

SIB

GENERAL DYNAMICS
Electric Boat

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Please let us know what you think about this newsletter!

Send questions about any article, content suggestions and comments to Supply Chain Communications Team email EBSIB@gdeb.com or supplychaincomms@gdeb.com.

LETTER TO THE SUPPLIERS

Dear Valued Supplier,

The 35th annual Submarine Industrial Base Council (SIBC) Supplier Days conference took place on Monday, March 2nd through Wednesday, March 4th in Arlington, VA. The event attracted 863 attendees from over 450 suppliers and 42 states to discuss critical submarine updates, initiatives, and submarine industrial base challenges. This event marked the largest gathering in SIBC Supplier Days' history!

On Monday, suppliers had the opportunity to participate in one-on-one meetings with General Dynamics Electric Boat Supply Chain Managers and the Supplier Development team to discuss current work and future opportunities; over 120 one-on-one meetings were conducted.

On Tuesday morning, Electric Boat Purchasing, Program Office, Quality, Finance, and Welding & NDT hosted a series of seminars for suppliers to attend. Twelve seminars were conducted over a three-hour period enabling suppliers to participate in multiple topics. Combined attendance across sessions surpassed 1,000! The sessions provided an opportunity to share insights, discuss key priorities, and highlight best practices. The discussions reinforced the value of partnership as we continue working together to drive future success.

Tuesday afternoon featured a series of presentations from the executive leads from General Dynamics Electric Boat, HII Newport News Shipbuilding (NNS), Maritime Industrial Base, and NAVSEA highlighting key initiatives and priorities for the Supply Base, Electric Boat, and NNS.

Key takeaways from the presentations included:

- War time footing
- We must meet the demands of our nation
- It is a priority to deliver SSN803 and SSBN826 in 2028
- Increased throughput is required to meet 1+2+recovery
- Be proud of the work you perform
- Quality Matters

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Letter to the Suppliers

2026 SIBC Supplier Days Conference (continued)

The presentations were followed up by a sit-down dinner with Keynote Department of War speaker ADM Daryl Caudle, USN, 34th Chief of Naval Operations. He delivered an inspirational message on the importance of our work, developing future workforce and his three interconnected pillars, “Foundry, Fleet, Fight”.

Foundry: Sum of our total force, shore infrastructure, maintenance depots, schoolhouses, industrial base, and intellectual capital required to generate, sustain and modernize naval power. Every ounce of sea power we wield originates in the Foundry; it is the bedrock of our Navy.

Fleet: Is forged in the Foundry and is our Nation’s decisive instrument of maritime power. It is comprised of people, platforms, and payloads.

Fight: Operational Concepts and Force Employment; fighting is our ultimate honor and sacred responsibility.

To conclude the evening, Retired VP of Supply Chain, Blair Decker, was presented with a plaque of appreciation by Admiral Caudle. Blair is one of the longest standing members of SIBC and is committed to supporting the supply base and its ongoing efforts.

The conference wrapped up on Wednesday when the Submarine Industrial Base went to Capitol Hill for a Congressional Breakfast and to meet with members of Congress to discuss key legislative, funding priorities and future budgets to support the submarine force supply base, submarine workforce, and manufacturing capacity. A groundbreaking 275 Congressional meetings were secured, surpassing all previous records.



SIBC
 SUBMARINE INDUSTRIAL
 BASE COUNCIL

Richard Blumenthal, U.S. Senator from Connecticut, and Joe Courtney, U.S. Representative from Connecticut, were present at the breakfast along with other key officials.

Dale Strong, U.S. Representative 5th district of Alabama

Rob Whittman, U.S. Representative 1st district of Virginia

Bobby Scott, U.S. Representative 3rd district of Virginia

Donald Norcross, U.S. Representative 1st district of New Jersey

If you were unable to attend the conference, various supplier materials including the 2026 Congressional Letter, Issue Papers, and economic development maps are available on [the supplier days materials page of the Submarine Industrial Base Council site](#). Electric Boat SIBC Conference presentations are available on [the Supplier Alerts page of gdeb.com](#).

Save the date: Supplier Days 2027 will take place at the Capital Hilton on 19-21 April, 2027. To become a member of the SIBC or to obtain more information on Supplier days please visit submarinesuppliers.org!

Sincerely,

Electric Boat’s Supply Chain Organizations



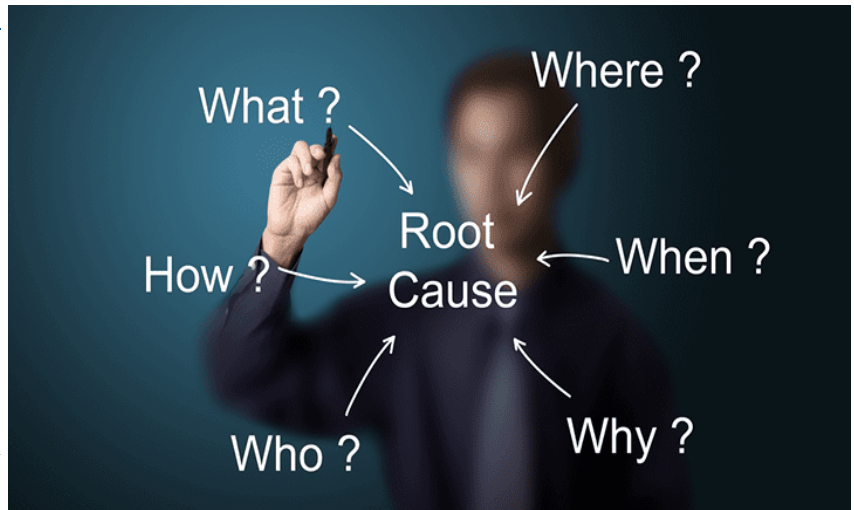
Best Practices

Problem Resolution Corner: Introduction to Root Cause Analysis

From Supplier Quality Engineering,

This article continues the Problem Resolution Corner series and will focus on root cause analysis. *Remember, this is your corner!* Let us know what problem resolution tips would be helpful to your company by writing to supplychaincomms@gdeb.com with the subject line "Problem Resolution Corner."

Any nonconformance or error can negatively impact a business. The consequences can range from delays in shipment due to documentation typos to catastrophic failure of critical equipment due to a technical deficiency. Errors can also result in customer complaints, such as those captured in Supplier Corrective Action Reports (SCARs) discussed in [Volume 9, Issue 3 of the Supplier Information Bulletin](#). An essential part of achieving the quality expected by the Navy is to ensure that every business addresses nonconformances as soon as they are discovered and takes sufficient action to prevent recurrence. The most effective way to solve a problem and prevent recurrence is by determining how the nonconformance occurred through a formal Root Cause Analysis (RCA). Determining the root causes is a critical step to prevent problems from recurring and is shown to reduce rework, scrap, costs, and workplace injury while increasing competitiveness. A general methodology to respond to a problem may include:



- **Define and document the problem:** Gather all the facts about the problem as soon as the problem is discovered.
- **Analyze data and assess where else the problem may exist:** Determine what is and is not impacted by the problem.
- **Perform RCA:** Review the systems in which the problem took place, identify failure points, brainstorm potential surface-level causes for those identified failure points, and dig deeper to identify underlying root causes that led to the surface-level causes.
- **Systematically eliminate or manage the possible causes at the root and surface-level:** Corrective actions are taken to fix the immediate problems while preventive actions are taken to eliminate or manage the root causes.

While each of these steps is critical to successfully eliminate a problem, this article intends to focus on an introduction to the RCA step. RCA is the process used to determine the cause of a problem. There are many specific RCA tools to assist with this process; these tools will be introduced in future publications. More information on RCA tools can also be found on the American Society for Quality website, ASQ.org.

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Best Practices

Root Cause Analysis (continued)

Performing the RCA is complicated. Even organizations familiar with RCA can make mistakes. Common mistakes often include:

- **Focusing on a single cause:** Most problems have multiple contributing factors. Focusing on only one misses an opportunity to improve in other areas, often resulting in a repeated problem.
- **Stopping at surface-level causes:** Obvious causes frequently present themselves immediately; however, RCA is an iterative process digging repeatedly into why each level of the cause occurred.
- **Being distracted by symptoms:** A symptom describes a characteristic of the problem instead of a specific, actionable cause of the problem. Further investigating why a symptomatic cause occurred can lead to the true root cause(s).
- **Blaming human behavior:** Assume that everyone comes to work to do a good job. Simply reminding workers to be alert is far less effective than making the work process simpler or safer to complete.
- **Trying to solve the problem without those involved:** The workers and subject matter experts directly involved in the problem are often those best suited to understand the facts and determine associated causes. The Quality Engineers may be the best suited to facilitate problem resolution efforts, but not the best suited to actually solve the problem.
- **Not reconsidering root causes:** Teams will likely learn more about a problem or associated causes during the RCA or effort to define actions, which provides an opportunity to reconsider previously determined root causes. Root causes should be refined if the team determines that the root causes are not actionable.

Once an organization has determined the root causes of a problem, the organization must develop solutions that directly address each root cause. After actions are defined, the organization must track the actions to completion and follow-up to evaluate the effectiveness to ensure the problem is eliminated or is quickly recognized if it does recur.

Safety Reminder: Electric Shock Risk

From the Occupational Safety and Health Administration,

Many workers are unaware of the potential electrical hazards present in their work environment, which makes them more vulnerable to the danger of electrocution. The following hazards are the most frequent causes of electrical injuries: contact with power lines; lack of ground-fault protection; path to ground missing or discontinuous, equipment not used in manner prescribed; and improper use of extension and flexible cords.

Read more about these frequent causes and the steps that can be taken to prevent a serious injury on [the OSHA website](https://www.osha-slc.gov/).





Lessons Learned

Requirements for Changes to Dies, Patterns, or Processing Tools

From Electric Boat Supplier Audit,

Supplier-manufactured products play a critical role in maintaining the integrity, performance, and reliability of the submarines delivered to the United States Navy. Unapproved changes to dies, patterns, or processing tools used in manufacturing products can jeopardize product conformity and result in significant safety or performance issues.

Electric Boat was recently notified by a Supplier of a non-conformance that was the result of a modification made to tooling used to manufacture critical equipment. Their investigation found that tooling used in the manufacturing of shipboard material had been modified in such a way it required the equipment to be re-fabricated. Further investigation found the modified tool was used on material for quite some time and ultimately required inspections and potential repairs throughout the fleet at significant shipyard and supplier expense.



Generic Tool & Die Work
Photo: weiss-aug.com

Dies, patterns, or processing tools that affect product dimensions must be controlled to ensure repeatability within manufacturing processes. This expectation is flowed down to our suppliers through Electric Boat Specification EB-2678 Rev. Q, (via Standard Clause 60-29), section 8.4 or EB-2678 Rev. P, section 5.2, requiring Suppliers to notify the Purchaser via a Vendor Information Request (VIR) of any changes to dies, patterns, or processing tools that affect product dimensions, along with a complete inspection report detailing impacted dimensions and a rationale for the change. Additionally, ISO 9001:2015, section 8.3.5, emphasizes structured design and development processes, including review, approval, and validation through inspection, analysis, and testing to ensure products meet all specified requirements and intended use. MIL-Q-9858A, sections 6.2 and 6.3, further requires control of production conditions, documented work instructions, and a robust final inspection and testing system.

Suppliers should keep these requirements in mind to ensure all changes are properly communicated, validated, and controlled to maintain product conformity and quality compliance. Maintaining clear communication, thorough documentation, and disciplined validation practices are essential to ensure continued adherence to requirements, minimize risk, and uphold overall product expectations.

In light of this significant issue, and as a supplier of material in support of the United States Navy, it is recommended that your dies, patterns, and processing tools be reviewed to ensure controls against modifications are in place to ensure the requirements of Electric Boat Specification 2678 are met.

If there are any questions on the requirements of the version of Electric Boat Specification 2678 you are working to, please reach out to your Buyer or Supplier Quality point of contact.

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Interactive

Admiral Hyman G. Rickover Cryptogram

From Electric Boat Supply Chain Communications,

Admiral Hyman G. Rickover (1900-1986) was known as the “Father of the Nuclear Navy” who developed the world’s first nuclear-powered submarine, the *USS Nautilus* (SSN 571).

Rickover graduated from the U.S. Naval Academy in 1922 and retired from the U.S. Navy in 1982 after serving as an officer for 63 years, a record made possible by an act of Congress that specially exempted him from having to retire at the normal age for senior admirals.

Below is a cryptogram with a quote from Admiral Rickover. The cryptogram is a picture and therefore not fillable on the screen. Take a few minutes to decipher it and send the quote and how the quote applies to the work your company performs for Electric Boat to supplychaincomms@gdeb.com. We look forward to hearing from you!



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 11 15 16 24 25 13 16 20 4 2 23 8 3 3 2 25 11 14 18 26 25 20 3 6
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