

GENERAL DYNAMICS

Electric Boat

Electric Boat

NEWS

AUGUST 2003



CHRISTENING VIRGINIA

Lynda Johnson Robb christens the submarine Virginia (SSN-774) at Electric Boat on Aug. 16 before a crowd of 7,542 onlookers. To Mrs. Robb's left is EB President Mike Toner. To her right are U.S. Rep. Rob Simmons (R-Conn.); Jennifer Robb, Mrs. Robb's daughter and the maid of honor; U.S. Sen. George Allen (R-Va.), the event's principal speaker; U.S. Sen. Jack Reed (D-R.I.); and Acting Secretary of the Navy Hansford T. Johnson. See story, page 4.

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The President's Corner

Mike Toner, President, Electric Boat

The Virginia (SSN-774) float-off and christening mark the progression of that ship's construction to its natural state – waterborne. However, submarines perform best in what some would consider an unnatural state – submerged in the hostile and unforgiving environment of the ocean. The process that allows for certification of a ship's readiness for this environment is the SUBSAFE program.

The SUBSAFE program traces its roots to the loss of the USS Thresher more than 40 years ago.

On April 10, 1963, while conducting sea trial deep dive testing, something disastrous went wrong. Thresher, her crew of 112 sailors and officers, and 17 civilian contractors were lost. Though many of us were not directly involved in the submarine program in 1963 (and in fact, many of you were not yet born), many can recall exactly where they were when they heard of the loss. I was a 3rd class cadet at New York Maritime in April '63 and I remember reading the headlines in the New York Daily News. The Navy convened a Board of Inquiry, and Congress held hearings before the Joint Committee on Atomic Energy. Results of the investigations pointed to the probability of a failed seawater line in the engine room that shorted an electrical panel, causing the reactor to shut down. With loss of propulsion, the submarine could not power to the surface, and taking on water at test depth, it quickly lost positive buoyancy and plummeted past collapse depth and to an ocean bottom grave.



From those lessons learned more than four decades ago, the submarine force has a very focused SUBSAFE program that still concentrates on preventing flooding, or if needed, the ability to recover from a flooding accident.

Results of this investigation found that while the design was sound, there were significant opportunities to improve design, construction, test and certification processes.

Following the Thresher's loss, the Navy developed its Submarine Safety or SUBSAFE program. Its goal is to ensure with maximum reasonable assurance that flooding accidents can be prevented. The SUBSAFE program added rigor to certain design/engineering processes, improved specifications, improved existing ship systems, added new systems, and lastly, added Navy oversight to the construction process to ensure that a submarine is ready to proceed to sea.

From those lessons learned more than four decades ago, the submarine force has a very focused SUBSAFE program that still concentrates on preventing flooding, or if

needed, the ability to recover from a flooding accident. These formal requirements are outlined in the Navy's Submarine Safety (SUBSAFE) Requirements Manual. That manual directs NAVSEA as responsible for ensuring that any shipyard performing SUBSAFE work is "certified" and that its workmanship is to the highest standards. Without this certification, a submarine might as well stay dockside, because it is not going to submerge.

During the week of Sept. 8-12, NAVSEA will perform our Functional Audit to assess our ability to perform SUBSAFE work. At Electric Boat, we have imbedded SUBSAFE program requirements in our culture. Everyone is involved. Everyone is responsible.

Key elements of our SUBSAFE program include:

■ **Engineering:** Special precautions to make sure the ship's design is adequate, such as emergency hull closure within 10 seconds and EMBT blow with the ability to drive the ship to the surface. Engineering identifies SUBSAFE items on drawings for use by the workforce and ship's crew.

■ **Operations:** A knowledgeable workforce is our key to success. A "questioning attitude" by our workforce has in the past

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helped identify serious issues that required resolution. Control of material is a fundamental principle of SUBSAFE. Operations' verification of work performed is the cornerstone of our certification process.

■ **Quality:** Provides overcheck of Operations and performs NDT.

■ **Test:** Operational verification before the ship goes to sea. Only a few, selected items receive the first operations' test during sea trials.

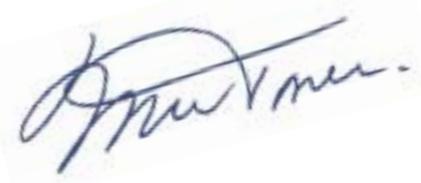
■ **Certification:** Material records, weld records, ER's, test forms, personnel qualifications and various engineering documents provide the Objective Quality Evidence (OQE) that our work was done right.

Our challenges continue. In November, we will support the Texas (SSN-775) Phase I SUBSAFE material condition audit at Newport News, and in January, we will

complete the Phase II SUBSAFE Certification Audit on Virginia to confirm final readiness for sea.

Upcoming maintenance and repair work on commissioned submarines offers a different set of SUBSAFE challenges for us – extensive re-entry control and material control of older equipment, to name a few.

When the crew takes a ship into harm's way, it's the quality of your work and your commitment to doing the right things that lets them perform their missions, with full confidence in the quality of an EB-built submarine. I know I can count on your continuing efforts to help us perform well in the upcoming audit. ♦



Earned Hours: Where We Stand

Virginia floats off



Water begins to cover the pontoon in Graving Dock 3 the evening of Aug. 7. See story, page 6.

Electric Boat **NEWS**

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An Occasion To Celebrate

Before a crowd of 7,542 onlookers, Ship Sponsor Lynda Johnson Robb christened the Virginia (SSN-774) in a spray of champagne Aug. 16, Electric Boat's first such ceremony in nearly six years.

Standing on a platform behind the 377-foot vessel's sail, Mrs. Robb – the daughter of former President Lyndon B. Johnson and Lady Bird Johnson and the wife of former U.S. Sen. Charles Robb – delivered the traditional christening remarks. “In the name of the United States, I christen thee Virginia. May God bless her and all who sail in her.” With those words, she swung a bottle of Korbel brut into the striker bar, showering those standing near her with champagne.

The bottle break was the culmination of a ceremony in Graving Dock 3 that included among its participants executives from Electric Boat and Northrop Grumman Newport News, members of the



U.S. Sen. George Allen (R-Va.), the christening's principal speaker.

Connecticut, Rhode Island and Virginia congressional delegations and senior U.S. Navy officers.

EB President Mike Toner, who hosted the christening, said the story of the Virginia began with a vision and a man to implement that vision – then-EB President Jim Turner. Under his leadership, a seamless design/build process was developed to produce Virginia in a way that combined operational capability with affordability.

Toner also credited Adm. Bruce DeMars, former director of Naval Nuclear Propulsion, and his successor, Adm. Skip Bowman, for making the difficult decisions required to preserve both the submarine fleet and the capability to produce the ships in the post-Cold War era.

He went on to name the leaders of the effort to implement the vision – Fred Harris, VP – Programs; Carl Oosterman of Naval Reactors, and the first two Navy

“In the name of the United States, I christen thee Virginia. May God bless her and all who sail in her.”

Virginia program managers, Capt. Dave Burgess and Capt. Paul Sullivan. Another key to the success of the program has been the teaming agreement, reached under the leadership of then-EB President John Welch and Northrop Grumman Newport News President Tom Schievelbein.

And then it was time for the men and



The flower girl for the christening was Jessica Callinan. She is the daughter of Jack Callinan, superintendent of lifting and handling.



Prospective Commanding Officer Capt. David Kern leads his crew aboard Virginia during christening ceremonies at Electric Boat.

women of the two shipyards to perform, said Toner, “and perform they did.

“The ship we stand upon is 91 percent complete – the highest state of completion we’ve ever achieved at the time of floatoff,” he said, anticipating delivery in 41 weeks. EB’s best to date is 47 weeks from floatoff to delivery.

U.S. Rep. Rob Simmons (R-Conn.), who roused the crowd with a fist-pumping performance, noted that “A submarine is the most complicated machine ever devised by mankind, and this submarine here today is the best of the best.”

U.S. Sen. Jack Reed (D-R.I.) called the Virginia “one of the most formidable weapons in the arsenal of democracy” and said it will ensure the success of sailors on hazardous missions. “We are certain they will never fail us and this ship will never fail them.”

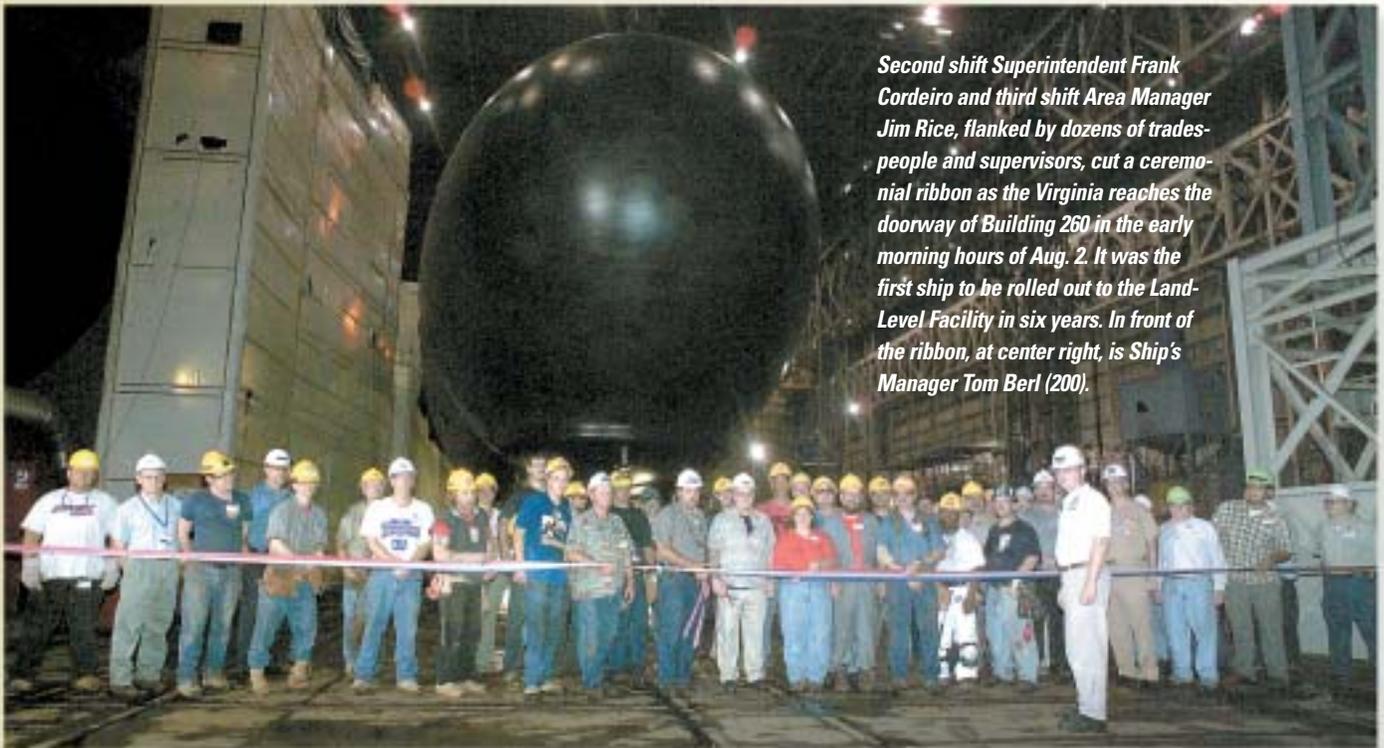
Another speaker at the christening, acting Secretary of the Navy Hansford T. Johnson said Virginia represents “a giant leap forward in capabilities.” Referring to the EB/NGNN partnership, he said. “They, together, have truly built a state-of-the-art platform that will assure our submarines

can dominate the seas for decades to come.”

The event’s principal speaker, U.S. Sen. George Allen (R-Va.) echoed that thought. “We christen a submarine that will help assure the United States Navy’s undersea supremacy well into this century,” he said. Recognizing the ship’s force, Allen predicted that Prospective Commanding Officer Capt. David Kern and his crew will bring honor to the name Virginia.

“Captain Kern and his crew represent the best of America,” said Allen. We are the land of the free because we are the home of the brave.”

Vice Adm. John Grossenbacher, commander naval submarine forces, said while it was good to christen a submarine after a six-year hiatus, the fleet requires more than the one per year now planned for the next several years. “That’s good, but it’s not good enough,” he said. “We’re on the right course, but not at the right speed. We need to get to two a year.”



Second shift Superintendent Frank Cordeiro and third shift Area Manager Jim Rice, flanked by dozens of tradespeople and supervisors, cut a ceremonial ribbon as the Virginia reaches the doorway of Building 260 in the early morning hours of Aug. 2. It was the first ship to be rolled out to the Land-Level Facility in six years. In front of the ribbon, at center right, is Ship's Manager Tom Berl (200).

Traditional SHIPYARD CEREMONIES Precede Ceremonial Christening

While the Aug. 16 christening of Virginia (SSN-774) will be officially remembered as one of the key dates in the life of the ship, a handful of shipyard events leading up to it will hold special significance for the employees who took part.

First came the rollout of the ship onto the Land-Level Facility, which began on the evening of Aug. 1 when Capt. David Kern, the Virginia's prospective commanding officer, flipped the switch that got the transfer cars rolling. When the ship reached the doorway of Building 260 early the next morning, second shift Superintendent Frank Cordeiro and third shift Area Manager Jim Rice cut a ribbon to mark the occasion.

Six days later, Mike Sweeney, senior manufacturing representative for the carpenters, and machinists Superintendent Dan Dinneen opened the valves to begin flooding Graving Dock 3.

The next morning, as the Virginia reached floatoff, material planning specialist Andy Cardente, picked as the boat's shipyard sponsor by SSN-774 Ship's Manager Tom Berl, shattered a bottle of champagne against the sail.

"I can't take any credit for these milestones," said Berl, who took over as ship's manager on July 10. "There have been 1,000 people a day working on this boat for six months. Both they and, to a large degree, my predecessor, John Occhionero, really brought this boat to the point where it is today."

"The success we've had with the Virginia is a big tribute to the people of Electric Boat, both at Groton and Quonset Point, and our teammates at Newport News," said Virginia Program Manager Will Lennon. 🍾



From left, senior manufacturing representative Mike Sweeney (252) and machinists Superintendent Dan Dinneen (100) open the valves to begin flooding Graving Dock 3 on Aug. 7.



Material planning specialist Andy Cardente (330) breaks a bottle of champagne against the Virginia sail Aug. 8 as the ship reaches floatoff.

Editor's note: With the Metal Trades Council's recent ratification of a new labor agreement, EB News conducted the following interview with Bob Nardone, VP – HR and Administration, on the process used to reach the agreement.

What led to the decision to enter early negotiations with the Metal Trades Council?

Part of what led to early negotiations was the workload and the recognition that in November of 2004 when the original contract would have expired, we would have several hundred people on the road supporting the SSGN program, both at Puget Sound and Norfolk naval shipyards. The union was concerned about having its membership on the road during a negotiation process. So their leadership talked to us in the April-May timeframe about an early negotiation process, and quite frankly, it made sense to us. They needed to go off and find out how their membership felt about it, and we needed to make sure that it was the right thing to do for the business. The reality was that for the employees it was a good thing because it allowed us to provide some stability, and it took off the table the issue about what would happen to employees if they were on the road and an agreement weren't reached.

The early negotiation gave us the opportunity to avoid some of that last minute emotionalism from the process. It made sense to the union membership and leadership and to the company, and we headed down that path.

Both union and management participated in some preparatory activities. What were they and why did you undertake them?

Our experience at Electric Boat is you don't want to drag early negotiations over an extended period. You want to do it in a relatively short time – weeks versus months. We had been successful using a process called interest-based bargaining with the MDA-UAW in an early negotiation and we thought it would make sense to



Bob Nardone

Q&A

with **BOB NARDONE**

try that process again.

The MTC had not gone through that process before and had not gone through that training, so we made the decision to have the two bargaining teams go through the training and then ask the question, "Does the process look like it makes sense for us?" The training was conducted by the federal Mediation and Conciliation Service. It consisted of a two-day off-site session. In essence, you learn the components of interest-based bargaining on the first day and then apply those components to the real issues that you're going to talk about in negotiations.

Can you give a capsule definition of interest-based bargaining?

Interest-based bargaining is a process where the two parties try to come to consensus on issues that benefit both the mem-

bership and the company. Both parties identify their issues, then we try to develop interests around those issues. We brainstorm as a group to reach potential solutions related to those issues and then decide which ideas really fit – the ones we want to go off and tackle in detail. All ideas are considered. Everything is worth exploring. It's kind of an open forum that results in an agreement to come up with a process to solve an issue.

In a process where we have consciously developed a relatively short time frame of four or five weeks, the issues that get raised need to be the real issues. There are a lot of issues that arise day to day that don't need to be resolved through the bargaining process. Obviously, wages, benefits and working conditions need to be negotiated. So both parties have to commit early on to talk about the real issues, and that starts to define the scope of the negotiations and focus on the things that are important.

Another key component of interest-based bargaining is the financial end of the negotiation process. We spent a significant amount of time talking about non-economic issues and then we turned and focused on the economic issues. The interest-based bargaining approach differs from the traditional approach. We know how much money we're going to spend in the negotiation process. We don't necessarily know exactly how we're going to allocate it. We have ideas, but in an interest-based approach, it's important that we get ideas from both sides in terms of where the money fits best. How does it impact the business the best way, and how does it impact the membership the best way.

In a traditional approach, it's more of an offer/counter offer process. In an interest-based approach, we jointly discuss the financials. There's a lot of education that's involved in preparing for that. Both parties are at the table the entire time. The bargaining team for the union was made up of the chief stewards/presidents of each local – and the officers of the MTC. Occasionally

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Retirees

355 Henry A. Olexy Jr
41 years
Planning Spec Sr

416 Paul W. Orstad
23 years
Engineer

447 Melvin G. Bridge
19 years
T/A Material

449 Paul J. Melher
15 years
Test Engineer
Specialist

915 Henry J. Matteau
21 years
Install Tech III

970 Patrick M. Volpe
20 years
Security Admin



From left, outside electrician Ken Bonefas and his son Tim, an electrical apprentice, demonstrate a lazy susan that has improved the process used to install submarine cables.

CABLE GUYS Find Way To Do Job More Safely, Save Money In The Process

Feeding lengthy cables into a submarine used to be one of the most physically demanding jobs that EB's electrical mechanics had to perform. The cables themselves are heavy – one coil alone can weigh 400 pounds – and snaking them into the hull required much twisting and stretching by employees.

But a series of process improvements introduced by hourly employees and their supervisors has made the task much more manageable – and it all began when Department 241 personnel spotted some pulleys at a trade show.

“We have to run cables through some tight areas,” explained outside electrician Ken Bonefas (241), a team leader for the pulley process improvement. “That’s when people get hurt – when they’re squeezed into little spots.

“So we had the idea of using rollers,” he continued. “We investigated them, and went through several different modifications before coming up with the current setup, which is working really well.”

Electrical foreman Rick LaFountain (241) said the pulleys are now spaced every few feet inside a boat during a cabling job, making the process easier and safer by enabling employees to simply pull a cable along instead of having to hold it up at the same time. EB purchased several dozen of the pulleys.

While the pulleys eliminated many job hazards,

LaFountain said, there was still the matter of handling the large coils themselves. That led to the next improvement: the creation of a lazy susan – a large turntable that holds the coiled cable. The lazy susan eliminates the need to unroll the cable ahead of time. Now, it’s unrolled while being fed into the hull.

Engineer Harold Haugeto (400), who is serving as an electrical foreman as part of the Operations Rotation for Engineers, said the process improvements were devised to reduce injuries, but they have also resulted in notable cost savings.

“One shop order we’re working on has 1,800 man-hours to run 54 cables,” he said. “Typically 25 people would do this job, but we’re doing it with 12. That’s about a \$50,000 savings right there.”

The lazy susan was itself a cost-saving measure – it was built by electrical mechanic Chuck Henry (241) at a cost of about \$200, while commercially available ones sell for about \$7,000.

Helping to make the cabling process improvements so successful, the foremen stressed, was the involvement of all the tradespeople, including Bonefas and his son Tim, an electrical apprentice.

“We want to empower the hourly folks to get involved, and this is a great example of what they can accomplish when they do,” LaFountain said, adding that reducing the number of people needed for cabling jobs has made the department much more efficient. 🙌

HULL-TESTING Procedure Goes STRAPLESS

Wrapping a 2-inch strap all the way around an unfinished submarine isn't easy. Just ask the Ships Test Organization personnel who've had to do it when getting ready to test a Seawolf- or Virginia-class submarine's hull corrosion-prevention system.

The strap, run underneath staging, ventilation hoses and everything else, was used to hold a 2-by-2-foot container against the hull. The container would then be filled with a saltwater solution to simulate the ship being at sea – a required part of the test.

The saltwater solution is still used for the test, but the strap isn't. STO electrical test technician Mike Appio (272) has developed a new device that holds itself against the hull using a small vacuum pump and 1-inch-thick gasket. The new device shortens the test preparation process from hours to minutes, and prevents saltwater from spilling onto workers below.

"The salt solution used to flow out quite regularly," said STO manufacturing representative Jim Page. "And then there was the



Using a new test device that he developed, STO electrical test technician Mike Appio (272) prepares to evaluate the Virginia's (SSN-774) hull corrosion-prevention system by filling the device with a saltwater solution.

aggravation factor that set in from having to make numerous trips around the hull trying to keep the strap in place. It wasn't good for the technician's attitude."

Appio said he first came up with the idea for his new device when talking to an STO mechanic who was performing vacuum tests on sonar sphere bolts. Those tests used the same principal – a small box held against the ship using suction.

After getting Page's approval to pursue the idea, Appio designed the new test device and then had it built. He tried it out soon afterward, with great results. The device has since received the necessary approvals to be used on the boats.

"It's so easy now," Appio said. "There's

nothing physically demanding about it anymore. Running the extension cord for the pump and carrying everything to the test site is the hardest part about it."

Page said Appio's device has substantially reduced the time required to perform these tests. "The total labor savings per ship will be 94 manhours, or a 50 percent cut in labor," he estimated, adding that EB's Laboratory Services personnel now only need to generate just 10 gallons of the saltwater solution instead of a 55-gallon drum. But best of all, the test techs don't have to run a strap around the hull for each and every test.

"The way I look at it is, a happy technician is a productive technician," Page said. 🍷

Nardone Questions & Answers

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they would bring in someone from their regional or international to sit at the table. The company bargaining team was made up of myself and John Casey, VP – Operations; Mike Alu, director of Operations; Linda Gastiger, manager of labor relations, some of her staff, and John Hardink and Bob Restivo from benefits.

Could you describe a typical negotiating day? Who's in the room, how long do you work?

During a typical day, we'd bring in the experts to make sure that the bargaining team – both the company and the union – collectively understood the details behind the issues we were discussing. For instance, one day we brought in a health-care con-

sultant to talk about health care from a national perspective and a regional perspective, and finally boiled it down to how the issues impact Electric Boat. Another day we brought in John Leonard, VP – Finance, and Carol Balerna, director of finance, to discuss how we build an operating plan, how we build forecasting models, and how we project what costs are going to be in the operating plan over time. Our goal was to get the bargaining teams better informed on

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Classified

APPLIANCES

AIR CONDITIONERS – 5 btu, 6 btu and 12 btu; good condition; \$50 or best offer. 401-539-2164.

CARRIER AIR CONDITIONER – 5000+ BTU, fits window 25"-35" wide or wall opening 15" x 20"; \$125. 739-7992

KIRBY VACUUM – all attachments & extra bags, like new; \$400. 445-7644.

REFRIGERATOR – small (13 cu. ft.), 2 years old, clean & runs perfectly, \$140. 536-0279.

AUTOS/TRUCKS

BUICK 455 – big block V8. Make offer. 867-7645.

CADILLAC SEDAN DEVILLE, 1993 – 4 door fully loaded in excellent condition; 116k miles. Carriage roof with gold trim package. Must see and drive; \$4,500. 401-596-1379.

CADILLAC SEVILLE, 1992 – black and tan leather, all the toys, showroom; \$4,200 or best offer, call after 4 p.m. 401-738-9114.

CHEVROLET, 1999 – Chevy Tracker (dark green), 62k miles, convertible top, 5 speed, 4 wd, am/fm w/cassette, dual airbags, in excellent condition, \$5,500 or best offer. 401-348-9855.

CHEVY CAPRICE WAGON, 1991 – 5.0L, V8, FI, abs, 9 passenger, 2nd owner, non smoker, 106k miles, Reese hitch, air shocks, 3rd seat, blue cloth interior, air bag, a/c charged, white and silver; \$2,900 or best offer. 848-3766.

CHEVY C1500 SILVERADO LS, 1999 – 5.3 vortex V8 auto, cap and bedliner, loaded, 48k miles; \$12,500 or best offer. 536-3145.

CHEVY VAN/CAMPER, 1973 – newer transmission and tires, great shape; \$895. 444-2000.

DODGE GRAND CARAVAN LE, 1989 – all power, Infinity am/fm cassette, new tires, tune-up, muffler; 150k miles; \$1,700 or best offer. 388-0299.

DODGE RAMS, 1985 & 1986 – both 5.2L, full size, auto, need tic; \$850 for both or best offer. 401-377-2082.

FORD PROBE, 1993 – hatchback, red, 121k miles, new exhaust, new clutch, am/fm, ac, best offer. 608-8367.

JEEP CHEROKEE, 1989 – 6 cyl. 4L, 5 speed, a/c, 147k miles, great condition, 24 hour test drive; \$3,500. 464-2516.

MITSUBISHI MONTERO, 1987 – new

tires, clutch, alternator, battery, no rust, engine needs work; \$400. 537-1453.

PORSCHE, 1985 – 911 Roadster California car, 68k miles, red, 5 speed; \$24,900. 536-3145.

VW GTI, 1985 – all original, orange, 5 speed, factory alloys. Runs and primes well, minor cosmetics, 196k miles; \$750 or best offer. 401-377-8791.

AUTO PARTS

CAVALIER, 2001 – green hood, like new; \$100. 1989 Ford Mustang transmission, automatic rebuilt with shift kit. Call for details, \$300. 572-1189.

FIRESTONE - P225/75R15 M&S tire and rim, nearly new; \$35. Two Power-King P225/75R15 studded snow tires and rims; \$30 for both. All fit '87 Oldsmobile. 434-0256

TIRES – 4 General 16" 275R16 tires off Chevy truck, used 10,000 miles, \$200. 536-3145.

BOATS

14 FT. PHANTOM/SUNFISH – sailboat & trailer, new racing sail w/window. Excellent condition, \$725 or best offer. 669-8583.

19 FT. BAYLINER BOW RIDER, 1988 – galvanized trailer, inboard/outboard, 30 knots, lower end just rebuilt, top & side curtains. Runs great, always serviced, fresh water only, \$3,900. 464-6255.

26 FT. BUCCANEER SAILBOAT, 1978 – shower/galley, 92 Johnson 9.9 OB, great shape, in water at Scotts Wharf, Shaws Cove, NL, \$3,995. 444-2000.

COMPUTERS

MOTHERBOARD & PROCESSOR P4 – 1.6 ghz, 256 mb memory module, never used, cost over \$400. Best offer. 435-4676.

FURNITURE

BUNK BED – with matching dresser, 2 mattresses and 2 bed boards, natural wood; \$600. 739-3621.

DINING ROOM HUTCH, 2 PIECE – dark pine, glass door, glass shelves, light. Side cabinets bottom, 3 drawers middle bottom; \$200. 572-1189.

DINING ROOM TABLE – solid oak, oval with three leaves for larger dining. Double pedestal, claw feet, comes with 4 chairs, beautiful condition; \$650. 464-7632.

MISCELLANEOUS

AIRLINETICKET – Southwest round trip, anywhere in the continental U.S., expires in mid-October, \$300. 599-5703.

AMERICAN GIRL DOLL CLOTHES and

Classified Ad Form

Name _____

Dept. _____

Ext. _____

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

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

Circle category:

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

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

furniture, new porcelain doll, Tonka dune buggy, dollhouse furniture, Fisher Price school house, children's books, Mickey Mouse collectibles, toys. 401-596-5788.

CROSSBED TOOL BOX – 2 locking lids, top divider tray. Will fit pickup trucks with interior bed widths of 54 inch to 57 inches; \$80. 884-6105, leave message.

ENGLISH SADDLES (2) – 1 child; \$80, 1 adult; \$100. Good shape. 739-8174, leave message.

32" PANASONIC TV – \$250 or best offer; electric dryer, \$50; recliner, \$20. 442-0512.

PRO-FORM J4 SPACE SAVER TREADMILL - excellent condition, measures speed, time, distance, calories and fat calories, \$150. 599-3458.

ROTOTILLER – 6 hp., used once; \$425. 536-3145.

UTILITY TRAILER, adult's rocking chair, Star Wars collectibles, maple end table, doll's wooden cradle, stuffed chair, typewriter, knitting & crocheting books, new bridal veil, small piano. 401-596-5788.

3/4 AND 1/2 INCH WOOD SHAPER – hp. central machine, 8563 rpms, 3 available, 20 x 20 1.25 cast iron work surface, 170 pounds reversible; \$175. 664-1647.

WEDDING ARCH – 55 w x 96 h, white metal tube, decorated with ivy and flower, white lights and has a base, \$75

or best offer. 401-596-0981.

MOTORCYCLES

HONDA SUPERHAWK, 1998 VTR1000F – red, 996 cc, liquid cooled V-twin, 103 hp @ rear tire, lower fairing and exhaust, 8600 miles, \$5,500 or best offer. 401-596-0981.

PETS

BABY CLOWN FISH – \$10 each, 100 available. 848-2813 after 7 p.m.

REAL ESTATE

NIANTIC – 3 bedroom, 2 bath saltbox cape, open floor plan, center fireplace, finished walk-out basement, large deck, wonderful yard in quiet neighborhood near beach, pre-approved buyers only; \$314,000. 739-9574.

TIMESHARE – Newport Inn on the Harbor, flex week, lifetime transfer deed, bought in 1982 for \$6,500. Sell for \$6,500 or best offer. 536-3145.

WANTED

COMMUTERS – for 1st shift van pool from Rhode Island exits 4, 3, & 1 for 6:30 a.m. to 2:30 p.m. or 7:00 a.m. to 3:00 p.m. shift, less than \$16/week, dependable since 1982. 401-377-8791 or 401-539-7207.

LAWN ROLLER – to push/pull or tow behind garden tractor. 434-2438.

40 years

243 Reed J. Davignon
 423 Alexander M. Fraser
 460 Arnold Kortick
 472 Thomas C. Nunes

35 years

501 Stephen W. Fahey
 957 Ronald M. Thomas

30 years

100 Michael Pellegrino
 226 McCoy Rogers
 227 John A. Mathers Sr
 227 Walter L. Person
 229 John A. Angell
 229 Bruce G. Bearden
 229 Jay A. Iacoi
 229 Robert K. Isif
 229 Gerald A. Moreau
 229 William H. Post Jr
 241 William J. Bezak Jr
 241 George H. Gumlaw
 241 Reginald J. Hunter
 241 Willie Jones
 241 Quentin R. Smith
 241 Joseph A. Toolin
 242 Roger A. Emery
 242 Robert P. Johansen
 242 Gilles R. Lacombe

242 Ermando J. Leonetti
 243 David A. James
 243 Charles J. Smith
 243 Peter R. Smith
 244 Dennis M. Sweeney
 252 Fred Fitzpatrick
 321 Hilario M. Arcangel
 321 Richard A. Clark
 321 Philip M. Davis
 321 David E. Doucette
 341 James T. Bourne
 341 Thomas J. Gomes
 355 Ann M. Ashe
 355 Donald K. Dickens
 400 Carol L. Stergio
 411 Richard A. Aldred
 411 Jayendra S. Parikh
 418 William M. Van Blarcom
 431 David B. Mitchell
 433 Ronald J. Foster
 438 Leonard T. Johnson
 438 James F. Oemcke
 447 Victor N. Boomer
 452 Ronald Stadnicki
 456 Gilbert L. Cunningham Jr
 460 James E. Drake III
 501 Robert E. Baruffa
 501 Roger S. Davis
 501 Gary J. Hall Sr
 501 George J. Messier Jr
 501 Frank P. Perrone
 501 William Smith Jr
 621 Roderick A. Atkins
 641 Peter J. Bergeron
 645 David B. Crowell
 650 Lawrence A. Pothier

663 Edward Tracz Sr
 685 Matthew L. Meierowitz
 795 Gilbert W. Lamphere
 795 William J. Prendergast Jr
 810 Palen J. Yorgensen
 903 James R. Lambie

25 years

241 Steven J. Alger
 241 John R. Bosse
 241 Robert W. Perkins
 242 Raymond J. Alberts
 242 Raymond J. Laferriere
 242 James H. Underhill
 242 Robert E. Vandyne
 243 David N. Chapin
 243 Terry A. Henderson
 244 John D. Adams
 246 Scott E. Letson
 355 Neil E. Lavin
 438 Edmund A. Conrad
 438 Ronald F. Lee
 447 Agostinho Silva
 452 Gregory R. Baier
 472 James S. Castle
 494 Paul W. Toth
 650 Raymond R. Rondeau Jr
 702 Joseph W. Spivla

20 years

229 Jeffrey J. Gonyea
 242 Steven T. Kinney
 242 David P. Levesque
 243 Ethan D. Jervis
 243 Hillary C. Young
 244 Jerry L. Walton
 251 John E. Pothier
 274 Steven D. Rafuse
 330 Bonnie J. Kuvallanka
 428 Kenneth L. Valley
 447 Wendy A. Ritchotte
 447 Paul H. Pescatello
 454 Sharon M. Fusconi
 456 Harold Caple Jr
 459 Paul W. Brown
 459 Steven E. Calci
 459 William J. Vachon
 459 Pamela S. Yungk
 462 Rene F. Van Erven
 642 Gary R. Morrison
 660 Gerald B. Bernard
 915 Joseph E. Collins
 915 Bruce A. Reed
 915 James S. Wahl Jr



Nardone Questions & Answers

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the financial implications of our decisions.

Typically, we'd convene in the morning and go through what we have planned for that day. We would normally have discussions or negotiations during the morning, break for lunch, and then get back together for the afternoon. What we have found at EB is that the more information we share with the union leadership, the better they are equipped to understand the business and pass that information on to their membership. They're also better equipped to assess what fits from a business standpoint and what fits from a contractual standpoint.

The interest-based bargaining approach is very much an education process for both the union and the company. It's been successful in the past and when something works, we stick with it.

Has this process led to a strengthening of the management/union relationship?

I think it helps. You have to have some level of trust to enter into this kind of bargaining. The question from the union is always, "Is there more money out there?" In the interest-based approach, the amount of money we had to spend was on the table and remained the same throughout the negotiation. The real challenge is moving that money around to hit all the target areas the union needs to hit based on the information they received from their surveys of the membership. We moved that money around in a way to best fit the needs of the business and the needs of the membership.

There has to be a level of trust among the union negotiators to believe that we're not holding any money back. Our goal was to spend what we were authorized to spend, but allocate it in a manner that would make

sense from a business perspective while meeting the membership's needs.

This process absolutely has the potential to strengthen the relationship. I can't speak for the union leadership, but for the company, the process worked well. The union leadership pushed for what was right for their membership. They had a very good understanding of the day-to-day operation of the business. They were exposed to financial data that 10 years ago the executive staff didn't see. We were very open and the union was very receptive to that. Did we agree on everything? Absolutely not. That's not going to happen in any kind of negotiation. The union was very clear on their membership's needs, and management must respect their interests. But instead of taking adversarial positions, we tried to develop joint areas of interest and work them so that they benefit both the union and the company. ♦