



SALUTE

Oct. 31, 2019
Vol. XI No. 22

Puget Sound Naval Shipyard & Intermediate Maintenance Facility

V2.0

Command Guiding Principles

Win As a Team

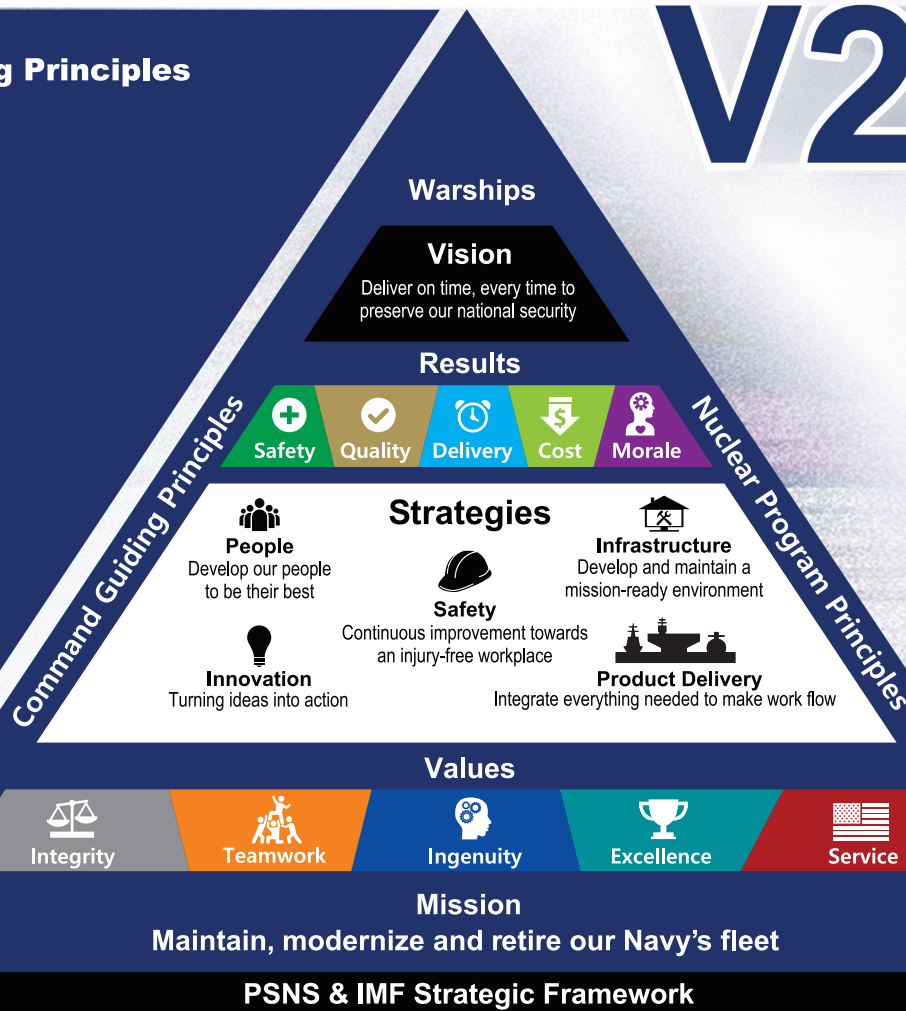
- Respect Every Individual
- Lead With Humility
- Create Constancy of Purpose
- Systems Thinking

Excellence in All We Do

- Assure Quality at the Source
- Seek Perfection
- Create Value for our Customer

Always Get Better

- Keep Improving our Processes
- Plan-Do-Check-Act
- Improve Work Flow



See story, page 3



Guiding our way forward

When I took command, I met with our senior leaders to determine our way ahead on a number of strategic initiatives and efforts. One of our first priorities was to validate our Strategic

Framework. Since 2017, the Strategic Framework has been a model for us to follow, describing why the shipyard exists, where we are headed and how we were getting there. It was important for us to discuss our way forward and determine if updates were needed. We landed on yes!

Similar to all of my efforts since June, it's imperative to me that we explain why and how we changed our Strategic Framework and what that means to you. We are a more effective and capable shipyard when we communicate and are aligned in our mission and vision.

To me, there are two main take-aways from our updates. First, we are going to place greater attention on the Command Guiding Principles. Because they are that important, they are what guides our behavior and actions. It's why I have been talking so much about Respect Every Individual. They should be a part of what guides us every day. It is how we are going to create positive culture change. It's how we sustain our efforts to provide an environment where everyone is treated with dignity and respect. Always.

Second, we have better aligned our Strategic Framework with our efforts and priorities moving forward. We added a new strategy to focus entirely on achieving a safety system and injury-free workplace. We also modified two other strategies to better match their focus and added a new section that relates directly to our efforts day in and day out—Results. Achieving results drives us. It's through our strategies and our results that

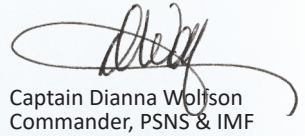
we will achieve our vision. If you haven't yet, please check out my video on the command SharePoint page, Facebook or YouTube channel. I need you to understand where we are headed together.

Recently, I was able to take part in a great discussion regarding our Command Guiding Principles and respect. What does it mean to respect each other? How do we hold ourselves accountable to respecting every individual? To me, it is about valuing that person. It's taking the time to listen, to make that person the most important person at that instance in time. It's about how you make them feel. It is about making them feel that they are valued. In order for us to move forward in our efforts of culture change, it is going to require a willingness to be open and vulnerable, have humility and compassion to forgive and yet still ensure accountability from all of us. Our actions speak louder than our words, and we can work on that, together.

One group of our teammates that I would like to recognize is our veterans. I absolutely value the knowledge and experience you bring to our command. Nov. 11 is Veteran's Day; a holiday to pay tribute to veterans for their sacrifice and dedication to our country. I hope that all of you know the difference you made while in uniform and the importance of what you bring to our command now. I appreciate you.

You'll notice to the right is September's discipline report. We will continue to hold each other and ourselves accountable and share this with you. Change starts with each one of us. Let's continue this journey of change together.

ONE MISSION—ONE TEAM!


Captain Dianna Wolfson
Commander, PSNS & IMF

Salute, Vol. XI No. 22
October 31, 2019
Next issue: November 14, 2019
Deadline: November 1, 2019
Commander
Captain Dianna Wolfson
Executive Director
Richard Tift
Public Affairs Officer
Kellie Randall
Editor
Vacant
Facebook: PSNSandIMF
ontheWaterfront
Flickr: Flickr.com/
PSNSandIMF
Twitter: Twitter.com/
PSNSandIMF
YouTube: YouTube.com/
JoeShipyardWorker

Website: navsea.navy.mil/Home/Shipyards/PSNS-IMF
Salute online: dvidshub.net/publication/1101/salute
Phone: 360.476.2544
Email: psns.pao.fct@navy.mil
Mailing address:
1400 Farragut Ave. Stop 2072
Bremerton, WA 98314-2072

This newsletter is published for members of the PSNS & IMF workforce. Views and opinions expressed in Salute are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Department of the Navy, or PSNS & IMF. Salute is produced

On the cover

PSNS & IMF Strategic Framework 2.0 released to the workforce Oct. 30, 2019 (Cover illustration by Geno Hernandez and Robin Lee).

PSNS & IMF Corrective Actions for September

During the month of September, the command had 77 actions resulting in 21 letters of requirement, 11 letters of caution, 19 letters of reprimand and 16 suspensions. The following are examples of actions and associated behaviors:

6 terminations (non-supervisors) during probationary period for poor performance, misconduct, inability to learn the position, failing to meet expectations and being absent without official leave or AWOL.

6 indefinite suspensions (non-supervisors) due to security clearance revocations.

3 removals (non-supervisors) for more than 200 hours of AWOL, stealing from the Navy Exchange in Japan and lying to police.

2 demotions (1 supervisor, 1 non-supervisor) for leaving the shipyard without approved leave and lying to the supervisor, being excessively tardy, unauthorized absences, failure to muster employees at the beginning of shift and having a camera cellphone, and failing a required test on the third attempt resulting in not being able to attain a qualification.

3 14-day suspensions (non-supervisor) two for inappropriate conduct for unwanted touching, sexual comments and sending unwanted emails and notes to female co-workers. One for careless workmanship and inattention to duty for watching a video on a cellphone during a controlled evolution.

1 7-day suspension (non-supervisor) for careless workmanship and inattention to duty for failing to ensure work was performed correctly.

1 3-day suspension (non-supervisor) for unauthorized use of government property for receiving a ride in a government-owned vehicle to their personally-owned vehicle.

2 1-day suspension (1 supervisor, 1 non-supervisor) for failure to fulfill supervisory duties, including failing to properly brief subordinate employees for a project and being unprofessional and poking another employee in the chest.

An overview of Strategic Framework 2.0

Improvements help align codes, shops, customers

PSNS & IMF Public Affairs

Final segment of a three-part series on the command's Strategic Framework. Part one in the Sept. 19 issue of Salute provided the history, original intent and explanation of the current review process. Part two in the Oct. 17 issue of Salute outlined improvement focus areas.

Leadership brainstormed, strategized and reached consensus on Strategic Framework 2.0 to better align codes, shops and the needs of the command's customers. They determined where and how the command can improve by effectively communicating desired results and how to achieve them.

Here is a brief overview of some of the improvements made to the original framework that was introduced in 2017.

Mission and Vision

Since the command's mission and vision clearly communicate what we do, why we do it and what we strive to achieve, those statements remain the same.

Color Scheme

The colors have been refreshed in keeping with the command's recently unveiled logo.

Guiding Principles

Leadership will place a greater emphasis on the Guiding Principles – what guides our behavior and actions. These actions must be ingrained in the command's culture and guide the workforce every day.

Strategies

Leadership's goal to ensure the command's vision is conveyed in the strategic framework resulting in the following updates:

Safety: Safety has been added to acknowledge that working toward an injury-free workplace is essential to the well-being of teammates and meeting the needs of the fleet. A culture of safety includes a comprehensive, integrated system for managing and improving safety across all work and activities. In order to respect every individual, the command must ensure a safe environment for everyone.

Product Delivery: Formerly known as Project and Product Line Management, the title change to Product Delivery clarifies the purpose is to integrate everything needed to make work flow – all products and processes.

Innovation: The Innovation tagline has been enhanced to “Turning ideas into action” as a clear-cut way of stating the result needed to create and implement ways to meet the vision to deliver on time, every time.

Infrastructure: Upon review, the consensus was the current strategy to develop and maintain a mission-ready environment is still applicable.

People: Leadership determined the existing strategy to develop people to be their best remains timely, relevant and important.

Results

Industry-standard results of safety, quality, delivery, cost and morale have been added to the strategic framework. Known as SQDCM, the purposes are as follows:

Safety: Safety, the left bookend of SQDCM, goes hand-in-hand with the command guiding principle of respecting every individual by assuring a safe environment for all.

LEARN MORE ABOUT THE STRATEGIC FRAMEWORK

Visit the command's SharePoint homepage and click on the triangle graphic. You can also watch a video by the PSNS & IMF commander explaining more on the updates and the direction we are headed to achieve our mission.

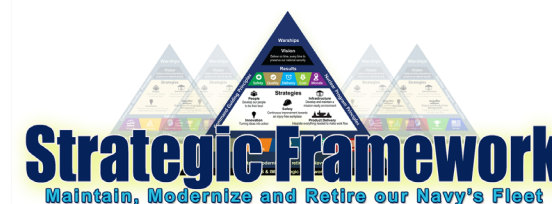
Quality: Meeting technical and quality standards means warships will perform as expected and teammates and sailors stay safe.

Delivery: Each teammate has a role in delivering vessels back to the fleet on time, every time. Transporting materials, completing training, timely inspections, routing paperwork – attention to personal and team schedules leads to success.

Cost: Money is finite and cost matters. With teammates focusing on meeting results of SQDCM, costs will align.

Morale: The other bookend of SQDCM, morale, is shaped by personal engagements: how teammates interact, support each other, learn together and share ideas. Positive morale is both a solution to and a result of SQDCM.

In the coming weeks and months, specific plans and goals will be shared about each of the framework's principles, strategies and results. In the meantime, teammates are encouraged to align their tasks, behaviors and interactions with the strategic framework and the SQDCM results. Working together toward the same target ensures the command will continue to meet the needs of the nation's Navy.



Educators get lesson in careers for students

Daylong event features job fair, shipyard tours

Matt Bailey, PSNS & IMF Public Affairs

Puget Sound Naval Shipyard & Intermediate Maintenance Facility hosted approximately 50 educators and career counselors from across Washington's schools Oct. 18 for a tour of the command. The group included representatives from high schools, technical schools, colleges and organizations assisting veterans and wounded warriors transitioning back to the private workforce.

The daylong event began with a job fair where representatives from shipyard trades and programs provided demonstrations and answered questions about potential career paths for their students. Attendees then toured the shipyard's continuous training and development facilities and apprentice school to get hands-on demonstrations of how new employees are trained and developed. A lunchtime Q&A panel and a bus tour of the shipyard concluded the day.

"We depend on all of you to provide us the next generation of workers and future leaders in the shipyard," said Rick Tift, PSNS & IMF executive director during the event kick-off. "We want you



Lorraine McCormick, a counselor at Peninsula and Gig Harbor High Schools, and Sherri Fauver, a counselor at South Kitsap High School, tour a marine insulation mockup with Shop 57, Pipe Insulators, instructors Ryan North and Dane Honeycutt. (PSNS & IMF photo by Scott Hansen)

to spread the word that the shipyard provides great opportunities for employment and continuing education throughout your career."

Sherri Fauver, a counselor with South Kitsap High School said that proximity led her to attend the event.

"Living so close and knowing how many people in the community work here, I thought it was important to learn

about the opportunities the shipyard offers my students," said Fauver.

She also highlighted the prominence of trades and skills employees can learn at the shipyard.

"Every student's path is different," Fauver said. "Not every student will make the choice of going to college and the ability to learn a trade is more important than ever for those kids."

Service dog aids shipyard worker at home, on job

Dog's daily assistance 'an incredible blessing'

PSNS & IMF Public Affairs

Most people don't usually give more than a passing glance to medical equipment used by others. Except when that equipment is cute, furry and has four legs.

Fortunately, Bill Longworth, quality assurance specialist, Code 106.12, Occupational Safety, Health and Environmental Reporting, Analysis, and Oversight, and his service dog, Ranger, haven't experienced that with teammates at Puget Sound Naval Shipyard & Intermediate Maintenance Facility.

"I've been very lucky that they understand he's a service dog," said Longworth.

Ranger, a 90-pound bloodhound/labrador mix, helps Longworth negotiate stairs, maintain balance and retrieve objects on the ground or on low shelves. According to Longworth, pairing with Ranger has improved his life tremendously.

"Ranger has been an incredible blessing to improve my life at home and at work," said Longworth.

Longworth was a nuclear electronics technician in San Diego when he was in a serious vehicle accident in July 2013, which led to a medical discharge from the Navy in January 2016. He went from being a senior chief looking forward to his next duty station in Kitsap aboard USS Maine (SSBN 741), to facing a completely unknown future. He spent 20 weeks in the hospital, including five weeks in ICU, and a total of two years recovering with daily physical therapy sessions.

Prior to the accident, Longworth and his wife had done extensive research on Kitsap and were eager to relocate to a smaller community. They kept their dream of moving to Kitsap and, fortunately, he found an opening at PSNS & IMF, joining the command in April 2016.

In 2014, PSNS & IMF established an Employee Resource Group called Cross Abilities as part of the command's Diversity Leadership Council. This



Bill Longworth crosses Farragut Avenue with his mobility assistance service dog Ranger, an 18-month-old bloodhound/labrador mix. (PSNS & IMF photo by Scott Hansen)

PROPER SERVICE DOG ETIQUETTE

People wouldn't think of touching someone's wheelchair yet some people can't seem to resist touching a service dog. In the United States, approximately 500,000 service dogs are working and, although they can be fascinating and cute, it's important to remember they are doing a job. Disturbing or distracting the animal could be debilitating – or even deadly – to the handler. Here are some things to keep in mind when encountering a service dog:

- Don't touch, distract or talk to the dog.
- Don't stare or take pictures.
- Don't approach with another animal.
- Don't offer the dog food or toys.
- Don't ignore the handler.
- Don't ask the handler why a service dog is needed.
- If a service dog is alone and trying to get the attention of a human, follow it. The dog's handler may be in need.

helped pave the way for members of the workforce like Longworth.

"This is the kind of direct support to our workforce that makes a difference," said Scott Bolon, co-chair of the Cross Abilities ERG.

For more than 70 years the U.S. Department of Labor has dedicated the month of October to recognizing partnerships like that of Longworth and Ranger through the annual National

Disability Employment Awareness Month (NDEAM).

PSNS & IMF's Cross Abilities ERG meets on the third Tuesday of every month from 11 a.m. to 12 p.m. in Building 850, 301 conference room.

To learn more about PSNS & IMF's Cross Abilities ERG and other DLC programs, please visit: SharePoint or search PSNS & IMF Diversity Leadership Council on Fusion.

DAYLIGHT SAVING TIME ENDS.

Remember to set your clocks back one hour at 2 a.m., Sunday, Nov. 3.



Chris Bamonte, Shop 17, Sheet Metal Shop, mechanic prepares to cut a piece of sheet metal using the automated laser cutter inside Building 857. (PSNS & IMF photo by Scott Hansen)

Shop 17, Sheet Metal

Speedy laser cutter saves time, money for shipyard

Cutting jobs now completed in hours rather than days

Max Maxfield, PSNS & IMF Public Affairs

There are many ways to cut, bend and make holes in metal. Some take more time and effort than others. Workers in Shop 17, Sheet Metal Shop, used to use jack shears, Beverly shears, power squaring shears, punches and band saws to cut metal up to 1/4" thick.

According to Kent Burton, the shop process general foreman in Shop 17, this was a very physical and time-consuming process that had to be repeated every time similar jobs came through the shop. Now, the shop uses an automated laser cutter to cut aluminum, stainless, nickel copper, nickel-chromium alloys and ordinary and high-strength steel.

"The machine has a material delivery system that holds more than 40 pallets of different material," Burton said. "It can load and unload parts without a mechanic physically handling material or parts. The

machine can select the appropriate material from the material racks, load it onto the machine, cut the parts, remove the parts and go on to the next job, even if the required material is different. Depending on the size and complexity of the job, it now takes one person a few hours to do a job versus two or more mechanics taking a few days."

When cutting jobs were done manually, mechanics had to precisely measure, mark and cut the metal for every job. Now, a computer file is created for a specific job, which can be used over and over as the same work comes through the shop.

"The files are also saved on the network, so when a repeat job needs to be worked, the program already exists allowing us to start sooner or handle emergent work faster," said Christopher Bamonte, a sheet metal mechanic with Shop 17. "Folks should also know that the machine also has a 58-station auto indexing punch turret capable of



punching holes up to 4" diameter through most material up to 3/16" thick, the punch is also capable of forming and high speed marking of materials.

While mechanics still learn a variety of ways to cut metal, learning to program the automated laser cutter provides new challenges for them.

"I like that it requires a very special skill set to operate," said Christopher White, a sheet metal mechanic with Shop 17.

While PSNS & IMF has only been using one automated laser cutter since buying the

current one about a decade ago, there are plans to buy a second machine.

"We are in the process of procuring a second machine with more power," said Burton. "It will attach to the current material handling system and the two will operate together. The new machine will have more power and allow us to cut other materials that are more reflective, such as copper, and it increases the thickness of the material we can cut. The new machine will be able to cut up to 7/8" thick ordinary steel. This may help alleviate some of the workload in other shops."



ABOVE: The automated laser cutter can cut through a 16-gauge piece of sheet metal in a matter of minutes, or it can be programmed to cut for hours or even days at a time, depending on a job's requirements.

AT LEFT: Chris Bamonte, Shop 17, Sheet Metal Shop, mechanic programs the automated laser cutter inside Building 857.

(PSNS & IMF photos by Scott Hansen)

Six students—future leaders—earn NCMA scholarships

Criteria includes academic performance and leadership

PSNS & IMF Public Affairs

Two Puget Sound Naval Shipyard & Intermediate Maintenance Facility teammates, three dependents of teammates and one Olympic College student received scholarships from the Navy Civilian Managers Association, Puget Sound Chapter:

- Joseph Carver, branch head, Code 300T, Operations Training & Development, is working on a PhD in Education from Liberty University. His goal is to support the command's focus on people development.

- Divinity Dodge, daughter of Sadi Dodge, Shop 06, Tool Room, Tool and Respirator Repair, is a 2018 graduate of Bremerton High School. She is entering the University of Washington working toward a double major in political science and environmental studies.

- Cole Harrington, son of Marc Harrington, Code 2309, Nuclear Engineering & Planning Department,

graduated from Charles Wright Academy this year. He is studying computer engineering at Washington State University.

- Afton Prater, daughter of Reed Prater, Code 300N.4, Reactor Servicing, is a graduate of Klahowya Secondary School. She is working on a degree in Public Relations and Marketing at Central Washington University.

- Nathan Liugalua Fuiava, supervisor in Code 740, Lifting & Handling, was recognized for demonstrated leadership with a scholarship that was also partially funded by the national organization in the spirit of former shipyard commander, Rear Adm. Mark Whitney (ret.). Fuiava graduated from the apprentice program and Olympic College Organizational Leadership and Technical Management program. He is currently participating in Leadership Kitsap and continuing his studies at Central Washington University.

- Alycia Stodden, a Bremerton High School graduate, won the scholarship for an Olympic College student. Her educational focus is on music and finance.

Awardees were selected based on academic performance, leadership potential and community service.

NCMA utilizes a number of opportunities to give back to the community. In addition to college scholarships, NCMA provides annual funding to the West Sound Tech Foundation to assist those pursuing a career in trades. NCMA also invests in students who may be future leaders at the shipyard and in the surrounding communities.

Applications for 2020 NCMA scholarships will be posted in January on Command University's SharePoint page. NCMA is a private, non-profit national organization established to promote the improvement of management in the Department of Navy, to improve communication among its members and to foster a positive standing within local communities. NCMA meets during lunch on Fridays, Building 431, floor 4. Visit <http://ncmaonline.org/index.php/local-chapters/chapter-pages-puget-sound-nsy> for info.



Hard Hat Heroes—shining a spotlight on high-performing teammates



During episode 8 of Hard Hat Heroes, Capt. Dianna Wolfson, commander, Puget Sound Naval Shipyard & Intermediate Maintenance Facility, recognized workers from the shipyard's 14-week pipefitter Continuous Training and Development program, including Shop 56, Pipefitters supervisor Vernon Hoffer. They learn the basics in a "safe-to-fail" training environment, which allows them to master basic pipefitting skills before they begin working on Navy ships and submarines. (PSNS & IMF photo by Scott Matlock)



Teammate comes to the rescue

Capt. Dianna Wolfson, commander, Puget Sound Naval Shipyard & Intermediate Maintenance Facility recently recognized Justin Shanks for assisting Wyatt Pierce who was severely injured leaving work outside of the State Street gate on his skateboard. Fortunately, Shanks was also heading out at the same time and immediately rushed to his side to help, remaining there until paramedics arrived. "His actions are a perfect example of being a true teammate," said Wolfson. "Treating our teammates with dignity and respect, whether we are inside the gate or right outside, is the character we should all demonstrate."

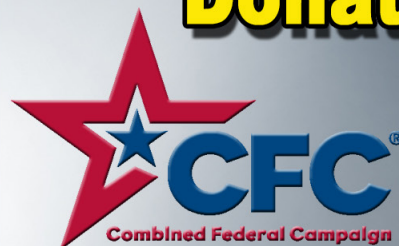
Bravo Zulu!

(PSNS & IMF photo by Wendy Hallmark)

Combined Federal Campaign

Give through the CFC to a cause you care about

Donate now through Jan. 12 at cascadiacfc.org



APPRENTICE
GRADUATION CEREMONY
NOV. 8 AT 7 P.M.
KITSAP SUN PAVILION
AT THE KITSAP COUNTY FAIRGROUNDS

Class of 2019

Recreation & Rideshare

Department of Defense civilians and their escorted guests can enjoy recreational services on base including bowling alleys, movie theaters and restaurants. Check out these upcoming opportunities:

Evening Water Aerobics

6:15 – 6:45 p.m., Tuesdays and Thursdays, Naval Base Kitsap-Bangor Aquatics Center (Bangor Fitness Center). Take advantage of a low impact workout that improves cardiovascular health as well as muscle strength, endurance and flexibility.

Extreme Fireball Bowling

8 – 11 p.m., Fridays, NBK-Bremerton, and 7 – 9 p.m. Fridays and Saturdays, NBK-Bangor. Turn on state-of-the art lights, pump up the jams and do extreme bowling with fun games and lots of prizes. \$13/person, \$2 shoe rental.

Adult & Pediatric First Aid, CPR and AED Training

9 a.m. – 2 p.m., Sat., Nov. 16, NBK-Bremerton Fitness Center. Participants will earn a two-year certification in this American Red Cross Course. \$50/person.

Outlet Mall Christmas Shopping, Woodburn, Oregon

Sat., Nov. 16. Jumpstart holiday shopping at 114 famous – and sales tax-free – stores offering discounts of up to 65%. \$49/person.

For more opportunities, visit: kitsap.navylifepnw

Rideshare ad policy

To post a Rideshare ad, email psns.pao.fct@navy.mil, or come to Building 850, floor 5, Congressional and Public Affairs Office and fill out an ad form. All information provided is subject to be used in Salute - print and online.

PSNS & IMF Health Fair

November 5
7 a.m. - 5 p.m.

PSNS & IMF - Bremerton
Kitsap Conference Center

Retirees, family members welcome

Federal Benefits Open Season
November 11 - December 9

Labor and Management Summit



PSNS & IMF recently held the first Labor and Management Summit at Olympic Lodge on Naval Base Kitsap - Bremerton with representatives from the Bremerton Metal Trades Council, the International Federation of Professional and Technical Engineers, Local 12, the Human Resources Office and senior managers, including a number of trade superintendents. (PSNS & IMF photo by Scott Hansen)

Voluntary Leave Transfer Program recipients in need of leave donations

This program authorizes federal service employees to donate annual leave to other civilian federal service employees who are experiencing a medical emergency or medical condition for themselves or a family member. If you wish to donate annual leave or have questions about leave donation, please contact the Human Resources Office, 360.476.2553 or visit Building 850, floor 5, room 511; or fax your donation form to 360.476.6669.

Teammates currently in need of donations:

Code 105
Mark Hernandez
Code 109
Kendra Fitch
Code 125
Colton Snyder
Code 130
James Johnson
Richard Petrone
Code 200
Caitlin Earl
Michaela Raymond
Code 300
Alexander Reyes
Code 600
Raelynn Luce

Code 700
Jesse Hannawacker
Michael Rasmussen
Code 900
Sierra Morrell
Code 900A
Marianne Macdonald
Code 1100
Katie Marcucci
Code 2300
Marty Sampson
Shop 06
Spencer Harris
Shop 11
Michael Hamblet
Shop 26
Kali Coughtry
Joshua Hubbell
Leah Ober
Andrea Skinner
Joshua Wagner

Shop 31
Shaun Yeaton
Megan Steiner
Shop 38
Sherman Geeslin
Holly Bean
Shop 51
Diona Arena
Carter Gallimore
Shop 56
Erin Avery
Ian Sobrero
Shop 64
Ashley Brown
Mercedes Flex

Shop 67
Sarah Alvarez
Shop 71
Corey Coombe
Jonathan Guzman
Michael Swain II
Shop 99
Bianka Curtis
Rayeanna Dains
Crystal Frigillana
Tareyn Haney
Sarah Hustis
Kelsi White
Frank Yulfo

★★ Honoring Our Veterans ★★

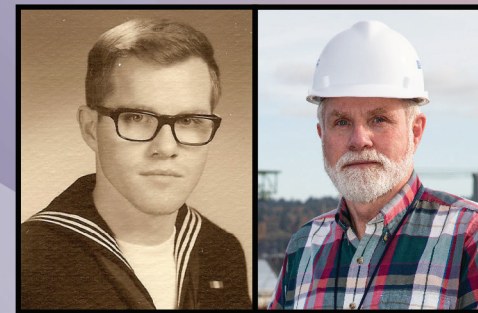
Originally named Armistice Day on Nov. 11, 1938, the federal holiday was later changed to Veterans Day, June 1, 1954. It is a time dedicated to honoring our nation's military veterans. Nearly 30 percent of the workforce at Puget Sound Naval Shipyard & Intermediate Maintenance Facility is comprised of veterans.



Carolyn Kirmil

22 years, Navy

I first served as a Data Processing Technician retiring as an Chief Information Technician. A proud moment was midway through my career when I had the opportunity to mentor an undesignated Airman. Nearly 10 years later I had the pleasure of pinning on his anchors when he became a chief. I am also very proud of my four children who have all joined the military. Together we have 75 years of service. Today, I am in Code 1142, Records Management, where I get to work with different shops teaching them how to maintain their records.



Brian Bodaly

29 years, Navy

I served as a Chief Personnelman, later becoming an officer and retiring as a Commander in 1998. My proudest moment was when I received my U.S. citizenship. I have been in civil service for 19 years. Today, I work in Code 1110, Human Resources as a Drug Program Coordinator. It has been incredibly rewarding to have the opportunity to work with so many folks from different backgrounds and experiences.



Chontay Woodruff

20 years, Navy

I first served as an Aviation Storekeeper in the logistics field. My proudest moments include being stationed on USS Bonhomme Richard (LHD 6) and my time as an "A" school instructor. Today, I work as a Technical Information Specialist in Code 400, Industry Management Department. I find it incredibly rewarding to continue to serve the Navy and support my brothers and sisters on active and reserve duties.



Hedrick Hueneke

4 years, Marine Corps

While in Vietnam, my group was tasked with finding a company of Army Soldiers who were ambushed and stranded in an area designated as "Orange Valley." I am proud to say I was part of the team that brought them home safe. Another proud moment was when a new Lieutenant came to me for advise on how to behave and what to look for to stay alive. He said he valued the knowledge and experience of the "older grunts"—I was 20. Today, I work in Code 730.1, Crane Maintenance. It is rewarding to work for the Navy. In my job, I have had the opportunity to climb portal cranes, getting a view of the entire shipyard—that is something to see.

Check out the Nov. 14 issue of Salute for more veteran profiles.



Veterans Employee Resource Group

Meets once a month
12:15 – 1:15 p.m.
Building 850, floor 4, Shipyard Auditorium

For more information, call 360.476.4274
Time allowed workload permitting and with supervisor approval.

*Thank you
for your service*

Strategic Framework

Maintain, modernize and retire our Navy's fleet

HISTORY

Since 2017, the Strategic Framework has communicated how we achieve our mission and vision to maintain, modernize and retire our Navy's fleet, delivering on time, every time. We accomplish this by focusing on our Command Guiding Principles, Nuclear Program Principles, key strategies and values to help improve performance.

EFFORTS

Senior leaders reviewed the Strategic Framework to determine where and how we can improve. We are a more effective shipyard when we clearly communicate our desired results and how we will achieve them.

UPDATES

We will place greater attention on the Command Guiding Principles—what guides our behavior and actions. These actions must be ingrained in our culture and guide us every day.

We will focus on a new strategy, safety, to ensure *continuous improvement towards an injury-free workplace*.

We are driven by results. Achieving results through safety, quality, delivery, cost and morale—along with our strategic initiatives—helps us achieve our vision.

Nuclear Program Principles

- Conservatism in design and operation
- Strong central technical control
- Verbatim compliance with approved technical procedures
- Not "living with" deficiencies
- Formal documentation and communication
- Selection, training, and qualification of the best people, dedicated to excellence
- Thorough involvement and review by senior personnel
- No management system can substitute for hard work
- Frequent, thorough, and detailed inspections and audits
- Enforcement of standards
- Responsibility is a unique concept
- Attention to detail
- Face facts brutally
- If you can't write it down, you don't understand it
- Completed staff work

ONE MISSION – ONE TEAM

