



# Innovation Sourcing Network Monthly

February 2019 Vol 3, Issue 2

## Historically Black Colleges and Universities (HBCUs)

A tradition of creating tomorrow's STEM leaders

## Industry Events Supply Chain Management Attends

Conversation starters

## TechScout

Interactions and outcomes

## Defining Our Commodities

Operational and Electro Mechanical

## Virtual Tech Ten Talks

Conversation multipliers of your capabilities

## Get to know the SCM team

## Imagine, Inspire and Innovate

A conversation with our Vice President of Engineering





## Scotty Miller II

VP, Supply Chain Management

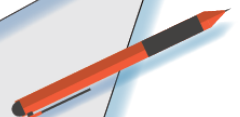
### Supplier Innovation for Competitive Advantages

How do we think about purchasing? Is it a basic survival skill? Or, is there more to it than that? Our toughest competitors work procurement as hard as we do. They obtain the same price decreases, which the sales/business development team then give away to stay competitive, which does nothing to improve our competitive position.

Or, can we leverage our supplier relationships to a competitive advantage? If we leverage our supplier relationships to their fullest extent, we may find hidden R&D efforts, unique capabilities and business relationships we never knew were available. Exclusivity can generate profits faster than price decreases do and position our company for sustainable growth.

Our [Innovation Sourcing Network](#) is designed around the philosophy of gaining a competitive advantage in the marketplace. With the help of our General Dynamics Mission Systems' Chief Technology Officer and engineering teams, through [Techscout](#) and technology innovation reviews, we are well on our way to finding significant competitive advantage.

A stylized, handwritten signature in black ink, appearing to read "Scotty".



SCOTTY'S MESSAGE

## In This Issue

**4** **Historically Black Colleges and Universities (HBCUs)**  
A tradition of creating tomorrow's STEM leaders

**6** **Industry Events Supply Chain Management Attends**  
Conversation starters

**7** **TechScout**  
Interactions and outcomes

**9** **Defining Our Commodities**  
Operational and Electro Mechanical

**12** **Virtual Tech Ten Talks**  
Conversation multipliers of your capabilities

**14** **Get to know the SCM team**

**15** **Imagine, Inspire and Innovate**  
A conversation with our Vice President of Engineering



About this publication: This is General Dynamics Mission Systems' Innovation Sourcing Network, open supplier innovation ecosystem monthly newsletter.

Suppliers may submit articles to be considered for publication to: [isn@gd-ms.com](mailto:isn@gd-ms.com)

Contact: Toll Free (U.S.) 1-888-406-EDGE (3343) or Toll Free (Non-U.S.) 1-877-466-9467

© 2019 General Dynamics



## Xiomi Baleno

Supply Chain Specialist, Small Business Program

### Historically Black Colleges and Universities (HBCUs)

As a large business, we strive to utilize and mentor small businesses to create and deliver products and services among the best in the world. Business sizes are typically classified as small or large. However, the “small” classification can expand into different subcategories. The Small Business Administration (SBA) uses a variety of terminology to identify different types of small businesses.

This month, our Small Business team would like to recognize Historically Black College and Universities, also known by the acronym HBCUs. HBCUs are schools that were initially established after the Civil War to ensure free and newly freed blacks as well as people in low socioeconomic populations who were unable to attend state supported schools, had the opportunity to receive a college education. According to Affordable Colleges Online, the first HBCUs were conducted in modest places such as peoples’ homes, church basements and old schoolhouses, until the Morrill Act of 1890 was passed, providing land grants, which allowed HBCUs to build their own campuses. White House Initiative on Historically Black Colleges and Universities notes that the Higher Education Act of 1965 defines HBCU as “...any historically black college or university that was established prior to 1964, whose principal mission was, and is, the education of black Americans, and that is accredited by a nationally recognized accrediting agency or association determined by the Secretary [of Education] to be a reliable authority as to the quality of training offered or is, according to such an agency or association, making reasonable progress toward accreditation”.

Andrea Hall, General Dynamics Mission Systems Diversity and Inclusion manager, references the General Dynamics Mission Systems Corporate Responsibility Report, “In our General Dynamics Mission Systems recruiting efforts, we strive to identify a diverse candidate pool for positions at all levels across the company, from interns to executives. Our campus outreach strategy includes meeting top talent at several Historically Black Colleges and Universities, including Howard University and North Carolina A&T. ‘We partner with diversity chapters at the colleges and universities where we frequently recruit.’ To further our recruitment efforts, we partner with organizations through networking and recruitment events to help promote our diversity commitment with our company and our industry. A sample of these events includes the Black Engineer of the Year Awards (BEYA) and The National Society of Black Engineers Conference (NSBE).” The 2019 General Dynamics Black Engineer of the Year Award (BEYA) Winners are pictured below.

When asked about the importance of working with HBCUs, Andrea stated, “America’s top tech-savvy talent is the lifeblood of our organization, and we recognize it is imperative that we have committed outreach and active relationships with our Historically Black Colleges and Universities who have a tradition of creating tomorrow’s STEM leaders. General Dynamics Mission Systems also realizes that there is a war for talent, therefore it is critical that we approach this next generation of leaders with a path to valuable employment, continued educational programs and an opportunity for personal, economic and professional growth.”

[Click here for more information on small business standards.](#)

Contact the Small Business Department SBLOs at:

[SmallBusiness@gd-ms.com](mailto:SmallBusiness@gd-ms.com)





## CALL FOR SPONSORS AND EXHIBITORS

*A limited number of booths are available*

- Position your brand as a technology leader
- Showcase your products and technology in The Hive tech expo
- Network with customers, partners and the General Dynamics team
- Schedule one-on-one engagements with key decision makers and end-users

### AGENDA NOW LIVE



**Plenary Keynote:** Megan Smith – Innovative Tech Leader; CEO, shift7; Third CTO of the U.S. (2014–2017); Former VP of New Business Development at Google (2003–2014)

Join partners, customers and peers at DC19 for three days where we'll explore technologies and innovations designed to elevate cyber security.

### SPONSORS:

**Boldon James**  
A QINETIQ company



**DELL** Technologies

**Microsoft** **SONICWALL**



### EXHIBITORS:

**CIRCADENCE**

**CITRIX**  
Public Sector

**code**weavers

**cloudera**

**CompTIA**

**CUBIC** | **DTECH LABS**

**CURTISS-WRIGHT**

**DRAWBACKWARDS**

**Fidelis**  
Cybersecurity

**FORTINET**

**GENERAL DYNAMICS**  
Information technology

**IN**  
INFORMATION  
TECHNOLOGY  
NETWORK

**IRF**  
SOLUTIONS

**JUNIPER**  
NETWORKS

**POC**  
PHYSICAL OPTICS CORPORATION

**QGROUP**  
GMBH

**redhat**

**solarwinds**  
federal

**TAMPA MICROWAVE**  
A THALES COMPANY

**thycotic**

**TRUSTED SYSTEMS**  
Security Made Simple

**X-ES**  
Extreme Engineering Solutions

For more information or to request the DC19 Prospectus, please email  
[DynamicConnections@gd-ms.com](mailto:DynamicConnections@gd-ms.com)

**GENERAL DYNAMICS**  
Mission Systems

[www.GDDynamicConnections.com](http://www.GDDynamicConnections.com)

# Industry Events Supply Chain Management Attends

Here's a look at the events coming up the first half of 2019

	EVENT	LOCATION	SCM ATTENDEES
Feb 27 – Mar 1	AFA Air Warfare Symposium and Technology Expo	Orlando, FL	Bob O'Brien Kevin Doyle
Mar 26-28	AUSA Global Force Symposium	Huntsville, AL	Mike Cook
Apr 2-4	Dynamic Connections	Denver, CO	Scotty Miller Bob Burns Flor Aguilar Kim Darin Peckham Matt Maisano Paula Shwab Sheila Lucas
Apr 8-11	Space Symposium	Colorado Springs, CO	Ron Wells
Apr 8-9	SON SBIR/STTR Partnering Summit	Lowell, MA	Katie Ducharme
May 6-8	Sea, Air and Space Navy League	National Harbor, MD	Katie Ducharme Kevin Doyle Martin Radzio Chen Huang
May 14-16	AFCEA Cyber Operations Symposium	Baltimore, MD	Andrew Bagni Darin Peckham
May 20-23	SOFIC Conference and Exhibition (NDIA)	Tampa, FL	Mike Cook

If you're planning to meet some of our Supply Chain Management staff at upcoming industry events, here are some great questions, conversation starters and information you can update us on. Suppliers can provide info to General Dynamics Mission Systems on:

1. Any updates to your personnel team, especially if team members roles change. Partners can consider sharing their organizational chart and structure with us.
2. Do you have new locations? Planned locations?
3. Have you added any products or services to your portfolio?
4. What investments have you made in your capacity? Has it increased?
5. What industry certifications have you or do you plan to achieve in 2019?
6. Let our team know about any General Dynamics Mission Systems team members you have talked to and what status of those engagements are.
7. Have you achieved DFARS Safeguarding Covered Defense Information compliance?
8. How do you envision our partnership growing (not just sales figures)?
9. What new partners have you added to your supplier network?
10. Share with us areas where you and your team are thought leaders.



## Sheila Lucas

Manager, ISN

### TechScout – Interactions and outcomes

The Innovation Sourcing Network's™ TechScout process communicates our needs and technical opportunities with your organization. We need your innovative approaches to build partnerships that solve our customers' greatest challenges. TechScouts are shared at the pace our business needs.

We share TechScouts via email and/or on our public website. We try to align TechScouts off your capability areas. This information is only as good as the data you provide us. Last month, we sent out an email request to update your capability data. This request directly impacts the quality and alignment of TechScouts that are routed to our suppliers based on their technical expertise. You may consider going back to our late January email and providing us updated keywords, capabilities and team member contacts.

Once responses are in, the ISN team meets with the technical team with the requested need to determine which proposed solutions are feasible for the next level of engagement. These next engagements are typically (and in this order) 1) conduct a Virtual Tech Ten Talk (see page 12 for FAQs) 2) conduct a demonstration via WebEx; 3) sign an NDA for deeper discussion and 4) participate in a Financial Health Rating assessment with our third-party vendor RapidRatings (see our January newsletter for details on this crucial initiative); 5) a quoting opportunity.

- 1 **Conduct a Virtual Tech Ten Talk**  
(see page 12 for FAQs)
- 2 **Conduct a Demonstration Via WebEx**
- 3 **Sign an NDA for Deeper Discussion**
- 4 **Participate in a Financial Health Rating Assessment with Our Third-Party Vendor Rapid Ratings**  
(see our January newsletter for details on this crucial initiative)
- 5 **A Quoting Opportunity**

We take a deliberate and phased approach with our technical and procurement team to deliver the right partner for each requirement. Please take a look at our current and archived TechScouts on the website. If you see a TechScout that aligns with your capabilities and you bring innovative approaches to solving our problem, you should connect with the ISN team.

## Welcome Alyssa Marzilli to the Team

**Alyssa Marzilli**, located in Fairfax, Virginia, is joining our Innovation Sourcing Network team on a supply chain rotational program. She comes to us from the Digital Communications team where she was responsible for managing the General Dynamics Mission Systems social media channels as well as maintenance of the company website [gdmissionsystems.com](http://gdmissionsystems.com). Alyssa is a graduate of the University of Findlay in Findlay, Ohio, and was competitively selected through the Internal Opportunities System.

Reach out and introduce yourself and your capabilities to Alyssa by sending her an email: [techscout@gd-ms.com](mailto:techscout@gd-ms.com)





# TECH SCOUTS

Co-creating the art of the possible

Our process to communicate our needs and technical opportunities with your organization. TechScout is critical to our supply chain process to source potential outside solutions. We need your innovative approaches to build partnerships to solve our customers' greatest challenges.

**Sign up to receive our alerts** so that you can respond and share your innovative solutions with us.

## Immediate Opportunities for Supplier Technical Solutions



Operational

**Measuring Tool - Data Sheets requested by March 15, 2019**

COTs measuring equipment to determine the distance/thickness of a wall/floor/ceiling with only having access to one side of the material.

Open Supplier Innovation Ecosystem  
<https://gdmissionsystems.com/techscouts>

**GENERAL DYNAMICS**  
Mission Systems







## Matt Robertson

Operational and Electro Mechanical Commodity Manager

### Defining Our Commodities – Operational and Electro Mechanical

#### What categories of equipment, products or services make up your commodity?

Please review the Operational and Electro Mechanical commodity equipment, products and services listed on the commodity chart provided on the next page.

#### How can a current supplier share updates with your team around product advances, new products or technologies?

##### What kind of information do you want from a supplier and in what format?

Current suppliers should share their technology roadmaps, product updates and capability data with the Innovation Sourcing Network™ (ISN) team who is organizing this information in our General Dynamics Mission Systems technology sourcing database. The ISN shares this information with our commodity, engineers, buyers and across commodity managers. We want and need to know about changes and updates, such as lead times, allocations, new equipment, new materials, new technologies and supplier personnel changes.

#### How often should our technical sales engineers engage with your commodity team?

##### What's the right cadence?

Quarterly update meetings are ideal unless there is a significant change that we should know about immediately. Some of our suppliers conduct monthly technical sales briefings. These briefings provide great information to share with the ISN. You should also consider recording a Virtual Tech Ten Talk with our ISN team. The ISN team provides all the technology tools for you to conduct your talk from your desk. You don't need to leave your office. Contact the Innovation Sourcing Network team via [techscout@gd-ms.com](mailto:techscout@gd-ms.com) to set up your recording appointment. Our technical team likes these bite-size conversations to learn what your new services or technologies.

#### Do you have an interest in our market outlooks, insights and lead times? How do these help your team?

##### Who should a supplier send these to?

Yes, General Dynamics Mission Systems is very interested in your insight on market trends, outlooks and lead times, and we appreciate your collaborative efforts to share this information. We need this information to ensure we can meet our commitments to our customers. The ISN is disseminating this information across our engineering, product development, capture and business development teams.

#### Should I work to build a relationship with other commodity teams?

If the products and services your company provides support other commodity's endeavors (see pages 10 and 11 in this issue), we highly encourage you reach out to the other teams.

#### How does a new supplier get an opportunity to build a relationship with you and your team and quote opportunities?

The ISN is our first entry point for new suppliers. The ISN is our open supplier innovation ecosystem. Share your capabilities with the ISN, respond to a TechScout and record a Virtual Tech Ten Talk. These three ingredients help our team understand what your competencies are, and we begin to develop a relationship with your team that potentially will lead to teaming opportunities or quoting opportunities.

Contact Matt at:

[matt.robertson@gd-ms.com](mailto:matt.robertson@gd-ms.com)

# Commodities

## OPERATIONAL



### Commodity Manager

Matt Robertson

#### Products

Active Attenuators	Manufacturing & Machine Tools	RF Assemblies
Adhesives	Manufacturing Equip. & Mach.	RF Circulators
Air Circulators & Blower Eq.	Material Handling Equipment	RF Filters
Asset Tools	Motors	RF Mixers
Bandpass filters	MRO	RF Switches
Chemicals, Lubricants & Grease	Optical Instr.	Sensors
Chillers	Oscillators (Crystal)	Shelters
Compressors & Vacuum Pumps	Packaging & Packaging Supplies	Shop Floor Supls. & Cons.
Controls	Paint	Sonars
Converters (RF) - Up and Down	Pallets, Crates & Lumber	Standard Pkg. Supplies
Electron Tubes	Power Amplifiers	Tape
Explosive Devices	RF (Not Component Level)	TCXO
Fan & Fan Assemblies	Radar Eq.	Tents
Furniture - Lab	Radio & Comms Eq.	Test Equipment & Calibration
Generating Parts	Refrigeration - Cooling & Heating	TLNB
Generators		Trailers
Inspection Gages		TWTA
Inverters		VCOs
Isolators - RF		Vehicles
Jacks		Waveguide
Limiter - RF		

## MECHANICAL



### Commodity Managers

Susan Carpenter

#### Products

Actuating Levers	Firing Pins	Ornamental Parts
Antenna Masts	Flat Mechanical Part	Pistons
Arms	Gaskets	Plastic-Fabricated Items
Bearings	Gears	Plastics
Bellows	Glass parts	Pulleys
Bolts	Grommets	Quick Release Plungers & Slides
Brackets	Heat Sinks	Raw Material Retaining parts
Calibrated parts	Holding/ Positioning Parts	Rivets
Cams	Insulating parts	Screens/ Ventilating Parts
Cases	Joy Sticks (Custom)	Screws
Casters	Keypad	Sealing Parts
Castings	Membrane	Sectors and Spools
Chassis and Bases	Labels	Shafts
Container Hardware	Lanyards	Sheet Metal
Custom Fabric Parts	Lenses	Shielding parts
Custom Packaging	Links	Springs
Decals	Machining	Tags and Instruction Cards
Disks	Mechanical Clutches	Washers
Drive Belts	Mechanical Hardware	Wheels
Drums	Metals	
Enclosure parts	Nameplates	
Eyelets	Nuts	
Fan Blades and Rollers	Operating Control Parts	
Fasteners		
Fastening Parts		

## SERVICES



### Commodity Manager

Tracy Loper

#### Products

Commercial Services (Non-Product)	HR
Contract Labor	Job Advertising
Environmental Health and Safety	Marketing
Environmental Testing Facilities	Prof Consulting
	Agreements
	Quality
	Recruitment
	Telecom

## IT HW AND SW



### Commodity Manager

Paula Shwab

#### Products

Cameras	Optical Transceiver
Computer Hardware	Routers
Hardware Services	Servers
Keypad Assembly (Standard Offering)	Software
Networking	Commodities
Networking Switches	Storage
	Video

## ELECTRO MECHANICAL



### Commodity Manager

Matt Robertson

#### Products

Antennas  
Audio Equipment  
Batteries & chargers  
Bells and Buzzers  
Circuit Breakers  
Display Optics  
Earphones  
Handsets  
Headsets  
Indicating Parts  
Microphones  
Populated Racks  
(Enclosures)  
Power Dist.  
Relays  
Speakers  
Surge  
Suppressors  
Switches  
Transformers  
UPS

## COMPONENT ASSEMBLY



### Commodity Manager

Matt Maisano

#### Products

Capacitors  
Circuit board  
Assemblies  
Circuit boards  
Coil Forms  
Contract  
Manufacturing  
(Keypad  
Assemblies, Box  
Build, CCA)  
Delay Lines  
Flex circuits &  
Flex Assemblies  
FPGA Boards  
Fuses  
Inductive Devices

Inductors  
LED  
Microcircuits  
PCB-Mounted:  
Amplifiers,  
Passive  
Attenuators,  
Passive filters,  
Transformers  
Populated  
Boards  
Resistors  
Semiconductors  
Substrate  
Tuners  
Tuning Cores

## BUSINESS PROCESS MGMT



### Commodity Manager

Stephanie Baker

#### Products

Business Cards  
Mobile Devices  
Office Supplies  
P-Card Program

## INTERCONNECT



### Commodity Manager

Kevin Chapman

#### Products

Back Shells  
Cable Assemblies  
Cables  
Computer Cables  
Connectors  
Cords

Headers  
Holders  
Sleeving  
Sockets  
Terminals  
Wire

## TRAVEL



### Commodity Manager

Tracy Loper

#### Products

Airlines  
Car Rental  
Hotel Event/  
Trade Show  
Support  
Ground Services  
(Airport  
Parking,  
Car Services)

Hotels  
Travel Agency  
Services  
Travel booking  
Tech  
(Concur)  
Other  
Travel-Related  
Service



## Sheila Lucas

Manager, ISN

### Virtual Tech Ten Talks – Conversation multipliers of your capabilities

Virtual Tech Ten Talks (VTTTs) are the conversation multiplier of your capabilities across General Dynamics Mission Systems. Your talking brochure. Make sure we are IN the know about your capabilities and technologies and record a 10-minute Virtual Tech Ten Talk today.

These conversations are enduring electronic means to share and spread your innovations and partnership ideas across General Dynamics Mission Systems. We use VTTTs as a way to open the dialog and conversations that ignite partnerships. In our December 2018 issue of ISN Newsletter, Vice President and Chief Technology Officer, Scott Blanchard, shared his thoughts on the importance of a two-way dialog. “The days of handing ‘requirements’ to suppliers and receiving quotes are behind us. We need to work collaboratively with our suppliers to solve our customer’s problem in a timely and cost-effective manner.” The Virtual Tech Ten Talk is our means to get this dialog going in a cost-effective manner for our partners and our team. Not to mention, since it is electronic its highly portable across team members and endures rather than a one-and-done talk.

You may ask why you want to conduct a Virtual Tech Ten Talk? Currently, we have a TechScout opportunity that nine potential partners are dialoging with us about innovative approaches. Only six of these potential partners took the time to conduct a Virtual Tech Ten Talk. These talks are discriminators for the team to engage with the prospective solution providers. It’s worth the investment to spend 30 – 45 minutes preparing your talking points and then the twenty minutes to record your session with the ISN team. Why not get ahead of the curve and conduct a VTTT with us today. Then when you respond to a TechScout, you have already taken care of the first engagement (see page 7 from this issue.)

#### Question: What content are you looking to feature in the TechTen Talks?

**VTTT Answer:** This is your 10 minutes to share your unique value/differentiator about your product or service. We recommend that you focus on a single technology area and share your expertise. Do not share any proprietary information. Consider this your extended elevator speech with one of our technical team members. We want to understand your technical chops and what sets you apart from your competitors; however, do not reveal any secret sauce. Please be sure to include a brief segment of your talk on your company demographics (for example: headquarters, locations, clearances, small business class certifications, quality certifications, past performance, relevant experience, etc.)

#### Question: Who is the target audience for the TechTen Talks?

**VTTT Answer:** The talks are shared with:

- **Capture Teams** – These teams are working 18-24 months in advance of opportunities and are looking for potential teammates.
- **Engineers** – Our talks are shared with our engineers who are building our technical solutions.
- **Procurement Team** – VTTTs provide valuable information to our procurement team. This is an opportunity to showcase the full scope of your capabilities.



Make sure we are



the know about  
**your** capabilities  
and technologies

## Virtual Tech Ten Talks

### VTTTs

VTTTs are the conversation multiplier of **your** capabilities  
across General Dynamics Mission Systems.

**Your** talking brochure.

Schedule your recording time now - [techscout@gd-ms.com](mailto:techscout@gd-ms.com)





## Craig Hicks

Material Estimator within Bidding & Estimating

Craig works out of Marion, Virginia. He has been with the company for three years.

### What led you to a career in Supply Chain Management?

A friend and co-worker I met, while previously working as a contractor as a material handler with General Dynamics, contacted me. There was an open position in the Bidding & Estimating group in what was the beginning of an ever-evolving career working on proposals.

### What has been your most rewarding experience at General Dynamics Mission Systems?

General Dynamics has fostered growth in my personal career that has enabled me to recently move to Marion, Virginia, from Scottsdale, Arizona, in order to provide direct Bidding & Estimating support. This has been an amazing and rewarding experience so far.

### In your opinion, why are relationships with suppliers so important to the Supply Chain Management mission?

Relationships with suppliers are invaluable to the Supply Chain Management mission because it is a relationship built upon mutual goals, and a team working towards the same vision is more efficient than any one singularity.

### What would people never guess that you do in your role?

Identify risks to the program including lead time against schedule, Cyber DFARS compliance or possible risks a supplier might pose.

### How do you contribute to achieving an integrated supply chain?

I try to contribute to an integrated supply chain by helping programs to understand as much as possible about suppliers throughout the purchasing process.

### What motivates you?

Knowing that my small role is on the forefront of winning business, contributing not only to my career, but also the careers of many people.

### How do you balance your career and personal life?

As difficult as it can be, I try to disconnect from screens when possible to focus and be grateful for the simple things.

### A perfect day would be?

On my dirt bike with unlimited fuel.



**Lisa Finneran**  
Vice President of Engineering

Lisa Finneran is vice president of Engineering for General Dynamics Mission Systems. She is responsible for engineering execution across 60 General Dynamics Mission Systems locations, leading more than 7,000 employees.

Guiding our corps of talented engineers as we push the boundaries of innovation and provide mission-critical solutions to our customers takes a wealth of knowledge, experience and drive to lead and succeed.

Lisa Finneran brings a passion for the ground-breaking work our engineers do every day and a desire to move us forward.

We spoke with Lisa about what inspired her interest in engineering as well as her goals, priorities, values and leadership philosophies.

**Tell us a little about your background ... what path led you to General Dynamics Mission Systems, and what experiences have led you to where you are today?**

When I was in high school and through college, I worked for a defense contractor on a program called the Nuclear Test Personnel Review. I didn't know anything about nuclear weapons or testing. The program reached out to anyone who witnessed testing of our nuclear capabilities in the 1950s, and '60s. The government was interested in correlating the witnessing of nuclear testing to cancer. I talked to the most amazing people who witnessed the testing. Some were just driving through Nevada during the testing while others were men on surface ships in the Pacific (who recounted explosions so bright that even though they turned away from the blast and covered their eyes they could see their own bones and those of the person in front of them).

That experience really sparked my interest in nuclear engineering, and I thought that's what I wanted to do. When I went to college at Virginia Tech, I fell in love with computer science. And it proves how impressionable you can be at a young age and how important it is for students to be exposed to experiences in the STEM (Science, Technology, Engineering and Math) fields as early as possible, to inspire them to pursue careers in the industry.

I have been with General Dynamics Mission Systems for fifteen years. Before coming here, I was the senior vice president and chief technology officer (CTO) for the Software Productivity Consortium. The Consortium was a nonprofit organization formed by the aerospace industry to address what was coined the "software crisis." Software was becoming more prevalent in everything we develop and was unpredictable. General Dynamics was one of the founding members, and I always liked the way General Dynamics was run as a company.

Shortly after 9/11, General Dynamics approached me to work for them. Like most Americans, 9/11 impacted me deeply, and I wanted to do whatever I could to help secure the safety of our great nation. I jumped at the opportunity, and quite frankly, have never looked back!

I was originally hired to run the integration of a large legacy GDAIS business. When I interviewed for that position, I was asked what I wanted to do after the integration efforts. That was a really easy answer for me – I wanted to be a director of Engineering. I eventually became the director of Engineering for our Maritime business and eventually a business leader for Strategic Systems, the Maritime & Strategic System business area focused on providing full lifecycle support for strategic nuclear ballistic guidance and weapon control systems.

General Dynamics Mission Systems has unbelievable talent and capabilities, and I am truly honored and humbled to have been selected for the Engineering vice president position. We are an engineering company – the products and services we provide for our nation and allies are simply eye watering.

### **What are your long-term strategic goals for Engineering?**

I want to make sure our customers can count on us for thought leadership, innovation and meeting their needs by delivering timely products and services. Our customers love us, and we want to make sure they have no reason to look anywhere else.

Also, I love interns. I love meeting with the interns and talking with them and getting them excited about coming back to work. In my previous position with Strategic Systems, I mentored a dozen or so of our less-experienced engineers, and I think I've learned more from them than they do from me. I invite engineers to contact me at any time. In fact, I believe we need to be more of a "teaching hospital" for our engineers. It's a great way to share broader context and cascade the passion – attitude is contagious!

### **You spelled out the key principles of your leadership philosophy: Connect our employees to our customer's missions; empower our leaders to develop the right solutions; ensure that our employees have the right skills and tools to perform their work; and honor our commitments. Could you elaborate on the importance of these principles?**

I strongly believe that we need to connect our engineers to our customer's mission on day one. That context is so very important – especially given that we don't execute their mission but provide solutions that do! From the bottom of the ocean floor to the depths of space, we play a part in that entire realm. If you do not understand that what you are developing gets deployed on the ocean floor, or is installed in a platform to be used for warfighting, or is being used to protect Americans from exploitation, or is launched into space, how can you engineer a solution that will be successful?

Once you understand the overall mission, you develop more of a sense of pride and importance. I believe strongly that we need to ensure our engineers are trained properly – we need to make strong investments in our folks. Customers will continue to provide business opportunities to those who honor their commitments.

I absolutely love what I do, and I want every engineer to feel that way I do about what we do. And they want to come to work because they are challenged and want to be a part of doing really great things that truly matter.

### **We understand you have an affinity for "I" words. Imagine, Inspire and Innovate. How do you want our teams to imagine with our partners? What does that look like?**

Our partners are integral to how we imagine, inspire, and innovate. Our partners bring a broader market and technology perspective in many cases to our solutions. They help us innovate in ways that we cannot innovate on our own – by either customizing a product for our application or providing an off the shelf solution allowing us to focus on providing our expertise to our customer's problem sets.

### **What is your vision of a successful innovation with our partners and suppliers?**

Alignment around strategies and commensurate/joint investments. Specific technology areas that we need true partnership and investment are: machine learning/artificial intelligence, cloud computing, augmented/virtual reality and quantum computing.

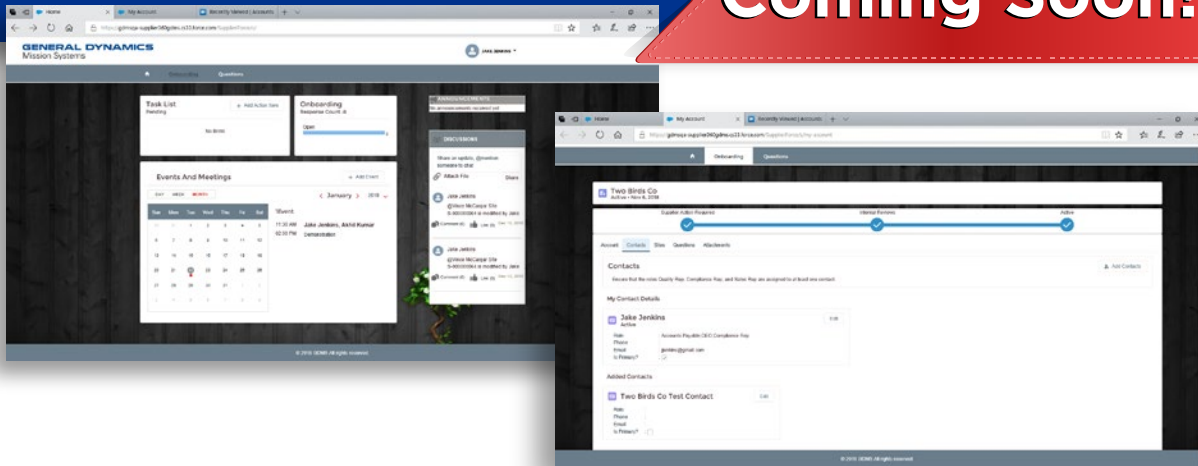
### **What inspiration do you hope our partners will bring to us around machine learning, artificial intelligence and cloud computing?**

These are all important technology trends that are heavily influencing our General Dynamics Mission Systems strategies. Getting back to the three words around imagine, inspire, and innovate – we collectively need to imagine what the future brings, innovate around these technologies for those future needs, and each be inspired on how these technologies can solve our customer's needs. When we truly embrace and cultivate a partnership with our suppliers, we create a win/win/win!



# NEW General Dynamics Mission Systems Supplier Management Portal

**Coming Soon!**

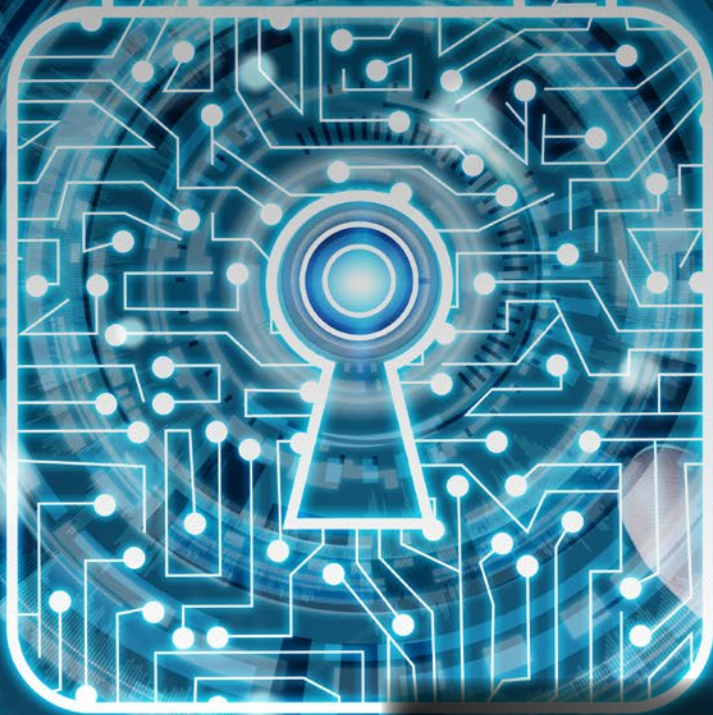


General Dynamics Mission Systems is excited to announce a **NEW** supplier management and onboarding tool called **Supplier 360**. This online tool will provide an interface that makes doing business with General Dynamics Mission Systems simple and convenient. The system features will include:

- Electronic communication with suppliers
- An automated and streamlined supplier onboarding process
- Supplier self-service administration of information including representations and certifications
- Supplier capabilities identification and tracking
- Auto certification tracking
- Secure upload and download file capabilities

**Stay tuned for upcoming information regarding the rollout of this new supplier portal, including training and access information.**

# SECURITY



## Cyber Security Safeguarding Covered Defense Information (CDI)

This requirement states that DoD contractors who process, store or transmit Covered Defense Information (CDI) on the contractor's information system, must meet the security requirements. The only exception is for those contracts solely for the acquisition of commercially available off-the-shelf (COTS) items. **This clause is a required flow-down for our suppliers.**

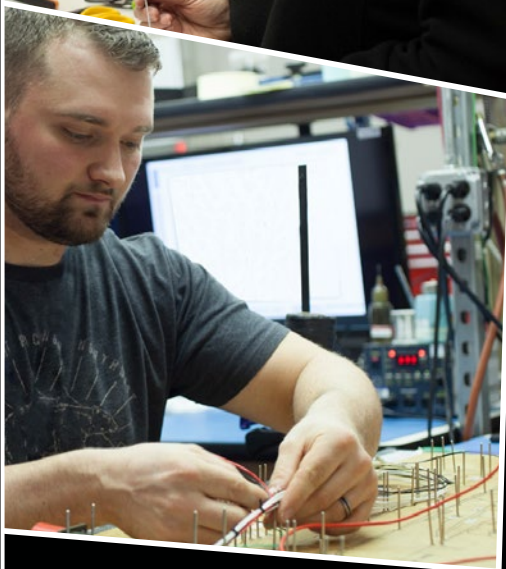
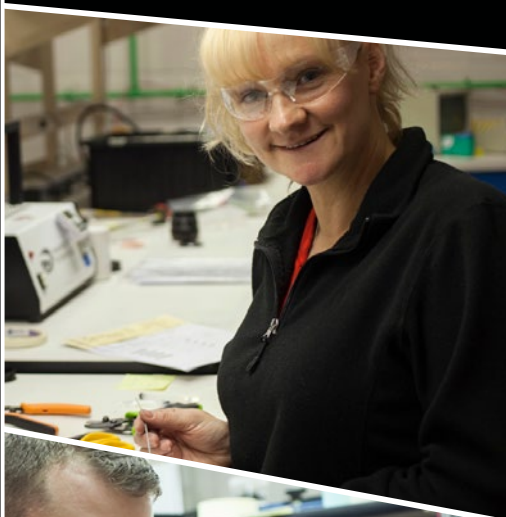
Additional information for suppliers is available at:  
<https://gdmissionsystems.com/about-us/suppliers/terms-and-conditions/cybersecurity-for-suppliers>

**GENERAL DYNAMICS**  
Mission Systems



# Here, the future is born.

General Dynamics is currently hiring manufacturing and engineering positions at our Pittsfield, MA location. Come join a company that offers challenging, exciting work that is essential to our national security.



*life  
is calling*

**the berkshires**  
Western Massachusetts

Learn more and apply at: [gdmissionsystems.com/PittsfieldMA](http://gdmissionsystems.com/PittsfieldMA)

**GENERAL DYNAMICS**  
Mission Systems

General Dynamics is an Affirmative Action employer that is committed to hiring a diverse and talented workforce.