





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

## What is NSS-SY?

By now I'm sure you've heard of the Naval Sustainment System – Shipyard initiatives, or NSS-SY for short. For this edition of the Shipyard Log, I would like to talk with you about why we're pursuing NSS-SY, how it relates to other priorities within the shipyard, "what's in it for you", and present some of the successes achieved by these initiatives.

The NSS-SY program was brought about by the realization that corporate-level improvements are needed to enable the Navy's four public shipyards to meet the fleet's needs for ship and submarine maintenance. A similar initiative was championed by the previous Vice Chief of Naval Operations, ADM Bill Lescher, to improve maintenance performance of the Naval Air Systems (NAVAIR) facilities, resulting in a vast improvement in the percentage of flight-ready F-18 Super Hornets through the Naval Sustainment Systems – Air initiative. Boston Consulting Group (BCG), the prime contractor who assisted NAVAIR, has also been assisting NAVSEA and the shipyards through our journey of NSS-SY.

Corporate-level efforts are required because many of the challenges found are outside of the shipyard's ability to solve. Examples of these are the shortage of Virginia-class (VACL) materials and the Master Craftsperson initiative. Both examples require engagement from higher echelon Navy commands and even major defense contractor support to solve. They have flag-level attention and while they will

not be achieved quickly, we are making progress in several areas.

Some of the improvements have been largely locally driven but also benefit from a corporate approach. Examples of these are the Process Control Centers (PCC) in Shop 31 and the Operational Control Center (OCC) in Code 300. Both are being standardized across the corporation to benefit from all lessons learned to ensure maximum efficiency.

If NSS-SY is so important, does it override all other things we are working on? Is NSS-SY the #1 thing we should be working on at PHNSY & IMF? As a reminder, our three main priorities are:

1. Maintain our nuclear license to enable us to perform maintenance on our submarine fleet
2. Accomplish our shipyard mission of keeping Pacific Fleet ships and submarines "fit to fight"
3. Planning for the future of our shipyard

In the context of these overarching priorities, the different pillars of NSS-SY (which are laid out in this issue of the Log) assist in accomplishing all three. It is important to encourage improvements which support the accomplishment of our mission, which in turn supports planning for our future. The "Fix or Elevate" model also helps accomplish these priorities. Therefore, NSS-SY by itself is not the #1 priority but it is an important piece in helping us succeed in our mission. NSS-SY also supports our Culture of Excellence in making us better by improving how we accomplish work (i.e., People and Process) and by improving working conditions, equipment, safety, etc. (i.e., Environment).

Understanding the "Why" is imperative to initiating any change in our processes. This ensures that everyone understands the reasoning and thought that went into developing the change. Many have asked what the benefits of NSS-SY are and how implementing these changes will affect them in their day-to-day jobs. Plain and simple – the ultimate goal of NSS-SY is to make the shipyard as efficient as possible while lessening the strain on our waterfront workers by working together to implement organizational change.

For PHNSY & IMF, our planned benefits include improved delivery of material, establishment of Expert Craftsperson within the trades, and reduced churn on project teams and in Shop 31. To achieve these benefits, it's necessary to understand if the changes being implemented are delivering the desired results. If the results are different than what was expected, there may have been flaw in the plan or in the execution. Regardless, the plan will need to be adjusted and executed again until it works as intended.

As always, we welcome your feedback on our progress using the Commander's Corner tool on the PHNSY & IMF portal or by dropping your comments into one of the boxes staged around the yard. We all know that organizational change doesn't happen overnight or in a vacuum. I appreciate your continued flexibility as we all move toward a more efficient future together.



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**ON THE COVER:**  
 Vice Adm. Galinis addresses the workforce at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility.

Photo by Marc Ayalin



## Vice Adm. William Galinis, USN Commander, NAVSEA

### Sight Lines: NSS-SY Q & A Session

#### ***What is the Naval Sustainment System – Shipyard?***

Naval Sustainment System – Shipyard (NSS-SY) is a Navy corporate initiative focused on meeting our on-time ship and submarine delivery commitments at all our naval shipyards. This Navy-wide approach is designed to address all functional areas affecting execution performance in our public shipyards to include planning, material procurement, engineering, waterfront execution, facilities, information technology, and Fleet partnership. For years, we have struggled to deliver submarines and aircraft carriers back to the fleet on-time from scheduled maintenance periods. Over the last decade, we’ve worked to increase productivity by growing the size of our workforce, improving our training processes to accelerate learning and get our newest hires to the waterfront as quickly as possible. In working to improve the on-time performance of the shipyards we realized that we needed to re-think how we approached both the way we plan and execute the work.

At the heart of NSS-SY is the “get real, get better” approach. The direction provided in the Chief of Naval Operations’ Charge of Command to self-assess, self-correct and learn is clear. For us, that means that we need to look at our processes and procedures, understand where there are barriers that hinder or slow production work, and then permanently remove them. To do this, we follow a stair-step process that empowers everyone from the deckplate or shop floor all the way up to me to fix issues or elevate them up the chain of command until it reaches the right level where the issue can be addressed. We call this the “fix or elevate” process and it allows us to identify issues that prevent our production workforce from getting their job complete on time. The issue could be that our mechanics do not have the right tools, drawings, or material on hand and we work with all of the Navy’s stakeholders – from across the shipyard enterprise, Naval Sea Systems Command, other Navy System Commands, the fleet, or Navy leadership as required to ensure that our people have what they need, when they need it, so they can do their job.

Two additional important elements of the NSS-SY effort is the requirement to standardize practices across our naval shipyard enterprise. This includes starting with how we train our workforce, our business practices, material procurement efforts and work execution processes. There is tremendous opportunity in this area.

During this era of strategic competition, and when you consider the average cost of about \$1 million per day to keep a submarine in a shipyard, every day matters when it comes to our availabilities. Every day of maintenance delays costs the Navy steaming days, training days, and forces other ships and crews to stay out longer. With NSS-SY, we are working to ensure that we maximize our skilled workforce so we can continue to deter aggression and win in a fight.

#### ***How is NSS-SY an improvement on the way ship sustainment was done in the past?***

The primary difference between NSS-SY and other efforts to improve naval shipyards’ performance is the whole-Navy approach we’re taking. No longer are we putting the onus on the individual shipyards to figure out how to improve. Instead, we are using metrics, data analytics, and workforce input to drive the procedural changes and business rule updates needed to ensure that we provide the production and engineering workforce with the full scope of what they need to be successful and make every day of a maintenance availability matter.

As I said earlier, we’re taking a holistic approach to how the naval shipyards are supported from across the entire Navy. Under Fleet Maintenance Officers, Rear Adm. Greene and Capt. Ettlich, both former naval shipyard commanders, we are working with the fleet to improve our productive capacity within each shipyard by adjusting targets for our wage grade, or trade, personnel while also building a path to become a “master mechanic,” essentially providing a career in the trades with the appropriate level of training and compensation.

No availability can be completed on time if the planning and engineering isn’t done right, so Rear Admirals Downy and Goggins are working to improve our planning efforts by refocusing of planning milestone adherence and the quality and completeness of the planning products delivered to the shipyards. Rear Adm. Jason Lloyd has developed a team to address non-value added requirements and ‘engineer work out’ of availabilities to improve our on-time performance. Where the on-time procurement and delivery of material has proven to be one of our bigger challenges, and tied to our planning and engineering efforts, Rear Adm. Epps, has implemented Material Planning Conferences tied to our availability planning efforts as well as rebuilding our rotatable pool processes.



# PHNSY & IMF Makes Advances in Shaft Lathe Maintenance

Story by Daniel Lum

Code 987 Branch Head of Equipment Maintenance & Reliability Engineering

**N**aval nuclear submarine work has become increasingly specialized within the U.S. Navy as the fleet continues to secure its technological advantage. As a result, there has been a shift to build up internal capabilities within the Navy’s four public shipyards to enable quality work on each sub-category of ships. With this, the upkeep of industrial equipment is imperative to improve/extend equipment lifespans, enhance equipment efficiencies, reduce overhead costs and ensure proper operational capabilities, which allows personnel from Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility (PHNSY & IMF) to perform the complex operations necessary to keep the Navy’s ships “fit to fight.”

This strategic move to improve equipment lifespan resulted in PHNSY & IMF acquiring and maintaining two shaft lathes. Installed in 1992 and 2014 respectively, the RD&D and Dial Test Indicator shaft lathes have allowed the Code 930 Mechanical shop to refurbish and repair new and existing main drive shafts for both Los Angeles-class and Virginia-class submarines.

The RD&D shaft lathe is built on a redundant system with main and auxiliary carriages that transit the length of the shaft. These carriages are driven by two synchronized motors each linked to a 2,000 lb. gearbox. In August 2021, both carriage gearboxes began to seize, halting operations. With both shaft lathes offline, the main drive shafts required for both PHNSY & IMF and Puget Sound Naval Shipyard and Intermediate Maintenance Facility availabilities could not be repaired/refurbished.

Led by Code 930 and the Code 960 Piping, Insulation & Tool Room and Equipment shop, the RD&D shaft lathe carriages were disassembled and the gearboxes removed. Concurrently, Code 930, and both the Code 260 Mechanical Division and Code 220 Technical Support Division consulted with the Pennsylvania State Applied Research Laboratory to develop spray parameters to repair the existing input shaft surfaces using cold

spray technology. Cold spray is a high-energy solid-state coating and powder consolidation process, which uses an electrically heated high-pressure nitrogen gas to accelerate metal powders through a supersonic nozzle above a critical velocity for particle adhesion. The completion of the cold spray material application resulted in fully refurbished gearbox input shafts.

Code 987 Reliability Engineering and Minor Property Management also performed a mechanical and structural analysis and found cracked gear teeth. Based on the observed damage, the cracks developed as a result of an overloading condition, which was likely due to a mistiming of the carriage motors. In order to meet the repair timeline, shop workers developed risk mitigation solutions to reduce further cracking. In addition, Code 987 directed the installation configuration of the gears to ensure that the damaged teeth did not impact areas that were known to cause alignment issues. Lastly, Code 930 developed internal operational procedures to reduce the likelihood of further mistiming of the carriage motors.

With the replacement hardware and mitigation methods in place, the gearbox for the primary carriage was reassembled by Code 930 and Code 960 by heating interference fit gears to allow for proper installation and alignment. Code 700 Lifting & Handling hoisted the newly refurbished gearbox into place and it was reinstalled into the primary carriage assembly. Operational and calibration checks/tests verified satisfactory operations allowing Code 930 to continue work on the main drive shafts.

By leveraging the expertise of the PHNSY & IMF shipyard team, who’ve honed their skillset through multiple maintenance missions, the RD&D shaft lathe was repaired using organic resources and accomplished within a month’s time. Alternatively, if this work had been contracted out, it would have taken approximately four to five months to complete, which would have negatively impacted multiple ship availabilities.

Photo by Justice Vannatta

Pictured L to R: Code 960 Mechanic Bret Desmond, Code 960 Mechanic Ernest Ikeda, Code 930 Mechanic Kirk Nakamura, Code 930 Supervisor Louis Garcia, Code 987 Engineer Oliver Mihealsick, Code 987 Supervisor Daniel Lum, Code 960 Supervisor Bruce Yoshimoto and Code 930 Supervisor Brandon Sevilla.



# Code 109 Information Technology, Making IT Happen!

Story by Lorraine Butler, Former Code 100PI Program Analyst & Darwin Uesato Code 109 Division Manager

**P**rocess Improvement is a systematic approach that can be used to make incremental and breakthrough improvements in a procedure. Through this methodology and collaborative effort, Code 109, Information Technology and Cybersecurity (ITACS), has consistently sought more efficient and effective strategies to deliver products, services and support to their customers.

Beginning in April 2022, Code 109 collaborated with Code 100 Performance Improvement to conduct a Rapid Improvement Event (RIE). The RIE is a process improvement tool that involves a concentrated team dedicating their time to analyzing and improving a narrowly defined targeted issue or process in a short period of time. The RIE team, consisted of event Champion and Code 109 Department Head— Randy Chang; Code 109.3 Division Manager, Darwin Uesato; Information Technology Specialists, Matthew Shimabuku and Cody Miyaguchi, along with the support of the entire Code 109 team.

Uesato, who served as the lead during the process improvement event explained, “The initial value [of the RIE] was inspiring the right people to engage and pull together to resolve a challenging and recurring problem that significantly impacted our ability to deliver the Information Technology our shipyard needs.”

The RIE led to a change from a cybersecurity and compliance focus, to a ship-

yard mission “deliver ships fit to fight!” focus. Specifically, this improvement focuses on requests for IT hardware and software, formally known as Electronics and Information Technology (E&IT) Request Process, which are crucial to transforming our Shipyard’s digital capabilities. Depending on the complexity of the request, the original E&IT process could take anywhere from a few months to a few years to procure and implement.

Code 109 analyzed each step of the process, identified the work stages that caused the greatest interruption to the flow of work, and determined solutions to increase efficiency. Deliverables were agreed upon by the team, including Service Intergration and Management (SIAM) – a service-now application hosted by NAVSEA 03S, documented standard operating procedure (SOP), transformation to the customer-focused Department ITACS Representatives program from the former cybersecurity-focused Department Information Assurance Officer (IAO) program, and an increase in Code 109 management oversight of the process and prioritization of requests. After just a few months with the new process in place, the team saw a noticeable difference with turnaround time for a submitted request. It is anticipated that initiatives will be reduced from an average 659 days to complete (FY21) to a projected 90 days. “Items get out fast, including end of year requests in two to

three days,” Shimabuku said.

Randy Chang, Activity Command Information Officer (ACIO) and Champion of the Lean event, explained that continuous process improvement in Code 109 is key. “The goal is to provide minutes back to the mechanic at the deck plate for any service or support we provide. Recognizing that there are areas for improvement, leaning and streamlining IT material support is one of our efforts to ensure we do all we can to provide that capability. We endeavor to continue this effort with the help of Code 100PI to stay on this journey toward excellence.”

There are a couple of takeaways from Code 109’s RIE that we can apply to our jobs. First, know who your Department ITACS rep is. Each department has designated ITACS reps that are an integral part of the request and approval process. Second, always keep in mind the business value of IT – that is, to deliver shipyard mission outcomes and improve mission performance. It’s important to ask yourself, “How can ITACS improve work execution and shorten availability durations at our public shipyards?”

To find your ITACS reps, visit the Department ITACS Reps portal at: <https://phportal.phnsy.sy/code/C109/Pages/ITACS-Rep-Portal.aspx>

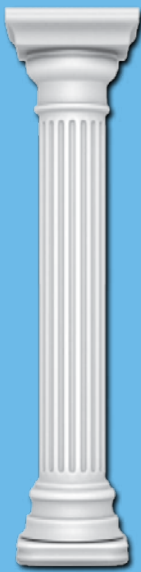
To help Code 109 process requests, use SIAM at: <https://siam.ablndc.navy.mil/sp> and provide feedback to PRLH\_PHNS Code 109.31

**Front row: Code 109.32 IT Budget & Contracts Cody Miyaguchi, Code 109.31 Project Relationship Manager Leilani Loreda, Code 109.23 IA & Cybersecurity Matthew Shimabuku, Code 109.33 SharePoint Server Administrator Michael Oshita, Code 109.34 IT Specialist Craig Gentry and Code 109.31 Brandon Sparks IT Specialist.**  
**Back row: Randy Chang Department Head, Code 109.32 IT Planning & Administration Suzan Wagatsuma (Retired), Code 109.33 Branch Manager Shannon Covington, Code 109.31 Project Relationship Manager Ryan Chang and Code 109.3 Division Manager Darwin Uesato.**

Photo by Lorraine Butler



# NSS-SY Pillars



## **Planning Pillar** **Champion: Lincoln Loo**

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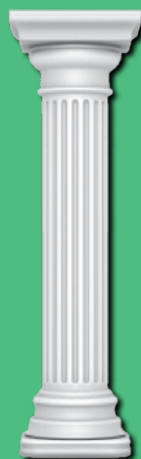
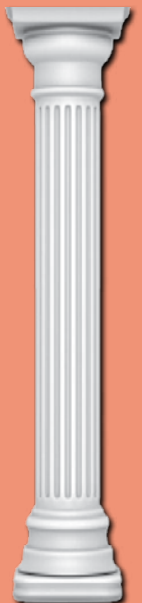
The Planning Pillar's goal is to reduce unplanned work; growth work and new work. With more work planned upfront, shipyard personnel can reduce churn in execution to better define schedules and resource requirements, i.e., material and manning. Current initiatives have established the Milestone Adherence Board (MSAB) and Planning Improvement Control Board (PICB) to provide additional oversight of the overall planning process, including increased accountability of the Program Acquisition Resource Managers (PARMs) for timely development and approval of planned modernization and alteration packages and performance of pre-availability testing and technical assessments. Ship's Work Line Items (SWLINs), that historically experience the most unplanned and growth work, are being reviewed to identify the primary root causes to see if they can be identified in planning and expanding rotatable pool programs to shift away from in-line repairs within availabilities to having Ready For Issue (RFI) assets on the shelf for future projects to be able to immediately install following removal of the offloaded component. In FY24, Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility will have three Virginia-class submarines, USS Illinois (SSN 786), USS North Carolina (SSN 777) and USS Colorado (SSN 788), in dry dock at the same time and it will be crucial to have well-defined work packages, material, and manning to deliver on-time.

## **Infrastructure Pillar** **Champion: Chad Nakamoto**

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The Infrastructure Pillar's objective is to optimize maintenance of current infrastructure as well as infrastructure investments to maximize production output and reduce availability durations at the lowest total-cost-of-ownership (TCO). Pillar principles include demonstrating quick, measurable results to gain momentum while developing the broader strategic interventions and linking Naval Sustainment Systems infrastructure investment strategies to existing methods and programs, i.e., Shipyard Infrastructure Optimization Program (SIOP). Long term actions include optimizing the current infrastructure, leveraging commercial best practices and benchmarks to develop comprehensive maintenance strategies, and development of comprehensive investment strategies.

High leverage actions providing immediate and measurable benefit to production output and availability durations focused on reliability of critical Industrial Plant Equipment (IPE). The IPE include lathes, milling machines, cutting machines, bending machines, etc., that are critical to the work performed in the shipyard. A pilot initiative was implemented to determine the structure, metrics, and feasibility of a program focused on maintenance and repair of critical IPE. Shop 31 equipment was used as the baseline due to the critical nature of repair work performed on ship's components, which could significantly impact project schedule.

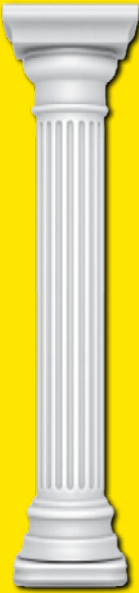


## **Waterfront Pillar** **Champion: Drew Koahou**

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The Waterfront Pillar is focused on improving the ability to set up project teams for success by improving adherence to Project Management Fundamentals (PMF). Over the course of the past year, the NSS-SY team has recognized that the project management processes the shipyards have in place today are sound and incorporate many industry best practices already. However, there are some inconsistencies in how some follow those processes across various projects, shops and codes. A big key to the success of Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility is the discipline used in following PMF processes, including getting real and accurately reporting status of work. That includes accurately projecting when work will finish, fixing barriers to starting or finishing those jobs on time, and if they cannot be fixed, elevating them to get you the help you need.

# NSS-SY Pillars



## Materials Pillar

### Champion: Capt. Jayson Cramer

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The Material Pillar, led by Naval Supply Systems Command Weapons Systems Support (NAVSUP WSS) and the shipyard's Code 500 Supply Department, have initiated multiple lines of effort designed to improve material support to the Navy's public shipyards. The Material Pillar efforts are focused on four main areas:

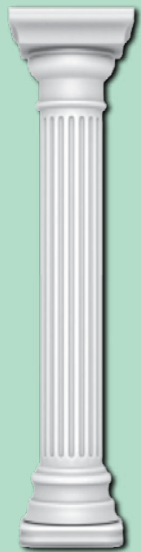
- 1) Improving Rotable pool health
- 2) Increasing identification of material requirements prior to start of availability (SA00)
- 3) Implementing an End-to-End material management organization (C500) within the shipyard
- 4) Nuclear Maritime Maintenance Operations Center (NMMOC).

In the area of rotatable pools, the Material Pillar has been working toward establishing a healthy forum for existing pool material and implementing improvements to identify the gaps between actual and optimal stock on-hand quantities needed to support Virginia-class (VACL) availabilities with Corporate Component Repair Program (CCRP) and Advanced Equipment Repair Program (AERP) material. By implementing an inventory model to address material gaps, we are able to identify the correct stock posture and sustainable repair cycles that are needed to get these existing pools healthy.

## Engineering Pillar

### Champion: Ralph Hong

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The Engineering Pillar's focus area is to reduce workload through engineering interventions such as process improvements, realignment of requirements, and technology insertions to minimize availability duration by eliminating unnecessary work or by making existing work more efficient. The goal is to reduce resources to 90,000 resource days by 2026.

The Engineering Pillar established an Engineering Intervention Board (EIB) process as a programmatic, long-term effort to reduce resource days required to execute work packages. Two types of teams report to the EIB: The Task Discovery Team (TDT) acts on shipyard inputs to identify and propose new tasks, while the Task Execution Team (TET) manages and executes approved tasks. Both types of teams need to collaborate with naval shipyards for success. Sara Matsui, Code 240, is the shipyard lead to the TDT. She submits proposals and oversees progress on tasks. The EIB identifies and communicates barriers, leverages resources, and exercises engineering technical authority to remove barriers.



## Fleet Operations Pillar

### Champion: Miles Kotoshirodo and Cdr. Raymond "Ray" J. Kilway

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The two main areas of focus for the Fleet Operations Pillar are financial tracking and the Ships Force partnership in the end game. Firstly, financial tracking ensures that people are accountable to the initial fiscal plan set by Naval Sea Systems Command (NAVSEA). This plan includes total funds provided, number of personnel to hire, percentage of overtime to execute and number of wage grade personnel needed onboard to execute the mission.

The second area of focus, the Ships Force partnership, ensures that a combined end game assessment is conducted by both the U.S. Navy and shipyard personnel to determine the team's overall readiness. The USS Tucson (SSN 770) project team recently partnered with the U.S. Navy to implement this assessment. Completing key events on schedule will enable Tucson's crew more preparation time for following key events post undocking, and ultimately complete the availability.



# NSS-SY Pillars



## Inside Shop Pillar Champion: John Morgan

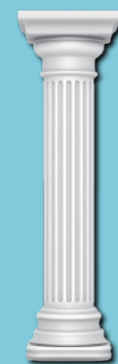
As a part of the NSS-SY initiative, the Inside Shop Pillar at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) currently has focused on Shop 31 with a goal to improve on-time deliveries of components back to the projects. The Production Control Center (PCC), Shop 31 Short Range View (SRV) and Operational transformations have been implemented to improve communication, planning and workflow. Established within Shop 31, the PCC is a central hub used to identify work interruptions and rapidly resolve them. Shop 31 SRV's meeting is held weekly with the project ISS to improve schedule stability and minimize churn in the shop. Daily PCC meetings consist of production managers and support codes that play a key role in resolving issues that keep components from progressing. The PCC has been implemented in all Shop 31's at the four shipyards, backed by a PCC standard operating procedure and operational transformation guidance.

Operational transformation initiatives within the shop sections are used to clearly communicate status and issues with components while also providing an efficient layout for component workflow. PHNSY & IMF collaborates on a weekly basis with the other shipyards discussing standardization, as well as sharing best practices and lessons learned.

The PCC has highlighted systemic barriers at all four shipyards impacting on-time deliveries, including constrained resources and long lead time on material and have been communicated to the cognizant NSS-SY pillars for assistance and resolution. Utilizing weekly metrics that track on-time starts, component turnaround time, and on-time deliveries along with a standard scorecard allows the Inside Shop Pillar to gauge the success of the tools that have been implemented. PHNSY & IMF will scale the PCC and operational transformations across all major inside shops directly supporting production work.

## Information Technology Champion: Randy Chang

In support of the Naval Sustainment System – Shipyards initiative, the Information Technology Pillar was formed to oversee and engage on computerized technology, data systems and everything involving information systems that could possibly hinder or support the mission of returning our Naval Assets to the fleet. The most recent constraint has been the supply chain material barrier involving the lack of necessary parts needed to produce computers worldwide. This situation has led to the Naval Shipyards working with outdated and low performing computers, even to the point of non-compliant computers being quarantined from the NMCI network. The IT Pillar, led by Rear Adm. Nguyen, NAVSEA 03, stepped in to prioritize the four Naval Shipyards' need, for adequately-performing computers to meet the mission, by working with the PEO Digital organization, the Fleets, and the Naval Shipyards. NAVSEA 03 ensured that the much needed computers were delivered on time to avoid any additional delays, caused by slow and outdated computer hardware. Currently, Pearl Harbor Naval Shipyard and IMF has received the necessary hardware for our seat refresh to remove our low performing and non-compliant desktops and laptops, for our workforce. The Seat Refresh is scheduled to start at the end of May and will continue until all of these low performing computers are replaced with newer hardware. The IT pillar continues to work on improving performance of the Maritime Systems Environment (MSE) by analyzing and improving on corporate applications performance, improving on the bandwidth of the existing networks for increased data processing, augmenting the capabilities of the local Code 109's to engage with the workforce to understand their processes and IT needs and provide effective solutions that strategically develop a migration from aged corporate applications to more modern, commercially-provided Enterprise Resource Planning systems for shipyard maintenance.



## People Pillar Champion: Keoki Siegmund

The main focus for the People Pillar is the development of a production capacity metric that assesses the overall ability of the total workforce to execute future workload, as opposed to developing arbitrary Wage-Grade Index targets that may negatively affect the ability to have sufficient resources to ensure proper execution of Naval Nuclear Power Program maintenance. Also, the People Pillar focuses on the development of a new Shipyard Mechanic Experience (SYMEX) measure that takes into account trade skills in addition to time in grade. The SYMMEX will also focus on the development of an expert tradesperson career path to encourage people to stay in the trades and potentially earn commensurate wages without having to move into supervision positions or other codes.



## Improvement Processes Reduce Materials Backlog for Deck Plate Workers

Story and photo by Marc Ayalin  
Public Affairs Specialist

**P**earl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) has made strides recently by improving and streamlining a receipt inspection process for when maintenance materials and parts arrive at the shipyard.

The effort is part of the Naval Sea Systems Command (NAVSEA) Naval Sustainment System – Shipyards (NSS-SY) program that began in 2019 as a pilot program designed to remove barriers to productivity. The process improvement at PHNSY & IMF was directed by leadership to resolve a bottleneck in the receipt inspection process, which allows certified individuals to approve parts or materials before they can be used in shipyard projects.

According to Dan Yamane, Director of Quality Assurance for PHNSY & IMF, the first half of 2021 had a significant backlog of those parts and materials requiring receipt inspection. This backlog affected the timely distribution of material and parts to shipyard projects undergoing maintenance availabilities.

“The backlog of material exceeded 1,600 items that needed inspection for projects and upwards of 1,900 items

overall for all material, including non-project material,” Yamane said. “The backlog was preventing the projects from receiving the much-needed material to execute scheduled work on the Chief of Naval Operations (CNO) projects such that key maintenance events were in jeopardy.”

According to Yamane, this issue required help from within the shipyard and from across the NAVSEA corporation to resolve. To engage in this process, a shipyard team from several shop codes was assembled to identify courses of action to solve the backlog problem. The first of these included having a diverse team of individuals from various PHNSY & IMF departments travel to Portsmouth Naval Shipyard (PNS) in Kittery, Maine, to evaluate their processes. While at the New England-based sister shipyard, the PHNSY & IMF team identified ways to streamline their own inspection process at home in Pearl Harbor. Another course of action was inviting several non-nuclear inspectors from other naval public shipyards to work at PHNSY & IMF to perform receipt inspections while several active-duty military personnel were re-assigned to assist within the receipt

inspection branch.

Additional courses of action included required overtime that was implemented across the whole non-nuclear inspection division while the Engineering and Planning Department reduced the cycle time for resolving receipt inspection deficiency logs from weeks to a matter of days. The receipt inspection metrics were also changed to monitor performance on a daily basis. A value stream analysis was also performed for the entire material process from ordering to material delivery. Lastly, a material readiness team (MRT) was instituted to focus on critical material and a weekly schedule was issued to the projects and non-nuclear inspection that focused on shipyard priorities and job start dates.

“These actions resulted in a noticeable reduction in material within receipt inspection,” Yamane said. “Although, brute force actions were used to drive the backlog numbers down, the sustainable actions were tied to priority streamlining processes.”

For end users on the waterfront, this streamlined effort to reduce backlogs was a dynamic attempt in increasing the ability for deckplate workers to get their work done in a timely manner.

“Material delay time associated with receipt inspection has seen significant improvement since the shipyard team took actions to improve the process,” said Kevin Alford, project superintendent for USS Mississippi’s (SSN 782) extended dry-docking selected restricted availability (EDSRA). “Getting material into the hands of our deckplate workers is vital to our success at returning Mississippi to the fleet on time or early. We have experienced markedly fewer and shorter material delays thanks to these improvement efforts, allowing us to get needed material back to the waterfront and onto the submarine quicker than past availabilities.”

Pictured: Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) made strides recently in streamlining a receipt inspection process when maintenance parts arrive at the shipyard. The effort was part of Naval Sea Systems Command’s Naval Sustainment System – Shipyards (NSS-SY) program that began in 2019 as a pilot program designed to remove barriers to productivity. The process improvement was related to a backlog in receipt inspection process that had affected the timely distribution of material and parts to ships undergoing maintenance availabilities.



## Developing Our Future Leaders

Story by Maka Keone  
Code 1181 Command University, Training Specialist

Photo by Ryne Sonoda

The Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) Executive Development Program (EDP) has been in existence since 2009 and has graduated numerous PHNSY & IMF employees. The goal of the program is to teach candidates to understand the roles and responsibilities of the various PHNSY & IMF shops and codes. The EDP will also increase their knowledge and understanding of the Naval Sea Systems Command (NAVSEA) corporation, other shipyards, fleet requirements, customer base, production capabilities and financial operations.

“I applied for the Executive Development Program to develop my skills as a leader and to be the best version of myself for my workforce and peers,” said Nate Oki, Code 950 Instrument Mechanic Supervisor and current 2022 EDP member. “Traveling to the other shipyards in Norfolk, Puget and Portsmouth as well as the NAVSEA Headquarters afforded me the opportunity to learn leadership skills and network across the corporation. I sat in on high-level briefs, interviewed with high level executives and flag officers, and networked with influential leaders. I was able to gain their perspective on current issues and assimilate to their mindsets.”

The EDP is open to all non-military PHNSY & IMF employees at the General Schedule 12/13 or Federal Wage System equivalent, regardless of supervisory status. Each participant will travel to the three other public shipyards for one week and a four-week rotation through the NAVSEA 04 organization. While assigned to a senior leader mentor they will rotate within PHNSY & IMF to include all departments. This program takes approximately eight months to complete.

“I’m extremely grateful for every part of this program because it provided me with a one- in-a-lifetime opportunity to meet extraordinary people from all of shipyards, NAVSEA Headquarters, the Pentagon, Warfare Centers, and shipyard detachments,” said Lisa Fujita, Code 2300 Senior Work Integration Specialist and current 2022 EDP participant. “Being a representative for Pearl Harbor while establishing relationships with senior leadership is important to learn each other’s journey, vision, and purpose.”

Each shipyard participates in the EDP by forming their own cadres, or teams, which is comprised of four to five members, representing different codes from their command. This year’s cadre from PHNSY & IMF includes Code 300N Assistant Project Superintendent Nuclear Maea Lefotu, Code 2300 Senior Work Integration Specialist Lisa Fujita, Code 950 Instrument Mechanic Supervisor Nate Oki and Code 930 Production Resource Nuclear Director Ryne Sonoda.

“It may sound very cliché, but if I can do this, anyone can and I encourage more people to apply for this amazing program,” said Fujita. “You will not only become a better leader, you will become a better person with a deeper appreciation for your job.”

For those who are interested in applying for next year’s EDP, prepare your resumes and Individual Development Plans now. Stay tuned for application announcements from Code 1180 Command University.

Applications are due by November 18, 2022 and finalists will be selected in early January.

Pictured: Code 300N Assistant Project Superintendent Nuclear Maea Lefotu, Code 930 Production Resource Nuclear Director Ryne Sonoda, U.S. Representative Ed Case, Code 2300 Senior Work Integration Specialist Lisa Fujita and Code 950 Instrument Mechanic Supervisor Nate Oki.

# PEOPLE'S PERISCOPE

## Question of the day: *What does NSS-SY mean to you?*



**Robert Preisser**  
Deputy Submarine Program Manager &  
NSS-SY Tactical Champion

*"NSS-SY to me represents a fundamental shift in Navy leadership's understanding of the role they play in supporting the shipyard's mission of delivering all availabilities on time, every time.*

*Understanding that shipyards are the supported command and NAVSEA HQ and NAVSUP are supporting commands reflects a major mental model shift. While significant improvements still need to be made, especially in the areas of material support and modernization, the commitment of Navy leadership to support the shipyards is sincere. NSS-SY also means taking that same idea of supporting vs. supported into the shipyard, so everyone recognizes that each one of us plays a role in supporting completing projects on time, every time and delivering warships back to the fleet as promised."*



**Capt. Mike Thompson**  
Deputy Commander PHNSY & IMF

*"NSS-SY is a pillar approach to try to improve shipyard efficiencies and on-time performance by leveraging the stakeholders across the Navy to help correct long-standing issues outside of*

*shipyard control. These pillars are led by cognizant admirals who own the processes. In total there are nine pillars. It also attempts to empower the workforce closest to the issues that may exist to help improve efficiencies. Some of these pillars include Inside shop, Waterfront and Fleet/Ops. To no surprise, many of the best ideas that are being implemented are coming from the deckplates, from folks who see and live the issues every day. NSS-SY is trying to empower the workforce to help the shipyard win."*

Photos by Justice Vannatta



**CMDCM (SS/AW/SW) Leonard "Lenny" Anderson**  
Command Master Chief

*"From the deck plate leadership prospective, NSS-SY is a means to place accountability at the correct level, empower growth through learning and process improvement and coupled with continued forceful backup from all levels as we continue to build on our successes."*

## 9 NSS-SY Pillars

Y L S O W X J M P P Q F P E R P U E K A T M I P  
 U G O J Z T Q G N I U J E R Z L Z T E Z W I K L  
 J T H F G L A M L A M V W I E M J L L I B O F L  
 J G P N R K B F A K G H L Z B T U G P N Y Q J R  
 V D N R J R L A G A C N O I T A M R O F N I H E  
 M F W I A T B H A V C T Q S D X S V E R S R E E  
 I L T S R G A F U R E W X V O Y S F P A Q T X N  
 B E H V P E C D C C Q G V K M W E O O S A N I E  
 P E O S F D E N H O H K Q N Y N J J E T W F X W  
 C T Q Q R W V N W P U Q G P P L C F O R Y C M V  
 T O U H U L O W I L M U K K J O S W A U K F Q X  
 K P S O B L W A P G D E Q C J J L A O C D Q H C  
 M S F B O V B L D S N Z P O H R W T N T U J I X  
 N C N G N D X H X R M E E M Z X L E W U J X P C  
 H G Y X Y C E V V W J N V N O U X R Y R B V V M  
 X X K C J I I N S I D E S H O P C F L E M V Q S  
 R Y X U H A X I E F B G W Y J Q Q R R H I L H R  
 E Z R E K W S P L A N N I N G O C O N M D C Q A  
 S L A I R E T A M Q F H G Z Q L A N Q T O Q X U  
 Q E H U F O S G L D X D N P J K L T K Q B D A B

WATERFRONT  
 INSIDESHOP  
 PEOPLE  
 INFRASTRUCTURE  
 INFORMATION  
 TECHNOLOGY  
 FLEETOPS  
 PLANNING  
 ENGINEERING  
 MATERIALS

**Congratulations!!**



**Safe Shop of the Month  
Shop 51 Electrical**

Photo by Justice Vannatta

**MAY/JUN 2022 Labor & Employee  
Relations Disciplinary Actions**

**Letter of Caution**

An employee was cited for leaving jobsite without proper permission

**Letter of Caution**

An employee was cited for failure to follow instructions

**Letter of Reprimand**

Two employees were cited for failure to follow instructions

An employee was cited for failure to carry out supervisory responsibilities

Two employees were cited for leaving jobsite without proper permission

**Indefinite Suspension**

An employee was cited for failing to maintain access to classified information

**Termination**

An employee was terminated for failing to carry out duties expected of position

**25 Years**

Tyron Inouye

**30 Years**

Sharon Gates  
Mark Miyamoto  
Udom Stamegna  
Eric Tanabe  
Jason Dovgan

**35 Years**

Clayton Oishi  
Debra Flores  
Dina Delapena  
Douglas Maxwell  
Jeffrey Tom  
Joseph Kim  
Joseph Johnson  
Kenny Kawamoto  
Lynn Park  
Mark Yim  
Robbie Tsue  
Valaria Cardus  
Lynn Oshiro  
Daniel Yamane

**40 Years**

Michael Arakaki  
Melvin Lum  
Mark Muranishi  
John Hunt

**45 Years**

Nolan Tamayori  
Gary Zane  
Vernon Ceno

**Fair Winds & Following Seas  
to MAY/JUN Retirees**

Brian Lau  
Janice Tengan  
Eric Hansen  
Vernon Kahoiwai  
Lajoie David A  
Marcelino Macedonio  
Bryan Shinsato  
Ariston Ufano

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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