

# SHIPYARD LOG



## THE HUNT FOR NEW CAPABILITIES



**March 2017**  
Pearl Harbor Naval Shipyard & IMF  
News Since 1946

## Good for the many, not the few

It is a known fact that the biggest asset of Pearl Harbor Naval Shipyard is its people. People that are willing to go the extra mile and do whatever it takes to deliver our Nation's assets back to the Pacific Fleet with the material readiness to defend our way of life. Our workforce is the heart and soul of this Shipyard. Our people, given the right tools and environment, will improve our effectiveness, leading to more on time availabilities for ships and submarines and providing the Navy with a Forward Deployed Naval Force to defend the frontlines of our Country.



Code 700 Lifting and Handling Department Head Kevin Correa (Capabilities Champion) pictured with Capt. Jamie Kalowsky showing their mutual respect.

In March of 2016, the Senior Leadership Team was tasked to map out a five year vision for the future of this Shipyard. As a group they collaborated to understand the potential, barriers, and opportunities our Command has in front of us. One potential they immediately recognized was that success would be directly correlated to its ability to help people reach their full potential. As a team it is well understood that in order to increase the productive capacity of our Shipyard, we need to involve, enable, and develop our people with the most effective tools and training available.

I was fortunate when the Senior Leadership Team chose me to lead this initiative. As a long time Shipyarder, I've always strived towards the credo of "doing what is good for the many and not the few." With this initiative the many equates to all of the hard working civilian and military men and women who keep our Shipyard Fit to Fight while working for the No Ka Oi Shipyard.

A little of my background is I started here in the Shipyard as a Shop 38 apprentice in 1975 and eventually received my first management position as a Shop 38 Hydraulics Section Foreman. After working many years in different

production management positions throughout the Shipyard I was fortunate and honored in November 2015 to be selected as the Code 700 Lifting and Handling Department Head.

I knew that when I was presented with the opportunity to be the Champion of the Capabilities Strategic Focus Area Team that my first order of business would be to put together a great team and that our success would be determined by the quality of our team. I was able to establish a team of people from many different backgrounds and experience levels. This helped to create a well-rounded foundation to establishing how we would tackle our five year vision.

How?

We established three action goals that will help us accomplish our Capabilities Strategic Focus Area vision of "developing a framework that increases the agility of our people, processes, and environment to meet the needs of the Pacific Fleet today, tomorrow, and beyond." As an result each Action Team Lead has developed Plan of Actions and Milestones (POAMs) for FY17 and beyond to:

#1) Improve the framework to expand our agility and capabilities to hire and retain people.

We will tackle this goal from the hiring and retaining side of Code 1140 and from the contracting side of Code 410.

#2) Develop mobile maintenance and emergency repair capabilities.

The essence of our #2 goal is to provide the Navy with the capability to rapidly deploy Mobile Repair Teams anywhere to conduct temporary or permanent repairs. This in turn keeps our Forward Deployed Navy Force fit to fight and it allows them to continue their mission to protect our nation's interest.

#3) Increase capabilities to accomplish Virginia Class work.

Producing new Virginia Class work, will raise our level of knowledge and expertise by providing the "solution seeking" mindset of implementing existing methods used by other yards. We will have the ability to "stand on each other's shoulders" by implementing these new techniques.

We consider our Shipyard "Capabilities" to be more than a singular program or initiative. It is an interconnected set of solutions to meet the Shipyard's needs. It prepares workers with the needed skills, emphasizes core values, and by training through exposure and experience, imbues a strong sense of purpose linked to National Defense, the Navy, the Pacific Fleet and the long history of Pearl Harbor Shipyard.



February 2017  
Vol. 70, Number 2

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

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**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.

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**ON THE COVER:** Shop 64 Plastic Fabricator Supervisor Phil Tefft on USS *North Carolina* SSN-777 project.

Graphics by Dave Amodo  
Photo by: Justice Vannatta

# Thousands attend 2017 Job Quest Job Fair

More than 100 Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) personnel representing more than 20 Shipyard codes and shops partook in the 2017 Job Quest Job Fair Feb. 1 at the Neal S. Blaisdell Center in Honolulu.

Shipyards operated multiple booths with the tools of their trade, equipment and informational brochures to help illustrate the many different job opportunities that PHNSY & IMF offers. The endeavor was led by Maurice Honeywood, the Shipyard's Administrative Officer. He was joined by representatives from the U.S. Pacific Fleet Human Resource Office (HRO), the Shipyard's Apprentice Program and the Hawaii Federal Employees Metal Trades Council in providing information regarding how to apply for work at the Shipyard in USAJOBS.com.

Code 1160 Congressional and Public Affairs Office briefed potential Shipyard employees on the rich legacy and importance of the Shipyard's mission -- to keep the surface ships and submarines of the U.S. Pacific Fleet "Fit to Fight" -- while at the same time infusing approximately \$1 billion dollars into



Kaena Apana, an apprentice shipfitter at Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility, shares his responsibilities to an attendee of the Job Quest Job Fair.

Hawaii's economy each year as the state's largest industrial employer.

At 19 years and counting, the Job Quest Job Fair is the oldest career fair conducted on the island of Oahu and consistently attracts the highest attendance. This year more than 5,000 job seekers took advantage of the opportunity to participate to meet directly with representatives of more than 300 employers/vendors from several business sectors

## ***New Shipyard Commander onboard in July***

On July 7, 2017 Captain Gregory D. Burton will relieve Captain Jamie Kalowsky as the 47th Shipyard Commander of Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF).

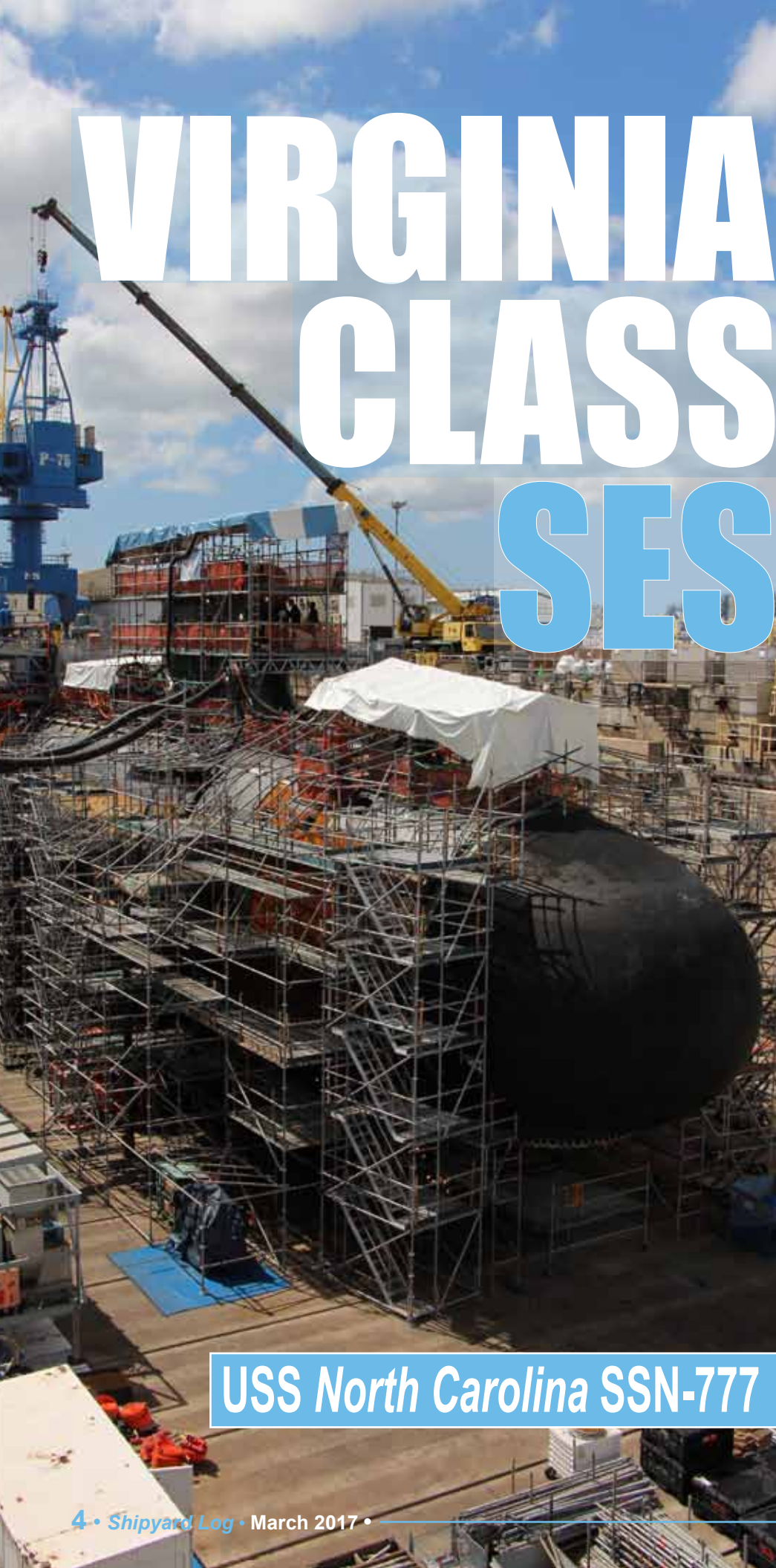
Burton is a native of Salt Lake City, Utah. He enlisted as a nuclear machinist mate in 1986. Through the Nuclear Enlisted Commissioning Program, he attended the University of New Mexico earning a Bachelor of Science in Mechanical Engineering and a commission in 1991.

Burton earned his submarine dolphins while serving on USS KENTUCKY (SSBN 737)(Gold) and then attended the Naval Postgraduate School earning a Master of Science in Electrical Engineering.

Following his sea tours he became an Engineering Duty Officer in 2003. His engineering duty tours include: Submarine Deputy Project Superintendent and Project Manager at Puget Sound Naval Shipyard and Intermediate Maintenance Facility, Submarine Maintenance Branch Head and Portsmouth Naval Shipyard budget analyst on the staff of Commander, United States Fleet Forces Command (USFF), Carrier Deputy Project Superintendent at Norfolk Naval Shipyard, Joint Counter Radio-controlled Improvised Explosive Device Electronic Warfare (JCREW) Chief Engineer at United States Forces – Iraq (USF-I), Maintenance Requirements, Readiness, and Improvements Officer on the staff of Commander, Submarine Force, U. S. Pacific Fleet in Pearl Harbor, Hawaii, and Operations and Product Line Officer at Puget Sound Naval Shipyard and Intermediate Maintenance Facility.

Burton will assume duties as the 47th commander of PHNSY&IMF in July of 2017.





# VIRGINIA CLASS SESSION

Story by Lori Sakai  
Code 200 Management Analyst  
and Dawn Yoshida Code 240  
Hawaii Regional Maintenance  
Center Chief Engineer

# IN SESSION

**W**hy is it important to build and maintain Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility's (PHNSY&IMF) capabilities as a ship maintenance facility? Imagine the morning of Dec. 7, 1941, when the first wave of Japanese fighters and bombers were seen on the horizon, southeast of Hickam Field, and the first assault on American soil took place. Thousands of Americans were killed and thousands were wounded. There were sunk or damaged battleships, cruisers, destroyers, an anti-aircraft training shop, one minelayer, and hundreds of U.S. aircraft. Three U.S. Navy battleships were lost that day. Significant damage was done to base facilities, piers and infrastructure. For more than three years after that devastating attack, the Navy Yard at Pearl Harbor worked tirelessly to rebuild the Pacific fleet.

Capable and dedicated Navy Yard civilians and military personnel resurrected the damaged ships from the bottom of the harbor in the greatest salvage effort in history. They routinely worked 12-hour shifts, around the clock, seven days a week to repair and rebuild the Pacific Fleet. The Pearl Harbor Navy Yard was

**USS North Carolina SSN-777**

the only American shipyard located in a war zone and its workers were committed to work non-stop to provide refit and repairs throughout World War II in the Pacific. Through their determination, they were able to “Keep Them Fit to Fight” and set the foundation for today’s Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility.

The last few editions of the *Shipyard Log* have featured updates on the Shipyard’s Fiscal Year (FY)17 Strategic Focus Areas -- Predictive Planning, In-

creasing VACL capabilities, as evidenced by being the only naval shipyard to establish and operate a Photonics Repair Facility. The Shipyard has accomplished VACL work such as Air Turbine Pump replacement, Mold-In-Place (MIP) Special Hull Treatment (SHT) removal/installation, Auxiliary Sea Water (ASW) valve repairs, pump mechanical seal installation and propulsor work. PHNSY & IMF continues to build VACL capabilities, developing new projects including Universal Modular Mast (UMM) repairs,



Code 930 Marine Machinist Mechanic Spenser McCready performs a multi-axis cut on a state-of-the-art, Hanlock vertical turret lathe to manufacture an Auxillary Sea Water Pump 2, in support of USS *North Carolina* SSN-777.

novation and Workforce Development all which play a vital role in the fourth and final Strategic Focus Area: Capabilities. The Capabilities strategic vision is “to increase the agility of our people, process and environment to meet the needs of the U.S. Pacific Fleet today, tomorrow, and beyond.” To do this, PHNSY & IMF will diversify and increase our Virginia Class (VACL) maintenance capabilities, develop a contracting strategy to mitigate the resource constraints, provide a means to rapidly deploy Mobile Repair Teams anywhere to conduct repairs, and improve our network operations security.

The amount of VACL work is dramatically increasing as lifecycles of ship’s equipment are validated and, at times, redefined. Increasing the amount of VACL tooling, specialized equipment and infrastructure will enable the Shipyard to accomplish multiple concurrent VACL availabilities, keep VACL work on-island and improve performance on VACL availabilities

PHNSY & IMF has been working on

shaft coupling repairs, and propulsor repair facility. The Shipard is also acquiring additional Diver’s Quality Air (DQA) air sampling qualifications, and is developing Advanced Equipment Repair Program (AERP) for sanitary pumps and a Ships Service Turbine Generator (SSTG) thrust bearing replacement program.

The USS *Hawaii* Air Turbine Pump (ATP) bearing cartridge failure was unanticipated and added late to the baseline work package. No other Shipyard had performed VACL ATP work before. However, PHNSY&IMF took the challenging assignment and ran with it. In preparation for the work, Shop 38 mechanics and technical code partnered with Naval Undersea Warfare Center (NUWC) to gain hands-on skills and lessons learned to prepare them for first time ATP work. During productioneering meetings, the team identified work to contract out, such as shaft coating and balancing, and the special tooling that needed to be manufactured or procured.

Removal and reinstallation of numerous interferences naturally led to collaboration and teamwork with all technical disciplines in the Shipyard. Some of the highlights were the design of a new overhead trolley system and rigging procedures for the ATP housing, as well as a special jig to allow backing out of the ATP housing. To maintain first-time quality, color pictures were added to the technical work documents to show disassembly and reassembly of the ATP step-by-step.

“USS *Hawaii* was an unexpected challenge because this was not scheduled as the first VACL to receive ATP repairs. We initially had another two years to plan out how this work would be accomplished on USS *North Carolina*, but pre-availability test failures shifted our priorities. In order to minimize cost and schedule delays, we (PHNS&IMF) took up this challenge to repair and install reliability upgrades to both ATPs. Since USS *Hawaii* was the very first unscheduled VACL repair, there were no pre-established procedures and tooling to accomplish this daunting task, therefore new procedures and tooling were developed and borrowed with the collaboration of all technical codes, production shops, and NUWC. The success of this endeavor within our estimated timeframe would not have been possible without the help of everyone from all aspects of the Shipyard.” said Gary Lee, Code 290 mechanical engineer.

The foundation of the Shipyard’s successful ATP work was due to workforce capability, collaboration and extraordinary team effort to get the job done. Additional members of the team recently finished training on the NUWC ATP mockup in preparation for work on USS *North Carolina* (SSN 777). Smiling through his moustache, electronics engineering technician Robert Booth exclaimed, “I’ve seen those mechanics and they are so skilled and capable. I will say that when we do this on *North Carolina*, we will get them done as quick as *Seawolf* ATPs which are way easier than VACL ATPs!”

Photo courtesy of Navy.mil

# Mobile Repair Capabilities

Story by Capt. Tim Halladay Code 101 Deputy, Hawaii Regional Maintenance Center

**P**earl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) has a rich history of fixing ships and submarines, including those that have suffered some type of combat or emergent damage. History is ingrained in the 5,000+ civilian and military Shipyard employees, who use their knowledge and skills to “keep them fit to fight.”

U.S. Navy vessels that are damaged while forward-deployed within the Pacific region or the Middle East require PHNSY & IMF to send skilled teams to their location to execute the needed repairs. During the last 30 years, several ships have suffered damage while they were away from the Pearl Harbor home port. Examples of battle-damaged surface ships include USS *Stark* (FFG-31), hit by Iraqi missiles in 1987; USS *Samuel B. Roberts* (FFG-58), struck a mine in the Arabian Gulf in 1988;

USS *Tripoli* (LPH-10) and USS *Princeton* (CG-59), that struck mines within three hours of each other in 1991 during the Gulf War; and USS *Cole* (DDG-67), damaged by a small-boat terrorist attack in 2000. Non-combat submarines and surface ship injuries have included USS *Denver* (LPD-9), damaged in 2000, USS *San Francisco* (SSN-711), damaged in a collision with an undersea mountain south of Guam in 2005, USS *Hartford* (SSN-768), and USS *Newport News* (SSN-750).

Shipyard employees played a big role in the repairs of these ships, with many of civilian and military workers traveling to perform troubleshooting and repair work on ships that have needed assistance over the years. Having a mobile repair capability is one of the strategic focus areas at PHNSY & IMF. The Shipyard needs to be able to rapidly deploy mobile repair teams anywhere in the world to conduct temporary or permanent repairs to keep the Navy’s Forward Deployed Forces fit to fight and to allow them to continue the mission to protect U.S. interests at home and abroad.

Recently, Shipyard Commander Capt. Jamie Kalowsky commissioned the Shipyard’s Combat Logistics Readiness Action Group to carry out the actions needed to

prepare for and execute our mobile repair capability. The group’s core team includes Jerrod Tamashiro (Code 106); Dennis Young (Code 200); Ralph Okimoto Rivera (Code 300); Earl Sugai (Code 901); Devin Paiva (Code 930); Mike Uherek (Code 960); Robert Torres (Defense Logistics Agency (DLA); Henry Mata (Fleet Maintenance Submarine (FMB)); Lance Coverdill (Fleet Maintenance Surface (FMR); and Miles Kotoshirodo (Nuclear Regional Maintenance Department (NRMD)). The core team is responsible to develop a dynamic capabilities program, set up the logistics and tooling necessary to extend or transport Shipyard capabilities to a forward location, establish a knowledge sharing network within the Pacific Region, train the Shipyard’s military workforce to perform the same intermediate and depot-level work civilian workers perform, and plan the Shipyard’s participation in global maritime war-games.

The knowledge and skills PHNSY & IMF military workers learn here at the Shipyard can be critical when they return to sea duty, especially if their ship or submarine is damaged due to a collision, grounding or attack.

When the author was a junior officer, he was a crewmember in the Engineering De-

Pictured: On 8 January 2005, USS *San Francisco* (SSN - 711) collided with an undersea mountain about 675 kilometers southeast of Guam while operating at flank (maximum) speed at a depth of 525 feet. The collision was so serious that the vessel was almost lost—accounts detail a desperate struggle for positive buoyancy to surface after the forward ballast tanks were ruptured. Ninety-eight crewmen were injured. Repair cost were estimated at \$80 million.

partment of USS *Missouri* (BB-63) during the Gulf War. The “Mighty MO” was the third ship in line behind the USS *Tripoli* (LPH-10) and USS *Princeton* (CG-59) when the first two hit mines.

“We quickly went to General Quarters (battle stations) and then Flight Quarters,” Halladay explained, “so we could land and refuel the helicopters from *Tripoli* because the JP-5 system on *Tripoli* was damaged from the explosion on the bow near a forward pump room. *Princeton* struck the mine under the stern of the ship, and the structural damage from that explosion was bad enough that steel reinforcement needed to be added to hold the stern end to the forward end of the ship. The helicopters were used to transport officers, Chief Petty Officers and Sailors with repair skills from *Missouri* and nearby aircraft carriers to help the crews of *Tripoli* and *Princeton* perform the damage control actions that enabled those ships to survive and return to action.

When USS *Samuel B. Roberts* hit the mine, there were no other ships nearby to assist. As the ship settled lower and lower in the water due to flooding, it was imperative that the ship’s crew be able to patch the holes to slow the leaks, get ahead of the flooding, and start and operate the portable pumps to operate deducators to dewater the ship since the ship’s power plant was not operational. The *Roberts’* flight deck was only a foot and a half above the water line when the ship’s crew got the flooding under control and began to gain ground on the pumping. The knowledge of the Sailors and their ability to fix the immediate problems saved that ship. When USS *San Francisco* collided with an undersea mountain, her crew’s quick reaction and knowledge of emergency procedures enabled the ship to surface and return to Guam for repairs.”

Another reason for developing military co-workers is because, in a wartime scenario, non-combatants (civilians) may not be allowed to enter the conflict area. PHNSY & IMF Shipyard military members, however, could be sent forward to help the damaged ship’s crew perform follow-on damage control to allow the ship to transit to a local ship repair facility, or even back to Pearl Harbor for more complete repairs. Assigned military divers might be needed

to conduct underwater hull inspections to determine the seriousness of the damage. They would help the Navy decide whether the ship could be saved, or is unsalvageable, must be scuttled and its crew safely transported out of the hazard area.

In September 2016, when the Shipyard participated in the Commander, Pacific Fleet facility *Pacific Sentry* exercise, PHNSY & IMF workers played a key role and had the chance to provide input on maintenance capabilities. Capt. Kalowsky traveled to Newport, Rhode Island, in December 2016 to participate in the Global VII war games. Through these and other maritime exercises, Shipyard leadership learned the value of having salvage and repair experts working within the supply and logistics groups of higher Navy commands. They also learned that more repair planning and preparation are needed to round out our Navy’s battle plan.

Applying what PHNSY & IMF already do in Shipyard operations is the first step. The Shipyard conducts off-station maintenance in Guam. Puget Sound Naval Shipyard and IMF conducts off-station maintenance at the North Island facility in San Diego, California and at Yokosuka, Japan. Norfolk Naval Shipyard conducts off-station maintenance in King’s Bay, Georgia and assists Puget Sound in San Diego and Yokosuka. Portsmouth Naval Shipyard conducts off-station maintenance at the Point Loma facility in San Diego.

PHNSY & IMF’s Engineering and Planning Department (Code 200) Fleet Tech Assist Division sends teams all over the Pacific Area of Responsibility (AOR) to troubleshoot problems and assist with repairs to propulsion, hull, mechanical and electrical equipment, as well as combat systems. Putting this mobile repair capability into operation during a wartime situation would follow the same procedures PHNSY & IMF would use to do off-station work or fleet tech assist, but in a more rapid manner.

The knowledge and skills of every worker at PHNSY & IMF are part of the Shipyard’s mobile repair capability. The core team members meet monthly to plan how to progress that capability, and what should be done to pre-package tools and equipment. Command Master Chief (CMDCM) Roger Schneider and the Chief Petty Officers in both the submarine and surface maintenance groups have teamed up to develop a capabilities plan for the Shipyard’s military workers. PHNSY & IMF may also bring Navy Reserve Engineering Duty Officers and SurgeMain enlisted reservists back on active-duty to support the Shipyard’s mobile repair effort. I challenge each of you to think about how your skills could be used and maybe sometime soon we will be calling on you to help with mobile maintenance. See you around the waterfront.

The Los Angeles class attack submarine *San Francisco* (SSN-711) is shown in dry dock in Apra Harbor, Guam, 8 May 2005 having repairs made on its damaged bow. A new large steel dome about 20 feet high and 20 feet in diameter was put in the place of the damaged bow.



# CONTRACTING OVERSIGHT STRATEGY

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his article is part of a continuation of a *Shipyards Log* article started in October 2016, when PHNSY&IMF was awarded a \$49 Million Contract, maximum value, Multiple Award Contracts Indefinite-Delivery/Indefinite Quantity (MAC IDIQ) Touch Labor contract for non-nuclear and non-SUBSAFE work. This article addresses the acquisition cycle needed to contract for work to meet the mission of Pearl Harbor Naval Shipyards and Intermediate Maintenance Facility to “Keep the Fleet Fit to Fight.”

The Acquisition Planning Board (APB) was chartered in Fiscal Year (FY) 16 and is comprised of a multidisciplinary team

of Shipyards senior leaders. The APB determines the discrete contracts and touch labor contracts required to mitigate the man-day resource demands that are in excess of the available workforce across the Future Years Defense Program (FYDP.) This forward-looking team, is one form of a Department of Defense (DoD) Integrated Product Team (IPT), focused on advanced acquisition planning. Its plans serve a number of purposes, including:

Providing budgetary input to the Program Objective Memorandum (POM) cycle for maintenance and repair work (both discrete and touch labor) will be contracted out in the “out” years.

Supporting Fiscal Year Execution Guidance to determine how

Story by Will Havens  
Code 410 Procurement Analyst

Code 103 Shipbuilding Specialist (SBS) Eduardo Romero conducts a Bluing test for contracting company Marisco in Campbell Industrial with Code 242 Engineering Technician Steven Tsuru and Code 260.4 Mechanical Engineer Patrick Driscoll. The Bluing test is a measure to ensure contact between the rudder blade and rudder post.

the Shipyard intends to contract work to execute its mission in support of Fleet maintenance; and validating and planning ahead for service contracts through the Service Requirements Review Board (SRRB).

The APB has determined which areas of maintenance and repair will be contracted for FY17 – FY19 workloads. Acquisition teams are working through the planning and execution phases at this time.

Discrete contracting represents a contracting opportunity for a well-defined distinct job that will result in a complete and usable tangible end product. The contract requirements are generally ‘turn-key’ in nature, and typically include all incidental services (e.g., contracted engineering, quality assurance, Quality Management System [QMS] objective quality evidence, etc.) necessary for the contractor to deliver the completed end-product through use of contractor resources, from start of contract through

completion of work, and resulting work certification and acceptance by the Naval Supervising Activity (NSA).

The Contract Management Oversight (CMO) responsibility upon the Government is generally robust using this contract type and requires greater collaboration by the departments in acquisition planning, formation of the requirements package, and contractor oversight leading to work certification and acceptance.

To envision a CMO function within the Shipyard, turn to the Hawaii Regional Maintenance Center (HRMC), which provides CMO for contracted surface combatant maintenance and repair.

HRMC operates via the Code 101 Deputy for HRMC. The CMO’s Project Management function is supported through a matrixed organization that receives dedicated resources from various Shipyard departments, including engineering, quality assurance, contracts, finance and others. There is no organizational construct within the Shipyard equivalent to the HRMC model that provides CMO for depot level submarine work, to include, for example, the galley alteration on USS *Jefferson City* (SSN 759).

As the Shipyard moves through the FYDP and executes its plan for contracting out that work that is beyond the organic capacity of the Shipyard, the challenge is to use its existing organization to meet the CMO needs. This has required a number of initiatives to provide a Systems Thinking approach to the CMO problem.

Over the past few months, the Logistics and Acquisition Department (Code 400) has been working with the Performance Improvement Office (Code 100PI) to complete process mapping of the “current state” and “future state” processes for developing requirements packages for discrete contracts. This effort must be timely to meet the Procurement Administrative Lead Times (PALTs) to place the work on contract. It has included identifying key functions within Shipyard departments which have planning and execution CMO responsibilities within the



Code 132 Quality Assurance Specialists Lawrence Patton and Kai Aranita, provide government Nondestructive Testing (NDT) oversight of contractor work on the external stern tube of the USS *Halsey* (DDG 97.)



Code 132 Quality Assurance Specialist (QAS) Paul Kawamura inspects the hull integrity in support of the USS *Chung Hoon* (DDG 93.)

discrete contracting process, and should be completed by mid-March.

Further efforts will be made to coordinate with Shipyard departments with CMO responsibilities in the areas of planning, execution, and work certification and acceptance to ensure that the organization is adequately configured for the execution of CMO responsibilities.

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

# LEAN BACK

Story by Brenda Graban and  
Melvin Jones Code 430  
Procurement Analysts

When the Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF) mission exceeds the organic workload capability, one option is to contract the work out to a vendor. To make that happen, a series of events must be worked through, starting with identifying the requirement, or writing a Performance Work Statement (PWS). The PWS states the deliverable the contractor will provide, or the actual work or item being procured. The PWS is written to capture the specifics about the requirement, passing through many phases before it goes to the contracting office and, ultimately, becomes part of the actual contract.



C100PI Management Analysts Austin Jo and Collin Inong, assist C430 Procurement Analyst, Brenda Graban and Melvin Jones in a collaborative Lean learning event.

So let's take a step back . . . you're at your desk and your supervisor comes to see you with a requirement that needs to be filled or contracted out. You are tasked with writing the PWS. Many questions flood your mind, including, "Where do we start? What is a PWS? When is it due?"

The frequency varies widely for how often Shipyard workers are tasked to write a PWS. To add to our unfamiliarity with the process, the path the PWS must follow -- to get approvals, funding and all necessary documents to form a complete acquisition package -- has not always been standardized. Depending on the type of work or materials needed, the contract may actually be awarded by another agency, such as Naval Facilities and Engineering Command (NAVFAC) or the Defense Logistics Agency (DLA). Although these agencies are directed by Federal Acquisition Regulation (FAR) laws, they each require use of their own forms and different levels of scrutiny when it comes to approving, funding and awarding each requirement package. For the requirement to become biddable and contract ready, they must be written in a manner that provides contractors enough information to accurately provide a bid to the solicitation.

Sandra Yim, Logistics and Acquisition Department (Code 400) director, tasked the Logistics Integration Division

(Code 430) to conduct a thorough review of local Performance Work Statement (PWS) processes, as part of its stand-up of Front Counter Operations. The goal was to identify what processes were currently happening, then work towards identifying more efficient, standardized and documented processes to reduce unnecessary steps or churn. With help from Austin Jo and Collin Inong from Performance and Improvement Office (Code 100PI), C430 leads David Lum, Brenda Graban and Melvin Jones coordinated a Lean learning event.

Code 430 also set up meetings during the first quarter of Fiscal Year 17 is each code to document "Current State" process steps. For change to take place, it is necessary to understand the current state and define unnecessary steps or churn so efficiency and standardization can be identified. Flow charts and process maps are created, scrutinized, discussed and ultimately used to establish a more efficient path to creating a PWS and complete acquisition work packages. Once envisioned, the requirement starts to become reality after PWS process steps are identified, partnership meetings are held with a Contracting Officers Representative (COR) or Acquisition Team Lead, a first scoping session is coordinated, and an Independent Government Estimate (IGE) is created to request and receive funding.

In an effort to leverage technology to

(continued from page 10)

the fullest, Code 430 contacted the Activity Command Information Office (Code 109) to bring its vision of a new database system to life. The goal was to “lean” the flow chart path in a way that would allow users to work in a collaborative environment, jump in and out of the system as they managed their task, receive approvals, and upload documents. As each step in the process was taken, the system led the user through a series of questions and examples that would facilitate the process of writing a thorough and complete PWS, and give the user the ability to submit the PWS electronically. They would then be able to upload all applicable supporting documentation (government estimates, funding documents, etc.) and electronically capture a timeline showing when each step was taken by the user. This allowed the status of a requirement to be viewed by all parties at any given point in time. This web-based system, soon accessible on the Code 400 Share-Point public page, will allow automated tracking to provide email status updates to Shipyard requirement generators.

Help us name our new database system!! We are looking for a name that is catchy, suggests what our system will do and sets it apart from other database systems. Contact Brenda Graban to obtain a name suggestion form, to be submitted to her by Friday, March 31, 2017.

**Help Us Name our System**  
**Submit idea to Brenda Graban**  
**Brenda.graban@navy.mil**

Name: \_\_\_\_\_

Code: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone #: \_\_\_\_\_

Database Naming  
Idea: \_\_\_\_\_

# Improving Our Hiring Process

**Story by Maurice Honeywood**  
**Code 1140 PHNSY&IMF**  
**Administrative Officer**

Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF) is leveraging technology by using the Department of the Navy’s Total Workforce Management System (TWMS) automated recruiting tracking tool.

Use of this technology allows the Shipyard, through its Capabilities strategic focus area, to improve the accuracy of hiring metrics and identify barriers and chokepoints within the hiring process, with the goal of helping to meet hiring targets for Fiscal Year 17 and beyond.

To achieve that goal, selected Shipyard codes partnered with representatives of the U.S. Pacific Fleet Human Resources Office (HRO) and Office of Civilian Human Resources (OCHR). Shipyard representatives in this effort included the Executive Director (Code 1100), Security Director (Code 1120), Administrative Officer (Code 1140), and Command/ Services Branch (Code 1141). This hiring network partnership uses the TWMS Request for Personnel Action (RPA) module as its single source database. Use of the RPA module allows the Shipyard to capture key events and dates, generate accurate metrics, and identify current bottlenecks in the recruiting process.

Data entry into the RPA tracker module started on Oct. 1, 2016. The HRO developed a standard recruitment timeline for the Shipyard, with achievable dates that better represented the actual hiring process than the standard Office of Personnel Management (OPM) timeline. The Shipyard worked with HRO and OCHR to develop upper control limits for individual steps in the RPA process, which

would allow individual RPAs that exceed the expected duration to be flagged and addressed for required action. The plan was to have the new process in place by the end of December 2016.

As planned, key stakeholders have conducted bi-monthly meetings using the single source database TWMS RPA Tracker module. Subsequently, an additional three meetings were conducted to flag dated actions outside of the normal processing timelines and provide courses of action to ensure expedient completion of pending recruitments.

“The process is still maturing,” said Executive Director Alex Desroches, “but the meetings are already helping to identify where RPAs are really being held up and to provide better insight into the hiring process. For example, we hear anecdotally that medical and security are the chokepoints, but we have found very few RPAs waiting on either of these as long as expected.”

“The collaborative meetings with HRO, both OCHR’s, Security, and Code 1141 have been detailed, transparent and highly productive. Having one single source tracking tool that is accessible to all ensures much needed alignment of actions and priorities of work” said Shipyard Administrative Officer Maurice Honeywood. “Additionally, and most importantly, the collaboration illustrates that using the technology currently available in TWMS is the most prudent way to conduct business, particularly as it pertains to such a critical component of our overall success as bringing quality folks aboard to join the Shipyard team in the most timely and efficient manner.”

### January Civilian Newcomers

Civilian Newcomers  
Robert Adams, C920  
Kyle Agena, C920  
Damien Aguiar, C920  
Christopher Aguilera, C246  
Kiyoshi Akasaki, C950  
Samson Anjo, C740  
Jordan Awa-Sumailo, C960  
Sean Bangay, C920  
Lavina Barbadillo, C950  
Frank Belen, C960  
Nkomo Brooks, C990  
Michael Brown, C760  
Kimberly Bungcayao, C930  
Albert Caraang, C930  
Shayna Carvalho, C960  
Mike Chang, C950  
Salena Chen-Powell, C960  
Kevin Chiogioji, C1091  
Kurstin Chun, C960  
Glenn Clemente, C920  
Michael Correa, C920  
Rolando Dawang, C950  
Damon Demetropolis, C246  
Alan Do, C290  
Sean Dupuis, C960  
Gabriel Fasi, C920  
Chelsea Feliz, C134  
Liane Fukumoto, C134  
Brandon Garcia, C990  
Kow Ghartey, C10921  
Andrew Gorospe, C950  
Amy Groves, C930  
Travis Hale, C930  
elinda Havens, C730  
David Hicks, C960  
Jacqueline Ho, C990  
Stacie Hong, C950  
Reid Igawa, C950  
Ryan Jacobs, C950  
Kupono Kaaiawaawa, C740  
John-Paul Kanahele Kawaihoola, C740  
Zachary Kaneshiro, C990  
Vincent Kapoi, C1351  
Kendall Kawamoto, C960  
Gabrielle Kawasaki, C1351  
Jake Kealohi, C950  
Timothy Kim-Vitale, C960

### January Civilian Newcomers cont'd

Maika Kunioka, C950  
Arnel Lacara, C970  
Larry Larkin, C2442  
Michael Latsch, C246  
Jacy Lau, C950  
Jason Lee, C950  
Eric Levine, C920  
Pilar Liu, C970  
Ernest Loo, C730  
Jeffrey Madarang, C960

### January Military Newcomers

GSM3 Jonathan Applewhite, X-Div  
ICCS Michael Bishop, C210  
EMN Nicholas Carr, C900T  
MMN2 Devon Coby, C960  
STG3 Rayne Cochran, X-Div  
STG1 Blaise Desaubies, X-Div  
ETN1 Adam Erinc, C300N  
HA Nicholas Fant, C105.5  
EMN1 James Fuemmeler, C246  
AWO2 Samuel Gerow, X-Div  
EMN2 Isaac Goodsmann, C950  
ETV2 Oscar Hernandez, C950  
MM2 Allison Hodge, C103  
STG1 Cory Hollie, X-Div  
DC3 Tiana Holloman, X-Div  
LCDR James Hornef, C300  
BM3 Elshalynn Madelar, X-Div  
FCC Kurtis Morgan, C210  
LCDR Melvan Morris, Surgmain  
MMW1 James Nethery, C246  
ETN1 Thomas Nickle, C950  
GM2 Wesley Parramore, X-Div  
ET2 Mark Poister, C950  
MM3 Cristal RamosRibera, X-Div  
EMN1 David Rhodes, C960  
FC3 Wesley Savage, X-Div  
MMW2 Todd Schriver, C246  
STS2 Kyle Schwietz, C950  
GSM2 Xiao Shan, C930  
GSM3 Brendan Stinnetovertuf, X-Div  
MMN2 Brennan Tyska, C132  
ICC Romano Villanueva, C103  
GSM2 Damian Wiley, C930  
ETN1 Jacob Wilson, C950

### January Service Awardees

#### 10 Years

Juan Delacruz, C2102  
Sheila Escalona, C610  
Latonya Fellows, C24421  
Darin Muromoto, C970  
Robert Rhea, C970

#### 20 Years

Byron Seto, C960

#### 25 Years

Sharon Gates, C920  
Mark Miyamoto, C2340  
Eric Tanabe, C960

#### 30 Years

Markham Aki, C300  
Tommy Coronel, C970  
Sio Fua, C743  
Mario Habon, C970  
Randall Kam, C970  
Tom Kaneshiro, C139  
Danton Kawakami, C930  
Waising Lam, C741  
George Lau, C2203  
Glenn Nakata, C2205  
Aniceto Pascual, C1331  
Mary Rivad, C900A  
Paul Shigeta, C982  
Roy Sugikawa, C741  
Jerrold Tamashiro, C106  
Gregory Umiamaka, C23801  
Suzan Wagatsuma, C10931  
Dennis Wong, C2444

#### 35 Years

Gregory Agustin, C920  
Warren Alejado, C900T3  
Marciano Bucasas, C920  
Conrado Ferrer, C2501  
Dan Fong, C950  
Kenn Higa, C23804  
Randall Kanaeholo, C930  
Brian Lum, C1331  
Nathan Lum, C2443  
Frank Muffley, C1125  
Michael Oshiro, C920  
Glenn Sakai, C2320  
Scott Sandin, C300  
Gail Shimazu, C1221  
Janelle Shiraishi, C900T  
Alvin Tuvera, C270

#### 40 Years

Vincent Akamine, C930  
Edwin Kimura, C950  
Justin Lui, C1382

Fair winds & following  
seas to

### January Retirees

Curtis Acosta  
Richard Adams  
Darin Akiyoshi  
Marce Aurio  
David Decoite  
Don Bongo  
Randal Ching  
Charles Chu  
David Chun  
Julius Davis  
Sterling Enokawa  
Jon Flynn  
Craig Fujino  
Greg Funakoshi  
Mark Gorski  
Dennis Ho  
William Iida  
Leonard Jardin  
James Kerber  
Alan Koochi  
Noah Koon  
Harlan Kusaka  
Paul Lacerdo  
Bing Lee  
Alfred Lock  
Earl Maeda  
Joseph Manke  
Errol Marciel  
Nelson Morales  
Steven Nakamura  
Daniel Nifalar  
Christopher Noneza  
Louis Oliveira  
Sheridan Parker  
Michael Pascual  
Frank Peterson  
Elizabeth Rivera  
Erwin Say  
Craig Sienkiewicz  
Carole Shaw  
Mark Shaw  
Richard Shaw  
Rodney Shimabukuro  
Raymond Sole  
Bertram Takemoto  
Steven Taketa  
Isaac Tokuda  
Patrick Tsukayama  
Michael Umeda  
Clayton Uyechi  
Steven Yokomizo  
Cezar Yanga

## Shop 06 Safe Shop of the month



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