



Capt. Richard Jones, USN
 48th Commander
 Pearl Harbor Naval Shipyard and
 Intermediate Maintenance Facility

This is an exciting time to be at one of the Navy's four public shipyards. I am thrilled and humbled to have the opportunity to lead Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) at this pivotal point in our history. My career has been an interesting road to becoming the 48th Commander of PHNSY & IMF – I've been a Sailor, a civilian at a shipyard and an engineering duty officer in the fleet and ashore. I look to bring those perspectives with me as we take on the challenges and experiences that lie ahead of us.

However, what makes Pearl Harbor the Navy's Nō Ka 'Oi shipyard is you. Our people are at the center of everything we do and the key to our success. While the person who serves as shipyard commander turns over every three or four years, so many of you continue to carry out our essential mission each day with Aloha, Honor, Courage and Commitment. Thank you for your dedication to our Navy and our country.

Our mission from the Chief of Naval Operations and underscored by Vice Adm. Galinis, commander of Naval Sea Systems Command (NAVSEA), is clear – complete each availability, both intermediate and depot-level, on time, every time so that we can deliver combat power to the fleet with no delay. My vision for PHNSY & IMF is that we meet that mission whole-heartedly and with aloha towards each other. Enterprise-wide and local efforts are underway to improve our shipyard. Long-term programs such as the Shipyard Infrastructure Optimization Program (SIOP) will have a significant impact on our shipyard for the next 100 years. The SIOP project team is studying and designing a new dry dock and other facilities' upgrades that will help us

Aloha Pearl Harbor!

optimize our facilities and provide critical upgrades.

Other programs such as Naval Sustainment Systems – Shipyards (NSS-SY) are focused on how we can improve our processes to complete each job in an availability on time, every time. Not only are we leaning in on a local level as we execute NSS-SY sprints to test concepts and ideas; but Navy leadership at the highest levels are closely tracking our efforts and providing support to help resolve barriers that previously might not have received a swift response. NSS-SY is working to give you, our production workforce, what you need, when you need it as well as resolve barriers that cannot be overcome alone.

These types of programs are essential for improvement and innovation, and are supported by our foundation. We must continue to ground ourselves in our equation for success: People + Process + Environment = Success.

People - We will continue to Develop our People to be Experts. Our success is dependent on providing the opportunities for you to maximize your potential. This includes not only knowing HOW to do your job, but also the WHY behind your work. As your expertise grows, the shipyard will increase its capability and capacity, improving performance and the ability to resolve problems.

Process - We understand that People Learn and Improve by Doing. Learning unlocks our potential. Within our Learning Organization mentality at the shipyard, we must leverage the processes we have in place while emphasizing learning. Mistakes are OK if you seek to learn from them and improve your process going forward. Innovation is encouraged! At the heart of innovation is learning and increased efficiency. Every opportunity is a learning opportunity. Jump in to learn, improve and achieve success.

Environment - We will develop an environment that Inspires People with Aloha. A healthy environment is crucial for teamwork, trust and growth. We each must seek to exhibit our core values of Aloha, Honor, Courage and Commitment through our daily interactions with each other. Our value of Aloha is unique to Pearl Harbor. It is woven into the fabric of the shipyard and our people. It is how we care for each other, treat each other, and come together to achieve success. We must continue to develop this environment so that we can overcome challenges and achieve success while caring for each other.

People + Process + Environment means working together and through all other initiatives, driving us towards completing every availability on time, every time. I am encouraged and challenged by our shipyard leaders as we lean into our equation toward Success. Again, it's an exciting time to be at Pearl Harbor – and I'm excited to be your shipyard commander. I am looking forward to learning from you, listening to you, and leading our shipyard as we keep the fleet fit to fight! See you on the waterfront!



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Photo by: Justice Vannatta



Vice Adm. William Galinis, USN

Commander, NAVSEA

Sight Lines: The Commander's View

If you want to know what's important to someone, find out how they spend their time. For me, over the last several months, it is the Navy's four public shipyards and you – the women and men who maintain and modernize our most urgently-needed warships.

I write to you somewhere over the Pacific Ocean on my way back from visiting Pearl Harbor Naval Shipyard & IMF. I have now had the opportunity to visit all four yards; although it has taken me almost a year in the job to do so. I have always had tremendous respect and admiration for the work you do; keeping our submarines and aircraft carriers in the fight, but now that I have toured each public shipyard that respect and admiration has grown tenfold. I am motivated now, more than ever, to deliver on the Shipyard Infrastructure Optimization Program (SIOP) and Naval Sustainment Systems – Shipyard (NSS-SY) initiatives I wrote about in my last column.

We have challenged ourselves to find ways to execute SIOP in less than the original 20-year estimate, and NAVSEA 04 and the SIOP Program Office are leading this effort. This is complicated work, but it is vital to our ability to provide you, and our Navy, with the 21st Century facilities and tools needed to conduct the required nuclear maintenance and maintain our front-line warships. Two factors play are in play here – execution of the required maintenance to be conducted in each yard; and the availability of funding for the modernization efforts.

Early indications show that we have the ability to execute some of the required engineering and environmental studies earlier than planned. This would allow us greater flexibility when planning the much-needed dry-dock upgrades and major construction projects. Additionally, we are well on our way to delivering the digital twin models for each shipyard which will allow us to re-design the shipyards' layout to improve productivity. Pearl Harbor's digital twin has already been delivered and Puget Sound, Portsmouth, and Norfolk's will be turned over to the Navy by the end of September.

Whereas SIOP is a multi-year effort, NSS-SY has the potential to have an immediate positive impact across all four shipyards. We are using on-going availabilities to pilot new processes and

procedures and then sharing the results across the enterprise. Throughout a normal week, I take part in anywhere from two to four NSS-SY meetings simply because this effort is driving change and I want to make sure our Shipyard Commanders have both the tools and top-cover needed to be effective.

Every Friday, your commanding officers brief me, our Executive Director, NAVSEA 04 and other NAVSEA leaders on their progress – and it's been very encouraging. To give you an idea of what I'm tracking, your COs are updating me on three key metrics. The first is the effectiveness of the Operations Control Centers (OCC) that have been stood up at each shipyard to bring together the right people to address specific work issues and either solve them or elevate it up the chain of command. Next is the amount of time it takes to begin production work after the start of a shift. The third is how many jobs start on time and the drivers behind late starts. In each case, I'm looking for data that will address the causes of delays so we can make the changes that maximize your time and skills.

What you do for the Navy is of vital importance – that is why I choose to spend my time and energy on ensuring you have the right facilities, tools, and processes to do your job. Thanks for all you do and keep charging!!



NAVSEA Commander visits PHNSY & IMF

By Ashleigh Whitney
PHNSY & IMF Deputy Public Affairs Officer

Vice Adm. Bill Galinis, Commander, Naval Sea Systems Command (NAVSEA), visited Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) June 3 to discuss and tour efforts underway to improve shipyard performance through new processes and infrastructure modernization.

Galinis' visit focused on current Naval Sustainment Systems – Shipyard (NSS-SY) teams called sprints and proposed Shipyard Infrastructure Optimization Program (SIOP) projects. He met with shipyard leadership to share his vision for NSS-SY and how the initiative directly supports one of the top priorities of the Chief of Naval Operations and NAVSEA- returning ships to the fleet **on time, every time**. To achieve this goal, NSS-SY works to ensure the production workforce has the proper support needed to execute each job while identifying and removing barriers that cause delay so maintenance availabilities can be delivered **on time, every time**.

While meeting with the USS Mississippi (SSN 782) project team, Galinis reviewed two sprints currently underway at PHNSY & IMF – the Operations Control Center (OCC) and Start-of-Shift Communications.

(Continued on page 12)



Pearl Harbor Naval Shipyard & IMF bids Aloha 'Ōe to Capt. Burton, Welcomes Capt. Jones

Story by Kate Necaie
Deputy Public Affairs Officer

Capt. Richard Jones relieved Capt. Gregory Burton as the 48th commander of Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) during a change of command ceremony held June 4. On the grounds of the shipyard's historic Building One, the physically-distanced ceremony, along with a video livestream, provided friends, family and colleagues the opportunity to witness the time-honored naval tradition.

Burton, who served as shipyard commander since July 2017, expressed his gratitude to the workforce for their perseverance and dedication to the mission throughout his command tour. Though many challenges presented themselves over the past four years, Burton emphasized how the workforce's resiliency and sense of aloha helped overcome obstacles and pushed the Nō Ka 'Ōi shipyard towards their best performance in decades.

"We are a shipyard full of dedicated Americans honored to work in a capacity that directly contributes to our national security," Burton said. "To our core, we believe in being Nō Ka 'Ōi, challenging ourselves to be the best, and we believe in kulia i ka nu'u, striving for the summit, or continuous improvement." Vice Adm. William Galinis, Naval Sea Systems Command (NAVSEA) commander and presiding officer for the ceremony, praised PHNSY & IMF's contributions to the national security mission and Navy readiness under Burton's leadership.

"Our shipyard commanding officer jobs are our most challenging command jobs we have in our Engineering Duty Officer community, and I would argue perhaps some of the most challenging [major command] jobs in our Navy," Galinis said. "On behalf of the entire Navy and country, thank you for a job well done and for commanding one of the most famous shipyards in America."

During his remarks, Galinis also welcomed Jones to the helm of the shipyard, citing his myriad of experience in the Navy's maintenance community.

"Rich, you have proven yourself to be talented, knowledgeable and ready for anything – including taking command of the Navy's forward-deployed shipyard," Galinis said. "Yes, you have some big shoes to fill, but when you combine your exemplary career with this team, I have no doubt the Pearl Harbor Naval Shipyard and IMF is in the right hands."

Captain Jones comes to PHNSY & IMF from Commander, Submarine Force, U.S. Pacific Fleet, where he served as the Maintenance, Readiness, and Improvements Officer (N43) since 2020. A native of Waynetown, Ind., Jones has served the U.S. military in a variety of roles including as an enlisted Sailor, a Soldier with the U.S. Army Reserve, an Engineering Duty Officer (EDO) in the U.S. Navy Reserve, and as a civilian nuclear engineer at Portsmouth Naval Shipyard before his voluntary recall to active military service in 2002.

"I am very humbled standing before you today. When I left for MEPS on a chilly November morning in 1984 to enlist in the Navy, I never dreamed I would be the 48th Commander of Pearl Harbor Naval Shipyard," Jones said. "This shipyard has a proud history of keeping the fleet fit to fight since 1908 and has overcome many challenges throughout its long history, always exceeding expectations and providing results that no one dreamed possible as the Navy's No Ka 'Ōi shipyard! With your hard work and dedication, we will continue leading the way as the Virginia-class Center of Excellence, maintaining the Navy's finest warships and delivering combat power to the fleet."

The ceremony also served as the official retirement for Burton. Surrounded by friends, family and colleagues, Burton was piped ashore for a final time, marking the end of a long and successful career as an officer in the United States Navy.

"It has been an honor defending the constitution against all enemies, foreign and domestic," said Burton. "I have enjoyed every day in the Navy...even amidst seemingly insurmountable challenges."

On behalf of the entire shipyard 'ohana, we wish Aloha 'Ōe and fair winds and following seas to Captain Burton and say E Komo Mai to Captain Jones!



Welcome Aboard Capt. Richard Jones

Where do you consider home?

Though we moved around often as I was growing up because my father was in the U.S. Air Force, I consider Waynetown, Ind. my hometown.

What is your educational background?

I left the Navy after my first enlistment contract was completed to attend Purdue University and pursue a degree in Land Surveying Engineering. While there, I also received a Master's in Engineering. Years later, after being selected for the Engineering Duty Officer (EDO) community, I attended the Massachusetts Institute of Technology as part of our requirements and received a Naval Architect Degree and a M.S. in Engineering and Management.

Tell us about your 'ohana. Are you married? Do you have children?

I am married to my spouse of 31 years, Diane Jones. We have four adult children – three sons (26, 22, and 20) and one daughter (18).

When did you enter the military? What was your first job?

I enlisted in the Navy in 1985 as a nuclear electrician. My first ship was USS Truxtun (CGN 35), a nuclear-powered guided-missile cruiser.

What were some notable jobs that you've had during your career?

I've had some interesting jobs across the shipyards, ships and even in Iraq. At the shipyards serving as a nuclear engineer at PNSY allowed me to learn the nuclear process and responsibility in ensuring work was done correct. As the Docking Officer, I learned about the extraordinary amount of coordination

and teamwork required to safely dock submarines. As the Submarine Repair Officer, I had the opportunity to engage with the fleet and learn a new level of teamwork – either we all succeeded or none of us succeeded.

In Iraq, I served as the Officer In Charge at Camp Adder. This job was similar to Navy Supervisors of Shipbuilding. It required me to draw on my teamwork experience and involved meaningful work of overseeing critical services such as water treatment plants, schools, a hospital, etc. Finally, I had the opportunity to serve aboard USS Ronald Reagan (CVN 76) as Chief Engineer, or the CHENG, where I was responsible for the ship's engineering system. The tour was challenging and involved coordinating with two shipyards (PSNY & IMF and Ship Repair Facility Yokosuka) since we had to shift the ship's homeport from San Diego to Japan. I also got a unique fleet perspective later in my Navy career allowing me to have a better perspective of the fleet as shipyard commander. It's always said that the "half-life of seawater is 4 years," which means every four years you're away from a tour aboard a ship, you forget half of what you know about the shipboard perspective.

How excited are you to start your tour as Shipyard Commander?

I'm very excited and humbled to step into this leadership opportunity! As I said during Change of Command, when I left for the Military Entrance Processing Center on a chilly November morning in 1984 to enlist in the Navy, I never dreamed I would be the 48th Commander of Pearl Harbor Naval Shipyard. Needless to say, it's a big step up from serving as a department head. It's a great time to be in the shipyards, particularly Pearl Harbor. Lots of improvements are ahead on the horizon. We have the privilege of influencing the future of the shipyard for the next 100+ years.

I have served in three of the four public shipyards (PNSY, NNSY, & PHNSY) and was a customer of the other two (PSNS & Surface Repair Facility Yokosuka) while part of ships' crews. While all of the shipyards have their positive

aspects, I feel very welcomed and at home here in Pearl Harbor.

What are some of the initiatives you have planned in your first year as Shipyard Commander?

I have the opportunity to serve as Shipyard Commander during some big, enterprise-wide initiatives. I'm looking forward to leading Pearl Harbor's integration with programs such as: Naval Sustainment Systems – Shipyards (NSS-SY) – working to improve our processes while maintaining the focus on people and environment; This effort seeks to provide the right support for our production workforce at the right time with the end goal of completing every job on time, every time.

Shipyard Infrastructure Optimization Program (SIOP) – SIOP has a very long-term impact to our shipyard infrastructure by improving our facilities and capital equipment. We've been talking about SIOP for several years now – however, we're really beginning to see traction. Currently an Environmental Impact Study is underway for the replacement for Dry Dock #3, also known as Dry Dock #5. We're looking forward to those results and the forthcoming plan!

At the shipyard, we will continue our efforts in developing and implementing our self-identified A-Item based on last year's audit. Together, leadership identified that People + Process + Environment = Success. That breaks down as follow: People – Develop People to be Experts, 2) Process – People Learn and Improve by Doing, and 3) Environment – Inspire People with Aloha. These three items working together will contribute to on-time delivery of ships through investment in our People to build expertise and proficiency. I am looking forward to continuing this effort. Its overarching concept supports all of our other initiatives.

I'm also focused on continuing to expand our innovation. We MUST innovate to improve our capabilities in accordance with Naval Sea Systems Command (NAVSEA) Expand the Advantage 3.0.

Finally, we must continue to focus on improving our technology – make technology work for us! There is so much potential for us to incorporate technology through things like RFID, artificial intelligence (AI), automation, and more.



Meet Capt. Michael Thompson, PHNSY & IMF's New Executive Officer

Interview and Photo by Justice Vannatta
Shipyard Log Editor

Where do you consider home?

I have been in the Navy for more than 33 years. We have made 10 moves – home is wherever my family and I are now; so Hawaii is home. If you ask my kids, home is Texas where my wife and I grew up in a small town south of Dallas called Midlothian. That is where we always called home.

What is your educational background?

I graduated high school in Midlothian in 1987 and left for boot camp in May 1988. I went to Navy schools including the Nuclear Power Pipeline in Orlando, Fla. and Idaho Falls, Idaho. Along the way, I received B.S. from Liberty University and a M.S. in Financial Management from North Central University at night and weekends while working.

What are some of your hobbies?

I like going to the gym to workout, going to church, and spending time with family. I've started snorkeling and I like to hike.

When did you enter the military? What was your first job?

I joined the Navy in May 1987, but had to wait a year in the Delayed Entry Program before I left for boot camp in May 1988. After completing the Nuclear Pipeline in April 1990, my first sea tour was on USS Bremerton (SSN 698) as part of Reactor Controls Division. The ship was at Pearl Harbor Naval Shipyard during the first two years of my tour.

What has been your favorite job in the Navy so far?

I have been blessed to be a part of some great teams in some great assignments. I was CO of ARCO (ARDM-5), the Navy's

only Sailor-operated dry dock. I just left USS Harry S. Truman (CVN 75) as Chief Engineer, which was fantastic. I was Planning Maintenance Activity at Trident Refit Facility, Kings Bay and I really enjoyed that as well. I am having a great time here in Pearl Harbor. Everyone has been very welcoming and helpful. I love the Aloha and 'ohana spirit.

In your current position, what are some of your main duties for the command?

The shipyard mission is vital to national security – more so now than ever before. What our team here does cannot be overstated as to its importance and the need to complete each job on time, every time. I am thrilled to be a part of this team as it continues to be the best and seeks to improve. The main job of the Deputy Commander is to support the Shipyard Commander (CO), Capt. Jones, however he needs. As Executive Officer, I am tasked with a military administrative duties including taking care of enlisted matters and being CO of enlisted Sailors for administrative reasons. I am currently part of the Guam ESC team working to set up the future Guam Maintenance Activity for success. I am charged with overseeing Fleet Maintenance Submarines intermediate-level maintenance – which has a strong leadership team doing a great job. I also support department heads wherever and whenever they need my help. I just finished my Area Commander qualifications for emergency response as well. Everyone I've met are great professionals. I am confident we will continue to improve because of them.

What is the best career advice you have ever received?

Keep balance with God first, family second, and work next. Sometimes though, work will find its way higher due to necessity. But I try to make that short lived. Give all you have to all three. Take advantage of every opportunity in every assignment. Try to make the place you are better than it was when you got here. I got this from Kaipo, but I have always tried to follow it, sometimes better than others – E hele me ka pu'olo, which means, make every person, place or condition better than before, always. Good work ethic beats talent with no work ethic every time. Be dependable.

How do you balance work and quality of life?

The Lord has to be first. Without him nothing is possible. I plan on spending eternity with him, so I better get practice now. My wife and I have date night every Friday – almost every single Friday since we were married, but at least since we no longer needed babysitters. Sunday is family day – so we go to church and then do something. My two eldest daughters are out of the house, but every Saturday morning since the oldest was about two, we have had Saturday morning pancakes and bacon. They even did it when I was deployed or had duty. If we didn't do it one Saturday, they would call us out on it. I think we missed maybe 10 in over 22 years. My son, who just turned 17, called an audible and asked for more variety, but Saturday morning breakfast remains a staple. Since being here, we've tried to go the beach or take a hike when our time allows it. Lastly, we always have family dinner together, even if rushed.



Aloha Cmdr. Scott Shea

Story and Photo by Justice Vannatta
Shipyard Log Editor

On July 10, 1985, a newly-graduated Scott Shea enlisted as a U.S. Sailor and reported to U.S. Navy boot camp onboard Recruit Training Command in Great Lakes, Ill. Shea's first job in the Navy was training to become a nuclear Sailor for almost two years. During this time, he earned a Naval Reserve Officers Training Corps (NROTC) scholarship at the Univer-

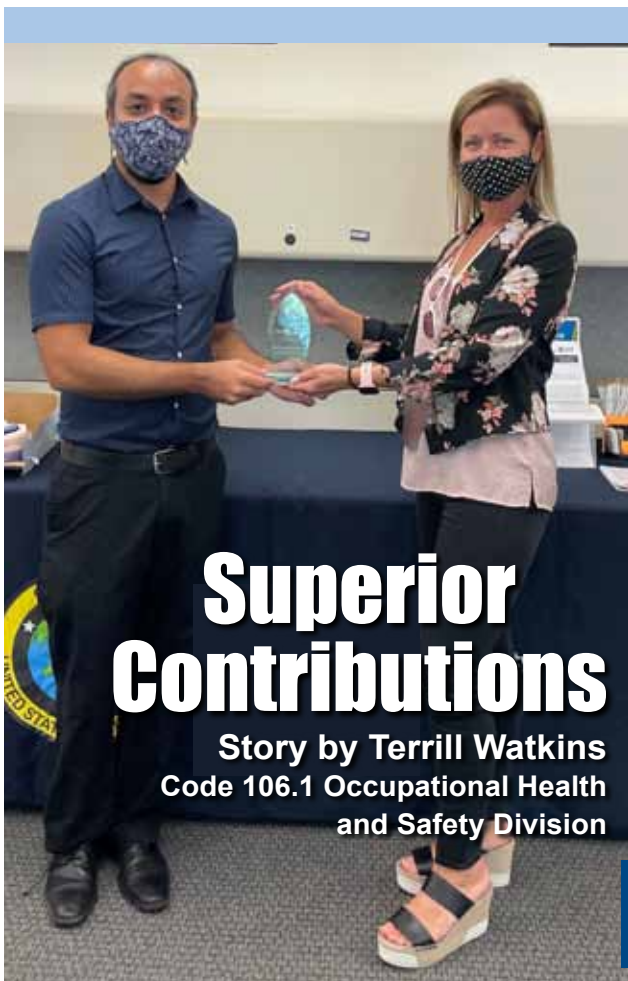
sity of Florida. However, Shea eventually left the program and returned to the fleet as a Sailor so he could receive medical coverage for his wife during a complicated pregnancy.

Throughout the course of his decorated 36 years of service, Shea had opportunities to serve on almost every class of nuclear-powered warship and most nuclear repair facilities in the Navy.

"I have been able to serve all over the world and have seen more than I could ever imagine," Cmdr. Shea said. "I have had the distinguished honor of earning my dolphins (warfare insignia for qualified submariners), being acknowledged and accepted as a chief petty officer submitting and being selected as a nuclear limited duty officer, and serving overseas in Italy."

In 2014, Shea was selected for the rank of Commander while serving at Naval Intermediate Maintenance Facility, Pacific Northwest. In 2017, he assumed duties as the Deputy Commander for Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility.

As the sun sets on Shea's career, he and his 'ohana will be retiring and moving to Poulsbo, Washington, where he will be spending more time with his wife, his kids, and most importantly, his grandkids. "Ohana is everything to me," Shea said. "Thank you for accepting and allowing me to serve as your Executive Officer and Deputy Shipyard Commander. Take care of each other and continue to build upon the Pearl Harbor legacy. Mahalo!"



Superior Contributions

Story by Terrill Watkins
Code 106.1 Occupational Health
and Safety Division

Ms. Aubrey Bogan, Code 106.13 Waterfront Safety Branch Head, was recognized by U.S. Pacific Fleet Equal Employment Opportunity (PACFLT EEO) for her superior contributions throughout 2020 in assisting with improving the monitoring and assessment of our personnel working under the Navy's Hearing Conservation Program.

Bogan, with more than 19 years of federal service, was part of a cross-organizational working group tasked to address systemic challenges and remove barriers associated with the Hearing Conservation Program (HCP). The working group advocated for a standardized approach to ensure individualized direct-threat assessments. The Bureau of Medicine and Surgery's (BUMED) Occupational Health Technical Manual on HCP, published in July 2020, incorporated the requirement and adopted the group's recommended form. Bogan continues to engage with the EEO staff and Occupational Health Clinic on issues that involve individuals who experience hearing-threshold shifts, requiring a direct-threat assessment to examine if the person can perform their job safely.

Bogan has been instrumental in developing an occupational health team with extensive analysis and data collected including providing advice on the outcomes. Bogan's input drove procedures to ensure individuals who can perform their jobs safely are allowed to continue in their job positions and are afforded the opportunity for reasonable accommodation if necessary. Bogan willingly shares ideas and works as a partner to find solutions to remove barriers and improve processes. Her ongoing collaboration with the PACFLT EEO Office continues to provide exceptional guidance regarding these sensitive and complex issues.

Aadel Khandaker, Acting Deputy Director of the Equal Employment Opportunity US Pacific Fleet Hawaii, presents Code 106.13 Waterfront Safety Branch Head, Aubrey Bogan, with an award for her superior contributions with the Navy's Hearing Conservation Program.

Photo by Patty Corrales



Code 520 Material Sourcing & Execution Support Division Head Christopher Swoboda, Code 510 Compliance & Strategic Analysis Division Head Brandie Lee, Code 500 Supply Officer Capt. Jayson Cramer, Code 500 Inventory Accuracy Officer Cmdr. Donna Smoak and Code 530 Project Support Division Head Scott Miller.



In Focus Code 500: Supply Department

Story by Capt. Jayson Cramer
Code 500 Superintendent

Not since 1996 has Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) had an organic supply department to manage material requirements for the ships and boats going through maintenance availabilities. After 88 years, PHNSY & IMF outsourced material support functions to the former Fleet Industrial Support Center (FISC). They remained with FISC until 2010, when these responsibilities again transferred to the Defense Logistics Agency (DLA) Maritime Division, where sole material management responsibilities remained until 2020.

In 2019, Navy Sea Systems Command's (NAVSEA) Shipyard Board of Directors decided to re-establish Supply Departments (Code 500) across the four public shipyards. For PHNSY & IMF, Code 500's implementation began in February of 2020, with expected full implementation in 2022.

As the material process owner, Code 500's primary purpose is to oversee all non-nuclear material activities at PHNSY & IMF and all material-related questions and issues. The Supply Department is the key conduit amongst the shipyard, NAVSEA, and external operational partners for material and logistics matters. They are accountable for managing the long-term planning and execution of non-nuclear ship material acquisition and industrial material support for the command.

Functionally aligned with DLA Land and Maritime and DLA Distribution Pearl Harbor (DDPH), Code 500 provides DLA officers and directors with operational direction and effort prioritization to support the shipyard's material requirements. Code 500 is designed to be the sole source to address current material issues and is accountable for supply matters.

In addition to partnerships with DLA organizations, Code 500 consists of three divisions: Compliance and Strategic Analysis (Code 510), Material Sourcing (Code 520), and Project Support (Code 530), better known as Job Readiness Coordination (JRC).

Code 500's ability to drive material planning through early and frequent coordination with projects allows them to make informed decisions beyond the shipyard. Their authority to address processes and serve as the centralized orchestrator in driving material process performance improvements, as well as their ability to manage supply chains by drawing on real-time supply and job data to execute shipyard priorities, will improve the overall effectiveness of material management at PHNSY & IMF.

Code 501 Program Analyst Cory Yuh, Code 501 Program Analyst Shanell Treu, Code 501 Program Analyst Dana DeSilva and Code 501 Deputy Supply Officer Gregory Keanu.



Photos by Justice Vannatta



Code 530: Production Support Division

Story by Scott Miller, Code 530 Division Head



In an effort to increase material support and return valuable wrench-turning time to the waterfront, Naval Sea Systems Command (NAVSEA) has introduced Job Readiness Cells and Material Kitting Standards as part of the Code 500 Supply Department implementation across the four public shipyards. At Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility, Code 530, the Production Support division, consists of two branches- 530.1 and 530.2.

Code 530.1, Job Readiness Cells, focuses on supporting the execution of priority work and coordinates with the production shops for items needed to execute scheduled work. Concurrently, Code 530.2 oversees supply operations within the Controlled Industrial Area (CIA). The team also manages the Dockside Material Envelopes, which act as a clearinghouse for all material flowing to and from the Chief of Naval Operations' Availabilities in the PHNSY & IMF dry docks.

Our commitment is to support the projects with the following:

1. Urgent material deliveries: Code 530 is committed to delivering urgent material to production as soon as possible.
2. Material kitting: Code 530 will assemble kits from materials requested based on information submitted via the Production Technical Work Document Review by job order/ key operation (JO/KOP), stage kits for work within the Daily Priority List in Bldg. 1916 and Bldg. 2192 Kitting Centers, and then deliver kits to the production crews.
3. Consumable materials (Pre-Expended Bin (PEB)/ Point Of Use (POU): Code 530 will keep high-use consumable materials in stock and accessible during first shift. We will also store, replenish and issue these materials for the project.
4. Rip-out and prefabricated materials: Code 530 Pier Masters will focus on the oversight and coordination of rip-out and pre-fab materials, ensure said material is appropriately tagged, tracked and updated by production and then coordinate storage by Code 530. Material Envelopes will also receive, coordinate short-term or long-term storage and kit/deliver material back to production personnel.
5. Hazardous Material (HAZMAT): Code 530 will manage the Consolidated Hazmat Reutilization and Inventory Management Program (CHRIMP) stations' inventory.
6. Excess material: Code 530 will accept extra material and process returns back into inventory stores.
7. Depot Level Repairable (DLR) assets: Code 530 will receive and issue DLR assets to production and coordinate transfer of spent materials to Defense Logistics Agency (DLA) Distribution Pearl Harbor (DDPH).

Photos by Justice Vannatta



Code 520 Material Sourcing & Execution Division

Story by Christopher Swoboda
Code 520 Division Head

The Code 520 division, Material Sourcing and Execution Support, encompasses two branches of material management across Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF). Our mission is to provide the very best logistical support to keep our ships fit to fight. We continuously strive to improve processes to ensure necessary materials stay in the mechanics' hands.

Code 520.1, the Material Sourcing branch, is responsible for interacting with and tracking customers' overhead and consumable requirements. This branch reviews requirements and searches numerous vendors such as Grainger, General Services Administration Hickam, Defense Logistics Agency (DLA) and other local vendors to source available material to meet workforce needs. If necessary, the branch works to find alternative materials that meet the application and processes the shipyard's requests to the most efficient procurement means possible. Our supply specialists are the single point of contact who assist with overhead material questions and status updates.

Code 520.2, the Execution Support branch, is responsible for providing Project Material Managers (PMM) to all shipyard projects. Responsibilities include, but are not limited to:

- Ensuring material is ordered, expedited, received and inspected for the project
- Providing a single point of contact for material support to projects
- Communicating with project personnel on material issues

PMM's monitor materials from job planning through completion of availability. We track Depot Level Repairable (DLR) items to ensure the project does not incur added costs and work closely with project personnel to prevent work stoppages. We are here to provide the best possible support to our customers.

Photo by Justice Vannatta

Code 510 Compliance & Strategic Analysis Division

Story by Brandi Lee
Code 510 Division Head

The Code 510 division comprises two branches of material management across Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) and directs compliance and strategic analysis throughout the shipyard. We continuously strive to improve processes, optimize material readiness and do our part to keep the fleet fit to fight.

The compliance branch, Code 510.1, is responsible for executing supply quality assurance for the Code 500 Supply Department. Responsibilities that fall within this branch include, but are not limited to:

- Ensuring supply processes adhere to Financial Improvement and Audit Readiness (FIAR).
- Documenting and reporting performance observations and providing recommendation
- Developing and implementing processes to correct observation deficiencies
- Conducting physical validation and location audits of Operating Materials and Supplies (OM&S) and Navy Working Capital Fund assets for maintenance availabilities.

In addition, the team provides oversight of performance-based agreements where services are provided either organically, by the Defense Logistics Agency (DLA), or by contractor-provided functions.

Code 510.2, the strategic analysis branch, provides data and metrics on material processes and provides overall material programs functional training and support. Responsibilities include, but are not limited to:

- Developing and generating management charts and data to satisfy existing and ongoing metric indicators
- Analyzing data to identify trends and opportunities for improvement
- Continuous data analysis for discrepancies in cost, data information and provide various products to support project requests

The 510.2 team performs analysis for churn material, forecasts material requirements, long-lead-time material and many more. Additionally, we provide Material Access Technology (MAT) program training and support to all shipyard users.

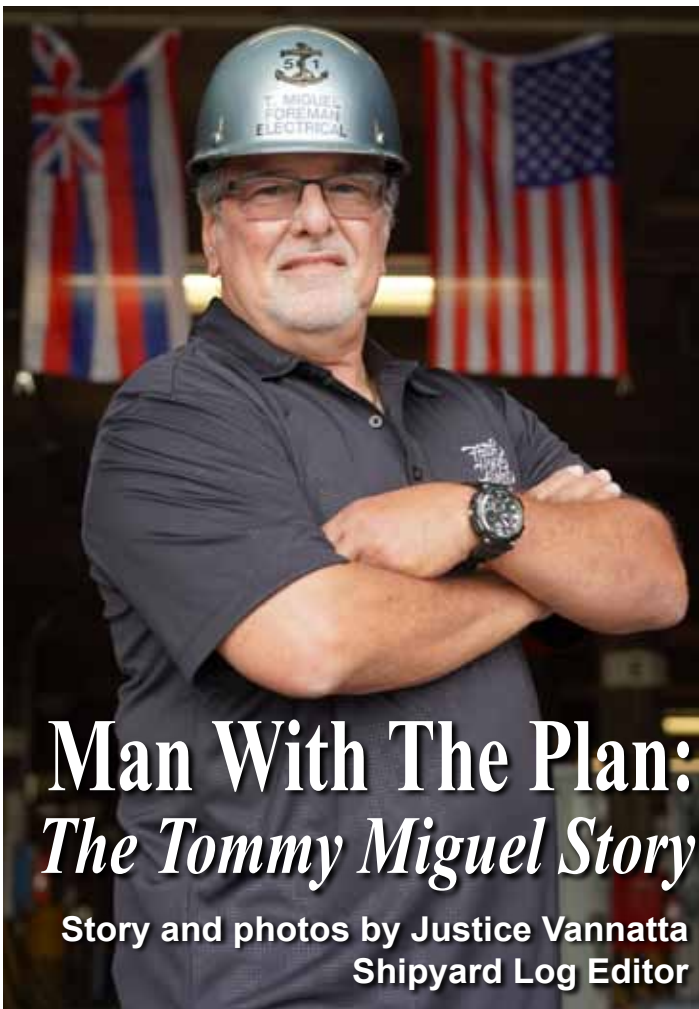
The entire Code 510 team is here to provide the best possible support to our customers- ask, and you shall receive!

Pictured above: Code 510 Management Analyst Jay Donlin, Code 510 Program Analyst Kristina Miranda, Code 510 Compliance & Strategic Analysis Division Head Brandie Lee, Code 510 Management Analyst Inga Crockett, Code 510 Management Analyst Kristen Ogasawara and Code 510 Program Analyst Dannia "Cici" Mabini.

Photo by Justice Vannatta



Row 1: Code 520 Material Sourcing & Execution Support Division Head Christopher Swoboda and Code 520.1 Material & Execution Support Branch Head Chelsea Paglinawan. Row 2: Code 520 Project Material Manager Vincent Taylor, Code 520 Project Material Manager Konrad Kuewa and Code 520 Project Material Manager Brandon DeFries. Row 3: Lt. Michael Georges, Code 520 Project Material Manager Donald Fialkowski and Code 520 Project Material Manager Jason Watanabe. Row 4: Lt. Matthew Kelly, Code 520 Project Material Manager Megan Lee, Code 520 Project Material Manager Rebecca Quinones and Project Material Manager Roberto Sanchez. Row 5: Code 520 Project Material Manager Christopher Valenzuela, Code 520 Project Material Manager Ernest Whitesides and Code 520 Project Material Manager Douglas Lau.



Man With The Plan: *The Tommy Miguel Story*

Story and photos by Justice Vannatta
Shipyard Log Editor

Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) has a reputation for developing leaders. With many different trades, shops and codes, it is often challenging to find the right person for the right job. However, organically, the right job finds the right person.

PHNSY & IMF has also gained a reputation as the ‘corporate best’ for battery replacement work. A battery change-out on a nuclear-powered submarine is no small task. It takes months of planning, organizing and preparation to execute a successful job. It also requires communication and teamwork between a diverse team consisting of ship’s force, electricians, electrical engineers, plastic fabricators, gas-free engineers, safety, rigger, crane operators, forklift drivers and business agents. In addition to those skilled personnel, above all else it takes strong leadership.

Since 1984, Code 950 Process Improvement General Foreman & Battery Team Leader Tommy Miguel has been that leader. From humble beginnings, Miguel started as a member of the battery team who worked his way up until former Shop 51 Supervisor Pat Hose promoted him into a leadership position.

“When I was selected many years ago by my mentor Pat Hose, the first thing that came to my mind was, ‘are you nuts?’” said Miguel with a burst of laughter. “It was new work – and it seemed so challenging and difficult and so outside of what an electrician normally did. But he convinced me to try it out. Forty seven years and 150 battery replacements later, I am still here!”

Miguel runs a very tight ship. At the start of every battery replacement job, he explains that the team must work by a code. It means always working safely, looking out for each other, and constantly seeking new and better ideas to get the work done efficiently and safely. Throughout several decades, he has had the privilege of working with more than 1,500 workers in Hawaii, Guam and San Diego. Miguel has also worked side-by-side with service engineering agents from Crane, Ind., and workers from Puget Sound Naval Shipyard and Intermediate Maintenance Facility and Portsmouth Naval Shipyard.

Always a stickler for improvement, Miguel expects his team to progress after every battery job. This go-getter attitude allowed him to lean the replacement battery job process from 31 days to an impressive 21 days. Miguel and his team also completed an emergent battery job at Naval Base Guam on USS Greenville (SSN 772) from Dec. 7 to Dec. 23, earning Miguel and his crew the Naval Sea Systems Command (NAVSEA) Excellence Award in September 2014.

One of the most significant highlights of Miguel’s career came in 2005 when the team completed a battery replacement job aboard USS Salt Lake City (SSN 716). Achieved in an unthinkable five and a half days, the team set the record as the fastest in the Navy, which still stands today.

With only three years until retirement, Miguel is now in the process of training his replacement, Shop 51 Supervisor Brede Cambra, to take the reins. With the electrical shop’s coaching and mentoring process in place, he seizes every opportunity to impart knowledge and ensure the team can successfully operate the jobs and overcome the intangible challenges that may surface. It is his priority to ensure that battery replacement jobs will run flawlessly long after he is gone.

“All of my success can be attributed to the commitment of my team, my loving ‘ohana and my faith. They give me the drive to become a better man, a better dad, a better husband, a better leader and most of all, a stronger believer in faith.”

Amen to that Tommy.

Code 740 Riggers Johnny Gentry and Ethan Chang are guiding the VRLA Battery cell onto the Cell Transport Dolly. As the cells are lowered into the ship, the Riggers are responsible to land the cell onto the dolly then transport to the Battery Load Hatch on the third Plat.



A sprint reviews a process or part of a process to test a new system or removal of barriers to improve the efficiency of the overall process while maintaining or improving quality.

Galinis, escorted by Shipyard Commander Capt. Richard Jones and Deputy Project Superintendent Kevin Alford, discussed and toured the OCC with the project team. This sprint tests the establishment of a central hub for an availability where a multi-disciplinary team of project managers, logisticians, engineers, and testers proactively track progress on critical jobs to identify potential issues early and provide rapid resolution reducing delays and work stoppages.

The Start-of-Shift Communications sprint provides production workers a holistic understanding of their day’s tasks and goals at the beginning of each shift, ensuring they are prepared to complete work as efficiently as possible. The goal is for each production worker to arrive on the job site within the first hour of the shift with all items needed to complete their work. Galinis reviewed the newly-revamped project boards and discussed their implementation with the work teams running the sprint.

In addition to reviewing NSS-SY efforts, Galinis viewed the proposed location for a new multi-mission dry dock at PHNSY & IMF, a major NAVSEA SIOP initiative. SIOP is a multi-year, multi-billion dollar investment to modernize the four public shipyards’ infrastructure by upgrading dry docks and facilities, improving workflow, and updating capital equipment. These projects aim to allow the shipyards to meet the Navy’s and the nation’s needs for the next 100 years.

Speaking with shipyard and Naval Facilities Engineering Command Hawaii project team members overseeing the proposed dry dock’s Environment Impact Study and planning currently underway, Galinis was provided an overview of the dry dock project and recommended waterfront production facility.

“Pearl Harbor Naval Shipyard & IMF is, in many ways, our most forward-deployed shipyard; and the submarines and ships maintained and modernized here are the ones that give our Navy the warfighting advantage against any near-peer fleet,” Galinis said. “Shipyard leadership and the workforce here understand their crucial mission and have caught the vision for NSS-SY and SIOP so that we can execute on our priority of completing every availability and every job **on time, every time.**”

July Service Awards

10 Years

- Rick Aaroe
- Nicholas Bove
- Kelan Hashimura
- Daniel Lum
- Kathleen McMillan
- Kristoffer Aguirre
- Reid Arakaki
- David Cherry
- Andrew Harano
- Megan Ho
- Matthew Menor
- Andrew Nagy
- Ronald Padilla
- Kent Sadanaga
- Thomas Scaffidi

20 Years

- Leslie Bovaird
- Matthew Chun
- John Hao
- Kevin Kearns
- Eben Kinney
- Kainoa Lopez
- Jason Apostol
- Peter Cabrera
- Noah Green
- Eric Hansen
- William Kop
- Lincoln Loo
- Charles Lovell
- Shelly Jean Mau
- Richard Nishida
- Skyler Nishimura
- Chelsea Paglinawan
- Shelby Shinkawa
- Reid Takamiya
- Alec Vargas
- Anthony Warren
- Melanie Yamauchi
- Bryce Yonemura
- Dawn Yoshida

25 Years

- Marc Lambert
- Christopher Worley

30 Years

- Cary Tom
- Brian Hamamura

35 Years

- Steven Niimoto
- Scott Kobayashi
- John Meadows
- Kevin Ogata
- Danny Tang

40 Years

- Raenette Auyong
- Layton Chee
- David Coronas
- George Goya
- Gary Mendez
- Arden Nagai
- Cary Nishijima
- Ross Okuda
- Romeo Rebujo
- Edlyn Takahashi
- Roy Thomas
- Daniel Cristobal
- Keith Kawatomari
- Albert Kosuga
- Wendell Kuamoo
- Leslie Neves
- Roland Reyes

45 Years

- Richard Akana
- Harry Vincent
- Robert Lee
- George Limos

Fair Winds & Following Seas to July Retirees

- Merritt Hee
- James Carini
- Grant Oka
- Arthur Utting
- Dawn Yoshida

APR/MAY 2021 Labor & Employee Relations Disciplinary Actions

Letter of Reprimand

Three employees were cited for failing to follow instructions

An employee was cited for sleeping on duty

Letter of Expectations

Two employees were cited for inappropriate conduct

Two employees were cited for failure to carry out supervisory responsibilities

Letter of Caution

Two employees were cited for failing to follow instructions

Suspension

An employee was suspended for failing to follow instructions

Removal

An employee failed to maintain access to classified information

TO REPORT AN INCIDENT OF HARRASSMENT, CONTACT:

CODE 100CE DIRECTOR: 473-8000 x4355
CODE 100CE DEPUTY DIRECTOR: 473-8000 x6073

TO FILE AN EEO COMPLAINT, CONTACT:
EEO OFFICE: 808-471-0241



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