

THE SHIPBUILDER

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Celebrating Diversity

INTERNATIONAL WOMEN'S DAY AND WOMEN'S HISTORY MONTH



On the Cover

CELEBRATING DIVERSITY AT NASSCO-
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THE SHIPBUILDER

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PRESIDENT’S NOTE

This month I began a series of all-hands discussions with each of you. These meetings are an opportunity to talk about our four goals (perform every day, be prepared, continuously improve, and secure our future), your role in achieving those goals, and as an outlet for continuous dialogue. By the time these discussions are complete, I hope each of you has a more complete understanding of your goals and where we are headed as a business. I also hope I have answered your questions so that you remain connected. If not, always feel free to stop me in the yard. Remember, communication is the hardest job in shipbuilding. When we fail to communicate, we fail to learn and understand.

At each all-hands discussion I asked the following: As an employee, what is your commitment to NASSCO? Likewise, what is NASSCO’s commitment to you? Each of us is personally responsible for three things when we come to work: safety, quality, and productivity. Think of these as three pillars that connect a foundation (5S) to an overarching theme (communication).

Safety is by far the most important commitment and responsibility each of us has as a NASSCO employee. Delivering high-quality products and increasing our productivity is significantly important, however none of this is possible if we can’t



KEVIN GRANEY
President
General Dynamics NASSCO



work safely. When it came time to set our safety goal for the year, we established a goal of “Zero Injuries” in 2017. By accepting anything other than zero, we are saying, “It’s okay to get injured on the job.” Actually, it’s not okay.

A goal of zero injuries demonstrates our commitment to an injury-free workplace and has provided us with a different approach in focusing on safety. It also underscores our need to continuously exercise better personal care and awareness in our work. While we have not achieved our goal (there have been injuries this year), we are exchanging information and learning from each other better than we have in the past. I am particularly pleased with the benchmarking and exchange of ideas taking place at the area and central site implementation group discussions. It is, in part, having a positive impact because we have seen fewer injuries this year.

Just as we established a “Zero Injuries” goal for 2017, we have established a “Zero Defects” goal in quality. No one comes to work wanting to do low quality work. We have built a reputation, over decades, of delivering ships of the highest quality. Just ask our customers. So, if we are personally committed to high quality, and our business is built upon high quality, then it follows

that anything other than a goal of “Zero Defects” is unacceptable.

Each one of us has *at least one* internal customer at NASSCO. Before passing along your finished work to your internal customer, ask yourself, “Is my work ‘done done?’” Or does someone have to come behind me and re-touch what I have done. If the answer isn’t a resounding “Yes,” then we are not achieving our personal quality goal.

In support of our Quality goal, we are focusing our Continuous Improvement objectives on supplier and customer quality. Take the time to really understand what your customers’ needs are, and then meet those needs. We have a lot of work going on as we build ESB 4 and 5 and as we develop the designs and procure equipment for the Matson and T-AO ships. This is a target rich environment for attacking quality.

The last piece is a personal commitment to productivity. Are you as productive as you can be when you come to work each day? If not, ask yourself why. Where can you apply best practices and/or continuous improvement to maximize your productivity?

The foundation for all of this is 5S. A 5S environment provides us all with a clean, efficient, organized, and sustainable workplace to help meet our personal goals

for Safety, Quality and Productivity. Many 5S projects are currently underway and I expect to see many more in the coming months. I was particularly pleased to see how SOC 5 has transformed itself in F, G and H lanes by applying 5S principles. If you are not currently involved in a 5S project, get on it. There’s plenty you can do to help!

Honest and objective communication is critical to our business. When we point fingers and look for others to blame, we fail as a team. One example: We have been challenged throughout the ECO program to meet schedule objectives, particularly in Steel. I am proud of how the NASSCO team, throughout the organization, rallied to support the Steel team. The results illustrate the power of teamwork – even with late blocks from early stages of construction; every block erected to date on the ECO and ESB programs was on schedule. That result doesn’t happen without close communication and a willingness to help.


Before I close it’s important to talk about the state of the business: where we are now and where we’re headed.

While Repair work in San Diego is strong, Norfolk and Mayport have slowed considerably. In addition, our new construction workload in San Diego is slowing as we complete the ECO program. As a result, we are faced with

workforce reductions. Layoffs are never easy, especially for those affected and their families. In San Diego, we have worked with local organizations like the Workforce Partnership and others to help those affected.

As difficult as layoffs are, there is good news because more work is already on contract and scheduled to begin in early 2018. The new administration is also talking about increased funding in shipbuilding and repair which could provide us with opportunities for future work. By focusing on performance and our personal safety, quality and productivity, we are giving ourselves and NASSCO a bright future.

I hope to see you and your families on Saturday, March 25 for the christening and launch of the *Palmetto State*, the eighth and final ship of the ECO Class tanker program at NASSCO. This ceremony is a celebration of each and every one of you. Whatever your role at NASSCO, your commitment and contribution to NASSCO is what makes us the best at what we do.

Work safe,

Kevin Graney

GENERAL MANAGER'S NOTE

We are continuing the transition from cost plus to firm fixed price for Navy repair work. The USS *Boxer* (LHD-4) at Berth 2, the first modern day large deck amphibious ship to be pier side in a private sector facility on the West Coast, is NASSCO's last cost plus contract in San Diego. The USS *Oak Hill* (LSD-51), currently at our Ligon facility in Norfolk, is our last on the East Coast. Our experience across all ship classes on cost contracts over the last 10 years will serve us well to compete and perform on fixed price contracts in the future.

In San Diego, we currently have three Navy ships in our facility: The USS *Boxer* (LHD-4), USS *Stockdale* (DDG-106), and USS *Spruance* (DDG-111). All work is on schedule. When the USS *Stockdale* undocks in mid-April, it will mark the first time in 20 years that San Diego had three Navy Repair ships pier side within the facility at one time. Work continues on the USS *Essex* (LHD-2) and the USS *Freedom* (LCS-1) at Naval Base San Diego.

In Norfolk, we have four ships in work within the facilities: three at our main yard at Ligon and one at our Portsmouth yard. This is the first time under NASSCO's ownership that we have had four ships in



DAVE CARVER
Vice President and
General Manager of Repair
General Dynamics NASSCO

the yards at one time. The USS *Gonzalez* (DDG-66) is currently in drydock and tracking to undock in May. We are wrapping up work on the USS *Bulkeley* (DDG-84) with delivery set for late March and just getting our sea legs on the USS *Lewis B. Puller* (ESB-3) Post Shakedown Availability which is on schedule to complete by the end of April. Work on the USS *Harry S. Truman* (CVN-75) at Norfolk Naval Shipyard is tracking to plan.

Production work is continuing to pick up on the USS *John C. Stennis* (CVN-74) availability in Bremerton where we are also

planning for the upcoming drydocking of the USS *Nimitz* (CVN-68).

In Mayport, we are continuing work on the USS *Tornado* (PC-14) and support for San Diego's LCS SEC contract on the USS *Milwaukee* (LCS-5).

Congratulations to each and every one of you for your remarkable work in our efforts to maintain schedules while keeping our commitment to providing world-class, quality repair and maintenance for our customers.

Last, please continue to be mindful when going aboard Navy vessels. These Navy-commissioned vessels are home to many sailors and it's important that we always follow the rules, regulations, policies, processes, and remain vigilant in our safety and housekeeping efforts.

Keep up the good work!

Sincerely,

Dave Carver



Clockwise: USS *Stockdale* (Repair), *Palmetto State* (New Construction), USNS *Hershel "Woody" Williams* (New Construction), USS *Spruance* (Repair), USS *Boxer* (Repair)

NASSCO NEWS BRIEFS

NASSCO Pursuing United States Coast Guard Heavy Polar Icebreaker Program

The United States Coast Guard (USCG) recently released a solicitation for the U.S. shipbuilding industry to bid on trade studies for their new Heavy Polar Icebreaker (HPIB). The USCG is seeking a vessel with the capability to break ice up to eight feet and operational performance in both the Arctic and Antarctic to replace their aging Polar Class icebreakers. The HPIB will be a multi-mission vessel conducting many of the USCG's missions including ice operations, defense readiness, aids to navigation, and marine safety.

NASSCO, along with its teaming partners, VARD Marine and General Dynamics Bath Iron Works, submitted a response to participate in the studies throughout this year. NASSCO's goal is to position itself to bid on the Detail Design and Construction contract in 2018. This contract has the potential to become a three-ship program. With NASSCO's design and construction capability, and team members with proven icebreaker design expertise, we are in a great position to deliver the vessel the USCG wants and at a competitive cost and schedule.



NASSCO Begins Construction on Fifth ESB for U.S. Navy

On January 25, NASSCO shipbuilders began construction on a fifth ship for the U.S. Navy's Expeditionary Transfer Dock (ESD)/Expeditionary Sea Base (ESB) program.

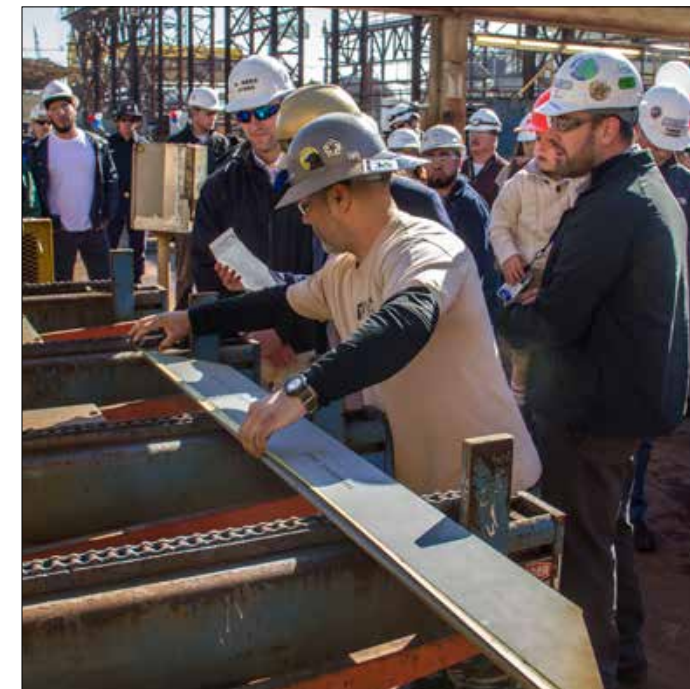
Designed to provide advanced flexibility and capability for sea-to-shore missions, the newest ESB will include a 52,000 square-foot flight deck, fuel and equipment storage, repair spaces, magazines, mission planning spaces and accommodations for up to 250 personnel. The 784-foot-long ship is designed to support MH-53E and MH-60S helicopters and MV-22 tilt rotor aircraft.

The ship, ESB 5, is the fifth to be added to a contract between NASSCO and the U.S. Navy that originally called for two Expeditionary Transfer Docks: USNS *Montford Point* (T-ESD 1) and USNS *John Glenn* (T-ESD 2).

The first two ships, formerly classified as Mobile Landing Platforms (MLPs), were designed and constructed by NASSCO to support vehicle staging and transfers, and the movement of LCAC vessels. In 2012, a third ship, USNS *Lewis B. Puller* (T-ESB 3), was added to the contract and reconfigured as an ESB, formerly known as a MLP Afloat Forward Staging Base, to support a wide range of military operations. All three ships have been delivered to the U.S. Navy, and in October 2015, NASSCO began construction on ESB 4, USNS *Hershel "Woody" Williams*.



The Ruiz Family



The ceremony's honoree, Jackie Ruiz, gives her sign of approval after inspecting the first cut of steel for the ESB 5 as her son watches in the background. Jackie is a former NASSCO employee and is the wife of Bryan Ruiz, NASSCO's Director of Planning.

NASSCO Delivers Final ECO Tanker to SEA-Vista



Official party for the *Liberty* christening ceremony, December 2016.

On Wednesday, March 1, General Dynamics NASSCO delivered the *Liberty*, the third and final ship to be constructed for SEA-Vista LLC as part of a larger eight-ship ECO Class tanker program.

In 2013, NASSCO entered into an agreement with SEA-Vista to design and build three 50,000 deadweight-ton, LNG-conversion-ready product carriers to include a 330,000 barrel cargo capacity each. The 610-foot-long tankers are a new “ECO” design, offering improved fuel efficiency and cleaner shipping options. Construction for the first of the three ships for SEA-Vista LLC began in November 2014.

The first two ships—the *Independence* and the *Constitution*—have been delivered and are servicing the Jones Act trade.

The *Liberty* is the seventh vessel in an eight-ship ECO Class tanker program for two separate customers, SEA-Vista LLC and American Petroleum Tankers. The eighth ship of the program, the *Palmetto State*, is scheduled to be christened and launched on March 25, 2017, at the NASSCO shipyard in San Diego.

“We are grateful for our partnership with SEA-Vista and the opportunity to design and construct three vessels equipped with world-leading technology and capability that will service their customers for decades to come,” said Steve Davison, vice president of pre-production operations for General Dynamics NASSCO. “Credit for the successful completion of this contract goes to the thousands of world-class NASSCO shipbuilders and our partners who worked to provide unmatched quality and service from day one.”



Liberty Sea Trials—February 20, 2017

PERFORM EVERY DAY

Lend Me A Hand

AUTHOR:

Sherry Eberling, Safety Management System Specialist, NASSCO-San Diego



How often have you heard someone ask “can you lend me a hand?” What if you couldn’t because you lost a finger or a hand working unsafely? We take our hands for granted. Yet we rely on them for many things, like buttoning a shirt, tying our shoes, or doing chores around the house and our jobs.

The most common injuries we sustain to our hands include:

- Cuts, lacerations, punctures, and even amputations
- Abrasions from rough surfaces
- Broken fingers or other bones of the hand
- Chemical burns
- Severe skin irritation (dermatitis) from contact with certain chemicals
- Thermal burns from touching very hot objects
- Absorption of hazardous substances through unprotected skin

Often these injuries result from being rushed; unsure of what you are doing or using the wrong tool.

One of the easiest ways to protect your hands against scrapes, cuts, chemical exposures, and other hazards is to wear gloves appropriate for the task at hand. But don’t rely on gloves alone. Gloves are your last defense. You should always make sure you know where your hands are at all times (besides the end of your arms)! It will help you avoid pinch points – like slamming your fingers in the car door; or slicing your thumb with a box cutter.

Just because you’re off the clock doesn’t mean your hands are no longer at risk. Plenty of common activities present additional risks to the hands, including yard work, working on a car, using power tools or participating in your favorite sport. Protecting your hands at home not only ensures you can continue your career, but ensures you can continue living the life you want to lead outside of work.

Good hand care also means taking steps to prevent problems before they start. Follow these tips to keep your hands in the best shape possible:

- Use moisturizer or hand lotion to prevent your skin from becoming dry or cracked
- Clean under your nails to remove bacteria
- Don’t pull or tear at hangnails – trim them with fingernail clippers
- Don’t forget to include your hands when applying sunscreen
- Don’t ignore inflammation – it could be an early sign of infection

Before you begin any task, be sure to:

- Identify hazards, i.e. anything that may cause harm. Are there any pinch points? Do you have the right PPE for the job? Cotton gloves are useless when cleaning with a solvent.
- Evaluate the risk of getting injured. Is there a better way to do the task to reduce the risk?
- Evaluate your tools. Are they in good shape? Is your cutting tool sharp? Do you have the right screwdriver? Use the right tool for the job – a butter knife is not a good substitute for a flat head screw driver!
- Evaluate your readiness to do the job. Are you well rested? Do you have enough time to do it right? Do you know how to do it? Plan your work and work your plan.

Whether you are dicing vegetables for your favorite dish, putting the finishing touches on your latest DIY project, or performing your daily work, being aware of your hands and how you are using them is essential for keeping them free from injury.



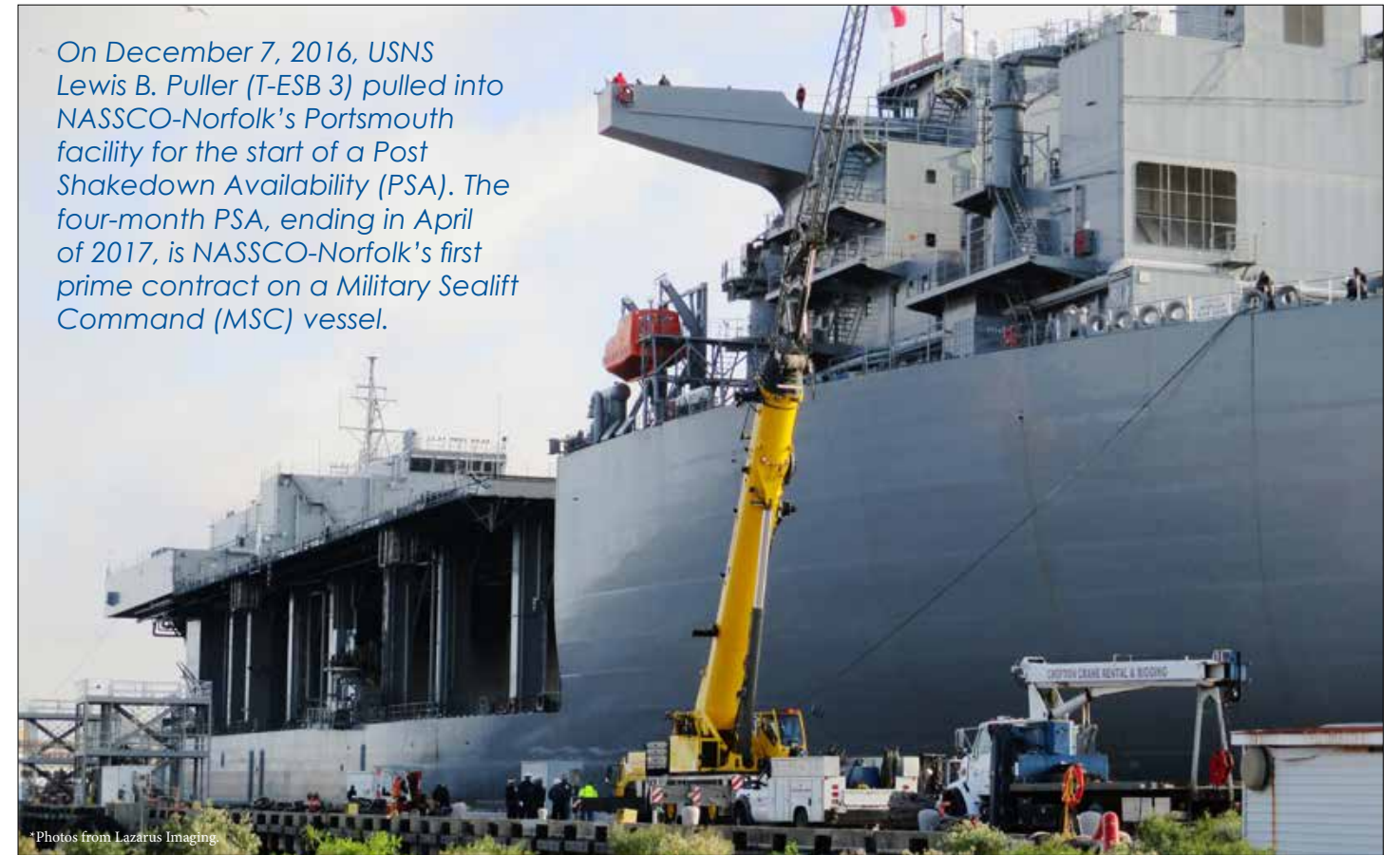
NASSCO and DSEC representatives met with Matson to review progress on the Matson Kanaloa Class ConRo design. Capt. Jack Sullivan, vice president of vessel operations & engineering, was the senior Matson representative. *February 1, 2017*



NASSCO, Military Sealift Command, NAVSEA, and SUPSHIP join together for three days to review and refine the NASSCO T-AO 205 design. *February 2, 2017*

NASSCO-Norfolk Welcomes *USNS Lewis B. Puller*

On December 7, 2016, USNS Lewis B. Puller (T-ESB 3) pulled into NASSCO-Norfolk's Portsmouth facility for the start of a Post Shakedown Availability (PSA). The four-month PSA, ending in April of 2017, is NASSCO-Norfolk's first prime contract on a Military Sealift Command (MSC) vessel.



*Photos from Lazarus Imaging

During the availability, the project team will oversee numerous Transportation Alterations (TRANSALTS) including the installation of 4,400 square feet of new bulwark plating, installation of a 29 TN platform to increase the ship's TEU capacity, and a habitability modification of the aft house. NASSCO-Norfolk will also create two new landing areas on the flight deck in order to

accommodate V-22 Osprey aircraft. Other major installations include 520 linear feet of fire main piping, fabrication of a MOGAS platform, fabrication of an entire grey water tank, and a radio infrastructure upgrade.

NASSCO-Norfolk will successfully execute this availability with a focus on safety, quality, cost, and schedule.

Spotted in the Yard

Juan G. and
Ricardo M.
San Diego, CA



SECURE OUR FUTURE

Successful Start to 2017 for NASSCO-Bremerton

AUTHOR: Josh Jansen, Deputy Program Manager, NASSCO-Bremerton

NASSCO-Bremerton kicked off 2017 by completing two upkeeps and starting a Planned Incremental Availability (PIA) on USS *John C. Stennis* (CVN-74). The first CMAV on USS *Nimitz* (CVN-68) involved non-skid in Hangar Bay 3, drain piping replacement and complex weight test of a fueling at sea kingpost. All work finished five days early and the project completed under budget. The second CMAV on USS *John C. Stennis* (CVN-74) consisted of replacing approx. 54,000 square feet of flight deck non-skid, to include a 1,000-square-foot test patch for NAVSEA using a compound with higher silicon content. Non-skid operations were completed on time and the project finished under budget. Both of these upkeep availabilities encompassed Christmas, New Year's, Puget Sound Naval Shipyard curtailment and Stennis' holiday stand-down period.

Closeout of the CMAVs brought the start of Bremerton's next big project, *John C. Stennis* FY17 (PIA). This project will be a litmus test for lessons learned and best practices put in place following the USS *Nimitz* FY14 extended PIA. This new project has a balance of repair work and large modernization items that provide some unique challenges. A new incinerator is being installed which has typically only been done during availabilities twice as long. By using lessons learned from both Norfolk and San Diego, opportunity for prefabrication was exploited to lower execution duration to approximately four and a half months. With proper risk mitigation and effective communications this will execute as another successful NASSCO-Bremerton availability.

NASSCO-Norfolk Receives 2016 River Star Award

AUTHOR: Clint Spivey, Assistant Manager, EHS, NASSCO-Norfolk



The Elizabeth River Project (ERP) is a non-profit organization whose mission is to promote community efforts for the restoration and environmental health of the river. ERP partners with homeowners, schools, and businesses to provide specific actions that each can do to be recognized as a River Star. The River Star Businesses Program recognizes organizations for "Doin' Right by the River." Businesses that can demonstrate accomplishments in pollution prevention and wildlife habitat restoration are recognized as leaders in environmental stewardship. NASSCO-Norfolk and its predecessor companies have been River Star Businesses since 2008.

On January 26, 2017, NASSCO-Norfolk was honored as a 2016 Sustained Distinguished Performer at Three Star Model Level, the highest level of achievement. Model Level designation is achieved through exceptional pollution prevention, wildlife habitat management, and mentoring other businesses to become community leaders in environmental stewardship.

Some of the company's pollution prevention and wildlife habitat restoration initiatives in 2016 included:

- ISO 14001 Environmental Management System Certification confirmed by an extensive third-party surveillance audit conducted by the American Bureau of Shipping Quality Evaluations (ABS-QE) Department.
- Four storm water Low Impact Development (LID) areas were thoroughly cleaned and revitalized to eliminate suspended solids from entering the Elizabeth River. These areas also help to reduce storm surges and provide some habitat opportunities for wildlife.
- Doubling the size of the Chesapeake Bay Foundation Oyster Garden at the Norfolk facility. Oysters serve as natural filtration for suspended sediment and are vital to the ERP's long term strategy for cleaning our waterways.
- Continued energy management activities throughout shops and offices. The Facilities Department installed low wattage bulbs that replaced traditional lights to reduce electricity usage. Motion detection sensors have been installed in new areas in lieu of traditional switches. Additionally, the Facilities Department is working diligently with subcontractors to install sub-meters throughout the Norfolk facility to better manage energy usage, especially during peak demand.

These are just some of the endeavors NASSCO-Norfolk has accomplished to reduce its environmental footprint and partner with organizations such as the Elizabeth River Project to improve community health.

Two-crane lift for the *Palmetto State*
January 19, 2017



All Hands Stand Down for Safety

NASSCO-Norfolk held its first annual Safety Stand Down and training event on January 25 for all employees (including resource labor employees). Occupational, Health and Safety programs often require reactive management when accidents, injuries, or unplanned events occur. However, proactive and preventative actions are needed to keep people from getting hurt in the first place. This event served just that purpose. By taking a moment to pause for health and safety training at the very beginning of the year, management sent a clear message that worker health and safety are chief priorities.

NASSCO-Norfolk General Manager, Kevin Terry, began his message promoting NASSCO President Kevin Graney’s goal of zero Occupational, Safety and Health Administration (OSHA) recordable injuries for 2017. It is a high goal to achieve, but one that must be in the forefront of every worker’s mind each and every day. No injuries should ever be acceptable.

Mr. Terry emphasized the focuses of **safety, quality, cost** and **schedule** during his address and continually reminded the workforce that safety comes first for him and the employees entrusted to his

care. Other speakers of the day included EHS Director Dawn Kriz and OSHA Norfolk Area Director Stan Dutko. Dawn shared the importance of staying attentive both at home and at work. Stan spoke of how serious workplace injuries are particularly damaging to individuals’ lives and well-being, and have become a top priority for OSHA. Each of the speakers had a “people first” mentality. Health and safety is about protecting our company’s greatest asset, our people, and sending them home each day the same way they arrived.

After the early morning all hands meeting, there were extensive health and safety training opportunities. The 3M Safety Roadshow tractor trailer was onsite with a hands-on fall protection training demonstration and class. Additionally, there were classes held on respirator protection, metal working, and other general safety precautions. The event was well received and many employees noted that the fall protection class was particularly well done. One employee commented, “I will think differently now every time I put on my harness. I never realized how much force is involved during a fall.”



Many thanks to all of the event planners and participants who made the day such a success.



*Photos from Lazarus Imaging.



Cybersecurity Corner

BEGINNING WITH THIS ISSUE OF THE SHIPBUILDER, NASSCO’S CYBERSECURITY TEAM WILL PROVIDE QUARTERLY TIPS FOR STAYING SAFE AT HOME AND WORK WHILE ONLINE.

Let’s start with common definitions applicable to cybersecurity:

Social Engineering	The use of deception to manipulate individuals into divulging confidential or personal information that may be used for fraudulent purposes.
Phishing Email (PHISH)	The fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as personal identifiable information (PII), passwords, and credit card numbers.
Malware	Software that compromises the operation of a system by performing an unauthorized function or process.
Virus	A piece of code that is capable of copying itself and typically has a detrimental effect, such as corrupting the system or destroying data.
Spam	Messages that are commercial in nature but may also contain disguised links that appear to be for familiar websites but in fact lead to phishing websites or sites that are hosting malware.
Spyware	Is software that aims to gather information about a person or organization without their knowledge that may send such information to another entity without the consumer’s consent, or that asserts control over a device without the consumer’s knowledge.
Outside(r) Threat	A person or group of persons external to an organization who are not authorized to access its assets and pose a potential risk to the organization and its assets.
Inside(r) Threat	A person or group of persons internal to an organization who are not authorized to access its assets and pose a potential risk to the organization and its assets.
Personal Identifying Information Personally Identifiable Information (PII)	The information that permits the identity of an individual to be directly or indirectly inferred.

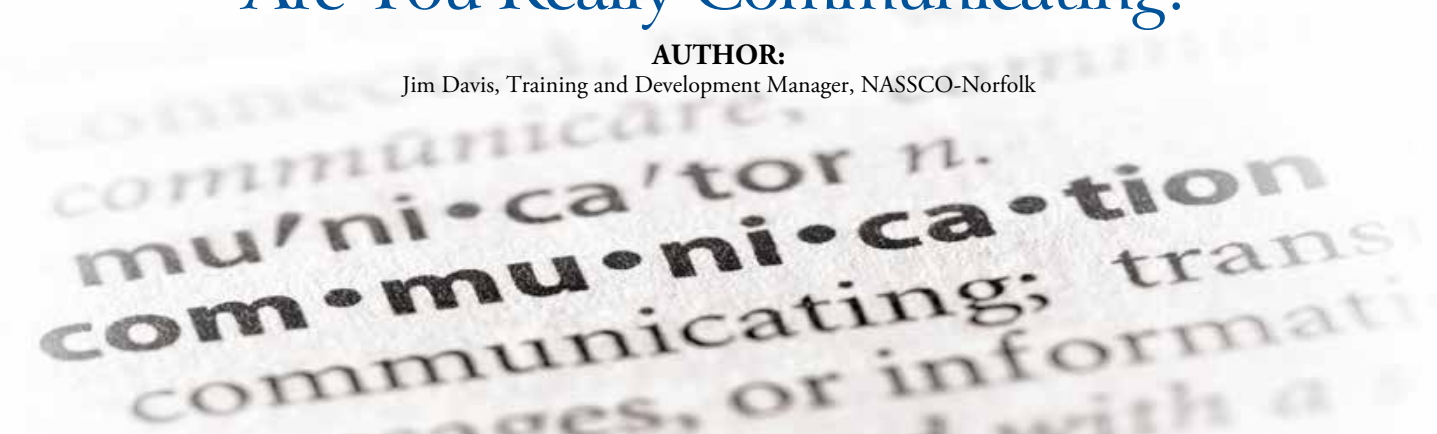
Each and every day, NASSCO's cybersecurity team works diligently to secure our networks. For example, between December 1, 2016 and February 1, 2017, the total number of emails sent to NASSCO email addresses totaled 4.4 million. Of those, 3.7 million were intercepted by NASSCO Cybersecurity due to known bad reputation scores. The lesson here: spam is out there – and there is a lot of it!

CONTINUOUSLY IMPROVE

Are You Really Communicating?

AUTHOR:

Jim Davis, Training and Development Manager, NASSCO-Norfolk



“Do you understand the words that are coming out of my mouth?” You may remember that scene from “Rush Hour.” If you do, you know that Jackie Chan’s character Detective Lee did understand. He just didn’t let on; simply smiling and nodding.

Ever felt like asking that question? Ever wonder if the person with whom you are communicating truly does understand the words you are saying? What can you tell by just a smile, a nod; or worse, a blank stare?

If 80 percent of workplace problems are communication problems, and that’s probably low, doesn’t that question become more consequential?

NASSCO-Norfolk recently held a leadership development event called Effective Communication; Using Our Voice to Influence Others. Here’s what we found:

There’s a myth regarding communication. Just because you’re using your voice and words, or otherwise conveying ideas, whether in writing or even pictures, it does not necessarily mean you are effectively communicating or communicating at all! How do you know when you have? When the message is received, understood, and acted on in the original way it was intended. Simply stated: the result matched the message.

Good communication can only exist in the right climate. Effective communication is neither automatic, nor easy. It’s both art and science. Without the proper environment it will never grow and flourish. For good communication to happen there must be key elements like trust, mutual respect, willingness to listen, shared goals, values, and honesty for the right kind of true communication to take place.

Style impacts substance. “It’s not what you say, but how you say it.” There’s truth in this old adage. Tony Robbins says, “The quality of your life is the quality of your communication.” How often do we really stop and think about the quality of what we say? We typically have no problem with quantity. The average person speaks about 4,000-6,000 words every day. But what about the quality; how we

say it? If how you’re communicating is getting in the way of what you’re communicating, it’s time to inspect the quality.

As styles go there are basically four: Assertive, Aggressive, Passive, and Passive-Aggressive. These are fairly well-known, but did you know that even though communicating assertively is the most effective, it’s only used 30-40 percent of the time? Most people revert to communicating with the aggressive style even though that’s the least effective and even destructive. It’s basically the “sandpaper” approach to communicating.

And then there’s the question of method. With the prevalence of technology that is purported to make communication easier and faster, how does one decide what method is best? Of course the easy answer is face-to-face. That’s typically the most impacting. But are there times when a text or email will suffice? Of course. Therefore the answer is whichever one works best for that situation. It’s easy to say we overuse emails and texts. The question really goes deeper than that. Are we taking time to consider the context of what we need to say before choosing a medium?

Bottom line: One cannot underestimate the importance of communication in the workplace, or any other place, for that matter. Good, clear communication doesn’t just happen. It takes a lot of willingness, logistics, and skill.

Communication is a bridge that connects people and ideas together. Five daily practices will help enhance our communication:

1. Clarity
2. Assertiveness
3. Listening
4. Requesting Feedback
5. Follow up

Better communication leads to better success. Here’s to enhancing our communication culture!

For more information, please contact Jim Davis, NASSCO-Norfolk Training and Development Manager, at (757) 966-3203 or jim.davis@nassconorfolk.com.

Continuous Improvement: *What's In It For Me?*

AUTHOR: Robert Liddell, Senior Manufacturing Engineer, NASSCO-San Diego

Is this your first response when you think of Continuous Improvement (CI)? You're not the only one. CI can (and should) be a tool we all use to our advantage.

What 'eats your lunch' daily? What problems in your daily routine would you just love to go away? Why not get rid of those headaches that make you crazy and waste your time? This article contains examples of CI tools in use, such as PIIs and lean projects. These employees have taken the initiative to improve their daily tasks and their work area.

NOW YOU MIGHT ASK:
“HOW DO I GET STARTED?”
ASK US!

For more information regarding Continuous Improvement, please contact
Bob Liddell at rliddell@nassco.com or ext. 8551 or
Steve Murray at smurray@nassco.com or ext. 1114.

Note: Solutions should be shared with supervisors and crew during 5-minute meetings and submitted as PIIs. When ideas are shared at 5-minute meetings, it allows colleagues to provide constructive feedback and may also inspire them to submit their own PIIs.



Planning Team:
Gus 'Goose' Alvarado
Mario Moncayo
Ricardo Alvarado

Remote Controlled Car for Main Conduits

'Goose' and his team were frustrated by the process of getting 'white lightning' threaded down the length of a 30 to 50' conduit. "The Fish tape we would use to push the white lightning the length of the conduit would get stuck on something or bend and we would have to start all over. It was taking 20 to 30 minutes to get the white lightning threaded."

Knowing there must be a better way to do it, the team came up with the brilliant idea of using a radio-controlled car with a light, a camera, and sound (for communication) to thread the tape through the conduit. Goose and his team controlled the car using an iPhone.

What originally took 20 to 30 minutes now only took one to two minutes to complete the task! Goose said, "We saved 20 hours per ECO ship, so we could be doing other more productive tasks and adding value for our customers with the time saved."



Ric Cheeks
(Lean Specialist)
Terry Little
Irwin Rivera
Chad Rose
Erica Gove
Steve Otero
Patty Barnes

Project Arrival Board

Ric Cheeks was the Lean Specialist who facilitated the Lean Project for improved warehouse information capturing and recordkeeping.

He said, "When shipments arrived at the Otay warehouse, they were recorded in a handwritten log. End users didn't know the material was on hand until the shipment had been fully processed (received, inspected, overages–shortages–damages notated, and posted as received in a system).

The Arrival Board is a simple piece of software created by a few people at NASSCO so that they can do their job more efficiently. It benefits everyone, and not just those in the supply chain."

Process Improvement Initiatives

PII# 26.1042: Use Remote Control Car for all Main Conduits






Existing Process	New Process
<ul style="list-style-type: none">• In order to pull the strap nylon (white lining) through the conduit, production uses fish tape.• Fish tape wasn't long enough to reach other end of conduit.• Fish tape line is too flimsy and not as sturdy to travel at a long distance.• Mechanic would have to pull slack from fish tape to make it easier to feed in the line.• Fish tape line will sometimes get stuck and get tangled while trying to feed it through conduit.• Average time feeding line through conduit was 20-30 minutes each.	<ul style="list-style-type: none">• Use RC car instead of fish tape to run strap nylon (white lining) through conduit.• RC car equipped with camera (night vision) that allows us to watch the car run the nylon through each conduit.• There is a total of 20+ conduits that need the strap nylon ran through just on the main deck.• Average travel time through each conduit 1-2 minutes (based on conduit length).• Total Estimated Savings – 9 hours per hull (72 hrs total for all eight ECO ships)• Implementation – Hull 551 and on, and any future contracts with main deck conduits.

GENERAL DYNAMICS
NASSCO

1

LSS 733 – Warehouse Information Capturing and Recordkeeping – Project “ARRIVAL BOARD”



Old Process: Manual entry into a paper log	New Process: Information captured into a database
<p>Old Process</p> <ul style="list-style-type: none">• Material arrives at the warehouse dock, is unloaded and manually recorded in a log book. Each warehouse dock has a separate log book.• Verifying if a particular shipment arrived at the warehouse involved contacting the warehouse and physically searching each log book.• Information lives on paper without the ability to query the data.	<p>New Process</p> <ul style="list-style-type: none">• Material arrives at the warehouse dock, is unloaded and is electronically recorded into Arrival Board.• Arrival Board allows for the use of existing barcodes on a shipment as part of the recording process.• All of NASSCO can view in real time shipments arriving into the warehouse from any network connected computer. <p>Total / Est. Savings</p> <ul style="list-style-type: none">• Reduces hours spent searching for material: Est Avg. 806 hours• Eliminates opportunity to lose material: Approx. \$49,000 to date

GENERAL DYNAMICS
NASSCO

1



Les Girard

When did you start at NASSCO?

I started at NASSCO in June 2015 as an intern in SOC 5, and came back as a PDP in July 2016.

What were your previous jobs prior to NASSCO?

I worked a variety of jobs and research positions prior to

starting my career at NASSCO. Throughout college I worked as a supervisor at my school’s gym, and later became a research assistant in a nuclear lab as well as a biomechanics laboratory. Before interning for NASSCO, I also worked an internship as an engineering assistant for the Department of Public Works in Monterey, California.

What rotations have you had as a PDP?

In my time as a PDP, I’ve rotated through Planning, Cost Engineering, Safety, Program Management, SOC 6 Steel, and Project Engineering. My internship in 2015 was entirely comprised of SOC 5 Outfitting. I’ve also been fortunate enough to work the launch crew for the TOTE *Isla Bella* and the SEACOR *Liberty*, as well as sea trials for the Liberty. I’m currently rotating through Supply Chain in Mission Valley.

What have you learned as a PDP?

I think the most important thing I’ve gained as a PDP is the ability to appreciate the different perspectives of the people I work with, both personally and professionally. NASSCO has a very diverse workforce, with people from all walks of life, and learning to appreciate where someone has come from and why they’re here makes it that much easier to communicate and work with them. It’s helped me shift my management paradigm from making people work for you to helping them work with you.

I’ve also learned a lot about shipbuilding and industry in general. Most of my experience prior to NASSCO was theoretical and research based, and I don’t have the maritime experience or background that many of my peers do. But almost everyone I work with is happy to share some of their knowledge about the industry, and I’m starting to feel very much at home in the shipyard. I feel that I now have a solid grasp on the fundamentals of NASSCO’s business model – not just how we build our ships, but how we earn a living from them, too.

What degree do you have and where did you go to school?

I graduated from the University of California, Berkeley with a Bachelor of Science in Mechanical Engineering.



Daniel Kwan

When did you start at NASSCO?

June 2016.

What brought you to NASSCO?

I initially found out about NASSCO through my college roommate who

worked in the new construction planning department for his summer internship. The following year, I spoke with recruiters from NASSCO at our school’s engineering career fair. Prior to joining NASSCO’s team, I had worked in both technical and nontechnical industries as an engineering intern and learned that I found work involving technical products very rewarding. The chance to learn about the manufacturing process for ships as well as the navy repair industry was too good to pass up. In addition to my interest in shipbuilding, I was also born and raised in Southern California, so the ability work and stay within driving distance of family and friends worked out for the best.

What were your previous jobs prior to NASSCO?

While attending college I worked as an Industrial Engineering Intern for L3 Communications where I was tasked with combining previously separate production assemblies into a single more efficient process. I enjoyed working in the technical low volume production environment, but for my next internship I chose the exact opposite. The following summer, I was as a part of a lean six sigma continuous improvement team in a high volume coffee production facility for Kraft Foods.

What rotations have you had as a PDP?

I have rotated through Rigging, SOC 3 Steel, Cost Engineering, Safety, and most recently, Repair Production.

What have you learned as a PDP?

The PDP program has already given me a great new set of skills and the experience of working with excellent mentors. I’ve gotten the chance to learn about the commercial shipbuilding process, from the plates of steel coming in by train, to the various stages of construction and tests and trials in the water. I’ve also learned a great deal about how crucial communication is with various departments working together to meet a common goal. Learning the process of planning and communicating work with each department has been eye opening and a great learning experience for me so far.

What degree do you have and where did you go to school?

I received a Bachelor’s degree in Industrial Engineering from Cal Poly San Luis Obispo.



Michael Lenane

When did you start at NASSCO?

I started working at NASSCO in July 2016.

What brought you to NASSCO?

I learned about NASSCO through a friend who

interned here. After learning more about it I decided to pursue an interview when NASSCO came to my alma mater for the career fair.

What were your previous jobs prior to NASSCO?

Prior to NASSCO I worked in between semesters laboring for a local construction company and interning at Veolia Energy in Boston.

What rotations have you had as a PDP?

Since July, I have rotated through SOC 3 Steel, Planning, Outfit Production Control, Program Management, Safety, and I am currently located in Repair Production.

What have you learned as a PDP?

In addition to learning about how each department contributes to a cohesive production core, I have learned that the contacts that you establish are the most valuable assets you can have as an employee at NASSCO.

What degree do you have and where did you go to school?

I attended Massachusetts Maritime Academy and I graduated with a B.S. in Marine Safety and Environmental Protection.

WHERE ARE THEY NOW?

FORMER PDPs AT NASSCO



Parker Larson

Director, Commercial Programs

When did you go through your PDP rotation?

2003-2004

What was your #1 takeaway from your experience as a PDP?

People. Ships are built/repared by people who come from a wide variety of backgrounds and levels of education. By rotating throughout the shipyard as a PDP, it prepares you to interact and communicate with people at all levels of the company. I’ve been at NASSCO for about 15 years and am continually amazed by different levels of expertise required to run a successful shipyard. From the trainee in production to the front office staff, every person plays an important part in the enterprise.

What advice do you have to others currently in the program or considering the program?

There are two things to bring to the program where you will be rotating through several departments: humility and a positive attitude. If you fortunate enough to be accepted as a PDP, we already know you are intelligent, driven and capable. That’s expected. But you will not be effective if you are not willing to check your ego at the door. This is far easier said than done (I know this from learning from my own mistakes). By actively practicing humility, you can build relationships and positively influence others in ways perhaps not thought possible. This is a measure of emotional and social intelligence, which will define your ability to succeed.

What degree do you have and where did you go to school?

I have a Bachelor of Science degree in Marine Engineering & Shipyard Management from the United States Merchant Marine Academy in Kings Point, NY and I have a Master of Science degree in Engineering Management from MIT in Cambridge, MA.

JOURNEY AT NASSCO SINCE ROTATION:

2003-2004	PDP
2004-2006	Production Area Manager
2006-2007	Deputy Program Manager
2007-2010	Manager, Commercial Engineering Projects
2010-2012	Program Manager, Business Development
2012-2013	Program Manager, Commercial Contracts
2013-2017	Director, Commercial Programs

IN THE COMMUNITY

Project: EarthLab Conservation Garden

On Saturday, February 25, nearly 100 volunteers participated in a General Dynamics NASSCO and Groundworks San Diego Chollas Creek (GWSDCC) lead event at the EarthLab facility. EarthLab is a 4-acre parcel operated by GWSDCC, in partnership with the San Diego Unified School District, as an outdoor conservation education center. The objective of the event was to assist in the development of the EarthLab Conservation Garden.

The mission of the EarthLab Conservation Garden is to educate the general public, as well as students and residents, about the natural botanical environment in arid San Diego, and methods and means for water conservation and sustaining an environment that is compatible with San Diego's climate and natural resources. The garden will also serve as an outdoor science and skill center for advanced learning in water conservation and sustainable use of natural resources, and for the acquisition of skills in such areas as propagation, farming, and landscaping water-wise gardens.

General Dynamics NASSCO's Community Cleanup and Restoration Committee has assisted GWSDCC EarthLab missions since 2006 with 14 employee and community volunteer events. NASSCO employees and co-contractors are proud to support these efforts!



The goal of the gardens is to provide landscape enhancements to at least 50 residential properties in Encanto with California natives and promote conservation and health, support the local environment, and beautify homes and neighborhoods.



EMPLOYEE CORNER

Celebrating the Last Block – ECO Class Program



Employees from SOC 3, 4, and 5 celebrated the final block of the ECO Class tanker program with a special lunch. NASSCO shipbuilders proceed 90,000 tons of steel and other materials as part of the eight ship program.



*Bow Block for the
Palmetto State (Hull 558)*
Final Block for ECO Class Program





NASSCO-Norfolk EHS Employee of the Quarter

AUTHOR:
Clint Spivey, Assistant Manager, EHS, NASSCO-Norfolk

Environmental, Health and Safety (EHS) Representative Rick Howell was recently selected as the NASSCO-Norfolk EHS Employee of the Quarter. He was recognized for his efforts to reach across departmental boundaries, professionally build open lines of communication within the EHS team, and for his continuing commitment to maintain trust and confidence with his colleagues, and most importantly, with company customers. Rick has nearly 10 years of experience in the ship repair industry. His skills include management of hazmat operations, safety programs, Shipyard Competent Person (SCP) certification, and a strong background in EHS compliance. He is a dedicated employee, ensuring that personnel are empowered to work safely while meeting EHS requirements

In his role as EHS Representative, Rick conducts ship inspections, looking for EHS discrepancies that pose risks to people or the

environment. He watches for any deviations from regulations or contract requirements, such as temporary service plans, walking/working surfaces, hot work, fire prevention, and housekeeping, just to name a few. Due to his skills and expertise, Rick was chosen as the lead EHS Representative when the USNS *Lewis B. Puller* arrived at the Harper facility in Portsmouth, VA. Rick quickly learned about the new vessel's design and project work plans in order to provide the best ship walkthroughs. As a result, he has helped the availability get off to a smooth and strong start. He also works closely with the Harper Ave. Facilities Department and conducts regular yard inspections to ensure compliance with all applicable EHS permits and regulations.

Rick is an avid Pittsburgh Steelers fan and enjoys a variety of sporting activities. He likes spending time with his wife and four children, as well as extended family and friends. Thank you Rick for your hard work, and congratulations on being selected as the EHS Employee of the Quarter for the 4th quarter of 2016! Bravo Zulu to a job well done!

Zeb: A Constant Familiarity at Ligon Street

AUTHOR:
Katrina McBride, Valve Mechanic, NASSCO-Norfolk

Constant change is not only a reality in our industry but also in our day to day lives. Technology improves, people come and go, and once brand new repair contracts eventually shift colors to embark on their journey back into the deployable fleet. Change is inevitable and necessary even though it may sometimes be unwelcomed or intimidating. Over the past 35 years many things have changed in the pump shop here on Ligon Street but one thing has stayed the same; Donald Zwiebel, or as everyone knows him, Zeb.

Like most men his age, Zeb started working while he was still in high school. Every morning before school he would get up and head to work on a local dairy farm. When his morning work was finished he would hurry off to school and then straight back to the farm before heading home for the night. His days were filled with hard work and lessons that can only be learned by rolling up your sleeves and getting the job done. When he was 18 years old he decided he no longer wanted to work on a farm so he uprooted himself and joined the United States Navy searching for better opportunities and a ticket out of his hometown.

Not everyone joins the military with a clear idea of what they would like to do while they serve. For this reason there are now aptitude tests to determine what an individual would be well suited for, but in 1959 this was not the case. Zeb explained that he had worked on a dairy farm which included fixing large and small machinery.

With that, his fate was sealed. Based on his experience fixing farm equipment Zeb became an Engineman and served at both sea and shore commands over the course of his career. Everything he learned while serving in the Navy was due to hands on experience and guidance from the men he worked with. Unlike today, sailors were the only source of maintenance onboard their ship which meant that anytime there was a mechanical issue, their skill set improved. At the end of his 22 year career, Zeb was sent to work for the Sima diesel shop which was located in what is now NASSCO-Norfolk and after retirement he made a smooth transition into ship repair.

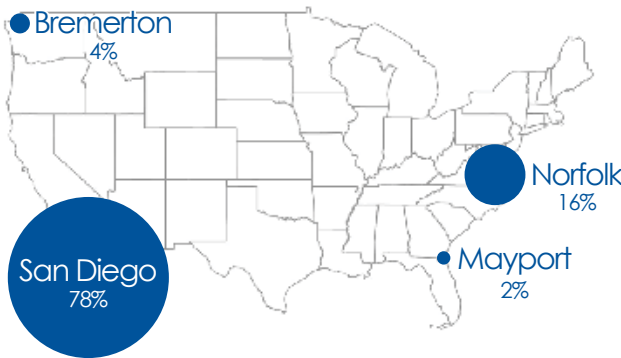
After 35 years working at the Ligon facility, Zeb spends his days working on pumps and training those that do not have the 57 years of experience he does working on the waterfront. He tells his mechanics that the key to success in this industry is simple. Pay attention, do the job correctly, and do not be afraid to get your hands dirty. Even though he has seen hundreds of faces come and go, and experienced a major company buyout and merger, one thing Zeb can tell you is that no matter how many things change, the fundamentals of mechanics and a strong work ethic will always remain constant in the quest to provide a job well done.



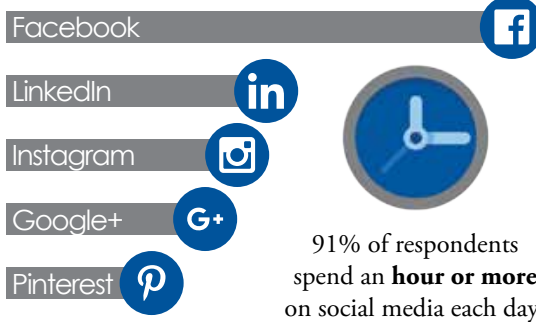
2016 Employee Communications SURVEY RESULTS

At the end of 2016, the NASSCO Communications Department asked its colleagues for their help in identifying preferred methods of workforce communications. 424 employees from NASSCO's network of shipyards responded to the survey and provided invaluable insight for the Communications Department to use in improving its communications with the workforce for years to come. Thank you!

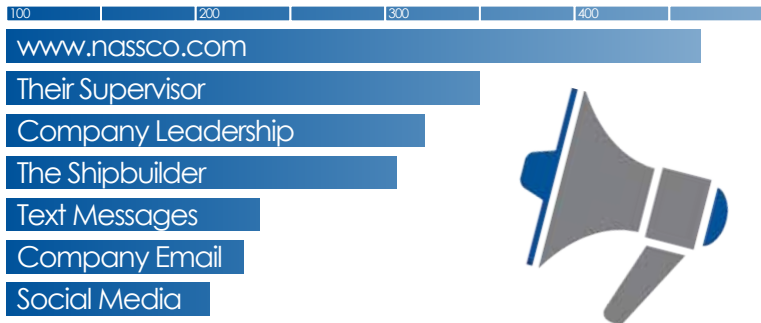
LOCATION PARTICIPATIONS



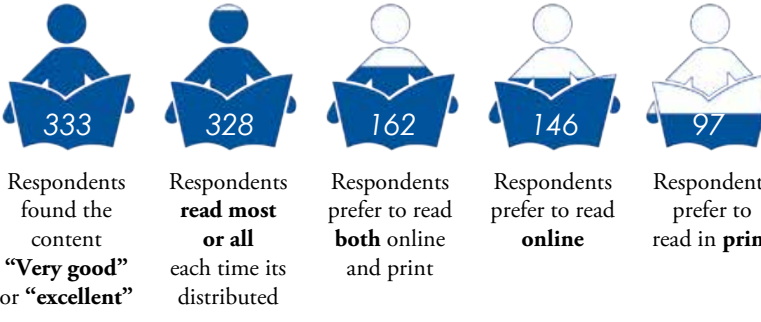
EMPLOYEES FAVOR THESE FIVE SOCIAL MEDIA CHANNELS



EMPLOYEES PREFER TO RECEIVE COMPANY NEWS VIA:



THE SHIPBUILDER MAGAZINE



SUGGESTIONS → SOLUTIONS

- 1 DEPARTMENTS**
An overwhelming amount of employees want a glimpse of the functions of department's and various locations within the NASSCO network. Beginning with the Summer edition, we will feature a department or location in-depth. *Who wants to go first?*
- 2 TV MONITORS**
Many want more TV monitors in the yard (and for them to be updated more frequently). We are working on this with ISD.
- 3 INTRANET**
Many in San Diego want an Intranet. This is in the works!
- 4 TEXTS**
Many want more company information via text messages. Noted! We're going to take it a step further and look into building a NASSCO smart phone app.
- 5 OTHER YARDS**
Many want to see more coverage from NASSCO's Repair Yards. We are working steadily to increase this exposure, and with this issue, we have integrated all four together.
- 6 GOOGLE+**
Many utilize Google+ as a platform. Now we do, too.

FEEDBACK IS ALWAYS WELCOMED – AND ENCOURAGED!

Have an idea? A suggestion? Or just want to say hi? **Drop us a line at communications@nassco.com**

Diversity and Inclusion: Just Right for NASSCO

AUTHOR: Anthony J. Jemison, EEO/AA Diversity & Inclusion Officer



The New Year 2017 ushered in a time of challenge for NASSCO: the political climate on a national level changed which may impact our workplace landscape. NASSCO is also experiencing a period of adjustment in the size of its core workforce.

As a federal contractor, NASSCO is required to follow policies and guidelines of non-discrimination and equal employment opportunity. Beyond these obligations, it is the right thing to do. It just makes good business sense!

Regardless of our organization’s challenges, 2017 also presents an opportunity to celebrate diversity at NASSCO and to appreciate the value that can be derived as a result of that diversity.

The NASSCO community is “uber” diverse! Just think of some of the ways our team members differ—

- By age: Age and generational differences abound here at NASSCO;
- By cultural background: At NASSCO, this might reflect either race or country of origin, but it could also reflect how we celebrate different holidays or what language is spoken at home and in personal dialogue;
- By education: Educational differences [undergraduate degree vs. years of hands-on experience] can affect the way different team members approach the same job;
- By gender: We have seen an uptick in the number of females in typically perceived male-dominated roles;
- By physical abilities: Many employees have special talents or special needs;
- By physical appearance: The things that help to identify us – such as height, weight, hair color; and
- By race: Our workforce consists of a multitude of races and ethnicities, and those who share the same race or ethnicity can be very different from each other.

It is important to note, of course, that this list captions just *some* of the ways our community is diverse. When you add-in other factors, like one’s military service record, work style preferences, regional biases or religious beliefs, to name a few, it heightens the prospect that being different could influence an employee’s typical day-to-day

work experience at NASSCO.

Diversity—even just in terms of the ways called-out in our list—can also lead to challenges in the workplace.

It is equally important to note that—

- Adapting a willingness to change is imperative. This includes both changes in the workplace and changes in the way we approach our daily tasks.
- Coordinating tasks or responsibilities can be challenging because not everyone approaches work in exactly the same way.
- Developing flexibility is an important ingredient in embracing diversity. It’s important not only to listen to new ideas, but also to implement different approaches.
- Differences among team members are OKAY. One should keep in mind that being “different” doesn’t mean “better” or “worse”—it just means “different.”
- Learning to communicate across cultural and language differences can also present difficulties. Clear and open communication is essential to working successfully in a diverse environment like NASSCO.

Championing diversity at NASSCO makes good business sense.

Diversity also brings about opportunity. Consider the following:

- A diverse workplace helps attract and retain high-quality employees from a variety of backgrounds.
- Decision-making is enhanced when a diversity of approaches is present at the time decisions are reached.
- Morale increases when everyone feels that he or she is welcome and appreciated, regardless of difference – perceived or otherwise.
- Productivity improves as morale increases.
- NASSCO’s profile and reputation in the marketplace improves when our workplace becomes known for encouraging diversity and treating all employees respectfully.

So, what are some basics that we can deploy each day to help NASSCO benefit from its diverse community:

- Learn co-workers’ names and use them.
- Don’t make assumptions about co-workers.
- Treat all co-workers equally.
- Avoid sexist and other tasteless comments, remarks and jokes.
- Embrace your life experiences and be willing to share them, at appropriate times and in appropriate ways.
- Respect “difference.”
- Think inclusive, not exclusive.
- Remember areas of commonality.

And why would this matter?

In today’s American workforce, nearly one-third (± 33%) of the workers are minorities, nearly one-half (± 50%) are women, and more than 10 percent are aged 55 or older. It is projected that by the year 2020, the percentage of minorities in the workforce will increase by more than 40 percent. The percentage of older workers will increase as well. By the year 2050, nearly half of America’s general workforce is expected to be comprised of minorities. For the same timeframe, the projections for workers over the age of 55 reflect an increase to almost 20 percent.¹

For those wondering how NASSCO’s current ranks compare with today’s national workforce trends, consider the following. NASSCO’s profile is slightly different: nearly 75 percent of its workforce are

minorities, nearly 10 percent of the workers are women and nearly 24 percent are aged 55 or older.² In two of the indices (minority status and >55 years of age), NASSCO’s present-day workforce is ahead of the trend. We see the future now. Therein lies tremendous opportunity.


As NASSCO prepares for that next big surge of designing, building and repairing ships—and beyond—diversity can play an integral role in ensuring a heightened platform of marked success. Strategically acting with foresight, vigilance and determination represents an opportunity to further enhance our brand and to surpass our customer’s expectations.

A commitment to embrace diversity—taking dialogue and converting it into action—may well-serve NASSCO today and in the future. A community committed to channeling its diverse membership positively encourages a growth mindset. This can have a powerful impact on our organization’s culture and employee productivity. It can also improve employee motivation, retention, engagement and loyalty. It can spur collaboration, innovation, and creative problem solving at all levels of our organization.

All desirable outcomes which are “just right” for NASSCO!

¹This data is taken from the US Department of Labor’s website.

²Head count data is as of February 2017.



Celebrating Women’s History Month

If it wasn’t for women making history, Geno Martinelli, Superintendent for Facilities and Maintenance at General Dynamics NASSCO, may have never found his way to NASSCO 22 years ago.

“The reason I’m at NASSCO today is because my aunt, who lived in the Palm Springs area at the time (1993), sent me an article that NASSCO was hiring. Upon graduation and during

the outbreak of WWII, at the age of 19 my aunt was hired by Electric Boat Company – Groton, as one of the first women welders in the country. She earned her living building ships in what she called the ‘Victory Yard.’”

Pictured: Geno still has the pin his aunt, Treasa Connors, gave to him. The pin, used to gain access to the shipyard facilities in 1944, is a symbol of the legacy she and other women trailblazers are remembered for.

2017 EARTH MONTH

CREATIVE ARTS CONTEST

"Take care of my future!"

CONTEST RULES:

- The contest is open to all NASSCO employees and subcontractors with a current NASSCO badge, and their children and grandchildren.
- One original piece of artwork will be accepted per individual.
 - Artistic work includes: Photography, drawing, painting, graphic design, sculpture, storytelling, music, etc. Be creative!
- Each piece of work must be submitted with a short description of how this art applies to the theme "Take care of my future!"
- Submitted entries must have the badge number and name of the NASSCO employee, subcontractor, parent, or grandparent attached.

AGE CATEGORIES:

- Toddlers (5 years and younger)
- Kids (6 to 8 years of age)
- Kids (9 to 11 years of age)
- Teens (12 to 18 years of age)
- Adults (19+ years of age)

DEADLINE:

- The submission deadline for all categories is April 20, 2017. The winning entries will be announced in early May and in an upcoming edition of *The Shipbuilder*.

PRIZES/ AWARDS:

- Family passes will be awarded to 1st place winners in each category.
- Two honorable mentions will be awarded in each category. Awardees will receive a personalized NASSCO Earth Day Certificate.
- All entries will be displayed in various locations around NASSCO and at nassco.com.

HOW TO SUBMIT:

- Via Inter-Departmental Mail: "Earth Day, M/S 22A"
- Via email: EarthWeek@nassco.com
- Yard drop-off locations:
 - Cost Engineering, Bldg. 15, 2nd floor
 - Employment Office, Bldg. 1, Rm. 102
 - Reception in Mission Valley, 1st floor
 - Weld Engineering Office, Bldg. 8, 2nd floor



Raychel R.
Age 7, 2013

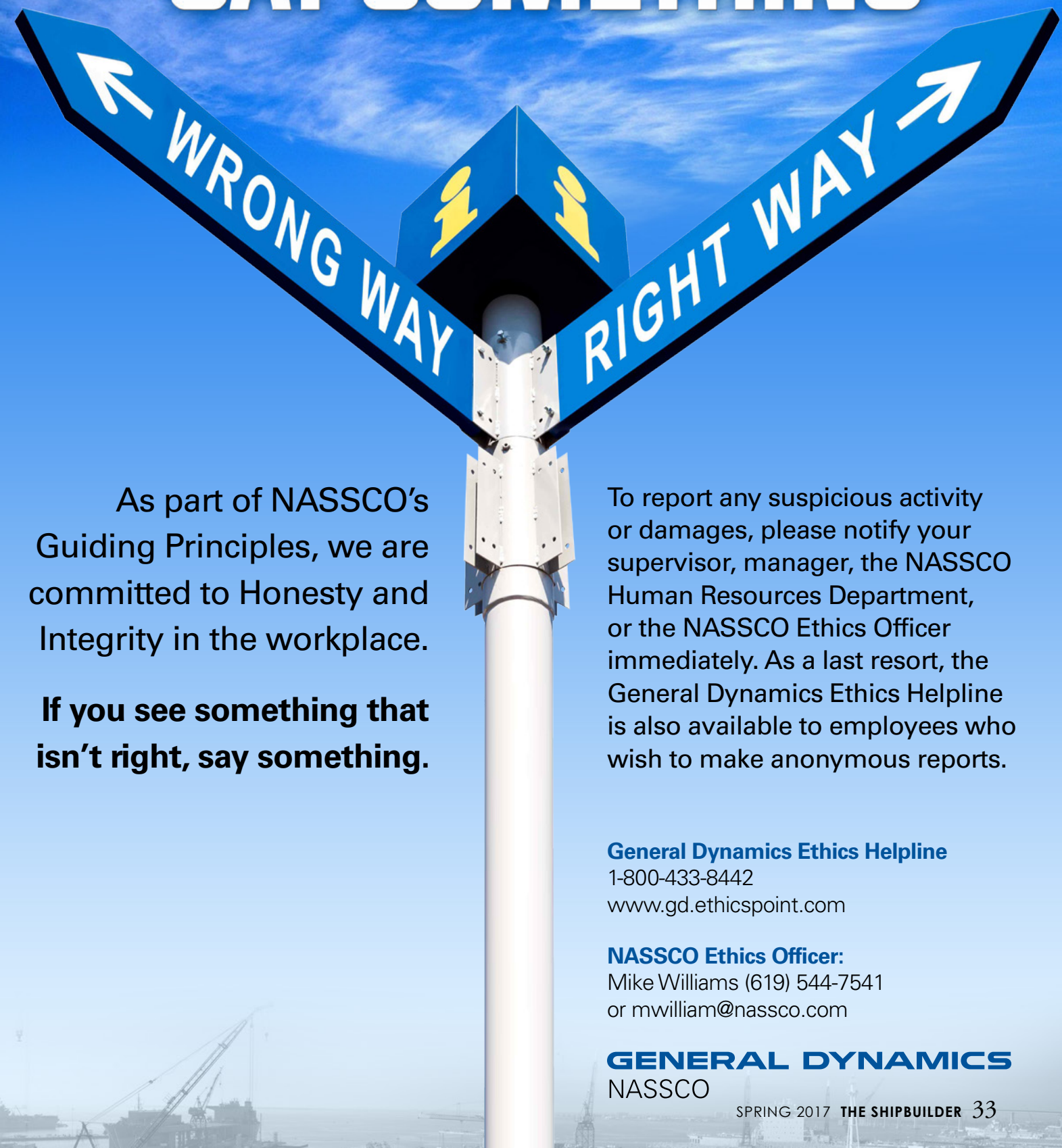


Michael Osuna
Age 19+, 2016



Sophie L.
Age 10, 2016

IF YOU SEE SOMETHING, SAY SOMETHING



As part of NASSCO's Guiding Principles, we are committed to Honesty and Integrity in the workplace.

If you see something that isn't right, say something.

To report any suspicious activity or damages, please notify your supervisor, manager, the NASSCO Human Resources Department, or the NASSCO Ethics Officer immediately. As a last resort, the General Dynamics Ethics Helpline is also available to employees who wish to make anonymous reports.

General Dynamics Ethics Helpline
1-800-433-8442
www.gd.ethicspoint.com

NASSCO Ethics Officer:
Mike Williams (619) 544-7541
or mwilliam@nassco.com

**GENERAL DYNAMICS
NASSCO**

NASSCO PRESIDENT'S CUP 2017



UPCOMING EVENTS

SIGN UP TODAY!

Learn more at
nassco.com/employees/signs

Any questions or team participation inquiries,
contact signs@nassco.com

Softball March 11
Volleyball April 22
Field Day TBD
Kickball TBD
Cornhole TBD



SIGNS Decathlon 2016

I am interested in participating in a SIGNS event!

Name: _____

Badge #: _____

Department: _____

Contact Number: _____

Check all that apply:

- ☐ Softball
- ☐ Volleyball
- ☐ Field Day
- ☐ Kickball
- ☐ Cornhole



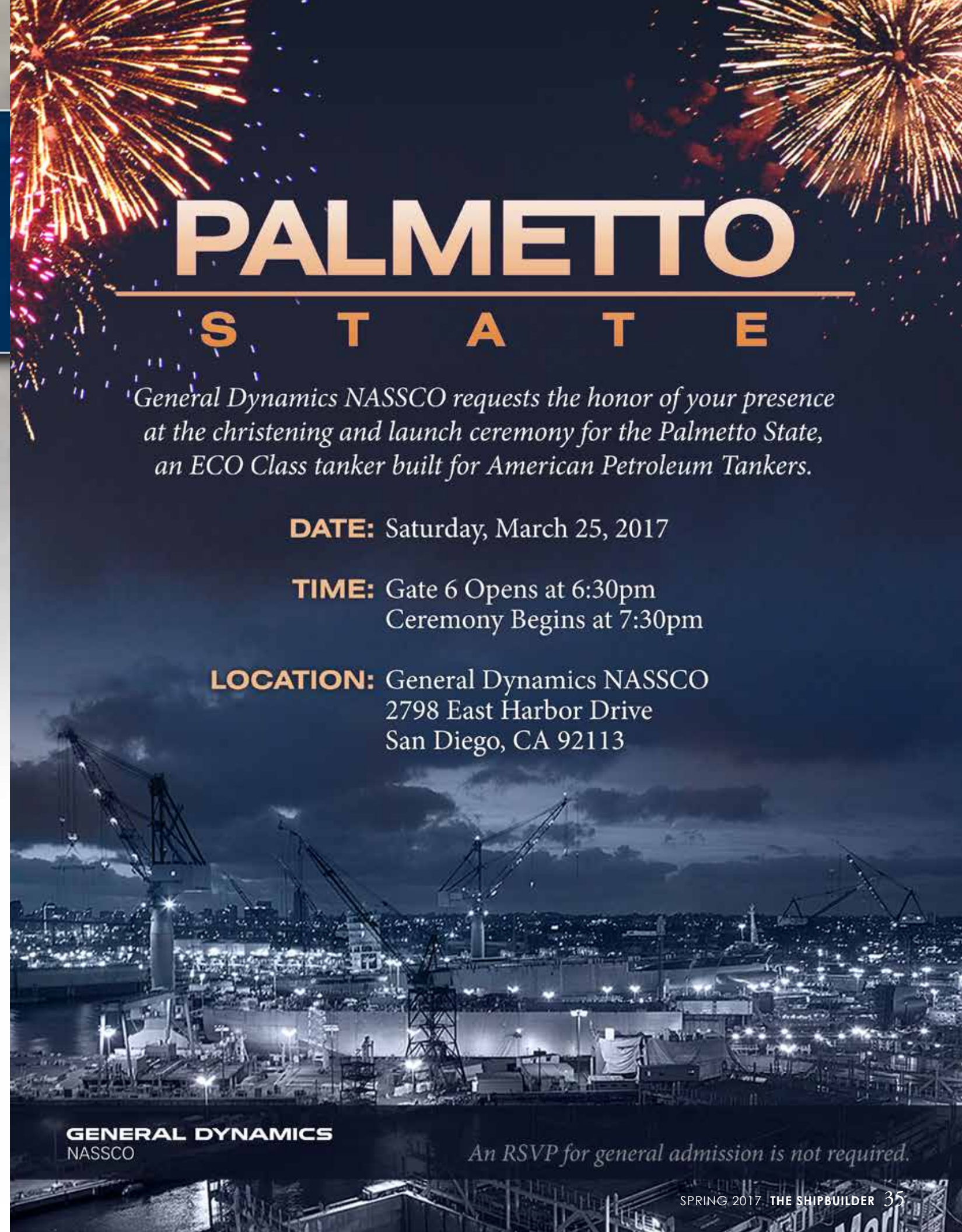
PALMETTO STATE

*General Dynamics NASSCO requests the honor of your presence
at the christening and launch ceremony for the Palmetto State,
an ECO Class tanker built for American Petroleum Tankers.*

DATE: Saturday, March 25, 2017

TIME: Gate 6 Opens at 6:30pm
Ceremony Begins at 7:30pm

LOCATION: General Dynamics NASSCO
2798 East Harbor Drive
San Diego, CA 92113



**GENERAL DYNAMICS
NASSCO**

An RSVP for general admission is not required.

2016 Kaiser Health Appraisals: 4th Quarter Winners

Congratulations to the 4th Quarter Kaiser Permanente HRA Winners: Robert Fisher (Designer II) and Sam Posadas (Maintenance Electrician). Roy opted for the iPad and Sam opted for the 42" plasma screen television as their prize. Congratulations!

All Kaiser members and their covered spouses or domestic partners who complete the Kaiser Health Appraisal and Total Health Assessment Questionnaire are entered into a quarterly drawing for a flat screen TV, iPad, or digital camera.



Robert Fisher



Samuel Posadas

Please call the Benefits Office at (619) 544-8866 for more information.

Our Continued Commitment to a Drug-Free Workplace (And Prop 64)

AUTHOR: Jennifer Ronge, Labor Relations

On November 8, 2016, California voters approved Proposition 64, which legalizes the recreational use of marijuana for adults 21 years of age and older. While marijuana use is now legal in California, the drug remains illegal under federal law. Employees must remember that NASSCO is a drug-free facility dedicated to ensuring a safe work environment for all employees. Although it may now be legal from a criminal law perspective to use or possess marijuana, it remains prohibited in our workplace. As a Department of Defense Contractor NASSCO is required to institute and maintain a program for achieving a drug-free workplace. NASSCO's procedures are designed to meet Department of Defense requirements to improve workplace safety and provide employees with resources to address substance abuse. NASSCO will continue to maintain a drug-free workplace, comply with the Department of Transportation and U.S. Coast Guard regulations, conduct appropriate drug tests, and continue to comply with current practices and procedures.

Please keep in mind the following points when considering the changes to the law under Proposition 64.

- It is still illegal to do drugs and operate a vehicle, boat, aircraft or any other such vessel, and it will continue to be. The exact protocols for determining if a driver is impaired by marijuana will be set out by the California Highway Patrol.
- Being under the influence, or having marijuana (or THC) in your system or in your possession while on NASSCO premises (including the parking lots or out-of-the yard worksites), violates the Company's Substance Abuse Procedure.

Regardless of the changes under Proposition 64, NASSCO is dedicated to maintaining and enforcing a drug-free workplace for the benefit of our employees, customers and community partners. If you have any questions regarding the drug-free workplace policy, Human Resources is here to help. We can be reached at 619-544-8506.



Employee Development Training

All NASSCO-San Diego employees are invited to register by March 24, 2017, for the next round of Employee Development classes. The classes will run from April through July 2017.

The Employee Development program consists of highly interactive courses, structured in a way to provide you with the skills and knowledge needed to help you meet current/future professional challenges.

Commitment to the program is essential and students must attend all the classes and complete the homework assignments in order to receive their certificate of completion.

NASSCO Shipyard

Classes Start April 4, 2017

3:15 pm – 4:45 pm

Alaskan Queen Barge, 3rd Deck,
Classroom A

Mission Valley Offices

Classes Start April 6, 2017

3:15 pm – 4:45 pm

Mission Valley
Conference Room A

Follow us on
Social Media



GENERAL DYNAMICS
NASSCO

Did you know?

You can see all of NASSCO's videos at
vimeo.com/generaldynamicasnassco



2017 Army Ten-Miler: Call for Runners

General Dynamics is looking across the corporation for our fastest runners to compete in this year's Army Ten-Miler race, scheduled for Sunday, October 8, 2017. General Dynamics is a major sponsor of the race and plans to field three teams again this year.

If you are interested in being considered for one of GD's Army Ten-Miler teams, please contact the NASSCO Communications Department at communications@nassco.com or (619) 544-7665.



Team General Dynamics - 2016



The NASSCO Fire Department held its annual 7th Annual Burn Institute Boot Drive benefitting burn support services, including "Camp Beyond the Scars" for burn-injured children ages 8 to 17.



Retirement

ROMEO S. ALANO
January 30, 2017
25 years • Layout Man W&O

ANDY U. ALONSO
January 30, 2017
41 years • Pipefitter Working Foreman

JOSE N. ALVAREZ
January 27, 2017
48 years • Pipe Welder Working Foreman

JOSE M. ARROYO
January 6, 2017
40 years • Shipbuilder Working Foreman

JOAQUIN ELBO EDQUIBAN
January 27, 2017
12 years • Rigger Working Foreman

KENNETH C. FLANDRO II
February 6, 2017
37 years • Ship Manager Repair II

SHARON LEE HARVEY
January 4, 2017
17 years • Data Coordinator

MANUEL HERNANDEZ
February 23, 2017
40 years • Layout Man P&S

JOHN A. HORVATH
January 27, 2017
21 years • Manager Industrial Engineering

HONG-CHING HSIEH
January 4, 2017
34 years • Principal Engineer

JAVIER R. JIMENEZ
December 9, 2016
42 years • Assistant Manager Steel

GARY R. JONES
February 3, 2017
40 years • Senior Designer

GEORGE M. KAY III
January 6, 2017
24 years • Label Installer Working Foreman

KEITH L. LONDOT
December 16, 2016
37 years • Manager Export Compliance

LUCY CORDOVA MITCHELL
December 16, 2016
12 years • Workers Comp Assistant III

MIGUEL IZQUIERDO NIETO
February 20, 2017
39 years • Designer II

RANDALL G. OCHMANN
February 3, 2017
21 years • Senior Analyst/Programmer

MARIA ESTHER REYES
January 16, 2017
26 years • Pipefitter

GREGORIO TILLO TOPACIO
January 6, 2017
25 years • Layout Man W&O

CARL CLIFFORD WHITAKER
January 6, 2017
35 years • Supervisor Maintenance

In

Remembrance

Domingos S. Azevedo
June 15, 2016
22 years • Foreman Painting

William R. Chaney
January 8, 2017
14 years • Sr. Inspector Machinery

George A. Gillilan
November 25, 2016
35 years • Superintendent Fab & Sub Assembly

Harry J. Lyle
November 8, 2016
15 years • Chief Accountant

John R. Scattergood
December 19, 2016
28 years • Estimator Repair

Wayne R. Stevenson
December 9, 2016
33 years • Launch Master

Jesus F. Ramirez
January 7, 2017
37 years • Welder Working Foreman

Birth Announcements



EZEKIEL JAMES JOHNSON

Born: September 27, 2016
Grandmother: Angela Johnson, Senior
Administrative Assistant, NASSCO-Norfolk



NOAH JAMES HENRY

Born: October 7, 2016
Father: Neil Henry, Area Manager II
Mother: Lessly Gonzalez, Engineer II



VICTOR KALEB CASTILLO

Born: October 11, 2016
Father: Victor Castillo,
Paint Department

SUBMIT BIRTH ANNOUNCEMENTS: Email information and photo to communications@nassco.com

Holiday Recap: Bremerton Celebrates!

NASSCO-Bremerton celebrated the holiday season with an all-staff get together. Staff engaged in a friendly competition of reindeer ring toss (thankfully there are no photos!) and a white elephant gift exchange. There was a ton of laughter to be heard and it was a fantastic opportunity to have the Northwestern team together in one place.

A potluck-style event, we found NASSCO-Bremerton has several excellent cooks as part of the team! Leftovers were donated to the local food bank.



Mieke Anderson, Brittany
Fulton and Mike Harris at the
photo booth.



Mart Martin got some lovely
scented lotion at the white
elephant gift exchange.

Social Media and Protecting the NASSCO Brand



As an employee of NASSCO, you are among the company's most influential brand ambassadors. Along with the company's products and services, you represent the NASSCO brand on a daily basis when you interact with fellow employees, customers, potential customers, and contractors. All NASSCO employees play an important role in managing and protecting the NASSCO brand.

This is true in your social media communications as well. Social media can be a fun and rewarding way to share your life and opinions with family, friends, and coworkers. However, the use of social media also presents certain risks and carries with it certain responsibilities.

Here are some guidelines regarding social media engagement as an employee of NASSCO:

- The same rules that are found in NASSCO's policies apply to your online activities. All employees must abide by the company's policies prohibiting harassment, discrimination, and retaliation.
- Avoid posts that might constitute harassment, bullying, or abusive conduct.
- Maintain the confidentiality of NASSCO's trade secrets and proprietary business information. Do not disclose NASSCO trade secrets and proprietary information in your social media posts. This information should never be made available to people outside the company.
- Respect all copyright, trademark, and other intellectual property laws.
- Be fair and courteous to customers, contractors, suppliers, visitors, and people who do business with NASSCO.
- Online posts should never include statements, photographs, videos or audio clips that are violent, obscene, threatening or intimidating to other employees, customers, contractors, suppliers, visitors, or the public.
- Refrain from posting personal communications during paid working hours.

These guidelines should help you make responsible decisions about your use of social media. If you have any questions about the use of social media as a NASSCO employee, please contact Connie Lundgren, Labor Relations at (619) 544-8824 or connie.lundgren@nassco.com.

RECENT NASSCO VISITORS



- 1. Marine Machinery Association
- 2. Rear Admiral Dietrich H. Kuhlmann, III, Director, Programming Division, USN
- 3. Economics Students from University of California, San Diego
- 4. Eric Young III - Community Representative for Mayor Kevin Faulconer
- 5. General Dynamics Chief Information Officers Forum
- 6. General Dynamics Manufacturing Council
- 7. Rear Admiral William J. Galinis, Program Executive Officer, Ships, USN
- 8. Eriade D. Williams, Deputy Chief of Staff and Legislative Director, Congressman Robert A. Brady (PA-01)



NASSCO-NORFOLK

(Left) On February 1, newly elected Norfolk Mayor Kenney Alexander toured the NASSCO-Norfolk dry dock and internal shops. Mayor Alexander is a native resident of Norfolk and owns a local business. He shared that he and his childhood friends used to play in the empty lots of what is now NASSCO-Norfolk. Mayor Alexander is appreciative of the work we do and how many Norfolk residents are employed by NASSCO, and wants to continue the cooperation in such areas as parking leasing between the City of Norfolk and NASSCO.

(Above) On January 13, Ms. Dolia Gonzalez, mother of Sergeant Alfredo Cantu Gonzalez, Medal of Honor recipient, Vietnam War hero, and namesake of USS *Gonzalez*, visited NASSCO-Norfolk. She was in town for a change of command ceremony for the ship.

GENERAL DYNAMICS

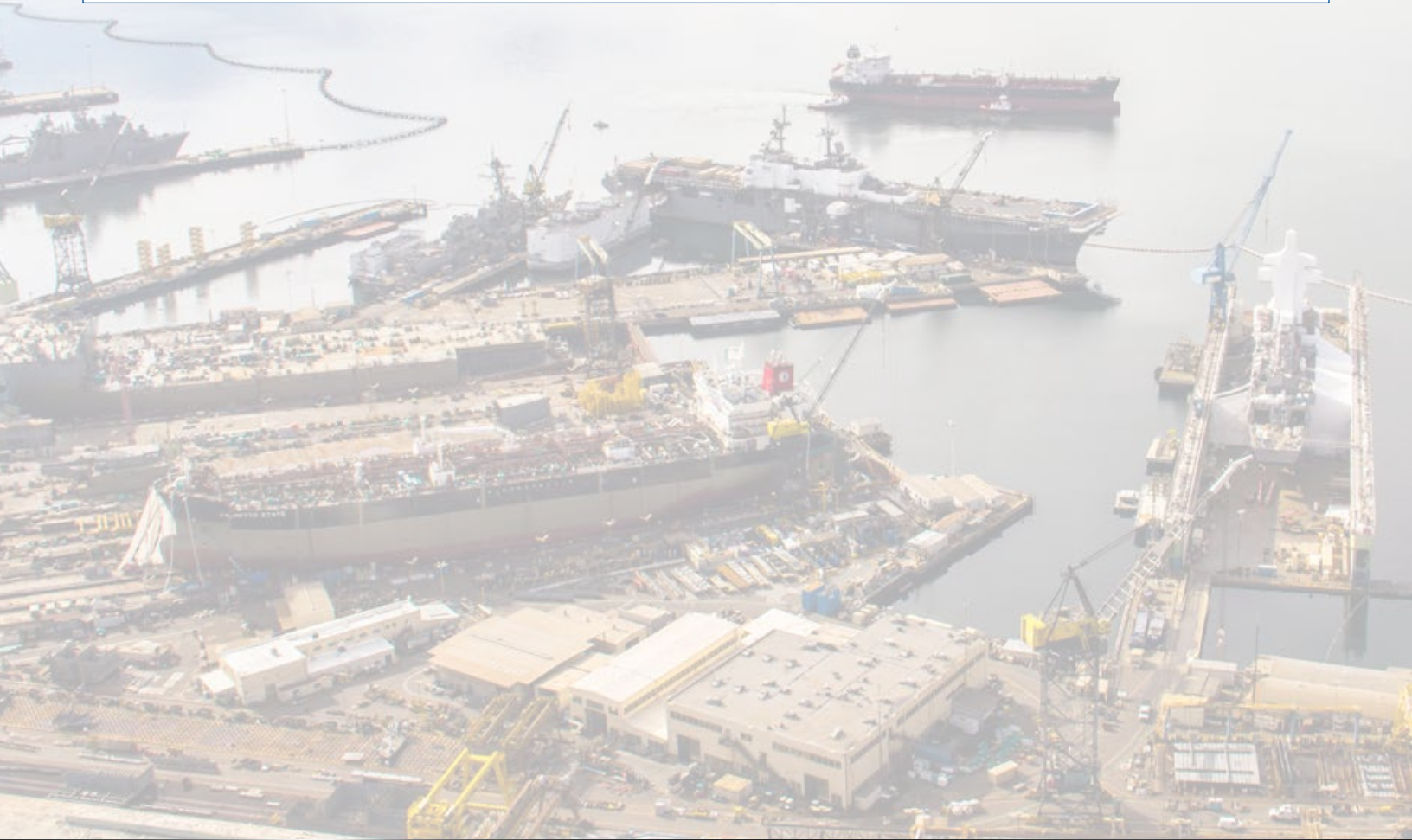
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The Shipbuilder is a quarterly magazine written for shipbuilders, by shipbuilders.

To submit an idea or an article for an upcoming edition, please email communications@nassco.com.

The next submission deadline is June 2, 2017.

