

Pearl Harbor Naval Shipyard & IMF News Since 1946

SHIPYARD LOG

February 2021

Time Keeps On Ticking

*An In-depth Look into
Time Management at PHNSY & IMF*



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

Have you ever wished for more time in the day? My Executive Officer (XO) on USS Kentucky (SSBN 737) (Gold) frequently asked for a 35-hour day. Obviously, none of us could deliver on the XO's request, but I did make a 35-hour clock face and installed it on a clock as a farewell gift for him at the end of his tour. I delivered on his request, but did I really? One of the great levelers among all of us is time. No one in the world has more time each day than the rest of us.

The question is, "How do we use our time most effectively?"

I want to share my approach to time management. These are my 5 steps to managing my time:

1. Plan – priorities rule the day. Two quotes help me plan more effectively: 1) "Without clearly defined goals, we become strangely loyal to performing daily acts of trivia." 2) "If you don't care where you're going, any road will get you there." - Lewis Carroll. Writing the plan down helps you focus and see where adjustments may be needed. A daily plan is different than goals – that is a discussion for another day. The plan to manage your time more effectively should cover all aspects of your life – physical, spiritual, emotional, social, educational, etc. One final thought on priorities from Steven Covey – "The key is not to prioritize what's on your schedule, but to schedule your priorities."

Getting The Most Out of Your Time

2. Take time for yourself – physically and spiritually. Working out physically helps manage stress and bring clarity to manage other aspects of your life. Make sure you are getting at least three good workouts a week, if able. Spiritually, we all have deep connections with one another and with the universe. Whether you think that connection is made with star dust or there is a grand plan from a higher power, spend time learning about those connections; they are important.

3. Plan time with your 'ohana. Make sure this time is quality time. Those of you with the challenges of young children know they will be out of the house before you realize it. My six children were all out of the house and Caroline and I looked at each other and concluded, "that happened fast!" Enjoy family while you have them around. You never know how long you'll have them.

4. Be flexible – act on your insight. I love a good plan. However, once you gain momentum, you might get insight that causes you to adjust course. That's okay. You may realize that you neglected something important and need to incorporate it. It is okay to adjust your plan in execution. Trust the flashes of inspiration that you have. The point is, don't expect to plan until the plan is perfect.

5. Build in improvement. We are always looking to do something better, but you need to balance the amount of time spent trying to improve with the time spent accomplishing your goals. How do you know if you're improving? I generally use the comfort test. If I feel comfortable, I am not improving. We are all about continuous improvement in the shipyard. This is not a new concept. I have communicated this before, but is worth repeating: Queen Liliuokalani has pillows in Iolani Palace embroidered with, "Kulia Kanuu," which means, "Strive for the Summit." This factors in perfectly into our Culture of Excellence in that we strive for improvements and do not settle for less than the standard.

As you strive to more effectively use your time, you will find that you have more control over your life. I hope these steps I have found useful for time management may help you improve your time manage as well. Stay Nō Ka 'Oi and keep charging!



February 2021
 Vol. 75 Number 2

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

**Commander
 Capt. Greg Burton**

**Public Affairs Officer
 Ana Maring**

**Editor
 Justice Vannatta**

Commander's Comment Line
 474-4729

Fraud, Waste & Abuse
 Hotlines

Shipyards Hotline
 471-0555

NAVSEA Hotline
 (800) 356-8464

Navy Hotline
 (800) 522-3451

DoD Hotline
 (800) 424-9098

Safety Hotline
 471-8349

Report-to-Work Status Hotline
 473-9000

SHIPYARD LOG: This DoD publication is authorized for members of the Shipyard. Contents of the Shipyard Log are not necessarily the official views of, or endorsed by, the U.S. government, DoD, or PHNSY&IMF. ISSN 1073-8258.

PUBLICATION DATES: The Shipyard Log is published monthly. Articles are due the 10th of each month. Send material to the editor via email or, if hard copy (typed, upper/lower case) on a CD via inter-office mail to Code 1160 Shipyard Log. All material is subject to editing.

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

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

ON THE COVER:
 Code 2300 Nuclear Engineering and
 Planning Manager Kaipo Crowell

Photo illustration by: Dave Amodo

Photo by: Justice Vannatta



Vice Adm. William Galinis

Commander, NAVSEA

Sight Lines: The Commander's View

NAVSEA's mission is central to the success of the Navy's mission, and our ability to deliver combat power to the fleet rests, in a large measure, on your substantial shoulders.

To ensure we focus our attention on the most critical missions that align directly with the Chief of Naval Operations' guidance and the Navy's strategy, we routinely update our "Campaign Plan to Expand the Advantage," our plan is designed to keep our command and our fleet a step ahead of our adversaries.

In January, I issued the second update to this living document, and I'd like to provide a wave-top view of the updates. NAVSEA has three main priorities:

- * Deliver combat power: On-time delivery of combat-ready ships, submarines and systems
- * Transform our digital capability
- * Build a team to compete and win

Our submarines and aircraft carriers are the most powerful warships in the world. They are in high demand and your

unrelenting efforts and innovations to maintain and modernize these platforms are key to meeting the Navy's global operational commitments.

Predictably, our #1 priority is "delivering combat power with the on-time delivery of combat-ready ships, submarines and systems." Your work allows our Navy to deploy these lethal guardians to defend our nation. Our Shipyard Infrastructure Optimization Program (SIOP) will give you a boost with modern facilities, tools and equipment.

Our #2 priority, "Transforming our digital capability," will deliver the needed IT systems and infrastructure to update our aging digital infrastructure and maximize productivity, while ensuring the security of our networks. Digital dominance is key to our future.

Finally, on-time deliveries and harnessing state-of-the art digital capabilities are nothing without a skilled, trained workforce. Our #3 priority, "Build a team to compete and win," addresses just that. The shipyards' seven-year hiring effort required transforming our training and certification processes, but brings great potential for current and new employees.

Five core principles underpin our three mission priorities. These principles are: technical competence, leadership competence, reliability, affordability, and agility.

Technical competence is foundational to our mission. We will continue to develop and expand our technical skills to meet future requirements and grow tomorrow's leaders.

We need solid leadership across NAVSEA. Leaders who will help build, develop and inspire our NAVSEA team to meet and exceed their mission. Ensuring future leaders have the tools and training they need is critical to every aspect of our enterprise.

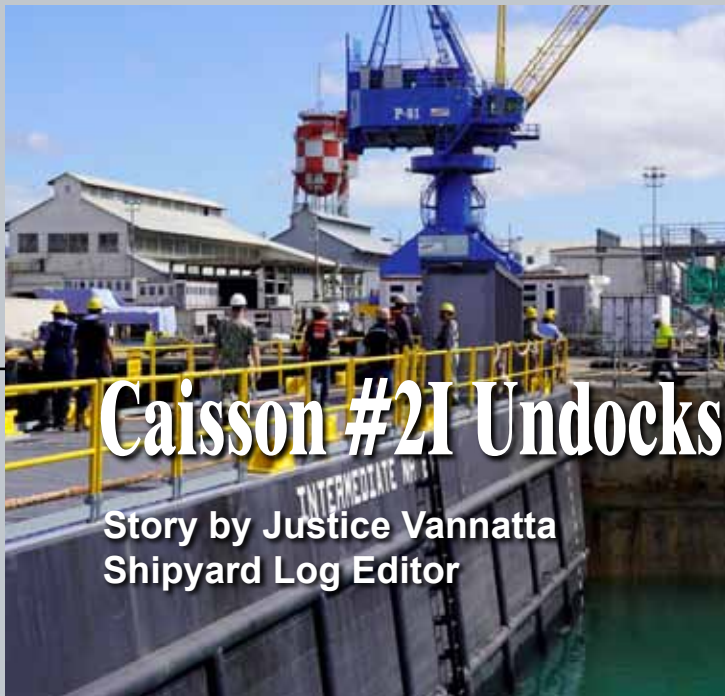
Next, reliability of our systems, procedures, tools and people is fundamental to delivering and repairing combat-ready submarines and aircraft carriers.

Keeping in mind our limited resources, ensuring we execute our mission as affordably as possible is critical as we anticipate our workload to increase faster than our budgets.

Lastly, being agile and able to respond to unexpected requirements and world events is what sets our Navy apart from other countries. As our warfighters continue to adapt to the changing global environment, we must ensure that we can flex to respond to any contingency.

If you're interested in reading the entire NAVSEA Campaign Plan to Expand the Advantage 3.0, it's posted on the front page of our website, www.navsea.navy.mil.

Thank you for what you do for our Navy



The shipyard workforce successfully undocked Dry Dock #2's intermediate caisson (caisson 2I) at Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility (PHNSY & IMF) Jan. 7. Caisson 2I, docked on July 17, is a floating watertight retaining dam structure used to block ocean water from spilling into the dry dock basin, a necessary component to conduct a docking maintenance availability.

"No docking or undocking evolution is a simple task," said Docking Officer Lt. Cmdr. Jordan Fouquette. "They are complex processes involving lots of coordination between different shops and codes to ensure a smooth and safe evolution. Caisson 2I's undocking was the first evolution for the docking team in 2021. The team executed flawlessly and set an excellent standard for all docking and undocking evolutions to come throughout the remainder of the year."

The biggest challenge was completing the overhaul in the allotted five-month window. In general, the caisson overhaul entails ultrasonic testing inspections, structural repairs, corrosion protection, seal replacement, and other mechanical and electrical equipment repairs.

Photo by Dave Amodeo



Passion Changes Everything: The Inspiring Story of Kaipō Crowell

Interview and photos by Justice Vannatta
Shipyard Log Editor

Passion is the common denominator that sets apart winners from champions; leaders from supervisors; engaged parents from babysitters. Passion motivates action and action generates results because without passion, nothing great is ever achieved. Passion fuels innovation, creativity and makes the impossible possible.

When thinking about Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility's (PHNSY & IMF) Nuclear Engineering & Planning Manager Kaipō Crowell, the word passionate seems understated in describing his dedication to the shipyard.

With more than 38 years of experience in the shipyard, Crowell has earned this distinction by *always* making himself available to anyone and everyone who have sought his wise words of advice. His secret recipe is his love affair with life. His refreshing approach to everything and everyone around him sets Crowell apart from the rest. His love for Pearl Harbor ranks a close second to his dedication to his 'ohana, both treated with tenderness and urgency.

Crowell owns the prestigious distinction as the only Senior Executive Service (SES) member at PHNSY & IMF, making him the highest-ranking civilian at the shipyard. Established in 1978, the SES is a corps of men and women who administer public programs at the highest levels of federal government utilizing executive skills and broad perspectives of government. Members of the SES are selected for their leadership qualifications and serve in key positions just below senior Presidential appointees forming a vital link between appointees and the rest

of the federal workforce. The Department of Defense, where SES members are equivalent to a general officer or flag officer ranks, has the most SES members of any federal agency.

With Crowell's April retirement looming, it is reminiscent of a beloved city mayor coming to the end of his successful term. The sheer amount of experience, knowledge and wisdom that Crowell possesses should not be understated. The Shipyard Log, an advocate for knowledge sharing, sat down with Mr. Crowell one last time to gather his parting words and advice to the shipyard workforce.

Where were you born and raised?

I was born in Honolulu and raised in Maunalani Heights, home of skin knee street football.

What is your educational background?

I graduated from Kamehameha Schools and then graduated with a Bachelor of Science in Mechanical Engineering from the University of Portland (the west coast MIT or something like that!)

Did you play sports or coach while growing up?

I played all sports growing up and only coached the kids in soccer, basketball and baseball. Not a great coach, but could organize some mean potlucks, even after practices!

In what year and position did you enter Pearl Harbor Naval Shipyard?

I came into the shipyard in 1983 as a Nuclear Engineer, Radiological Technical Division in Code 105.2.

What were some notable jobs that you held during your career?

I was fortunate to lead and be a part of four different departments in the shipyard: Code 105 Radiological Controls Office, Code 2300 Nuclear Engineering and Planning Department (twice), Code 300N Nuclear Production Department and Code 900 Production Resources Department. This is my 25th year as a department head and it has made me take a systems-thinking view of the shipyard. I was involved in the Intermediate Maintenance Facility's (IMF) transition in the shipyard as well as the standup of the Nuclear Regional Maintenance Department (NRMD). I helped increase the outreach with state and civil authorities on radiological emergency response in our transition from defuelings to refuelings. I was also involved with the inception of Virginia-class submarine maintenance and the transformation to a learning organization to sustain a culture of excellence. I am very fortunate and blessed to have made the shipyard my career and have too many awesome experiences to list them down.

What was the overall shipyard management style when you first came into the shipyard?

When I first came into the shipyard, the management style was task-driven and very focused on getting things done versus getting the *right* things done. Managers were demanding and, at times, very vocal of those demands. I worked with some great people and bosses who were hard drivers and prioritized work only. I adopted many of those techniques when I first became a supervisor, but I found out later that this was not the most effective approach in getting things done.



Code 2300 Nuclear Engineering & Planning Manager Kaipō Crowell graces the cover of the 2018 June/July Shipyard Log alongside USS Hawaii Project Superintendent Chad Nishida.

What is the overall shipyard management style now?

I think there is still a lot of management by tasks, but there is a recognition of the need for transition from management to primarily leadership. In a sense, we need leadership in understanding our people's value and the importance of teaching vice telling, influencing vice yelling, and inspiring vice tasking. The success of our people is what we should really care about. This can only occur if we develop experts and give them the authority to do the best job they can while also giving them the support needed to thrive.

What is the best career advice you have ever gotten?

Focus on people, their well-being, their development and their growth.

What is the best advice you have ever given?

Focus on people, but focus on yourself first. Focus on your health and your 'ohana. Take care of yourself and your family so you can take care of other people.

Why is time management so important?

I learned from Code 900T Superintendent Nomana Angelo that we do not manage time; we manage the events in the time we are given. There

are only 24 hours a day, so make the most out of each second. I wasted too much time on the computer or watching TV, so I started putting everything into my schedule. This included time I would spend with my wife, time for fitness, time for church, time for reflection, time for recreation and even just time for myself. I learned to keep a life schedule and not only a work schedule.

How do you balance work and quality of life?

I have learned that I have yet to balance work and personal life, and that my work and my personal life need to be fully integrated to have a complete quality of life. I must place priority in the areas I value. If you value your family, put them in your schedule. If you value your fitness, put that in your schedule.

If you value learning, set time aside for your own personal growth. I value relationships, so I fill my schedule with interactions with people, even during the COVID-19 challenge. Building relationships is one of the most important ways to balance work and quality of life, because you find yourself learning, teaching, growing and improving, just with interaction with people.

In your opinion, what does the shipyard look like in 10 years?

I see the shipyard as a leader in organizational culture, primarily built off our value of Aloha. I see the shipyard producing amazing leaders who are diverse and innovative thinkers. I see the shipyard providing increased capacity and capability to the fleet because the need will be even more important in the years to come.

How have you left the shipyard a better place?

I am not sure I contributed much in leaving the shipyard a better place, but I know this – I love this shipyard. I love everything about our shipyard including our mission, the talent and our drive. I most love the people of this shipyard. If anything, I am leaving this shipyard with great people, great leaders and a challenging, but exciting future. I also know I am leaving the shipyard as a better person because of being accepted as part of the shipyard 'ohana. My personal values aligned perfectly with our organizational values of commitment, courage, honor and aloha.

Continued on Pg. 12

Left photo: Code 2300 Nuclear Engineering & Planning Manager Kaipō Crowell keeps the crowd engaged during a recent Code 1200 Business Office Learning Cell. Right photo: Kaipō Crowell explains to Senior Leadership the benefits of time management.



“Throughout my career at the shipyard, there are several sayings that I’ve heard and several I’ve used myself, including: “There is no tomorrow,” “There is only an illusion of time,” and “Student syndrome.” All of these quotes speak about time management...or perhaps the lack thereof.

How do you manage your time every day? What tools do you use that help you and your team? Depending upon your position in the shipyard, this can vary extensively. The shipyard horn sounds at certain intervals reminding us of the time without looking at a clock. Microsoft Outlook lets us know what meetings are scheduled. A Task Group Instruction (TGI) tells you how long a job should take to complete, while the Daily

Priority List (DPL) lets us know which jobs are on time or late. Project Sequencing and Scheduling (PSS) allows us to see what events on the project are on time or late.

Everything at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) operates according to specific schedules. We perform maintenance on ships in relation to the planned maintenance and operation cycles over the planned life-cycle of each ship. Meeting these windows of time is critical in maintaining our national security mission and the well-being of the Sailors who operate these ships. When Congress appropriates \$2.2 billion to construct a new Virginia-class submarine, the decision was predicated upon the ability to perform a certain number of deployment cycles in addition to planned maintenance periods. If these planned maintenance periods run late, it cuts into the time allotted for the crew to perform their planned training and work-up cycles for deployment. All of these events are

dependent on set schedules and our commitment to achieving on-time completion dates.

Projects are central to all of this. Within these operating cycles, there are planned maintenance availabilities scheduled to perform the required maintenance and complete the upgrades necessary for ships to fulfill their missions efficiently and effectively. This is where time management comes into play. A project has two distinct phases, planning and execution. Planning for a major availability begins about 20 months prior to the start of the availability. Depending on the type of availability, the execution phase can range between 24 to 30 months.

How do you manage time for a project that spans, on average, four years through planning and execution? You need to use the tools that were developed for this purpose, along with leadership and guidance. Everything you do, or don’t do, on a daily basis will have an effect on the schedule. All the things that need to be completed in the planning phase will affect the start of availability date (SA00). All the things that need to be done in the execution phase will affect the complete availability date (CA00). Each day that we are late achieving CA00 can potentially extend another ship’s deployment schedule because coverage needed for national security. With this extension, a Sailor’s timely return from deployment and time spent with their family is impacted. On-time maintenance is a team effort. By holding yourself accountable to your schedule and holding others accountable to the commitments made to you and your team, you help ensure the project is completed on-time.

In closing, I will leave you with an indelible quote from Seneca: “It’s not that we have little time, but more that we waste a good deal of it.”



Code 300 Operations: Time Is Money

Story by Chad Nishida
USS Hawaii (SSN 776)
Project Superintendent

Front row: Code 300 Assistant project Superintendent Joshua Borje, Code 377 Lead Scheduler David Nakamoto, Code 300 Structural Zone Manager Garrett Chock, Code 300 Mechanical Zone Manager Matthew Sur, Code 300 Piping Zone Manager Elton Doi and Code 300 Electrical Zone Manager Neal Araki. Back row: Code 300 Deputy Project Superintendent Kevin Dang, Code 300 Project Superintendent Chad Nishida, Code 300 Piping Zone Manager Mark Stringert, Code 300 Assistant Project Superintendent Darryl Dekaye, Code 300 Preservation/ Services Zone Manager Dominic Montero, Code 300 Mechanical Zone Manager Keith Iraha and Code 300 Structural Zone Manager Tevin Kobashigawa.



USS Hawaii (SSN 776)



USS North Carolina (SSN 777)



From SAOO to CAOO, Time Waits for No One

FMB 2020 Review

Story by Cdr. Brian Ryglowski
Code 305 Submarine Repair Officer

If anyone understands the sense of urgency and the need to complete an availability on time – it is the Fleet Maintenance Activity - Submarines (FMB) Project Team. On-time completion of intermediate level (I-level) maintenance availabilities (i.e., load-out period, emergent, pre-overseas movement (POM), and voyage repair periods) directly translate to the on-time deployment for each submarine. The mindset within FMB is simple: there is no such thing as no can do.

The daily cadence starts with the charge from FMB Assistant Project Superintendent Gary Mendez, “OK gang, let’s have a safe and productive day!” That attitude is further fueled by the mantra of Lt. Cmdr. Joe Godwin, FMB Production Management Assistant, with “Let’s go fix some submarines!” This rallying battle cry energizes the team before dispersing to take on that day’s challenges.

The strategic defense of the United States and her allies depends on the capabilities provided to fleet commanders. The shipyard’s role in the defense strategy is essential - deploy submarines on time, as expected, and in the best material condition to support national tasking. Because of the sheer importance of the mission, the tempo at FMB is both exhausting and energizing. It is comprised of hard work, resilience, and prolonged endurance to continue to give 100% effort, day in and day out. Throughout 2020, FMB supported the deployment of six submarines: USS Ohio (SSGN 726), USS Chicago (SSN 721), USS Greenville (SSN 772), USS Cheyenne (SSN 773), USS Hawaii (SSN 776) and USS North Carolina (SSN 777). President Theodore Roosevelt’s sentiment from a passage in “The Man in the Arena” speech echoes in hallways of FMB’s Building 1770 – this is no place to be a critic from the cheap seats.

FMB is continuously executing maintenance availabilities while planning and strategizing future evolutions. In 2020, 88 of 94 I-level availabilities were completed on time and continued a four-year, on-time completion rate greater than 90%. For the few availabilities that missed the mark, various contributing factors kept the workforce from achieving their mission of keeping our submarines ‘Fit to Fight’ on time. Under the steady hand of FMB Project Superintendent Henry Mata, the project team continued to ensure everyone from helper to manager stayed agile and committed when challenged with the fleet’s continuous maintenance needs. Mata often reminds the team of their role by reassuring the team, “It is because of you and all that you do every day that these submarines are able to go to sea. From engineers to mechanics and all those that support, you are the reason these submarines can execute the mission.”

Throughout 2020, the shipyard entered the arena many times to address unanticipated maintenance challenges. Still, with tenacity and the ability to think outside the box, the project team’s efforts resulted in savings of more than \$25 million in maintenance costs and prevented the loss of more than 260 days of operational availability for the submarines entrusted to our care. Those numbers include preventing the need to conduct two emergent dry dockings for submarines with all credit given to the respective codes, project team and the few individuals who entered the arena and emerged marred in dust and sweat, but overall victorious.

So what does time management mean at FMB? It is more than just how we endure the 1,440 minutes of each day in the arena. It means ensuring our submarines are safe, lethal and effective at sea while giving the project team peace of mind to sleep safely at night, knowing they have given their best and prepared to enter the arena again tomorrow to keep the fleet ‘Fit to Fight.’

Black History Month

February is Black History Month, also known as African-American History Month. This is a time for us to celebrate the achievements of African-Americans and their roles in American history. As we celebrate and honor the many achievements that have been accomplished by countless African Americans, shipyard workers shared who they look up to as a hero and why.



Command Master Chief Armon D. Owens, Code 100 (CMC)

For me the person I look up to most is my father. Only later in life did I understand what he overcame. He didn't have a high school degree, grew up in the civil rights era where discrimination was extremely prevalent and apart of the law of the land. He had every right to be upset and frustrated but he never let anything sway him negatively. Throughout my life he instilled within me that regardless of the circumstances you must control what you can control: yourself. He taught me the importance of self-management and patience. Every morning he got up, worked hard, provided for us, trained and prepared me for the world and never complained. His extraordinary consistency and dedication is something I take with me everyday.

LCDR Miguel Lewis, Deputy Operations Officer (C300A)

As an active duty Sailor, I look up to many black military members, including but not limited to Master Chief Boatswain's Mate Carl Brashear, Navy Cook Third Class Doris Miller and Admiral Michelle Howard. However, my personal hero is my stepfather, Gregory Williamson. He came into my life at an early age and took on the duty of raising me during my most impressionable years, which helped shape the man I am today. He was a model father-figure whom I try to emulate daily as I raise my two beautiful black daughters. After retiring as a Master Sergeant with over 27 years of service to the U.S. Army, it seemed only right that I follow in his footsteps. He has given me the principles I live by to this day and has instilled in me a sense of pride in being a strong, black man and father, which I celebrate all year, not just during Black History Month.



Photo by Justice Vannatta



MMNC (SW/AW/SG) Iris Foster

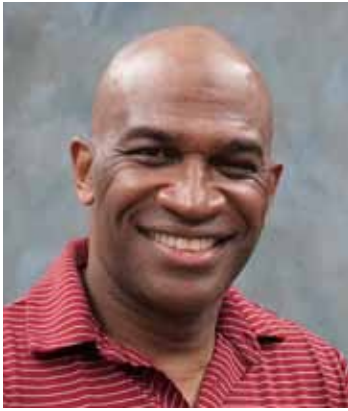
The person who I look up to most as a hero is, honestly, my mom. As a single mother, she raised five children on her own, ensuring we were always provided for and knew all of our family on both sides. She often worked long hours at the Post Office to ensure our Christmases were always special and whether or not our dad contributed, she included presents from him. She's always been very supportive of my siblings and I regardless of our choices, supporting my oldest brother and I when we joined the military, a rock for my older brother James when he got locked up, and continues to be there for my oldest sister and baby brother throughout their hard times. She is literally the strongest person I know.

Sade Spratt, C105.41 Physical Science Technician Instructor

Heroes often go unnoticed because the job of a hero is to simply knock down barriers and be a beacon for others to follow. During the month of February, it is especially important to pay homage to the heroes who have paved paths for their children to follow; thus, I want to recognize Dr. Alexa Irene Canady as an American hero.

Dr. Alexa Irene Canady is the first African American, female neurosurgeon. Dr. Canady specialized in pediatric neurosurgery and was the chief of neurosurgery at the Children's Hospital in Michigan in 1987. She also taught as a professor at Wayne State University where she led a research team to help develop an antisiphon shunt that helps treat hydrocephalus. Her mere presence in this field allotted opportunities for future pre-medicine students to aspire to be in her position.





Maurice Honeywood, Code 1140 Division Head

Hard question because I have so many African-Americans that I look up to and would consider a hero. However, if I had to select one, I would say Harriet Tubman. Ms. Tubman, was an American abolitionist and political activist for African-American rights and was mostly active in the mid-to-late 1800s. Born into slavery, she escaped and subsequently made 13 missions to rescue approximately 70 enslaved people, using the network of antislavery activists and safe houses known as the Underground Railroad. Additionally, during the American Civil War, she served as an armed scout and spy for the Union Army. In her later years, she was an activist in the movement for women's suffrage. Ms. Tubman displayed tremendous courage, fortitude and was a defender of liberties during one of the most traumatic and volatile periods for civil rights in our nation's history. Leading the way on every journey on the Underground Railroad, she risked life and limb to lead others to freedom. A true hero!

Angelo McDuffie, Code 1120 OPSEC Program Manager

For me it is so hard to choose. There has been so many African-American, men, women and children whose accomplishments, tireless efforts and sacrifice of life transformed our country to make it what it is today. We're talking well-known civil rights leaders, music, acting, sports and science, art and literature heroes. Even unsung heroes that no one talks or knows about. They've all inspired me in their own way and it wasn't easy for them. I can only imagine the strength it must have taken to live in that society during those times. But if I had to choose, the African-American who has been the strongest role model in my life is my father, Angelo McDuffie Sr. He was never the person to shield me from the realities of the world, but at the same time he helped me to understand what was happening and how these world problems could potentially affect me. He advised me to always be strong because life is not going to be easy. If I wanted to succeed then I had to do so with my own knowledge and with my own capabilities. My father is no longer with us, but I'll never let him down. I want him to be proud of me.



Michael Langley, Code 106 Occupational Safety, Branch Head

We all have ancestors/hero's and each of our lives rest firmly on the foundation of their sacrifice. When related within conscious ways, they can be a tremendous source of healing and guidance. My great grandfather was born in 1883. His mother and father were slaves that came to South Carolina. During the most difficult times of racism and segregation, he made a life for himself by becoming a well-respected farmer. He owned 198 acres of farmland, which he planted fruit trees, bared cotton and had farm animals. Irvine Cole served in World War I and after returning, he continued his life as a farmer. He was well-respected by ALL, and a leader in the community.

I look to him for strength during difficult times to help me pull through. The mere thought of what he went through to accomplish what he did in life, gives me the fortitude to stand tall and tenacity to never let anyone, tell me that I can't do something. Irvine Cole, my hero!

Ricky Elam, Code 1182 Program Manager

To be frankly honest, I don't have a single hero. The folks that I admire the most are the leaders of the Civil Rights Movement. These civil rights activists, known for their fight against social injustice and their lasting impact on the lives of all oppressed people, include Martin Luther King Jr., Harriet Tubman, Sojourner Truth, Rosa Parks, W.E.B. Du Bois, A. Philip Randolph, Jesse Jackson, Ella Baker, Bayard Rustin, Dorothy Height, Charles H. Mason, Whitney Young, John Lewis and Julian Bond. Their courage and steadfastness changed American culture greatly. In spite of the fact that its effects happened step by step, it changed American culture enormously.



PHNSY & IMF Chiefs Mess Welcomes 12

Story by Kate Necaie
Code 1160 Media Operations Manager

Amid an ever-changing schedule and numerous mitigations to prevent the spread of COVID-19, the Pearl Harbor Naval Shipyard & IMF (PHNSY & IMF) Chiefs Mess welcomed 12 brothers and sisters into their midst in a subdued and dignified ceremony on Jan. 29. Normally held each September after six weeks of training and events known as chief season, this year's ceremony capped off an extended 10 weeks of individualized training geared towards solidifying the mindset of the selectees from individual needs to the needs of their Sailors, their command, and the Navy.

"This year's events faced an additional challenge in that most group activities had to be reconfigured to combat the spread of the virus," said Senior Chief Petty Officer Zachary Scott, PHNSY & IMF Chief Season lead organizer. "Though this chief season was different than what we're used to, it allowed us to be creative with ample opportunities for invaluable leadership training for those who will be joining the deckplate leadership."

For enlisted Sailors, a promotion to chief petty officer (E-7) is considered one of the most significant milestones in a career. Those entrusted to wear the fouled anchor insignia on their collars are respected worldwide and across the service branches. "Ask the Chief" is a phrase commonly heard throughout the fleet as these enlisted leaders are charged with not only mentoring and molding junior enlisted Sailors, but also junior officers.

The pinning ceremony, steeped in naval traditions from the Chiefs Mess, was even more special this year for eight of the new chief petty officers. As part of the historic Naval Sea Systems Command (NAVSEA) Surge Maintenance (SurgeMain) activation that has brought 184 Reserve Sailors to PHNSY & IMF for a 12-month deployment, these Sailors were able to join their shipmates in the trials and traditions of chief season.

"Typically as a reservist, the chief selects only conduct training during monthly drill weekends and the week leading up to the pinning ceremony," said Lt. Cmdr. Erin Bell, PHNSY & IMF's Reserve Officer in Charge. "Due to this mobilization, the SurgeMain chief selects had the opportunity to continue to support the shipyard in their designated shops while participating in this great milestone of their enlisted careers."

On behalf of the entire shipyard workforce, we'd like to wish a hearty congratulations to all our new chief petty officers! HOOYAH CHIEFS!

Photos by Justice Vannatta



MMNC(SW/AW/SG) Iris Foster



MMAC(SS) Brandon West



MMNC(SW) Patricia Jones



MMC(SW) Roger Kelly



FCC(SW) Alan Napier



HTC James Rippard



ENC(SW) Alex Larsen



MMC(SW) David Kong



GMC(SW/AW) Brian Hadcock



MMC Juan Pelayo



ENC Melvin Correa-Colon



HTC(SW) Travis McGee



Code 1140 Division Head and Agency Project Officer Maurice Honeywood (right) is the overall coordinator and strategic planner in the command's CFC efforts. This includes training and coordination of Unit Project Officers and Key Workers, communication/marketing of the CFC to the workforce, tracking and monitoring of donations and communication with Hawaii-Pacific Region CFC coordinators on current status and updates. As the assistant APO, Stacy Fujita (left) provides the requisite support and assists in the overall planning, logistics and execution of the CFC.

PHNSY & IMF Leads 2020 Hawaii-Pacific Area CFC With Extraordinary Generosity

Story by Maurice Honeywood
Code 1140 Division Head

As the Navy's Nō Ka 'Oi shipyard, Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) led the charge by giving more than \$379,000, the most of any other organization in the Hawaii-Pacific Combined Federal Campaign (CFC) throughout the extended 2020 season, which ran from Oct. 5 to Jan. 15. With the impacts of COVID-19 financially strapping and diminishing charitable organizations' capabilities worldwide, the shipyard's monumental support of the CFC and its more than 3,000 charities was paramount.

The shipyard's 2020 CFC donations easily exceeded the total 2019 total of \$312,000. Despite being the fourth largest military organization in the area, PHNSY & IMF led the way throughout the entire Hawaii-Pacific Area by donating more than five times the amount of any other organization.

Hawaii-Pacific Area Campaign provided a central work place giving opportunity for more than 90,000 active duty military and civilian employees in the Hawaiian Islands and various territories, commonwealths and possessions in the Central and Western Pacific including Guam, the Commonwealth of the Northern Mariana Islands and American Samoa.

The shipyard's tremendous display of generosity was made possible through the diligent efforts of more 100 volunteer Unit

Project Officers and Key Workers assigned throughout the command. This motivated team communicated the virtues and value of the CFC across the shipyard, covering more 30 departments/shops and three work shifts. Maurice Honeywood, Code 1140 division head and one of CFC's prestigious Hero Award winners, served as the shipyard's Agency Project Officer (APO) for the second year in a row. He was supported by Assistant APO Stacy Fujita, also a member of C1140. Together, they coordinated the efforts of the PHNSY & IMF's CFC team.

While communicating CFC to the workforce, this year's campaign had a different tone. The underlying priority for everyone was adhering to COVID-19 safety protocols while sharing the vital need for CFC support. This required being creative and flexible with communication efforts, as a significant portion of the workforce began teleworking to mitigate the spread of the virus. The Defense Department's Commercial Virtual Remote through Microsoft Teams became a powerful tool.

In addition, the CFC team made a strategic push toward more online donations. While online donations were already increasing year-over-year in a quest to go paperless, this year saw a more than 60% increase from past campaigns.

The shipyard has a decades-long, steadfast tradition of generous giving and spreading the true spirit of "Aloha" during the CFC. As a result of tremendous efforts and giving, eight shipyard departments/shops are being recognized with a unit award sponsored by the CFC Hawaii-Pacific Region for exceeding contribution thresholds during the 2020 campaign. The codes being recognized include:

- Occupational Safety, Health and Environmental (Code 106)**
- Quality Assurance (Code 130)**
- Operations (Code 300)**
- Comptroller (Code 600)**
- Production Resources (Code 900)**
- Executive Support (Code 1100)**
- Business Office (Code 1200)**
- Nuclear Engineering Planning (Code 2300)**

The shipyard's "Aloha" spirit was exemplified to the fullest extent to those in need during these trying times when our local and global communities need it the most. We look forward to our workforces continued generosity and the shipyard once again leading the way throughout 2021.

The CFC is the world's largest and most successful annual workplace charity campaign, with 120 campaigns throughout the country and overseas raising millions of dollars each year. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all.

1670 Safe-Shop-Of-The Month

Shop 64 - Fabricators, Sail Loft,
Preservation and Shipwrights
Congratulations!

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



Dec/Jan 20/21 Labor & Employee Relations Disciplinary Actions

Letter of Reprimand

Two employees were cited for inappropriate conduct
Three employees failed to follow instructions
An employee failed to carry out supervisor duty

Letter of Caution

An employee was cited for failure to follow instructions
An employee was cited for failing to carry out duties
expected

An employee was cited for inappropriate conduct

Suspension

An employee was cited for inappropriate conduct
An employee was cited for attendance/leave procedures

Termination

An employee failed to carry out duties

December Service Awards

20 Years

Robert Pagatpatan
Shayne Palpallatoc
James Perreira
Willard Pittman
Joseph Queja
Garrett Rawlins
Reid Reid
Leroy Rico
Byron P Rodrigues
Nathan Saffery
Todd Sakai
Michael Sakuma
Davy Sanada
Eric Santos
Peter Saunders
Earl Seminavage Jr

25 Years

William Clark Jr
Debra Fernandez
David Gonzales
David Lum

30 Years

Daniel Milikaa

35 Years

Clyde Chibana

50 Years

Steven Baclaan

Fair Winds & Following Seas to December Retirees

Geordieann Akuna
Steven Baldomero
Robert Barrett
Wendall Beppu
Mark Branigan
Richard Chapman
Gerald Chun
Robert Gamble
Samuel Gandauli
Edgar Garcia
Aaron Gooman
Gerald Imai
Michael Kelly
Wayne Kuwata
Peter Matsumoto
Colin Matsuzaki
Chester Murata
Randal Nakamura
William Namba
Ronald Okawa
Elmer Omori
Daniel Sabido
Charles Scalera
Rodney Shimizu
Edwin Shintanis
Rusty Silva
Leonard Tadina
Duane Takeba
Raymond Tom
Michael Zembik

Kaipo Crowell Interview, continued from pg. 5

What's next for you?

My next job is being the nation's best Kupuna Kane (grandfather) to my three (soon to be four in February!) mo'opuna (grandkids). All of them bring me great joy and I want to spend more time with them to help influence values and help them grow to be great native Hawaiian leaders in their community.

What does retirement look like for you?

Living the 5 Fs.

Faith – Continue to have faith in God to guide me to do what is right. Use this faith to pass on values to my family and the community.

Family – Further build my relationship with my wife Peggy and my entire family including setting the standard in being a grandfather (look for the book).

Fitness – Try new adventures in keeping fit and getting lots of rest. Maybe become pickleball champ or a master yogi.

Friends – Build new and rekindle old relationships.

Fun – Look for ways to enjoy the blessings we have, maybe exploring the new adventures in an RV.

Now that I am middle-aged (60 years old this past January), I start on the next chapter.

Connect with the shipyard on
[Facebook.com/PearlHarborNavalShipyard](https://www.facebook.com/PearlHarborNavalShipyard)