

Vol XIV, No. 9

April 28, 2022

SALUTE



PSNS & IMF WELCOMES

78th SECNAV
CARLOS DEL TORO



COMMANDER'S CORNER | From the desk of Capt. Jip Mosman



In this issue:



NCMS & Shipyard innovation



NAVSEA visit focuses on NSS-SY



Seabees complete safety project

On the cover:

Carlos Del Toro, the 78th Secretary of the Navy, chats with Capt. Jip Mosman, commander, PSNS & IMF during a tour April 11, 2022. (U.S. Navy photo by Scott Hansen)

Team PSNS & IMF,

We've had a very busy few weeks here at the shipyard showcasing all that you do to make our nation safer. PSNS & IMF is one of the largest employers in Washington State. We're a world-class, world-wide organization performing work to keep the fleet fit to fight. Since 1891, the employees at this shipyard have proudly built and repaired our nation's most vital assets — the ships and submarines of the U.S. Navy. And the pride and accomplishments continue to be seen, not just by our local and command leaders, but by our leadership in Washington, D.C., too.

Two weeks ago, the Secretary of the Navy, the Honorable Carlos Del Toro, was here at PSNS & IMF as part of a wider visit to our region and saw for himself how hard you work to ensure our nation's fighting force is well-equipped into the unknown waters of the future. While visiting Dry Docks 3 and 6, he recognized our critical infrastructure needs, and at Shop 31, he met our teammates directly executing work to protect our nation. Our people are the heart and soul of our mission, and it is the adaptability, creativity and perseverance of this workforce that sustains our reputation and enables us to deliver on time, every time, to preserve our national security. Whether you hold a wrench, a torch, a pen, or a mouse, the readiness of our Navy is in your hands — and it's our job to support you by providing the tools you need, when you need them. Navy leaders at all levels have made that same commitment: to unleash the power of our people and to get out of the way and let you do your work.

Naval Sustainment System – Shipyard is a business and process improvement initiative to increase the on-time delivery of ships and submarines across all four public shipyards. It's about identifying and fixing problems across the entire ship maintenance system. The ship repair system is very complex, and NSS-SY will fix or elevate those issues that have held each of us back from being productive all day long.

NAVSEA Command clearly recognizes our work performance — both the wins and the needs — so last week we hosted a two-day NSS-SY Leadership Offsite here at PSNS & IMF. We were joined by key leaders from across the enterprise, including Vice Adm. Bill Galinis, commander, Naval Sea Systems Command; NAVSEA Executive Director Giao Phan; Deputy Commander of Industrial Operations Rear Adm. Scott Brown; and Rear Adm. Peter Stamatopolous, commander, Naval Supply Systems Command. The shipyard commanders from Pearl Harbor and Norfolk were also in attendance, along with the nuclear engineering and planning managers from the other three shipyards, representatives from the NAVSEA Transformation Office, Boston Consulting Group, and several other key stakeholders.

This group spent all afternoon last Tuesday holding focus group discussions with a wide range of employees from across the command. Employees were asked to share their opinions on a variety of topics related to NSS-SY, including inefficiencies and bureaucratic roadblocks to productivity they encounter within their shop or code. The focus group sessions were incredibly valuable for our senior leaders and provided a unique opportunity for them to ask open-ended questions and solicit honest, candid feedback from the people who are impacted by NSS-SY transformation efforts.

The next day and half were dedicated to the offsite, where the agenda centered on a simple but tough call to action: Get Real, Get Better. We have to Get Real on addressing key challenges and identifying what is holding us back, and we have to Get Better by building on lessons learned and best practices to accelerate our competitive edge. Hosting the offsite provided an opportunity to gain alignment across the shipyards, hash out problem statements, clarify objectives and desired outcomes, and walk away with a clear set of expectations for delivering all availabilities on time by 2023.

It will take the efforts of each and every one of us — across all trades and all specialties — to get where we're going. We have to identify barriers, fix or elevate to overcome them, and drive to being effective and efficient in all we do. That's why each pillar of NSS-SY represents one of nine key areas of responsibility where systemic barriers tend to inhibit productivity: Engineering, Planning, Materials, Inside Shops, Waterfront, Shipyard Resourcing, Fleet Operations, Infrastructure, and IT. This issue of Salute highlights the Engineering pillar and a story shared by Rear Adm. Jason Lloyd, NAVSEA chief engineer, during his visit to the shipyard last month. The point of the story was that one person can truly make a difference when given the right opportunity and the right audience.

I know we have the right people at PSNS & IMF — and I'm proud of the work you do every day in support of our mission and each other. I can assure you our leadership from SECNAV Del Toro to leaders across NAVSEA see that too.

Press forward team.

Captain Jip Mosman
Commander, PSNS & IMF



Carlos Del Toro, the 78th Secretary of the Navy, visited Puget Sound Naval Shipyard & Intermediate Maintenance Facility on a tour of Pacific Northwest Navy installations

Del Toro visited PSNS & IMF April 11 to tour the shipyard and engage in discussions with leadership and shipyard employees about the Shipyard Infrastructure Optimization Program and Naval Sustainment System – Shipyard initiatives.

The tour and discussions were well-received and provided Del Toro with a familiarization of the shipyard's efforts and a good understanding of the impact of SIOP.

A major initiative that was discussed was the future roll out of multimission dry docks — upgrades which would give PSNS & IMF the capacity to work on the newest Gerald Ford-class aircraft carriers and the Virginia- and Columbia-class submarines, which will likely grace our waters in the coming decade.

This visit was Del Toro's first to the region as SECNAV, and it also included a visit to Naval Base Kitsap – Bangor, where he met with active duty Sailors to share his vision and top priorities.

Del Toro was a naval officer for 22 years, retiring as a commander and pursuing a civilian career before his confirmation as Secretary of the Navy in 2021.

I enjoyed talking with our Sailors, Marines, shipbuilders, industry workers, and the Puget Sound community. We are humbled by your professionalism and unwavering service!

@SECNAV on Twitter



Carlos Del Toro, Secretary of the Navy, chats with Mark Baldwin, machinist helper, Shop 31, during his visit to PSNS & IMF April 11. Del Toro's visit gave him an inside look at the shipyard's mission to maintain, modernize and retire the Navy's fleet. (U.S. Navy photo by Scott Hansen)

CODE 1000i | Shipyard innovation through NCMS

Silvia Klatman

After taking a one-year hiatus due to the pandemic, the National Center for Manufacturing Sciences and Puget Sound Naval Shipyard & Intermediate Maintenance Facility's Technology Showcase came roaring back in the summer of 2021, offering hundreds of teammates the opportunity to check out industry's latest innovations.

In the six months since the event, people have been working behind-the-scenes to determine which technologies will help the command meet the mission of maintaining, modernizing and retiring the Navy's fleet.

"Our engineering and production management teams were excited about this event," said Jeff Brimhall, Technology Insertion manager, Code 1000i, Product Line Department. After seeing what technology was present, our leadership teams have a lot of options and projects worth pursuing."

The technology showcase is the splashy, high-visibility event that brings awareness to possibilities, but it's not the primary interaction the command has with the NCMS for Manufacturing Sciences. Through this Department of Defense partnership with NCMS, the command gains flexibility to introduce and customize products and services to interested shops and codes.

"NCMS acts as an intermediary between the shipyard and private industry," said Brimhall. "This allows the pursuit of open-ended development projects where developing a contract using normal processes would be difficult."

This cooperative agreement creates a framework where the command and private industry partners can engage as a team to develop customized solutions to fit the shipyard's specific needs. Since this is done for research and development purposes rather than procurement, Brimhall noted that there's flexibility for engagement and teaming. Those can be difficult to achieve using the standard procurement process.

For example, last year the command's innovation team was able

to assist with more than a dozen projects. This included assisting Shop 38, Outside Machinists, with acquiring gate valve machining equipment. In addition, two portable lathes were purchased and a tooling demonstration of machine equipment was scheduled.

The innovation team and NCMS also helped Shop 11, Shipfitters, secure a site visit demonstration of innovative heavy steel welding fit-up equipment, which resulted in a purchase. Code 350, Inactivation, Inactivation Reactor Compartment Disposal & Recycling Department benefitted with funding to procure advanced equipment and safety gear. In all, the innovation team has helped with more than a dozen procurements, site visits and demonstrations — with plans to pursue even more.

The steps to make this magic happen are fairly straight-forward. The interested code or shop contacts Code 1000i to discuss the proposal, then Code 1000i works with NCMS. The initial project description is worked between the two parties. This helps ensure that the project is legally appropriate for engaging with NCMS.

After going through the approval process and transfer of funds, the project can begin. This usually happens within 45 days of submitting the paperwork.

Innovation team and NCMS services are available at any time. The Technology Showcase is used as a way to familiarize teammates with products and services available from industry as well as shine a spotlight on how to get those innovations through the gates. Preparations are underway for the 2022 showcase, which is open to all shipyard workers with supervisor approval.

"The command has been pleased with the ideas that come from the workforce as well as the work NCMS is doing to support those visions," said Brimhall. "If anyone has an idea or has seen a product that could help make their work more efficient, safe or cost-effective, just let us know. We'd love to be of assistance."

Contact the Technology Insertion Group for information about adopting new technologies by calling 360-476-8771.



ABOVE: Robert Curtis, right, national sales manager for Alpha Quantix, a Los Angeles-based exoskeleton and robotics company, shows Shop 56 Pipefitters (from left) Cole Knuckey and Josh Davies how the "Ironhand" can aid a shipyard worker's grip Aug. 25, 2021, during PSNS & IMF's 2021 Technology Showcase at the Kitsap Conference Center in Bremerton, Washington. (U.S. Navy photo by Scott Hansen)

AT A GLANCE

NCMS is a **non-profit organization** founded via Presidential Executive Order in 1986 to strengthen the competitiveness of U.S. advanced manufacturing through **collaboration with government, industry and academia**. Member organizations are industry leaders in technology, software and hardware companies, original equipment manufacturers, academia and small/medium manufacturers.

NCMS is **focused on DoD maintenance and sustainability** to demonstrate and pilot advanced technologies, process capabilities and system sustainment allows the DoD to have "try it before you buy it" flexibility.

DISTINGUISHED VISITORS

Sharing the PSNS & IMF mission with top leaders from around the Navy



TOP: Rear Adm. Scott Brown, deputy commander, Industrial Operations (SEA 04), gives a presentation during a Naval Sustainment System-Shipyard Leadership Offsite at the Olympic Lodge Training Center, Naval Base Kitsap, April 20. **ABOVE:** Vice Adm. William Galinis, commander, Naval Sea Systems Command; Giao Phan, executive director, NAVSEA, and Rear Adm. Scott Brown, watch a demonstration April 20, from Shop 26 personnel on the new electronic crew boards being used at PSNS & IMF. **RIGHT:** Vice Adm. William Galinis, listens while Rear Adm. Scott Brown gives a presentation April 20, during a Naval Sustainment System-Shipyard Leadership Offsite at the Olympic Lodge Training Center, Naval Base Kitsap. Several Navy leaders and local officials participated in the Leadership Offsite to gain alignment across the shipyards, and to clarify objectives and desired outcomes for 2023. (U.S. Navy photos by Wendy Hallmark)



NSS-SY SPOTLIGHT

PSNS & IMF Engineering Pillar

The Naval Sustainment System – Shipyard Engineering Pillar is focused on removing or mitigating barriers to accomplish work safer, faster and with the highest quality by applying engineering methods and technical authority to challenging requirements and implementing new methods and technology. The Engineering Pillar is led by Rear Adm. Jason Lloyd, NAVSEA chief engineer, NAVSEA 05, and the source of shipyard technical authority.

The first major goal set for the Engineering Pillar is to remove 90,000 cumulative resource-days of work from availabilities at all four public shipyards over the next two years. A few examples of efforts underway in this area are the use of Phased Array Ultrasonic Testing for submarine structural inspections; Auto-Hydro Lance Condenser Cleaning — developed at PSNS & IMF; 10X abrasive to replace coal slag for blasting; and changes to preservation requirements on inactivation projects — also developed at PSNS & IMF. More than 40,000 resource-days of potential savings have been identified, and more than 16,000 resource-days savings have been incorporated into planned work.

Lloyd has also directed the pillar to focus on improving the relationship between NAVSEA 05 and the four shipyards. He wants to use increased cooperation to reduce the burdens that we as a corporation have placed upon ourselves over many years. During a recent visit to PSNS & IMF, he relayed a story to a group of engineers to illustrate his vision. At the heart of that story was how one voice can make a difference, when given the right opportunity and the right audience. What NSS-SY is doing is creating a community where more voices are given more opportunities, with the people who can help make impactful and lasting changes to shipyard processes and resources.

Lloyd is directing his staff—and encouraging all of us—to adopt a mindset of “we.” There should be no “they” within our NAVSEA enterprise. He admits that there is a lot of growing to do, both at NAVSEA headquarters and at the shipyards. But we will make meaningful changes as we learn to communicate more often and more effectively with each other. We will build better working

relationships when we assume noble intent from each other — believing we all want to do our best to serve our Navy and our nation.

With NSS-SY, there is an opportunity to Get Real about our situations and the challenges we sometimes live with, and Get Better by elevating these issues to the right level. Never before have we had this level of engagement from leadership looking for ways to improve upon what we work with day in and day out. It is about removing barriers and listening to our needs.



ENGINEERING PILLAR

• NSS-SY AT WORK

In 2013, Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility engineering sent a letter to a submarine planning yard to question a requirement. The requirement was that a certain air system must be maintained with very low moisture, having a dew point of -40 degrees Fahrenheit or lower. This requirement was created following lessons learned in the loss of the USS Thresher (SSN 593). PHNSY & IMF requested that for a specific series of tests, this requirement be relaxed, because it could never be met. Each time the requirement was not met resulted in rework, increased overtime expenses, a departure from specifications, and delays to the project schedule due to the rework and the DFS approval process. The request to relax the requirement was denied by the planning yard.

Over the years, this request was re-submitted and denied by several different entities. But, this year, a PHNSY & IMF engineer submitted the idea to the Engineering Pillar Task Discovery Team. The TDT worked with the engineer to prepare the idea for discussion with the Engineering Intervention Board, chaired by Rear Adm. Jason Lloyd. The EIB is an intervention developed as part of NSS-SY. In the EIB meeting, the PHNSY engineer was able to speak directly with the relevant technical authorities. She was able to explain that in these tests, the system is not in service and the affected pipe is open to atmosphere. With that understanding, the technical warrant holder changed the requirement for this series of tests.

“My goal with the EIB is to get [the shipyard engineer] to talk to my tech warrant holder, because, when they did that, they solved a 10-year problem in 10 minutes,” Lloyd said. “This isn’t the only one. I’ve got three or four other ones that we’re working on right now. Same kind of thing: failure to communicate within ‘we’, within ‘us’. That’s how [NSS-SY] is different. To me, that’s how it’s different than what we’ve done before.”



OPPOSITE PAGE: Rear Adm. Jason Lloyd, chief engineer and deputy commander of Ship Design, Integration and Naval Engineering, SEA 05, participates in a Q&A session with engineers March 30 at Puget Sound Naval Shipyard & Intermediate Maintenance Facility. Lloyd is the source of shipyard technical authority, chair of the Engineering Intervention Board and the Engineering Pillar lead. (U.S. Navy photo by Scott Hansen)

SHIPYARD SAFETY

Seabees lead sidewalk abatement project

Max Maxfield

Puget Sound Naval Shipyard & Intermediate Maintenance Facility's Production Engineering and Facilities, Code 980, worked closely with Seabees from Naval Facilities Northwest Naval Construction Battalion to repair uneven parts of the sidewalk along Farragut Ave., beginning in early February.

According to Kyle Krogstad, industrial engineering supervisor with Code 980S.1, Capital Investment, injury data collected by PSNS & IMF since 2015 indicate approximately 40 percent of injuries fall into the Sprains, Strains and Tears category. A deeper dive into the data indicated 26 percent of SST injuries were related to common slips, trips and falls.

With the Pacific Northwest's generous number of short days, wet days, or short

and wet days likely contributing to these types of mishaps, Krogstad said the Safety Executive Steering Committee's Command Safety Action Team decided to work toward improving the Farragut Ave. pedestrian pathways that most every member of the workforce uses at some point in the day.

Leveraging Code 980's ability to source funding for patching materials and scarification equipment, the Seabees have been hard at work repairing deficiencies as the weather and shipyard operations have permitted, Krogstad explained.

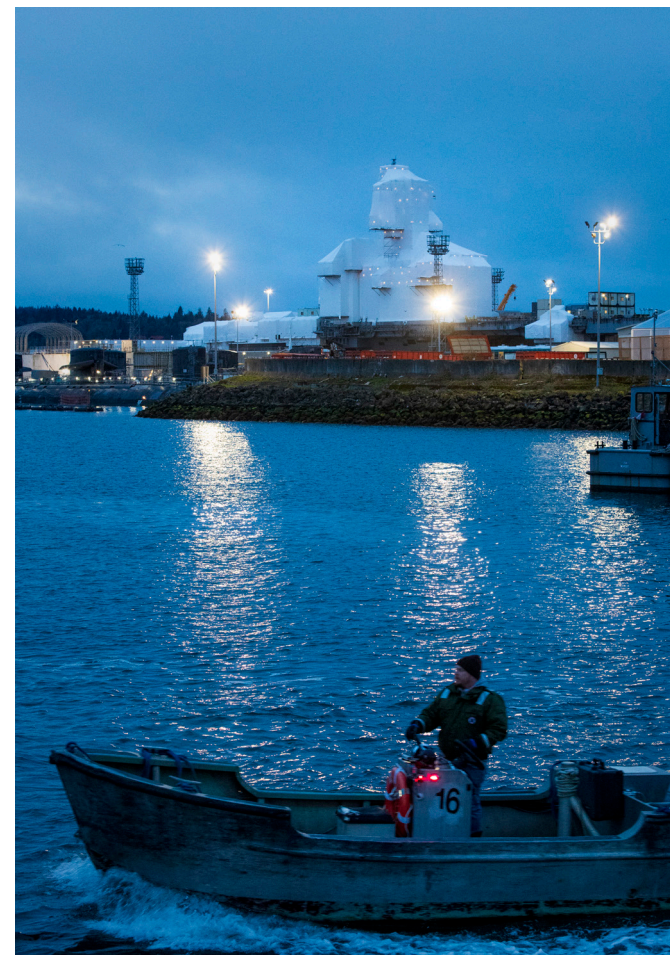
PSNS & IMF and the Seabees will continue to work together to fill in or grind down uneven areas along Farragut, as weather and the mission allow. According to Krogstad, the ESC Command Safety Action Team will continue to look for areas the Seabees can improve safety in the shipyard by improving infrastructure.

Have you seen a pedestrian walking surface in need of grinding or patching to improve ease and safety of transit? Please notify your project's ESH Manager, a Code 980M.3 Zone Manager (or Code 980M.5 Building Manager, if adjacent to a production building), or Code 106.23's Walking Working Surface Program Manager, at BREM.PSNSC106.23FallGroup@navy.mil.

SEE SOMETHING,
SAY SOMETHING



ABOVE: Petty Officer Second Class Brandon Kimpel, utilitiesman, (left) and Petty Officer Second Class Justin Reeves, builder, complete hazard abatement work on walkways along both sides of Farragut Avenue February 14, 2022 at Puget Sound Naval Shipyard & Intermediate Maintenance Facility in Bremerton, Washington. (U.S. Navy photo by Scott Hansen)



UPCOMING EVENTS

Puget Sound Naval Shipyard & Intermediate Maintenance Facility



Employee of the Year Ceremony

Honoring our nominees

May 3, 2022 at 12:30 p.m.

There will be a **live streaming** event for those who wish to support our nominees and watch the ceremony online. Details will be posted on our official Facebook page, facebook.com/PSNSandIMFontheWaterfront.



CINCO DE MAYO @ EL BALCON

Meet the HERO team and join the celebration!

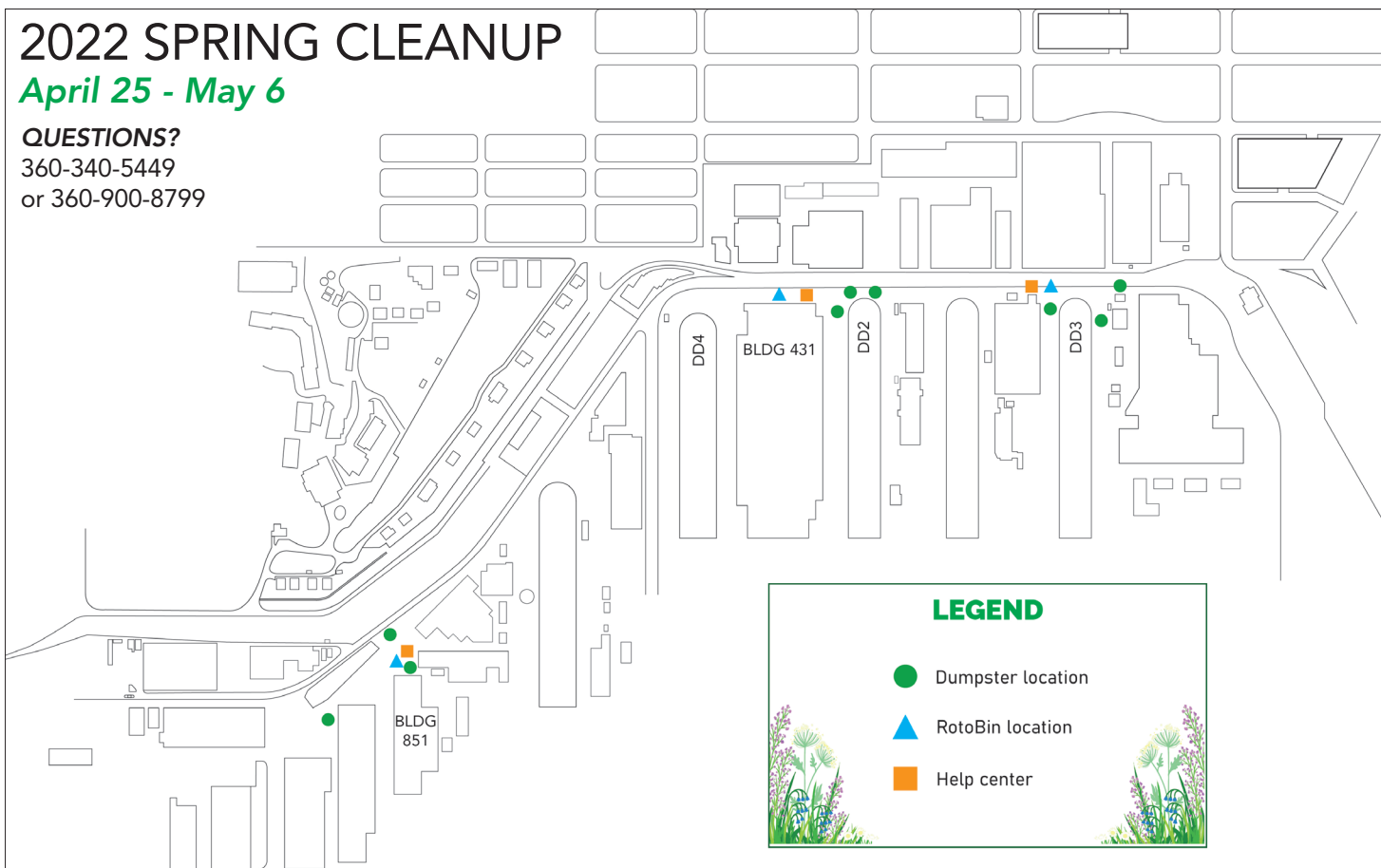
MAY 5 11:20 AM - 12:02 PM

Email BREM.PSNS.HERO.FCT@NAVY.MIL or call 360-476-4308 for full details.

2022 SPRING CLEANUP

April 25 - May 6

QUESTIONS?
360-340-5449
or 360-900-8799



2022 BLOOD DRIVE

ASBP
Armed Services Blood Program

**GIVE A GIFT OF LIFE —
DONATE BLOOD**



Those wishing to donate must establish a profile and make an appointment at www.militarydonor.com. Search by Sponsor Code and enter "NBKB" and the date, then click Search. Results will show Naval Base Kitsap. Walk-ins are accepted, but will be placed in a vacant time slot. For further assistance, please call 360-476-4267

1ST WEDNESDAY OF THE MONTH
May 4, 2022

9AM - 3PM, BLDG. 1106, RM 214

- Personnel can donate if they received the **Pfizer or Moderna COVID vaccine** and have **no flu-like symptoms**. Those who received the **Johnson & Johnson vaccine** must wait **14 days** before donating.
- Those who have had COVID can donate if they have been symptom-free for 14 days.
- All federal civilian and military personnel may attend. Contact your supervisor prior to attending. Day shift employees are encouraged to donate prior to 2:30 p.m. to help accommodate swing shift employees who wish to donate.

RETIREES | APRIL 2022

During April 2022, the following employees with a combined 620 years of corporate knowledge retired. We thank them for their dedicated service.

James M. Church, Code 2310
Johnny B. Cornelison, Code 900T
Patrick W. Miller, Code 1040
Paula D. Stroud, Code 1102
Tony L. Forrester, Shop 38
Jeffrey L. Hilderbrand, Code 101
Don R. Savell, Shop 11
Jack G. Dunn, Shop 17
Randall A. Denny, Code 220
Michael C. Baker, Code 980

Christine A. Meyer, Code 1182
Nicholas J. Stuefen, Shop 99
Patricia L. Mohan, Code 610
Paul R. Casaus, Code 900T
David T. Buxton, Shop 11
John M. Musante, Code 411
Robby D. Graves, Code 720
Jack A. Stout, Shop 67
Douglas H. Wittig, Shop 06

VOLUNTARY Leave Transfer PROGRAM

This program authorizes federal employees to donate annual leave to other civilian federal employees. If you wish to donate annual leave or have any questions, please contact the Human Resources Office at 360-476-2553, or visit Building 435, 3rd floor, Room 338, or fax your donation form to 360-476-8723.

Code 99
Jordan Jacobsen
Code 105
Tamara Hovland
Rachael Larson
Code 109
Shawn Fellows
Code 500
Quentin Lopez
Code 700
William Wilber
Code 1100
Sheri Greenig
John Miller III

Code 2300
Alexandra Noble
Donna Taylor
Shop 06
Valerie Hopper
Shop 11
Robert Sorter
Shop 17
Brittany Schmidt
Shop 26
Joshua Wagner
Shop 31
Joshua Mejia
Angela Weber

Shop 38
Beau Coultas
Rebecca Knauss
Tonya Reinhard
Shop 51
Kelly Shirley
Shop 56
William Odegaard
Shop 64
Zachary Dudoit Jr.
Shop 71
Taylor Wilson

Shop 75
Eric Purcell
Quincy Robinson
Shop 84
Adam Finkenstadt
Dispensary
Barbara Wycoff
NAVFAC NW
Wendy Rivera

Rideshare

Federal Way Vanpool: Picks up at Twin Lakes Park & Ride at 5:30 a.m. Departs shipyard G lot at 3:40 p.m. Call 360-627-3567 for more details.

Puyallup/Tacoma Swing Shift Vanpool: Picks up at Tacoma 19th St. Fred Meyer at 2:15 p.m. Departs shipyard at midnight. Call or text 253-677-1508 or 253-224-6725 for more details.

Pierce Transit Vanpool: Picks up at 38th & Pacific (Tacoma) Ave. at 5:20 a.m. Departs shipyard at 3 p.m. Call or text 253-353-4035 for more details.

Maple Valley/Covington/Tacoma Vanpool: Looking for riders on 5/4/9 schedule. Picks up in Maple Valley at 5 a.m., Covington at 5:15 a.m., and Narrows P&R at 5:45 a.m. Departs shipyard at 4 p.m. Text 206-574-8993 for more details.

SALUTE

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April was **SEXUAL ASSAULT
AWARENESS MONTH**,
but the work doesn't end there.

**DO YOUR PART
TO END SEXUAL ASSAULT**



Need to talk?

Survivors of sexual assault can access specialized support through Puget Sound Naval Shipyard & Intermediate Maintenance Facility's Command Counselors at **360-340-2745**. To report harassment, contact the PSNS & IMF Harassment Hotline at **360-979-3886** or report via email to **PSNSIMF.Code100i.FCT@navy.mil**

