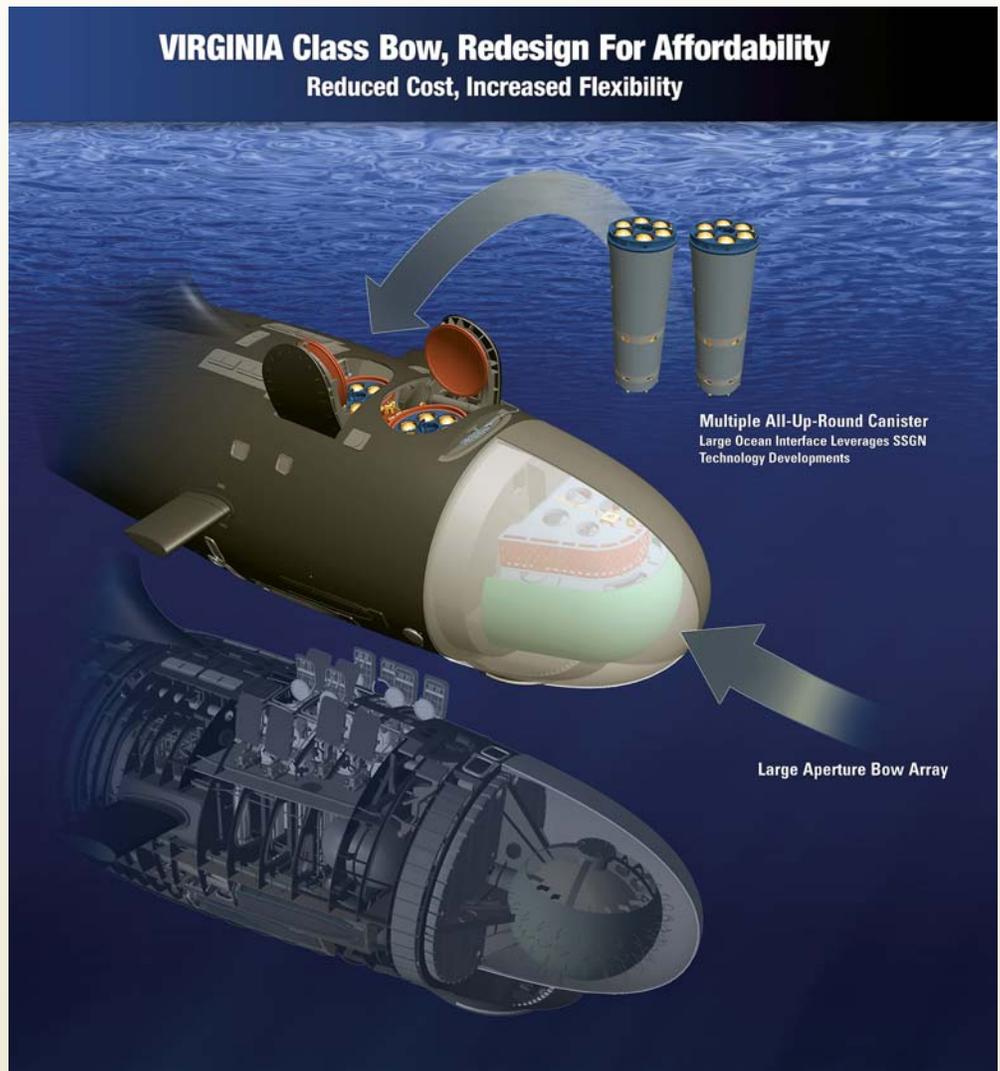


OCTOBER 2007

## BOW REDESIGN REDUCES VIRGINIA-CLASS COSTS, INCREASES CAPABILITIES

**E**lectric Boat is moving forward with a major redesign of the Virginia-Class submarine bow, providing the U.S. Navy with the twin benefits of reduced cost and increased capability.

According to John Holmender, VP- Virginia program manager, the major portion of the redesign involves replacing the existing sonar sphere with a Large Aperture Bow (LAB) Array and the 12 individual vertical launch missile tubes with two Virginia payload tubes (VPTs). These are modified SSGN tubes that will ini-



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tially carry six missiles in a multiple all-up round canisters (MACs).

“With our Design For Affordability approach, we’ve addressed each and every aspect of the bow,” said Holmender. “The bottom line is that we’ll reduce the cost of the bow by more than \$40

**“We’re trying to have this new bow ready for the first ship of the next block of Virginia-Class submarines.”**

*continued on page 2*

*– John Holmender, VP- Virginia program manager*

# Bow redesign reduces costs, improves performance

*continued from page 1*

million per ship and achieve a total program savings of \$800 million.”

Holmänder said about 600 Electric Boat employees will be assigned to the project, applying their expertise in virtually every design and engineering discipline represented at the company, and demonstrating the company’s competence in those areas.

“We’re trying to have this new bow ready for the first ship of the next block of Virginia-Class submarines,” he said. “That will be the SSN-784 – the 11th ship of the class – which we expect to be awarded in 2009.

“So there’s a lot of work to be done over the next 18 months to firm up this design and transition it into the production environment. We’re on a short time fuse, but we feel strongly that we’re up to the challenge,” said Holmänder.

“This is the first large-scale project we’ve had in the VCS program since its initial design,” he said. “It’s a major portion of work that will enable us to take the design/build approach we pioneered on the Virginia program and take it to the next generation, using the visualiza-

**“Overall, we’ve developed a simplified design with fewer pieces that will be easier and less costly to manufacture.”**

*– John Holmänder*

tion tools and electronic build approaches we’ve perfected.”

An integrated product team under the leadership of Director Kurt Hesch and Manager John Pavlos has been established and limited procurement of long-lead material has begun, Holmänder said.

“This project is one element of our overall Design for Affordability effort, which is focused on decreasing the cost of the current platform without decreasing capabilities,” he said. “In this case, we’re not only decreasing the cost and maintaining or increasing capability, we’re also providing room for additional growth at no additional cost.”

The new LAB Array will save money in part by eliminating hundreds of SUBSAFE penetrations that are part of the current Virginia-Class sonar sphere. Additionally, the LAB Array will use Seawolf-Class hydrophones, which are

designed to last the life of the ship; the transducers used on Virginia-Class ships now require replacement at the half-life point.

The VPTs leverage the investment made in the SSGN conversion program, and will nearly double the payload space available from 1,200 cubic feet with the 12 VLS tubes to 2,300 cubic feet. This will enable Virginia-Class ships to deploy a wider variety of payloads, and benefit from the experience gained in the SSGN program. “I can’t overemphasize the importance of commonality with the SSGN program,” Holmänder said. “As new payloads are developed for the SSGNs, they can be considered for the Virginia Class.

“Overall, we’ve developed a simplified design with fewer pieces that will be easier and less costly to manufacture,” he said. The simpler design also will translate into significantly lower life-cycle costs.

“The bow redesign allows us to exercise our talents and critical skills and take design/build to the next step,” said Holmänder. “It’s going to help Electric Boat improve across the board and put us in a good position to capture any additional redesigns or a new design.”



## Reducing stress, one toe at a time

*Reflexologist Tina Hines, left, demonstrates the stress-reducing technique for Anita Kaiser (629) during the five-day Women’s Health Initiative held at the Col. Ledyard Education Center at the Groton shipyard earlier this month. Electric Boat’s Building Better Health program conducted the event, which comprised a wide range of health screenings, demonstrations and information sessions for EB women and the female spouses of employees.*

**Dan Barrett,**  
Editor

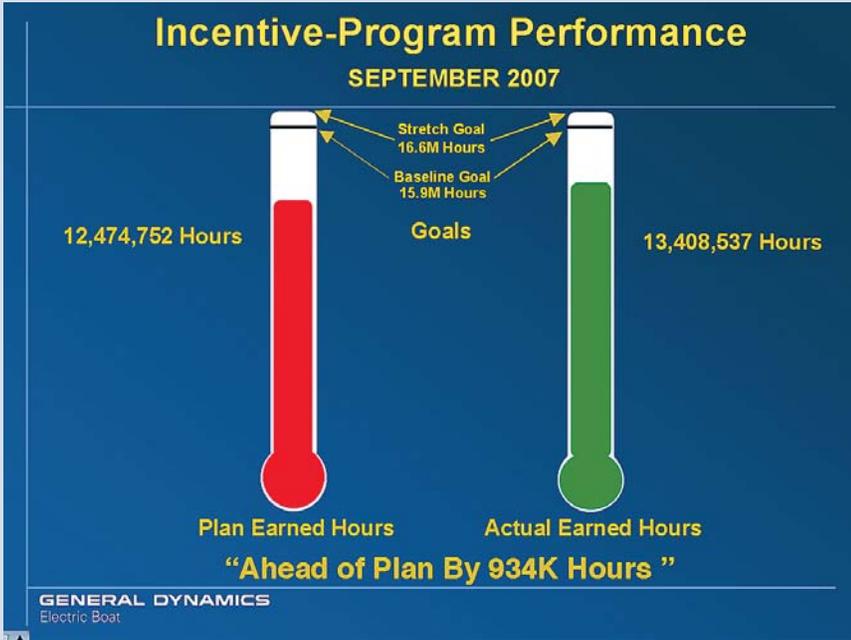
**Bob Gallo,**  
**Gary Slater,**  
**Gary Hall,**  
Photography

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dbarrett@gdeb.com



## Earned Hours • Where We Stand



### Electric Boat Honors Distinguished Shipbuilders

Forty-four employees with 40 years or more of service with Electric Boat joined the ranks of Distinguished Shipbuilders Oct. 12 in recognition of their contributions to the company and the nation's defense. The 2007 honorees are, bottom row from left: Richard Valeriana, John Clifford, Dean Wilkinson, Sheila Wallace, Susan Lathrop, Lydia Sisson, Charles Sisson, George Klepach, George Clark Jr., and Herbert Segal. In the second row are, from left: John Hendrickson, Constantine Proestakis, Gerald Miller, Albert Page, Daniel Rearick, Robert May, David Bliven, Stephen Mitchell, John McCann, and Ronald Gravell. In the third row are, from left: Alan Ruditzky, Philip Worski, Stephen Gordon, David Silva, Robert Gwin III, John Ferreira, Joseph Fahey Jr., Bryan Burdick, and Richard McCombs. Honorees not in photograph are Thomas Bonn, Robert Courter, Ronald Fullam, John Gill Jr., Donald Harrison, Howard Hopps, Daniel Karns, George King, John Levangie, Jane Norman, Andrew Parisek Jr., Edward Ryan, Michael Rourke, William Salisbury, and James Vocolina.



## Electric Boat Family Pharmacy Is Open for Business

In an innovative approach to managing health-care costs, Electric Boat has opened a pharmacy for the exclusive use of its employees.

Located in North Kingstown, R.I., about two miles from the Quonset Point facility, the Electric Boat Family Pharmacy has been open since Sept. 5. It was formally dedicated in a ceremony earlier this month.

The pharmacy provides both prescriptions and some over-the-counter medications and at lower cost, with added convenience and personal service. CHD Meridian, a national health care company, will operate the pharmacy with a highly qualified professional staff. The pharmacy staff will serve Electric Boat employees, pre-65 retirees and eligible family members who are on EB's health plans.

At the formal dedication ceremony, Electric Boat President John Casey said the pharmacy responds to increasing concerns about the availability of quality health care.

"Working with the pharmacy operator CHD Meridian, we are leveraging that company's buying power to provide prescriptions at a lower cost," he said.

*Cutting the ribbon at the official opening of the Electric Boat Family Pharmacy are, from left, Bill Frydryk, Quonset Point site manager; Elizabeth Roberts, Rhode Island lieutenant governor; John Casey, EB president; Kevin Bice, CHD Meridian Healthcare senior vice president – Pharmacy Business; Frank Toce, pharmacy manager; and Frank Martin, CHD Meridian Healthcare chairman.*

**“Working with the pharmacy operator CHD Meridian, we are leveraging that company’s buying power to provide prescriptions at a lower cost.”**

*– John Casey, Electric Boat President*

Describing the pharmacy as the latest component in the company’s Building Better Health initiative, Casey said one of the company’s objectives is to encourage the development of close relationships between the pharmacy staff and employees in an atmosphere similar to neighborhood pharmacies.

“This will enable the pharmacy staff to become personally involved with participants, ensuring they receive the information they need to know how and when to take their medications,” he said. “The

pharmacy represents in a very real way the importance we place on the wellbeing of our employees and their families.”

Rhode Island Lt. Gov. Elizabeth Roberts said that the pharmacy will

achieve two important goals – generating cost savings for both the company and employees, and helping keep people healthy by increasing the quality of care. “And it’s incredibly convenient,” she added.

Roberts presented Quonset Point Site Manager Bill Frydryk with a citation recognizing the event, and said, “This is a great moment for everyone here, but especially for all the employees at Electric Boat.”



### **Electric Boat Loans United Way Four Employees to Help With Fall Fund Drive.**

Electric Boat is continuing its support of the United Way of Southeastern Connecticut by providing four “Loaned Employees” to assist the agency during its annual fall fund-raising campaign. The employees are, from left, Kenneth Brevard (456), Kenneth Stammel (243), Kevin Fusconi (251) and Brentt Smith Sr. (496). Over a 16-week period, these employees act as extensions of the United Way staff, working with campaign coordinators at area businesses and organizations to plan and conduct their individual fund-raising drives. They also work with the United Way staff to improve campaign performance and conduct formal presentations to groups of employees, educating them about the mission of the regional charitable organization and the importance of contributing to its fund drive.

## General Dynamics chairman tours Electric Boat shipyard

Recently named Director of Planning John Sedor discusses the submarine New Hampshire's state of completion and float off schedule with General Dynamics Chairman and CEO Nicholas D. Chabreja, who visited the Groton facility recently for business briefings and a shipyard tour. In the background are Will Lennon, VP – Operations; and Mike Toner, GD executive vice president – Marine Systems.



## General Dynamics Reports Strong Sales, Earnings Growth in Third Quarter

Sales increase 12.6 percent, EPS from Continuing Operations grows 24.1 percent, Full-year EPS guidance increased

**FALLS CHURCH, Va**  
General Dynamics has reported 2007 third-quarter earnings from continuing operations of \$544 million, or \$1.34 per share on a fully diluted basis, compared to 2006 third-quarter earnings from continuing operations of \$440 million, or \$1.08 per share fully diluted. Revenues rose to \$6.8 billion in the quarter, a 12.6 percent increase over third-quarter 2006 revenues of \$6.1 billion.

### Cash

Net cash provided by operating activities from continuing operations was \$954 million for the third quarter, while free cash flow from operations, defined as net cash provided by operating activities from continuing operations less capital expenditures, was \$826 million. For the first nine months of 2007, net cash provided by operating activities from continuing operations was \$1.9 billion and free cash flow from operations was \$1.6 billion.

### Backlog

Funded backlog at the end of the third quarter 2007 was \$36.9 billion, and total backlog was \$46.5 billion, compared to \$35.4 billion and \$44.6 billion, respectively,

at the end of the second quarter 2007.

### Margins

Company-wide operating margins for the third quarter of 2007 were 11.7 percent, a 50-basis point improvement compared to the third quarter of 2006.

### Net Earnings

Net earnings, including the results of discontinued operations, were \$546 million for third-quarter 2007, or \$1.34 per share on a fully diluted basis. Third-quarter 2006 net earnings including discontinued operations were \$438 million, or \$1.08 per share fully diluted.

### Operational Highlights

General Dynamics' Aerospace and Combat Systems business groups demonstrated robust growth of sales and operating earnings in the quarter, highlighting the demand for long-range, large-cabin business-jet aircraft and combat vehicles worldwide. Substantial new orders in the Information Systems and Technology and Marine Systems groups, in addition to continued strong orders in Aerospace and Combat Systems, increased funded backlog by \$1.5 billion and total backlog by nearly \$2 billion over the second quarter.

"General Dynamics' performance in

the third quarter of 2007 was very strong," said Chairman and Chief Executive Officer Nicholas D. Chabreja. "Revenue and earnings grew substantially over the year-ago period and significant orders in all four business groups contributed to the strength of the backlog. The Information Systems and Technology group continues to maintain its double-digit margin rate, and Marine Systems once again has demonstrated margin improvement year-over-year. Free cash flow from operations in the quarter of \$826 million, or 152 percent of earnings from continuing operations, represents a very efficient conversion of earnings into cash.

"These results demonstrate that our focus on performance, free cash generation and disciplined capital deployment continues to create value for our shareholders, as it has over the past 10 years," Chabreja said. "On the basis of this quarter's results and a refined understanding of how the company's business sectors will perform for the remainder of the year, we now expect full-year 2007 earnings from continuing operations to be in the range of \$5.00 to \$5.05 per share, fully diluted," Chabreja said. 

## Electric Boat to Receive \$53.5 Million For Submarine Modernization and Planning Services

The U.S. Navy has awarded Electric Boat two contract modifications worth a total of \$53.5 million for nuclear submarine modernization and planning yard services and support.

Under a \$37.3 million modification, Electric Boat will continue operating the New England Maintenance Manpower Initiative (NEMMI) at the Naval Submarine Base in Groton. Specifically, Electric Boat will provide a wide range of overhaul, repair and modernization services in support of nuclear submarines, floating dry-docks, support and service craft and other platforms and equipment at the submarine base. About 270 Electric Boat employees are engaged in the work.

Additionally, Electric Boat will provide reactor-plant planning yard services for nuclear submarines and support yard services for moored training ships under a separate \$16.2 million contract modification.

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## Electric Boat Awarded \$8.4 Million To Plan Maintenance Work on USS Hawaii

Electric Boat has received an \$8.4 million contract modification from the U.S. Navy to plan the post-shakedown availability (PSA) on the nuclear submarine USS Hawaii (SSN-776).

With this contract modification, Electric Boat has been awarded a total of \$21 million to plan and buy long-lead material for the PSA, which will comprise maintenance, repairs, alterations and testing. The shipboard work is expected to begin in March 2008, with completion scheduled for January 2009.

Electric Boat delivered Hawaii to the Navy in last December. It is the third ship of the Virginia Class and the second to be delivered by Electric Boat. Hawaii was commissioned May 5.

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## Submarine Maintenance and Repair Work Is Worth \$6M

The U.S. Navy has awarded Electric Boat \$6 million under an existing Basic Ordering Agreement to perform maintenance and repair work on nuclear submarines at Norfolk Naval Shipyard in Virginia.

The work will be performed on USS Scranton (SSN-756) during its Dry-docking Selected Restricted Availability; USS Alaska (SSBN-732) during its Engineered Refueling Overhaul; and USS Tucson (SSN-770) during its Depot Modernization Period. Completion of the work is scheduled for January.

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## EB Will Continue To Operate Floating Dry-dock

Electric Boat has received a \$5.7 million contract modification from the U.S. Navy to operate and maintain the floating dry-dock, Shippingport (ARDM-4).

About 40 Electric Boat employees are assigned to the maintenance and operation of the Shippingport, which is located at the U.S. Navy submarine base in Groton.



*Bob Hurley, MD  
Medical Director*

# HEALTH MATTERS

## Full Moon

The practitioners at the Yard Hospital have commented over the past several weeks how challenging the provision of medical services has been. More than one uttered the time worn expression, “It’s got to be a full moon” to explain the stressful relationships. Invariably, the remark is met with a knowing glance or a supportive sigh as we share the folk wisdom that the cycles of the moon – and the full moon in particular – influence individuals’ personalities. For centuries the full moon has been implicated with increases in violent crime, psychotic behavior, stock market fluctuations or simple grouchiness. In the 19th-century, English lawyers successfully used “guilty by reason of the full moon” as a defense for “lunatic” behavior.

And it’s not just the Yard Hospital staff. A University of New Orleans study revealed that 81 percent of mental health professionals believe that lunar cycles affect human behavior. Some argue this result represents a mixture of folklore and clinical experience. Others point to the 1978 book by psychiatrist Arnold Lieber, which argued that lunar forces

affect one’s brain as well as ocean tides. More rigorous investigations have failed to confirm this lunar influence on human behavior and erudite scholars admonish this thinking, calling it “confirmation bias.” That means individuals selectively seek out information that confirms their beliefs while ignoring evidence that challenges them.

So if it’s not the moon, what explains the frayed nerves and irritable behaviors?

## Burnout

Many of us have used the term “burned out” thinking it’s a leftover phrase from the 1960s. The truth is burnout is neither a new phenomenon nor one that has only recently been noted. In his 1776 book, “The Wealth of Nations,” Adam Smith described what happens to workers who perform prolonged monotonous tasks with little reward. In the early 20th century, surgeon Sir William Osler equated stress and strain with hard work and worry, and suggested that these conditions contributed to a host of ailments.

The psychological principles surrounding burnout were first characterized in the 1970s by Maslach. Burnout occurred in individuals who were previously highly committed, passionate, hard working and successful people who through emotional exhaustion, depersonalization, and reduced sense of personal accomplishment became much less functional. Hans Selye, the father of stress research, noted similar changes in animals exposed to long-term stress. After an initial period of adaptation, the animals appeared well for long periods of time only to collapse without any obvious direct cause. Selye noted similarities in WWII pilots who could fly for many missions effectively only to emotionally collapse, leading to the term

pilot fatigue.

Fortunately for many of us, emotional exhaustion can be treated with rest and relaxation. Rest allows recovery and helps us deal with stressors enabling us to attack work with renewed determination and vigor. Although exhaustion and long-term stress contribute to burnout, they are not the most destructive parts of it. The real damage from burnout comes from the depersonalization and deep disillusionment with one’s work.

## The Workplace

Many of us develop a sense of identity and receive meaning from our work based on high ideals and ambitions to make a difference to people or organizations. The professions of law, medicine and education draw many with these personality types as they have a strong desire to help other people or to be the best that they can be. These ideals can drive a highly motivated, passionate approach to work. Working hard and using initiative in effective, energetic and selfless acts, some find themselves doing much more than they contracted to do and in turn, work longer hours.

Exhaustion can set in when the work load becomes too much or when people work too hard for too long. The first sign is a dip in performance as problems are perceived as too large to be solved, or resources are inadequate or unavailable. In this exhausted state, burnout can occur when the inevitable changes in the workplace occur. Examples of these changes are supportive mentors moving on or replacement by people who do not appreciate the heroic job that is being done or do not subscribe to the ideals that drive your performance. Perhaps co-workers or team members make just too many emotional demands, or people being served prove

to be ungrateful and difficult.

The trap for people at this state of exhaustion is that they respond by increasing their commitment and hard work. And this leads to disillusionment when these efforts have little or no impact. With less satisfaction from the work, fatigue sets in, less energy can be expended and work production falls. If the organization fails to support the worker, disenchantment ensues, resulting in disillusionment. In extreme cases of burnout, there is a complete loss of faith in the organization and in one's abilities, leading to a cynical, embittered view of life and work.

At this point in the disease continuum, you have reached full-fledged burnout.

## Signs of Burnout

Ask yourself these questions to see if you're experiencing signs and symptoms of burnout:

- ▶ Do you find yourself being more cynical, critical and sarcastic at work?
- ▶ Have you lost the ability to experience joy?
- ▶ Do you drag yourself into work and have trouble getting started once you arrive?
- ▶ Have you become more irritable and less patient with co-workers, customers or clients?
- ▶ Do you feel that you face insurmountable barriers at work?
- ▶ Do you feel that you lack the energy to be consistently productive?
- ▶ Do you no longer feel satisfaction from your achievements?
- ▶ Do you have a hard time laughing at yourself?
- ▶ Are you tired of your co-workers

- ▶ Do you feel disillusioned about your job?
- ▶ Are you using food, nicotine, drugs or alcohol to feel better?
- ▶ Have your sleep habits or appetite changed?
- ▶ Are you troubled by headaches, neck pain or lower back pain?

## Is it time to take action?

If you answered yes to any of these questions, you may be experiencing burnout. You may also be depressed. If you feel you have signs or symptoms of burnout, don't ignore them. Talk to your supervisor or union counselor; see your doctor or a mental health professional. Or contact:

UHC/United Behavioral Health:  
866-743-6551, or go to  
[www.liveandworkwell.com](http://www.liveandworkwell.com); access  
code: 11060.

HealthNet Mental Health Network:  
888-327-0017.

All employees:  
Employee Assistance Program  
(no co-pay): 860-437-2188.

Remember, recovery from burnout is possible, but it may require changes and take time, so don't expect a quick fix. Like depression and anxiety, an early diagnosis and effective treatment program can return you to a more fully functional and well-balanced state. 🧠

- 355 Robert J. Brennan**  
18 years  
*Planning Specialist*
- 400 Raymond Williams Jr.**  
43 years  
*Proj Dir Engineering*
- 431 Terrence S. Danielson**  
36 years  
*Engineer, Principal*
- 436 Richard J. Morel**  
27 years  
*Engineer, Senior*
- 443 Alice L. Bauman**  
31 years  
*Admin Specialist*
- 452 Thomas J. Brancato Jr.**  
45 years  
*Design Tech - Piping*
- 453 Gregory W. McKenna**  
20 years  
*Mech Designer*
- 456 Victor J. Pikul Jr.**  
14 years  
*Elect Sr Designer*
- 456 William A. Warren**  
21 years  
*Elec Sr Designer*
- 462 John K. Krause**  
38 years  
*Engineering Specialist*
- 467 Charles F. Lavallee**  
45 years  
*Engineer, Principal*
- 501 Harley E. Stiggle**  
37 years  
*Maint Pipefitter S/E 1C*

*continued on page 11*

# Classified

## APPLIANCES

FREEZER. Frigidaire. Frostless, 11 cu. Ft. Original cost in 2003: \$392. Selling price: \$180. 464-1123 or 287-8384.

## AUTOS/TRUCKS

CHEVY luxury minivan 1990. Automatic, 56K. \$1,000. 440-3499.

## AUTO PARTS

BRIDGESTONE tire. V-steel 265, size 245/75/16. New, from Chevy 2500hd. \$35. 401-596-4519.

17" MAXXIM rims. Yokohama R215/45/R17, 18K, 5 stud, gray/seven spoke, very good condition with locks. Fit Mitsubishi Eclipse and most imports. \$500. 822-8608.

## MISCELLANEOUS

AMERICAN Girl doll clothes and furniture. Child's wooden rocking chair, children's books, records, puzzles, dollhouse furniture, metal Tonka dump truck, Elvis Presley doll, Mickey Mouse earrings. 401-596-5788.

BICYCLE RACK for camper ladder. \$30. 464-1123 or 287-8384.

CARDIO GLIDE/health rider. Full body exercise machine, perfect condition. \$350 new. Buy for \$50. 564-2223

COAL STOVE. Warm Morning brand. Large capacity firebox (100 lbs. coal).

Heats large area. \$400 OBO. 859-1871; leave message.

MAGNAVOX stereo system. 2 speakers, receiver, turntable, cabinet. Mint condition. Best offer. 401-377-2922; leave message.

MOUNTAIN BIKE 24". 21-speed, hardly used and bling bling bike w/ banana seat, all chrome, never used. \$25 each. 564-2223

NINTENDO GameCube (indigo) system in excellent condition. Includes 2 controllers, microphone, memory card, carrying case, and 8 kids' games. All for \$150. 889-0103.

POLK Audio Surroundbar - titanium color. Boston Acoustics XB6 powered Subwoofer. Cables and wires included. Both as set \$400. 448-1718; Ask for Arsenio.

POWER WASHER. 8.75 hp, 2700 psi, Craftsman, used only a few times, like new. \$200. 564-2223

POWER wheelchair. New condition. Turn-on-a-dime maneuverability. 12 mile range. 300 lb capacity. \$800. 464-1123.

ROCKFORD Fosgate 200 amp and speaker box, 12" Punch speakers, excellent condition \$200 OBO. 822-8608.

SKREET THROWER. Spring-loaded heavy duty ground mound thrower with foot strap trigger. Like new. Works excellent. \$25. 564-2223

**To submit a classified ad**, send an e-mail to [EBNewsAds@gdeb.com](mailto:EBNewsAds@gdeb.com) with the following information:

**CATEGORY** choose from

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

**ITEM NAME; DESCRIPTION; ASKING PRICE; and HOME TELEPHONE** (include area code if outside 860).  
*Deadline is the 15th of the month.*

**Maximum of two 25-word ads per employee per issue.**

**Please include your name, department and work extension with your ad** (not for publication).

**Employees without e-mail can submit their ads through interoffice mail to:**

**Dan Barrett,  
EB Classified, Dept. 605,  
Station J88-10.**

THREE WOODEN staging planks. 8'/9'/12'. Collectible 78-speed records. Pocket watch, Elgin 17 jewel collectible wristwatch. Blue gown, new miss's size 6, bone pocket knife. 401-596-5788.

TREADMILL. Proform. Perfect shape, rarely used. Space saver. Full size. \$200. 564-2223.

## MOTORCYCLES

HONDA 1980 CX-500C. Black, runs fine, tires new, \$1,000 OBO. 2005 ETON Beamer Matrix 49CC oil injected 2-stroke motorscooter. Lockable topbox and underseat storage,

500 miles, 95mpg. \$1,200 OBO. 446-9744.

KAWASAKI 2004 KDX200 dirt bike. \$3,200 OBO. Excellent working condition with less than 200 miles. Asking price includes helmet, goggles, roost protector, lubes, oils and other misc. items. 535-0999; leave message.

## WANTED

FUTON frame. Full or queen size. Will pick up. 599-5014.

## EB Business Ethics and Conduct

### Business Ethics Principles

Electric Boat is in business to earn a fair return on behalf of our stockholders. We must therefore assure that we:

#### ► Use assets wisely

◆ How we manage assets reflects our personal values, our company's values and determines our ability to earn a fair return.

#### ► Offer a fair deal

◆ We offer the best products at a reasonable price.

◆ We make hard decisions and tackle tough choices.

◆ How we go about making these decisions reflects our values.

#### ► Deliver on promises

◆ We are people of our word. We deliver on our promises.

◆ We are responsible to our stakeholders and earn their trust every day.

#### ► Earn a fair return

◆ Our reputation is based solely on our ability to use our values to generate profits.

◆ As we deliver on our promises, we must contract for a fair return.

### Our Business Conduct Reflects Our Business Ethics Principles

EB Ethics Director Frank Capizzano (860-433-1278) is available to assist anyone regarding questions or issues that may relate to ethical decision making. The GD Ethics Hotline is available 24/7 at 800-433-8442, or 700-613-6315 for international callers.

## 50 years

436 Elizabeth L. Bove

## 40 years

243 George C. Clark Jr.  
244 Robert L. May  
330 Ronald J. Gravell  
330 Phil J. Worski Jr.  
416 Edward A. Ryan

## 35 years

100 Brian E. Thorp  
100 Salvatore D. Vlaun  
242 Eric J. Ducharme  
242 Stanley P. Goucher  
251 Edward T. Badessa  
251 Charles D. Constantakos  
252 Howard W. Hoxie  
274 Richard L. Bishop  
321 Barrie F. Costick  
321 Steven A. Olmstead  
403 Darryl L. Allen  
403 Maurice J. Burns Jr.  
415 Jerome J. Hatfield  
459 Philip G. Beausoleil  
459 Phillip A. Ludlow  
463 William R. May

## 30 years

434 Victor A. Speziali  
448 Dennis A. Bacchiocchi  
663 Michael H. Blair  
852 Richard Buterbaugh  
957 Jan J. Czajkowski

## 25 years

230 Bryan J. Piacenza  
230 Edward W. Sargent  
242 William F. Doucette Jr.  
252 Giuseppe Defranco  
252 Daniel J. Manville  
252 Ronald W. Reynolds  
341 Richard S. McFarland  
438 Christopher G. Atsales Jr.  
445 Joseph F. Bialek  
459 Carl M. Cecchini  
459 James J. Matich  
459 Brian R. Theroux  
473 Michael G. Gada  
493 Leslie M. McLarky  
496 Daniel B. Johnson  
496 Alan R. Wagner  
901 Richard D. Bates  
911 Adriano A. Tabulina  
915 Carl E. Graham  
915 Roger D. Pierce  
915 Paul A. Thayer  
921 Rafael Rios

## 20 years

100 John J. Reilly  
229 Stephen J. Lachance  
241 Sara K. Conahye  
242 Timothy M. Barnhouser  
251 John B. Irwin  
403 Robert P. Lupinacci Jr.  
436 Patricia A. McNeil  
459 Jesse J. Capello Jr.  
472 Kenneth E. Curry  
610 Steven G. Abate  
614 Alvin J. Ayers  
615 Carol A. Balerna  
615 Michael J. Fratoni  
615 Darlene T. Wagner  
702 Maria C. deMelo  
705 John M. Whitten  
741 Michael A. Capodiferro  
744 Matthew B. Doescher  
744 Ronald R. Ruschak  
744 Mark W. Wysin  
901 Richard A. Boulanger  
903 Jana L. Ponichtera

## Retirees

*continued from page 9*

- 601 Richard J. Geschrei**  
*32 years*  
*VP-Operations*
- 626 Daniel W. Karns**  
*40 years*  
*Planning Spec Sr*
- 702 Marcel R. Daquay**  
*32 years*  
*Eng Analyst*
- 915 Joseph Vento Jr.**  
*25 years*  
*Install Tech III*
- 933 Joseph Branch Jr.**  
*32 years*  
*Qual Control Analyst*
- 935 Ronald P. Fullam**  
*40 years*  
*Qual Control Spec*



