

SHIPYARD LOG

Pearl Harbor Naval Shipyard
& IMF News Since 1946

June/July 2018

A photograph of two men in business attire standing outdoors. The man on the left is wearing a light blue shirt and a purple tie, smiling. The man on the right is wearing a pink shirt and a purple tie, also smiling and pointing towards the camera. In the background, there is a large red and white structure, likely part of a ship's superstructure, under a blue sky with some clouds.

EMERGING LEADERS

An extensive look into leadership at PHNSY



Capt. Greg Burton, USN
*47th Commander
 Pearl Harbor Naval Shipyard and
 Intermediate Maintenance Facility*

What does leadership have to do with the millennial workforce and why is there so much focus nationwide on this group? You might be interested in the distribution between the generations at Pearl Harbor Naval Shipyard. About 1% of the Shipyard is the Centennial Generation (born after 1996); 57% are Millennials (born between 1977 and 1996); 23% are Generation X (born between 1965 and 1976); 18.6% are the Baby Boomers (born between 1946 and 1964); and 0.4% are Traditionalists, or the Silent Generation (born before 1945). So what does it mean to have so many Millennials in the Shipyard workforce? I think we can gain some insight from Mark Crowley in a 2016 article entitled, "Millennials Don't Want Fun; They Want You To Lead Better." He summarizes Gallup research showing what Millennials seek from work today; they want: (1) to know their work has purpose; (2) a coach, not a boss; (3) much more frequent feedback; (4) supervisors who focus on their strengths, and, (5) growth and development opportunities are one the greatest drivers of Millennial engagement.

With Millennials making up the majority of our workforce, it is to our benefit to gain insight into what drives their decision-making in job seeking, long-term satisfaction, and retention. Over time, individual leadership philosophies may change as employee dynamics change, and as one gains experience in leading.

What is your leadership philosophy and is it conducive to leading Millennials? Some might say that a person's leadership philosophy is independent of what others seek or need, but I think it is important to factor new information

My M.A.H.A.L.O. Philosophy

into a personal leadership philosophy so that person may lead more effectively. Other generations may seek different things in the workplace, but do you have a leadership philosophy and style that can adapt to a diverse workforce with differing values and approaches to problem solving and interacting socially?

One thing is certain, as a leader (and I expect everyone to be a leader), you need to know what your personal leadership philosophy is and find your voice to communicate that leadership philosophy to yourself and others. A leadership philosophy can be as simple as, "I accomplish the mission and take care of my people." My leadership philosophy has an undercurrent of gratitude that ties it all together in the letters of MAHALO:

- Mission accomplishment on time, safely, and with first-time quality;
- Accountability to yourself, your peers, and up and down the chain of command;
- Humility in leadership, coaching, and mentoring, to create an environment of learning and continuous improvement;
- Aloha spirit – treat each other with love and respect, create an environment free of harassment of any kind, and find the good in each person;
- Leadership, Lean, and Learning Organization;
- 'Ohana – care for your family at home, and your family at the Shipyard.

My leadership philosophy may be longer than most, but the bottom line is, it is mine — developed from my past experiences and what I value. Leadership starts with you; it starts from within.

I'm a Baby Boomer, but when I look at the list of what the Millennials seek in the workplace, it lines up pretty well with what I sought in the workplace decades ago, and I don't think it is unreasonable to tailor a leadership approach based on what employees are seeking in the workplace. I had numerous bosses, and fewer coaches and mentors. I strive to create a culture and an environment where all employees feel valued and respected, that together we can be collaborative and innovative, and that we can thrive in doing our best to safely accomplish our mission in the nation's Nō Ka 'Oī Shipyard.



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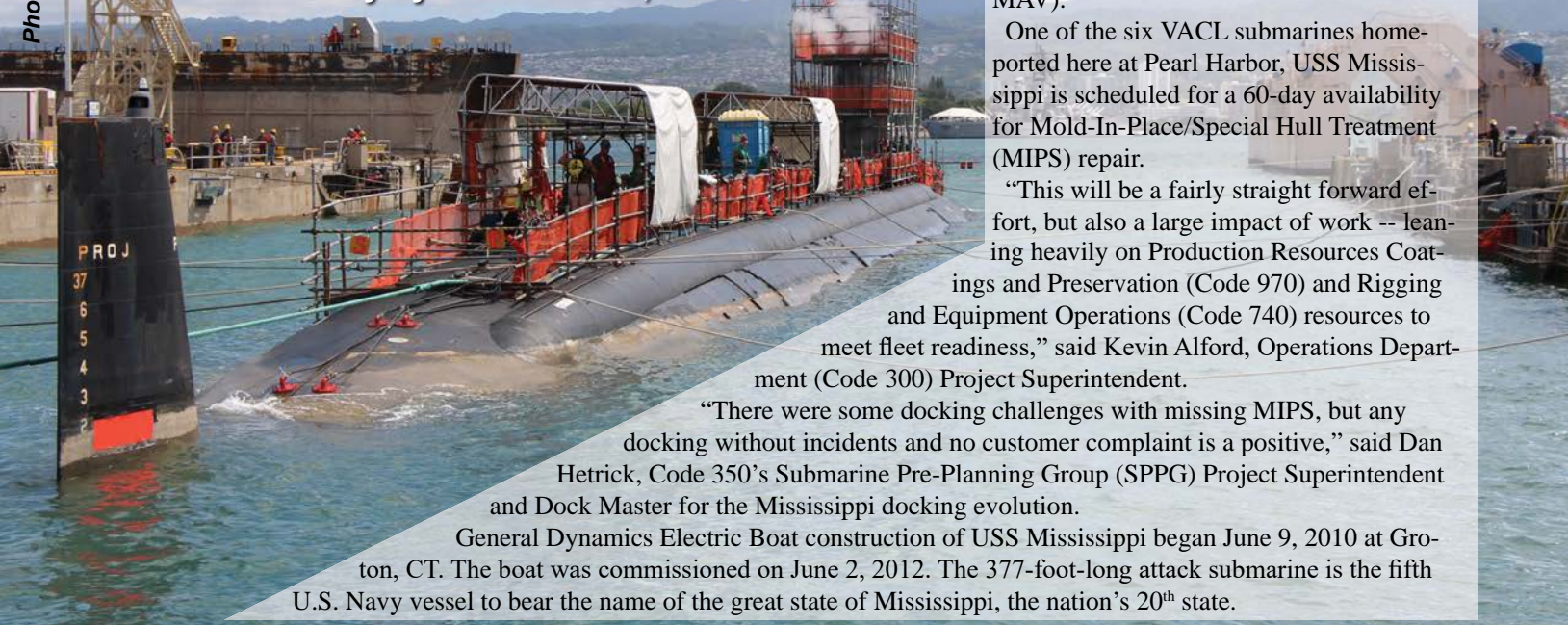
ON THE COVER: Code 2300 Nuclear Engineering and Planning Manager Kaipo Crowell and Code 300 Project Superintendent Chad Nishida

Photo by: Justice Vannatta

Photo by Justice Yannatta

USS Mississippi Docks in DD#2

Story by Dave Amodo, Public Affairs Office



On Tuesday, May 22, USS Mississippi (SSN 782), the United States Navy's ninth Virginia Class (VACL) fast attack submarine, entered dry dock at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) for a Docking Continuous Maintenance Availability (DC-MAV).

One of the six VACL submarines homeported here at Pearl Harbor, USS Mississippi is scheduled for a 60-day availability for Mold-In-Place/Special Hull Treatment (MIPS) repair.

"This will be a fairly straight forward effort, but also a large impact of work -- leaning heavily on Production Resources Coatings and Preservation (Code 970) and Rigging and Equipment Operations (Code 740) resources to meet fleet readiness," said Kevin Alford, Operations Department (Code 300) Project Superintendent.

"There were some docking challenges with missing MIPS, but any docking without incidents and no customer complaint is a positive," said Dan Hetrick, Code 350's Submarine Pre-Planning Group (SPPG) Project Superintendent and Dock Master for the Mississippi docking evolution.

General Dynamics Electric Boat construction of USS Mississippi began June 9, 2010 at Groton, CT. The boat was commissioned on June 2, 2012. The 377-foot-long attack submarine is the fifth U.S. Navy vessel to bear the name of the great state of Mississippi, the nation's 20th state.

One-Stop Shop at Workforce Career Fair

Story by Maurice Honeywood
Code 1140 Administrative Support Division Head

With a command priority to recruit and hire new employees to support increasing workloads, more than 200 Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility (PHNSY & IMF) personnel manned booths at the Workforce Career Fair held Wednesday, May 16th at the Neal Blaisdell Center in Honolulu. Working together with them were more than 20 U.S. Pacific Fleet Human Resource Office (HRO) staff, five staffers from the Office of Civilian Human Resources (OCHR) and one representative from the Pearl Harbor Naval Clinic.

The recently granted Direct Hire Authority (DHA) made the Shipyard a key employer among the 300 represented at the career fair. With DHA, the Shipyard can allow applicants to bypass the standard online USAJOBS application process and instead forward their resumes directly to a hiring representative. After a qualifications resume review, applicants can receive a job offer from the Shipyard, contingent upon their passing the required security background check and physical exam. Such use of the DHA process can eliminate major hiring process steps and potentially cut 60-90 days from the normal timeline.

DHA was leveraged at two previous career fairs, but the May



Code 724 CTDL (Continuous Training and Development Leader) Ikaika Rogerson and Code 760 Master Diver Chief Dalbert Rivera discuss employment possibilities with Dereon Washington at the Workforce Career Fair held Wednesday, May 16 at the Neal Blaisdell Center in Honolulu.

16 fair was unique as each prospective job applicant could not only receive a contingent job offer, but also get fingerprinted on-site (to start the security background check process) and schedule a physical exam appointment, as applicable. This first-time "one-stop shop" concept allowed the team of motivated Shipyard hiring managers, HRO, OCHR, security office and clinic representative to work together to exemplify teamwork at the highest level. This same team concept will be employed in all future career fairs in which the Shipyard participates.

Photo by Dave Amodo

Managers vs. Leaders

At first glance, you might think there are no differences between a manager and a leader, but if you look deeper, you quickly realize that many differences exist between the two.

Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility (PHNSY & IMF) Senior Leaders group has embarked on a new 'leader-leader' command philosophy. Most workers are familiar with the top-down "leader-follower" structure, the way most commercial companies operate. This results in a culture where employees are not empowered to make decisions. Subsequently it creates a culture of employees who are relieved of the responsibility to think on their own, make decisions and be held accountable. They are just following orders from their manager. Workers become content with the idea of being a follower, doing what they are told to do and nothing else. While a 'leader-follower' culture can be somewhat effective, the cost of this model, over time, is that people who are treated as followers will treat others as followers when it's their turn to lead.

In highly effective organizations, leaders exist at every level -- not just at the top. Their solution is to push authority down to create a 'leader-leader' culture, in which workers do not have to be a supervisor to be a leader and change can be evoked at any level.

Retired U.S. Navy Captain David Marquette, who once commanded USS Santa



**Editorial and photo by Justice Vannatta
Shipyard Log Editor**

Fe (SSN-763), wrote a brilliant leadership book entitled, *Turn the Ship Around*. The true story and case study relates how Marquette transformed the ship's crew performance by challenging the U.S. Navy's traditional 'leader-follower' approach and pushing for leadership at every level. As a result of Marquette's choice to endorse the 'leader-leader' philosophy, Santa Fe skyrocketed from "worst" to "first" in the entire fleet. The crew became fully engaged, contributing their intellectual capacity, Santa Fe began to win awards left and right, and a large number of officers were promoted to submarine command. Lessons learned from this case study, universally applicable to any business or position, clearly demonstrate that use of the 'leader-leader' philosophy can result in an engaged, enthusiastic workforce team in which every employee is a leader who takes full responsibility and accountability for his or her actions.

The main difference between leaders and managers is that leaders have people follow them while managers have people work for them. A manager's primary responsibility is to run the administration of the business and its workforce. Many managers tend to be rational problem solvers, with a head for numbers and a propensity for focusing more on procedure and routine, and less on human resource management. While in pursuit of established goals, they can sometimes lose sight of employee concerns. Managers are often heard over using the term

"putting out fires all day," because they spend most of their day dealing with problems *they* have done nothing to prevent. They are busy being reactive, but being busy does not always mean being productive. A manager relies on control and takes credit, whereas a leader inspires trust and gives credit.

Leaders, on the other hand, remain connected to the workforce and will often bring any issues relating to staff performance or morale to management's attention. Leaders are proactive instead of reactive. They are not afraid to challenge the status quo, think outside the box, and find a better way. They shape new ideas and adopt a personal and active attitude toward goals, helping their employees to understand and believe in their vision. They also work with *you* to achieve *your* personal goals. By contrast, a manager is someone who generally maintains what is already established and is more inclined to endorse the current work culture rather than help to reshape it.

The Senior Leadership Team (SLT) at PHNSY & IMF has proposed a challenge to our workforce to adopt the 'leader-leader' philosophy at all levels. The SLT is challenging all of us to reexamine our purpose and to be more proactive in approaching our respective jobs. The underlying theme is that leadership is a way of life, a frame of mind, a commitment to excellence in all arenas. How will you meet the challenge?



In Focus: Kaipo Crowell

Code 2300 Nuclear Engineering and Planning Manager

Gregory K. "Kaipo" Crowell is the Nuclear Engineering and Planning Manager at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility, and, as a Senior Executive Service (SES) member, the Shipyard's most senior civilian employee.

Responsible for nuclear maintenance and support work here, Crowell provides technical direction and guidance for repair and replacement of reactor plant components, and reactor plant testing, on nuclear submarines.

He spends a majority of his time and energy in the development of personnel, including providing training to new employees, supervisors and other managers, and strategic planning for future readiness.

Appointed to the SES in April 2015, Crowell has served 32 years in federal civilian service. He is a

Kamehameha Schools graduate and holds a Bachelor's of Science Degree from the University of Portland in Mechanical Engineering.

Crowell's career experience includes significant roles in all aspects of ship maintenance. He has served as Director, Radiological Controls, responsible for the entire radiological control program for the Pearl Harbor complex, including radiation exposure controls, radiological environmental monitoring, and worksite job coverage of radioactive work. He also served as the Shipyard's Production Resources Manager, responsible for all aspects of production resources, facilities and equipment support, including the planning and execution of the Shipyard's infrastructure development plan and corresponding facility and equipment maintenance. He was responsible for the hiring and training of all production resources, from the Apprentice Program to first line supervisors, managing more than 2,300 personnel in the Shipyard's largest department.

He also served as Nuclear Production Manager where he was responsible for Shipyard nuclear production resources, training, facilities, equipment, and ship-board operations.

Crowell has been awarded two Civilian Meritorious Service Awards. He is a member of the National Association of Superintendents of U.S. Naval Shore Establishments and a previous national president of that organization.

(see related story on page 7)

Story by Sarah Fry, Public Affairs Office



Leaders Developing Leaders

Story by Miles Kotoshirodo, Code 300 Submarine Program Manager

The emblem of the National Association of Superintendents (NAS) is an eagle in flight with a cannon in its talons. The eagle is the national emblem of the United States of America and is symbolic of the strength and greatness of our country. The cannon depicts the power of our military forces in defense of our country and freedoms, and the skills of the people who operate U.S. ships and submarines at sea and planes in the air.

Nathan "Nate" Lorenzo, Deputy Production Resources Manager/Code 901, is the current president of the Hawaii Chapter of NAS. Chapter members include superintendents from Shipyard production shops, projects and programs (departments), all of whom are peers and equal within the association, regardless of their title or position.

Members of the NAS support each other and work together to ensure alignment with Shipyard objectives. They partner with superintendents at the other naval shipyards and at the Naval Sea Systems Command (NAVSEA) corporate level to achieve high velocity learning and build relationships to support ship maintenance

across the Navy. Their philosophy is to recognize that challenges are great and that they need to humble themselves to learn from others in order to be good leaders.

NAS members are leaders developing leaders. They encourage mentoring, coaching and the establishment of individual development plans. They are involved with and support First Level Supervisor Training (1LS), Second Level Supervisor Training (2LS), Personal Mastery Executive Workshop (PMEW), Pearl Harbor Apprentice Association (PHAA) and Joint Learning Venture (JLV) events.

A top NAS priority is to develop leadership in others, to improve effectiveness within the Shipyard and create future leaders. Over the years, due to retirement attrition, many leadership positions have been filled with relatively inexperienced personnel, from first level supervisors to superintendents. NAS believes the ability to accelerate leadership development, with the goal of increasing bench strength, will determine the Shipyard's success as it faces increasing workload and associated challenges.

The responsibility of all Shipyard leaders is to be effective role models and to commit to the individual development of employees within the groups, teams and organizations they lead. Their understanding is that they need to continually learn from others, both internal and external to the Shipyard, including from workers on the deck plate performing the work.

As they learn, lead and teach others, NAS members reflect the five disciplines of a Learning Organization: Personal Mastery; Mental Models; Shared Vision; Team Learning; and Systems Thinking. To do so, they strive to master their jobs, be open minded to other points of view, cooperate with other personnel/organizations to meet Shipyard objectives, and lead groups, teams and organizations in the direction that most effectively accomplishes the Shipyard's mission. Their expectation is that each Learning Organization leader will work toward improvement in every area.

Potential leaders show certain traits that bring them to the attention of NAS mentors. They choose to lead and act as team builders, communicators and teachers,



Sitting, left to right: C900L Waterfront Logistics Manager Brandan Cravalho, C950 Electrical Superintendent Earl Sugai, C300 Operations Manager Joseph Mendonsa, C700 Lifting and Handling Director Kevin Correa, C901 Deputy Production Resource Manager Nathan Lorenzo, FMB Project Superintendent Henry Mata, C920 Structural Superintendent George Flores, C920N Project Superintendent Hustward Roque, C2300 Nuclear Engineering and Planning Manager Gregory Kaipo Crowell and C970 Preservation Superintendent Vince Yokoyama.

Standing, left to right:

C960 Piping Superintendent Mike Uherek, C930 Mechanical Superintendent John Morgan, C130 Quality Assurance Director Daniel Yamane, C950 Non-Nuclear Director Todd Tamura, C361 Project Superintendent Jantzen Nishikawa, C300 Project Superintendent Robert Preisser, C300 Project Superintendent Jayson Medeiros, C300 Submarine Program Manager Scott Sandin, C300 Project Superintendent Chad Nishida, C300 Submarine Program Manager Miles Kotoshirodo, C990 Temporary Services Superintendent Nomana Angelo, C730 Crane Maintenance Superintendent Francis Chanel, C103 FMR Superintendent Lance Coverdill, C106 OSHE Director Jerrod Tamashiro and C740 Lifting and Handling Superintendent

showing themselves to be good workers who are personally driven to get to the right outcome. Leaders at their own levels, they are always on the lookout for talent, finding ways to eliminate negative mental models, promoting intellectual diversity, and seeing potential in people.

NAS members know that their legacy will be measured by the success of those they develop to be leaders. They encourage those they mentor to master their current positions, but also consider opportunities to take on new challenges. They teach the objectives of remaining active and broadening knowledge and experience, perhaps to include progressing to higher positions or moving laterally across organizations. Such support for the progression of personnel who demonstrate initiative and commitment is provided with the expectation that many of those being mentored today will lead the Shipyard of the future, and work to pass on to others what they have learned.

Code 2300 Nuclear Engineering and Planning Manager Gregory Kaipo Crowell addresses personnel from Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility about the value of being a proactive leader at any level, during a Joint Leadership Venture seminar held at Bldg. 2 Auditorium.



Kaipo Crowell's Leadership Vision

- We are a leader-leader (not leader-follower) organization. We expect each individual to be a leader.
- Leadership starts with clarity of responsibilities while continuously improving our competencies, and getting and giving feedback on performance. After we learn and develop proficiency in our areas of responsibility as individual leaders, we are given the authority to execute those responsibilities and then are held accountable for our actions.
- My leadership philosophy has evolved and is updated periodically as I reflect on the current environment, my personal weaknesses, and the command's focus areas. When I share my leadership philosophy with my Nuclear Engineering and Planning Department employees, I start with each discipline of a Learning Organization: Personal Mastery, Mental Models, Shared Vision, Team Learning, and Systems Thinking. I also include other aspects, such as: reflecting on my personal values when making leadership decisions; being my own worst critic; closing the 'say-do' gap; and focusing on results, not activity, in my leadership philosophy.
- I believe leaders develop themselves and others. They make the hard decisions, remove barriers, and do not 'steal' decisions from those who actually have the authority to make them.
- Trust and relationships are effective leadership traits. Trust is both character and competency. Relationships are about 'aloha.' If we make decisions that are best for the team and mission, we build both trust and relationships.
- I have been fortunate to be trained, mentored, corrected and coached by excellent leaders -- bosses, superintendents, apprentices, other Senior Executive Service (SES) leaders, and many of the military leaders that were either Navy admirals, Shipyard commanders or ship commanding officers. One leader I respect immensely is our current Chief of Naval Operations (CNO), Adm. John Richardson. I have known him since he commanded USS Honolulu (SSN 718) here at Pearl Harbor, through his assignment as Director, Naval Nuclear Propulsion Program, to his current assignment as CNO. I reflect and attempt to apply his traits: encouraging collaboration to develop a shared vision; writing out and communicating a plan to achieve that vision; learning and changing as the environment changes; anticipating the next major change; and valuing 'proper thinking.'
- I see leaders at all levels in our organization, and I look to these leaders to reinforce key areas I try to work on each day: command culture of learning, pride and innovation; leader development, including succession planning, ownership at the right organizational level, and competency development; and future readiness in the areas of proper staffing, continuous improvement, Virginia class excellence, and infrastructure.

Photos by Justice Vannatta

(continued from page 5)

In this edition of the Shipyard Log we are conducting an in-depth examination on what it means to be an effective leader in Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF.) We have gathered supervisors from various levels and backgrounds to help share their definitions of leadership as well as ideologies and methodologies that have worked for them on their journey to excellence. Here are their testimonies.

How do you keep your employees (or team members) inspired and motivated?

Hanlon: Clearly communicating to your personnel the importance of their role in the bigger picture of maintaining our national security instills a sense of pride, intrinsic motivation and passion for the work that they do. In addition, I think it's very important to get to know your people as they are your biggest asset. Knowing your people on a personal level and building the right teams within your organization creates a culture and environment of trust, learning and vulnerability.

Nishida: Give them situational awareness. How their job matters to the Sailors on the ship.

Shizuma: Listening is key. I also believe that leaders have to be personable and approachable. A leader is not a leader of one.

Crowell: Focus on what they value, and help them achieve putting in time and energy in what they value and enjoy.

Capt. Burton: I remind them of the pride of our Shipyard's history, our bright future, and the strong leadership that each employee can offer to shape what our great institution looks like.

What are some of the most important traits of successful leaders today?

Ching: Persistence, resiliency and commitment to a shared vision are great traits. Having a 'can do' attitude because times may get hard, but we need to keep working towards the goal.

Nishida: Enable, motivate, inspire, and develop.

Nishikawa: Depending only on experience often leads to limited growth. This happens all too often, as it is quicker to attain immediate results while the foster-

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LEADERSHIP

Story and photo by Justice Vannatta
Shipyard Log Editor

ing of potential takes time and effort to chip away and create that sculpture.

Crowell: Humility and listening, then taking action with urgency.

Capt. Burton: Good leaders listen to their employees and take action to improve working conditions, quality of life, and professional development opportunities. They work with teams to create a vision of the future, to understand the current gaps to that vision and to designate people and resources to close those gaps.

What are the most lacking traits amongst leaders today?

Crowell: Having a growth mindset to pursue the possible, vice thinking how we do it now or have done it in the past is good enough.

Capt. Burton: Gratitude, humility, empathy, unselfishness, big picture, ethics and integrity, vulnerability and kindness.

What are some significant differences between a leader vs. a manager?

Nishida: The manager has his sights set on the emblem on the hood of the car. The leader has his sights set on the horizon at the end of the road.

Crowell: Leaders anticipate and create the next change, managers react to change. Leader is about people, manager is about process.

Shimizu: A leader is one that has a vision and is able to lead a group of people towards that vision. A manager is one that manages tasks that are on hand.

Hanlon: Anyone at any level can be a leader and the main difference to me is they focus on the people. They master the art of soft skills such as influencing others, developing people, fostering teams, and creating a safe environment that promotes learning. A manager is focused on the "process" and is usually designated by position.



On May 30th, C900T Division Head Traci Hanlon, C361 Special Projects Superintendent Jantzen Nishikawa, Commander PHNSY & IMF Capt. Greg Burton, C960 Nuclear Pipefitter Leader Justiny Alimoot, USS Missouri Project Superintendent Chad Nishida, C2300 Nuclear Engineering and Planning Manager Gregory 'Kaipo' Crowell, C1200N Nuclear Business Office LeeAnn Shizuma and C950 Electrician Apprentice Andrew Ching, got together for a leadership forum to discuss management styles and methodologies.

Crowell: I have personally experienced trying to change too much too quickly just because it's your idea. Another one is reacting before thinking through an issue. Also, not putting the team and mission first will have its ramifications.

Ching: Ego. They think more about themselves than the good of the organization or their people.

Capt. Burton: Pride, greed and a lack of accountability. An unknown author has said, "Some never get started on their destiny because they cannot *humble* themselves to learn, grow and change."

Nishikawa: Arrogance. This leads to ignorance as we tend to not grow and improve. This is a limiting mindset. You cannot learn or grow if you already think that your methods are flawless.

What advice would you give someone going into a leadership position for the first time?

Alimoot: Gain as much knowledge and experience as you can. Earn the respect from your colleagues. Don't be afraid to be the only one standing for what's right.

Hanlon: Be humble, willing to listen and learn, and get to know your people.

Nishida: Be open minded. Learn how to motivate. Think outside the box.

Capt. Burton: Own your area. Treat your people with love and respect. Be accountable to yourself, your people and your boss. Be a wise steward of your resources. Provide opportunities for your people to develop. Make sure your people have what they need to do their job. Create an environment of continuous learning. When great things happen, give your people the credit; when bad things happen, take the heat yourself. Develop your character, improve your competence, keep the trust and be grateful.

Nishikawa: Seek your best self.

Ching: Be ready to work harder.

Crowell: Use every engagement, meetings, calls, etc, as a learning moment.

Shimizu: An effective communicator internalizes all input and has the ability to create a vision that everyone moves toward.

Ching: Leadership is a frame of mind. Leaders show how to go beyond manager duties. They think selflessly.

Nishikawa: Leaders truly understand the investment required in people; managers focus on people as being part of a machine that delivers a product. Leaders seek continuous growth of self and others.

What is one characteristic that you believe every leader should possess?

Nishida: Patience.

Crowell: Humility.

Nishikawa: Self-critical behaviors and awareness. Be your own worst critic.

What are the biggest challenge facing leaders today?

Hanlon: One of our biggest challenges

is being able to understand generational gaps and differences in the diverse workforce. As our workforce is being promoted at a quick pace, leaders do not always have the tools or skills to adapt to different personalities and situations.

Crowell: Being vulnerable but not allowing this aspect to come across as weakness. Wanting to learn and change for the better and not just to change. Listening and learning from others and not thinking, "I know it all."

Shimizu: Leaders that believes they know it all will lose their ability to inspire and motivate others.

Ching: The changing times, with regard to technology, work force generational trends and specialization in jobs, career patterns, lack of continuity and continuous change of jobs.

What is the one behavior or traits that you have seen derail more leaders' careers?



Developing Our Future Leaders

Story by Jennifer Braden
Code 1180 Command University

How much time do any of us take to think about where we want to be in five or 10 years? Most of us plan better for our next family vacation than for a possible career move that could bring with it the opportunity for significant advancement. When another job becomes available, we just cross our fingers, hoping we'll be the most qualified person for the position.

What if we started planning TODAY for the job we want to hold at the end of our career? While that might sound daunting, it's exactly how leaders at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF) are preparing for leadership turnover. Such succession planning ensures we develop our workforce NOW to be capable of effectively leading the Shipyard well into the future.

Succession planning is forward-looking, which allows employees to set personal and professional goals, and the command to focus on how to help them to meet those goals.

Gregory "Kaipo" Crowell, Nuclear Engineering and Planning Manager (Code 2300) here, is leading the Shipyard's succession planning effort. The process involves identifying competencies or tasks for each job, assessing our employees against those competencies, and finding opportunities to develop or enhance employee competency in those tasks. "This program is about talent management," said Crowell. "It's about ensuring we have individuals striving to work on their personal mastery while enabling the Shipyard to have three to five [competitive] candidates for each position."

Talent management is the key, as senior managers will be taking a hard look at their own jobs and at those leadership positions below them to determine how to effectively develop Shipyard employees to fill potential future vacancies. To be successful, succession planning must be considered a critically important aspect of each manager's job.

One of the major challenges facing our Shipyard today is simply having enough people to do the job. "Our workload exceeds our resources," explained Crowell. "Our focus on tactical issues

will outweigh our investment in our people and future readiness. This is why succession planning requires leadership commitment. Learning and teaching are required, and are core values of our Shipyard."

The Shipyard's recently signed succession planning policy provides structure and guidance for developing the interests and talents of all our employees to support successful succession planning. While the current program is in the pilot stage, only reaching down to second line supervisor positions, the intent is to implement succession planning at all levels of supervision. The program incorporates individual development plans (IDPs), competency assessments, career counseling sessions, Career Pathways charts and rotational assignments as effective tools to promote visibility and leadership development.

Shipyard leaders want all employees to understand that they control the future of the Yard. Using IDP's and thinking about our future will enable a growth mindset and reinforce the need to think strategically. "Control your own future and our command's future," Crowell stressed. "Formalize your learning plan. Don't leave it to chance."

NOTE: Find Succession Planning policy and forms in the Instruction and Forms sections of the PHNSY&IMF SharePoint page. Career Pathways charts are located on the C1180 SharePoint site.

Career Development Definitions

Individual Development Plan (IDP) - A tool used to assist employees in career and personal development, whose primary purpose is to help employees reach short- and long-term career goals, as well as improve competencies. An IDP is not a performance evaluation tool or an on-time activity. It involve preparation and continuous feedback, and should be executed as a partnership between employee and supervisor. IDP's do not imply or provide a guarantee of requested training. (PH-SYD IMF 12410-104 (4-18))

Career Counseling - Separate from performance reviews, career counseling should align with performance objectives and mutual accountability for employees development. Employees create their IDPs, set career goals, identify timelines and obstacles, and track their progress. (PH-SYD IMF 12410-105 (4-18))

Competency - Ability, skill, knowledge and/or qualification of a specialized nature needed to perform the duties of the position or job.

Competency Assessment - Feedback in specified competencies from multiple sources (supervisors, peers, subordinates and customers) to determine areas for further development.

Career Pathways Guide - PHNSY&IMF's guide to the six career families that outline a specific path for career growth opportunities.

Photos by Justice Vannatta



Bottom row, L to R: C1200 Business Agent Lance Broussard; C970 Plastic Fabricator Apprentice Zanette Guzman; C300 Assistant Project Superintendent Jonathan Mizushima; C200 Assistant Chief Test Engineer Joanne Flores. Second row: C990 Nuclear Pipefitter Apprentice James Izuka; C960 Nuclear Pipefitter Workleader Justiny Alimoot; C700 Jayson Okimoto. Top row: C103 Fleet Maintenance Surface Project Management Assistant LT Jacob Zercher; C2330 Lead Nuclear Engineer Sean Hamada; C950 Electronics Apprentice Kianna Higuchi.

EMERGING Leaders

Story by The Emerging Leaders Team

A new initiative – a team called “Emerging Leaders” -- is helping to emphasize personal empowerment, assist with Shipyard alignment, and facilitate succession planning through the development of our leaders here at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF). This initiative resulted from the need for workforce input on key Shipyard issues. Our team is a diverse cross-section of the Shipyard, from apprentices to working level personnel to senior managers who want to be involved with influencing the future of our Shipyard.

We were very excited to hear about this initiative since we wanted to make a positive difference. However, the title “Emerging Leaders” made us feel intimidated and we were hesitant to get involved. We thought the initiative was for supervisors, managers, etc. and that working level non-supervisory workers like us didn’t belong there. What we quickly came to realize was the term “Emerging Leaders” is not an exclusive title given to those with management or supervisory level positions or titles. It is also definitely not reserved for participants of this particular team, nor is it based on one’s experience or number of years in the Shipyard.

We can ALL emerge as leaders! As long

as we are willing to invest the time and effort to fulfill our mission (“We Keep Them Fit to Fight!”) and drive us towards our vision (“We are the “Nō Ka ‘Oī” Shipyard for the Navy!”), you can be an Emerging Leader.

While pondering how to become an emerging leader by contributing to our Shipyard mission and vision, the team was challenged by senior management to develop Progressive Improvement Measurements (PIMs), which are a means to assess the success of our Shipyard. The PIMs focused on four areas: Mission, Business, People and Environment. We expected the PIMs to just be high level Command measures that had nothing to do with us. Through this exercise, however, we came to the realization that the contributions each and every one of us makes for the Command on a daily basis, at every level and in every Department, will influence the results of the PIMs. We need to help move the needle.

Visit https://phportal.phnsy.sy/code/C1200/CPIMS/SitePages/Command_PIMS.aspx (the Code 1200 SharePoint site) to view the PIMs, then ask yourself, “How do I impact these metrics?” Remember, it takes each and every one of us to make progress happen. Look for opportunities to make a difference in your current position, section, branch, shop,

division, department, etc. Take charge of your area of responsibility, influence positive changes and inspire others.

If you are looking to make an impact across the Shipyard as a whole, participate in on-going initiatives like “Designing OUR Future” which includes a number of discussions on various topics. Examples include: Critical Thinking: Problem Solving and Innovation; Leadership, Accountability and Awards; Talent Management; Mentoring and Coaching; Team Building and Organizational Culture; Communication and Alignment; Training; and Quality of Life. You choose the area or areas that interest you.

We are each capable to be an Emerging Leader. Let’s challenge each other to get involved, make progress, make a change and follow-up! We ALL need to fight for the future of OUR Shipyard! Every day ask yourself, “How am I impacting the Shipyard today?” If we are all in this together, every little step in the right direction will build momentum towards the success of our Shipyard.

We are ALL in charge of making PHNSY & IMF the “Nō Ka ‘Oī” Shipyard for the Navy. What a great legacy from us, for the generations to come.

CONGRATULATIONS!!

Photo by Dave Amodo

Safe Shop of the Month Code 730 Crane Maintenance



**TO REPORT AN INCIDENT OF
HARRASSMENT, CONTACT:**

**CODE 100CE DIRECTOR: 473-8000
x4355**

**CODE 100CE DEPUTY DIR: 473-8000
x6073**

HOTLINE:808-474-4829

**TO FILE AN EEO COMPLAINT,
CONTACT:**

**EEO OFFICE: 808-471-0241
DEPUTY EEO: 808-471-0084**

April Service Awards

10 Years

Janice Adams, C1222
Kyla Aquino, C990
Bradley Bambusch, C2443
Vance Bernades, C741
James Carini, C920
Barry Kawakami, C1344
Jon Kunimura, C960
Michael Manzano, C300
Isaac Narita, C930
James Saballa, C300
Aaron Santos, C300
Jayme Shimomura, C900T3
Peter Tamashiro, C1053
Ted Uyehara, C950
Michael Yang, C246

20 Years

Kevin Achong, C721
Randolph Chang, C109
Kekona Kanaiaupuni, C920
Lance Lorenzo, C101
Laurence Taylor, C1061

25 Years

Andrew Ching, C742
Jonathan Ching, C300
Samuel Kailewa, C960

30 Years

Reed Hashimoto, C950
Albert Hirano, C2461
Lori Ikeda, C300
Alvin Simpliciano, C300N
Jeffrey Uehara, C950
Anson Urabe, C23401

35 Years

Jess Gabuco, C741
James Magnani, C2102
Brian Nagahama, C970
Matthew Ragmat, C920

40 Years

Gerald Imai, C920
Dennis Toro, C920

50 Years

Joseph Akim, C246
Michael Pia, C920

April Civilian Newcomers

Isaiah Aribal, C2330
Kristopher Cook, C23052
Herlon Dacruz, C990
David Davis, C109
Clyde Gardner, C410
Briana Graves, C990
Sabrina Guanio, C1063
Morena Gullett, C1140
Jan Haan, C1056
Ashley Hanson, C2320
Chrissy Irei, C270
Adam Johnson, C246
Emily Johnson, C300
Noah Koon, C2301
Ruby Labisores, C970
Valerie Larrabee, C1091
Teodora Laysa, C1141
Zachary Love, C710
Bonnie Mendez, C1141
Gwen Nakamoto, C10921
Mary Okano, C1140
William Ortiz, C2102
Gabby Pahinui, C742
Marcos Rivera, C960
Melaureen Sato, C270
Ryan Sato, C2902
Megan Smith, C410
Kirt Spotkaeff, C290
James Suster, C610
Vincent Tabata, C10912
Leilani Tabor, C230001
Kristin Takaba, C1061
Jaren Tomomitsu, C1061
Amanda Urena, C1160
Binguang Wang, C2330
Joseph Weismantel, C107

April Military Newcomers

HTC Nicolas Qualls, C960
MMN1 Samuel Powderly, C300N
ETNC Jason Polzin, C300
ITSN Melanie Shahid, X-Div
MMW1 Shane Stuteville, C305
STS2 Franklin Wilburn, C950
ETN1 Tyler Wing, C990
EMN2 Scott Rosochacki, C950
GSM2 Orlyn Alvarez, C930
MMN1 Landon Hannaford, C960
EMN1 Matthew McVicker, C105
MMA2 Anthony Herrington, C246
GMC Jeffery Vance, X-Div

Fair winds & following seas to

April Retirees

Neal Gima
Michael Kawachi
Terry Yamane

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