

SHIPYARD LOG



MILLENNIALS In Our Workforce

February 2016

Pearl Harbor Naval Shipyard & IMF News Since 1946

[Commander's Corner]

A Design for maintaining Maritime superiority

Aloha and THANK YOU for reading this month's *Shipyards Log*. Adm. John Richardson recently became the Navy's 31st Chief of Naval Operations (CNO). Adm. Richardson is no stranger to our Shipyards, as he was the CO of USS Honolulu (SSN 718) and most recently, the Director of the Naval Nuclear Propulsion Program.

This month Adm. Richardson released *A Design for Maintaining Maritime Superiority*, which describes the security environment in which the Navy functions today and in coming years. A link to this document is provided below, and I encourage you to read it. It is short and well-written. Some of the highlights within the document speak very clearly to our Shipyards, our mission and our values today.

In his Design, the CNO describes three major forces – Maritime Traffic, Information Traffic and Technology Introduction – that are currently moving at exponentially increasing speeds. These forces are recognized, appreciated and leveraged here at PHNS&IMF.

As Hawaii residents, you know first-hand the importance of Maritime Traffic and its impact on security and quality of life. Our mission is real and relevant. The folks in our Information Technology department (Code 109) made us the first shipyard to establish an operations security center, and along with a variety of other strategic-priority IT initiatives, you are on the leading edge of harnessing this force. Lastly, you continue to push the envelope for technology introduction, and your efforts were recently recognized during the DoD Maintenance Conference. Continue to use every opportunity to harness these forces.

Being aligned with the CNO is a good thing and tells us that we are charting our course in the right direction!

The CNO highlights four core attributes that fall inside of our core values and help to serve as guiding criteria for our decisions and actions.

INTEGRITY: “We actively strengthen each other's integrity as individuals, as teams, and as a force. Our conduct must always be upright and honorable, both in public and when nobody's looking.”

ACCOUNTABILITY: “We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we're trying to solve and the proposed outcomes. In execution, we honestly assess our progress and adjust as required.”

INITIATIVE: “On their own, everybody strives to be the best they can be - we give 100% when

on the job. Our leaders take ownership and act to the limit of their authorities. We foster a questioning attitude and look at new ideas with an open mind; our most junior teammate may have the best idea; we must be open to capturing that idea.”

TOUGHNESS: “We can take a hit and keep going, tapping all sources of strength: rigorous training for operations and combat, the fighting spirit of our people, to the steadfast support of our families. We don't give up the ship.”

I love what the CNO is elevating here, and again, it aligns so well with our current focus in the Shipyards. We are dedicated professionals, and the attributes of integrity and accountability are fundamental to our mission. Initiative is the fuel of our innovation, Communities of Practice, Production Efficiency Program (PEP), and Moonshine efforts.

“Toughness” made me pause and reflect. Are we tough? When the going gets tough, are we committed? With our shifting demographics and more millennials entering our workforce each month to help pick up where retirees have left off, this is a good subject, let's continue the discussion at Command Boardwalks when I visit your shop. Read and discuss more about actively bridging inter-generational communication in this month's *Shipyards Log*, and let me know what you think.

The CNO also discussed four lines of effort to execute as part of the Design, including strengthening Naval power at and from the sea, achieving high-velocity learning at every level, strengthening our Navy team for the future, and expanding our network of partner services, agencies, industry, allies and partners around the world.

The Shipyards lines of effort in our Business and Execution Plan are well-aligned with the CNO's lines of effort. Words are important, but results are what matter. How we work together will make all the difference.

Our reply back to Adm. Richardson will be in the form of mission readiness delivered to Pacific Fleet Submarines and Surface Combatants. We Defend the Nation. We Keep Them Fit To Fight! See you on the deckplates.



SHIPYARD LOG

February 2016

Vol. 69, Number 2

www.issuu.com/pearlharbornavalshipyards

Commander
Capt. Jamie Kalowsky

Deputy Commander
Capt. Nito Blas

Public Affairs Officer
Sean Hughes

Editor
Justice Vannatta

Commander's Comment Line
474-4729

Fraud, Waste & Abuse
Hotlines

Shipyards Hotline
471-0555

NAVSEA Hotline
(800) 356-8464

Navy Hotline
(800) 522-3451

DoD Hotline
(800) 424-9098

Safety Hotline
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SHIPYARD LOG: This DoD publication is authorized for members of the Shipyards. Contents of the *Shipyards Log* are not necessarily the official views of, or endorsed by, the U.S. government, DoD, or PHNSY&IMF. ISSN 1073-8258.

PUBLICATION DATES: The *Shipyards Log* is published monthly. Articles are due the 10th of each month. Send material to the editor via email or, if hard copy (typed, upper/lower case) on a CD via interoffice mail to Code 1160 *Shipyards Log*. All material is subject to editing.

MAILING ADDRESS:
Shipyards Log Editor
PHNSY & IMF (Code 1160)
667 Safeguard St Ste 100
JBPHH, HI 96860-5033

CONTACT INFO
Telephone: (808) 473-8000 ext. 4157
Fax: (808) 474-0269
Email: Justice.vannatta@navy.mil

ON THE COVER:
Shipyards Millennials Ralph Bolabola, C109.31 Information System Specialist, Shanice Sarmiento, C260.1A Mechanical Engineer and Petty Officer 2nd Class Erin Harrison, Aviation Electronics Technician.

Photo by: Justice Vannatta

Loveland selected for NextGen program

Story by Justice Vannatta
Shipyard Log Editor

The NAVSEA Next Generation (NextGen) program is a new two-year leadership development program designed for employees currently at the GS 07-11, or comparable, grade level. This program offers a self-paced leadership development approach that incorporates a series of activities.

PHNSY & IMF's selectee for this new program is Momilani Loveland, C100 PI Management Analyst.

The twelve required Harvard Business courses focus on ethics, diversity, strategic thinking, strategic execution, innovation implementation, innovation creativity, presentation skills, writing skills, as well as four leadership courses of choice.

"I am looking forward to the guest webinar seminars, and the Read-to-Lead book club which explores topics of leadership," says Loveland. "I am also excited about the Meet-the-Fleet activities that focus on direct applications of programs, projects and services provided by NAVSEA Program Executive Offices and Directorates, shadowing a senior leader within PHNSY

& IMF, a 180-degree assessment targeted at developing successful leaders, and a week-long seminar at NAVSEA headquarters in Washington, D.C."

She credits her NextGen selection to her continued involvement within the Shipyard, self-motivation to pursue continuous improvement, and the support of her family, peers and senior leaders throughout the Shipyard.

Loveland actively volunteers in several organizations such as the Pearl Harbor Apprentice Association, the Pearl Harbor Learning Organization and the Learning Organization Strategic Group. Her leadership drive comes from the legacy and pride passed on to her by her parents, David and Alice Morris, former shipyard employees, and her passion to do more for the Shipyard.

Loveland says she is very proud of her acceptance into this NAVSEA program and looks forward to setting the groundwork for future PHNSY participants. Her suggestion for new applicants: "Don't be afraid to raise your hand and do more. If you have a passion to support our Shipyard, get involved, make a difference, be a leader."



"The Shipyard has been providing me a great life since childhood and I feel I owe this Shipyard just as much as it has given me."

*-Momilani Loveland
C100P.I. Management Analyst*

If you are interested in applying for the Next-Gen program, please contact Jodi Higuchi at 808-473-8000 ex: 3522, for more information.

Forces unite, improve leadership development

Story by Melissa Lamerson
Supervisory Management Analyst

The passion and excitement of a small group of people who want to help the Shipyard became the catalyst for improvement in the Shipyard.

Shared vision became reality through a milestone event in Shipyard history called the Joint Leadership Venture Leadership (JLV) Series. Sponsored by the Learning Organization Steering Group, the JLV is a partnership between the private organizations associated with the Shipyard to co-sponsor leadership learning events so that the Shipyard may benefit.

On Jan. 14, the JLV hosted its first event as a Lunch-and-Learn. With more than 120 participants from all areas and levels of the organization, excitement and energy was in the air. Senior Executive Service member Gregory "Kaipo" Crowell shared leadership philosophies of our top U.S. Navy leaders as well as

the Chief of Naval Operations (CNO) "Maintaining Maritime Superiority" participants said they enjoyed the perspective from leaders with whom we rarely interact.

The private organizations that share in the JLV partnership include the Hawaii Federal Employees Metal Trades Council, the Federal Managers Association, the National Association of Superintendents, and the Naval Civilian Manager Association.

The JLV Leadership Series will include monthly knowledge sharing events such as Lunch-and-Learn dialogues, speed mentoring, and leadership course refreshers, providing venues to share knowledge, network, find mentors, improve personal and Shipyard performance, and provide and receive feedback on various leadership topics. The Learning Organization thrives upon these types of forums and opportunities.

The power of the team's shared vision united the private organizations to develop leaders at all levels of the Shipyard and achieve what they could not accomplish more than individually. Together, the team's unity gives them the courage to change, adapt and push through the challenges they face to make this vision a reality. The selfless leadership behaviors exhibited by Eric Kimura, Dara Watanabe, Don Bongo, Nomana Angelo, Terry Quapaw and Momi Loveland make JLV a reality, reaffirming our vision of a Learning Organization.

The next JLV event will be a speed mentoring session on Thursday Feb. 18, 0900-1100 in bldg.1916.

Photos by Justice Vannatta



Who are the Millennial Generation?

Story by Justice Vannatta

Our work world is changing - fast. The Baby Boomer generation is rapidly transitioning out of our workforce at the blinding speed of life. That experienced mechanic, who saw it all and taught you when you were a rookie, just retired, rendering you as the “go-to” mechanic. At the same time, an influx of new-generation workers is starting to populate our waterfront. They think, do and act differently from what we are accustomed to. Change is happening now, and it is reshaping our work world every day. Introducing ... *The Millennials*.

Research shows members of the Millennial generation, who range in age from 18 to 36, generally have unique traits and a different outlook on life. They are moderately uncommitted to organized politics and religions, heavily connected by social media, burdened by debt, have a general distrust of people, and are in no rush to marry, but they're very optimistic about their future. Millennials are also described as an ethnically-diverse generation who are team players, optimistic, confident, trusting of authority, rule-followers, achievers in school, and generally achievement-oriented in everything they

undertake. They are also the most affluent and well-educated generation in history.

Most significantly, Millennials are the first generation in U.S. history to have been immersed in technology throughout their lives. As “digital natives,” they are the only generation that has not had to adapt to these new technologies. Constantly connected, they have taken the lead on digital era platforms -- the Internet, mobile technology and social media -- to construct personalized networks of friends, colleagues and interest groups. Not surprisingly, they are also the most avid users of new technology. About 81% of Millennials are on Facebook where their generation's median friend count is 250, far higher than that of older age groups.

Millennials are also distinctive in how they place themselves at the center of self-created digital networks. More than half of them (55%) have posted a “selfie” on a social media site; no other generation is nearly as inclined to do this. In a March 2014 Pew Research Center survey, only about six in ten Baby Boomers (born between 1946 and 1964) and about one-third of the Silent Generation (born between the mid-1920s to the early 1940s) said they knew what a “selfie” (a photo taken of oneself) is -- though by 2013 the term had acquired enough cachet to be declared the Oxford Dictionary's “word of the year.”

Millennials can also be over-dependent on the Internet

for learning how to do new things. When their computers or devices don't work, they often need some form of assistance to troubleshoot and correct these issues without the aid of the Internet.

The racial and ethnic make-up of the Millennial generation is far more diverse than previous generations. More members come from single-parent homes, blended families, and families with same-sex parents and more Millennials have more open views about the roles of women in society.

Millennials have kept their distance from another core institution of society: marriage. A Pew Research Center survey conducted in February 2014, found that just 26% of "Generation Y" is married. When they were the age that Millennials are now, 36% of Generation X (born between 1965 and 1979), 48% of Baby Boomers and 65% of Silents were married. Most unmarried Millennials (69%) say they are open to marriage, but many, especially those with lower levels of income and education, lack what they deem to be a necessary prerequisite before marriage: a solid economic foundation.

In addition to many Millennials being slow to marry, the median age at first marriage is now the highest in modern history (29 for men; 27 for women). In the past, adults in all socio-economic groups married at roughly the same rate, but marriage for Millennials today is more prevalent among those with higher incomes and more education.

Millennials lead all generations in their share of out-of-wedlock births. A 2015 Gallup poll showed that 47% of births to women in the Millennial generation were non-marital, compared with 21% among older women. In 1996, when Gen Xers were about the same age that Millennials were in 2012, just 35% of births to that generation's mothers were outside of marriage (compared with 15% among older women in 1996).

A September 2013 Ernst and Young report predicted that by 2020 nearly half (46%) of America's workforce will be Millennials and that their view of work experience is vastly different from their predecessors. Workplace satisfaction matters more to Millennials than monetary compensation and work-life balance is often considered essential. They are less likely than previous generations

to put up with an unpleasant work environment and much more likely to use social networking to broadcast their concerns.

Many different variables contribute to the make-up of a Millennial worker. For instance, this is the generation that has been dubbed the "Participation Trophy Generation." Many Millennial-generation children were raised by "helicopter parents," or parents who constantly hover over their children to protect them from any danger.

But make no mistake; these attributes shouldn't be considered stereotypes, but rather a generalization of the generation. Not all Millennials can be so easily defined.

Research also shows that Millennials want to feel appreciated in a stable career. They are hard workers that want to contribute to their work with new, innovative ideas. Millennials want to challenge the status quo, not out of arrogance, but out of efficiency. While a Traditionalist would accept almost any order as long as it came through the proverbial chain of command, Boomers and Gen X might hesitate but comply. But Millennials will balk at doing things "the way we've always done it" because they want freedom of choice in everything. They may not balk at the assignment itself but instead may challenge the methodology. They will ask "why?" and others should be open to discuss this. This is a necessary element for our productive capacity to expand.

When we pay attention to their characteristics, we reexamine our management and leadership style. All human beings want to feel good, want to do good work and be recognized for it. So, if you are the boss, what should you do? Be a leader. Understand your people, train them to fulfill our mission, and extend a "thank you" for a job well done.

The dynamic of our work paradigm is in transition. And as our workforce continues to expand, we should look forward to this as a great opportunity to welcome our new Team mates aboard, and embrace the inevitable change.

The findings included in this article are drawn from a Pew Research Center survey conducted Feb. 14-23, 2014 among 1,821 adults nationwide that included 617 Millennial adults, and an analysis of other Pew Research Center surveys conducted between 1990 and 2014.





GENERATION CONVERSATION

To better-understand the impact of Millennials joining our workforce, we brought together a panel of multi-generational representatives including:

- Momilani Loveland C100PI Management Analyst (Generation X)
- YN2 Laurel Wallace C1170 (Millennial)
- Richard Rodrigues C900B Production Resources Operations Manager (Traditionalist)
- Hi'ilei Nicolas C100 PI Management Analyst (Millennial)
- Ralph Bolabola C109.31 Information System Specialist (Millennial)
- EMC Terrance McClure C930(Generation X)
- Renny Akina C990 Supervisory Management Analyst (Baby Boomer)

They recently sat together for a mini forum and candidly shared their perspectives of the different generations.

What was the most significant world event that happened in your generation?

Ralph Bolabola: New technology, social networking, diversity and equal opportunity.

Richard Rodrigues: The assassinations of Dr. King and President Kennedy; Woodstock music influenced rebellious culture and protests.

Hi'ilei Nicolas: 9/11 and lots of shootings like Columbine.

Renny Akina: The Vietnam War, Kennedy assassination, in music the British Invasion, and the man on the moon.

Laurel Wallace: 9/11 attacks and President Obama.

Momilani Loveland: President Jimmy Carter, Ronald Reagan, Challenger explosion, Energy Crisis, the fall of the Berlin Wall and the Watergate scandal.

Terrance McClure: USS Cole Bombing, 9/11 attacks, first black President, and Desert Storm.

How has Pearl Harbor Naval Shipyard changed?

Rodrigues: There was a major shift in mechanic skill sets in demographics. A lot of new technology helped to streamline processes and knowledge sharing capabilities, from matrix organization to project management “centric” product line focus. A higher dependency on contracting services. We went from “work skills” to “people skills.” A much smaller ratio of worker-to-supervisor span of control. An increased investment in workforce development.

Akina: We finally placed a major focus on behaviors with the Learning Organization implementation in 2008. In general, workers previous to Millennials were more career-minded which lends to better loyalty, respect towards leadership, caring for the long term success of the Shipyard.



Story and photo by Justice Vannatta

Why is it important for PHNSY to be aware of and effectively manage different generations?

Bolabola: Training can help us with the changes that are happening so fast; it'll help us learn quicker. We can cross-train, learn from experienced leaders, and then look for improvement in weak areas.

Akina: It helps management see how we can get along better to achieve high performance. It also encourages management to come up with ways to improve the working relationships for performance improvement.

Wallace: It is important because there is an influx of younger people coming in and many generations are being combined to ensure mission success.

Nicolas: We need to understand different generations in order to create a harmonious productive work environment.

Rodrigues: Significant. Integration of values and understanding the relationships are required to motivate all in mission accomplishment and satisfy career enhancement concurrently.

What is the biggest impact of Millennials in the workforce?

Bolabola: Technology is growing and forever changing the workforce in the Shipyard. 3D printing and wireless tablets that are helping us train, process paperwork faster, and communication has evolved.

Rodrigues: Significant. Their skills in leveraging new technology to meet the challenges of the new Navy platforms and

systems is key in bridging the gaps we may have with multiple workforce generations.

McClure: Being able to manage different generations and still produce the best quality of work. Using everyone in the areas of their strengths will keep the fleet "Fit to fight."

Nicolas: They are the incoming workforce, and a majority is and will be Millennials. We need to use their strengths with technology, but be aware of the impact of interpersonal face-to-face communication with other generations due to misunderstandings.

What are some of the Mental Models of Baby Boomers, Gen X and Millennials?

Nicolas: Traditionalists and Baby Boomers live to work. Gen X are rebellious, partiers, latch key kids and independent. The Millennials have helicopter parents, they feel they're entitled, but they are lazy and dependent.

McClure: Strong computer and technology knowledge.

Loveland: Baby Boomers are hard workers trying to live the American dream. They work to live. The Millennials should be called the I-Generation "it's all about me" they're not sure how to do basic tasks, can't think for themselves, and expect instant satisfaction.

History test. What's a Mimeograph?

Bolabola: I don't know.

Nicolas: I don't know.

Wallace: I don't know.

Loveland: I don't know.

Akina: It's the machine we used to use to copy papers with. It was the original Xerox machine.

"It doesn't matter what Generation you come from. In the end, everyone is going to be judged by the content of their character."

*- Renny Akina
C990 Supervisory Management Analyst*

What are some of the similarities between the different generations?

Akina: We all need to have life's necessities met, however, we all have different approaches to get it.

Nicolas: Millennials sometimes have the same values as the Baby Boomers because they were raised by them.

McClure: Loyal, respectful, integrity and hardworking.

Wallace: As far as work is concerned, I believe all generations are similar in that they all share a desire to produce a good quality product.

What can the Millennial generation offer PHNSY?

Akina: The Millennial generation are smart learners. They can improve ways to get blue collar work done through improved tech methods.

McClure: They can continue to expand the Shipyard's level of understanding with the ever-changing computer world.

Nicolas: Knowledge with technology and innovation.

Wallace: I believe millennials are contributing to a new way of thinking and new ways to solve problems.

Bolabola: Innovative generation and the future leaders, allow us to come up with ideas that can work efficiently and resourcefully. Leadership role, we are the future...still.

Rodrigues: They can offer leadership, also bridge new technology gaps, network corporately for knowledge sharing.

Nicolas: Learn people skills when communicating. They are so used to using texting, email and social media, but sometimes forget common etiquette when communicating in person.

What are your thoughts on "Participation Trophies?"

Bolabola: Young kids need to appreciate the importance of losing or not getting everything they ask for. Life is tough, definitely not easy, and sometimes a plan never ends up the way one hopes for.

Rodrigues: It's okay for entry level learning; not okay for our personnel performance measurement system.

Wallace: I don't believe participation trophies are a good tool. I think it takes away motivation from the hard workers if they know that at the end of the day everyone will be getting the same reward as them.

Nicolas: I think that at a very young age it is okay, but when kids get to the elementary age, they need to learn how to lose in order to not be poor sports in life. I've seen first-hand college students think that they are owed a high-paying job because they have a degree. They don't understand the concept of having to start somewhere and serve your time.

Loveland: I've seen it first hand and I'm not a fan. I feel you need to earn recognition or a reward by working hard and contributing to the overall goal.

Akina: Some people think these trophies have a negative effect on a young individual. I believe it has more of a positive effect on them and others, especially when they're younger. Children need that positive affirmation when participating in sports. They feel good about themselves, and it helps build confidence. I felt good when my son was given his; I was proud of him.

What is it like to work with other Generations?

Loveland: I can't say that I categorize people as a "generation." Morals, values and character are a big portion of who you are and how you work.

Bolabola: They really focus on a good working environment and make sure that we balance our work and personal life outside of the Shipyard. So we have a lot to learn from the people that have been here for years. We should continue to do this, their guidance and mentorship is important, because Millennials are taking over.

McClure: It's a learning process but well worth the experience.

Akina: If you're a positive person, it would be an awesome experience to learn a diversity of thoughts and perspectives pertaining to various subjects and jobs.

Nicolas: It creates diverse ideas and perspectives.

Editor's note:

This was a great educational experience. I found it very interesting to hear such profound and passionate opinions that helped expand a more vivid understanding of Millennials in our workforce.

The takeaway from this forum comes from the underlying theme that permeated throughout our discussion. Your age, generation and environment is secondary. Ultimately, what matters most is our *character*. This defines who we are, and how we are perceived.

It is apparent our workforce considers this home and each generation is honored to proudly wave our Pearl Harbor Naval Shipyard banner in their own way.

Generations Defined

Millennials

Born: After 1980

Age of adults in 2016: 18 to 33

Share of adult population: 27%

Generation X

Born: 1965 to 1980

Age of adults in 2016: 34 to 49

Share of adult population: 27%

Baby Boomers

Born: 1946 to 1964

Age of adults in 2016: 50 to 68

Share of adult population: 32%

Traditionalist

Born: 1928 to 1945

Age of adults in 2016: 69 to 86

Share of adult population: 12%

What are some of the values that Millennial can learn?

Rodrigues: Listen more than talking; acknowledge different generation values and how to appreciate them.

Loveland: To have integrity; work ethics. To be respectful and appreciative of differences.

Akina: Learn to truly support the Shipyard's Mission and Vision statements and respect them. It doesn't matter what generation you come from. In the end, everyone will get judged by the content of their character.

Bolabola: Continue to learn from older generations and carry the lessons on to future generations. Especially here in the Shipyard, the most important value that we can carry is Aloha; other shipyards do not have the same atmosphere.

Perspective: Millennial supervisors



Tyler Hue, C300 Structural Zone Manager for the USS Jefferson City Project and Bryan Alexander, C920 Structural Lead Coach

it goes back to that older mentality of “if it isn’t broken, don’t fix it.”

Tyler Hue: No, I’ve never received backlash from an older worker that I have supervised. As a first line supervisor, many of the older personnel I have supervised were seasoned mechanics with several years of knowledge and experience in the Shipyard. The majority of them had been professional craftsmen for longer than I’ve been in the Shipyard. My approach has always been to treat each individual with respect and come to work with an open mind. I’ve always been open to finding more efficient ways to accomplish complex work.

Do you see a difference in the Millennials that work for you?

What are some of the challenges Millennial Supervisors face?

Bryan Alexander: I felt as though the expectation was higher because I was a Millennial supervisor vice a Boomer or a Generation X supervisor. I felt as though I had to make up in day-to-day work ethic, where my age and work experienced lacked.

Tyler Hue: In 2011, I was assigned to my first project as a first line supervisor. I was 27 years old with only five-and-a-half years in the Shipyard. The biggest challenge I faced was demonstrating to my gang that I was capable and deserving of my position as their supervisor. My gang consisted of Sailors, apprentices, and seasoned mechanics.

Has work culture changed within your time at Pearl?

Tyler Hue: For me, I wouldn’t say that the work culture has changed much, if any, in 10 years that I’ve been employed at the Shipyard.

Bryan Alexander: Yes, definitely. When I first came in, the workplace majority consisted of older baby boomers and their mentality was more on the level of get the job done, don’t ask too many questions, and learn quickly. Now you can go through this Shipyard and find that the majority may actually lie with the younger Gen-X’ers and the Millennials whose approach to doing work involves more of the “why” we are doing a job, and the “how” can we execute these jobs more efficiently.

Do you receive backlash from older workers you supervise?

Bryan Alexander: Not for the most part, but I’d be lying if I didn’t say that there has been a time or two in which that has happened. To tell you the truth, I don’t blame them. Imagine you have been doing a job for decades and in my case, some have been doing the same job since before I was born. Then a Millennial comes along and directs them to do the same job, but in a different way. I can understand why that would cause some backlash because

Tyler Hue: I believe the differences I see aren’t related to generational differences, but rather work experience.

Bryan Alexander: I see a difference in the way they approach the job, but that might be more related to work experience rather than a generational difference. I could say the same about attitude. So I guess I would say “no.” Then again, I have been really fortunate to have worked with great individuals from all generations.

Do you see any values lost with the new generation?

Bryan Alexander: No. I don’t see why they would. Value is in the eye of the beholder and, as the generation changes, values like honesty, integrity and being humble mean the same today as they did 30 years ago.

Tyler Hue: No, I don’t see any values being lost with the new generation. I believe it comes down to each individual. Everyone, regardless of age or generation, has different values. The individual values of the new generation may differ from those of the old, but values like commitment, dedication and pride will mean the same thing for generations to come.

Is there anything you learned from a previous supervisor that still pertains in today’s work world?

Tyler Hue: I have been very fortunate to have worked for numerous supervisors who each had their own unique style of supervising. Whether it is what to do or what to avoid doing, I’ve learned countless things from each individual. The most important lessons to me are being honest, fair, reliable, understanding and knowing your people.

Bryan Alexander: Almost everything, even the things that I have learned not to do. Working as a team, humbling yourself, help if can, doing the right thing, take care of your workers, be honest, respect others ... pretty much anything I’ve learned can be incorporated into today’s work world.



The Silent Epidemic: Workplace Bullying

Story and photos by
Justice Vannatta

We all remember the old adage “Sticks and stones may break my bones, but words will *never* hurt me,” right? Well, apparently, we were wrong. Humanity is rapidly transitioning into a more modern and civil world, and the days of “might is right” have long left the building. With an influx of Millennials entering our workforce, we should be more inclined to understand their perspectives. Tolerances are tightening, and discrimination is no longer exceptable. We should recognize and acknowledge the adverse effects of workplace bullying.

Workplace bullying is sometimes a hidden problem that affects both individuals and organizations. Individual workers can experience a range of symptoms as a result of feeling bullied. Their distress can manifest itself in anxiety and panic attacks, loss of self-esteem and confidence, fear caused by not being able to cope, and physical symptoms such as palpitations, sweating, broken sleep patterns and withdrawal. Financial costs and productivity problems related to bullying can affect the entire organization.

Respondents to national surveys have reported a number of ways in which they felt bullied while on the job. Examples include: being falsely accused of making mistakes; having their comments or opinions ignored or dismissed; being the subject of unfair gossip or assaults on their reputation; being constantly criticized by their boss or co-workers; having belittling comments made about their work during meetings; being yelled at by their boss in front of co-workers; being purposely excluded from projects, meetings or social gatherings; having credit for their work stolen by other workers; experiencing repeated hurtful remarks or attacks or being made fun of for some reason; experiencing sexual harassment, especially unwelcome touching and sexually explicit comments or requests; being told they could not work with certain people or take part in certain work-related activities; being the brunt of psychological harassment; experiencing intimidation that

“Bullying is not the same as disciplining. Bullying might mean different things to different people, but it is behavior that is severe and pervasive. It’s conduct that makes people uncomfortable.”

- Sharon Parella
Forester’s Financial Services, New York

makes them feel unimportant or undervalued; being given impossible jobs that cannot be completed in the time allotted or with the resources provided; having important job-related information withheld from them deliberately; being physically pushed, shoved, tripped or grabbed in the workplace; being threatened with violence or attacked with knives, guns, clubs or objects that could be used as a weapon; and experiencing “initiation” or hazing in which they are forced to perform humiliating or inappropriate actions in order to be accepted as part of the team. All of these actions can be considered bullying and none of them are acceptable – in the workplace or anywhere else.

In the studies done about bullying, respondents described being bullied by their boss, someone higher up in the organization than their immediate supervisor, and by co-workers. The bullies were sometimes younger and sometimes older than the respondents. Most incidents involved only one bully, but nearly one in five workers said the incidents took place in a group setting in which more than one person participated. Interestingly, workers in government were nearly twice as likely to report being bullied than those in the corporate world. Given the extent of the list, it would seem that workplace bullying, in one form or another, may happen to nearly everyone.



Some companies allow bullies to thrive within their cultures. Not wanting to be regulated, they say they prefer to “police” themselves. What they really need to do is train their employees not to bully each other and what to do if they feel they are being bullied.

According to a research paper in the June 2014 *Journal of Managerial Psychology*, bullies tend to be very good at “office politics” – or at least at “kissing up” to the boss and using gossip through office social networks to attack those they consider rivals. Some bullies can possess high levels of social ability and are able to strategically abuse co-workers and still receive positive evaluations from their supervisors that allow them to remain in place for long periods of time.

Bullies may excuse their own behavior, saying that their victims are not good workers, but this is not usually the case and certainly does not excuse verbal or other abuse. Sharon Parella, a partner at the financial services group of Forester’s New York office who has been outspoken on the issue of bullying, says,

“There is never a good reason to bully. Bullying is not the same as disciplining. Bullying might mean different things to different people, but it is behavior that is severe and pervasive. It’s conduct that makes people uncomfortable.”

Workplace bullying directly affects its victims and the organization for which they work. Victims may lose several hours a week or be out sick due to stress-related illness, thus reducing productivity. They may lose the motivation to do their best and to generate and share new ideas, which could reduce innovation. They may even be so emotionally affected and isolated by the bullying that workplace violence could result.

If you find yourself and/or others being bullied at work (or hear of others being bullied at work), immediately report all incidents to the Command Evaluation and Review Office (Code 100CE). Bullying is a form of harassment and it is important to report bullying before it creates a hostile work environment. You may also consider, among other options, contacting support services such as the Civilian Employee Assistance Program (CEAP) and talking to your union representative. If you feel safe and confident, you can also approach the person who is conducting the bullying and tell them that their behavior is unwanted and unacceptable. Managers and supervisors shall:

1. Immediately report all incidents of harassment to Code 100CE. Point of Contact (POC): Code 100CE Director, Christopher Davan at x4355.
2. Provide interim relief when warranted to alleged victims of harassment pending outcome of investigations to ensure further harassment does not occur. POC: Your HRO LER advisor and Code 107, Ernie James or Jason Zhao.
3. Take prompt and effective corrective or disciplinary action against employees who violate this policy and other necessary steps to keep the workplace free of harassment. POC: Your HRO LER advisor and Code 107, Ernie James or Jason Zhao.

4. Document all incidents of harassment personally witnessed or brought to their attention and document the efforts taken to address such incidents.

For more information, read the following Shipyard Commander Policy and statements available on the PHNSY & IMF Intranet:

PHNSY&IMF WORKPLACE VIOLENCE PREVENTION AND RESPONSE POLICY STATEMENT

PHNSY&IMF ANTI-HARRASSMENT POLICY STATEMENT

RESOURCES: Vital Smarts Report, U.S. Harris Poll & Career Builder.com, Gallup poll. **SURVEY METHODOLOGY:** Gallup poll: A survey of 1 million American workers over a 25-year period. 1990-2015. **U.S. Harris Poll on behalf of CareerBuilder:** Surveyed 3,372 workers (employed full-time, not self-employed, non-government) in May 13 and June released earlier this week found that 96% of their respondents -- out of 2,283 people -- experienced workplace bullying.

[Nuts 'n Bolts]



Photos by Justice Vannatta

Lau discusses career opportunities with KHON2 TV

On Thursday, Jan. 21, KHON2 TV featured a segment on Code 960/Shop 56B first-year air-conditioning and refrigeration mechanic apprentice Fathima Lau. She discussed her “wonderful” experience as an apprentice in Pearl Harbor Naval Shipyard with show host Ron Mizutani. Lau, who is a third generation Shipyard worker, spoke about how fortunate she was to get an education

while building her skills set. She also volunteered to be on the show to help promote the Jan. 27 JobQuest Job Fair, the state’s largest job fair, which would feature PHNSY & IMF.

To see more of the interview checkout our Facebook link at: <http://khon2.com/2016/01/21/apply-for-pearl-harbor-naval-shipyard-jobs-at-upcoming-job-fair/>

January Service Awardees

20 Years

Gil Borja, C139
 Marie Bradley, C900R
 Allan Frankel, C1130
 Larin Masuoka, C970
 Yong Park, C1123
 Raymond Sole, C106.2
 Michael Steinhoff, C990
 Chris Wagner, C105

25 Years

Robert Hill Jr, C105.3
 Holly Nguyenskees, C290.1

30 Years

Curtis Chong, C109.11
 James Lee II, C920
 Aileen Veniegas-Alama,
 C109.33

35 Years

Erick Ahlgren, C990
 Jorge Barbosa, C1361
 Ronald Calhoun Jr, C300
 Roland Cardoza, C930
 Clinton Dewitt, C920
 Randy Drew, C990
 Calvin Fukunaga, C930
 Carl Hess, C300

January Service Awardees cont'd

Joyce Kato, C900L
 Michael Korzenko, C246
 Wesley Leong, C930
 Marshall Mau, C105.42
 James McClellan, C300N
 Myron Miho, C713
 Alan Miyashiro, C300N
 Douglas Monroy, C960
 Charles Mosier, C920
 Loren Naito, C2601B
 Avis Nakama, C10932
 Elmer Omori, C950
 Alan Oshiro, C2330
 John Petrichko, C930
 Varney Range, C740
 Daniel Sabido, C741
 Sheila Simpliciano, C900
 Alan Tahata, C2703
 Dwight Tanoue, C105.41
 Siegfred Yamashita Jr, C300

40 Years

Lorenzo Avila, C741
 Harold Febenito, C930
 Mark Hironaka, C930
 Jon Kleinschmidt, C133.1
 Paul Navarro, C300
 Dante Pagador, C930

January Service Awardees cont'd

Theodore Ramos, C920
 Warren Sunada, C920
 Glenn Taniguchi, C930
 Nelson Viernes, C103.2
 Ronald Yamanuha, C105.5

45 Years

Thomas Lam, C930

50 Years

Garrick Gedarro, C244.21
 Leslie Watanabe, C950

Fair winds & following seas to January retirees

Sheldon Ching
 Wayne Itamoto
 Alfred Lindo
 Gerald Otsuka
 Aaron Park
 Toma Penitusi
 Michael Raymond
 Teresa Singchow
 Garrett Suzuki

January Military Newcomers

MM1 Ronald Bales, C300N
 AC2 Tyler Bolosan, X-Div
 FC2 Kiara Bush, X-Div
 MM1 Kevin Cook, C105.3
 MM1 Mark Cox, C102
 CTT3 Amanda Gerbert, X-Div
 GM1 Justin Hamlyn, C950
 FCC Timothy Hartzog, C950
 MM2 Ian Hazen, C246
 AT3 Ryan Manwill, X-Div
 AWRC Aaron McRae, X-Div
 GSMC Noe Medina, C103
 HT2 Wilmeica Monroe, X-Div
 ET3 Christopher Pare, X-Div
 EM1 Dominique Reynolds,
 C246
 ETC Adam Rodriguez, C900
 CS1 Yvonne Singletary, X-Div
 ET1 Gregory Sipek, C300N
 HT2 Tracey Storey, C920

January Civilian Newcomers

John Edward Datiles, C250
 David Humbrecht, C122.1
 Lauren Yoshida, C246