



FEDERAL MANAGERS ASSOCIATION

Chapter 19

VOL 05-03

NEWSLETTER

MAY 2003

Theory of Constraints

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Noteworthy:

- ❖ *Congratulations to FMA First Line Supervisor of the Quarter Steven Watanabe*
- ❖ *The 2004 Mid-Year Conference will be held in Hawaii*
- ❖ *Thanks to all those who participated in Adopt-A-Highway*

Reminders:

- ❖ *Chapter 19 Scholarship applications are due by 31 August 2003*
- ❖ *Special Olympics will be held 31 May-1 June*



Chapter 19 President Eric Kimura thanks CDR Kent Kettell for his presentation on how PHNSY & IMF is using "Theory of Constraints"

Commander Kent Kettell (Assistant Operations Officer-Subs) was the guest speaker at the April Chapter 19 general membership meeting. CDR Kettell briefed the membership on how the Submarine IMA (FMB) project improved fleet readiness using Theory of Constraints (TOC) process improvement techniques.

Prior to implementing the Theory of Constraints methodology, the FMB project wrestled with multiple issues that affected overall project performance. Multiple scheduling tools were in use, timelines for similar jobs were inconsistent, setting priorities was extremely difficult, and no tool existed to assist managers in the balancing resources. The growing complexity of supporting AIT work and the necessity to evaluate the impact of new work on existing schedules created an environment that made Theory of Constraints and associated Critical Chain Management invaluable tools.

The project team was trained on the methodology, new software was installed, and experts were brought in to oversee implementation. To date the results of TOC implementation at the FMB have been impressive. Labor and material costs per job have decreased significantly, the average ship's maintenance backlog has decreased, project overtime usage has been significantly reduced, and the customer is enjoying 99 percent completion rates.

The dramatic improvements offered by TOC implementation are available to anyone willing to spend a little effort to change the way they do business. The Submarine SRAs and ERO projects are looking forward to the significant benefits of TOC implementation.

Supervisor of the Quarter Steven Watanabe

By Mike Pia

Mr. Steven Watanabe was selected Federal Managers Association (FMA) First Line Supervisor of the Quarter for October - December 2002. During the last three years there were a number of initiatives Mr.



*Supervisor of the Quarter
Steven Watanabe receives his award
from Captain Edwards*

Watanabe spearheaded to help revive the Apprentice Program. He is recognized for masterfully engineering and executing a plan to rewrite 67 percent of more than 500 trade theory lesson plans across the 20 apprenticeship trades. Mr. Watanabe completed writing the lessons plans before the 1999 apprentices graduated from their 4-year program. This was no easy feat as many of the lesson plans had been lost or outdated. Using his imagination and resourcefulness Mr. Watanabe contacted PHNSY & IMF subject matter experts, summer hires, rehired retired employees, and resources from other shipyards to help his instructors write lesson plans.

Mr. Watanabe, a former trade theory instructor, took part in an effort to set up a partnership with Honolulu Community College to provide instructor training. He continuously mentors instructors through weekly meetings, formal training, mini lectures, and site visits. He is a firm believer in sharpening the saw and is vigilant about assuring his instructors are on the cutting edge of technology.

Mr. Watanabe is intimately involved with obtaining state-of-the-art audiovisual equipment, training aids, mock-ups, and software to enhance the apprentice training program. He obtained ship "cut up" components from Puget Sound. He controls a budget of approximately \$100,000 and supervises 20 apprentice instructors.

Mr. Watanabe personifies training. He is always willing to give assistance, resolve issues, and provide support. He continually motivates and enables his instructors and others to improve the PHNSY & IMF Apprentice Program. His immediate supervisor, Mr. Nolan Chang, nominated him for his dedication and accomplishments. Congratulations to Steven Watanabe for a job well done!



How to Nominate a FMA First Line Supervisor of the Quarter



The purpose of the award is to recognize outstanding PHNSY & IMF first line supervisors who are members of Chapter 19. Any Chapter 19 member in good standing may nominate a first line supervisor by completing the attached form.

Recognition consists of a U.S. Savings Bond, a Mahalo Award nomination, a plaque and an article in the Log and Chapter 19 Newsletter. If you have any questions, please contact any board member.

FMA First Line Supervisor of the Quarter Nomination

Turn nominations in to any nominating committee or FMA Chapter 19 Board member.

Chapter 19 Member Making the Nomination:

Name _____

Shop or Code _____

Name of Person Nominated:

Name _____

Shop or Code _____

1. Work Performance (motivates subordinates, supports other supervisors, mentors subordinates, team player, etc.):

2. Communication Skills (verbal and/or written):

3. Attitude (toward work, peers, subordinates):

4. Dedication (i.e. reliability, new ideas, volunteers, etc.):

5. Other Qualities:

FMA Chapter 19 Welcomes Newest Member Edith Harada



*President Eric Kimura
swore in new Chapter 19
member Edith Harada
who was sponsored by
Shelly Kaya*

2003 PEARL HARBOR FISHING TOURNAMENT



When: Saturday, 28 June 2003
Where: Waianae Boat Harbor
Time: 0500 - 1500 Hours

**Trolling - No Bait
 Charter Boats OK
 Limited Entry (75)**

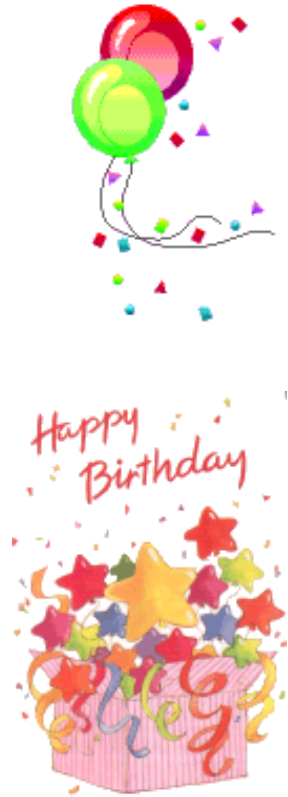
...T-shirts...prizes...T-shirts...prizes...T-shirts...prizes...T-shirts...

Contact	Building	Phone Number	Pager Number
J.D. (John) Okamura	1770	473-8000 x3541	363-3298
Wayne Wilcox	B-1 Trailer Park	473-8000 x3372	577-0648
Alvin Okihira	1770	473-8000 x3698	577-0317
Norman Hladik	394	474-7263	577-0726
Melvin Morita	167	473-8000 x9407	N/A



To those born in June:

- 6/1 Edith Harada
- 6/2 Stanley Jensen
- 6/2 Mariano Morris IV
- 6/4 Joseph Mendonsa
- 6/5 Raymond Cranage, Jr.
- 6/6 Henry Murashige
- 6/8 Annabel Murashige
- 6/8 Michael Usui
- 6/9 Ray Kawaguchi
- 6/10 William Iao, Jr.
- 6/11 Wendall Beppu
- 6/11 Leighton Tsubota
- 6/12 Antone Candido, Jr.
- 6/14 Clayton Kobashigawa
- 6/15 Eric Hansen
- 6/18 Gloria Uyehara
- 6/19 Vincent Kanaeholo
- 6/19 Glenn Morihara
- 6/20 Reuben Liboy, Sr.
- 6/22 Jan Singletary
- 6/24 George Corenevsky
- 6/25 Alfred Ganigan, Jr.
- 6/28 Henry Ching
- 6/28 Lawrence Kuranaka
- 6/28 Craig Nishida
- 6/29 Tyson Livingston III



FMA-PAC

FMA-PAC is the political arm of our organization.
Contributions as of May 2003:

CONTRIBUTOR	2003 TOTAL
John Priolo	\$375
Eric Kimura	\$225
Wayne Wilcox	\$225
Frank Dietz	\$180
Mike Pia	\$180
Ron Obrey	\$150
Ed Lum	\$150
Bill Gould	\$75
Shelley Kaya	\$75
Barbara Angelo	\$50
Freeman Correa	\$50
Owen Okumura	\$50
Mike Hahn	\$47
A. Anonymous	\$31
W. Anonymous	\$18
C. Cummings	\$17
TOTAL	\$1,898

"Quotables"

You may have tangible wealth untold;
Caskets of jewels and coffers of gold.
Richer than I you can never be -
I had a Mother who read to me.



*~Excerpt from "The Reading Mother"
Strickland Gillilan*

President's Message

ZoNews

By John Priolo



By Eric Kimura



Through most of the Cold War and up until the September 11, 2001 warship maintenance cycles were fairly predictable. Ships were deployed, came back, got refitted and ready to deploy again. Ships rotated through the depot periods and if we were late, someone had to stay on line longer. The Type Commander was not pleased, but, as a general rule, the ship was not "delivered" to the fleet until after we finished the work.

Since September 11, 2001, we have fought two major conflicts and are now scrambling to turn around ships quickly. Maintenance cycles no longer drive the pace of work and unpredictability is the norm. The Navy will become the first responder to any crisis. Instead of three or four aircraft carriers being forward deployed, we will need to be able to rapidly put six to eight aircraft carriers on station.

What this means was outlined to the FMA by Rear Admiral Klemm in March this year. We need to be able to *surge* the fleet out, *sustain* it while it is out there and then rapidly *reconstitute* the fleet when it returns. To surge will need to quickly send a ship in maintenance status back to sea. This may mean not starting some repairs if we can't complete them in time or doing only the most essential repairs. We may need to expand the use of tiger teams to do the work while the ship is deployed as well as provide long distance technical and supply support for the crews. Our ships will need to be able to stay out longer.

Reconstituting means as soon as the ships return, we will need to aggressively find the problems and fix them. We have to be creative how we start and finish repairs. We will have to be able to quickly do all the "must do's" upfront.

If unpredictability is the norm, this may mean periods of low workload followed by highly crammed work periods. We will need to be flexible in order to meet the needs of the fleet. We've done this type of work in World War II. The repair and turn around of USS YORKTOWN in 48 hours in time for the Midway battle was an outstanding example. We need to gear up and be ready!

2003 Mid Year Conference

I plan on attending the 4-6 September 2003 General Membership Meeting and Training by Performance Management Institute at San Antonio, Texas. More details will be presented shortly. I am looking forward to attending, as I did not attend the last San Antonio Mid -Year.

2004 Joint Zone Conference

Our chair, Diana Smith-Reed, President of Chapter 307, is planning a bang up meeting for the Saturday of Martin Luther King weekend. Currently we plan to meet at the Holiday Inn at Fisherman's Warf in San Francisco. It is a wonderful location to not only work on the next National Convention Issue Briefs but also as an opportunity to enjoy America's favorite City.

2004 National Convention

We will be back at the Reagan National Doubletree with General Membership Meetings beginning on Sunday afternoon, 21 March. The Day on the Hill will be on Wednesday, 24 March with a Congressional Reception beginning at 5:00 in the Rayburn Foyer.

Chapter 19 Web Site

We hope to have it on line in a few weeks with a link to the FMA Web. Zone 7 Chapters are encouraged to submit information for publication.

PAC Information

I will be sending out detailed information concerning the future of PAC. I would prefer to send it to your home e-mail. If you don't have e-mail, I will send it to your home address by regular mail. Please provide me your home e-mail addresses or mailing address as soon as you can.



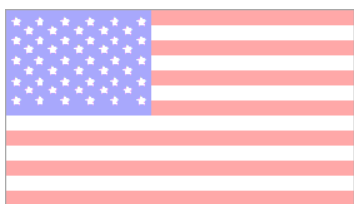
General Meeting

Date: Thursday 26 June 2003

Time: Doors open at 1530 hours

Place: Ho'aloa Room, Shipyard Cafeteria

Cost: Food and refreshments are available for \$3



Memorial Day

BOARD MEMBERS

Eric Kimura	President	473-8000 X2883
Wayne Wilcox	1 st VP	473-8000 X3372
Owen Okumura	2 nd VP	577-0808 pager
Yvonne Ajimura	Treasurer	488-0613
Wil Castro	Recording Sec	671-1562
Edmund Lum	Corresp Sec	473-8000 X3057
Clem Lopez	Sgt-at-Arms	473-8000 X9250
Shelley Kaya	Director	473-8000 X2939
Michael Pia	Director	577-0322 pager
John Priolo	Director	474-8477

NEWSLETTER CONTACT

The FMA Newsletter is published monthly. Articles are due by close of business at the General Meeting. Please send them to Eric Kimura (kimuraey@phnsy.navy.mil). Your comments are always welcome.

Pamela Dittrick.....Editor (541-2296)

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Address correction requested