Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility

ROBERT T. MASON AWARD

FOR DEPOT MAINTENANCE EXCELLENCE

NOMINATION

INDEX

Section No.	Title	Page No.
I	**DEPOT INFORMATION**	
A	Depot-Level Nomination Package Information Sheet	1
B	Background Information	2
II	**MISSION ACCOMPLISHMENTS**	
A	Mission Accomplishments	4
B	Effective Support of the Warfighter	9
C	Logistics Process Innovation	11
D	Personnel Quality of Life Programs	12
III	**PROPOSED AWARD CITATION**	
A	Proposed Award Citation	17

On the cover: Shipwright Cyrus Ching prepares for the undocking of USS *PORT ROYAL* (CG 73) from Dry Dock 4.
U.S. Navy photo by Marshall Fukuki

SECTION I

DEPOT INFORMATION

A. Depot-Level Nomination Package

1. Military Service: Department of the Navy (DoN)
   Naval Sea Systems Command (NAVSEA)

2. Specific major depot maintenance facility responsible for nominated program:
   Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNS & IMF)

3. Identification of nominated program: Emergent Repair Program

4. Depot Facility Commander's name and nominee's mailing address:
   Captain Greg R. Thomas, U. S. Navy
   Commander (Code 100)
   Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility
   667 Safeguard Street, Ste. 100
   Pearl Harbor, HI 96860-5011
   Message address: Depot Facility: NAVSHIPYD AND IMF PEARL HARBOR HI
   Headquarters: COMNAVSEASYSCOM WASHINGTON DC

5. Primary and alternate Point of Contact for the nominated unit:
   Primary
   Mr. Kerry K. Gershaneck, Congressional & Public Affairs Officer (Code 1160)
   Email: kerry.gershaneck@navy.mil
   Telephone: Comm (808) 474-0272; DSN 474-0272; Cell (808) 368-0234

   Alternate
   Mr. Randy Sawyer, Executive Director (Code 1100)
   Email: randy.sawyer@navy.mil
   Telephone: Comm (808) 474-9119; DSN 474-4119; Cell (808) 368-0130

6. Primary and alternate Military Service Point of Contact for the nominated unit:
   Primary
   Mr. Steve Michaluk, CNO-OPNAV-N4 (N43C1)
   Email: steve.michaluk@navy.mil
   Telephone: (703) 601-1655, DSN 601-1655, Cell (703) 835-7468

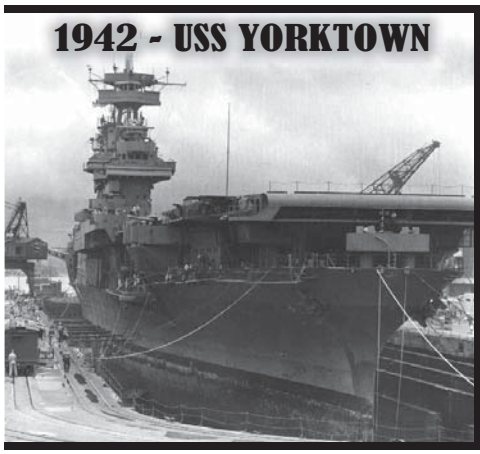
(Left) USS *HOUSTON* pulling into Dry Dock 2 and (Right) Ex-USS *MISSOURI* in Dry Dock 4 prior to undocking

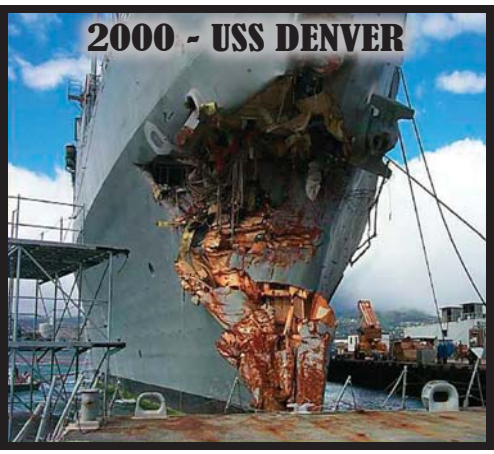
B. Background Information

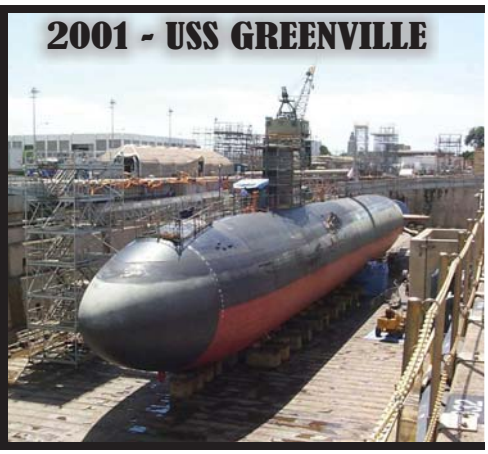
7. Background information for the Nominated Program

Pearl Harbor Naval Shipyard's primary mission is to keep the U.S. Pacific Fleet "Fit to Fight". To fulfill that mission, this Naval Sea Systems Command (NAVSEA) activity provides regional maintenance at the depot and intermediate levels on surface ships and submarines. Most Shipyard work is scheduled, but some is "emergent" work that is often the result of at-sea mishaps such as the grounding of the Guided Missile Cruiser USS *PORT ROYAL* (CG 73) just south of Honolulu International Airport the evening of 5 February 2009 and the collision between the USS *HARTFORD* (SSN 768) and another vessel in the Straits of Hormuz on 20 March 2009. Other emergent repairs involve critical mechanical or structural fixes conducted in Hawaii for Naval forces of operational-strategic significance, such as the rapid repairs the USS *BOXER* (LHD 4) Expeditionary Strike Group in January 2009 and USS *STENNIS* (CVN 74) carrier battle group in May - June 2009, which were en route to potential combat operations.

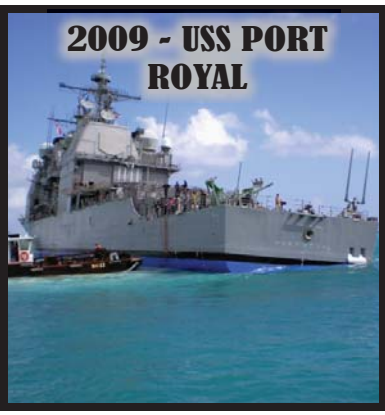
Established in 1908, the Shipyard was a key component in America's rise as an Asia-Pacific power. This Shipyard has an unparalleled legacy of returning damaged American warships to battle. It was Pearl Harbor Naval Shipyard workers that resurrected the U.S. Pacific Fleet from the bottom of Pearl Harbor after the devastating attack on December 7, 1941. They returned to the fight 15 out of out 18 major combatants damaged in the attack, returned the USS *YORKTOWN* (CV 5) to battle in 72 hours (vice the requested 6 months) to turn the tide of the war in the Battle of Midway. Our workers performed more than 7,000 other ship repairs that contributed to ultimate victory in the Pacific on 2 September 1945 in Tokyo Bay. In the ensuing 65 years, Pearl Harbor Naval Shipyard supported the Pacific Fleet in combat in Korea, Vietnam, and Southwest Asia, in the conduct of still-classified Cold War missions, and today in the Global War on Terror.







Our Legacy:
We Keep Them Fit to Fight



Shipyard workers take great pride in this legacy, a legacy continued with their successful deployments to perform emergent repairs for such vessels as USS *SAN FRANCISCO* (SSN 711) (severely damaged in a collision with an uncharted undersea mountain off Guam in January 2005), USS *NEWPORT NEWS* (SSN 750) (damaged in a collision with a Japanese tanker in January 2007), and USS *DENVER* (LPD 9) (damaged in a collision with another vessel in 2000).

In keeping with this proud legacy, the Shipyard's leading role in the recovery and repair of the *PORT ROYAL* (CG 73) in early February 2009 is a dramatic story of persistence, technical skill, innovation, and ultimate success. Further, while somewhat less dramatic, our emergent repair support for operationally significant forces such as the *STENNIS* and *BOXER* groups and key vessels such as the USS *COLUMBUS* (SSN 762) and USS *LOUISVILLE* (SSN 724) is of equal importance to our maritime strategy.

The Shipyard's core capabilities include excellence in the overhauling, repairing, converting, alteration, refurbishing, and decommissioning of Navy vessels. A vital new core capability is excellence in *VIRGINIA*-class submarine maintenance and repair. As the full-service "Regional Maintenance Center" for all Hawaii-based maintenance activities and the parent shipyard for Guam-based submarines, the Shipyard provides "One Stop" maintenance and technical support for the Asia-Pacific Region.

While NAVSEA provides operational, management, and technical authority for Pearl Harbor Naval Shipyard, the Shipyard's major claimant is the U.S. Pacific Fleet (PACFLT), the headquarters of which is co-located at Pearl Harbor.

8. Program size, including number of government civilian, contractor, military, and other DoD personnel

Pearl Harbor Naval Shipyard is the largest ship repair facility between the West Coast and Far East, strategically located roughly two weeks steaming time from potential major regional contingencies in East Asia. The Shipyard is situated approximately eight miles west of downtown Honolulu, and occupies 148 acres aboard the former "Naval Station Pearl Harbor" (recently re-designated "Joint Base Pearl Harbor-Hickam"). Facilities include 176 buildings and 38 other structures, including four dry docks. The current plant value of the PHNS & IMF facility is $2.1 billion.

The number of personnel assigned to Pearl Harbor Naval Shipyard includes 39 Naval Officers, 421 Navy enlisted personnel, and 4,327 civilian workers (NSPS, General Service, and Wage Grade). Contractor support for the Shipyard averages about 400 to 500 workers day, under the "Multi-Ship, Multi-Option" (MSMO) contract with BAE Systems Hawaii Shipyards.

8. Mission Statement for Program

The Shipyard's motto is our mission: "We Keep Them Fit to Fight". We proudly earned this motto for our Shipyard's vital contributions to returning the U.S. Pacific Fleet to battle in World War II. As part of that mission, our Shipyard serves as the full-service "Regional Maintenance Center" for all Hawaii-based Navy maintenance activities (overhauling, repairing, converting, alteration, refurbishing, and decommissioning of Navy vessels), the parent shipyard for Guam-based submarines, and the "go to team" for emergent repair rapid response from the mid-Pacific through Southwest Asia. In short, we provide "One Stop" maintenance and technical support for the Asia-Pacific Region.

SECTION II

MISSION ACCOMPLISHMENTS

A. Mission Accomplishments

Pearl Harbor Naval Shipyard's superior emergent repair operations form the basis of this Mason Award nomination, and are addressed immediately below. It is also important to highlight the Shipyard's pattern of overall outstanding achievement in Fleet maintenance and maintenance management throughout 2009.

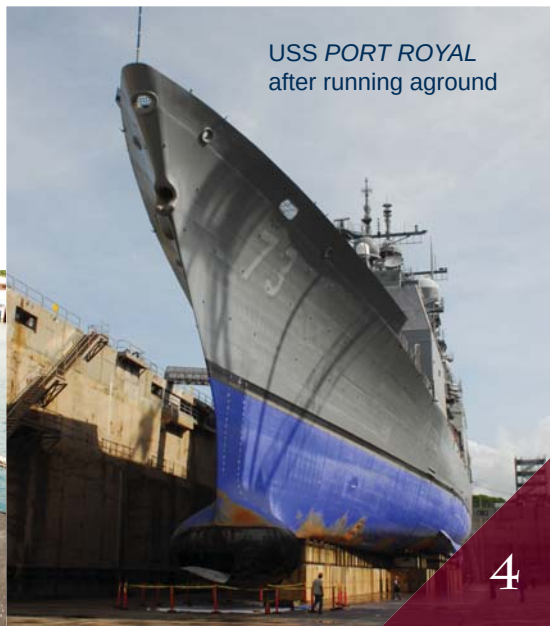
One example of the Shipyard's exemplary emergent response capability occurred early in 2009, during the recovery of the USS *PORT ROYAL* (CG 73). At 8:30 p.m. on 5 February 2009, the guided missile cruiser USS *PORT ROYAL* ran aground a half mile south of Honolulu International Airport, within sight of Naval Station Pearl Harbor. Upon notification of the mishap, the Shipyard Commander established a temporary Shipyard command and control center to help ensure Navy-wide coordination and communication, and initiated recall of key Shipyard managers and technical experts. Shipyard leaders and managers train extensively for emergency management, crisis response, and crisis communication, so the Shipyard "first responders" to this incident comprised an exceptionally adept team: this team would form the backbone of the Navy Region Hawaii "Incident Management Command Center". Under the direction of Shipyard leaders, more than 100 Shipyard Engineers, riggers, divers, tradesmen, environmental experts, and supervisors worked day and night for the next four days to help plan and conduct the extraction. Working closely with other Navy units and in coordination with the Coast Guard, Hawaii State Department of Health, and contractor tug boats, they overcame challenging sea states and difficult underwater terrain to free the ship. Significantly, sound Shipyard leadership and technical response management controls also ensured there were no injuries or further harm to the environment during this difficult operation.

Shipyard engineers and trades workers immediately began their assessment of the ship's damage, and developed a detailed plan to dry dock and repair her. Four days on a coral reef in heavy surf took a heavy toll on the ship's hull and major components. The safe dry docking of the damaged ship was a complex naval architectural challenge that was executed flawlessly. The ship was soon under repair in Dry Dock 4, where Shipyard leaders and contractors ensured the ship's sonar dome was replaced, rudders were re-installed, structural repairs to the ship's tanks were completed, superstructure cracks were repaired, and underwater hull repairs were completed. In addition, three sections of shafting were replaced, struts that support the propulsion shafts were realigned, and the underwater hull was repainted.

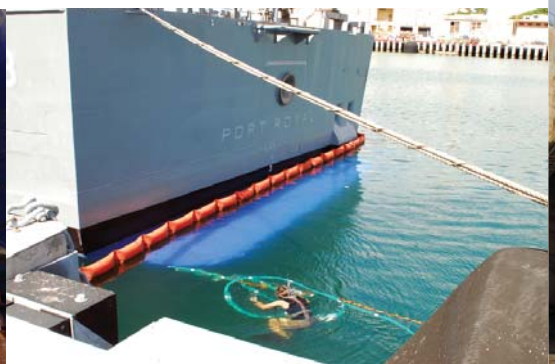
Shipyarders overcame a range of serious challenges during the repairs, which included:

- Fully painting the underwater hull with a new paint system (called Innersleek, which allows greater fuel efficiency). In order to do this, *PORT ROYAL* was floated off its support "blocks" and then re-docked on the blocks in a different position during a three-week period in September.

- Replacing the sonar dome and realigning the entire port and starboard shafting. The old dome had taken on more than 25 tons of sand, and had to be cut off the ship and rebuilt. The cutting and replacing of the sonar dome and the realignment of the two shafts are tasks that are normally only completed in the "building" (new construction) shipyards, not in a regional repair and maintenance "public yard".



USS *PORT ROYAL* after running aground



USS *BOXER*, photo top left, and USS *STENNIS* pull into Pearl Harbor for emergent repairs before heading back out to sea.

- "Churn" with Competing Scheduled Work. The Shipyard and BAE Systems Hawaii Shipyards (the prime contractor) demonstrated extraordinary flexibility to support this unplanned, extended repair operation. The scope of repairs was not readily known, and three Chief of Naval Operations (CNO) avails were already underway along with several Continuous Maintenance Availabilities. This "churn" required exceptionally close and effective coordination between the Shipyard and the contractor.

- Replacement of Composite fairwaters with Copper-Nickel fairwaters. The damage to the composite fairwaters was so extensive that they required complete replacement. This is a complex and time-consuming operation that is also normally completed in a new construction shipyard.

Even though the scope of repairs was not obvious at the outset, the Shipyard kept the repair budget within the $42 million initially projected by Naval Sea Systems Command.

-- We responded rapidly and with extraordinary effectiveness to other emergent work to operationally significant vessels. This work included the rapid repair to the USS *BOXER* (LHD 4) Expeditionary Strike Group (particularly the USS *BOXER* and USS *NEW ORLEANS* (LPD 18)) en route to potential combat operations with the 5th Fleet in January 2009, and propulsion plant repairs for the USS *STENNIS* (CVN 74) deploying to the 7th Fleet and potential combat operations in May - June 2009. The *STENNIS* repairs cannot be described herein, but the work was significant and its rapid, successful completion allowed the carrier to fulfill all of its deployment commitments on schedule. The rapid, efficient work on the *BOXER* ESG also allowed that important warfighting unit to arrive in Southwest Asia to conduct combat operations on schedule.

--Other important emergent work also included the successful complex repairs of USS *COLUMBUS* (SSN 762) and USS *LOUISVILLE* (SSN 724) in July and September, respectively, which required emergent dry dockings of each submarine; and, in Southwest Asia, support the collision-damaged USS *HARTFORD* (SSN 768) in Bahrain in March 2009. The *HARTFORD* story is compelling:

- When the USS *HARTFORD* collided with the USS *NEW ORLEANS* in the Strait of Hormuz on 20 March 2009, a team of 12 Pearl Harbor Naval Shipyard engineers, mechanics, and managers immediately deployed to Bahrain to lead the NAVSEA repair effort. A total of 23 Shipyard employees were ultimately deployed to what the commander of Submarine Group-7, Rear Admiral Michael J. Connor, described as an "incredible effort . . . executed with precision and professionalism".

- The Shipyard-led team worked 12-to-14 hour days, seven days a week, designing, repairing and building in severe weather and difficult working conditions. For example, during the first week the team faced rain, high winds, thunderstorms, and sandstorms on a near daily basis—sometime in rapid succession--so that at times it seemed that it was "raining cement". With the exception of some welding equipment and gases that were available locally, all other tools and equipment the mechanics needed (i.e., torches, hand tools, welding machines) had to be shipped into Bahrain. The result was that, despite the severe damage to the *HARTFORD*, exactly one month after the collision the *HARTFORD* departed Bahrain and sailed for its home port in Groton, Conn. While the type of damage and repairs cannot be addressed in this award write up, RADM Connor praised the innovations and hard work of the team: "That she was able to be made sound and ready for the rigors of a trans-oceanic voyage in such a short period of time is a testament to the incredible efforts of the diverse team that put her back together," said Connor.

USS *HARTFORD* fly-away team from the Shipyard

During FY09, Pearl Harbor Naval Shipyard met or exceeded maintenance and repair goals with outstanding efficiency, as evidenced by the production successes described below. In addition, our Shipyard made extraordinary progress in such maintenance management functions as Business Plan implementation, facilities development, and workforce shaping. Consequently, our Shipyard continued to play a very significant role in U.S. maritime and national security strategies. During this time, we achieved maintenance success as follows:

USS *BUFFALO* enters Dry Dock 2 on June 18, 2009 for a DSRA.

-- We met the challenges of the home porting of the first two *VIRGINIA*-class submarines in the Asia-Pacific Area of Responsibility (AOR), USS *HAWAII* (SSN 776) and USS *TEXAS* (SSN 775). Planning for *VIRGINIA*-class (VACL) submarine support was accelerated several months during FY09 to accommodate the early arrival of the boat in July, as requested by the State Governor, so the boat and crew could be honored as part of the 50th Anniversary of Statehood ceremonies in August. Extensive pre-arrival planning by the VACL Program Office paid great dividends, as reflected in the early completion of our first VACL Continuous Maintenance Availability (CMAV) on the newly-arrived USS *HAWAII* during August 2009.

--To allow our Shipyard to transition into the VACL "Center of Excellence", in 2008 Naval Sea Systems Command reassigned nuclear submarine refueling missions entirely to Mainland U.S. shipyards. Accordingly, the successful Extended Refueling Overhaul of the 688-class USS *OLYMPIA* (SSN 717) in April 2009 marked the end of one era at our Shipyard, but it also marked the beginning of an exciting new one.

--As important, we routinely met or beat production deadlines for high-priority Chief of Naval Operations (CNO) availabilities. We completed 31 submarine Continuous Maintenance Availabilities (CMAVs); the total number of CMAVs completed during FY09 was more than 63% higher than the number completed during CY08. Other production highlights of the year included the early completion of the USS *BUFFALO* (SSN 715) Docking Selected Restricted Availability (DSRA), which allowed this attack submarine to return ahead of schedule to a submarine force stretched thin by an extraordinary op-tempo. We achieved on-time completion of the USS *HOUSTON* (SSN 713) DSRA--the Commander, U.S. Pacific Fleet's No. 1 submarine maintenance priority--despite a very complex work package and many challenges.

--Our Surface ship repair organization (Code 400), conducted three Emergent repair availabilities and five CNO availabilities, completing the USS *CHUNG HOON* (DDG 92) availability five days early. In addition, we completed 19 surface ship CMAVs, with 17 on time. Much of this work was completed with BAE Systems Team Hawaii contractors under Shipyard leadership and supervision. We managed work totaling $80.2 million, which is $12.5 million of work more than FY08.

--The Shipyard "Docking Team" met its most challenging year in more than a decade during FY09. A total of 25 docking and undocking evolutions were accomplished, to include evolutions unique in their complexity and the time required to perform them. Examples included the dry docking of the floating museum USS *MISSOURI* (BB 63) (which required the precise setting of 309, 8-ton docking blocks as opposed to the roughly 80 normally required for a cruiser), the Buoyancy Assistance Module dockings (which are unusual events that are time-consuming and difficult, due to technical adjustments that must be continuously made), multi-vessel docking events (such as when the USS *BREMERTON* (SSN 698) and USS *CHEYENNE* (SSN 773) were both in Dry Dock 2, separated by a caisson), and weekly docking evolutions for nine consecutive weeks (from August through October), each one of which required extensive engineering and other planning support.

PHNS & IMF provided dry docking services for Ex-USS *MISSOURI*, which underwent maintenance from October 2009 through January 2010.

--Shipyard workers also took great pride in their flawless execution of the 14 October 2009 dry docking of the former USS *MISSOURI* (once BB 63, now a Pearl Harbor memorial visitor attraction and national treasure) for three months of required preservation work.

--As we fulfilled production requirements, individual Shipyard workers and military personnel continued to proudly deploy to support the Global War on Terror, as individual Augmentees or as National Guardsmen and Reservists. A total of 29 civilian workers deployed during FY09 as military reservists and members of the Hawaii National Guard, and 36 active duty Shipyard officers and Sailors deployed as Individual Augmentees (IAs) and Global Support Assignments (GSAs).

PHNS & IMF's Federal Managers Association chapter held a Warrior Pride tribute event for the civilian employees who deployed as reservists

--To maintain outstanding maintenance management, we ensured disciplined execution of the Shipyard's FY09 Business Plan, including effective implementation of Learning Organization (LO) principles and "Back to Basics" processes that directly resulted in measurable improvement in submarine repair execution. In addition, PHNS & IMF took significant first steps in implementing the Shipyard's Facilities Modernization Plan (FMP-Vision 2035), with the groundbreaking of the P-302 military construction project. This was our first step on executing the Shipyard's FY09 "Vision 2035"—the long-range, $800 million modernization plan approved by Commander Naval Region Hawaii. In addition, we achieved the unprecedented success of obtaining the funding needed to achieve a baseline of one major MILCON project and one MILCON study during FY10 that will ensure sustained momentum for achieving Vision 2035.

Hawaii Senator Daniel Inouye took part in the MILCON P-302 groundbreaking ceremony in Feb. 2009

--Workforce shaping and development remained a major maintenance management objective. With nearly 25 percent of the current civilian workforce of 4,330 eligible to retire, our focus is on both recruitment and on placing the right people with the right skills and knowledge in the right billets. To this end, we initiated innovative education and training programs, and inaugurated new scholarship programs.

New apprentices are sworn in and begin the 4-year apprentice program

-- Workforce shaping highlights included bringing aboard a total of 296 "new hires" during FY09. Regarding personnel development, 62% of general foremen qualified as project managers and all project managers completed qualifications. More than 500 workers completed mentoring training, with 170 enrolled in the mentorship program.

-- The Shipyard's Apprenticeship Program continued to serve as a key economic stimulus for Hawaii, and as the premier accession point for future generations of Shipyard tradesmen and leaders. The program is conducted through the partnership of PHNS & IMF and Honolulu Community College (HCC); throughout the four-year program, apprentices attend classes and work within Shipyard shops departments. Each Apprentice Program graduate earns an Associate's Degree in Applied Trades from HCC, and receives his/her "Journeyman" certification from the U.S. Navy and the U.S. Department of Labor. After completing the rigorous training regimen they had begun in January 2005, the 125 members of the Apprentice "Class of 2009" received their Journeyman certificates at their graduation ceremony on 14 August 2009.

Hawaii's congressional delegation an local governmental leadership congratulate the Shipyard apprentice program graduates at a ceremony

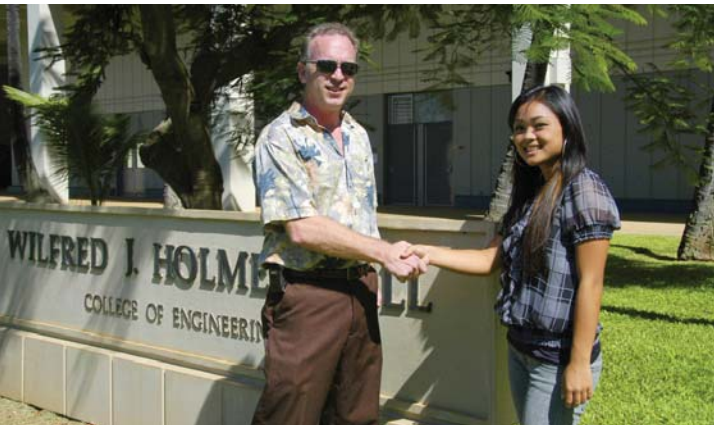
-- The Shipyard's annual Apprentice & Engineering Job Fair conducted at Honolulu Community College on 28 March 2009 attracted a record 8,155+

interested men and women, with a total of 5,132 applying for the advertised 100 apprentice and 40 engineering positions. More than 500 Shipyard workers volunteered to support the Job Fair, and all trades set up booths and exhibits at the day-long event.

The PHNS & IMF annual career fair at Honolulu Community College

-- In addition to the March job fair, engineer recruiting efforts during FY09 included career fairs and interviews conducted at the following institutions: University of Hawaii, California Maritime, University of California Berkeley, Washington State University, Colorado State University, Colorado School of Mines, Oregon State University, University of Portland, University of Hawaii, Seattle University, University of Idaho, Loyola Marymount University, Harvey Mudd University, Santa Clara University, University of Southern California, University of California at Los Angeles, University of California at Irvine, University of Washington, University of California San Diego, and San Diego State University

Above: Apprentices Ryan Zukeran, left, and Ethan Hottendorf Jr. were awarded scholarships to go back to school and become engineers
Below: The first recipient of the Shipyard's Robotics Scholarship Lauren Sandborn, right, stands in front of the UH College of Engineering building.



-- During 2009, PHNS & IMF initiated two innovative scholarship programs to help positively shape the future workforce: the Robotics Scholarship and the Apprentice to Engineer (A2E) Scholarship.

- To inspire high school Robotics program participants to continue their STEM studies and potentially become Shipyard engineers, PHNS & IMF inaugurated its Robotics Scholarship Program in 2009. The scholarship is awarded a high school student in Hawaii who has participated in his/her Robotics program for two or more years. The winner receives full funding at the University of Hawaii (UH) College of Engineering (CoE) for four years for tuition, fees, and books. Ms. Lauren Sandborn of Kaneohe (Sacred Hearts Academy Class of 2009) was selected as the first winner of this scholarship.

- The Shipyard Robotics Scholarship is described further in the Community Relations section below. The winners of the first "Apprentice to Engineer" (A2E) scholarships (rigger Ryan Zukeran and electronics mechanic Ethan Hottendorf Jr.) receive full tuition at the UH College of Engineering, along with book, fees, and other education-related expenses.

Indicators of Shipyard excellence during this reporting period include:

-- A Secretary of the Navy (SECNAV) Meritorious Unit Commendation and a Commander, Naval Sea Systems Command (COMNAVSEA) Letter of Commendation. Both were delivered to the Shipyard commander and workforce in December 2009 by VADM Kevin M. McCoy, USN, COMNAVSEA.

-- High-level medals (to include the Civilian Superior Service Award and the Civilian Meritorious Service Award) and individual awards of certificates of commendation to nearly 200 Shipyard workers for the USS *PORT ROYAL* (CG 73) extraction (delivered by VADM McCoy) and for USS *HARTFORD* (SSN 768) repairs, delivered by RDML Patrick Brady, Deputy Commander of Undersea Warfare at Naval Sea Systems Command (NAVSEA); and

-- Shipyard and individual awards from Department of the Navy, Chief of Naval Operations, Commander Navy Region Hawaii, and organizations such as the Federal Executive Board, the Navy League of the United States, and Historic Hawaii Foundation.

B. Effective Support of the Warfighter (Weight Factor -3)

During FY09, Pearl Harbor Naval Shipyard provided extraordinary support to the warfighter by meeting or exceeding operational force requirements in every measurable category. Our highly motivated workforce responded superbly to unforeseen demands, developed innovative solutions, and impacted directly on material readiness and operational force availability.

The unforeseen demands consisted of a wide range of "emergent work", as briefly described below:

--We responded rapidly and with extraordinary effectiveness to complete urgent emergent work for the *BOXER* (LHD 4) Expeditionary Strike Group which was en route to the Western Pacific with the 13th Marine Expeditionary Unit embarked, over the Martin Luther King Day weekend in January 2009. These critical repairs of shafts, pumps, and piping, along with other sensitive maintenance, allowed the USS *BOXER*, USS *NEW ORLEANS* (LPD 18), and USS *COMSTOCK* (LSD 45) to successfully complete their wartime deployment.

Damaged from running aground on reef off of the south shore of Honolulu, Hawaii, Shipyard workers quickly support the second dry docking of USS *PORT ROYAL*, this time for emergent repairs

--When the guided missile cruiser USS *PORT ROYAL* (CG 73) ran aground a half mile south of Honolulu International Airport on 5 February 2009, Shipyarders again leapt into action to save a U.S. warship from a difficult situation. Upon notification of the mishap, the Shipyard Commander established a temporary Shipyard command and control center to help ensure Navy-wide coordination and communication, and initiated recall of key Shipyard managers and technical experts. Shipyard leaders and managers train extensively for emergency management, crisis response, and crisis communication, so the Shipyard "first responders" to this incident comprised an exceptionally adept team: this team would later form the backbone of the Navy Region Hawaii "Incident Management Command Center". Under the direction of Shipyard leaders, more than 100 Shipyard Engineers, riggers, divers, tradesmen, environmental experts, and supervisors worked day and night for the next four days to help plan and conduct the extraction. Working closely with other Navy units, and in coordination with the Coast Guard, Hawaii state Department of Health, and contractor tug boats, they overcame challenging sea states and difficult underwater terrain to free the ship so that it could enter dry dock for extensive repairs and testing. The dry docking of the *PORT ROYAL* alone was a challenging task, as no U.S. Naval Shipyard has had to dry dock a ship with such hull damage since the Vietnam War era. Extraordinary effort was devoted to address environmental concerns as the *PORT ROYAL* was dry docked, to ensure oils, fuel, and other pollutants did not leak from damaged compartments and components into the dock as the dock was dewatered.

USS *COLUMBUS* enters Dry Dock 2

--As important were the successful highly sensitive repairs during emergent dockings of USS *COLUMBUS* (SSN 762) and USS *LOUISVILLE* (SSN 724) in July and September. While the type of damage and repairs cannot be addressed in this award write up, the timely and efficient work completed on these submarines allowed them to remain combat ready.

--When the USS *HARTFORD* (SSN 768) collided with the USS *NEW ORLEANS* in the Strait of Hormuz on 20 March 2009, a team of 12 Pearl Harbor Naval Shipyard engineers, mechanics, and managers immediately deployed to lead the NAVSEA repair effort. A total of 23 Shipyard employees were ultimately deployed to what the commander of Submarine Group-7, Rear Admiral Michael J. Connor, described as an "incredible effort . . . executed with precision and professionalism". The challenges and accomplishments of this team were described in the previous section, but it is worth repeating that the team overcame extreme environmental and operational constraints to ensure that exactly one month after the collision, the *HARTFORD* departed

Bahrain and safely sailed for its home port in Groton, Conn., with resultant great praise from COMSUBGRU-7.

Top photo: USS *LA JOLLA* entering Dry Dock 1
Bottom photo: USS *CHEYENNE* at Bravo 1 pier

--The Submarine Fleet Maintenance Activity (FMB) team met or beat production deadlines for high-priority regularly scheduled Chief of Naval Operations (CNO) submarine availabilities in support of the 17 Hawaii home-ported submarines, 3 Guam-based submarines, and other deployed submarines. For example, our Shipyard completed 31 Continuous Maintenance Availabilities (CMAVs),; the total number of CMAVs completed during FY09 was 63% higher than the number completed during CY08, and more than 100% greater than the number completed in CY07. Other production highlights of the year included the early completion of the USS *BUFFALO* (SSN 715) Docking Selected Restricted Availability (DSRA), which allowed this attack submarine to return to a stretched submarine force ahead of schedule. We also achieved on-time completion of the USS *HOUSTON* (SSN 713) DSRA--the Commander, U.S. Pacific Fleet's No. 1 submarine maintenance priority--despite a very complex work package and many challenges. Other major work accomplished during FY09 past year included completion of Depot Modernization Period (DMP) work for USS *CHEYENNE* (SSN 773); completion of Engineered Refueling Overhaul (ERO) work for USS *OLYMPIA* (SSN 717); completion of DSRA work for USS *PORT ROYAL* (CG 73); engineered Overhaul (EOH) work for USS *CHICAGO* (SSN 721); EOH work for USS KEY WEST (SSN 722); Pre-Inactivation Restricted Availability (PIRA) work for USS *LA JOLLA* (SSN 701); and docking and scheduled maintenance of USS *CITY OF CORPUS CHRISTI* (SSN 705).

*Acronym Definitions:

DMP — Depot Modernization Period [Approximately 13 months]
An availabillity schduled primarily for the installation of major high priority warfare improvement alterations.

DSRA — Docking Selected Restricted Availability [Approximately 2 months]
A short labor-intensive industrial period assigned to ships in Progressive or Engineered Operating Cycle Maintenance Programs for the accomplishment of maintenance and selected modernization that require dry-docking.

EOH — Engineered Overhaul [Approximately 16.6 months]
A major availability normally exceeding six months in duration for the accomplishment of maintenance and modernization, including identifying planning and execution differenes among overhaul availabilities of different ship classes.

ERO — Engineered Refueling Overhaul [Approximately 24 months]
A major availability normally exceeding six months in duration for the accomplishment of maintenance and modernization, including identifying fundamental planning and execution of differences among overhaul availabilities of different nuclear powered ship classes during which the reactor is also refuled.

INAC — Inactivation [Approximately 12 months]
An availability assigned to prepare a ship for inactivation or disposal. The scope of the work depends on the planned disposition of the ship.

PIRA — Pre-Inactivation Restricted Availability [Approximately 12 months]
A hull specific availability assigned to establish a final, abbreviated operational cycle prior to inactivation.

--As stated in the previous section, our Surface ship repair organization successfully completed 27 availabilities, to include three emergent repair availabilities and five CNO availabilities, as well as 19 CMAVs. Of note, we returned the USS *CHUNG HOON* (DDG 92) to the fleet five days early, and completed 17 CMAVs on time. Much of this work was completed with BAE Systems Team Hawaii contractors under Shipyard leadership and supervision. We managed work totalling $80.2 million, which is $12.5 million of work more than FY08.

-- We met the challenges of the home porting of the first two *VIRGINIA*-class submarines in the U.S. Pacific Command Area of Responsibility (AOR), USS *HAWAII* (SSN 776) and USS *TEXAS* (SSN 775). The arrival of these two new attack

submarines is a critical milestone in the evolution of our Maritime Strategy as the Asia-Pacific Region becomes home to 60% of our nation's submarine force. Planning for *VIRGINIA*-class (VACL) submarine support was accelerated during FY09 to accommodate the early arrival of the USS *HAWAII* in July, as requested by State Governor, so the submarine and crew could be honored as part of the 50th Anniversary of Statehood ceremonies that month. Extensive pre-arrival planning by the VACL Program Office paid great dividends, as reflected in the early completion of our first VACL Continuous Maintenance Availability (CMAV) on the newly-arrived USS *HAWAII* during August 2009. The VACL office also began transitioning to Depot-level availabilities, with disciplined focus on such issues as development and execution of the VACL FY10 Business Plan; development of Key Events/Milestones for all high risk/high value/critical path jobs; development of process flow (focus: strategy, material, training, and support equipment); identification and development of Subject Matter Experts (SMEs); and participation in USS *VIRGINIA* (SSN 774) Extended Docking Selected Restricted Availability (EDSRA) Task Group Instruction (TGI) development, Alteration Installation Team (AIT) planning, work planning and project planning to gain practical work experience and improve knowledge transfer.

USS *HAWAII* passes by Pearl Harbor Naval Shipyard's Machine Shop, Shop 31, as it arrives at its new Pearl Harbor homeport July 23, 2009

Also during FY09, the Shipyard's Fleet Surface Ship Maintenance Team (FMR) also accomplished 27 surface ship Continuous Maintenance Availabilities (CMAV), as well as emergent repairs as required on 11 home-ported surface ships and other Pacific-deployed surface ships such as the emergent recover and repairs previously described for the USS *PORT ROYAL* (CG 73) in February 2009 following its grounding one-half mile south of Honolulu International Airport and the significant repairs to the USS *BOXER* (LHD 4) Expeditionary Strike Group.

Individual Augmentees assigned to the Shipyard receive a warm "welcome home" when they return from their overseas assignments

As we fulfilled production requirements, individual Shipyard workers and military personnel continued to proudly deploy to support the Global War on Terror, as individual Augmentees or as National Guardsmen and Reservists. A total of 29 civilian workers deployed during FY09 as military reservists and members of the Hawaii National Guard, and 36 active duty Shipyard officers and Sailors deployed as Individual Augmentees (IAs) and Global Support Assignments (GSAs).

C. Logistics Process Innovation (Weight Factor -2)

Logistics Process Innovation contributed significantly to Pearl Harbor Naval Shipyard's success in the areas of mission accomplishment and effective support of the warfighter. The palette of efforts includes both corporate efforts such as Back-to-Basics, Lean Release Implementation, Cumbersome Work Practices, and Technology Insertion programs and local efforts such as Learning Organization and Knowledge Management. Through such efforts, the major CNO-Submarine Availabilities reported a combined cost avoidance of $2 million in FY09.

The commonality shared among all these efforts is the focus on supporting the mechanic on the deck plate. This is in recognition that the Shipyard can only be successful in its mission when it ensures that the mechanics that do the value-added work (turning of the wrenches) are successful. This is manifested by the visions of "Non-stop execution of the critical chain in support of the mechanic on the jobsite." and "treating the mechanic like a surgeon." In other words, the goal is providing to the workers, before starting the operation, with all the resources – tools, materials, equipment, assist

trades, etc. - needed to start the job and to continue non-stop to job completion.

For example, one of the Lean Release process improvements, Work-In-Process (WIP) Control, emphasized limiting the number of jobs that can be worked simultaneously by a work team. Rather than typical daily business being people juggling too much work and multi-tasking, the focus is on having people work lean - working on one job at a time, breaking through roadblocks and completing jobs, increasing the cumulative throughput of the whole ship-project while reducing the average cycle times for those jobs.

The Shipyard held a Knowledge Manager course for leadership. This is the first class to complete the course and become certified Knowledge Managers.

Another example is, through partnership with Fleet Industrial Supply Center, the use of Radio Frequency Identification (RFID) tagging of equipment and material to improve work flow through precision supply chain management. When coupled with an electronic work stopage response system, known as electronic-Andon, our workers enjoy unprecedented support. The latter system is unique in that its development was led by the Shipyard's union partners in the Metal Trades Council.

PHNS & IMF apprentices formed an Apprentice Learning Organization team, who developed and performed skits to help better explain the five Learning Organization disciplines to the workforce, especially to the younger generation of Shipyard employees.

More than 50 performance (Lean/Learning Organization) improvement events also contributed to the Shipyard's improved performance during 2009. While ship maintenance can be highly complex technologically, the introduction of a hydraulic oil recycling unit is a more typical example of the many effective insertions of technology happening that are changing our daily business. As part of the preventive maintenance program to sustain our valuable infrastructure, our industrial equipment maintenance shop had been collecting and disposing of hydraulic oil from equipment throughout the Shipyard on a periodic basis. By procuring a $5,000 portable unit that provided on-the-spot recycling of hydraulic oil, the shop is avoiding an annual cost of about $69K in hydraulic oil procurement as well as realizing additional cost avoidance of a significant amount of the oil collection and disposal costs.

The approach for logistics process improvement/innovation at PHNS & IMF transitioned during 2009 from a focus on Continuous Process Improvement to a focus on Continuous Performance Improvement. The Shipyard has taken actions aimed at accelerating its performance improvement by better integrating its Lean Six Sigma, Learning Organization (Team Learning and Systems Thinking), and Knowledge Management initiatives.

The Shipyard, to develop the manpower resources desired to facilitate performance improvement/innovation, took action to have forty personnel, including Lean Black and Green Belts, trained as Learning Organization (LO) facilitators. The Shipyard also provided Lean green belt training to 23 Shipyard personnel, and to 70 Navy and Marine Corps personnel in Hawaii and Guam. An additional three Shipyard personnel completed NAVSEA Lean Six Sigma Black Belt training. Training in Knowledge Management included 20 Shipyarders participating in the Pacific Fleet Commander (COMPACFLT)'s May 2009 Knowledge Management conference. In addition, in January 2010, 19 Shipyard personnel completed Certified Knowledge Management Certification Workshop, one of whom has been designated the Shipyard's Chief Knowledge Officer.

D. Personnel Quality of Life Programs (Weight Factor -1)

During FY09, Pearl Harbor Naval Shipyard implemented a range of programs designed to improve the motivation and morale of maintenance personnel. In addition to personnel recognition programs, maintenance personnel were recognized for their community projects, communications programs, and humanitarian projects and programs.

NAVSEA Commander VADM Kevin McCoy presented a Meritorius Unit Commendation medal and flag to PHNS & IMF

-- A Secretary of the Navy (SECNAV) Meritorious Unit Commendation and a Commander, Naval Sea Systems Command Letter of Commendation. Both were delivered to the Shipyard commander and workforce in December 2009 by VADM Kevin M. McCoy, USN, COMNAVSEA. The latter commendation included significant recognition for the USS *PORT ROYAL* recovery operation.

-- To motivate continued superior performance during FY09, a total of 2,358 cash awards and 26 time-off awards were processed for all Shipyard workers. In addition, one Shipyard employee received the Superior Civilian Service Award and eight employees received Meritorious Civilian Service Awards. The high-level medals (to include the Civilian Superior Service Award and the Civilian Meritorious Service Award) and certificates of commendation to nearly 200 Shipyard workers for the USS *PORT ROYAL* extraction delivered by VADM McCoy, COMNAVSEA, and for USS *HARTFORD* repairs, delivered by RDML Patrick Brady, Deputy Commander of Undersea Warfare at Naval Sea Systems Command (NAVSEA).

NAVSEA Commander VADM Kevin McCoy, far left, congratulated nearly 200 Shipyard employees such as Morris Miyagi, center right, for their assistance in USS *PORT ROYAL* recovery efforts

-- During FY09, the Shipyard's aggressive Command Information program included 12 "Town Hall" meetings led by the Shipyard Commander, 24 Expanded Staff meetings, and 50 Command Leadership Council meetings. A major internal communication innovation year was the establishment of a "Closed Circuit Television" (CCTV) and Digital Billboard capability on the waterfront and in other work spaces. The purpose of installing the 18 CCTVs and three billboards was to increase the flow of timely, useful information to the workforce.

Deputy Commander for Undersea Warfare RDML Patrick Brady, center in uniform, congratulated Shipyard engineers and production employees for emergent repairs on USS *HARTFORD*

--Other major command events that served as internal information venues included the Shipyard's annual "Summer Splash" event on 29 August 2009 at "Wet'N'Wild Hawaii" (water adventure park), with nearly 3,200 employee and family attendees, and the 13 May and 15 December 2009 "Lunch on the Lanai" events, each with nearly 3,000 shipyard employees in attendance.

--Safety is fundamental to the morale of workers in any industrial organization. Shipyard workers, particularly those working on the USS *PORT ROYAL*, benefitted from Occupational Safety and Health programs that in recent years have been judged the best in the Navy. For the sixth consecutive year, our Injury and Illness Rate declined from the previous year. Our current rate is approximately 55% below General Maritime Industry rates. Additionally, our Lost Work Day Case Rate continues to decline; our current rate is lower than any of the other three public shipyards. Our Shipyard remains an Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) "Star" work site and is aggressively working to maintain that status.

Above: Universtiy of Hawaii-Manoa College of Engineering students visit PHNS & IMF
Below: Hawaii State Legislators visit PHNS & IMF for a tour of the waterfront

The Shipyard continued to expand and refine its Community Relations activities during this reporting period. Examples of our activities and successes are evidenced by the fact that the Chief of Naval Operations awarded our Shipyard the Personal Excellence Partnership Flagship Community Service (Honorable Mention) Award in the Shore, Large Command category, for the period of 1 Jul 2008 to 30 Jun 2009. In addition, Commander, Navy Region Hawaii presented the Shipyard two Personal Excellence Partnership Flagship Community Service Awards for the same timeframe. Specific Community Relations successes are listed below:

-- SHIPYARD VISITS: The Quarterly Invitational Visits program (initiated in March 2009) brings educational and community groups to visit the Shipyard at least once each quarter, in groups generally numbering 20-50. This new program has afforded the Shipyard the opportunity to host not only potential future employees (16 Honolulu Community College and Hawaii Community College students on 26 Mar 09; 42 students from the University of Hawaii-Manoa College of Engineering on 20 Nov 09), but also to educate key leaders from within Hawaii's government, business, and civic community (23 members of The Chamber of Commerce of Hawaii's (HCOC) Armed Services Committee on 13 May 09; 23 other members and staff of the HCOC on 3 Sep 09; and 14 senators and representatives from the State Legislature on 6 November 09). Other visits included the Women in Technology staffers' visit on 28 Aug 09, and the Kamehameha Schools staffers' visit on 28 Sep 09.

-- SHIPYARD SPEAKERS: The Shipyard Commander and his designated representatives participated in 32 public speaking engagements during FY09. These opportunities included speaking opportunities at community events at the Hawaii State Legislature; the Honolulu Council of the Navy League; local schools and universities; Hawaii Chapter meetings of U.S. Naval Academy alumni; the Shipyard's annual Job Fair (28 Mar 09); local Rotary Clubs (such as the Rotary Club Honolulu Sunrise meeting on 26 Oct 09); the Navy Region Hawaii's annual Historic Partners Conference at Ford Island (27-29 Oct 09); Federal Managers Association luncheons; and the Military Affairs Committee and Armed Services Committee (both sponsored by the Chamber of Commerce of Hawaii). The audiences reached were consistently very supportive of the Shipyard and receptive to the information and messages shared.

-- SHIPYARD EXHIBITS: The Shipyard provided portable exhibits at various key locations throughout Oahu during FY09. Displays of photos and informational handouts were provided at such events as: the Air Force Thunderbirds Air Show/exhibition at Hickam Air Force Base (AFB) 18-20 Sep 09 (visitor count of more than 160,000); the Hawaii National Guard "Beyond the Yellow Ribbon Job Fair (20 Sep 09); the Historic Hawaii Foundation / Hawaii State Legislature's "Historic Preservation Day" at the State Capitol (18 Mar 09); the annual Federal Executive Board (FEB) recognition luncheon (6 May 09); the Shipyard Apprentice & Engineering Job Fair (28 Mar 09); and Hawaii Military Appreciation Month events in April and May 2009.

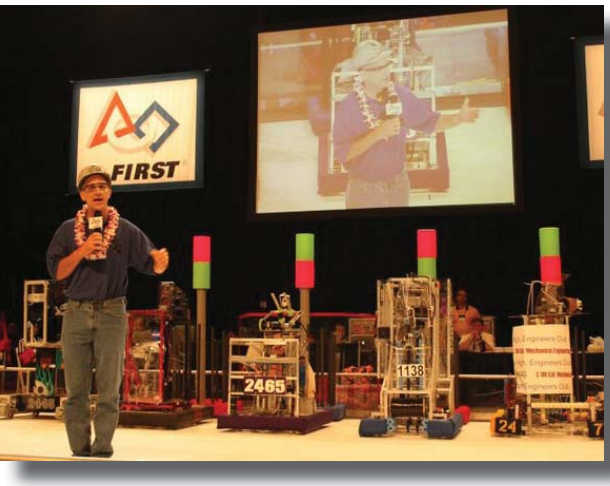
PHNS & IMF School partnership program coordinator shown with representatives from partnered school Aliamanu Middle School, after they won the Joint Venture Education Forum NORBERT Award for excellence in school partnerships.

-- PARTNERED SCHOOLS: As part of the Shipyard's school partnership program during the 2008-2009 school year, our Shipyard volunteers participated in a variety of on-going activities at our four Oahu partnered schools

(Campbell High School, Aliamanu Middle School, August Ahrens Elementary, and Manana Elementary). Our Shipyard volunteers continued established programs to (1) tutor, coach and mentor local students in the classroom, (2) assist with sports and fitness events, and (3) maintain and improve school facilities. They taught weekly Physical Education classes and participated in the Read-A-Loud program at the two elementary schools; provided after-school tutoring for Aliamanu Middle School and James Campbell High School students; and participated in the annual "Campus Beautification Day" at all four partnered schools, cleaning and/or painting school grounds and buildings.

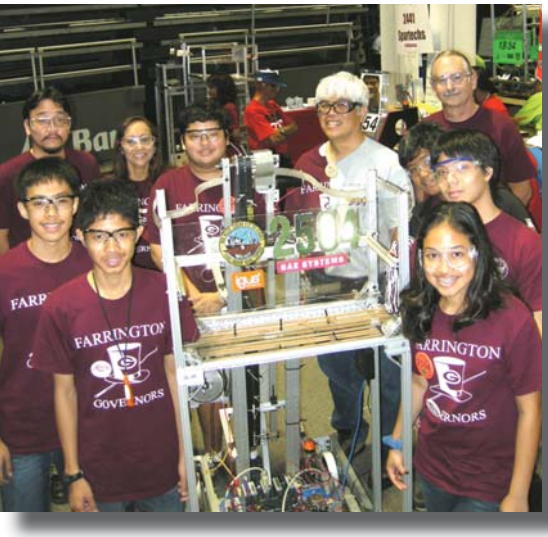
PHNS & IMF personnel volunteer their time to help Hawaii's youth through a school partnership program

-- ROBOTICS MENTORING AND SCHOLARSHIP PROGRAM: Approximately 25 Shipyard officers, Sailors, and civilian personnel regularly volunteer to mentor Science, Technology, Engineering, Mathematics (STEM) subjects and robotics at several local Oahu schools (currently, Campbell, Radford, Farrington, McKinley, Mililani, and Damien High Schools, Punahou and Kamehameha Schools, St. Andrews Priory, and Mid-Pacific Institute). Several schools, such as McKinley, sent teams to national competitions in Atlanta, Dallas, and other locations.



PHNS & IMF personnel volunteer their time to help high school and middle school students in robotics competitions as well as the planning and execution of the State Regional Tournemants

---Shipyard Commander, CAPT Thomas R. Thomas, USN, has encouraged our workforce to participate in programs that enhance STEM learning opportunities for Hawaii's youth. During 2009, he himself again served as a judge at the annual FIRST (For Inspiration and Recognition of Science and Technology) Hawaii Regional Robotics Competition, held 26-28 Mar 09 at the University of Hawaii at Manoa's Stan Sheriff Center. FIRST Robotics accepted the invitation of Hawaii Governor Linda Lingle to begin an annual regional in Hawaii in March 2008; teams from Hawaii high schools compete against teams from the Mainland U.S. and from other nations for a chance to go to the national FIRST competition in Atlanta. Shipyard volunteers work with all levels of local robotics competition – from elementary through high school, and have succeeded in helping to increase the number of Hawaii schools involved from fewer than 10 to more than 200.



PHNS & IMF personnel volunteer their time to help high school and middle school students in robotics competitions

---Our Shipyard robotics mentoring volunteers helped to organize and train several schools' robotics teams for local and national level competitions; provided on-site, in-person mentoring in STEM subjects relevant to the projects at hand; provided pre-event and event site assistance at LEGO, VEX and FIRST Robotics competitions (serving as subject matter experts, coaches, cheerleaders, guides, or judges); and provided "e-mentoring" to teams to reach participating schools via e-mail and the Internet.

---To inspire high schools Robotics participants to continue their STEM studies and potentially become Shipyard engineers, PHNS & IMF inaugurated its Robotics Scholarship Program in 2009. The scholarship is awarded a high school student in Hawaii who has participated in the Robotics program for two or more years. The winner receives full funding at the University of Hawaii (UH) Col-

lege of Engineering (CoE) for four years for tuition, fees, and books. Ms. Lauren Sandborn of Kaneohe (Sacred Hearts Academy Class of 2009) was selected as the first winner of this scholarship.

PHNS & IMF personnel volunteer their time to help with Special Olympics

-- OTHER COMMUNITY INVOLVEMENT: Annual Special Olympics Hawaii (SOHI) Events/ Competitions: Shipyard volunteers provided timekeepers, scorers, safety personnel, coaches and judges for these events. Navy Junior Reserve Officer Training Corps (NJROTC) Events: Shipyard volunteers provided timekeepers, scorers, safety personnel, coaches and judges for these events. Combined Federal Campaign (CFC): Shipyard employees have the reputation of being generous "givers"-- not only of their time, but also of their money. Despite a particularly challenging economic situation throughout FY09, Shipyard employees again showed their commitment by donating $657,245 to help local, regional and national level charities. Lokahi Program: On 24 Dec 09, Shipyard chemist/Federal Managers Assn. (FMA) representative Charlotte Mukai joined Shipyard Commander CAPT Greg Thomas, USN, on the KHON TV/Ch. 2 "Hawaii Navy News" program to present a $2,500 donation check from Shipyard FMA members to the local "Lokahi" program, which supports multiple Hawaii-based charities. (In Hawaiian, "Lokahi" means "to bring about unity" or "to make peace and unity.") Blood Drives: Nearly 1,700 Shipyard military personnel and employees donated 1,709 pints of blood during FY09. Of these, 1,623 pints were donated through the Blood Bank of Hawaii (with 540 donors), and 86 pints were donated though the Armed Services Blood Program.

SECTION III

PROPOSED AWARD CITATION

A. Proposed Award Citation

Proposed Citation

THE SECRETARY OF DEFENSE

Takes great pleasure in presenting the

ROBERT T. MASON AWARD

For Depot Maintenance Excellence

To

PEARL HARBOR NAVAL SHIPYARD
&
INTERMEDIATE MAINTENANCE FACILITY

For service as set forth in the following citation:

For extraordinary achievement and unparalleled excellence in providing submarine and surface ship repair and maintenance from 1 October 2008 to 30 September 2009. During this period, Pearl Harbor Naval Shipyard's integrated team of Navy and civilian professionals completed strategically significant emergent repairs to vital naval combatants, while meeting or exceeding the requirements of its customers for a wide range of challenging scheduled maintenance availabilities. In keeping with their unparalleled World War II legacy and their motto "We Keep Them Fit to Fight", Shipyard workers successfully recovered and managed repair of damaged high-priority Navy vessels USS *PORT ROYAL* and USS *HARTFORD* under highly stressful circumstances. Further, they performed other vital emergent repairs for the USS *STENNIS* Carrier Battle Group and the USS *BOXER* Expeditionary Strike Group, as well as for other submarines and surface ships vital to our national maritime strategy. Shipyard workers superbly completed major scheduled Chief of Naval Operations maintenance on 12 submarines, completing the highest priority repairs on time and on budget; completed 58 Continuous Maintenance Availabilities, and performed 25 docking and undocking evolutions. Their innovation and performance improvement led to more than $2 million in CNO maintenance cost avoidance. The professionalism and dedication of Pearl Harbor Naval Shipyard's workers reflected great credit upon themselves, and were in keeping with the highest traditions of the United States Naval Services and the Department of Defense.