

OCTOBER 2002



**First row from left,** Thomas Brancato, Albert Lavoie, Leonard Fells, Ronald Allen, Linda Saffomilla, Thomas Tangari, Francis Jutkiewicz, Thomas Cimalore, Richard Siciliano, Patricia Rendeiro, Joseph Rajtar, Donaldo Marcaurele, Arthur Vine, William Kowenhoven, Ronald Lawrence, Frederick Greene.

**Second row from left,** Ronald Berlam, Elmer Church, Peter Barton, Thomas Albamonti, Albert Menditto, Andrew Cardente, Louis Perras, James Donahue, James Hammel, Daniel Mazzella, Richard Telekas, Robert Martin, Roger Daboll, Charles Lavalle, Robert Pike, Richard LaPere, Harry Pontarelli, Henry Oley, David Champlin, Paul Menard, Sandra Conwell. **Third row from left,** Donald Way, Charles Holdredge, David Birchell, Michael Angelo, Gary Iannantuono, Calvin Baker, James Waite, Peter Davichik, David Maynard, William Bridge, Robert Elwood, Leonard Cooper, Roland Tetreault, Richard Wheeler, Michael Pasko, Allen Whewell, Richard Zictorac, Michael Bosse.

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# Electric Boat Honors Its Distinguished Shipbuilders

The ranks of Electric Boat's distinguished shipbuilders grew significantly earlier this month when 60 employees with 40 years of service were honored at the Mystic Marriott.

"It's a pleasure to honor this group of distinguished shipbuilders," said EB President Mike Toner. "The heart and soul of Electric Boat are its people – and you represent the best of the best, I appreciate all you've done over the years."

Toner noted that the company's employee

population with 40 years of service or more – now 137 strong – represents about 5,500 years of shipbuilding experience. Each of the group honored recently received a blazer, commemorative pins and patches, and a \$500 U.S. Savings Bond.

"In this day and age, not many people can say they've worked for one company for 40 years," said Bob Nardone, VP – HR and Administration, who congratulated the group for its service. "It's our pleasure to honor you." ♦

# The President's Corner

*Mike Toner, President, Electric Boat*



In this issue of the Electric Boat News, we're providing each employee with a copy of the company's strategic plan – our roadmap for the future. Disseminating this kind of information hasn't always been a common practice in the business world, but I am convinced that it's the right thing to do for a couple of reasons.

First, it demonstrates to you that we have a set of clearly defined goals as well as the specific plans we'll need to reach them.

Second, by presenting you with this information, we hope to develop a deeper understanding of the rationale for the actions we take as a company. We hope that this understanding translates into support, because our continuing success depends on the contributions of every single employee. That may sound like a cliché, but it is a fact.

The plan that you'll find on pages 7 through 11 was developed over a period of about six months by the executive staff and reviewed by director-level management, who provided their feedback.

The resulting plan is rooted solidly in the culture of Electric Boat, which itself is a product of the company's values – integrity, commitment, the health and well-being of our workforce, respect for our employees

We have a set of clearly defined goals as well as the specific plans we'll need to reach them.

and loyalty.

I strongly believe that our culture is what gives us a competitive advantage in our industry. To put it another way, you and your co-workers provide the company with its competitive advantage through your ability to work together and perform as a team. It's the responsibility of the management team at EB to maintain the environment that sustains this culture.

Our plan also includes the company's basic leadership principles, which are spelled out in detail in the special section. These principles and our ability to adhere to them will be tested over the next two years as we prepare to deliver two ships – the Virginia (SSN-774) and the Jimmy Carter (SSN-23) in 2004. The intensity of work at Electric Boat is going to increase dramatically and I want to make sure that my management team reacts in accordance with the principles we've established.

Another important element of the strate-

gic plan concerns the efforts my staff and I make to balance the needs of the business with the needs of our people. We've had to make some critical business decisions that didn't always line up with what our workforce wanted – and we know that. But managing Electric Boat to be a successful business will always be a balancing act, and that push/pull is going to be with us as we move forward. My staff and I will try to be as clear as we can about the actions we take and why we take them. Publishing the strategic plan is an important step in that direction.

To sum up, we've set the goals we want to achieve and we've developed a plan to reach them. We've also articulated the company's mission and our vision for the future. When you get down to the basics, however, it's you and your co-workers who are going to make all this happen. It's you who makes this company one we can all be very proud of. ♦

## Shippingport In Action



Photo courtesy of Sub Base Public Affairs

Electric Boat employees operating Shippingport (ARDM-4) at the submarine base in Groton recently docked their first submarine, USS Philadelphia (SSN-690), since taking control of the floating drydock. EB is maintaining and operating Shippingport under a contract worth up to \$61.1 million.



## Earned Hours: Where We Stand

### Electric Boat **NEWS**

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*From left, painters Bob Douchette and Toby Stanley (both of 251) stand near the rudder of the Jimmy Carter (SSN-23) following the early completion of a blast-and-paint job on the submarine.*

## A Sand-Blasting Success Story

Using a combination of new hires and seasoned veterans across all three shifts, Electric Boat's painting department recently completed a blast-and-paint job on the Jimmy Carter (SSN-23) five days ahead of schedule.

Supervisors call it a testament to the quality of the new employees and the dedication of their more experienced counterparts, and to the teamwork between the two groups and among the three shifts.

"They're eager to learn," first-shift foreman Paul Desaulnier (251) said of the new hires. "They want to learn all the phases of the process – everything from surface prep all the way up to the application of the coatings."

Desaulnier said it made sense to team the new employees with more experienced ones. "We put senior people in there to make sure the new employees knew exactly what we wanted and what we expected from them, and it worked out well."

"The willingness of new employees to learn and senior employees to teach made for a smooth third-shift working environment."

"We've learned a lot from them," said painter Bob Douchette (251), a nine-month employee who has worked closely with veteran painter Toby Stanley (251), among others. "If I've had a question, Toby has been right there to help me with the answers. It's good working with the older workers."

"I'm impressed with the caliber of the kids they're bringing in," said Stanley. "These kids want to work. If they know what they're supposed to be doing, they're on it. If they don't know, they're not afraid to ask."

"And they make us work harder because we don't want to be outdone by the young

bucks," Stanley said with a smile.

Second-shift painter foreman Paul Olivo (251) said that in addition to teaming up with veterans, the new hires were given on-the-job experience in the sandblasting workshop before going to work on a hull.

"None of the employees went in there as a first-timer with sandblasting, but it was their first time sandblasting on a job of this magnitude," he said.

Also touting the success of the blast-and-paint teamwork was Harry Albino, a retired general foreman who came back to oversee third-shift painters.

"The willingness of new employees to learn and senior employees to teach made for a smooth third-shift working environment," he said.

Stan Gwudz, area superintendent for SSN-23, praised everyone who played a role in the successful completion of the project. "It was a very challenging job that went extremely well," he said. ♦

# Retirees

- |   |  |  |
|---|--|--|
| 100 David Hammond<br>28 years<br><i>Machinist Trade Tech</i>              | 252 Humbert A. DeGregory<br>26 years<br><i>Senior Mfg Representative</i> | 452 Robert E. Cushman<br>15 years<br><i>Pipe S/Des Sr Spec</i>       |
| 200 Lewis E. Marley<br>39 years<br><i>Superintendent</i>                  | 252 Sandra C. Jerbert<br>28 years<br><i>Foreman</i>                      | 452 Alexander Veksler<br>9 years<br><i>Piping Sr Designer</i>        |
| 221 Dana C. Gerry Jr<br>39 years<br><i>Administrative Clerk II</i>        | 252 William P. Kutneski<br>26 years<br><i>Foreman</i>                    | 453 Anthony J. Grillo<br>36 years<br><i>Mech S/Des Sr Spec</i>       |
| 221 Gerald Kortick<br>38 years<br><i>Administrative Clerk</i>             | 252 Harry R. Molyneux<br>21 years<br><i>Carpenter 1/C</i>                | 453 Emery A. Langlois<br>18 years<br><i>Design Supervisor</i>        |
| 226 Warren D. Whitehouse<br>42 years<br><i>Boilermaker Trade Tech</i>     | 330 Lee R. James<br>28 years<br><i>Purch Agent Sr</i>                    | 456 Norman E. Barnard<br>11 years<br><i>Elect Sr Designer</i>        |
| 227 Frederick L. Greene Jr<br>40 years<br><i>Boilermaker Trade Tech</i>   | 330 Laurice E. Richards<br>34 years<br><i>Administrative Clerk II</i>    | 456 Robert A. Cafaro<br>38 years<br><i>Design Supervisor</i>         |
| 229 Ivan W. Clark<br>26 years<br><i>Weld Machinist Rep Electrical 1/C</i> | 341 Robert L. Martin<br>40 years<br><i>Eng Suppt - Metrology</i>         | 458 Carolyn M. Livingstone<br>35 years<br><i>Administrative Aide</i> |
| 241 Gustave F. Bender Jr<br>37 years<br><i>Electronics Mechanic 1/C</i>   | 355 William B. Zeppieri<br>31 years<br><i>Prod Planner</i>               | 459 Richard W. Leuchner<br>31 years<br><i>Structural Sr Designer</i> |
| 241 Gerald E. Piscatelli<br>37 years<br><i>Elect Trade Tech</i>           | 405 Bruce K. Anderson<br>37 years<br><i>Financial Analyst, Sys</i>       | 459 Sophia Veksler<br>8 years<br><i>Struct Sr Designer</i>           |
| 243 Richard D. Holmstrom<br>26 years<br><i>Pipefitter 1/C</i>             | 405 Lynda M. Ezersky<br>21 years<br><i>Financial Analyst Sr</i>          | 459 Robert J. Voss<br>37 years<br><i>Struct Sr/Designer Sr Spec</i>  |
| 244 Henry J. Barry Jr<br>37 years<br><i>Boilermaker Trade Tech</i>        | 408 Stanley A. Fraser<br>37 years<br><i>Proj Dir Innovation</i>          | 460 Joel M. Fuller<br>36 years<br><i>Engineering Specialist</i>      |
| 251 Robert P. Boisvert<br>42 years<br><i>Painter 1/C</i>                  | 411 Stanley F. Grygiel<br>37 years<br><i>Administrative Aide</i>         | 460 Clyde B. Gordon Jr<br>28 years<br><i>Engineering Specialist</i>  |
| 251 Charles H. Cahoon<br>23 years<br><i>Painter 1/C</i>                   | 417 Charlene Lowe<br>14 years<br><i>P/C Tech Aide</i>                    | 462 Kenneth Heist<br>13 years<br><i>Engineer</i>                     |
| 251 Paul P. Paquin<br>29 years<br><i>Painter 1/C</i>                      | 436 David W. Sisk<br>41 years<br><i>Qual Control Analyst</i>             | 477 Barbara J. Trowbridge<br>29 years<br><i>Staff Assistant</i>      |
| 251 David R. Punska<br>25 years<br><i>Foreman</i>                         | 447 Richard F. Magaraci<br>32 years<br><i>Tech Aide Material</i>         |  |
| 252 Antonio M. Carneiro<br>29 years<br><i>Carpenter 1/C</i>               | 448 Anthony J. Bisceglia<br>29 years<br><i>Principal Engineer</i>        |  |
|   | 449 Jean B. Cather<br>31 years<br><i>Test Engineer Sr</i>                |  |

continued on page 6

## General Dynamics 3rd Quarter Backlog Jumps \$4 Billion; Revenues Increase 9 Percent; Pre-FAS 142 Per Share Earnings Increase 13 Percent

FALLS CHURCH, Va. General Dynamics has reported 2002 third quarter net earnings of \$268 million, or \$1.32 per share on a fully diluted basis, on sales of \$3.3 billion. Before the impact of FAS 142, which changes the way companies account for goodwill in business combinations, earnings per share increased 13 percent over the third quarter of 2001, when net earnings were \$230 million, or \$1.13 per share, on sales of \$3 billion. (Including the effects of FAS 142, earnings per share in the third quarter of 2002 increased 17 percent.) Net cash provided by operating activities totaled \$254 million for the 2002 third quarter. The quarter ended on Sept. 29, 2002.

For the first nine months of 2002, sales were \$9.9 billion, compared with \$8.7 billion for the first nine months of 2001. Net earnings for this nine month period were \$760 million, or \$3.74 per share fully diluted, compared with net earnings of \$669 million, or \$3.30 per share, for the first nine months of 2001, excluding a non-recurring tax gain recorded in the first quarter of 2001. Net cash provided by operating activities for the first three quarters now totals approximately \$592 million.

"This was a very good quarter, with a \$4.02 billion increase in our backlog on the strength of major shipbuilding increases and Gulfstream orders. We ended the quarter with a total backlog of \$29.5 billion, \$21.5 fully funded," said Nicholas D. Chabraja, chairman and CEO of General Dynamics. ♦

# Retirees

Retirees continued from page 5

- 501 **Arthur A. Blatchford**  
29 years  
Carpenter Specialist
- 505 **Andrea Dinoto**  
27 years  
Construction Mech. 1/C
- 545 **David C. Congdon**  
37 years  
Warehouseman 1/C
- 545 **Glenn W. Payne**  
43 years  
Trailer Truck Driver 1/C
- 610 **James Delaney**  
38 years  
Sr Acct Spec
- 610 **Richard A. Muntimuri**  
37 years  
Manager Of Finance
- 660 **Ronald L. Guerette**  
18 years  
Security Officer Cpl
- 660 **Kenneth J. Sylvia**  
36 years  
Security Officer G/1
- 911 **Roger L. Benjamin**  
26 years  
Structural Fabrication Mech I
- 915 **John T. Hickey**  
26 years  
Foreman
- 915 **Ronald J. Theroux**  
33 years  
Structural Fabrication Tech III
- 935 **Russell T. Labrie**  
30 years  
Prod Supp Tech II
- 935 **John S. Williams**  
28 years  
Production Support Tech I
- 951 **William H. Westall**  
27 years  
Engineering Asst, Project

## Process Mapping Shows The Way To Workplace Improvement

**J**oe Bollentin of Innovation Planning is becoming quite the expert at map-making, but his maps won't get anyone from Point A to Point B on Groton's highways and byways.

Rather, the senior engineer's maps will help his fellow Electric Boat employees find ways to make their work more effective and efficient.

Bollentin (355) is perfecting the art of process mapping, in which a manufacturing or business process is broken down into discrete elements and then mapped out on a flow chart so the steps can be studied and streamlined.

"Process mapping is a good way to communicate to everyone involved in a process just what the

overall process is," Bollentin explained. "If you lay it all out, you can see how every step impacts every other step. It helps you focus in on your problem areas."

Besides documenting every individual step in a process, process mapping using the latest software can allow a team to run simulations – computer-based evaluations that show the positive or negative results of various alternatives the team may want to consider. Such real-time trial and error can help teams find solu-

*continued on page 13*

*Senior engineer Joe Bollentin (355) with a process map, a flow chart that shows discrete elements of a manufacturing or business process.*



## Electric Boat's Mission

Electric Boat leads the design, engineering, manufacturing, systems integration, test, delivery, and life cycle support of the world's most advanced nuclear submarines.

We deliver the highest quality, affordable products and services to our customers through the commitment, technical excellence, and innovation of our workforce and the application of disciplined processes, while balancing the needs of our customers, shareholders, employees, and partners.

## Electric Boat's Markets

### U.S. NAVAL SUBMARINES

#### ENGINEERING

- Research & Development
- Engineering Analysis
- Concept formulation, capability insertion
- Design
- C4I system development oversight & platform integration
- GFE to CFE transition (Propulsion, HM&E & Combat Systems)

#### CONSTRUCTION

- Manufacturing
- Assembly, Outfitting and Test Overhaul & Repair

#### LIFE CYCLE SUPPORT

- Engineering & logistics services
- In-service Engineering Agent (ISEA)
- Navy Supply Support

### US NAVAL SHIPBUILDING

- Engineering Analysis
- Design
- Manufacturing

### PUBLIC SECTOR RATIONALIZATION

#### INTERNATIONAL NAVIES

(with domestic customer concurrence)

- Australia
- United Kingdom
- Taiwan

### MARINE ENGINEERING & DESIGN SERVICES

- U.S. ship construction yards
- Liquid Natural Gas containers (LNG)

### ADVANCED MARINE PROPULSION SYSTEMS

Electric Boat Is a "Values" Driven Company – Our Strong Culture Is a Competitive Advantage

### ELECTRIC BOAT'S VALUES

- Integrity
- Commitment
- Health & well-being of our workforce
- Respect for our people
- Loyalty

### ELECTRIC BOAT'S CULTURE IS DEFINED BY OUR COMMITMENT TO:

- Safety
- Quality
- Schedule
- Cost
- Continuous Process Improvement/Lean Design & Manufacturing

Electric Boat Is Committed to Basic Principles – Using Balanced Management Practices

### ELECTRIC BOAT'S "BASIC PRINCIPLES"

- Focus on the situation, issue or behavior – not the person
- Maintain the self-confidence & self-esteem of others
- Maintain constructive relationships
- Take the initiative to make things better
- Lead by example

### WE BALANCE THE NEEDS OF OUR WORKFORCE & BUSINESS

- Reward, Recognition & Incentive
- Recruiting, Retention & Performance Assessment
- Compensation & Benefits
- Training, Education & Development
- Communication & Information
- Facilities, Tools & Equipment

## Electric Boat Has Unique Capabilities – Core Competencies

### DESIGN & ENGINEERING

- Submarine Concept Formulation / CONFORM
- Integrated Product Development Environment (IPDE)
- Component Development/Procurement
- Design/Build Integrated Processes & Practices
- Engineering Analysis
- Submarine Design
- Systems Engineering & Integration
- Configuration Control
- Submarine Systems Software Development
- Technology/Capability Insertion

### MANUFACTURING & CONSTRUCTION

- Modular Manufacturing, Assembly, Test Methodology & Continuous Process Improvements (all levels)
- Mold in Place Technology
- Final Assembly, Integration & Test
- Dimensional Control/Application in Modular Construction

- Submarine Pressure Hull Manufacturing
- Integrated Mechanical / Structural Assemblies
- Pre-Fab Assemblies & Fixtures
- Materials Joining
- Steel Processing/Dimensional Data

### OVERHAUL & REPAIR

- Public-Private Workforce Integration

### LIFE CYCLE SUPPORT (LCS)

- Design, Engineering and Logistics Support Services
- Logistic Technical Documentation
- Configuration Management
- Navy Supply Support

### PROGRAM MANAGEMENT

- Disciplined EVMS Methodology Execution
- Customer Relationship Management
- Subcontractor Management
- Complex Design & Construction Integration

## Electric Boat's Vision

- We will deliver and support the world's most advanced nuclear submarines.
- We will apply our core competencies in Design & Engineering, Manufacturing & Construction, Overhaul & Repair, Life Cycle Support and Program Management.
- We will provide high quality, affordable, best value products & services.
- We will be distinguished by our innovative and highly competent employees and our commitment to our customers, employees and shareholders.
- We will live our values every day.

## Electric Boat's Strategy

- We will maintain a strong foundation for growth by ...
  - delivering our commitments and backlog with the highest quality
  - being the industry's technology leader.
- We will grow our business by leveraging our core competencies by ...
  - supporting the Navy in increasing submarine design and procurement rates
  - establishing Electric Boat as a prime contractor when appropriate
  - driving enterprise rationalization toward centers of excellence
  - partnering with industry members, government and other GD companies to provide the best business, engineering and construction solutions in the marine sector
  - pursuing international opportunities with customer support.
- We will use acquisitions to penetrate selected market segments.
- We will maintain a professional work environment that ...
  - attracts the best engineering/technical and trades personnel
  - promotes diversity in our workforce
  - develops the skills and knowledge of our entire employee population
  - engenders teamwork and makes Electric Boat one company with common goals and objectives



## Objective 1: Maximize & Recognize the Talents of Electric Boat's Workforce

- Develop & execute plan for retention of critical design & engineering capabilities by 11/02
  - Identify critical mass requirements
- Develop a comprehensive off-site work force recruiting & development plan by 11/02
- Develop a company-wide critical skills catalog by 1/03
- Assess knowledge loss impact as a result of attrition
- Implement leadership development & succession planning system by 1/03
- Implement the long-term comprehensive recruiting plan for engineering/technical and trades personnel – ongoing
- Evaluate and revise employee communications plan – ongoing
- Revise and implement company-wide incentive plan by 1/03
- Provide a safe and secure work environment
  - Achieve industry best practice levels of Recordable Injury Rate (RIR) and Lost Workday Injury Rate (LWIR) in 03

## Objective 2: Perform on the Backlog

- Complete design of SSGN to plan by 1/2005
- Meet SEAWOLF & VIRGINIA Class performance targets
  - Achieve EAC's on SSN774 and 775, deliver SSN774 in 2nd Qtr 2004, deliver SSN23 in 4th Qtr 2004
- Meet all fleet maintenance and off-site performance targets
  - Remove DIG Pressure Vessel by 11/04, fully support customer resource requirements, strengthen customer relations
- Achieve 75% participation in Process Improvement teams in QP by 1/05
- Achieve 50% participation in Process Improvement teams in Groton Operations by 1/04
- Achieve successful NavSea O8 annual audits
- Achieve successful SubSafe functional audits in 2003 & 2005
- Maintain ISO/9001 certification
- Develop ISO/14001 compliant environmental management system by 1/04
- Maintain at least SEI/level 3
- Integrate acquisition and planning yard Life Cycle Support processes
- Become OHSAS 1801 compliant for health & safety by 1/05
- Develop lean process objectives & metrics by 7/03
  - Define & quantify reductions in work in process; develop improvement action plans by 4/03
  - Reduce purchased material shorts to <2% by 1/04
  - Define & quantify rework; develop corrective action plans by 1/04
- Achieve 50% rework reduction by 1/06
  - Reduce number of ER's from design by 33% as compared to MMP
  - Integrate Lean Design & Lean Manufacturing techniques into the design build process

## Objective 3: Position Electric Boat to Develop and Capture New Business

- Develop/execute a focused plan to engage USN, OSD & Congressional customers with EB issues by 1/03
  - Engage senior USN and OSD decision makers to affirm submarine relevance and broaden support for submarine programs
- Utilize business development process to identify & capture target opportunities
  - Include metrics to manage the system (e.g. budget, gross bookings, target pipeline, win rate, NBF, etc.)
- Develop a NBF ROI reporting process & metrics by 1/03
- Develop & execute a plan to sustain Electric Boat's core competencies by 1/04
- Develop a process to rapidly evaluate and advance technologies for capability insertion on a continuing basis
  - Expand awareness & expertise in emerging technologies
- Identify strategic position on emerging programs
  - Off-board vehicles (manned & unmanned)
  - Network Centric Warfare & FORCEnet
  - National Missile Defense (NMD)
- Develop & document process to capture and manage small, new contracts
  - Strategic value
  - ROI requirements, etc.

## Objective 4:

### Grow Electric Boat's Business in Core and Adjacent Markets

#### DESIGN & ENGINEERING FOCUS

- Increase by 200 man-years/year EB participation in CVN(X) design by 2004-2007
- Achieve advanced power systems (E-drive) cumulative sales > \$40M from 2003 to 2008 (does NOT include submarine E-drive related technologies)
- Define by 1/03 and capture by 1/04 a submarine program to sustain design workforce post-2004
- Continue to transfer GFE to CFE
- Increase sales \$100M/ship by 1/06
- Convert Submarine Payload & Sensors R&D to VCS & SSGN technology insertion programs
- Maintain leadership position in application of IPDE to design, engineering, construction & support of naval ships
  - Secure Navy funding to transition VCS IPDE to CATIA and ENOVIA Version 5 by 1/04
  - Institutionalize Design/Build area teams to improve current work processes/reduce construction time
- Utilize Conform process to identify and capture new work
  - Develop advanced platform concepts that ensure submarine relevance
- Develop & implement a plan to partner with USN Labs

#### CONSTRUCTION FOCUS

- Achieve authorization for 2-ships/year by 4th Qtr 2004
  - Ensure Block Buy starting with FY03 ship
- Capture role as prime contractor for SSGN conversions by 1/03
- Establish center of excellence for MIP installation by 1/04
- Grow use of COATS as C3I integration & test facility
- Become a competitive supplier to other shipyards – ongoing
- Determine EB role regarding ASDS Program by 10/03

#### OVERHAUL & REPAIR FOCUS

- Capture a minimum of 3.1 million man-hours of Overhaul & Repair work in 2003-2008 to fill Groton Operations workload gap
  - Identify & develop resources to support overhaul and repair (personnel, tooling, equipment & facilities)
  - Import AIM planning process & TGI development process
  - Obtain best practices from NSYs
  - Complete Overhaul & Repair work at target price & schedule
- Grow the I-level position in other homeports in accordance with customer agreements
- Position EB to be Overhaul & Repair provider for VCS by 1/05

#### LIFE CYCLE SUPPORT FOCUS

- Maintain LCS business of \$100M/year through 2008 by replacing reduced LCS acquisition sales with a growth in Planning Yard and Fleet Support business
  - Secure SSGN Launcher development contract by 11/02, Production contract by 11/03
  - Secure funding to utilize the VCS 3D model and related information in the post-delivery arena by 3/03
  - Secure follow-on planning yard OMNIBUS contract as sole source by 9/03
  - Be designated as planning yard (VCS, SSGN, SSN23) by 1/04
  - Be designated as ISEA for selected VCS and OHIO SWS systems by 6/04
  - Expand Electric Boat's role as provider of USN's supply support to \$15M/year by 12/08

#### INTERNATIONAL FOCUS

- Establish a presence in ASC
- Capture \$19M contract for ASC support by 1/03
- Determine avenue of participation with private industry or MOD on UK programs in engineering & design by 1/2004

## Objective 5:

### Increase the Economic Value of Electric Boat

- Achieve financial targets
  - Sales
  - Earnings Before Interest And Taxes
  - Operating Margin
  - After Tax Cash Flow
  - Orders

- Maintain wrap rate at or below CAIG line target
- Achieve an IRR > 11% on all major investments



## Glossary

<b>AIM</b>	Advanced Industrial Management	<b>ISEA</b>	In-Service Engineering Agent
<b>ASC</b>	Australian Submarine Corporation	<b>ISO</b>	International Organization for Standards
<b>ASDS</b>	Advanced Swimmer Delivery System	<b>LTD</b>	Logistics Technical Data
<b>ATCF</b>	After Tax Cash Flow	<b>MIP</b>	Mold-in-Place
<b>C3I</b>	Command, Control, Communications & Intelligence	<b>MMP</b>	Multi-Mission Platform
<b>CAIG</b>	Cost Analysis Improvement Group	<b>MOD</b>	Ministry of Defense (UK)
<b>CATIA</b>	Computer-graphics Aided Three-dimensional Interactive Applications	<b>NAVSEA</b>	Naval Sea Systems Command
<b>CFE</b>	Contractor Furnished Equipment	<b>NBF</b>	New Business Funds
<b>COATS</b>	Command and Control System Module Off-Hull Assembly and Test Site	<b>NG</b>	Northrop Grumman
<b>CONFORM</b>	Concept Formulation	<b>NSY</b>	Naval Shipyard
<b>CPI</b>	Cost Performance Index	<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>CVN(X)</b>	Nuclear Aircraft Carrier (Next Generation)	<b>OSD</b>	Office of the Secretary of Defense
<b>CY</b>	Calendar Year	<b>Qtr</b>	Quarter
<b>DMP</b>	Depot Modernization Period	<b>QP</b>	Quonset Point
<b>DoD</b>	Department of Defense	<b>R&amp;D</b>	Research & Development
<b>EAC</b>	Estimate at Completion	<b>ROI</b>	Return On Investment
<b>EBIT</b>	Earnings Before Interest and Taxes	<b>SCN</b>	Shipbuilding & Conversion, Navy
<b>E-Drive</b>	Electric Drive	<b>SEI</b>	Software Engineering Institute
<b>ENOVIA</b>	Dassault Systemes Product Management System	<b>SRA</b>	Selective Restricted Availability
<b>ER</b>	Engineering Revision	<b>SSN</b>	Nuclear Attack Submarine
<b>EVMS</b>	Earned Value Measurement System	<b>SSGN</b>	Nuclear Guided Missile Submarine
<b>FY</b>	Fiscal Year	<b>SubSafe</b>	Submarine Safety Program
<b>GFE</b>	Government Furnished Equipment	<b>SWSS</b>	Strategic Weapons Systems
<b>HM&amp;E</b>	Hull, Mechanical, & Electrical	<b>TGI</b>	Task Group Instructions
<b>I-Level</b>	Intermediate Level Maintenance	<b>UK</b>	United Kingdom
<b>IPDE</b>	Integrated Product Development Environment	<b>USN</b>	United States Navy
<b>IRR</b>	Internal Rate of Return	<b>UUV</b>	Unmanned Undersea Vehicle
		<b>VCS</b>	Virginia Class Submarine
		<b>YE</b>	Year End

# Employees Community Services Campaign To Run Through November 15

Editor's note: *With the 2002 Employees Community Services campaign now in progress, the campaign chairmen – HR VP Bob Nardone, MDA-UAW President Mel Olsson and MTC President Ken DelaCruz participated in an EB News interview to explain some of the details of the fundraising drive.*

What are the goals of this year's campaign?

Specifically, our goals are to increase employee participation from 79 percent to 85 percent; increase individual contributions by 10 percent; contribute \$1.1 million of the total raised by the Employees Community Services Association to the United Way, a 10 percent increase over last year. This will require an employee donation of \$800,000; the company will provide the remainder.

**Olsson:** We set goals to meet an objective, gauging them by our performance in past drive and projected community needs. Our goal this year is an aggressive one, and for good reason – Electric Boat's Fred Harris is chairman of the Southeastern Connecticut United Way annual drive. Specifically, our goals are to increase employee participation from 79 percent to 85 percent; increase individual contributions by 10 percent; and contribute \$1.1 million of the total raised by the Employees Community Services Association to the United Way, a 10 percent increase over last year. This will require an employee donation of \$800,000; the company will provide the remainder.

Historically, EB employees are no strangers to tough challenges and are proud of their accomplishments in design, engineering, construction and charitable giving. The more difficult the goal, the sweeter the success. This was evident during the downsizing of the 1990s. By sharing today's prosperity with the less fortunate, we can attain our goal.

How will the campaign be conducted?

**Nardone:** For shipyard employees, all campaign sessions will be held in the Shipyard Safety Building (#53), 1st floor classroom. Employees will be notified of their scheduled session by their department administrators. All sessions will be conducted by experienced MTC members and United Way agency speakers.

For everyone else at the Main Plant, information sessions will be presented jointly by teams of hourly and salaried employees. All sessions will be held in the Tech Center's 3rd floor conference room. Shaw's Cove and Purchasing will run their own sessions. In all cases, employees can expect to view the current United Way video, find out why their donations are needed in the community, and learn where their money is being distributed.

How you do convince people to give?

**DelaCruz:** When it comes to giving time and/or money to charity, we are helping individuals less fortunate than ourselves.

Your donations cover the spectrum of services that affect the lives of people ranging from infants to the elderly. Most people require short-term assistance to get themselves and their families back on their feet. Many individuals have been stricken with disease or circumstances beyond their control. With our contributions, we can assist them with programs and resources during their difficult times.

Please give generously during the Employees Community Services campaign. Your contribution will help the less fortunate in our community. ❖

## Fred Harris Receives SNAME Award



Mike Powell, left, director of technology and development at Northrop Grumman Newport News, presents Fred Harris, VP – Programs, with the William M. Kennedy Award at the annual meeting of the Society of Naval Architects and Marine Engineers held recently in Boston. The award is presented to individuals for their outstanding service and contributions to shipbuilding and ship repair.

## Registration Campaign Nets 241 New Voters



A three-day campaign conducted jointly by the company, the MDA-UAW and the MTC to sign up new voters or voters who've had a name or address change resulted in 241 new registrants. In this photo, Carol Stergio (400) completes the required paperwork for registration.

## Process Mapping

*continued from page 6*

tions to their problems more quickly, Bollentin said.

“So now, when you try to improve a process, you’ll be able to make modifications within the software, run the simulation and see right away if you actually are improving it, and by how much,” he said. “When I work with teams on process mapping projects, 99.9 percent of the time the people already know their problem areas, but the software helps validate the problem areas and gives the people the capability to communicate to others why they’re having the problems. Being able to communicate the problems and their impact can help to alleviate them.”

Colleen Bauer (400), Continuous Improvement program coordinator, agreed that process mapping has real value, primarily because it can help everyone see things the same way when trying to resolve a problem.

“You can see where the big loops exist that hold you up,” she said. “It gives you something to look at without a lot of talking and screaming in the background. And that’s why I like it. It makes everything real clear – and very objective.”

Through a Manufacturing and Production Engineering-funded project, Bollentin has recently evaluated various process mapping and simulation software applications, one of which has been recommended as the standard for process mapping in the future.

“Having a standard,” Bollentin explained, “will help enable the creation of a library of inter-related process maps, which is part of my vision. The incorporation of process maps with procedural documentation, combined with the simulation aspect of the tool, will assist in the planning, forecasting and controlling of processes and product development.

“I see this tool as a bridge between process improvement efforts, the documentation of procedures and the planning and controlling of our work scope,” he concluded. ♦

# Classified

## APPLIANCES

ELECTRIC DRYER - used; best offer. 443-3017.

GAS DRYER - Kenmore, used only 6 months, brand new; \$150 or best offer. 401-596-3329 after 4 p.m. or leave message.

STOVE - Hot Point Electric, 4 burners, white; \$125 or best offer. 439-1999 after 11 a.m.

WASHER/DRYER - Magic Chef matching pair, both work perfectly, \$200 or best offer. 267-4500, leave message.

## AUTO/TRUCKS

BUICK REGAL LIMITED, 1996 - ps, pb, at, ac, pw&l, cruise, 3.8L, V-6 engine, 225 hp, leather, 88k, clean, excellent condition; \$5,995. 446-1473 ask for Jeff.

CHEVY SUBURBAN, 1988 - auto, 8 cyl., 4x4 loaded, new engine, transmission, 4x4 hubs and much more, minor body maintenance needed; \$2,200 or best offer. 599-4116.

DODGE WINDOW VAN 318, 1989 - auto, tilt, air, cruise, 104k, captains' seats, sofaped, sunroof, Reese hitch; \$3,100 or best offer. 376-5388.

FORD 150, 1992 - 8ft. bedliner, auto, rebuilt engine, 75k, diamond-plated tool box, needs exhaust, runs excellent; \$2,500. 440-3143.

GMC VAN, 1996 - finished inside with carpeting, paneling, crushed velvet ceiling, captains' seats, bench/bed, am/fm stereo, CB radio; \$850. 446-9904.

JEEP GRAND CHEROKEE, 1993 - 4 wd, white, 6 cyl., 140k, well maintained, new tires, price negotiable. 536-2123.

MERCEDES BENZ, 1992 - 190E 2.3, just serviced, new shocks, 108k, excellent condition; \$5,000 or best offer. 444-1215, evenings.

MERCURY GRAND MARQUIS, 1989 - 4 door sedan, V8, 99k.

Needs some work, priced accordingly; \$600 or best offer. 848-8943.

MUSTANG COUPE, 1966 - black interior, 6 cyl., 3 speed, needs restoration; \$1,100 or best offer. 376-5388.

OLDSMOBILE ACHIEVA S, 1994 - 4 door, 38k, good condition, \$3,400. 401-364-6571.

PONTIAC FIREBIRD, 1989 - 154k, good condition, lots of new parts; \$1,500. 456-2654.

## AUTO PARTS

ALLOY RIM SET - Motegi MR12 "Gun Metal Grey," used 1 week, perfect condition, 16", 5-hole universal pattern; \$300. 401-742-3000.

FORDTRUCK PICKUP, 1983 - F250, 4 wd, heavy-duty tow package. For parts; \$600 or best offer. 848-9997.

MIATA HARDTOP - blue, fits 90 - 97; \$350. 449-0349.

## BOATS

CANOE - 16 ft. green fiberglass, with paddles; \$225. 449-0349.

23 FT. PRO-LINE WALKAROUND - electronics, canvas and trailer, no motor; \$5,800. 401-315-0499.

## COMPUTERS

COMPAQ PRESARIO SYSTEM - 566 mhz, 64m ram, 40x cd, floppy, 56k modem, ethernet card, Windows 2000 Pro, Office, 2000 Pro, 10 gig hard drive, 15" monitor, keyboard, mouse, speakers, 2 years old, all packing, manuals, software; \$450. 739-6172.

## FURNITURE

WATERBED - Aqua queen soft sided heated queen sized bed with split box spring, like new; \$400 or best offer. 401-596-7302.

## MISCELLANEOUS

ADULT'S ROCKING CHAIR, Fenton glass basket, stuffed chair, typewriter, man's size 42 sport jacket, picture window gold drapes, studio couch cover, Native American jewelry, collectible glassware. 401-596-5788.

## Classified Ad Form

Name \_\_\_\_\_

Dept. \_\_\_\_\_

Ext. \_\_\_\_\_

One form per ad; 25 words per ad; two ad maximum per issue. No faxed or phoned-in ads.

Include item description, price and home telephone (List area code if outside 860)

Circle category:

Appliances	Boats	Motorcycles	
Autos / Trucks	Computers	Pets	Real Estate / Sales
Auto Parts	Furniture	Real Estate / Rentals	Wanted
	Miscellaneous		

Mail to Crystal Smith • EB Classifieds • Department 605 • Station J88-10

ALUMINUM LADDER - 36 ft. excellent condition; \$200. You pick up, 449-1058.

AMERICAN GIRL DOLL CLOTHES and furniture, child's rocking chair, Fisher Price dollhouse, 1960s Barbie dolls, Children's books, new porcelain doll, wooden doll's cradle, small piano. 401-596-5788.

DELTA 10" TABLE SAW - model 36-560, great condition; \$170. 456-0104 leave message.

DOUBLE HUNG WINDOW - brand new, white, Carole Industries, mod. 1450. 0.50 u-value, 27 1/2" x 61", 7/8" clear glazing; \$35. 464-6255.

FIREPLACE - contemporary corner unit with large stovepipe and steel curtain; \$250 or best offer. 439-1999 after 11 a.m. will deliver.

GARDEN CART - \$25, Disc Harrow; \$75, Total gym; \$100. 401-364-6571.

KIRBY VACUUM CLEANER/RUG SHAMPOOER - GL6, brand new, never used. All attachments included in original boxes; \$900. 822-6751.

LAWN MOWER - Craftsman Eager-1, 20", runs excellent; \$30 or best offer. 572-9808.

LEATHER ATTACHE CASE - Heritage, brand new in box, expandable 4" to 5", burgundy, great Christmas gift; \$25. 464-6255.

MUSICAL EQUIPMENT - hard-shell guitar case for thin body acoustic or solid body guitar; \$30, Crate GX30M guitar amplifier w/footswitch; \$115, detachable electronic guitar pick-up; \$20. 464-8704.

PING PONG TABLE, Sears, folding/rollaway, all accessories, 2 years old, rarely used, excellent condition, \$100. 739-6172.

PORCELAIN DOLLS - hand painted, hand made clothing, collectible, babies up to 24", private collection, also ethnic dolls; \$50 and up. 444-1215.

PUMP JACK STAGING - 5 sets with upper brackets; \$20 each. 401-884-7223.

REGINA RUG SHAMPOOER - with attachments and soap; \$55, oven broiler; \$25. 443-6019.

RUBBER FLOOR MATS - Volkswagen factory, new, black; \$40. 444-1215.

SNOWMOBILE 1970 or 71 - Skidoo, great for parts, best offer. 859-1741.

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TENOR SAXOPHONE - Yamaha YTS-23, good condition, used by a student, includes hardshell case; \$500. 535-2359.

WARM MORNING COAL STOVE - holds 50 lbs.; \$150 or best offer. Parlor coal stove, holds 30 lbs.; \$100 or best offer. Free nut coal with purchase, 599-4116.

WINTER HORSE BLANKETS - turnout rugs and blankets. Sizes available are 60", 64" and 68". Priced at \$25 to \$5. 884-6105, leave message.

YAMAHA RX11 DRUM MACHINE - \$75, Stationary Bike; \$10. 401-783-1273.

12 IN 1 OLYMPIC BENCH - includes lat. curl leg, extensor & row attachment; \$50. Olympic weight set (500 lbs.); \$150. 456-0104 leave message.

#### MOTORCYCLES

HONDA CX500 CUSTOM, 1979 - new tires, battery, mufflers, recent tune up. Very low miles, liquid cooled transversal twin cylinder, always garaged, very rare; best offer. 887-4886.

#### REAL ESTATE

LONGBOAT KEY, FL - for rent, 2B/2B condo, washer/dryer, cable & carport, on canal, next to park, 5 min. to semi-private beach; \$500/week - \$1800/mo. 401-783-1273.

ORLANDO/DAYTONA BEACH, Florida Resort Condo for rent. Daytona two bedroom 11/23 - 30, 2002; \$450, and two bedroom Daytona 500 Race Week 2/09 - 16, 2003, \$1500. 904-277-8553.

#### WANTED

ANVIL - looking for a 120 lb. or larger. 376-1107 ask for John.

RIDE - with male driver, 2nd shift from Colchester to Electric Boat. 537-3778.

SWINGSET - for child, climbing yard toy also, reasonable. 443-0687.

## Service Awards

### 40 years

- 243 Thomas L. Cimalore
- 333 Elmer E. Church Jr
- 438 Charles H. Holdredge
- 452 Peter Davichik Jr
- 452 Roger M. Daboll Jr
- 452 Leonard W. Cooper Jr
- 911 Louis G. Perras

### 35 years

- 100 Timothy C. Kennedy
- 272 Thomas J. Bonn
- 355 Paul J. Palumbo
- 447 James Vocolina
- 610 Susan A. Lathrop

### 30 years

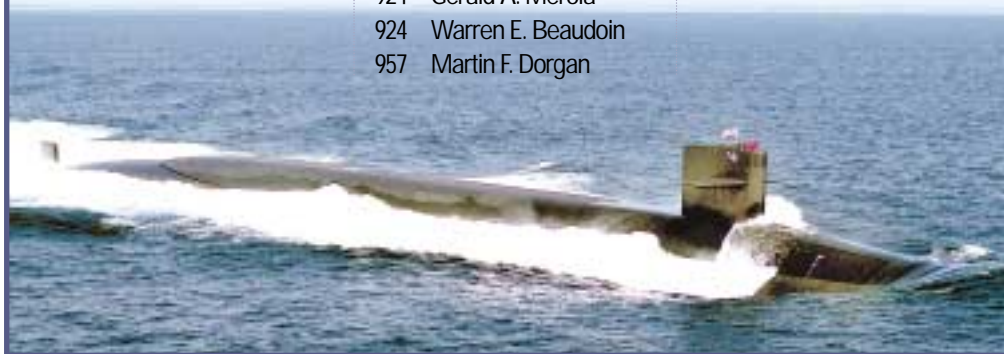
- 230 John W. Zaks Jr
- 252 Lee M. Shirley
- 322 Phyllis E. Gregory
- 355 Bruce A. Burton
- 436 Donna M. Damico
- 458 Jonathan R. Hildebrand
- 507 Alfred P. Henry
- 924 Manuel P. Maderia Jr

### 25 years

- 229 Joseph C. Francis
- 241 Robert W. Adair Jr
- 242 Kevin S. Cavanagh
- 242 Thomas E. Ravenelle
- 242 Michael E. Thompson
- 243 Robert F. Sledjeski
- 243 Daniel Oliverio III
- 243 Alvin R. Lewis
- 243 Roger A. Richard Jr
- 243 Stephen R. Leblanc
- 243 John E. Conley
- 243 Robert R. Gilbert
- 251 Roger W. Smith Jr
- 408 Richard R. Wimmermark
- 438 Louis G. Holewka
- 452 Donald D. Emmons Jr
- 459 William H. Nadeau
- 492 Michael C. Brennan
- 501 Gilbert R. Stailing
- 502 Martin H. Ouimet Jr
- 507 Michael R. Lelievre
- 629 Tod W. Schaefer
- 641 Marie L. Wagner
- 650 Paul Retano
- 660 Mark A. Lonardelli
- 795 John W. Stevens
- 902 David T. Clark
- 902 Scott C. Oldrid
- 904 Richard R. Hebert Jr
- 915 Gary W. Britt
- 915 Michael A. Lopes
- 915 Manuel Carvalho Jr
- 915 Raymond R. Bisbano
- 924 Gerald A. Merola
- 924 Warren E. Beaudoin
- 957 Martin F. Dorgan

### 20 years

- 242 William Fiore
- 243 John M. Burrows
- 243 James S. Hill
- 244 Louis J. Agnoli
- 355 Thomas W. Quinlan
- 400 Steven S. Middel
- 400 John G. Stavropoulos
- 411 Thomas F. Britton
- 452 Michael P. Ganem
- 452 David W. Morgan
- 452 Leroy A. Moran Jr
- 456 Martine A. Flory
- 459 Glenn P. Bergenstock
- 484 Tammy A. Welsch
- 496 Michael T. Lowry
- 496 Kevin M. Austin
- 551 Paul E. Runge
- 650 Martin A. Olson
- 650 Michael S. Barbaresi
- 904 Brian P. Desmarais
- 911 William E. McNally
- 911 Robert Fontaine
- 915 Joseph A. Werner
- 915 Raymond J. Shannon
- 915 William J. Gilman
- 915 Walter C. Tierney
- 915 Caesar S. Desanto
- 915 Geroge R. Wilkie
- 915 Gary L. Smith
- 924 William J. Moran
- 951 Radisa Zelen Jr



GENERAL DYNAMICS  
Electric Boat

# Electric Boat NEWS

Standard  
Pre-Sort  
U.S. POSTAGE  
**PAID**  
GROTON, CT  
PERMIT NO. 392

## *Quonset Point Employee Recognition Event*



*Hundreds of Quonset Point employees attended the Employee Appreciation cookouts on Oct 8. They enjoyed chicken sandwiches, cookies, soft drinks, fruit and more. QP Site Manager John Holmander and Electric Boat President Mike Toner addressed the crowds at the events. Both offered their appreciation and congratulations for the outstanding work employees performed on numerous projects.*