun, and informative. All of this makes the PII Forum, without question, my favorite meeting of the week.

And if you've been to it—then it may be your favorite meeting too, because attendance at the Forum has grown and we are moving to a larger space.

If you want an indicator that we are thinking about process and improving, you need only hear the BIW team presentations at the PII Forum. The employees of Bath Iron Works are inspiring.

So let's talk about a few specifics that we've seen this past month...

- **Leo LaPointe (D19)** was having trouble completing proximity switch foundation installations on MAFO doors because the doorway had temporary services running through it. To save wait time and stay on schedule, he created a template to locate

the foundations without needing to move the temporary services.

- **A welder at EMBF** noticed that it was taking a long time to weld round vent because he had no good way to hold it steady on his bench and found that he frequently stopped welding to reposition the vent. So he developed a jig that holds and spins the vent while he welds, reducing cost and improving quality.

- **Glenn Levesque (D15)** found that he often had to cut out the pipe at the tank penetration due to misalignment with the sight glass. To eliminate this rework and get the alignment right the first time, he made a sight glass template to properly locate the penetration pipe and flange.

- **Dexter Douglas and Jim Hart (both D17)** had to work together to weld sections of round vent ducting, one supporting the ducting to keep it aligned while the other tacked it into place. They improved their process by developing a duct alignment sleeve which allows one tinsmith to do the job without finding another to help.



Leo LaPointe



Glenn Levesque



Dexter Douglas and Jim Hart, respectively.

BIW Record Holders

Since the list of BIW's most senior employees were noted in *BIW News* in 2010, a few have retired and several have joined this elite group noted far right, but **Clayton Grover (D11)** still tops the list, soon to mark 63 years at BIW.

Clayton has spent most of his time as a pipe coverer and now insulator, save for a few months as a safety inspector. He says that he worked outside on all the ships built at BIW from his arrival in 1952 up to the *Oliver Hazard Perry* Class of frigates, or in his words, from Hull 313 (*Mitscher*, DL-2) to 370 (*Perry*, FFG-7). After that, he came inside and continues to work in a variety of support roles as material is prepared for insulating.

Clayton and his wife, Shirley, raised eight children and three of his sons have worked here: **Clayton, Jr.** for 30 years, **James (D11)** is still here, and **Andy**, now deceased, was in the shipyard for 13 years before moving out of state. In addition, two sons-in law, **Bruce Creamer** and **Mark LaCroix** also worked here for a number of years.

In 2012, Clayton, represented all BIW employees as the grand marshal of the Bath Heritage Days parade. He and Shirley rode in an antique Thunderbird chauffeured by his friend, **Bill Haggett**, former BIW president and Clayton's junior league baseball teammate when they were State of Maine champions in 1949.

During the parade, the car, on loan from Bodwell's, overheated and broke down on Front Street. Clayton finished the parade in a Phippsburg police car while Bill escorted Shirley and her daughter, Rose Creamer, to a shady spot in front of Bath Savings and next commandeered some parade watchers to push the car off the parade route. Referring to the "breakdown," Shirley said, "Oh, that was fun!"

That might well describe Clayton's approach to life as well. He takes any health issues in stride, saying that coming to work is what keeps him coming

to work. He drives in every day and parks in his official spot. He credits LS6 with requesting one close to the North Gate on his behalf and was told that **Dave Libby (D46)** said, "Anyone who works here as long as Clayton deserves his own parking space."

Another Clayton gesture is a chair inside the North Gate where he might pause if he wants to kill some time before arriving at work. **Richard Poulin** secured the chair for him several years ago and then it disappeared. Richard spotted it nearby and brought it back, this time with Clayton's name on it.

Asked about the changes he has observed at BIW, he said, "So many things. When I came through the gate, it used to take no more than three minutes to get to Hyde Windlass. Now, you walk clear to Winnegance to reach the south end of the shipyard."

The reason behind the regard that others in his department have for him is the man himself. He likes people and they like him. He and others play cribbage at lunch and jokes abound. He often sings while he works, and if you walk by and happen to hear him, you can't help but appreciate what he adds to the work place. 

BIW's 20 Most Senior Employees

Years of Service	Name	Dept
63	Clayton P. Grover	11
51	Henry J. Cole	81
51	Leslie L. Waltz	29
48	Raymond E. Austin	87
47	Alton D. Stinson Jr	80
47	Gregory A. Gowell	81
47	Gerald E. Atkinson	86
47	John A. Mains	81
46	Leonard O. Skelton	27
46	Rufus E. Teele Jr	81
46	Bette A. Mayer	86
45	Roger C. Leask	26
44	James E. Bragg	86
44	Richard S. Perkins	86
44	Kathryn E. McLean	12
44	Harold C. Bertrand	50
44	Richard J. Armes Jr	80
44	Emil V. Smith Jr	69
44	Calvin D. Johnson	20
44	Regis J. Leclair	91



Clayton Grover (portrait inset) today, and in 2012 at the Bath Heritage Days Parade.

BIW In Remembrance

Stewart Day (R)
April 20, 2015
38 Years
Loftsmen

Richard A. Homan (R)
April 18, 2015
42 Years
Designer, 1st class

BIW Welcome

The following employees recently joined BIW.
Please welcome them.

Name	Dept	Name	Dept
Alexander, John Leland	2700	Gregory, Aimee Joy	8600
Babineau, Scott Daniel	2700	Hallee, Michael Scott	8600
Bedard, Matthew Ryan*	2700	Hinton, Jarred Matthew	4000
Bissonette, Ryan Michael	2700	Hyson, Evan Hodgdon	6600
Brewer, Zachary Taylor	6600	Johnson, Alicia Bernice	4505
Brooks, Jason Holt	2700	Liscomb, Michael Ellis	4300
Burak, Jim Phillip	1900	Lockwood, Carolyn Regina*	8700
Burnham, Adam Lloyd	2700	Lubee III, Horace Lester	2700
Canter, Nicole Michelle	2800	McFarland, Matthew Gabriel	2700
Carter, Joseph Lee*	3000	Melville II, Edward Charles*	2700
Cayer, Zachary Lee	2700	Merritt, Wayne O'Brien*	8700
Charles, Nicholas Quong*	4000	Nepveu, Nathalie*	4900
Christiansen, Amos Richard	2700	Nichols, Todd Joseph	1900
Cooper, Benjamin Henry	2700	Peterson, Ronald William	4000
Costa, Joseph	8700	Pye, Blake Susan	2700
Dauphin, Michael Eugene	8700	Randolph, Stephen Wayne	8700
Day II, Daniel Everett	2601	Roye, Dorinda Anne	4505
DeMeule, Amanda Lynn	2700	Soucie, Joel Thomas*	8700
Donovan, Nicholas William	3000	Spencer, Jason Michael	3000
Douglass, Michael Alan	2700	Thibeault, Jake Emile	2700
Foster, Keisha Bonita	1100	Thibodeau, Charles David	8600
Gallant, Peter Michael	8700	Thomas, Matthew Todd	2700
Gilpatric, Jason Joseph	2700	Wallace, Nathanael Tyler	2700
Goforth, Charles Rupert	1900		

*Returning Employee

Performance Incentive

Performance Period
April 6, 2015–October 4, 2015

PERIOD GOALS:

Status as of May 12, 2015

- **1. Average 97% Safe Site House-keeping audit observation rate over the period from April 6, 2015 to October 4, 2015** 2. Hazard ID's / Good Catches
- **2. Initiate 7,087 PIIs (Performance Improvement Initiatives) year to date within the Continuous Process Improvement Management System by October 4, 2015**
- **3. Average 98% overtime attendance rate (i.e., OVT No Faults over the period from April 6, 2015 to October 4, 2015**
- **4. Performance**
 - Close 26,401 installation work orders with required quality by June 5, 2015 and receive ½ payout and close 26,964 installation work orders with required quality by October 4, 2015 and receive ½ payout.
 - Or, close 53,365 installation work orders with required quality by October 4, 2015 for full payout.
 - Work orders must be closed in sequence

BIW Service Anniversaries April 2015

Dept	Name	Dept	Name	Dept	Name	Dept	Name
40 Years		30 Years		86	Charrette, Ronald Richard	40	Tompkins, Justin David
80	Grover Jr, Frank William	09	Homan, Brian Jesse	86	Perry, James Edward	43	Abbott III, Harold David
86	Duval, Dennis Richard	09	Plummer, Christian Frank	86	Tisdale, Jennifer Ada	43	Chapman, Roger Arnold
35 Years		25 Years		87	Vigue, Beth Donell	43	Daigle, Cory James
07	Sprague, Gary Alan	01	Lesko, Dirk Andrew			43	Davis, Charles Henry
09	Reynolds, Richard Joseph	07	Huntington, Mark Alan		15 Years	43	Dellarma IV, Pietro Joseph
10	Carlton, Dale Michael	09	Mims, John Stephen	01	Spencer Plummer, Susan Lee	43	Hearn, Matthew Eric
10	Tyrol, Bruce Kenneth	20	Moody, Daniel Douglas	86	Dryer, James Walter	43	Hersom, Jeremy Martin
19	Stevens, Stephen Wayne	20	Sweeney, Troy Timothy			43	Merrill, Ryan Thomas
20	Morse Jr, Kenneth Fairfield	27	Rumo, Louis Anthony		5 Years	43	Rinaldi, Joseph Carmino
26	Doughty, Ray Jamer	30	Cray, Robert Nelson	10	Bonnell, Adam Andrew	43	Talbert, Michael Jason
81	Haskins, John R	30	Proctor, Mark Anthony	10	Estabrook Jr, Lawrence Arlo	43	Toole, Joshua Lynwood
86	Collier, David Malcolm	30	Rancourt, Marshall Ray	10	Pierce, Harold Francis	43	White, Patrick Sherwood
86	Gagne, Harvey Lucien	40	Norton, Mark Andrew	10	Saucier, Brian Albert	43	Wright Jr, William Howard
87	King, Jeffrey Hastings	50	Cushman Jr., William Lee	15	Szarka, Walter Allan	43	Yeaton, Nathan Keith
		50	Dustin, Scott Brien	17	Poulin, Donald Bertrand	86	Hyde, Derek Scott
		50	Longevin, Richard Eugene	19	Labrie, Richard Danny	86	Leon, Max Manuel
		50	Rainville, Donald James			86	Wallace, Allan Joseph

Save The Date!

BIW Family Open House

July 18, 2015

For BIW employees and their Families



GENERAL DYNAMICS
Bath Iron Works

The Ethics Corner *Meet BIW's New Ethics Officer*



Ann Freeman (D6230) is the Senior HR Legal Specialist and Compliance Officer at BIW with oversight of Ethics, Equal Employment Opportunity and

Affirmative Action Compliance. Raised in Bowdoinham and graduated from Mt. Ararat High School, Ann attended college in New Hampshire and spent a couple of years teaching in Switzerland before law school in Vermont.

After receiving her law degree in 2004, Ann and her husband, also a Maine native, returned to Maine to live and raise their three daughters. Prior to BIW, Ann practiced law in both the private and

public sector and developed an interest in the area of labor and employment matters.

Ann's father retired from the US Navy as a commander, served many deployments aboard Navy vessels, and also worked for BIW for a few years after his Navy service, so she has special appreciation for the work we do at BIW.

Good Decisions

As Compliance Officer, Ann sees her role as more than just ensuring compliance. It is also to ensure we are creating a culture of honesty, integrity and respect for others. As employees of BIW, we all share this responsibility. We make decisions each and every day that have an impact on the business.

In the event you have concerns about an issue or a decision, ask yourself the following questions before you act:

- Have I reviewed the facts carefully?
- Have I used the resources available to me? Have I considered all the issues?
- Have I thought carefully about my options? Have I considered the consequences of my choices?
- Will my decision stand the test of time?

Do the right thing. 

Laser-Fast Upgrade at EBMF

The laser cutting machine at EBMF was about 20 years old, not bad for some types of equipment, but not good by today's technology standards for a machine of this type. It also required periodic, costly repairs and the downtime and associated costs made it a target for improvement.

When the machine went down in late April, it was deemed time for replacement with a more modern, state-of-the-art fiber laser system. The procurement process to obtain an important piece of equipment was fast tracked due to the demand for the pieces and parts produced by the cutter. **Pam Everett (D24)**, the buyer for the project, said that an impressive combination of teamwork and commitment by all concerned produced the results the company needed.

Once the order was placed, removal of the existing machine was accomplished by the EBMF Facilities installation team noted below right. Three of the mechanics, **Rod Chaput, Jim Harvey and Troy Sweeney (all D20)**, recall beginning work on a Thursday morning with no manual or directions to follow as they dismantled and removed the old machine. They proceeded in a logical manner and improvised where necessary, working to meet the goal to have the floor area prepared for receipt of the new machine on Saturday morning. Troy said he was surprised simply by the weight of the old laser; the new one is much lighter.

Installation, testing, calibration and final fit-up took place over the next several days and midday on the following Wednesday, the new machine was turned over to production. "On schedule," said **Steve "Bubba" Davis (D20)**, Facilities Supervisor EBMF. **Craig Barton (D10)**, Machine Operations Supervisor, EBMF, added, "It was thanks to the cooperation and teamwork of the mechanics working on this job that we were able to move so quickly."

Jose Nunez, Tech Representative from Cincinnati (the vendor), praised the group, saying, "I've never seen a company move so fast from decision to



L to R: Rod Chaput, Gerry Duguay, Jim Harvey, Matt Harmon, Steve Davis and Troy Sweeney. Missing from photo: Pat Bailey, Pete Desjardin, Dennis Marquis, Jack Morgan, and Mark Whited.



Gerry Duguay, first shift operator.

installation. Great teamwork and communication by all."

Craig said, "One additional benefit is that we were able to reorient the machine on the floor so that material flows to it more easily and can be removed to its next station in a more straightforward manner. Facilities also removed a nearby 18,000-pound Press Break to clear floor space and enlarge the available area for material staging and handling." He added, "We are still tweaking and learning aspects of the new machine, but it is operational and we anticipate improved performance, including faster operation and significantly higher reliability."

Gerard "Gerry" Duguay and Jeff Bailey (both D07), first and second shift operators, are clearing the backlog and acquiring new skills as they master the capabilities of the new equipment. Driven by nitrogen and oxygen, the new

cutting system slices a variety of shapes from steel and stainless steel plates which are turned into ventilation, Electric Shop foundations, ordnance lockers and hull outfit foundations, among others. The new system includes a number of features which contribute to greater safety, including touch screen control, a monitor to closely observe material being cut, a door interlock system, protective viewing windows, indicating lights and emergency stop features.

Steve Davis said, "This represents a state-of-the-art metal cutting process improvement." 

Facilities Installation Team (All D20)

Pat Bailey	Dennis Marquis
Rod Chaput	Jack Morgan
Pete Desjardin	Troy Sweeney
Matt Harmon	Mark Whited
Jim Harvey	

GENERAL DYNAMICS Bath Iron Works

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Faces of BIW



Lorraine Bollard (D11) Pipe Coverer, has been with BIW for 33 years. She'd been talking about wanting a bike and her birthday was coming up, so some of her co-workers found a Firebolt '62 they thought she might like, transformed it with paint and polish, and delivered it, complete with balloons and a bell. What a birthday present! A surprised Lorraine was delighted. 



Top left: Paul McGlaughlin, Perry Michaud, Lorraine and Kendra Lambert (all D11).