

SHIPYARD LOG

October 2016

Pearl Harbor Naval Shipyard & IMF
News Since 1946

PREDICTIVE PLANNING UPDATE

*Back To The Future:
A look at the
Prospects for
Predictive Planning*

[Commander's Corner]

Failing to plan = planning to fail

Aloha, and thank you taking the time to read the October edition of the Shipyard Log. This month it is my honor to turn over the Commander's Corner to Capt. Kai Torkelson, my Operations Officer and your champion for the "Predictive Planning" strategic focus area.

I am excited about this area because it is essential to successful execution. Without it, organizations will ultimately fail. This is our vital strategic focus area, to deliver ships on time and "Keep Them Fit to Fight." So, take it away Capt. Torkelson!



Code 300 Operations Officer Capt. Kai Torkelson congratulates Code 244 Job Readiness Cell Program Manager Scott Miller for successfully completing the first Material Kitting Center at PHNSY&IMF.

Aloha, Shipyard. Last year when I wrote to you about Workforce Development, I started with the importance of people. This year, as your champion for Predictive Planning, I will start there again.

Chief of Naval Operations (CNO) Adm. John Richardson knows you and what you can do, as evidenced by his remarks as he came aboard in September 2015. "The muscle and bones of the Navy are our ships, submarines and aircraft – highly capable, exercised daily, well equipped, and ready to operate at sea and far from home. But the heart and soul of the Navy is you, our people.... You are smart, resourceful, committed Americans who want to be part of something special – to serve our country and to be part of a high-performing team. You are rightly proud of

what you do and you are a formidable force."

Given limited funding, tools, equipment, infrastructure and (most importantly) people, a robust plan is the foundation of successful on-time execution. Predictive Planning is the art of evaluating the schedule, identifying areas of risk, and incorporating measures to reduce or eliminate those risks, resulting in plans that can be effectively executed. To make this possible, every person involved in planning an availability must provide the information needed to identify risks.

Here's a quick look at what our Action Officers are doing. Scott Miller (Job Readiness Cell (JRC)) is establishing execution support that enables work to start when planned, continue non-stop and certify with urgency. Scott Sandin (Planning) is increasing the capability to accurately plan successful CNO and Significant Intermediate (I) Level Availabilities. Johnston Ma (Material) is improving material readiness and waterfront availability by improving communication and resolving material issues. Doug Nishida (Workload and Resource Forecasting) is improving workload/workforce forecasting.

Our Predictive Planning goals are to increase operational availability of CNO and I Level ships; reduce material stop work instances; reduce funding waste; reduce the workload and workforce delta; and increase our on-time availabilities count.

Some of our employees are already making a difference! We opened our first Job Readiness Cell (JRC) in August in Bldg. 2192 for the *USS Jefferson City* project. We conducted

a study of money wasted due to lost DLRs and partnered with the Activity Command Information Office (Code 109) to develop software tracking tools to save \$126K in Direct Material cost and 384 man-hours. We provided \$300K to Naval Supply Systems Command (NAVSUP) to create a Churn Analysis Tool to identify standard and non-standard material required to support Shipyard availabilities and reduce Average Customer Wait Time.

I cannot emphasize enough how important it is for YOU -- our strongest resource -- to take part in the Predictive Planning process. Imagine what we will do, when we can leverage everyone's knowledge, creativity, and many, many skills. I look forward to seeing you in action!



SHIPYARD LOG

October 2016

Vol. 69, Number 10

<https://www.flickr.com/photos/phnsy/>

Commander
Capt. Jamie Kalowsky

Public Affairs Officer
Christian P. Hodge

Editor
Justice Vannatta

Commander's Comment Line
474-4729

Fraud, Waste & Abuse
Hotlines

Shipyard Hotline
471-0555

NAVSEA Hotline
(800) 356-8464

Navy Hotline
(800) 522-3451

DoD Hotline
(800) 424-9098

Safety Hotline
471-8349

Report-to-Work Status Hotline
473-9000

SHIPYARD LOG: This DoD publication is authorized for members of the Shipyard. Contents of the *Shipyard 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 *Shipyard 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 inter-office mail to Code 1160 *Shipyard Log*. All material is subject to editing.

MAILING ADDRESS:

Shipyard Log Editor
PHNSY & IMF (Code 1160)
667 Safeguard St. Ste 100
JBPBH, HI 96860-5033

CONTACT INFO

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

ON THE COVER: Code 970 Shipwright Apprentice Ryan Onuma.

Photo by: Justice Vannatta
Graphics by: Code 135 Metals Inspector Dave Amodo



Code 138.3 Ultrasonic Test Examiner Cory Arthur demonstrates the ultrasonics of welds on the Phased Array machine. It is an advanced method of ultrasonic testing that has applications in imaging and industrial nondestructive testing.



ENS Amber Lowman shows off the navigational system in the bridge on board USS Chung Hoon (DDG - 93.)

Shipyard shares innovative capabilities with UH faculty

Story by Dan Yamane
Code 130 Director of Quality Assurance

On Sept. 15, University of Hawaii engineering faculty and researchers visited the Shipyard to see first-hand some of the work done here.

PHNSY&IMF's recent designation as a federal laboratory and corresponding establishment of an Office of Research and Technology Applications have opened new doors for the Shipyard, including partnerships with local businesses and academic institutions.

The first stop was at Dry Dock #1 to discuss Virginia-class submarine repair and see USS *Hawaii*. Stop #2 was at Bldg. 1456 where several innovation and technology applications were demonstrated, including "Compact Freon" water freeze seals, virtual welding and painting, a phased array ultrasonic test, an underwater drone/remotely-operated vehicle, and an auxiliary sea water back-up valve alignment fixture. The third stop was a ship visit/tour aboard USS *Chung Hoon* (DDG 93). The visit provided a unique opportunity for Shipyard leaders and engineers to share and discuss "what is possible" in our future collaboration with the University, and was another step forward for the Shipyard's "Innovation and Capabilities" strategic focus area.

Reciprocal visits between UH and the Shipyard began in May when Shipyard leaders and engineers visited engineering labs at UH Manoa's College of Engineering to meet faculty members and learn more about UH laboratory capabilities and engineering curricula.

Conflict Resolution through Team Learning

Story by Melissa Lamerson
Code 100PI.2 LOSG Chair

The ability to resolve conflict in a professional and productive manner is key to the long term success of any team. On Sept. 13, the Learning Organization Steering Group, in conjunction with the Shipyard's Joint Leadership Venture (JLV), hosted a "Conflict Resolution through Team Learning" workshop. More than 30 attendees participated in the JLV's third conflict resolution-themed training session. Participants worked through a team role-playing scenario, collaborated with a team facilitator and applied Team Learning concepts covered in TALK 101 training sessions to resolve a pre-selected workplace issue.

The teams were trained to recognize how raw debate, polite conversation, skillful discussion and dialogue contribute to resolving conflicts. The use of the "Ladder of Inference" was emphasized to teach attendees how to prevent the escalation of conflict and "jumping to conclusions." An "accountability scale" was presented to keep resolution efforts informal and within the team members' control.

A mock team meeting role-playing scenario put these concepts to the test as participants confronted a co-worker who hadn't been pulling his weight on the team. As the exercise

progressed, the teams' mental models of the "flat tire" were challenged as more information was discovered about what was actually limiting their team productivity.

"It was another step forward in support of our 'Workforce Development' strategic focus area," says Code 100.PI.2 Management Analyst Momi Loveland, who participated in the event. "These Lunch and Learn events help our workforce gain a better perspective of how managers and workers think."

The next JLV "Lunch and Learn" event on Oct. 20 in the Bldg. 2 Auditorium will feature former UH football Coach June Jones, speaking on the topic of winning teams.

Photo by MomiLani Loveland





Story by Scott Miller
Code 244 Job Readiness Cell Program Manager

The first Material Kitting Center of the Job Readiness Center (JRC), opened on Aug. 1, to support the USS Jefferson City project team. The opening of this first phase of kitting is an important step towards increasing the support provided to our Shipyard's production shop workforce.

Incorporating Lean/Six Sigma concepts, the kitting of materials in accordance with the project's prioritized schedule supports smoother execution of work. Through early identification of readiness and availability of materials, it resolves any problems up front. It also reduces wait times for material transportation by delivering prepared kits for each job to a central location on the project. By staging prepared kits of material and tools at the project site, in accordance with issued paperwork and work controls (or "wipcon"), kitting provides a total task package prior to execution.

4 • Shipyard Log • October 2016 •

Prior to implementation of the JRC, paperwork was provided, but materials were not systematically kitted and staged in priority order for each task package prior to the release of the job. Part of our highly skilled production workers time was spent gathering materials for the job, which had the effect of distracting our

workforce from concentrating on execution.

The preparation of material kits should be performed by support service workers that specialize in moving material. The preparation of material kits reduces delays and stoppages associated with not having the material available to start,



Code 960 Pipefitter Mechanic Ridge Ishikawa and Code 960 Pipefitter Helper Alexander Ponciano clarify their kitting order in support of the USS Jefferson City (SSN-759.)



Opening Ceremonies for the Job Readiness Cell's first Material Kitting Center were held on Aug. 1, when Code 244 Job Readiness Cell Program Manager Scott Miller, joined Shipyard Commander Capt. Kalowsky.

continue and finish work on time.

The first phase of material kitting focuses on establishing the kitting process by targeting delivery of the project's Technical Work Document (TWD)-specified material list items, staging the materials for each job at the project site prior to release of the task package, and issuing material kits to execution as requested.

As with any plan, kitting requires people to do the job in a location with the right equipment available, coordinated processes and, of course, the funding, in advance, to make it all happen. Understanding these requirements, Shipyard senior management fought long and hard to figure out how best to support our workforce with a plan that could work amidst the Shipyard's increasing workload and resource constraints. When the first phase of JRC was introduced into the Shipyard's Business and Operations Plan for Fiscal Year 2016, the JRC kitting was one of the top priorities listed.

Defense Logistics Agency Distribution Pearl Harbor (DDPH) accepted the mission for its personnel to provide kitting services to our Shipyard.

The area underneath Building 2192 was designated as the centrally located site on the project that would become the kitting center, where equipment would be kitted and staged. Personnel from DDPH, the JRC team, the USS *Jefferson City* project, Safety (Code 106), Facilities and Equipment (Code 980), the waterfront support team and labor representatives worked together to create an efficiently

equipped layout. Their plan included racking, carts bins and a rotary storage unit that optimizes floor space by taking advantage of the height available under the building to condense kits into a smaller footprint. The storage unit device also saves on access time to retrieve kits, and increases safety by reducing the risk of accidents and injuries associated with climbing and lifting.

Personnel from DDPH, the Shipyard's Activity Command Information Office (C109), work packaging, Waterfront Logistics (Code 900L) and Production Resources Quality (Code 900Q) worked together on process changes to make kitting happen.

"The willingness to change and focus our efforts on providing services was

"Implementation of Job Readiness Cells is a great demonstration of our Shipyard's ability to coordinate amongst all departments to support our workforce in completing our ship repair mission."

- Code 300.1 JRC Project Superintendent Greg Keanu

not without hardships, but we overcame many obstacles by working together. Special thanks to the long list of people who have made this all possible."

The JRC tracker -- an information technology tool designed to coordinate the JRC's efforts -- was developed and implemented, and rugged electronic tablets were integrated into the kitting process.

Future JRC improvements will provide additional services to our execution workforce. The intent is to provide a total task package -- to include all the paperwork, consumable materials, tooling and rip out materials required to complete the job -- all delivered in the right place, at the right time to enable our production workforce to start work as scheduled, continue working and complete their tasks with urgency.

Ultimately, the goal is to support fixing ships -- which drives our Shipyard's business, mission and vision -- and to deliver ships back to our customers on time.

Code 930 Marine Machinery Mechanic Chris Wee and Code 930 Marine Machinery Apprentice Eric Awaya pick up their material kit from Code 244 DLA Distribution Pearl Harbor Supply Technician Roy Williams in support of USS *Jefferson City* (SSN-759.)



Breaking Bad Habits

**Story by Sandra Yim
Code 400 Director of Logistics and Aquisition**

Anyone who's spent a day in a nuclear capable shipyard can take a quick look around and see the significant investment our Command makes in material (both procurement and management). Under Lean concepts, we've been taught that "inventory is waste." That being said, we all recognize that ship repair and maintenance is highly dependent on having the right material, at the right price, at the right time. Material can be one of the fastest ways to bring a job to "work stoppage."

Our investment comes in a couple of ways...the first is a tax on our Command's Overhead Non-Labor (OHNL) dollars used to fund Defense Logistics Agency's (DLA) labor. The second is on our Direct Material budget which is used to buy project material and to fund our Mission Support Material (MSM) or "shop stores" inventory. MSM is often pushed out to the Material Envelopes as Pre-Expended Bins (PEBS). To put it in perspective, in FY16 the Direct Material budget was \$127M with ~\$18M in MSM. MSM is roughly ~15% of the shipyard's entire material budget.

MSM supports end-use consumable and controlled material that is better held in local inventory at the shipyard due to demand and procurement lead-time. The intent is to have an ample on-hand inventory of commonly used items that satisfy day-to-day unplanned needs without cycling through redundant

procurement evolutions. MSM also minimizes controlled material inspection delays by allowing C130 to inspect in lots vice piece inspections. The Engineering and Planning Department's Material Planning Branch (C244.2) is responsible for working with our Project Teams and Shops to determine what, and how much inventory will be managed in MSM by our Defense Logistics Agency-Hawaii Maritime (DLA-HM) Inventory Managers.

The PH/DLA team is actively analyzing what material is purchased during project execution (known as "churn"), and they're currently developing a Churn Analysis Tool with NAVSUP based on material historical demand data. It is imperative to their ability to perform meaningful analysis for JMLs to include the right Logistics Management Information (LMI) code to reflect the most accurate reason for why material is being ordered as "churn." There's a continuous effort to improve the range and depth of MSM by moving the dead stock out, and the right stock in. Talk to your Project's Material Manager (PMM) or Shop Planner to help identify the items you need to be more effective.

Our partnership with DLA, doesn't end with DLA-HM. In

Defense Logistics Agency distribution Pearl Harbor Material Handler Cy Kihara restocks the Crib Master in Bldg. 2192, in support of USS Jefferson City (SSN-759.)



Code 244.23 Project Material Manager (PMM) supervisor Kathy Maranan provides material procurement supervision for all projects in execution.

Code 244.2 Advanced Planning Supervisor Darrell Yuson provides material procurement support for all projects in execution.

forward in the right direction for providing what our mechanics need to hit the ground running with each and every job.

How can you help? Have discipline to only call down what you need, and turn in any resulting excesses. The shipyard cannot afford to have large amounts of uncontrolled inventory in the shops and across the waterfront. Statistics reflect that every project closes their books with approximately ~\$800K in excess ordered material. Imagine what our shipyard could invest in with another \$800K per availability. These excesses become Future Use Material (FUM). We hit an all-time high about ~\$20M in FUM this year. We must be better stewards of our taxpayer dollars. Together, we can do better – our shipyard is depending on us.

The lack of trust in inventory management has also bled over to our Ripout Material processes. In touring the waterfront and shops, “shadow organizations” have popped up. More and more of our Ripout Material is being held on-project and in our shops. The recently conducted Ripout Process Improvement Event (PIE), reflected that 95% of all Ripout material is being kept outside of DDPH’s custody. This existing flawed process resulted in the loss of USS *Hawaii*’s sail plates, costing the shipyard about ~\$600K in material replacement costs. Where Ripout is being managed by shipyard personnel for long durations, we should instead properly identify the material, tag it correctly, and turn it in to DDPH for storage. The vision for the JRC Kitting effort is to be expanded to include the kitting of Ripout material. Changing current procedures will be a significant investment in time and effort and require a high level of discipline from all of us. We need your help to reduce our material costs so that we can smartly invest this money in more effective ways to increase our productive capacity.



recent history, DLA-HM entered into a Memorandum of Agreement with Defense Distribution Pearl Harbor (DDPH). DLA-HM is responsible to satisfy the shipyards material orders, and DDPH is responsible for the Receipt, Storage, and Transportation of all material. Through the change in partnerships over the years that began with the initial transfer of what was known as Shipyard’s Supply Department (Code 500), to NAVSUP, then from NAVSUP to DLA-HM, and onto DDPH, our shipyard inventory accuracy rates have suffered. For example, this year DDPH completed a wall-to-wall inventory of MSM material.

The resulting statistics were found to be unacceptable - well below DoD inventory standards. DDPH has now taken full stewardship of this inventory, made all the Material Access Technology (MAT) inventory record adjustments through posting the gains and losses, so that MAT now accurately reflects what’s *really* on the shelf and available for issue. The bar has been reset.

Low inventory accuracy rates drove our survival instinct behavior to kick in. It is human nature to want to be successful, and that desire for success revealed itself in ways of some calling down more inventory than was needed. The thought was, “you better get it while it’s there,” right? Not anymore. We must regain our trust in the DDPH’s management of our inventory. Our continuous improvement efforts will become more evident through the successful kitting of material through our Job Readiness Cell. Kitting Direct Material Inventory (DMI “Appendix M” material), along with the consumable material identified during Job Summary Reviews is a giant leap

Defense Logistics Agency distribution Pearl Harbor Supply Technician Pureza Nicholas and Material Handler Ted Alamedia stock and replenish materials in Bldg. 167 in support of all maintenance projects.



AQUISITION PLANNING BOARD (left clockwise): Larry Doong-C103, Sharilyn Ikehara-C250, Danny Tang-C220, Dawn Yoshida-C240, Brenda Graban-C430, Sandy Yim-C400, Melvin Jones-C430, David Lum (Co-Chair)-C430, Karis Kukonu-C430, Will Havens-C410, Christina Rhylander-C410, Terry Quapaw-C2301, Steven Mukai-C130, Richard Rodrigues-C900R



PHNSY Awarded \$49 Million Contract

Story by Christina Taylor
Code 410 Procurement Analyst

The geopolitical climate of the world has led to a rebalancing of the Navy in the Pacific for submarine and surface ship maintenance across the four Naval Shipyards. This has resulted in a substantial increase in demand.

At the forefront of the rebalancing, Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF) has evolved its strategic goals and developed acquisition strategies to meet increasing demands. Given that the Shipyard has increased production by approximately 100,000 man-days over the past five years and the greater production demands anticipated throughout the Future Years Defense Plan (FYDP), this might seem an insurmountable task. Despite the difficulty of the challenge, however, PHNSY&IMF has

undertaken significant initiatives to meet these demands and remain the Navy's "No Ka Oi" shipyard.

One of the Shipyard's first initiatives to meet the demands of the Navy's rebalance to the Pacific was to create an Acquisition Planning Board (APB). The APB is currently chaired by David Lum, lead for Acquisition Planning and Deputy of Small Business (Code 430).

The Shipyard's purpose in forming the APB was to propose a solution to previously ineffective contracting strategies that resulted in work being moved away from PHNSY&IMF to other locations. Most recently, since the Shipyard lacked a contracting strategy robust enough to ensure mission success, the Commander, U.S. Pacific Fleet assigned the availability for USS *Key West* to Portsmouth Naval Shipyard (PNSY) and shortly thereafter increased Portsmouth's end strength. In

total, 350 additional jobs were created at PNSY as a result of such workload shifts. The jobs increase was based in part on PNSY's presentation of a clear acquisition strategy, which resulted in enhanced Navy confidence in PNSY's ability to deliver maintenance ahead of schedule and below budget.

Today, in order to create productive capacity at PHNSY&IMF and keep workload here, the APB meets bi-weekly to assess command acquisition matters, deliberate contracting strategies and plan toward established acquisition milestones. The APB facilitates development of overall acquisition strategies and, in conjunction with the Command's Deputy for Small Business Programs (part of Code 430), identifies small business opportunities. The APB also recommends contracting methods and capabilities to enhance mission execution and improve customer support.

The APB's first task was to develop an acquisition strategy to mitigate impending non-nuclear and non-Submarine

Safety (SUBSAFE) labor deficits, predicted for Fiscal Year 2016 through FY18 as a result of the Pacific rebalancing. The APB referenced and revisited the Program Objective Memorandum (POM) 18 Business Execution Plan, which captured multiple mitigation actions and focused in on predictive planning, including Tactical Goal 6 for creation of ordering contracts to meet Shipyard maintenance requirements.

Through effective predictive planning, PHNSY&IMF achieved this tactical goal and successfully alleviated the aforementioned labor deficit with the award of a two-year, \$49 million maximum value Multiple Award Contracts Indefinite-Delivery/Indefinite Quantity (MAC IDIQ) Touch Labor contract for non-nuclear and non-SUBSAFE work. The Contracts Division (Code 410) competitively solicited and awarded this contract to five small businesses. This contract will deliver contract support equivalent of loans from other Shipyards for eleven trades which will see excess demand throughout the FYDP. During its triennial Procurement Surveillance Plan (PSP) audit of PHNSY&IMF earlier this year, the Naval Sea Systems Command (NAVSEA) contracts directorate awarded the Shipyard a satisfactory rating, based on its finding that this contracting strategy represents a significant strength as a “Better Buying Power.” By placing orders against this pre-negotiated IDIQ contract, the Shipyard expects not only to save considerable time, money and effort, but also to help prevent availability schedules from extending in duration. PHNSY&IMF is the only Naval Shipyard with a multiple award contract of this nature and magnitude.

The APB plans to include contracted work for specific discrete jobs as a part of the Shipyard’s POM 19 submission, due to NAVSEA October 2016, with the intent of securing funding specific to these contracted efforts, starting in FY19. Shipyard acquisition teams continue to develop additional contract vehicles and orders for work critical to the success of the Shipyard’s mission to keep the Pacific Fleet “fit to fight.”

PHNSY&IMF has taken significant steps to keep up with increased workload and mission requirements. Without

the implementation of the APB or use of predictive planning efforts led by Operations Officer Capt. Kai Torkelson (Code 300), the Shipyard’s Touch Labor contract might not have come to fruition, and the labor deficit might still exist. It is anticipated that the Shipyard should see an immediate and substantial increase in production capacity, as a result of the Touch Labor contract, the implementation of successful acquisition strategies and other Shipyard initiatives.

The vision of Sandra Yim, Director of Logistics and Acquisition (Code 400),



is being realized through these opportunities to support Fleet maintenance requirements through acquisitions. Additional organizational efforts are being made to increase the role of the Logistics and Compliance Division (Code 430) as the “front counter operations” for the Shipyard’s varied acquisition requirements. Code 430 personnel, led by Ms. Karis Kukonu, serve as the point of entry for the Shipyard’s service contract and certain contracted maintenance requirements. Acquisition planning, which can often take up to one year, is managed primarily by Code 430 as well. Expanded capabilities are in the process of being stood up, including Contracting Officer Representatives (CORs) for touch labor contracting efforts.

The Shipyard’s Contracting Office

(Code 410), led by Will Havens, Chief of the Contracting Office (CCO), is a “key enabler” for successful execution of the Shipyard’s mission priorities. The Contracting Office, via contracting authority delegated to the CCO by the NAVSEA 02 Contracts Directorate, adds value to the organization as the broker of business arrangements and contributes to core equity by serving as the linchpin between the Command and industry. Contracting Office personnel manage the procurement process “from cradle to grave” by participating in the develop-

ment of acquisition strategies and plans; defining procurement methods; soliciting, negotiating and awarding contracts; and administering contract performance to meet customer requirements.

All of these efforts are and will continue to be critical to avoiding further loss of workload to another Naval Shipyard, and will lend themselves to preventing lost operational days for the Fleet. To ensure that PHNSY&IMF has a clear path to remain the Navy’s “No Ka Oi” shipyard, we must all work together, embrace innovation and achieve the right balance between workload and workforce to enhance PHNSY&IMF’s productive capacity and remain relevant amongst the other Naval Shipyards.

The tasked trio -- Code 980 Dwight Roxas, Danillo Endozo and Bang Pham -- pulled a team together to reinstate the Shipyard's work whistle.

WHISTLE WHILE YOU WORK

Story and photo by Justice Vannatta
Shipyard Log Editor



The attention-grabbing wail of the Pearl Harbor Naval Shipyard work whistle has recently returned to its traditional routine, loudly exclaiming key daily alerts for all to hear: “Time for work! Time for lunch! Time to go home!”

Since the early seventies, the whistle has been an audible Shipyard icon, consistently weaving its warble through multiple PHNSY generations. Historically, the work whistle has been the most effective method to communicate the day-to-day rhythm for the Shipyard workforce, which now numbers more than 5,500 (military, civilian and contractor) personnel.

Over the years, the Building 149-mounted whistle (or horn) has been exposed to Hawaii’s varying weather conditions and the brutalities of salt air. Together, these elements forced its diaphragms to crack in 2013, rendering it inoperable. When the sound of an air chime horn purchased to replace the old whistle was too soft and high-pitched for the Shipyard, the Shipyard Commander tasked Stephen Sasaki and Sarah Pendleton of Code 980 to recover the old sound.

The repair to reinstate the whistle back into service began this year in March. Code 980 (Equipment and Facilities) was tasked to research replacement parts to repair the aging whistle, but this task proved challenging. The researchers initially had little luck in finding parts or refurbishing companies that could perform the needed repairs.

A group of C980 workers -- Dwight Roxas, Bang Pham and Dan Endozo -- was tasked to brainstorm ideas that could possibly rectify the disabled horn. Determined to find a resolution, the tasked trio knew they would find the answer by engaging key members of our multi-skilled workforce. They decided to approach co-workers in the Production Resources (Code 900) field who might be able to find solutions to salvage the whistle and restore it to service. Enter Coating and Services (Code 970) experts Vince Kapoi and Christopher Byas. Without hesitation, Kapoi jumped on the phone and made some calls to determine what could be done.

“This was a big opportunity for us to help out our friends in Code 980,” says a grateful Kapoi. “Because we are always repairing submarines, this was a welcomed task to work on. It was something different, something challenging and definitely fun.”

Kapoi immediately contacted his friend Warren Sunada from Code 920 (Structural) for help with the whistle’s diaphragms and Alan Cruz from Code 960 (Piping, Insulation and Tool Room) for assistance with its tune and gaskets.

Code 920’s first task was to find a way to fabricate the different sized diaphragms with multiple holes in different areas. Once that was accomplished, the team brought the whistle to Shop 56 for gasket work and testing.

“One of the bigger challenges during the refurbishing process was the sound testing,” says Byas. “Trying to get the whistle tone back to that old semi-truck horn sound proved to be tricky. We tried dozens of small adjustments, but the horn didn’t sound right.”

The solution came from Code 960 David Blaylock, Kevin Goin and Raynard Higa. After quickly assessing that the problem was in the thickness and number of diaphragm plates, the Code 960 crew immediately went to work adjusting, replacing and readjusting plates. After numerous attempts, a big, loud horn sound was finally produced.

On Aug. 25, the newly-refurbished PHNSY work whistle resumed its traditional role of uniting our workforce daily in its uniquely loud, timely and historically-correct manner, thanks to the enthusiastic collaboration of a determined team.

“What I took away from this process was the importance of community,” says an appreciative Byas. “It took many people from different parts of the Yard, with different expertise, to get the whistle operating again. It was like a microcosm of a submarine project, where you learn quickly that people just want to help.”

BRAVO ZULU

Bravo Zulu, also referred to as “BZ,” is a naval signal, typically conveyed by flaghoist or voice radio, meaning “Well done.” In addition, it has also been used as part of vernacular slang within North Atlantic Treaty Organization (NATO) and other Allied naval forces.



USS Port Royal (CG-37) awards BZ to Hawaii Regional Maintenance Center for INSURV Preps job: FMR WTD MAT Team:

- MM1 Abi Olowo, Abi
- MM2 Alexander Turner,
- MM2 Joseph Shelow,
- EN2 Jordan Alcantra,
- MM2 Amy Soto,
- MM2 Kevin Smith,
- HT2 John Stull,
- MM2 Wyatt Kalbrener,
- MM2 Tindal, Terriance
- MR2 Kristie Donato,
- MM2 Carlo Abueg,
- GSM2 Mariacamille Raymundo,
- MM3 Symonne Patrick,
- HTFN Niaja Colleton,
- MMFN Larry Louis.

First Row (Starting Left) - MM2 Amy Soto, MR2 Kristie Donato, GSM2 Mariacamille Raymundo, MM3 Symonne Patrick, MM1 Abi Olowo, MMFN Larry Louis, MM1 Frank Bouknight, HTC Harry Herradura.
 Second Row- HT1 Casey Loepke, MM2 Kevin Smith, MM2 Wyatt Kalbrener, MM2 Alexander Turner, HTFN Cameron Rox, EN2 Jordan Alcantra, MM2 Terriance Tindal, MM2 Carlo Abueg.

USS PORT ROYAL (CG-37) awarded BZ for: SLQ-32 job to: Cayne Stephens (Code 210)
USS MICHAEL MURPHY (DDG-112) awarded BZ for: 5" Gun job to: GMC Eric Wright (Code 210)
USS SHOUP (DDG 86) awarded BZ for: SRQ-4 job to: Allen Smith (Code 210) and ETC Stroup
BZ awarded for NAVSSI job to: Kristopher Jones (Code 210)
BZ awarded for USQ-122(FLTBCST) job to: Juan Delacruz (Code 210)
BZ awarded for ADS LAN job to: Mike Rose (Code 210)
BZ awarded for SPY-1A/1B ADJUNCT COMPUTERS FAULTS & EXPEDITING SHIPPING OF VME CHASSIS job to: (Code 210) Chad Williams, Rudy Silva, Dale Stevens
BZ awarded for COORDINATED 24 FTAS: Kimo Magnani, Darrel Severns
BZ awarded for VLS job to: ETCS Gregory Guier, ET1 Eric Kamakeeaina
USS CORONADO (LCS-4) BZ awarded for: HARPOON and FCCS Seals job to: Code 210
USS HOPPER (DDG-70) awarded BZ for: FWD VLS - BMD Test shot job to: Darrel Severns (Code 210)
Coast Guard Ship CGC MORGENTHAU WHEC 772 award BZ for: MK75 job to- Mike O'Connell, Mike Mattone, Jim Schneck and GMC Eric Wright
USS STOCKDALE (DDG 106) awards BZ for: **MK-54 5 " Gun job to** - Mike O'Connell, Mike Mattone, Jim Schneck and GMC Eric Wright (CODE 210.)



First row: Mike Rose, Cayne Stephens, Kris Jones, Jim Schneck, Steve Magnusson, Vernon Ford
 Second row: Rudy Silva, Mike Mattone, GMC Eric Wright, Allen Smith, Kimo Magnani.



USS Hopper (DDG-70) awarded BZ to Shop 38/31 (Gas Turbine) for 2B GTM PT Brake
Job to: Gordon Kwok, GSCS Colt Schad, GSMC Toua Lor, Kanani Hawkins, Nelson Barboza, Nathaniel Malczon, Valerian Espinosa, GSMC Toua Lor, Kanani Hawkins, Nelson Barboza, Nathaniel Malczon, Valerian Espinosa, GSM1 Remigio Toledo, GSM1 Jermaine Johnson, GSM1 Jermaine Piper, GSM1 Edilberto Chato, GSM1 Antwan Griffin, GSM2 Kirubel Weldeyes, GSM2 Douglas Messamore, GSM2 Alvin Abellera, GSM2 Vicente Tan, GSM2 Yue Chang, GSM2 Robertson Acido, GSM2 Francis Dechico, GSM2 Jose Alvarez, GSM2 Daniel Sanchez, GSM2 Joshua Wharton, GSM2 Michael Evans, GSM2 Nathaniel Doss, GSM2 Kenneth Pelaez, GSM2 Jessie Gandara, GSM2 Louis Stafford and Ricky Lumang.

From the top - Valerian Espinosa
 Next Row - Nelson Barboza, GSM1 Antwan Griffin
 3rd Row - GSM2 Raul Neri, GSM2 Douglas Messamore, GSM2 Nathaniel Doss
 Bottom Row - Kanani Hawkins, GSM2 Vincente Tan, GSM2 Francis Dechico, GSM2 Alvin Abellera..

Code 930 Awarded Safe Shop of the Month



PHNSY Work Whistle times

The Shipyard whistle sounds at the beginning and ending of work shifts and lunch breaks. Its signals mark the following events during the Shipyard work day:

- 6:25 a.m. – Five-minute alert to the start of first shift
- 6:30 a.m. – Start of first shift
- 11:00 a.m. – First shift lunch break
- 11:30 a.m. – Return to work following first shift lunch

- 3:00 p.m. – End of first shift, beginning of second shift
- 6:30 p.m. – Second shift lunch break
- 7:00 p.m. – Return to work following second shift lunch break.

Alerts on the shipyard horn will not be sounded after 7 p.m., nor will they sound on weekends or federal holidays.

August Service Awardees

10 Years

Mark Arce, C920
Clayton Cadorna, C960
Daniel Peterson, C741
Sarah Pitts, C2340

Justin Roque, C23303

20 Years

Michael Ponty, C2330
Jerry Wheaton, C1351

25 Years

David Boissoneault, C300
Yolanda Young, C1055
Donald May, C1120
Carl Ohashi, C105
Jason Sunada, C713

35 Years

Robin Chavaria, C23012
Dale Fujimoto, C930
Lance Hulleman, C24421
Michael Kelly, C2101
Benjamin Layoso, C970
Johnston Ma, C244A
Gary Tomishima, C930
Nolan Tsukayama, C300
Jade Wong, C10913
Russell Yamada, C980

40 Years

Glenn Ahsam, C930
Lynette Chun, C24423
Roy Gesteuyala, C90
Neal Gima, C950
Efigenio Mortera, C743

45 Years

Warren Vrana, C970

August Civilian Newcomers

Neimodro Akina, C24421
Chad Ashida, C970
Sheldon Barbosa, C920
Brandon Bauser, C1032
Karl Bethke, C1091
Vanessa Bragdon, C260
Vernon Brown, C1130
Joseph Bustamante, C1092
Devin Deturk, C1093
Michael Dubiel, C710
Melendrez Esporas, C1032
Derek Ferguson, C250
Tanya Fitch, C107
Cary Fujikawa, C242
Mark Hampton, C400
Thomas Hardy, C970

August Civilian Newcomers cont'd

Reynaldo Katigbak, C24421
Brent Kim, C2309
Michael Lee, C246
Edward Mihlbauer, C710
Charles Moore, C103
Kirk Morris, C1145
Arsalan Muneeruddin, C1053
Derek Oh, C246
Eric Pittman, C1053
William Powell, C300
Derek Sasaki
Eugene Trinidad, C1091
Bryan Yamamoto, C1091
Tomohiro Yoshimura, C242

Fair winds & following seas to August Retirees

Wayne Akamine
Joe Duyao
Daniel Makakoa
Clinton Mizokami
Ryan Sawai

August Military Newcomers

EM1 Clinton Atchison, C760
MM2 Matthew Baker, C930
SN Veronica Castro, X-Div
LT Charlien Dominguez, C300
FC2 Paige Drake, X-Div
HT2 James Falkner, C920
LCDR Derek Fletcher, C300
LT Michael Fortiner, C102
ET2 Michael Gomez, C950
CAPT Timothy Halladay, C101
MMA2 Michael Hatfield, C930
EMN2 Tan Le, C246
CDR Jeremy Leghorn, C900
NDC William Marigliano, C760
LCDR Richard McNeil, C300N
MR2 Evalee McNulty, C132
STS3 Christopher Naquin, X-Div
MM1 Robert Oyler, C930
GSM2 Kenneth Pelaez, C930
MM1 Malcolm Pinkston, C103
GSM1 Jermaine Piper, C930
EMN1 James Reyes, C1130
ND3 Jacob Sanders, C760
EM2 Juan Smith, X-Div
GSM2 Louis Stafford, C930
ET2 Suwansak Thanpho, 950