

SHIPYARD LOG

Pearl Harbor Naval Shipyard & IMF News Since 1946

April 2018

LEARNING ORGANIZATION 2.0



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

Mental Models

One spoken sentence from my dad changed my life.

When I was in the 9th grade I failed a class. I was pretty cavalier about failing the class, and actually thought I was cool for failing. When I reached my driveway on the walk home, my dad was just pulling in the driveway from work. He knew report cards were coming home (he was an educator in the school district in which I attended). He got out of the car and met me on the driveway then asked, "How did you do, son?" I responded that I had failed a class. I wasn't really sure what kind of a response I was going to get. Dad wasn't a screamer, but I didn't know how he would respond to this new deficiency of mine. He said words I have not forgotten. He said, "Well, son, it's your education." And we walked up the driveway and into the house, wondering what was for dinner. His comment sank deep into my mind. Instantly my mental model changed from something that I thought other people cared about, to something I cared deeply about. That's how fast mental models can change. I understood ownership like never before.

Something similar is going on with mental models in our Shipyard. I'll give you a couple of examples. The first is related to the way we train and respond during drills in radiological emergency scenarios. Many of us have a mental model that other people are responsible for the training and the drill preparations and the com-

A Commitment To Excellence

munications between table groups. That mental model needs to change to one of personal ownership and a desire to take individual responsibility to gain the knowledge necessary, and train so that the knowledge gained can be translated directly into a high-performing team.

The second example has everything to do with safety. We won't have a significant reduction in the number of injuries in the Shipyard until we shift our mental model from one that assumes others are paying attention to our safety, to one that demands our personal ownership and commitment to our individual safety and the safety of those around us. Ownership of safety means that, as an individual, I am looking for opportunities to wear appropriate Personal Protective Equipment; I am looking for others to be wearing theirs; and when I become aware of potentially unsafe conditions, I have the courage to say something and correct them immediately.

I have given a personal example and shared some Shipyard examples of a shift in mental models related to ownership and I would invite each of you to challenge your mental models of waiting for other people to make a difference, or for others to demonstrate what it means to maintain high standards of excellence, and take that on yourself. I invite you to see where you can internalize work here in the Shipyard as your own. I challenge each of you to make a difference and maintain high standards of excellence.

Many of you have participated in the Nō Ka 'Oi shout, which is a commitment to know what is best, do what is best, and be your best. I explain the Nō Ka 'Oi shout and associated commitment to all new employees assigned to Pearl Harbor Naval Shipyard and IMF. In short, the Nō Ka 'Oi shout is all about committing to ownership and personal mastery.

This issue of the Shipyard Log is about Learning Organization principles. Please read the articles in this edition carefully. We are a learning organization.



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

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Pride Of America: Weekend Rendezvous

Story and photo by Dave Amodo
Audio Visual Program Manager



Usually an ocean-going 15-deck cruise ship more than 850 ft. long is a visual spectacle. You may, however, have missed the cruise ship MS *Pride of America*, recently docked at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY

& IMF) for a 3-day availability.

On Friday, March 9, the 80,000-ton ship entered Dry Dock #4 for a Coast Guard inspection. Before sunrise on Sunday, March 11, undocking operations were underway.

“There was a short window for Dry Dock #4 to be prepared for and execute this *Pride of America* docking amid other Navy ship dockings, but the Shipyard team rallied to the challenge,” said Cmdr. Mike Dufek, the Shipyard’s Assistant Operations Officer. “With scheduled cruises on either end, the *Pride of America* amazingly dropped off passengers in Honolulu on Friday afternoon and embarked passengers on Sunday.”

The docking of MS *Pride of America* culminated months of planning between the Shipyard, the State of Hawaii, Norwegian Cruise Line, and Pacific Shipyards Incorporated (PSI). Per 10 USC 2474, the Shipyard is designated as a “Center of Industrial and Technical Excellence” and is authorized to enter into Public-Private Partnership business agreements, through which we conduct cost-reimbursable work for the private sector.

“Pearl Harbor Naval Shipyard demonstrated the ability to partner with local entities and support large commercial ships,” said Cmdr. Dufek. “Completing this certification in Hawaii is great for local business, the State and the Shipyard.”

Continuing to Build Bridges to Future Partners

Story by Eric Petran
Office of Research and Technology Applications

In February 2016, the Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), was slated to visit Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) to see first-hand the innovative ideas and processes he had heard were coming out of here.

The Shipyard commander at the time asked me to come up with a graphic that would encapsulate the story of what made PHNSY & IMF a place where our innovative spirit would rise to the attention level of an Under Secretary of Defense. To be honest, I did not understand this approach at first, but I took a few days and thought about what the Shipyard was doing so well back then, and the graphic I came up with was a bridge under active construction.

For the past several years, our Shipyard has been building internal and external relationships to help us deal with various challenges. Whether establishing Learning Cells, hosting Communities of Practice events, or conducting new technology initiatives with Naval Sea Systems Command (NAVSEA) Warfare Centers, the Shipyard has been bringing people together with the common goal of improving performance by sharing knowledge.

That theme of cultivating relationships is still alive and well here today, and was on full display during a recent Shipyard visit by several professors from the University of Hawai‘i at Mānoa



Dr. Weilin Qu, Dr. Yi Zuo, Cliff Imamura, Dr. Scott Miller, Dennis Young, Dr. Marcelo Kobayashi, Capt. Burton, Dr. Marvin Young, Irwan Sie, Jamie Hiranaka, Eric Petran, Khoa Truong and Shaynen Low, posed for a quick group photo.

College of Engineering’s Mechanical Engineering Department. The professors were given a tour of PHNSY & IMF so they could understand what types of jobs their graduates are performing here at the Shipyard. The visiting professors then met with several UH Mānoa graduates recently hired by the Shipyard, with the purpose of getting their feedback on whether UH is providing its graduates with the skills they need to succeed on the job. The visitors also met with Shipyard Commander Capt. Greg Burton, to discuss ways to further enhance the UH/Shipyard relationship.

As a result of their visit and the spirit of collaboration they witnessed here, the professors have expressed strong interest in continuing to work closely with PHNSY & IMF to ensure that graduating UH engineering students are ready for careers at the Shipyard. Together, we are investigating ways to “construct a bridge” to connect UH’s academic programs with the Shipyard’s engineering expertise requirements. I look forward to reporting again soon on how construction of our bridge is progressing.



In Focus: Code 100 P.I. Command Performance Improvement

Story by Terry Quapaw Code 100 PI.1 LEAN Execution

When you have a leaky faucet, you call a plumber.
When you have a cold, you call a doctor.

Who can you call when you have an idea on how to improve your team's performance?

You call us! We are the Command Performance Improvement Office (Code 100PI). Our mission is to provide the hands-on support to help you and your team continually improve, as you learn and retain meaningful changes to your processes and organizational behaviors. Like a personal trainer that helps you develop a plan to achieve your health goals, C100PI representatives are your "efficiency experts," that should be called upon to ensure your team's success.

4 • Shipyard Log • April 2018 •

C100PI is a diverse team of facilitators, analysts and industrial engineers that apply LEAN methodologies (removal of process inefficiencies) and Learning Organization (LO) concepts (loyalty to the truth) to walk you through each process and develop clear plans for your continual improvement.

Rapid Improvement Events (RIE): C100PI-facilitated 3-5 day sessions aimed at removing process inefficiencies and the "seven wastes" (transportation, inventory, motion, waiting, over-production, over-processing, defects and underutilization of talent or resources).

Gemba Walks: Walking the end-to-end process with the team to identify how products are actually delivered to the customer.

Just Do It's: Simple process improvements that do not require facilitated events and minimal organization to "just do it."

5S: C100PI-facilitated 3-5 day events aimed at optimizing your team's workflow and space management through Sorting, Straightening, Shining, Standardizing and Sustaining the physical workspace.

Learning Cells: C100PI-facilitated 1-5 day events focused on applying LO concepts to assist teams through complex process and team behavior challenges to achieve a desired outcome.

Moonshine: Worker-identified low cost, high impact, rapid prototyping of ideas that cuts through the "red-tape" of getting an idea from inception to execution.

L to R: Code 100PI Learning Organization Facilitator Autumn Aguon; Code 100PI Management Analyst Austin Jo; Code 100PI Management Analyst Collin Inong; Code 930 Marine Machinery Mechanic Jeth Jacalne; Code 100PI Acting Performance Improvement Director Paul Shibuya; Code 990 Greenbelt Candidate Ian Baker; Code 100PI Learning Organization Facilitator Jeff Letterii; Code 950 Learning Organization Facilitator Brett Bulseco; and Code 100PI Organizational Learning Division Head Melissa Lamerson.

Yellow Belt/Green Belt Training:

Introductory and Practitioner level training on LEAN manufacturing theory and application to conduct “real world” improvements in the students’ respective departments.

TALK 101: Introductory training to the concepts of LO, focused on the disciplines of Mental Models, Team Learning, Systems Thinking, Shared Vision and Personal Mastery.

Systems Thinking Workshop: Practitioner level workshop on identifying the interconnections between the functions of our organization and how to find “high leverage” opportunities to improve.

Productioneering Facilitator Training: Practitioner level training provided to “in house” facilitators to scope and execute improvement events that leverage the talents of the production and engineering workforce (Productioneering.)

Personal Mastery Executive Workshop: Practitioner level workshop that sets the standards for LO leaders through alignment to the Shipyard’s mission.

Foundational Leadership Workshops: Entry level workshops open to all PHNSY&IMF employees to develop LO leadership capabilities.

WALK 101: Team learning event based on the three LO “Building Blocks”

to develop team capabilities for practicing LO principles in their daily work.

Organizational Cultural Assessment:

Annual survey conducted to assess the state of our LO command culture.

For the past 14 years, our team has developed, refined and utilized the tools and training listed above to help Shipyard teams craft and execute improvements in their performance. Many of these tools have been utilized to achieve improvements on Chief of Naval Operations (CNO) availabilities and critical support processes, such as contracting and security, and to address underlying cultural and behavioral barriers that prevent sustained improvements.

Our team members support an ongoing variety of initiatives, ranging from one-on-one efforts to map a shop’s processes to spearheading Shipyard initiatives, such as the cultural transformation into a Learning Organization or the command’s long-range facilities optimization plan.

You name it. We can help.

The bottom line is that improving our performance as a Shipyard is not difficult. Some problems are harder to solve than others. Don’t do it alone. Our team exists to support you. Give us a call and we will help you through the process of

The Mark of Continuous Improvement

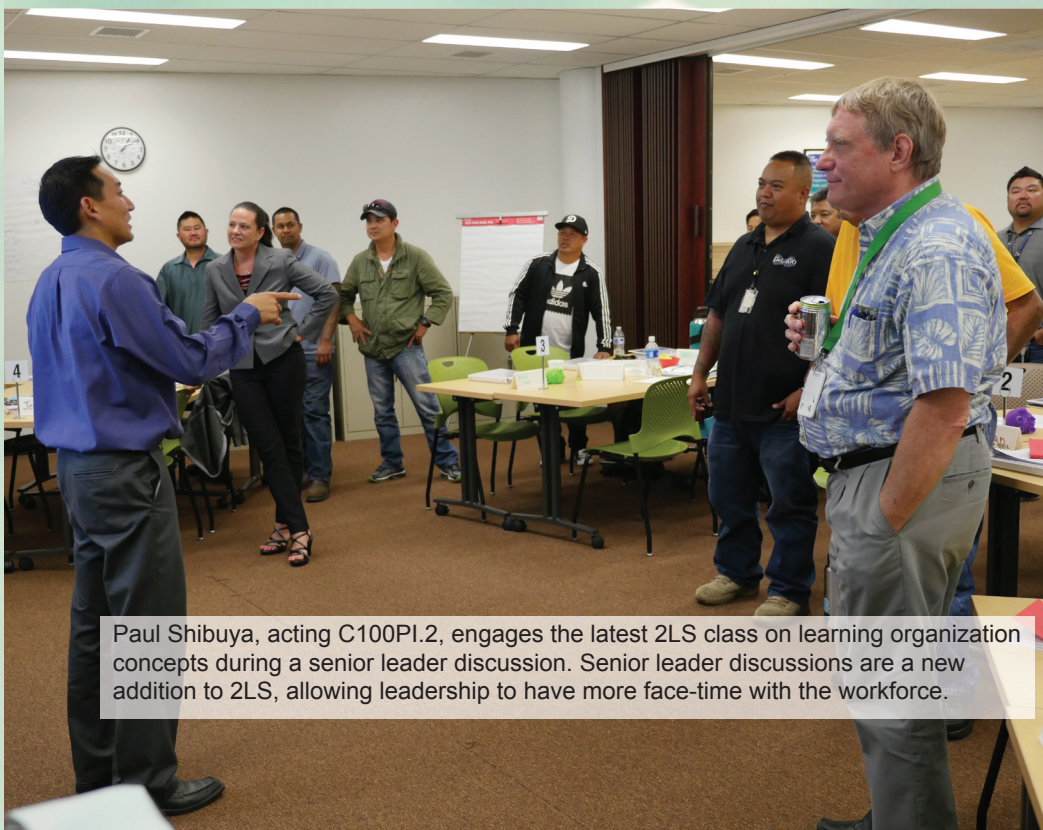


Story by Brett Bulseco Code 100PI Management Analyst

The Learning Organization/LEAN Six Sigma logo represents our quest for continual renewal and improvement in Pearl Harbor Naval Shipyard & IMF (PHNSY&IMF). The logo’s five interlocking rings represent the five Learning Organization (LO) disciplines. Each discipline is the catalyst that allows each of us to seek disciplined improvement in everything we do. LEAN Six Sigma is the practical manifestation of applying the five LO disciplines in our quest for perfection. With strong foundational knowledge of the five disciplines, LEAN Six-sigma and desire to improve, we can meaningfully integrate improvement tools and methodologies to our work lives.

The logo design itself is a stylized *sakura*, or cherry blossom. *Sakura* symbolizes both the fleeting nature of life and also renewal. Creating a culture of continual improvement requires us to understand more deeply what we provide in the greater scheme of things, and to embrace our part in a complex system.

As a symbol of PHNSY&IMF’s journey to build a culture of “Continuous Performance Improvement” in our daily work lives, this logo will be used to champion and highlight the exemplification of the values and actions that reflect excellence within our learning journey.



Paul Shibuya, acting C100PI.2, engages the latest 2LS class on learning organization concepts during a senior leader discussion. Senior leader discussions are a new addition to 2LS, allowing leadership to have more face-time with the workforce.

PEARL HARBOR

The Navy's No Ka Oi Shipyard



Team Learning: Developing a team to achieve a shared vision through skillful communication, emotional intelligence, accountability and trust.

We Put The ALO in AHOHA

Story by Aaron Yabas
Code C990N CTD Supervisor

Pictured: Code 950 Electrician Brett Bulseco; Code 100PI Learning Organization Facilitator Autumn Aguon; Code 930 Marine Machinery Mechanic Lance Cabanilla-Ku; Code 920 Program Analyst Jenny Martin; Code 930 Marine Machinery Mechanic Jeth Jacalne; and Code 990 CTD Supervisor Aaron Yabas.

Becoming a Learning Organization (LO) has been a goal for Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) for quite some time, but we have not yet achieved our full potential.

After canvassing the workforce and listening to many opinions on the subject, the consistent reply has been the lack of complete understanding of the five LO disciplines. Not understanding those disciplines leaves workers unsure how to relate to them and apply them to their daily tasks.

So I began to wonder, "What can we do to help our workers better understand?" I looked first at large successful corporations like Google, Apple, and Toyota -- but I found it hard to relate those successes to our Shipyard. I then searched to find a "homegrown/local" example that was both inspiring and motivating, one that embodied the very definition of a Learning Organization -- and I found the Hokule'a.

On June 17, 2017, the Hokule'a returned home to Hawaii after spending three years at sea, spreading the message

Shared Vision: Nourishing a sense of commitment within a group to that motivates them to a common goal. What is PHNSY & IMF's Shared Vision? To be the nations No Ka Oi Shipyard.

of “Malama Honua” -- Caring for Island Earth. She returned to a crowd of tens of thousands of people packed into Magic Island and Ala Moana Beach Park, not to mention the hundreds of watercraft escorting her as she sailed into the mouth of Ala Wai Boat Harbor in all her glory. Hokule'a had traversed 60,000 miles during her global voyage, visiting 150 ports and 23 countries and territories -- guided only by traditional Polynesian navigational methods.

Hokule'a brought the culture of Hawaii to the rest of the world, coupled with traditional and new ways to live sustainably. She not only set out to teach others about our culture and spread her vision, but also to observe and learn about cultures around the world to create a global **Team Learning** session which embraced a common goal.

The success of Hokule'a's journey did not come without serious challenges that had to be analyzed and dissected to ensure that this unprecedented feat could be accomplished safely. **Mental Models** of the risks involved had to be overcome. The thought that it would be impossible to sail safely around the world without modern navigational instruments had to be ignored and discarded to even start planning such a venture. Hurricanes, typhoons, rogue waves, disease, violence in ports, and piracy were just some of the dangers she would face. Her captains and crew had to believe that the importance of the vision and message overshadowed the risks of hurricanes, typhoons, rogue waves, disease, violence in ports, piracy, and the possibility of never seeing their families again.

The discipline of **Shared Vision** could not have been better displayed. To ensure the safety of the crew and success of the journey, Hokule'a crew members had to unify towards the goal set forth by their leaders.

Traditional Polynesian methods of navigation require an understanding of ocean currents, celestial bodies, wildlife movement, sun and moon position, and how they all interact together to lay the course of travel to distant lands. The **Systems Thinking** approach adopted by the captains and crew of the Hokule'a already existed, and had been practiced hundreds of years ago by ancient Polynesian voyagers.

What did it take to understand these complex systems well enough to ask a crew of more than 250 individuals to follow you on this daunting adventure? Master Navigator and Captain Nainoa Thompson needed to make sure, with no doubt, that he and his peers were capable of guiding the Hokule'a on this endeavor. They needed to ensure their knowledge and skills would bring Hokule'a and her crew around the globe and back to Hawaii safely. They needed to continually learn and practice **Personal Mastery** to be able to trust in their abilities, and instill the confidence needed to guarantee the safety and success of their endeavors.

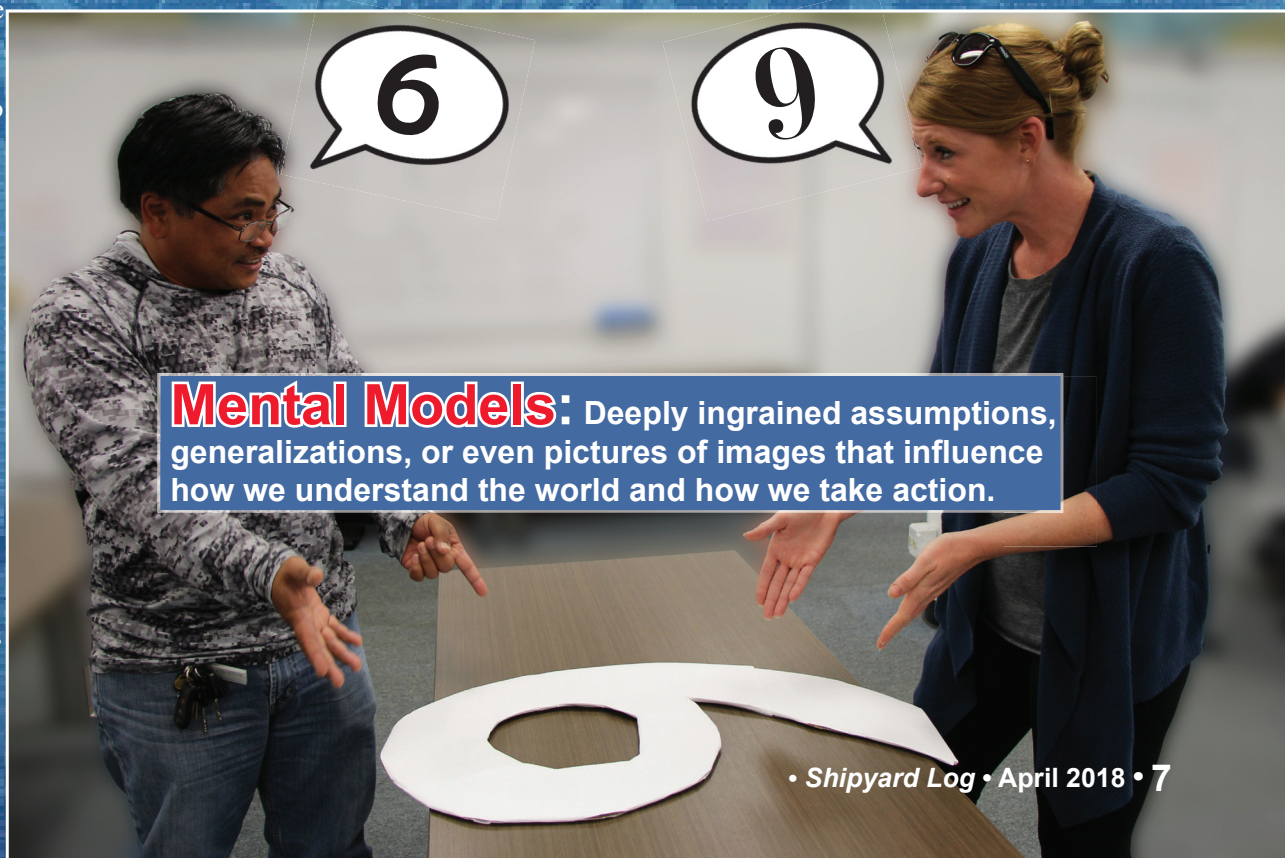
Using the Hokule'a voyage, Hawaiian culture and local traditions as a base, PHNSY & IMF has formed a Learning Organization Communication Team, comprised of creative and dedicated individuals, to reinvigorate and communicate

LO disciplines to the Shipyard.

Our first task was to create posters depicting specific examples of “home-grown” use of LO disciplines in hopes of promoting interest, inspiration and application of LO disciplines within our workforce. You may see these posters displayed in various Shipyard locations. We encourage you to take the time to look at how LO disciplines have been applied in local successes, culture and practices.

Understanding how LO disciplines contribute to individual and team development, as well as the success of our mission as a Shipyard, is an essential step towards becoming a true Learning Organization, and it is our duty to help our fellow workers take this step. The work we do here at PHNSY & IMF is critical to ensure the safety of our country, our families, our freedom and our “Island Earth” -- the only one we have.

We all have the ability to become something greater. We just need to find the inspiration and motivation, whatever that may be, to unlock our potential and help bring PRIDE to our Navy, our country, our state, our people, and make Pearl Harbor the true NO KA OI Shipyard. --ALOHA



Mental Models: Deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action.



Fair Winds and Following Seas

**Story by Justice Vannatta
Shipyard Log Editor**

Famous explorer and navigator Christopher Columbus once wrote, *“You can never cross the ocean unless you have the courage to lose sight of the shore.”*

Since the dawn of time, humankind has found the courage to follow the enduring attraction of exploration. We have always harbored an insatiable desire to keep seeking and conquering the unknown, whether on earth, elsewhere within the universe, or here, within the human spirit. We are explorers by nature. We want to know what is “on the other side of that mountain” -- but we also understand that to pause, falter or turn our back on the quest for knowledge is to perish, even when our circumstances keep us physically in one place.

Modern day explorers and adventurers live and work, right here, among us today. One such is Ben Dumarán, Code 930 Marine Machinery Mechanic, who

was a crewman on the esteemed Polynesian double-hulled voyaging canoe Hokule’a during its renowned “Malama Honua” (“Care for the Earth”) goodwill tour.

We recently sat down with Dumarán to seek his point of view on how the five Learning Organization (LO) principles can be applied to human exploration.

How long have you worked at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF)?

I have worked at Pearl Harbor for five years now. My job compliments the work I do for the Polynesian Voyaging Society (PVS) perfectly, seeing as I help to repair the canoes they sail.

When and how did you get involved with the Hokule’a?

My family has been involved with the Hokule’a since before I was born. My grandfather helped to build, maintain

and repair the canoe when necessary. I learned a lot from him as a woodworker and I'm trying to continue his work involving the canoe. My grandmother helped with the operations and logistics of the organization and voyages.

What is your job/trade on the Hokule'a?

My usual job assignment on the canoe is the carpenter, however, I pretty much help fix whatever needs fixing. There have been times I helped fix the electrical system, the plumbing (on Hikianali'a), and the sails. When you are sailing, the canoe needs constant looking after, it is your home, your bed, your kitchen, and yes, your restroom. If the canoe can't sail properly you won't make it to your destination. It takes the whole crew to operate the canoe. Even though it wasn't my responsibility, I tried to help my crewmate because if it was an especially hard task or one that would take a while, I knew that person would miss out on rest or might over exert themselves. If that person gets sick or injured because of this, that would not be good for the crew as a whole. Someone else would have to take care of that person, and then two people are no longer able to help operate the canoe. Keeping the entire crew healthy and safe is the responsibility of everyone.

Were you a part of the "Malama Honua" ("Care for the Earth") goodwill tour? - If so, what countries did you visit?

Yes, I did participate in the "Malama Honua" around-the-world sail. I was lucky enough to visit French Polynesia, the Cooke Islands, American Samoa, Brazil and St. John in the U.S. Virgin Islands. It is an awesome experience to see and learn how other cultures and societies operate as it pertains to environmentalism. There were many different systems that govern many areas, protecting lands and oceans. In many of the South Pacific islands, whole communities and even districts abide by these rules to maintain a healthy environment. The healthy environment then provides food and necessities for the people. On St. John, there is a strict water usage rule because the water source is rain water.

Simple rules like turning the water off when you lather up in the shower or only flushing when you go number two help to preserve their water resource. If the rules aren't followed, they have to pay to get water shipped in and delivered to their catchment systems. Here at Pearl Harbor, we have rules that protect our environment as well and it was very



Code 930 Machinery Mechanic and Hokule'a shipmate Ben Dumarán is holding a woven hat he received in America Samoa during the Malama Honua (Care for the Earth) goodwill tour.

interesting to compare with other communities procedures.

What are some of the things the Hokule'a crew does to prepare for a voyage (for safety of the crew/boat/equipment, as well as for mental preparation)?

Our mentor Mau Pailug taught us to ask ourselves three questions before set-

ting off on a voyage. Is the canoe ready? Is the crew ready? Is the weather right? "No" to any of those and you don't sail.

The canoe and the crew are controllable, so this is where all the work is done. Preparing the canoe entails many things: maintenance and repairs to keep all parts functioning; making sure all equipment is operational and functioning; and making sure everything is properly stowed and accounted for. To get the crew ready, we train, then train and then train some more. First and foremost, the crew trains for safety and emergency situations. Examples being man overboard, fire, swamping or vessel going down. All crewmembers undergo a medical exam and physical to ensure they are fit to sail. Crews also study meteorology and astronomy to make them capable of understanding the navigator's instructions when given a direction to sail or a star to follow. We also go on short day sails to gain as much experience as possible.

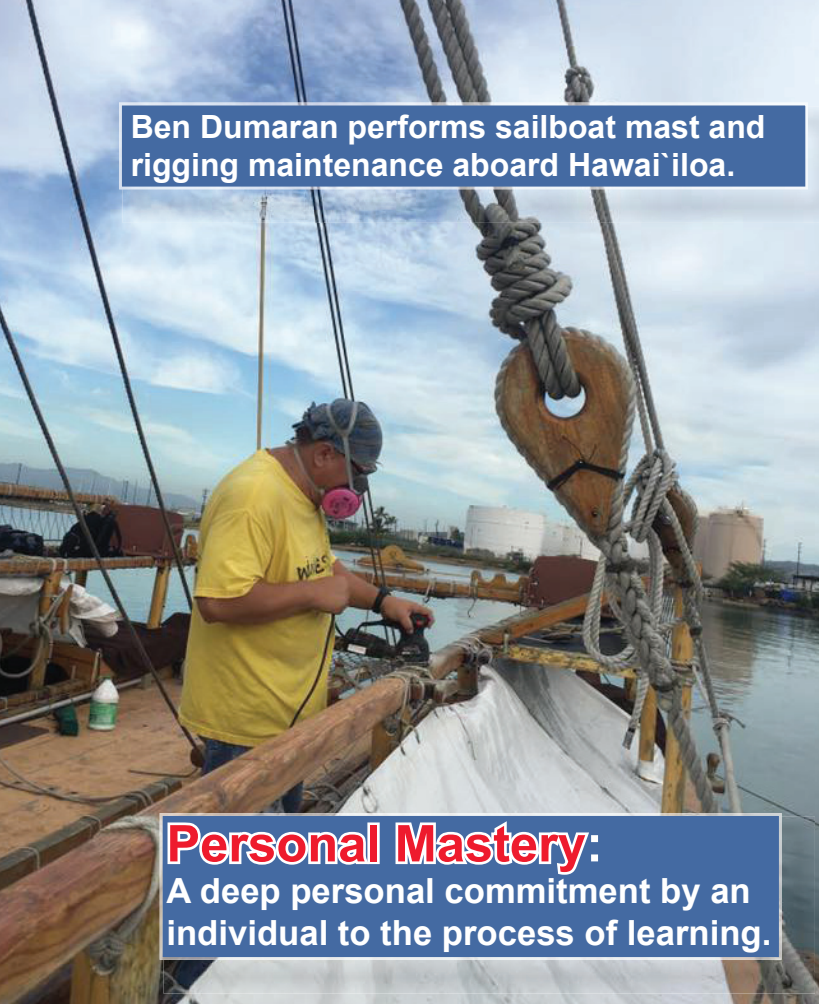
How important is having a Shared Vision for your crew's success?

All the preparation and training leads to each crewmember being able to function and communicate within the larger crew. This is very important. When sailing, especially deep ocean voyages, storms are always a concern and potentially life threatening. A shared vision helps to accomplish the goal, which is reaching our destination safely. It's like at work, all the different operating systems on the naval vessels working together to move the ship or all the different shops working together to keep our ships "fit to fight."

(Continued on pg. 10)



Ben Dumaran performs sailboat mast and rigging maintenance aboard Hawai`i Iloa.



Personal Mastery:
A deep personal commitment by an individual to the process of learning.

(Continued from pg. 9)

Does the Hokule`a crew do any team building activities before a voyage?

Before the Malama Honua sail, PVS crews took Hokule`a on a statewide sail, visiting communities on the different islands. Once there, the crews shared their knowledge of seamanship, navigating by the stars and their personal experiences. These events helped members to learn about each other and in turn build bonds. These bonds get tested when you're out in the middle of the ocean with nothing around or when a storm hits. Strong bonds help to keep the canoe operating, even when you're tired and cold because you know your crewmate has your back when you go down to sleep and vice versa.

What are some of the secrets to keeping the crew motivated and inspired during a Hokule`a voyage?

In my opinion there are three things that keep a crew motivated. The first two intertwine - good food and fresh fish. The crew is happiest when they eat `ono food and most times that involves a freshly caught fish, therefore the two hardest working people on the canoe are the cook and the fisherman. When a fish is landed, the whole crew jumps for joy and anticipation sets in as people wait for the meal to come. A good meal creates a positive atmosphere, then after eating, everyone is happy and satisfied. This keeps the crew nourished, not only physically but mentally as well.

Third, I believe a functional and well operated canoe has a peaceful and calming effect on the crew. Non-functional gear or broken parts create tension, however, when someone fixes that problem, I get inspired to do my best as well. Good leadership also inspires me to accomplish my responsibilities to the best of my abilities.

Are there any similarities between PHNSY & IMF teams and the crew of the Hokule`a? If so, what are they?

There are many similarities between PHNSY & IMF teams and Hokule`a crews. Many operations or maneuvers on the canoe involve timing and working in concert with each other. Without this cohesiveness, the canoe won't sail. At PHNSY & IMF, it takes project management, shop management and trade workers operating with a similar cohesiveness as on the canoe. Without the ability to work together and have good communication, neither organization would accomplish its goals.

How do the five Learning Organization disciplines (Personal Mastery; Mental Models; Shared Vision; Team Learning; Systems Thinking) "translate" to being a crew member on the Hokule`a?

PVS and its staff and crew members are not a business; however, we do use some of the five Learning Organization principles/disciplines. People join or volunteer for our organization with preconceived ideas and assumptions, "mental models" of what voyaging is about or what the organization does. Sometimes reality conflicts with these ideas and people leave, but if a person sticks it out, trains, studies and practices, through "personal mastery" they become valuable crew members. Through training together, crew and staff learn how to operate the canoe safely, it is Team learning. Every member and volunteer at PVS wants to reach the goal, helping Hokule`a reach its destination with all its crew safe. Without everyone working together, the "shared vision" would not be accomplished.

Can you put into words the experience of voyaging onboard the Hokule`a, when sky, clouds and ocean are all you can see?

Personally, I tend to become self-reflective. I become more appreciative of all the things in life I take for granted, especially family. Things like having running fresh water, a solid roof over my head and a toilet that's not rocking back and forth while you're using it. The colors in the sky become more vibrant, the clouds take on unimaginable forms and the ocean intensity spans the spectrum from calm to violent. The sunrises and sunsets are some of the most beautiful I've ever seen. The best part about voyaging is the bonds and friendships I've made throughout my journeys; they are definitely the most special.



Sailing Hikianali`a from Kailua to Kaneohe.

(L to R) Code 2320.9 Engineer Scott Miyashiro; Code 105.3 RCT Jared Hayashi; Code 138 Engineer Jaynary Barreto-Acobe; and Shop 26 Welder Dwaine Hiromasa.

The Importance of Organizational Culture

Story by Jantzen Nishikawa
Code 361 Special
Projects Superintendent



Systems Thinking:

Understanding the connections within all things and the consequences of our actions.

The organizational culture of Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) makes our Shipyard distinctively different from other naval shipyards and commercial organizations. It defines our uniqueness – just as personal values, character and personality define any given individual. The Shipyard’s culture is tightly interwoven with our mission to defend our nation by repairing, maintaining and modernizing the U.S. Pacific Fleet. Each of us feels a sense of belonging and contributing to something greater than ourselves.

Along with the traditional Navy values of Honor, Courage and Commitment, we also embrace and exude the spirit of Aloha, which translates as “value with *mana*” (Power). We demonstrate our Aloha by sharing our spirit, working with intent, persevering through tough situations, pursuing excellence, seeking our best selves, having pride with a sense of humility, maintaining a sense of responsibility, being respectful, accepting people into our circles (*‘Ohana*), and functioning with unity (teamwork).

The nation’s “*No Ka Oi* Shipyard” is how we want to be known. Those powerful Hawaiian words, which translate as “The Best” have a much deeper meaning. They can be tied to many values that drive our cultural behaviors, and they serve as the glue that integrates and holds together our diverse organization. To consistently earn our desired title, we need to not only identify, but also *live* by our declared values. Our unique Shipyard “It” factor is expressed in Hawaiian as “*E Ola Kū Pōnō No Ho ‘i*” – which means “to live with purpose, live righteously, do the right thing” as we apply our values towards our co-workers, teams, families, people and country. Because we work on critical systems and programs aboard national assets (submarines and surface ships) that support our national defense, we

must strive to constantly improve our skills and expertise – and be true to our shared values.

We also need to understand, internalize and practice the Five Disciplines of a Learning Organization (LO): Team Learning, Mental Models, Shared Vision, Personal Mastery and Systems Thinking, and the basic work principles established by Adm. Hyman G. Rickover, the father of the nuclear Navy. Disciplines define our code of behavior and principles provide a foundation for a system of beliefs. When we weave our values, disciplines and principles together, we come full circle in our maturity as an LO and our brand then becomes synonymous with our name.

We cultivate an LO culture for our Shipyard by improving ourselves through critical self-assessments – by reflecting on our behaviors, being our own worst critics, living our core values, and employing disciplines and principles within our daily lives. The challenge we face in achieving this seemingly daunting task actually starts inside each of us. If we are not vigilant, we can allow shallow thought processes – like, “This is just the latest ‘flavor of the month’” – to keep us from achieving our goals. We must *choose* to learn and better ourselves, so we can work together, effectively and efficiently, to better our Shipyard.

My own self-reflection has always been that it’s “on me” to effect change. I must start with myself first, then change the world, one person at a time. I *choose* to live by the root values of the Aloha spirit, personify “*E Ola Kū Pōnō No Ho ‘i*,” and uphold our “*No Ka Oi*” brand. I recognize that the elements of the five LO disciplines and the Rickover principles are available tools I can use. It is “on me” to put forth a consistent and unwavering effort toward self and organizational improvement. Ultimately, such is my *kuleana* (I accept my responsibility).

What will *you* choose to do?

CONGRATULATIONS!!

2nd Win in a row!

Safe Shop of the month Shop 57 Insulator

February Service Awards

10 Years

Neil Ogawa, C990
Edwin Ogimi, C950
Garren Osako, C960
Kyle Oshiro, C133
Francis Park, C950
Ryan Ramiro, C1331
Brandon Rosa, C920
Christopher Rozewski, C950
Shayne Rivera, C930
Darren Sagaysay, C930
Taurean Sanders, C930
Chad Sekimoto, C950
Aaron Sekiya, C930
Dane Serikaku, C960
John Snook, C970
Ryan Suzuki, C950
Tracey Takamiya, C960
Gregory Takeda, C970
Seu Tagovailoa, C970
Patrick Tamaoka, C700
Ikaika Tamayori, C950
Nathan Tayros, C950
Kriissian Tiotuico, C246
Christopher Uehara, C133
Paul Umholtz, C133
Glenn Umeno Jr, C930
Reid Umetsu, C300
Kiaaina Velasco, C930
Anastasia Vidinha, C930
Glenn Viloso, C990
Brandy West-Bey, C410
Brandon Wright, C900R
Lenn Yamada, C990

February Service Awards cont'd

Isaac Yamada, C135
Kyle Yamasaki, C900T
Dane Yasuda, C970
Neal Yoshizumi, C1032
Justin Young, C375
Chelsea Yung, C930
20 Years
Reynald Agni, C930
Jeremy Argast, C300
Jerry Coleman, C950
Matthew Kennedy, C990
Troy Mccloud, C246
Kent Olander, C300
25 Years
Keith Arakaki, C990
Paul Robles, C900N
Gene Yu, C2320
30 Years
Glenn Kouchiyama, C2205
Gary Nako, C2380
Darryl Tahara, C1361
35 Years
Michelangelo Infante, C246
Lewe Stanaland IV, C1120
40 Years
George Condu, C930
Ronald Galios, C300
Judyann Matsuoka, C300
50 Years
Edwin Shintani, C23053

February Civilian Newcomers

Reece Yoshimitsu, C1063
Callan Young, C950
Kuulani Zukevich-Valmoja, C742
Tiffany Balat-Bueno, C410
Andrew Betz, C1053
Michael Bunch, C990
Crystal Castillo, C610
Ryan Chavez, C970
Dayna Gandauli, C610
Thomas Hattori, C920
Sheila Hegwood, C300
Kyong-Mi Howard, C2441
Dan King, C1032
Rachel Lai Wai, C1091
Marshall Mole, C950
Melissa Paiva, C990
Christopher Pare, C950
William Pye, C9802
Xuan Richards, C2320
Carlton Seals, C2102
Curtis Silva, C920
Clayton Skoog, C1130
Ryan Takamori, C2704
Robert Tetla, C1061
Robert Trice, C920
Vince Yagi, C138
Tami Yamada, C107

February Military Newcomers

MM2 Jalen Allen, C103
FCA1 Timothy Bass, X-Div
IC3 Justina Davis, X-Div
GSE3 Carmelo Delfino, C930
FT2 Tyler Dias, C900T
MM1 Elmer Jose, X-Div
ETNC Jason Key, C300N
GSM2 Christopher Lawrence, C930
MMN1 Nicholas Matau, C305
DC1 Melissa Mayer, X-Div
EM3 Joseph Pierce, C930
MMN1 Michael Rhodes, C300N
MM2 Aaron Ross, C930
ETR2 Jacob Vanarsdall, C210
SA Ayofemi Watson, X-Div

Fair winds & following seas to February Retirees

Malcolm Fong
Richard Kamada
Patrick Odo



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