

GENERAL DYNAMICS
Bath Iron Works

BIW NEWS

May
2015

Four Bath-Built Ships in the Indo-Asia-Pacific Region

INSIDE

DIGITAL BULLETIN BOARDS

pg 4

OUTFITTING HALL CRANES

pg 7

PROCESS IMPROVEMENTS

pg 10

From the Helm – 2
Zumwalts on Zumwalt – 3
Safety Performance – 3
Recordable/Lost Time Injuries – 3
Leadership Maine – 4
Health Improvement – 5
Race the Runways – 5
Retirees – 5
ESGR Award – 6
In Remembrance – 6
From the Fleet – 8
Snapshot of History – 8
Service Anniversaries – 9
New Hires – 9
Performance Incentive – 9
Change Agents – 11
Faces of BIW – 12

From the Helm

Fred Harris, President, Bath Iron Works

The Navy League held its annual Sea-Air-Space symposium just outside Washington, D.C., last month, and some overarching themes clearly emerged.

One was the importance of the Offshore Patrol Cutter program to the U.S. Coast Guard. **Admiral Paul Zukunft**, commandant of the Coast Guard, spoke during his keynote presentation about the importance of recapitalizing the service, particularly when considering that several of its older ships broke down during a drug interdiction mission.

While bringing fresh, capable ships into the service was the chief priority for the Coast Guard, Adm. Zukunft was also clear about his own top goal: "The number one priority for me is the Offshore Patrol Cutter."

BIW is one of three shipyards competing to build the OPC fleet for the Coast Guard. Our competitors are Eastern Shipbuilding of Panama City, Florida, and Bollinger Shipyards of Lockport, Louisiana. We've been beating the drum of **increasing efficiency and affordability** here at BIW as we pursue this contract, and that was another key theme from the symposium – both from our Navy and Coast Guard customers.

According to a story in *Seapower* magazine, Coast Guard **Rear Admiral Bruce Baffer**, that service's chief acquisition officer, said that his future contract awards will come down to affordability. The publication noted that the USCG's 25-ship OPC program will be the most expensive Department of Homeland Security (DHS) program of all time at \$11 billion. Baffer said, "It's really up to us to make sure this project is affordable."

Meanwhile, that same cost-conscious mindset was reflected in presentations from the Navy. "I am not buying exquisite, I am buying good enough," said **Rear Admiral Peter Fanta**, the Navy's Surface Warfare Director, according to *Seapower*.

As shown by the four Bath-built ships on this month's newsletter cover, we have a tradition of building fine ships for our customer. We must strive to make them affordable, too.

I thought one of the most inspirational themes to emerge at the symposium also spoke directly to our efforts here at BIW: **innovation**.

Secretary of the Navy **Ray Mabus** spoke extensively about the Navy's efforts to embrace innovation. "Innovation is a part of our tradition and has been a hallmark of our maritime spirit," said Mabus, mentioning such efforts as the speedy purchase, construction and use of the *Monitor* during the Civil War and

the cutting edge that Rear Admiral Grace Hopper (namesake of our own DDG 70) achieved with computers.

Unfortunately, Mabus said, innovation and speed of implementation can be difficult in an organization the size of the U.S. Navy. "We have bound ourselves with rules and requirements that have nothing to do with helping warfighters, but everything to do with protecting bureaucratic silos."

Mabus said the Navy would be pushing innovation throughout the organization, with the goal of getting the best ideas from its sailors and marines up to command and implemented quickly. "Innovation is something that can happen at any level, in any capacity."

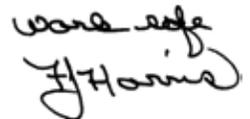
Sound familiar? It should – much of what Secretary Mabus was talking about has a direct correlation with what we're shooting for in our own shipyard. BIW is making significant capital investments and has undertaken initiatives related to shipyard management to make the company more efficient and affordable.

But the one thing each and every one of us can do to make this company successful and competitive is based on innovation. You've all heard of Process Improvement Initiatives by now. We are asking every BIW employee to share their ideas about how to make their jobs more efficient. How can you save time, cut costs, improve first-time quality?

Between January 1 and late April of this year, 3,036 of **your** ideas have been submitted and 1,594 are already implemented.

Just as the Navy is seeking innovation from any level, innovation is happening all over the shipyard. For example, **Barry Bacon (D43)**, a welder, created extensions for his files to save his knuckles and save time when removing the sharp edges on pipe ends. **Dexter Douglas (D17)**, a tinsmith, developed a sleeve to keep ducting pieces aligned so he has both hands free to tack weld. And **Randy Demers, (D15)**, a pipefitter, constructed a magnet assembly to support hanger foundations and assist in hanger alignment so the fit-up can be performed by only one person.

Our efforts are paying off and will continue to do so. If we all work to make our own tasks more efficient, the entire shipyard will become more affordable and competitive and our future will be brighter.



On the cover: U.S. Navy Bath-built ships span the globe and occasionally, overlap in the same location. Here, four of the 34 Bath-built DDG 51 Class ships in service around the world are shown moored in Guam in March 2015; clockwise from upper left, USS *Fitzgerald* (DDG 62), USS *Sampson* (DDG 102), USS *Curtis Wilbur* (DDG 54), and USS *Michael Murphy* (DDG 112). All were in the U.S. 7th Fleet area of responsibility supporting security in the Indo-Asia-Pacific region. *Photo courtesy US Navy.*

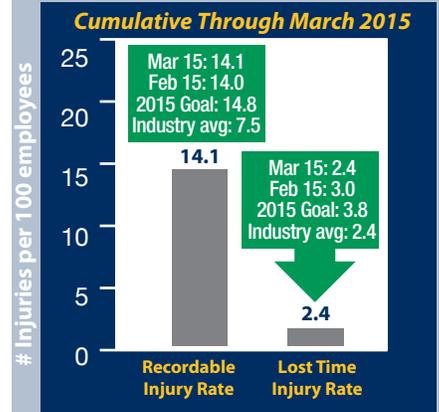
Zumwalts on Zumwalt



On April 18, **Ann Zumwalt**, the co-sponsor of DDG 1000, visited BIW for a tour of her father's ship with **Phil Kinney**, Director Ship's Completion. Ann is shown waving on the far left, above, with members of her immediate family, including her daughter and maid of honor, **Camille Coppola**, third from left, and several family friends.

Safety Performance March 2015

INJURY RATES



KEY
Arrows show trend compared to previous month

Rate Decreased
 Rate Increased
 No Change

Colors show performance to goal

Meeting Goal
 Above Goal

2015 Recordable/Lost Time Injuries

A recordable or lost time injury anywhere in the shipyard generates a red dot on the company-wide chart, shown at the bottom of the page. While the goal is to have far fewer events and many more green dots on this chart, the table of Lost Time Injury Highlights directly below indicates that many areas of the company achieved zero lost time injuries during the first three months of this year. That's positive safety performance which strongly supports overall company goals.

Lost Time Injury Highlights

During the first three months of 2015, these five areas and 15 Trade Groups within BIW experienced zero lost time injuries.

Areas

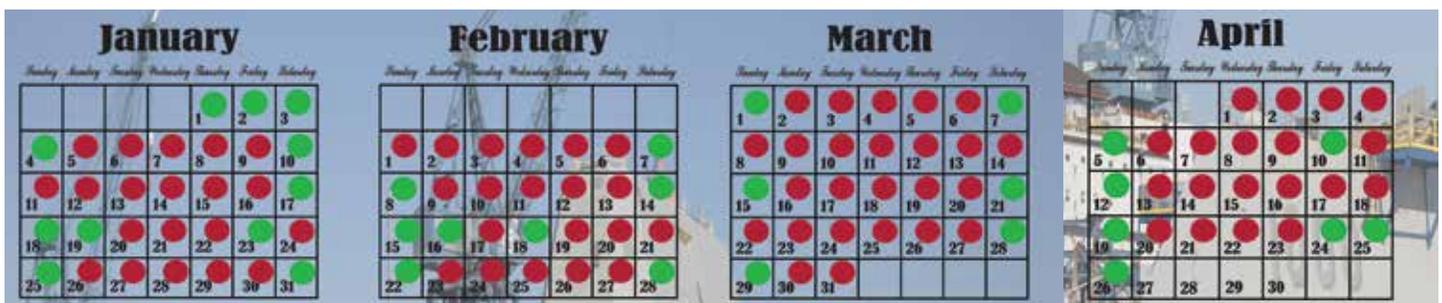
Hardings
EBMF
RSU (Right Side Up)
Shell Shop
Preoutfit 2

Trades

C70 Crane Operators
I01 Insulators
M04 Machinists
M06 Maintenance Carpenters
M08 Maintenance Electricians

M10 Maintenance Mechanics
M14 Maintenance HVAC Mechanics
M16 Material Clerks
M40 Metal Preparation Technicians
P18 Pipefitters

S02 Safety Inspectors
S06 Sandblasters
S14 Ship Riggers
S18 Stagebuilders
Y02 Yard Riggers



BIW NEWS

BIW NEWS is published monthly by the Communications Department (D94) of Bath Iron Works and is produced internally in the BIW Print Shop.

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

1-866-630-BATH
(1-866-630-2284)

Auto Messenger

Sign up (web address below) to receive automatic messages regarding emergent matters, including facility closures

<https://asp.schoolmessenger.com/biworks/subscribe>

Main Gate Security (24/7)
207-442-2266

Ambulance-Fire-Police

Bath, Main Yard: **ext. 2222**

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



Digital Bulletin Boards

The Digital Bulletin Board project is being tested to evaluate its ability to quickly deliver information to employees, primarily in manufacturing areas where computer access is limited.

The project is a collaboration between Communications, Environmental Health and Safety, IT and CSC. Several General Dynamics companies were benchmarked regarding similar communication programs, including Saco Defense, Electric Boat and Gulfstream.

As part of the initial test, 11 monitors are installed throughout manufacturing areas in locations where people frequently pass by or spend time, such as lunch rooms and tool cribs.

Content is related to information of interest to employees, including safety, process improvement, BIW events, and sport or charitable events supported by BIW employees

The test period is designed to evaluate the functionality of the system and to explore additional capability, such as rapid response messaging and the ability to isolate information for relevance in a specific area.

All areas are encouraged to propose content. If you have comments, questions, or want to add slides, contact BIW Communications, ext. 5863. 



Danielle Olson (D94), Communications, discussing roll-out of the Digital Bulletin Board Project in the PO2 Lunchroom area with Kervyn Willett (D10), PO2 Building Manager.

Leadership Maine Visit



Leadership Maine, whose students are drawn from government, industry and education to learn about Maine's economy and how to foster economic growth, concluded their 2014-15 program at BIW on April 3, hosted by this year's BIW representative, Vince Dickinson, Director EHS.

Health Improvement

More Health Screenings for Spouses

Health Screenings for Spouses coming to Lewiston and returning to Brunswick

BIW Spouses—are you more than ready for summer? Gear up for the warm weather with a FREE Health Screening. Enjoy taking the time for yourself AND get rewarded- all spouses that complete the screening get a choice of a \$50 LL Bean Gift Card, \$50 Cumberland Farms Gas Card, LL Bean Leatherman, or 6 movies passes to Regal or Flagship Cinemas! There is no better way to enjoy the summer months than by getting active and feeling healthy.



Your Fit for Life team is excited to partner with local health systems to sponsor community health screenings for all spouses of BIW employees. Come get screened, learn your baseline numbers and identify potential health risks before they get serious.

Nurses from your local hospital will check your cholesterol, blood pressure, blood sugar, weight, and percent body fat. The results will be available in less than 7 min-

utes! Then meet with one of our health coaches to review the results and learn more about how to participate in our health improvement programs. These programs are available to you for free!

Paul Berry (D86) says that having his spouse attend a community health screening was worthwhile. "It opened up another avenue of communication and gave us an opportunity to work together on improving our health."

Event Details

Brunswick

May 20: 10:00 am—6:00 pm
The Daniel (formerly Captain Daniel Stone Inn)
10 Water Street, Brunswick

Lewiston

June 23; 10:00 am—6:00 pm
LePage Conference Center
99 Campus Avenue, Lewiston

Due to the turnout at previous spouse screenings, it is strongly suggested that you call ahead for an appointment. Call 442-3145 or email biwfitforlife@gdbiw.com to register for your health screening today. 

Stay tuned for future 2015 dates in other locations!

Race the Runways

The fifth annual Race the Runways (RTR) was held on April 4 at the Brunswick Executive Airport (formerly BNAS) with a one-mile, 5K, half marathon, a combo one-mile and half marathon, and Kids' Fun Run. One of the beneficiaries is Veterans No Boundaries. Sponsored by MidCoast Triathlon Club, organizers welcomed many BIW employees, retirees or family members. Increasingly well-known for its flat, usually snow-free surface, participants appreciate the sense of community and for some of the most competitive run-



BIW RTR participants included Brent West, left, and Gene Miller.

ners, its timing just ahead of the Boston Marathon. 

BIW Retirees

March 2015

Dept.	Name
15-00	Lewis W. Hatch 20 Years, 6 Months <i>Pipefitter III</i>
27-00	Alwilda M. Maxcy 22 Years, 11 Months <i>Preservation Tech III</i>
32-00	Stephen G. Sibley 37 Years, 8 Months <i>Yard Rigger III</i>
43-00	Edward A. Walters 34 Years, 7 Months <i>Welder III</i>
45-05	Elizabeth A. Washington 37 Years, 4 Months <i>Administrative Technician</i>
50-00	Michael F. Hays 37 Years, 1 Month <i>Shipfitter III</i>
50-00	Stephen N. Vieira 31 Years, 7 Months <i>Shipfitter III</i>
71-00	Joseph F. Arsenault 35 Years, 5 Months <i>Sr. Principal Project Manager</i>
71-00	Jeannette R. Arsenault 29 Years, 4 Months <i>Program Leader, Business Dev</i>
80-00	James G. Harrington 42 Years, 4 Months <i>Crane Operator III</i>
82-00	Judy A. Robichaud 27 Years, 6 Months <i>Technical Clerk, 1st Class</i>
86-00	Patricia M. Caton 35 Years, 3 Months <i>Sr. Planner</i>
86-00	Talbot E. Delano 34 Years, 7 Months <i>Designer, 1st Class</i>
86-00	Lawrence D. Smith, Jr. 15 Years <i>Designer, 1st Class</i>
87-00	Thomas R. Raines 7 Years <i>Designer, 2nd Class</i>
87-00	Edward S. Sprague, Jr. 37 Years, 2 Months <i>Designer, 1st Class</i>
87-00	Dennis E. Tatlock 35 Years, 7 Months <i>Designer, 1st Class</i>
91-05	Wilbur C. Bibber, Jr. 43 Years, 1 Month <i>Planning Tech</i>

ESGR Patriot Award

CDR Attapol "Sook" Sookma (D10), Test & Trials Section Manager, has been a member of the U.S. Navy Reserve for 13 years and a BIW employee for ten of them. When notified in 2013 that he would be deployed to Afghanistan for 12 months and would need a military leave of absence, he took comfort knowing that his supervisor, **Lu Lozano (D10)**, Chief Superintendent, Test & Trials, was 100 percent on board regarding a smooth transition when he left and later when he would return to his job at BIW.

Sook said, "Without their employer's support, a sailor, soldier or airman may be stressed about his/her civilian career which could have a negative impact on his ability to concentrate on his military mission. When I deployed, I knew my job at BIW would be waiting for me when I got back and I could pick up where I left off."

Employer Support of the Guard and Reserve (ESGR) recognizes the importance of this type of support for a serviceman or woman far from home. Employees serving in the National Guard or Reserve, or their spouse, may nominate their supervisors and bosses for recognition of their support to the nominating service member and his or her family.

The Patriot Award recognizes efforts



Bob Hayward, VP Ship's Completion and Tests, far right, presented the ESGR Patriot Award to Lu Lozano, center, on behalf of the Department of Defense / ESGR. Attapol "Sook" Sookma, far left, nominated Lu for the award.

on behalf of citizen warriors through a wide-range of measures such as flexible schedules, time off prior to and after deployment, time to care for families and leaves of absence, if needed.

Sook said, "I wanted to make sure Lu was recognized for his support for the Reserves' mission, whether it is the Navy Reserves or any reserve component. When a reserve member leaves for an extended tour, or even for two weeks, there is a disruption to work and manning. Lu arranges that coverage and

sees it as not just a responsibility which allows us to serve, but the 'right thing to do' in support of our mission."

In addition to Sook, Lu currently has two other reservists working for him, **Scott Bonk and Ben Cerneus (both D10)**.

Asked how he felt about receiving this award, Lu said, "I was surprised and very appreciative. My role is small and simple when compared to what our reservists do for our country."

BIW In Remembrance

Chester Crocker (R)

March 8, 2015
36 Years
Pipefitter

Willis W. Grover (R)

March 21, 2015
10 Years
Outside Machinist

Irene M. Jumper (R)

February 5, 2015
23 Years
Technician

Gilbert C. Robinson (R)

January 31, 2015
29 Years
Planning Technician

Ernest Dighton (R)

March 29, 2015
21 Years
Machinist

Elbridge G. "Joe" Harris, Jr. (R)

February 15, 2015
37 Years
Heavy Equipment Operator III

Joseph A. Michaud, Jr. (R)

February 24, 2014
12 Years
Outside Machinist

Willard S. Thurston, Jr. (R)

January 28, 2015
5 Years
Maintenance Custodian

Norman J. Furrow (R)

January 23, 2015
29 Years
Insulator III

Lester W. Hodgdon, Jr. (R)

March 25, 2015
31 Years
Shipfitter 1st Class

George Plummer (R)

February 15, 2015
34 Years
Brazer

Misak Tatosian, Jr. (R)

February 11, 2015
5 Years
Leadperson

Florence M. Greenlaw (R)

December 4, 2014
16 Years
Machinist

Gerald B. Hyson (R)

February 1, 2015
19 Years
Crane Operator

Thomas G. Reardon (R)

January 4, 2015
5 Years
Analyst II

Christopher C. Wheeler (A)

February 17, 2015
17 Years
Electrician III

Outfitting Hall Cranes Arrive

The two, 200-ton bridge cranes for the Outfitting Hall were built by Virginia Crane in Ashland, Virginia under subcontract to PC Construction, the general contractor for the Outfitting Hall, and arrived by truck on March 30 and April 1. Highlights of their path into the shipyard and through installation are shown here.



1. The first, or East Crane, so-called because of its installation location, arrived in Bath as two girders on two trucks with a state police escort every mile of the journey. Here, the first truck begins to turn.



2. While the cranes for the Ultra Hall came through the South Gate, these longer, 132-foot cranes prevented turning in that location and entered by the Union Street Gate.



3. The crane runways were installed with part of the roof open to accommodate the 550-ton crane which would raise the girders 83 feet aloft. The installation was staged in West Bath.



4. The West Crane, which arrived several days later, was staged on the south end of the LLTF.



5. Cabs, trolleys and hooks were staged on the floor of the new bay.



Right: **6.** The first girder of the East Crane, about to "fly."



7. The second girder of the East Crane.



8. The East Crane ready to receive its two trolleys, each with a 100-ton and 25-ton hoist.



9. With the last girder of the West Crane landed, all four girders were in place.

Photos courtesy G. Bridgman.

From the Fleet

USS Michael Murphy (DDG 112)

USS *Michael Murphy* (DDG 112) was photographed in the Philippine Sea after completing a vertical replenishment on March 18, 2015. The ship is on patrol in the U.S. Navy 7th Fleet area of responsibility supporting security and stability in the Indo-Asia-Pacific region. Photo courtesy U.S. Navy. 



Snapshot of BIW History by Andy Toppan

The “destroyer leader” or frigate *John S. McCain* (DL 3), BIW Hull 314, is seen on the North Ways just prior to launching on July 12, 1952. The North Ways were constructed in 1940-41 as BIW prepared for World War II, and were extended specifically for construction of *McCain*. The ways were abandoned after this launch, as diminishing peacetime workloads no longer required their use.

Along with the ways, the North Stores warehouse and the now-demolished North Yard Assembly building were part of BIW’s northern expansion, made possible by the purchase of the former Maine Central Railroad ferry terminal property. The ways were built of wood, and in typical wartime haste, the first destroyers were erected even as construction of the ways and cranes continued around them.

The later concrete extension of the ways, seen under *McCain*’s bow, was eventually enclosed and served as the maintenance garage for many years. During a busy period in the 1980’s, office trailers were placed on the roof of the garage. This building, its distinctive concrete structure still visible, will soon be demolished as part of facilities upgrades at the north end of the yard.

McCain and her sistership *Mitscher* (DL 2), also built at BIW, were unique transitional ships. Originally classified as destroyers but redesignated as Destroyer Leaders (DL) before launch, and later known as frigates, they were designed as the ultimate version of a gun-armed destroyer.

One hundred feet longer than the WWII-era destroyers built just a few years earlier, and nearly twice the displacement, the ships were armed with new, rapid-fire guns and experimental rocket launchers, but they entered service just as naval technology turned from guns to missiles. Both ships were rebuilt as guided missile destroyers (DDG) in the 1960’s, receiving new boilers to replace their original experimental high pressure boilers at the same time. Although two sisterships built at another shipyard were decommissioned



in the late 1960’s, the two BIW ships served until 1978.

John S. McCain was named for Admiral John S. McCain Sr., who served with distinction during WWII and passed away days after the peace treaty was signed. His son also reached the rank of Admiral, and his grandson is the current US Senator from Arizona. The family name is carried forward by the current USS *John S. McCain* (DDG 56), launched by BIW on September 26, 1992. 

BIW Service Anniversaries March 2015

Dept	Name	Dept	Name	Dept	Name	Dept	Name
40 Years							
09	Desjardins, Daniel Bernard	49	Perry, Marguerite Mary	50	Newton, Thomas Leonard	43	Albert, Randall John
10	Calden, Bruce Norman	68	Townsend Jr, Richard Eugene	50	Willette, Gerald Lee	43	Charest, David Allen
27	Vannah Jr, Donald Kenneth	81	Aucoin, Michael Jay	52	Demers, David Albert	43	Gadbois, Stanley Raymond
50	Madore, Daniel Roland	81	Harper, John Joseph	86	Stevens, Peter Harold	43	Goding, Dale C
84	Hinkley, Eugene Clinton	86	Dentico, Robert Anthony	10 Years			
35 Years							
07	Greenleaf, Francis Alfred	86	Hanna, Stewart Marshall	51	Fairbanks, Seth Vern	43	Larochelle, Matthew Paul
11	Bangs, Kim Lee	25 Years				43	Trask, Michael William
15	Thiboutot, Alfred Joseph	10	Fisette, John Joey	5 Years			
17	Shorette, Michael Ray	10	Otis, Thomas Howard	06	Dell, William Eric	86	Russell, Ronald Earl
19	Capponi, Andrew Paul	19	Holbrook, Mark Randall	08	Dunham, Richard Brian	87	DiPaolo, Melissa Ann
20	Ambrose, Robert Dana	32	Fitzherbert, Andy Clifford	10	Rolfe, Shawn David	87	Dunn, Matthew Sean
20	Chase, Larry Wayne	50	Cyr, Michael Donald	25	Rowe, Laurence Scott	87	Henry, Steven Douglas
20	McNally, Robert Allen	50	Douglas, Michael Kenneth	40	Gordon, Nathan Leroy	87	McConnell, Mark Edward
		50	Montminy, Michael Edgar	40	Milligan, Tony Eugene	91	Colby, Diane Marie
				40	Tomm, Karen Michelle	91	Sullivan, Shawn Mathew

BIW Welcome

The following employees recently joined BIW. Please welcome them.

Name	Dept	Name	Dept
Bailer, Steven Donald	1900	Miller, Matthew Rundle	1900
Beal, Cody Lee	1900	Milligan, Tony Eugene *	4000
Beesley, Thomas Allen	1900	Mitchell, Michael Herbert	1100
Berlew, Benjamin Allen	4300	Moker III, Joseph Francis	1900
Bowie, Joseph Paul	2700	Murphy, Paul Neil	1900
Caruso, Paula Karen	2400	Nutter, Keith Allen	1900
Daku, Levi Norman	1900	Parker, Christopher Harry	1100
Devoe, Brad Allen	1900	Profenno, Timothy Sherwood	1000
Farrell, Brent Nicholas	2700	Saunders, Brian Ray *	1900
Fitzgerald, Ian Austin	2700	Schenk, Randy Douglas	2700
Foderingham, Nia Malene	2800	Scribellito, Joseph Robert	1900
Galarneau, Daniel David	2700	Smeltzer, Rose Kathryn	2700
Gardner, John William *	1100	Smith, Kenneth Owen	1900
Gilikson, Jeffrey Wayne	1900	Smith, Mark Allen	1000
Gray, Edward Benjamin	2700	Taylor, Nicholas Adam	1900
Grill, Haley Rebecca	1900	Thuotte Libby, Gerard Raymond	1900
Hanna, Joseph Carl	2700	Timberlake, Stacey Erica	1900
Harrigan, Mark Paul *	1900	True, Thomas Anthony	1100
Henry, Joseph Robert	1900	Van Der Werf, Matthew Harry	1900
Holt, Brian Carl *	1900	Verrill, Stephen Kyle	2700
Kelly, Richard Charles	2400	Webster, Harold James *	1500
Latella, Phillip Louis	4300	Whitt, Noah Erick *	0800
Libby, Bruce Jason *	8700	Whorff, Prudence Samantha	1100
Lovely, Michael Scott	1900	Young, Cameron James	2700
Lyons, Nathan Stephen *	1100		
Matthews, Doug Paul *	1900		
McCabe, Timothy Michael	1900		
Meserve, Cassandra Dawn	2700		

* Returning employee

Performance Incentive

Performance Period
April 6, 2015–October 4, 2015

PERIOD GOALS:

Status as of April 7, 2015

- **1. Average 97% Safe Site House-keeping audit observation rate over the period from April 6, 2015 to October 4, 2015**
- **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

Process Improvement Corner by Tim Glinatsis



Tim Glinatsis

about some of the bigger initiatives taking place throughout the shipyard.

With over 1,400 PIIs implemented this year, it's clear we've accepted the challenge to improve our work. This month, I want to change things up a bit and talk

When we talk about improvement, it's easy to point out some of the big problems: "We're removing too much paint," or "My material is always missing." But none of us can fix these things on our own, so they don't fit the PII concept. Instead, these types of problems are excellent candidates for projects, and we have trained BIW teammates all over the yard in LEAN tools to tackle these issues. Here are a few examples of major projects working right now.

Manufacturing uses the Quality Problem Sheet (QPS) process to request material from the fabrication facilities for many reasons, including lost material, damaged material, and pipe or vent make-up pieces. These are typically emergent needs that are holding up multiple jobs.

Nannette Reed and Sarah Bramson (both D01) are leading two teams working complementary QPS projects. One project aims to reduce the volume of QPS requests while the other focuses on reducing the cycle time to fill requests through EBMF. Fewer requests



The QPS group led by Nannette Reed (D01) is shown above, l to r: Nannette, Rick Freve (D84), Jeff Davis (D91), Roger Robitaille (D91), Charlie Hanson (D91) and Aldo Moreau (D91). Missing from photo: Nate Cottle and Tom Stevens (both D10) and Steve Hollenbeck (D91).

being sent to the fabrication facility, along with improvements in the facility's processes, will get the material into the hands of our mechanics faster.

Local cable routing is not defined for the DDG 51 class, resulting in non-standard, inefficient installation. The Design team was tasked with adding the local cable routing to the design, but existing cable routing processes require a significant effort to complete the work.

Eric Schwerdt and Lew Frazier (both D87) are leading a project aimed at improving the efficiency of the cable routing design process to ultimately make the job easier for their customers in Manufacturing. **Peter Glueck (D87)** has developed a new design tool that will allow the cable routing effort to be completed in significantly fewer hours and also provide data access and visualization of cable routes for the

DDG 51 class that could lead to additional improvements in the future.

The steel team, led by **Mandy Millett (D10)**, has gone back to the basics of Lean Six Sigma by hitting the deckplates to improve processes using the Kaizen Blitz approach, a rapid improvement process designed to produce results within a few days. Cross-functional teams have devoted four full days for each blitz event and then meet weekly to status remaining action items.

The most recent Kaizen Blitz event covered the shell manufacturing process at Hardings and the Shell Shop in Bath with a goal to improve accuracy of shells, targeting a 98% first time quality goal measured by Accuracy Control dimensional audits. Deckplate mechanics provided valuable insight into the process and 77 actions resulted from the event.

Continued bottom of next page.



The team working on DDG 51 local cable routing includes, l to r: Lew Frazier, Eric Schwerdt and Peter Glueck.



The QPS project led by Sarah Bramson, shown above right, includes, l to r: Craig Barton and Tim Caron (both D10) and Stacey Tower (D84).

Change Agents

On April 8, BIW graduated a new group of Lean Six Sigma (LSS) Green Belts following completion of a five-day LSS certification course.

Peter Weymouth (D10), Process Control Engineer, said, "The successful Green Belt is never satisfied with the status quo – he/she sees not just problems, but also opportunities. They are change agents for their business units, regardless of the level that they influence. Green Belts are focused and tenacious as they carve out time from their normal job responsibilities to devote to their continuous improvement team and project.

Mike Mulligan (D01), VP and General Manager, congratulated the new Green Belts, saying, "This training is an effort to put tools in your hands so that as you

look at problems, you think about them a little differently. The goal is over time to get better as an organization and for people such as yourselves to point to the training you received as one of the causes of that improvement."

He continued, "It's important to think about process improvement in terms of better outcomes and be able to communicate it not just in dollars and cents and hours. Job satisfaction, feeling that we have made a better quality product or enhanced our career through job security are outcomes that matter to all of us."

Student comments included:

- *This is good stuff, it identifies and breaks down problems and helps give a pathway to fix the real problem. The more I learn about Lean and Six Sigma*

philosophy, the more I understand how it can work for us. Robert Lailer.

- *Post training, it is clear that we have a tremendous opportunity to become more competitive by applying this methodology (Lean/Six Sigma) in all areas of our business. Brian London.*
- *Instructors and students did a good job of relating the training to real life examples in the shipyard. Matthew Gildart.*
- *I've already executed usage of several tools from this training in my Lean project; they help keep a structured and clear approach. David Farrington.*
- *Green Belt training was an awesome experience, led by an exceptionally knowledgeable group. Dan Hartsig.*



Recently graduated Green Belts are shown with Mike Mulligan, far right, and include, l to r: Robert Lailer, Anthony LeClair, Daniel Hartsig, David Farrington, Matthew Gildart, Michael Walsh III, Adam Moore, Michael Goss, Amy Hansen, Gene Durrell, John McKelvey, Daniel Jenkins, Ryan Curtin, Michelle Muccino Riley, Beverly Gerardi, David Kinee, Joshua Miller, Travis Clark and Brian London.

Process Improvement Corner (cont. from pg. 10)

There are nearly a hundred projects being worked by cross-functional teams across the organization to improve our efficiency and make our work easier and safer. Our PII efforts and projects are picking up steam and the improvements we're making are showing positive results. Keep them coming, and if you have a great idea to improve your work, share it with your supervisor so they can help you get it done!



The steel team working to improve the shell processes at Hardings and Bath included, l to r: Bruce Gadaree, David Farrington, Steve Nicholson, Steve Haggarty, Dwight Archer, Nick Evans, Bruce Jackson, Jason Gasper and Scott Wood.

GENERAL DYNAMICS

Bath Iron Works

700 Washington Street
Bath, ME 04530

PRSR STD
U.S. POSTAGE PAID
BATH, ME
04530
PERMIT NO.31



Faces of BIW at BFKS Fundraiser



Above, Dana McIntire, far right, warming up the crowd, which included BIW bowlers as far as the camera could see. Inset: Tom Stevens with a young friend. Below right: the top-scoring team of the day included, l to r: Dan Nadeau, Jason Mitchell, Phil Kinney and Vince Dickinson.

Over a hundred BIW folks manned 28 bowling teams at Bowl For Kids Sake (BFKS) in late March. The annual event, held nationwide by Big Brothers Big Sisters (BBBS) organizations, directly benefits the local Bath-Brunswick chapter. **Eric London (D87)** long-time supporter, Board Member and Big Brother, knew the BIW effort needed some new energy this year—and with **Tom Stevens (D10)**, that's what they got. Tom searched the shipyard for bowlers, good, bad and simply awful ("Not true," per Tom, "they were all great") to ensure a big BIW turnout and a fun time for all.

Thanks to the BIW teams who raised

funds for BBBS and kudos to **Dana McIntire (D10)** who MC'd the event and **Bill McKellar (D87)** who made and donated the trophies as well as some sports-related memorabilia boards which were later auctioned off and the proceeds donated to BBBS.

The efforts of the BIW volunteers, bowlers and fundraisers went a long way towards the \$65,000 that was raised—BBBS Bath Brunswick's most successful event yet, per its director, **Lindsay MacDonald**. BFKS is the mainstay of the organization's fundraising efforts for the year and the funds are already hard at work on behalf of the children in this

area who benefit from BBBS-sponsored and supported adult mentorships and friendships. 

