

SALUTE

PSNS & IMF

NAVIGATING CHANGE

Seismic retrofit work on
DD4 ahead of schedule

• PAGES 6-7





Team PSNS & IMF,

As we navigate through a pivotal period in our Shipyard's history, I want to take a moment to not only acknowledge the significant changes underway, but to appreciate the invaluable role each of you plays in our collective mission. We are in the middle of upgrades to our systems, infrastructure, and equipment—efforts driven by our unwavering commitment to excellence and our mission to provide the highest level of support to the Fleet. These improvements are not merely routine maintenance; they represent a strategic transformation designed to enhance our operational capabilities and ensure we remain at the forefront of Naval readiness.

It is often said that people are our greatest asset, but here, within our Shipyard, that is not just a phrase; it is an enduring truth that shapes every success we achieve. Your dedication, skills, teamwork, and relentless commitment collectively form the very foundation that allows us to carry out our mission with excellence every single day.

Our success is a direct reflection of your hard work. Your technical expertise, your problem-solving abilities, your willingness to collaborate, and your steadfast work ethic are the driving forces behind our achievements. The complex challenges we face in maintaining and modernizing our Naval fleet demand nothing less than the best from each of us. You consistently rise to those challenges, demonstrating not only your professional mastery but also a deep sense of duty and pride.

Without your efforts, the Shipyard would not be where it stands today. You show up every day with determination and a commitment to excellence. Collectively, your contributions ensure the readiness and strength of our Navy, which in turn safeguards our nation's security and interests.

Every department, every team, and every individual plays a vital role. Whether you are on the front lines performing hands-on repairs, managing logistics, ensuring quality control, or providing essential support services, your work is critical. The synergy that emerges from your diverse skills and collaboration amplifies the impact of each effort. It is this unity in purpose and excellence that propels our Shipyard forward.

Shipmates, thank you for your sustained excellence and dedication. You make this Shipyard not just a place of work but a community united by a shared mission and a common goal. I am proud to serve alongside such a talented and dedicated team.

As we look ahead, I am confident that with your continued support and commitment, we will meet and exceed the challenges before us. Together, we will maintain our legacy of excellence while advancing the readiness of our Naval fleet. Thank you for being the most critical asset of this Shipyard.

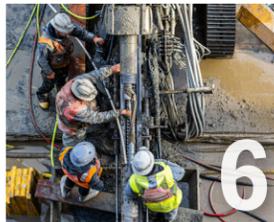
A Ready Team Defines Us. Quality Drives Us. Mission Unites Us.


Captain JD Crinklaw
Commander, PSNS & IMF

In this issue:



Campaign emphasizes safety both at work, home



Seismic retrofit work on DD4 ahead of schedule



2025 DEOCS feedback to guide command actions

On the cover:

Seismic retrofit work on Dry Dock 4 at PSNS & IMF continues ahead of schedule. The critical modernization project will help protect the dry dock against major seismic events.

(U.S. Navy photo by Jeb Fach)

Code 1120 leader named NCMA 'Manager of the Year'

PSNS & IMF Public Affairs

The Naval Civilian Managers Association has named Kristen Marion, director of security, Code 1120, Security, as the Puget Sound Naval Shipyard & Intermediate Maintenance Facility NCMA "Manager of the Year" for 2025, according to a recent NCMA announcement.

Marion was selected for her "her exceptional capabilities and dedication to command and fleet readiness," according to the NCMA announcement.

Jennifer Herbig, executive director, Code 1100, PSNS & IMF Executive Department, said Marion is an inspirational leader.

"She has built a strong and cohesive team and provides opportunities for her employees to grow through accountable delegation, pushing the limits of what her subordinates believe they can accomplish and celebrating the successes that ultimately follow," Herbig said. "Kristen really does care about every individual on both a personal and professional level. When she asks how you're doing, it's to

start a conversation that she is genuinely interested in the response."

That ability to communicate is what makes her most effective as leader, Herbig said.

"Kristen is a truly remarkable manager and has made a difference for the command and for those who have been fortunate enough to work for her and with her on a daily basis. She richly deserves to be recognized as the NCMA manager of the year."

Marion's contributions to the Emergency Control Center and the Regional Operations Center were also key to her selection,



Kristen Marion

according to the announcement, "During emergencies and radiological responses, her duties as Security Director and advisor to the Navy Region N3 Operations are critical to the PSNS & IMF nuclear maintenance

mission," according to the announcement. "Marion's meticulous attention to detail, consistent and professional communication and impeccable organizational skills are a great asset. Kristen has an excellent can-do attitude. She is always friendly, easy to talk to and willing to help anyone who asks."

NCMA is a private, non-profit national managerial organization, established to promote the improvement of management across the Navy, to improve communication among its members, and to foster a positive standing within our local communities.



DID YOU KNOW?

PSNS & IMF will reimburse employees up to \$5,000 for qualifying college tuition per fiscal year.

LEARN MORE OR SIGN UP TODAY!

Academic Programs Manager:
David Tift
PSNSAcademicprograms@us.navy.mil
Phone:
360-689-8838





SAFE & SOUND

Command event highlights the importance of employee safety both at work and at home

SAFETY FAIR: Riccardo Ivan Rogue, sheet metal worker, Shop 17, Sheet Metal, collects a sticker for his activity book Jan. 28, during the Winter Safety Fair at PSNS & IMF.

(U.S. Navy photo by Wendy Hallmark)



ABOVE: Zach Kniest, Shop 64, Woodcrafters, Shipwrights, Sail Loft, Plastic Fabricators, shows a manhole cover prototype to Will Turner, Code 2312.5, Ship Release Engineering, Jan. 28, during the Winter Safety Fair. (U.S. Navy photos by Wendy Hallmark)

By Ben Hutto
PSNS & IMF Public Affairs

Puget Sound Naval Shipyard & Intermediate Maintenance Facility employees were asked to focus on safety as part of the organization's annual Winter Safety Campaign, "Safe & Sound," Jan. 26-30. The four-day event culminated in a Winter Safety Fair outside Building 850, Jan. 28.

Tanzie Gooch, Winter Safety Campaign lead organizer, Shop 71, Painters, and her team were excited with the employee turnout at this year's event.

"We had several new things we debuted [during the] campaign," Gooch said. "We incorporated a digital awards app to streamline awards submissions. We worked with the Safety [Key Business Area] to feature five interactive functional area tables. We created Yokosuka (Japan) and Bangor fairs for our workers [at those facilities] and created a Safety Toolbox on SharePoint to make it easier to access information regarding the campaign."

Throughout the week, shipyard workers participated in daily

See **'SAFETY'** on page 8



ABOVE: Candice Hernandez, production machinery electrician, Shop 06, Tooling and Maintenance, talks with employees about electrical safety during the Safety Fair, Jan. 28.



ABOVE: Seismic retrofit work on Dry Dock 4 at PSNS & IMF continues ahead of schedule. The modernization project will help protect the dry dock against major seismic events. (U.S. Navy photo by Jeb Fach)

SECURING THE FUTURE

Seismic retrofit work on Dry Dock 4 on target to finish ahead of schedule

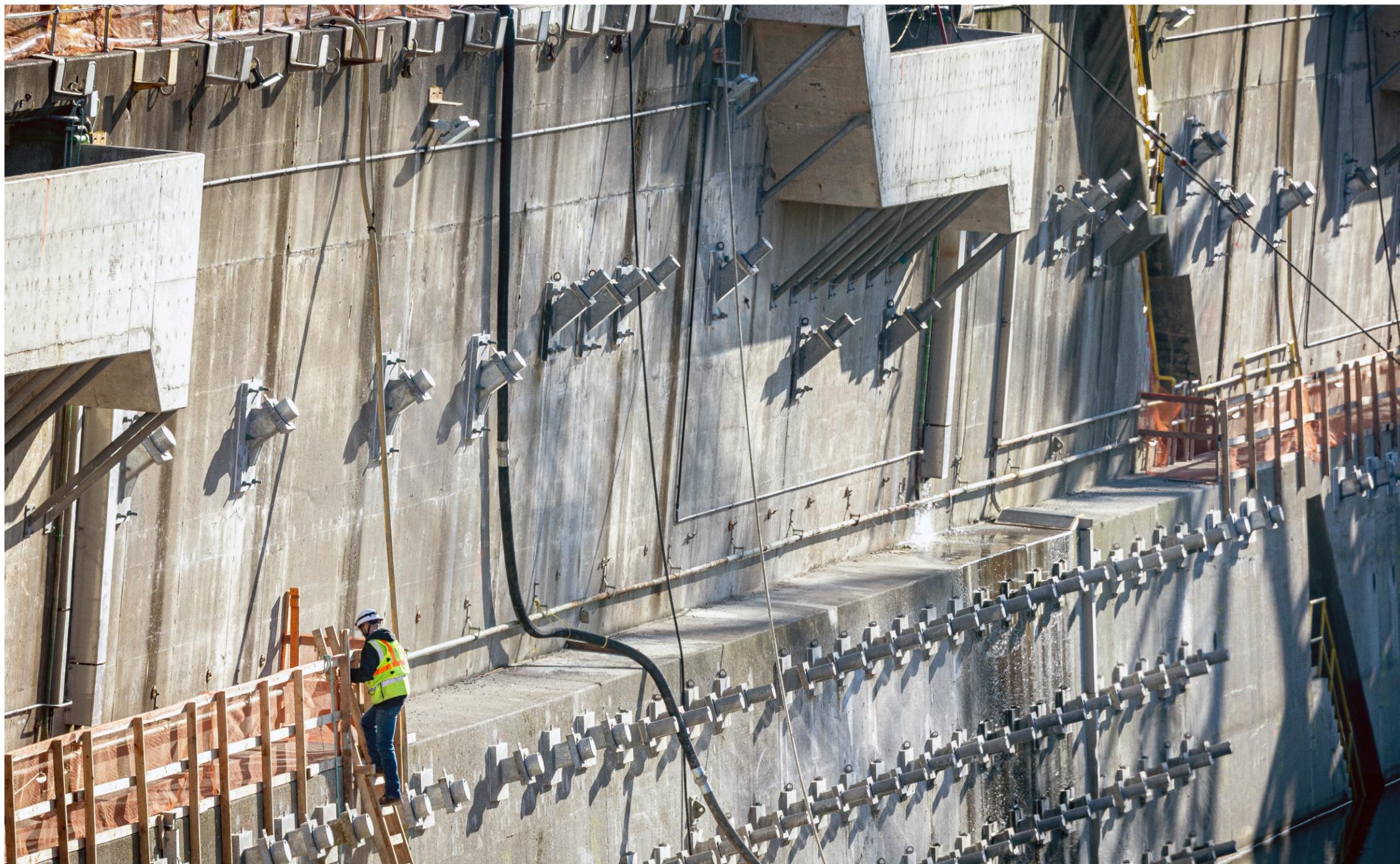
By Amanda McCarthy
NAVFAC Northwest

Seismic retrofit work continues on Dry Dock 4 at Puget Sound Naval Shipyard and Intermediate Maintenance Facility, with a targeted completion date now ahead of schedule.

The critical restoration and modernization project, spearheaded by Naval Facilities Engineering Systems Command Northwest and part of the Navy's Shipyard Infrastructure Optimization Program, enhances the resiliency of the dry dock against a seismic event, ensuring the Navy's mission-critical assets remain protected and operational.

The 24-hour, six-days-a-week seismic retrofit project consists of systematically inserting anchors into the perimeter of the dry dock to fortify the walls — sometimes up to 15 a day. Each anchor consists of 12 cables drilled through the dock wall, beyond the drainage layer, into the native soil beneath. The next step involves injecting grout between the cables. Once the grout cures, the team tensions the anchors and locks them into place. Once positioned, the anchors ensure the dry dock can withstand a major seismic

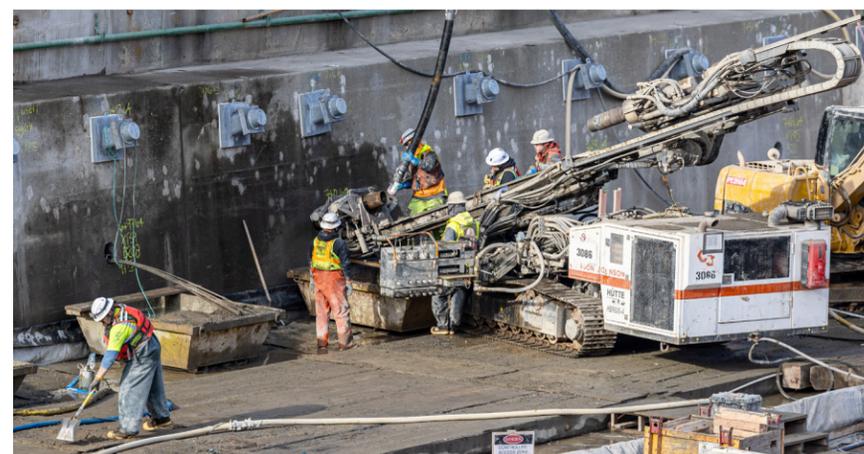
See 'DRY DOCK 4' on page 8



ABOVE: Newly installed seismic anchors dot the walls of Dry Dock 4 at PSNS & IMF. The anchors will help protect the dry dock against major seismic events. (U.S. Navy photo by Scott Hansen)

FAR LEFT: Kiewit-Alberici contractors install cable anchors into the thick walls of Dry Dock 4 Jan. 12. (U.S. Navy photo by Jeb Fach)

AT LEFT: Contractors drill into the wall of Dry Dock 4 to install anchors Jan. 12. (U.S. Navy photo by Jeb Fach)



'DRY DOCK 4' from page 6

event with no more than six inches of lateral movement, the maximum flexural allowance that keeps the walls from striking a docked vessel.

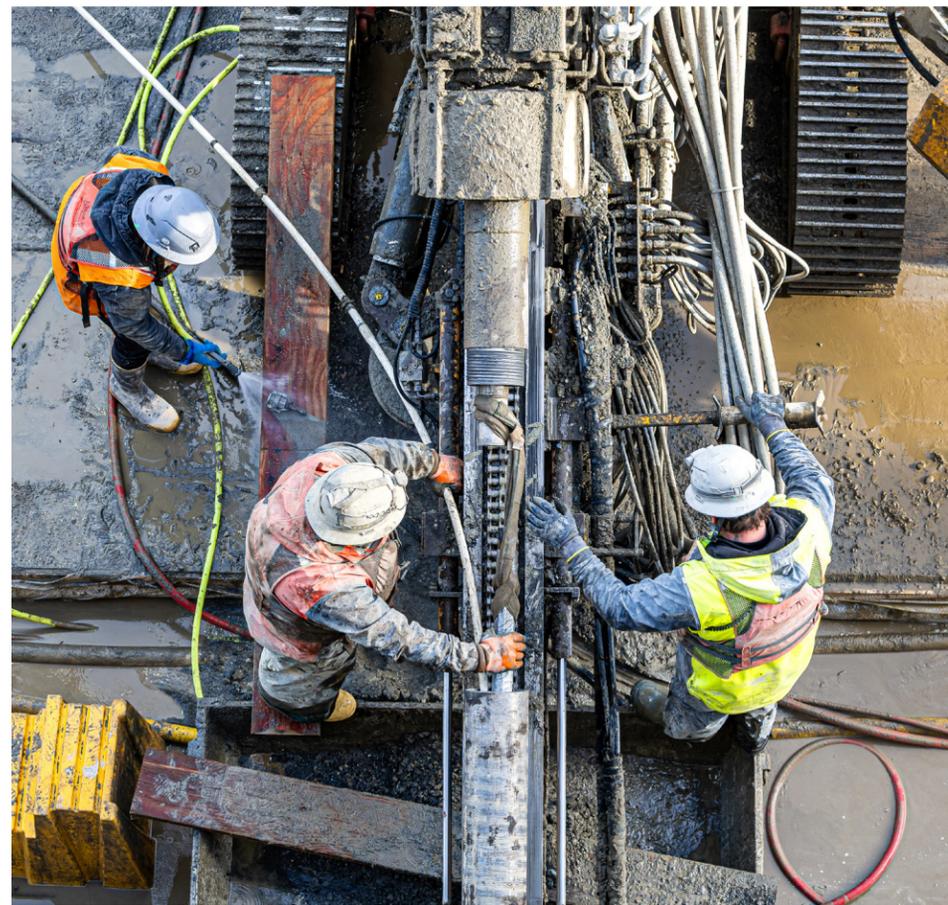
“Seismically retrofitting Dry Dock 4 demonstrates our commitment at the foundry to modernize critical infrastructure to support critical fleet operational requirements,” said NAVFAC Northwest Commanding Officer Capt. Preston Taylor. “The team’s hard work procuring and installing the anchors means we are set to complete this crucial project on time and on budget.”

It takes all hands on deck — or dock in this case — to make the repairs. Four teams on four separate barges work concurrently in the dock area. Project managers, engineers, craftsmen, woodworkers, lifting and handling experts and many more professionals contribute to the multi-million-dollar effort. The staff structure mirrors that of a vessel repair staff, demonstrating the strong linkage between sound shore infrastructure and a strong fleet.

With limited space on PSNS & IMF and multiple operations occurring, the team learned to navigate competing outage requests, laydown area needs, and interactions between multiple contractors. Understanding how to plan for, integrate and coordinate multiple vendors and projects in a tight space will pay dividends in the SIOF work planned at the shipyard over the next few decades.

After completing significant milestones along the way, the team meets for an after-action review, explaining what they did or what worked well, what did not, and how they can improve in the future. This continuous learning and implementation of best practices helps them find faster, safer, higher-quality ways of performing the work.

Geotechnical testing and enhanced modeling resulted in a 40 percent reduction



ABOVE: Kiewit-Alberici contractors drill, install, grout and cap anchors into the walls of Dry Dock 4 at PSNS & IMF Jan. 12. The critical modernization project will help protect the dry dock against major seismic events. (U.S. Navy photo by Jeb Fach)

from the initially estimated more than 1,000 anchors down to just 600 anchors. The team drilled test anchors to ensure their strength met the anchor system parameters, tested concrete to determine how much they could safely pre-load, and verified the depth of native soil around the dock. These assessments led to a shift in the anchor’s design and length, resulting in an increase in the pre-load tension that allowed for wider

spacing of the pins and a consequential reduction in time and cost.

The successful and accelerated completion of the Dry Dock 4 seismic retrofit, coupled with the new procedures and relationships established since its onset, enables this critical facility to continue to support the maintenance of the Navy’s most vital assets and their docking schedule for years to come.

'SAFETY' from page 5

Navigation Point Discussions before their shifts to reinforce important safety points and answer any questions.

Interaction on the shipyard’s online Safety Toolbox went from an average of 8-10 unique viewers each week throughout November and December, to 1,100 views during the month of January. In addition, almost 1,200 people completed the entire activity book — including the bonus activities — during the event.

The two focus groups highlighted in the fair were the PSNS & IMF Health and Well-Being Program, and the safety functional areas. The fair directed workers to resources to

assist them in finding help for their physical and emotional well-being and safety.

Almost 200 workers participated in the safety event at Trident Refit Facility-Bangor, where 13 tables presented information on a variety of safety topics.

This increased awareness through informative and interactive activities that will hopefully drive accidents down as awareness goes up. Gooch hopes the activities will help workers recognize, assess and report issues at the lowest level to better readiness throughout the command.

“I’ve had such a great time working with the Winter Safety Committee,” said Jessica O’Rourke, workforce support specialist, Code 101.21, Waterfront Operations. “The best

part for me was the chance to network with everyone from senior leadership to the folks out on the waterfront. It was awesome getting to know the people who are so integral to keeping this shipyard running.”

Gooch and O’Rourke both credited the dedication and work of the 18 volunteers who spent the weeks prior to the events planning and coordinating across the multiple locations.

“Seeing the final outcome of the campaign and how much safety matters to everyone, on the team and off, was a really cool experience,” O’Rourke said. “I loved seeing how that common goal brings the whole yard together.”

Puget Sound Naval Shipyard & Intermediate Maintenance Facility

2025 Employee of the Year Awards

It's time to let your teammates know just how much you've appreciated their hard work and dedication over the past year.



Nominations due Feb. 20, 2026

Employee nomination packets and instructions are available on SharePoint under the Forms/Insts tab and the Awards and Forms page.

See 'News You Can Use' for more information.



ABOVE: The Seattle Seahawks' "12" flag flies high above Building 850, Feb. 6, during an employee rally for the home team along Farragut Ave. prior to Super Bowl LX. (U.S. Navy photo by Jeb Fach)

AT RIGHT: Capt. JD Crinklaw, commander, PSNS & IMF, speaks to command employees Feb. 6, during a lunchtime Super Bowl rally for the Seattle Seahawks. (U.S. Navy photo by Ben Hutto)

BELOW: Hundreds of command employees turned out to rally for the Seattle Seahawks prior to Super Bowl LX, Feb 6. Capt. JD Crinklaw, commander, PSNS & IMF, raised the team's renowned "12" flag over Building 850 in support of the home team. (U.S. Navy photo by Wendy Hallmark)



UPCOMING EVENTS

Feb. 14



- **Valentine's Day:** The annual Valentine's Day observance is Feb. 14.

Feb. 16

- **Presidents' Day:** The federal Presidents' Day holiday observance is Feb. 16.

Feb. 22-28

- **Engineers Week:** National Engineers Week is Feb. 22-28.

March 3

- **Navy Reserve Birthday:** The Navy Reserve Birthday is March 3.

March 17

- **St. Patrick's Day:** The annual St. Patrick's Day observance is March 17.

March 25

- **Medal of Honor Day:** The annual Medal of Honor Day observance is March 25.

April. 10



- **USS Thresher:** USS Thresher (SSN 593) was lost at sea April 10 (1963).

Corrective Actions

During the month of **January 2025**, the command had **44 actions**. The following are examples and associated behaviors.

11 SUSPENSIONS
(Supervisors & non-supervisors) for excessive tardiness, excess unauthorized absence, failure to follow instruction, failure to fulfill supervisor responsibilities, inappropriate conduct, failure to safeguard material .unacceptable conduct, unsafe work practices.

12 REPRIMANDS
(Non-supervisors) for failure to follow instruction, failure to fulfill supervisor responsibilities, loss of govt/others property, other, unacceptable conduct.

1 REMOVALS
(Supervisors & non-supervisors) for other.

The remaining **20 ACTIONS** consisted of:

Abeyance Contract Decision (1); Demotions (1); Leave Abuse (LWOP) Letter (1); Letters of Caution (2); Medical Certification Letters (14); Return to Work Letter (1).

ASBP
Armed Services Blood Program

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

1st WEDNESDAY OF THE MONTH
March 4, 2026
9AM - 3PM, BLDG. 850A, RM 160

For full details, visit News You Can Use on the PSNS & IMF SharePoint home page.

VOLUNTARY Leave Transfer PROGRAM >>>

<p>Code 101.31 David Leonard</p> <p>Code 105.3 Tara Wilson</p> <p>Code 109 Shawn Fellows Mikayla Taxacher</p> <p>Code 246.1 Michael Larsen</p> <p>Code 246.2 Christian Carlson</p> <p>Code 1166 Carie Hagins</p>	<p>Code 2305.24 Jennifer Garrett</p> <p>Shop 06 Shawn Duffy</p> <p>Shop 11 Lee Warren</p> <p>Shop 38 Wilbur Hinman Hannah McGraw Megan Moszkowitz MaryJane Gordon</p>	<p>Shop 51 Robert Wallace Daniel Gosney</p> <p>Shop 56 Dakota McIntosh Alexander Glaser</p> <p>Shop 64 Jesse Peirce Ryan Wade</p>
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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 360-476-8289/7015, or visit Building 435, 3rd floor, Room 338, or fax your donation form to 360-476-8723.

Rideshare

Pierce Transit Vanpool: Picks up at Parkland Park & Ride at 4:50 a.m. and 6th Avenue Park & Ride at 5:05 a.m. Departs shipyard at 2:45 p.m. Call 253-777-7538.

Pierce Transit Vanpool: Picks up at Tacoma Community College at 6:10 a.m. Departs shipyard (G-Lot) at 4:10 p.m. Call 253-226-5586.

Tacoma Vanpool: Picks up at the Narrows Park & Ride at 5 a.m., dropping off at FISC Building and Vanpool parking. Departs shipyard at 3 p.m. Call 360-627-3560.

Rideshare policy: To post a Rideshare ad, email psnsimf-pao@us.navy.mil or come to Building 850, fifth floor, Congressional and Public Affairs Office to fill out an ad form. All information is subject to use in Salute – print and online.

SALUTE

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2025 DEOCS RESULTS



Thank you to all who participated in the 2025 DEOCS. Your feedback provided insight crucial for our continuous improvement. Survey findings highlight our strengths as well as key areas requiring our focus for the upcoming year.

COMMAND STRENGTHS



82% of employees report their immediate supervisors build trust and support teamwork to achieve goals.



82% of employees believe the work they do is critical to operational readiness.



74% of employees feel encouraged to offer ideas on how to improve operations in their work group and 85% are proud of their work.

CONTINUING INITIATIVES

Anti-Harassment & Discrimination Campaign:

Sustaining our efforts to ensure a respectful and inclusive workplace for everyone.

Leadership Training Enhancements:

Continuing to review and update our leadership training modules to better equip our leaders.

'Connect to Mission' Video Series: We will create and share videos that illustrate how our work at PSNS directly contributes to the Navy's mission, reinforcing our collective purpose.

Leadership Town Halls: We will continue to host regular town hall meetings to communicate command policies, provide updates, and answer your questions directly.

Department-Level Actions: Individual departments are analyzing their specific survey results. By the end of February 2026, each department will brief their teams on their findings and the actions they plan to take.

Following this, the Command Resiliency Team will review these department-level action plans to identify successful strategies that can be implemented as new command-wide initiatives.

OPPORTUNITIES FOR IMPROVEMENT

Morale

29% of employees rated their morale as low.

Work-life Balance

21% of respondents reported difficulty balancing demands of work and personal lives.

Harassment & Discrimination

19% of respondents reported instances of sexually harassing behaviors, with 23% reporting racially harassing behaviors.

Stress:

49% of respondents reported feeling moderate to high levels of stress.

Please work with your department if you have additional ideas to improve these areas.