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

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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 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.

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.

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<td>Hardings</td>
<td>C70 Crane Operators</td>
<td>M10 Maintenance Mechanics</td>
<td>SO2 Safety Inspectors</td>
<td>SO6 Sandblasters</td>
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<td>EBMF</td>
<td>I01 Insulators</td>
<td>M14 Maintenance HVAC Mechanics</td>
<td>S14 Ship Riggers</td>
<td>S18 Stagebuilders</td>
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<td>RSU (Right Side Up)</td>
<td>M04 Machinists</td>
<td>M16 Material Clerks</td>
<td>S14 Ship Riggers</td>
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<td>Shell Shop</td>
<td>M06 Maintenance Carpenters</td>
<td>M40 Metal Preparation Technicians</td>
<td>Y02 Yard Riggers</td>
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<td>Preoutfit 2</td>
<td>M08 Maintenance Electricians</td>
<td>P18 Pipefitters</td>
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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, 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 minutes! 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 runners, its timing just ahead of the Boston Marathon.

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

C

D R Atapol “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 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 Pipfitter
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
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.

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.

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**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.
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**Welcome**

The following employees recently joined BIW. Please welcome them.

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**Performance Incentive**


**PERIOD GOALS:**

1. Average 97% Safe Site Housekeeping audit observation rate over the period from April 6, 2015 to October 4, 2015
2. Hazard ID’s / Good Catches
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.
With over 1,400 PIs 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 about some of the bigger initiatives taking place throughout the shipyard.

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 PI 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 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.
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 Ill, 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.

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.
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.