Maura Dunn, VP – Human Resources and Administration, describes the restructuring and the progress made so far toward its goals.
It’s been about five months since the HR reorganization was introduced. Can you explain what prompted the reorganization?

Electric Boat had reached the point where the amount of growth the company was experiencing was such that Human Resources needed to put more resources and emphasis on two areas critical to our overall success – staffing and training. So most of the reorganization was really prompted in response to our internal customers’ demands to get people in the door faster and at a higher skill level. Our goal was to focus on the processes that get people to the deckplate and in engineering and design areas more efficiently, thus allowing us to meet the commitments we’ve made to the country. At the same time, we are trying to improve the process for everyone – for the job applicant, the new hire, the HR staff, and the folks on the deckplate – who were frustrated by the time that was required to bring people on. Since the restructuring, we’ve done a series of Lean Six Sigma events that have reduced the time to make an offer by 30 percent.

We are doing this to prepare for the future. Over the last couple of years, we’ve hired about 1,500 people per year. That’s a lot of people for Electric Boat to absorb, train for new positions and get productively working within the organization. At the same time, we’re seeing many very experienced employees exit through retirement. These trends will continue for the foreseeable future and gain speed as we get closer to the 2018 timeframe when Ohio Replacement and Virginia are both under construction.

Could you describe the specific actions you took and why you took them?

We’ve focused more resources on bringing people in the door. The first duty we have in Human Resources is to help recruit the people who will perform the work. So we’ve added another management position to do that, and we’ve also brought in additional resources by transferring people from other parts of HR into staffing. Collectively, we focused on improving both the internal process and the candidates’ experience.

Since we did that about five months ago, we have achieved a 30 percent reduction in the time it takes to fill a position, and as a result, the company has given us even more resources to put into this front-end effort. Because we’ve demonstrated that if you can reduce the time to fill a position, you’re improving our overall performance. That’s a pretty impressive achievement that’s involved a whole lot of hard work by a lot of people – everyone from the process improvement people to the HR staff. And while they’ve been doing it, they’ve been hiring non-stop, so it’s a pretty incredible team effort. And if you think about it, what an incredible show of support and faith on the part of the management team for giving us eight additional slots for recruiting. That’s huge.

On the training side, we established two different organizations – one focused on operations (Craig Sipe) and the other focused on engineering and design (Cathy White), and critical support organizations. They’re not site-oriented, partly because we’re hoping to achieve economies of scale in curriculum development and planning. We now have funding for people who are experts in curriculum development, and we’ve been working to partner with places like URI and Rhode Island College to improve the quality of the curriculum with the goal of improving the training experience and making people productive more quickly. New hires want to contribute, and we want to give them the skills and experiences they need to be productive faster.
THE 27 MEMBERS OF ELECTRIC BOAT’S SEVENTH FUTURE LEADER GROUP (FLG7) RECENTLY COMPLETED THEIR PROGRAM AFTER PARTICIPATING IN VARIOUS ACTIVITIES INCLUDING LEADERSHIP-DEVELOPMENT ASSESSMENTS, INDIVIDUALIZED COACHING, AND THE CREATION OF INDIVIDUAL DEVELOPMENT PLANS. ADDITIONALLY, FLG7, WHICH BEGAN IN AUGUST 2013, PROVIDED NETWORKING OPPORTUNITIES AND SEMINARS WITH MEMBERS OF MANAGEMENT ACROSS THE COMPANY. THE FUTURE LEADER GROUP PROGRAM WAS DEVELOPED TO PROVIDE PARTICIPANTS WITH THE KNOWLEDGE, SKILLS AND EXPERIENCES NECESSARY TO AID THEIR PROFESSIONAL DEVELOPMENT, AND TO ENSURE THE SUCCESS OF THE COMPANY. THE FLG7 GRADUATES ARE, FRONT ROW FROM LEFT, AMANDA KING (D643), WENDY NG (D480), SHARON SZEJLAG (D670), ANGELA TABILAS (D427) AND BRIAN BICKNELL (D902). SECOND ROW: JAMES GIFFEN (D502), RICHARD LIBARDI (D271), GARY KAISER (D904), JOE GARCIA (D921) AND ROBERT SANFORD (D912). THIRD ROW: BRIAN HALL (D409), DANIEL THOM (D474), ROBERT LAGASSE (D226), MATTHEW ROSSMAN (D474) AND MATTHEW GRAVELL (D615). FOURTH ROW: CLAYTON HICKS (D427), JEFFREY JOHNSON (D400), SCOTT GRUZAS (D275), LAUREN LARSON (D413) AND RUSSELL HAWKINS (D459). FIFTH ROW: STEPHANIE SZEJZYCKI (D668), MATTHEW CARR (D275), DANIEL CRAWFORD (D957) AND BRETT DOMBAL (D411). NOT IN THE PHOTO: ASHLEY BARTON (D330), SARAH IADAROLA (D646) AND JOSEPH SAVINO (D457).

RICHARD BUTERBAUGH WAS ONE OF THE MORE THAN 1,800 QUONSET POINT EMPLOYEES WHO PARTICIPATED IN A RECENT TWO-DAY HEALTH FAIR. ABOUT TWO DOZEN VENDORS ATTENDED THE EVENT UNDER THE DIRECTION OF THE ELECTRIC BOAT HEALTH AND WELLNESS STAFF.
“Really, we’re doing the same things every organization at EB is doing. We’re looking for process improvements and we’re embracing them. Our people want to do things better and more efficiently.”

MAURA DUNN, VP – Human Resources and Administration

Courtney Murphy and her team have really been working hard to streamline the operations-training curriculum to improve the classroom experience, and Karl Lado’s team has been working to help improve our pass rates. We just had a significant increase in the number of passes on our most recent STE exams and that was a huge win for EB, too.

Cathy White is working on a big effort to reduce the amount of mandatory PS45 training, which has good intentions underpinning it, but might have become a little unwieldy over time. So now, when everybody’s really pressed for time, we want to streamline that training while remaining compliant with the laws and our corporate guidance. I give Cathy and her team a lot of credit because this isn’t something that’s easy to take on. We’re not lessening our commitment, we’re trying to become more efficient. And I think it sends a better message about the quality of the training — you want your training to be impactful. We want higher quality and less quantity when we engage the organization in training. We’re trying to match employees with the training they require as opposed to shotgunning it across to everybody in the organization. That saves money and allows us to devote resources to the training that really matters and makes a difference to our employees and customer. So that’s what Cathy and her team are working on in addition to IPDE training and other training relating to engineering and design.

We’re also looking at replacing the Plateau system, which is at the end of its life. There’s been a considerable effort involving the two training teams and IT to find a new, more modern tool. The tool we’re looking at now is much more user friendly and much more intuitive so you understand what you have to do and how you have to do it, which improves interfaces with the training organization. We’re also looking at the compensation software tools, because what we have now is pretty archaic. The tool is not user friendly. Because it isn’t, we’ve involved end users in the requirements process. What we’re really trying to do is improve responsiveness by getting automation to make a difference where it can. It will touch everybody.

Has enough time elapsed to assess what kind of effect the reorganization has had on employees?

I think the most obvious is the 30 percent reduction in the time to fill jobs. I think people at all different levels of the organization are seeing a renaissance in HR where responsiveness is increasing at the same time that we’re doing more. We’re hiring more people, we’re training more people and yet people are starting to feel that their voices are being heard. We’re working on the front-end experience — what does it feel like to be an employee and we’re actually shortening the time to deliver a trained person to the deckplate. I’m pretty optimistic that over time we’ll see even greater returns on the investment we’ve already made.

How have these changes impacted employees who are already working here?

I think we’re planting the seeds for employees who are already here. We’re changing the learning tools and improving the curriculums. These kinds of things will make training feel better. We have some opportunities to fine tune the process we use to pay our salaried employees. If you look at the wellness program, we’re continuing to help people find ways to manage their health and health care. I think in the coming years, we’ll see improvements in the SPADR system that will make it easier to grow your skills and career by allowing better conversations between employees and their managers about what they want to do and where they want to go. That’s all on the drawing board and people are laying the foundational steps today. We should see delivery in the next 18 months or so.

Really, we’re doing the same things every organization at EB is doing. We’re looking for process improvements and we’re embracing them. Our people want to do things better and more efficiently. There’s not one corner of HR that’s not undergoing some sort of transformation. It’s pretty remarkable. The teams are really stepping up and doing a lot of good work. There’s quite a lot going on.

How is all this going to contribute to the company’s success?

We don’t deliver anything without people. We need to maintain our population of skilled and enthusiastic people — and grow it. By doing that, we can sustain and increase the success of our company and our customer. The most important thing HR can do is to partner with every part of the Electric Boat organization and help make improvements with them.

How will you determine whether this has worked?

We’ll be able to tell that everything is working as Electric Boat continues to deliver on its commitments to the government. When we increase employee engagement and individual’s skill levels then we will have done what we set out to do.
As a member of the U.S. Senate Appropriations Committee, Sen. Christopher S. Murphy (Conn.) works to secure funding for Electric Boat and other Connecticut-based defense manufacturers. He had the opportunity to experience the results of his advocacy firsthand recently when he spent a day working with shipyard employees in Groton. During his shift, Murphy received safety-training instruction, then went on to work with EB welders and electricians.

“I don’t think anyone’s going to be giving me a job as a worker here anytime soon, but I did get a real understanding of the commitment that Electric Boat has made to keep their people on the job happy,” said Murphy.

“There’s a real culture here of prioritizing safety and giving their workers the resources they need to excel,” he said. “We have a lot of work to do back in Washington, but after today, I feel better equipped than ever before to get Electric Boat the funding it needs to keep Connecticut’s hardworking residents busy, and our brave servicemen and women safe. I’ve known the arguments and the numbers, but now I know firsthand how to be a better, more forceful advocate for Electric Boat and its people.”
In February of 1960, Gen. Dwight D. Eisenhower was president of the United States. Interstate 95 was not yet built. Building 260 had no roof, steel was delivered there by rail, and on its east side, hull sections were manufactured. There were 16,000 Electric Boat employees and two boats in each bay.

Just ask Arthur Muench (D278), who recently received his 55-year service award, about the not necessarily “good” old days. Muench will tell you the shipyard was dirty and extremely cold or extremely hot. He’ll also tell you it has improved immensely.

“The changes now are just unbelievable,” Muench said during an interview, noting employees had to wear hard hats, but that was about it for protection from the inevitable fumes, noise, and airborne particulates. “In those days, if you could not take the heat and the noise, you were a baby.

“Now everything is controlled and contained. People are more aware of their work environment and there is increased concern for the safety of the worker – that is the biggest change for the better.”

At 73 years old, Muench still has his health, which he says may be due to avoiding tobacco. “That’s probably why I’m still here,” he added. “I’m the product of a good life in the yard and a good life outside the yard.”

Muench also still has his sense of humor. At his recent service award presentation Muench asked EB President Jeff Geiger where he was in 1960. Geiger said he was not born yet. “Well, I was right here working!” was Muench’s response.

Geiger is not alone; 8,843 other EB employees had not yet been born, about 67 percent of the workforce. When Muench started working, the Cold War was a major driver of defense spending. The Berlin Wall went up in 1961, the Cuban Missile Crisis followed a year later and fear of WWII permeated U.S. culture. Fallout shelters were built in backyards and there was plenty of work building submarines.

Since Muench started work, 17 classes of ships have been delivered by Electric Boat and he has lost count of how many submarines he has personally touched in his electronics testing work. Those were the days before modules were assembled at Quonset Point. “Everything was done in the yard,” he said.

When he first heard about Electric Boat’s teaming agreement with Newport News Shipbuilding, he was incredulous – it meant modules would be built by each company 450 nautical miles apart and then joined together. “I said you’ve got to be kidding me!” Muench said. “Now the modules are nearly complete when they arrive; it really is quite a concept.”

Muench also spent 35 years going on sea trials to test and fix electrical systems. “My wife did not like me going out to sea, but she liked my paycheck,” he said. “The other benefit was getting to know sailors from around the country. As a representative of the company, I had to put my best foot forward, plus I wanted them to listen, so I needed to be credible to earn their trust.”

He spent much of his career working in Overhaul and Repair in the south yard. Now he works on Virginia-class electronics in the Command and Control System Module Off-Hull Assembly and Test Site (COATS) building. As an electronics services engineer, he reviews system plans, tags out all circuit breakers that energize the non-propulsion electronics system equipment, and assists vendors installing components. “We get the module ready for the boat. It’s a good place for an old guy to work, I don’t have to crawl around too much,” Muench said.

The secret to Muench’s success? “Staying active – I do my own work at home, and go fishing and hunting. Plus I’ve got a wife who keeps me busy,” he said.

Muench has been married to Nancy for 50 years. They have four children, 10 grandchildren, and he is now a great-grandfather of one. “The children are still local, so there is plenty of family involvement,” he said. “Life has been good to me; I’m fortunate to have good health.”

His advice to new hires of 2015: “Be kind to yourself, it might pay off,” he said. “EB is good for a career and a good life. We’re fortunate to have this place in this area, it offers great benefits and stability.”

Perspective on EB still positive after 55 years on the job.
Electric Boat Planner Vic Butsch (D355), with Tommy Coletti, who retired from Planning after 36 years, have published “A Journey to the Gallows,” a novel based on the life of Aaron Dwight Stevens, an overlooked American hero from Norwich whose hanging ultimately helped end slavery.

When Butsch and Coletti met 30 years ago working on the Seawolf program, Coletti had never heard of Stevens, but liked to write and had already published three books. Butsch, who learned about the abolitionist from Norwich City Historian Dale Plummer, had a big story to tell.

“We were already friends,” Butsch said, “After I read his first book, I asked him to consider writing about Aaron Dwight Stevens. Tommy had never heard of him, even though he was a native of Norwich, Conn. John Brown dominates most history books about abolitionists, and every school child has at least heard of the story of the Harpers Ferry raid. However, few people have ever heard of Aaron Dwight Stevens, although he played a pivotal role in the raid and in changing the reality of slavery in the United States. I knew this story had to be told, and I knew that Tommy was the man to write it.”

“I had tons of research but very little experience to develop the character,” Butsch continued. “Once Tommy came on board, we were ready to begin telling this incredible tale.”

Agreeing to co-author meant Coletti had to catch up on research Butsch had been doing for more than a decade. “It took me six months to read and look at all the articles and books he had highlighted,” Coletti said.

The research did not end, however. Taking the historical facts and weaving a believable narrative meant exploring many unknown details of life in the 19th century. “For example,” Coletti said, “We knew Stevens left Norwich on a train. We had to look up what kind of trains there were in the 1840s.”

The facts Butsch had gathered about Stevens provided plenty of fodder for Coletti’s creativity. “Dwight (Stevens) grew up a soldier and adventurer, and evolved into an American hero who, of course, had his faults, but also had an unwavering sense of right and wrong. He also had that strong American trait of fighting and sticking up for the underdog, the oppressed, and those who could not fight for themselves,” Butsch said.

As a 15-year-old, Stevens convinced the 1st Massachusetts Regiment of Volunteers that he was old enough to fight in the war against Mexico. He returned home only to leave again a few years later when he joined the elite Dragoons cavalry regiment. During his time in New Mexico, he sent a letter to his sister that asked how she would feel if he brought home a bride from New Mexico.

“We know he did have a woman friend in New Mexico,” Coletti said. “So we created ‘Maria,’ a voluptuous young girl whose father is a doctor.”

Butsch’s facts about Stevens are true tales of the Wild West, including how he was involved in a riot and jailed by the famous sheriff, Kit Carson. After his arrest, Stevens was sentenced to death. That sentence was commuted but Stevens had to walk 720 miles from Taos, N.M., to Fort Leavenworth, Kan., tied behind a wagon. “He was shackled in disgrace,” Coletti said.

Stevens did hard labor at Leavenworth, but eventually escaped. Using an alias, he joined abolitionist John Brown’s militia. The subsequent “Bloody Kansas” skirmishes between pro-slavery and free-state forces further branded Stevens as a radical abolitionist by some historians. In 1859 he was wounded and captured in the raid on the arsenal at Harpers Ferry, Va. Stevens, convicted of treason and conspiring with slaves, followed Brown to the gallows and was hanged in 1860. Their deaths rallied support to the anti-slavery movement and helped precipitate the Civil War.

For Butsch, a member of the Norwich Historical Society, Stevens is a hometown hero. “In all the letters he wrote and all the words written about him, I have never found any words of complaint or weakness,” Butsch said. “In fact, he was called, by one who knew him well, the noblest man he ever knew.”

Release of “Journey to the Gallows” was timed for the 155th anniversary of Steven’s hanging and the 150th anniversary of the end of the Civil War. The book is being published by Next Century Publishing.
U.S. Navy Awards General Dynamics $33 Million for Nuclear Submarine Services

GROTON, Conn

The U.S. Navy has awarded Electric Boat a $32.6 million contract modification to perform nuclear-maintenance work for submarines homeported at the Naval Submarine Base in Groton.

Under the contract, Electric Boat will continue to operate the Nuclear Regional Maintenance Department (NRMD) at the submarine base. The company will provide project management, planning, training and nuclear services to support maintenance, modernization and repairs. A core group of about 25 Electric Boat employees are assigned to the NRMD, with surge groups of up to 100 shipyard employees assigned for short periods.

NASSCO Launches World’s First LNG-Powered Containership; Celebrates 100th Ship Launch

SAN DIEGO

General Dynamics NASSCO recently launched the world’s first liquefied natural gas (LNG) powered containership at the company’s shipyard in San Diego. The christening and launch ceremony also commemorated NASSCO’s 100th ship launch.

The ship’s name, Isla Bella, was unveiled during the ceremony. The ship was built for TOTE, a leading transportation and logistics company.

“The launch of the Isla Bella signals a very significant milestone for the thousands of men and women at NASSCO. Not only does it commemorate NASSCO’s 100th ship launch, it validates NASSCO’s capability to break new ground in green ship technology and lead in the design, construction and conversion of ships to take advantage of the economic and environmental benefits of LNG,” said Fred Harris, president of General Dynamics NASSCO.

As part of a two-ship contract signed in December 2012 with TOTE, the 764-foot-long Marlin class containerships will be the largest dry cargo ships of any kind in the world powered by LNG. This ground-breaking green ship technology will dramatically decrease emissions while increasing fuel efficiency. The ships will also include a ballast-water treatment system, making them the greenest ships of their size anywhere in the world.

Upon delivery in late 2015, the Jones Act-qualified ships will operate between Jacksonville, Fla., and San Juan, Puerto Rico.

As a complement to its government new construction business, which over the past decade has delivered 16 ships to the U.S. Navy, NASSCO maintains an extensive history of commercial shipbuilding. In the past decade, NASSCO delivered 11 commercial ships and currently has 10 commercial ships under contract, including the two Marlin-class containerships for TOTE.

For its commercial work, NASSCO partners with South Korean shipbuilder, DSME, for access to state-of-the-art ship design and shipbuilding technologies.

NASSCO Starts Construction on Third American Petroleum ECO Tanker

SAN DIEGO

General Dynamics NASSCO signaled the start of construction of a third “ECO” tanker to be built for American Petroleum Tankers at a recent steel-cutting ceremony at NASSCO’s San Diego-based shipyard.

As part of a five-tanker contract, the new ECO tankers solidify a mutual commitment between General Dynamics NASSCO and American Petroleum Tankers to design, build and operate innovative and increased energy efficient and fuel-saving products. Each of the five 50,000 deadweight ton product carriers to be constructed by NASSCO will be LNG-conversion ready and will carry 330,000 barrels of cargo. With a specialized ECO design, the tankers are more energy efficient and incorporate environmental protection features, including a Ballast Water Treatment System.

“This is an exciting time in the U.S. maritime industry. These Jones Act product tankers demonstrate implementation of state-of-the-art design technologies that achieve world-leading fuel efficiencies and also represent new jobs in our shipyard,” said Parker Larson, director of commercial programs for NASSCO.

The five-tanker contract is instrumental in helping to sustain and grow NASSCO’s workforce of nearly 3,800. NASSCO began construction on the first tanker under the current contract in September 2014.

The new construction and operation of the new vessels are aligned with the Jones Act, requiring ships carrying cargo between U.S. ports to be built, crewed and owned by the U.S.
FALLS CHURCH, Va.

General Dynamics has reported first-quarter 2015 earnings from continuing operations of $716 million, a 20.1 percent increase over first-quarter 2014, on revenues of $7.8 billion. Diluted earnings per share were $2.14 per share compared to $1.71 in first-quarter 2014, a 25.1 percent increase.

“As General Dynamics delivered a powerful first quarter,” said Phebe N. Novakovic, chairman and chief executive officer. “As a result of impressive revenue growth and strong operating performance, we expanded operating earnings to more than $1 billion, a 17.5 percent increase.”

Margins

Company-wide operating margins for the first quarter of 2015 were 13.2 percent, a 120 basis points improvement when compared to 12 percent in first-quarter 2014. Margins grew in three of the company’s four business groups.

Cash

Net cash provided by operating activities in the quarter totaled $745 million. Free cash flow from operations, defined as net cash provided by operating activities less capital expenditures, was $647 million.

Capital Deployment

The company repurchased 4.65 million of its outstanding shares in the first quarter. In addition, in March, the board of directors increased the company’s quarterly dividend by 11.3 percent to $0.69 per share, representing the company’s 18th consecutive annual dividend increase.

Backlog

Funded backlog at the end of first-quarter 2015 grew to $56 billion, and total backlog was $70.5 billion. In addition to total backlog, estimated potential contract value, representing management’s estimate of value in unfunded indefinite delivery, indefinite quantity (IDIQ) contracts and unexercised options, was $25.6 billion. Total potential contract value, the sum of all backlog components, was $96.1 billion at the end of the quarter.

“Looking ahead, we remain confident that General Dynamics is well-positioned for growth as we maximize the value of our strong backlog and continue to focus on program execution, operations and increasing return on invested capital,” Novakovic said.

Compared to first-quarter 2014:

- Revenues up 7.1% to $7.8 billion
- Operating earnings up 17.5% to $1.03 billion
- Earnings from continuing operations up 20.1% to $716 million
- Earnings per fully diluted share up 25.1% to $2.14
EBMA FETES SCHOLARSHIP WINNERS

The Electric Boat Management Association recently presented its 2015 Scholarship Awards. The recipients are, seated from left, Katrina Awad, daughter of Ramzi Awad (D464); Megan McCann, daughter of Dave McCann (D275); Jennifer Hester, daughter of Mark Hester (D414); Shea Berry, daughter of Scott Berry (D650); Briana Roy, daughter of Stephen Roy (D463); Hannah Curry, daughter of Heidi Jean Curry (D457); and Erin McCann, daughter of Dave McCann (D275). Standing are from left, Daniel Munch, son of Matthew Munch (D442); and Alex Clippinger, son of Richard Clippinger (D410). Sarah Andrews, daughter of Susan Andrews (D971), is not in the photo.
service awards ★ ★ ★ ★ ★

50 YEARS
278 Roy L. Glandis

45 YEARS
447 William D. Flowers
447 David J. Darnbrough
430 Thomas P. Faurot
407 Lisa M. Daley
355 Donald C. Spencer
322 Karin C. Metcalf
272 Wayne D. Brodeur
271 Gennaro Mauro
241 William D. Fregoe
241 Peter R. Clark
230 John W. Pannoni
100 Karen A. Maskell
35 YEARS
278 Roy L. Glandis
45 YEARS
935 Glenn T. St. Jean

40 YEARS
221 Arlene D. Allard
229 Shane A. Hodges
229 John W. Nelkin
241 Leonard C. Ziolkowski
275 Patricia A. Furlong
320 Harold F. Ainscough
330 James E. Tarallo
330 Robert M. Zappetelle
333 Steven T. Gencarella
355 Steven D. Rayhill
404 Michael A. Trynosky
424 David J. Davies
455 Debra L. Olsen
459 Gary S. Hall
496 David L. Champagne
615 Peter M. Smyth
922 Joseph M. Cardillo
924 Donald G. Horton
935 Glenn T. St. Jean

35 YEARS
100 Karen A. Maskell
230 John W. Pannoni
241 Peter R. Clark
241 William D. Fregoe
271 Gennaro Mauro
272 Wayne D. Brodeur
320 Harold F. Ainscough
330 James E. Tarallo
330 Robert M. Zappetelle
333 Steven T. Gencarella
355 Steven D. Rayhill

30 YEARS
100 Robert M. Horne
243 Lawrence H. Cloutier
330 William W. Mitchell
410 John T. Tyropolis
400 Eleanor David
400 Denise A. Dostoler
406 Dennis A. Garrison
407 Terence J. Fedors
415 Sandra Carole-Fuller Gabarra

25 YEARS
243 Robert J. Palumbo
333 Ronald D. Brown
333 Richard G. Myshka
400 Joan B. Bacchiocchi
403 Donald B. Sherman
404 Richard P. Frazier
409 Hector J. Torres
426 Christopher P. Roddy
452 Keith J. Cunningham
452 Renee M. Kudrak
452 Thomas A. Montgomery
452 Gregory J. Niles
452 Jay D. Pealer
452 Kenneth R. Pia Jr.
452 David K. Pratt
456 Gregory J. Cebriwsky
456 Richard E. Levy
459 Brian R. Alfiero

20 YEARS
241 Charles N. Pratt Jr.
242 John W. Daley Jr.
243 Ronald D. Berg
321 Jeffrey S. Jordan
433 David W. Hinckley
433 James F. Barrett Jr.
433 Stephen J. Gonzalez
433 Venkang N. Pham
459 Paul R. Lambert
459 Steven J. Muntimuri
459 Daniel J. Wade
459 Douglas E. Weatherford Jr.
463 James M. Ress
464 Ronald A. Turcotte
467 Matthew M. Singer
473 Brian A. Pistleo
480 Robert N. Marsiglia Jr.
496 Neal H. Guilmette
604 James P. Harackiewicz
604 James Liang
704 Keith F. Chaliffoux
795 John E. Tippett
904 Wilfrid A. Dolbec Jr.
915 Brian G. Baker
915 Charles J. Champlin
915 James R. Morin

EB BUSINESS ETHICS AND CONDUCT

INTERNET USE

Supervisors and managers may permit internet use during non-working periods. However, internet access should not be used to support a personal business or political venture, violate any of the standards in the Blue Book, or be used in any way that could result in an embarrassment to the company.

You may never use the company’s internet access to view, send or forward information that is sexually explicit, discriminatory, derogatory, illegal, profane or abusive.

Electric Boat may monitor or filter internet use in order to maintain and enforce company standards.

Be reminded that it is the responsibility of each employee to report internet concerns or abuse to his/her supervisor, manager, union steward or the Human Resources department.

EB Ethics Director Frank Capizzano (860-433-1278) is also available to confidentially assist anyone with questions or issues that may relate to ethical decision making. The GDEB Ethics Hotline is available 24/7 and may be reached at 800-433-8442 or 700-613-6315 for international callers who wish to report an ethics violation. Online access to the Hotline is also available at www.gd.ethicspoint.com for individuals who wish to confidentially ask a question, express a concern or report ethical misconduct.

Remember – When in doubt, always ask.
## Where We Stand

### The 2015 Employee Incentive Program

### April

<table>
<thead>
<tr>
<th>1st Half of Year Employee Incentive Goals – Completion Date June 30, 2015</th>
<th>Target Dates</th>
<th>Status 5/2/15</th>
<th>Value $750</th>
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<td>Achieve Organizational Health and Safety Goals (Must Achieve 2 of 3 Goals to Earn Incentive)</td>
<td>June ’15</td>
<td>46%</td>
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<tr>
<td>- 55% Participation in “It All Counts”</td>
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<td>46%</td>
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<tr>
<td>- Safety Training Participation of 45% @ Groton &amp; QP</td>
<td>Groton 33%; QP 32.9%</td>
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<tr>
<td>- Achieve LWIR of 1.8 or less</td>
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<td>Earned Hours Goal = 11.5 Million Hours</td>
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<td>7.4M Earned 269K Behind</td>
<td>$250</td>
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<td>Achieve Key Events while meeting established quality metrics (Must Achieve 3 of 5 Events to Earn Incentive)</td>
<td>June ’15</td>
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<td>- Ship 788 Section 8/9 QP to Groton</td>
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<td>- Complete 788 Initial Fill</td>
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</tr>
<tr>
<td>- Achieve 788 Float Off (“Due to go’r’t change, schedule changed until July)</td>
<td>July ‘15</td>
<td>N/A*</td>
<td></td>
</tr>
<tr>
<td>- 420 OR Arrangements Approved</td>
<td>June ’15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Issue 400 Integrated Logistic Support Products to support Virginia Block IV Design Changes</td>
<td>June ’15</td>
<td>350 Complete</td>
<td></td>
</tr>
</tbody>
</table>

*Color coding: Green = On Track, Yellow = At Risk But Achievable, Red = High Risk*