



Shipbuilders collect trash from the beach near Victory Landing Park. Photo by Ashley Cowan

## NNS Celebrates Earth Day

Employees and their families supported Earth Day by helping clean up grounds near Newport News Shipbuilding on Thursday, April 18. Earth Day, a global celebration, is an annual event that shows appreciation for the environment.

“This is a way to give back to the community while representing the shipyard,” said **Dale Fullwood**, a joiner. “This is my hometown so I enjoy helping clean it.”

According to the city of Newport News, the group collected about 1,000 pounds of trash from the beach near Victory Landing Park.

Volunteers collected approximately 500 pounds of trash along the beach at Huntington Park. NNS’ Environmental Engineering team helped dispose the trash.

Additionally, volunteers spread mulch around trees at Christopher Newport Park. “Community service is very important,” said **Sandy Veit**, an Ethics and Compliance representative. “It’s a team-building exercise to spread mulch around the trees and flowers. We are out here together, enjoying one another’s company.”

Watch a video featuring the event on MyNNS.



**Deborah Garris**, right, talks with a QuadMed representative during a benefits fair last week. Photo by Ashley Cowan

## Benefits Annual Enrollment Begins Today

Benefits annual enrollment begins today and runs through May 3. Newport News Shipbuilding employees should use this period to review benefits changes and make new elections. Employees can access ALEX, an interactive online tool, at [www.myalex.com/hii/2019/hiibenefits](http://www.myalex.com/hii/2019/hiibenefits) to learn about benefits and plan options.

Starting today, salaried employees, United Steelworkers and guards must update their tobacco-use status if they do not use tobacco. Employees can update their status on UPoint through [www.hiibenefits.com](http://www.hiibenefits.com) or by calling the Huntington Ingalls Benefits Center at 1-877-216-3222.

Employees who do not update their tobacco-use status will pay the standard medical premium beginning July 1.

Steelworkers who need help updating their tobacco-use status are encouraged to visit a benefits representative at the following locations from 6 to 7:30 a.m., noon to 12:30 p.m. or 2:30 to 4 p.m.:

- April 22: North Yard EPL Trailer 12
- April 24: Bldg. 1816 (Break Room)
- April 26: Bldg. 1768 (Welding School)

Watch a video on MyNNS.



Students view 3D models of boat designs submitted for the competition. Photo by Ashley Cowan

## SNAME Boat Design Competition Finalists Named

High school students from across the region recently gathered for a luncheon at The Apprentice School to see if their team's entry made the cut as one of four finalists in the 12th annual Boat Design Competition.

Nearly 100 students representing 24 teams entered this year's competition, which is hosted by The Apprentice School Student Section of the Society of Naval Architects and Marine Engineers (SNAME). This year's theme is "Maelstrom." New this year was a design scenario that required each boat to be designed as a pirate ship that could hold golf balls representing cannonballs.

Also new for the luncheon was an app created by Dogfish Labs that showcased 3D models teams submitted for the competition. Past luncheons included traditional printed displays showcasing design drawings instead.

"The Augmented Reality app allowed them to view the different designs that were submitted and check out their competition. I believe they really enjoyed the interactivity that the app provided over the traditional displays," said **Jennifer Ryan** (O22), SNAME Student Section faculty adviser and competition adviser. "We also allowed teams to bring in their own 3D-printed models and backboards. It was neat to see what they created, and we will allow them space to shows of their designs in the future, too."

The final four teams – representing schools in Virginia Beach, Williamsburg and Fairfax County – will race boats they designed at 9:30 a.m. May 4 at The Mariners' Museum's Lions Bridge. X32 shipbuilders build the boats designed by the students for the race. Race day is open to the public. Shipbuilders interested in volunteering for race day or any other aspect of the competition should contact **Jennifer Ryan** at 380-3150.



## Family Day is May 18

Newport News Shipbuilding will host a Family Day event at the shipyard from 9 a.m. to 5 p.m. on Saturday, May 18. Shipbuilders, family and friends are invited to attend. Activities will include tours, informational booths, giveaways and a free lunch for all attendees. For more information, visit [nns.huntingtoningalls.com/family-day-2019](http://nns.huntingtoningalls.com/family-day-2019).

Shipbuilders who are interested in volunteering during Family Day should visit [nns.huntingtoningalls.com/family-day-2019-volunteers](http://nns.huntingtoningalls.com/family-day-2019-volunteers).



## Watch Focus NNS

The latest edition of Focus NNS takes viewers to the Aircraft Carrier Industrial Base Coalition Action Days in Washington, D.C., the *New Jersey* (SSN 796) keel laying. It also includes a proclamation for The Apprentice School from the Virginia General Assembly and a shipbuilder on a mission to do what no one has done before at The Apprentice School in its 100-year history.

## NNS to Observe Workers' Memorial Day Friday

Each year, Workers' Memorial Day serves as an opportunity to remember and honor workers who have lost their lives, been injured or become ill on the job.

In addition to the commemoration and mourning that is associated with this day, Workers' Memorial Day gives Newport News Shipbuilding employees an opportunity to recommit to making the shipyard as safe and healthful as possible for all workers.

This year, NNS will observe Workers' Memorial Day on Friday, April 26, with three ceremonies to allow employees on all shifts to participate:

- 6:30 a.m. in the roadway near Bldg. 1748 (North Yard)
- Noon in the roadway between the Modular Outfitting Facility (MOF) and the Supplemental Modular Outfitting Facility (SMOF)
- 4 p.m. in the roadway between the MOF and SMOF

Employees attending the 6:30 a.m. and 4 p.m. ceremonies will be able to use X job order 8105 for their travel and attendance to the ceremony. Employees attending the noon ceremony are able to use this job order for their travel time.



## Food Truck Round Up May 1

Aramark Services and Newport News Shipbuilding Foodservice will host their first Food Truck Round Up at noon Wednesday, May 1, in the roadway between the Modular Outfitting Facility (MOF) and the Supplemental Modular Outfitting Facility (SMOF).

Firehouse Subs, Papa John's, Bojangles', Latin Soul, Sweet Frog and other providers will participate. Shipbuilders are invited to come out and support the vendors and fellowship with fellow employees.

View the poster for this event on MyNNS. For questions, contact **Dwain Jenkins Sr.** (K49) via email or at 688-7281 or Mikey Yeamans at (757) 285-0153 or

## On-the-Spot Ethics Awards Announced

The following shipbuilders were recently honored with Level Two On-the-Spot Ethics Awards: **Shawn L. Pierce** (O19), **William D. Slade** (X67), **Anicia F. Freeman** (T55), **Samantha L. Joyner** (X11), **Larry E. Lewis** (O53), **William T. Bondurant** (X11), **Anthony V. Dianna** (O39), **Thomas E. Shepherd** (O19), **Heather L. Gilbert** (X57), **Markeita Murphy** (E16) and **Hero Barker** (O52).

To nominate a fellow employee, submit form C-941 to the Ethics Office, Dept. O18.

## Parking and Transportation Team Meets with Employees to Discuss Zone Parking Pilot



Last week, the Parking and Transportation team held a town hall meeting with employees to discuss key takeaways and to hear direct feedback regarding the zone parking pilot that has been ongoing in the Bldg. 902 & 903 garages and surrounding surface lots since December 2018.

“The pilot was not perfect, but it did successfully maximize parking capacity at these facilities,” said **Heather Criner**, manager of Parking and Transportation. “The team was able to monitor the pilot closely and make modifications based on employee feedback.”

Lessons learned include:

- **Zone-based parking maximizes parking capacity.** Prior to the pilot, there were 186 empty spaces in the Bldg. 902 & 903 garages and surface lots in the vicinity of these buildings. Throughout the pilot, the average number of empty spaces was reduced to 59 spaces daily – 30 in Zone 1 (surface lots) and 29 in Zone 2 (garages).
- **Certain days of the week are busier than others.** On Tuesday and Thursday, the garages often reached full capacity. The team attributed this to common meeting times within these buildings, which account for an increased number of visitors parking in zoned lots. Based on this information, the team is increasing the number of visitor spaces to 37 and handicap spaces to 60 between the two zones.
- **A robust shuttle and taxi system is imperative for zone parking to be successful.** The company’s shuttle and taxi system will be centralized under the same Facilities leadership within the Operations Division. This change will allow for expansion of company-provided transportation services to better service shipbuilders. One of the new developments currently in the works is to add additional services through the NNXPRESS app – specifically, a demand feature that will allow riders to notify shuttle/taxi drivers of their location and need for pickup. Testing of these services is anticipated for Summer 2019.
- **Number of vehicles in each zone must be monitored daily.** A system that delivers real-time data regarding the number of permits per zone must be in place for a zone-based parking system to be effective. Moving forward, all NNS parking permits will have a barcode that will tie back to the employee. This will allow the company to adequately monitor the number of employees holding permits for each zone as well as efficient parking enforcement.

“Based on the success of this pilot, the team plans to continue with efforts to implement a shipyard-wide zone-based parking system,” said Criner. “We are confident that once all company-owned lots are zoned, we can maximize parking capacity and increase the quality of life for all employees.”

The team is currently working on a plan to zone all NNS lots. There is currently no estimated date when the entire yard plans to be placed into a zone system. However, the next area scheduled to be zoned is the 41st Street lot, located directly in front of Bldg. 520, which will take place this summer. Additional information regarding this lot will be communicated to employees prior to implementation.

For questions or concerns regarding parking at NNS, contact the Parking and Transportation team at [ParkingSolutions@hii-nns.com](mailto:ParkingSolutions@hii-nns.com). Additional information about company-provided transportation information is available on the MyNNS Parking and Transportation website and the public NNS Parking and Transportation website.

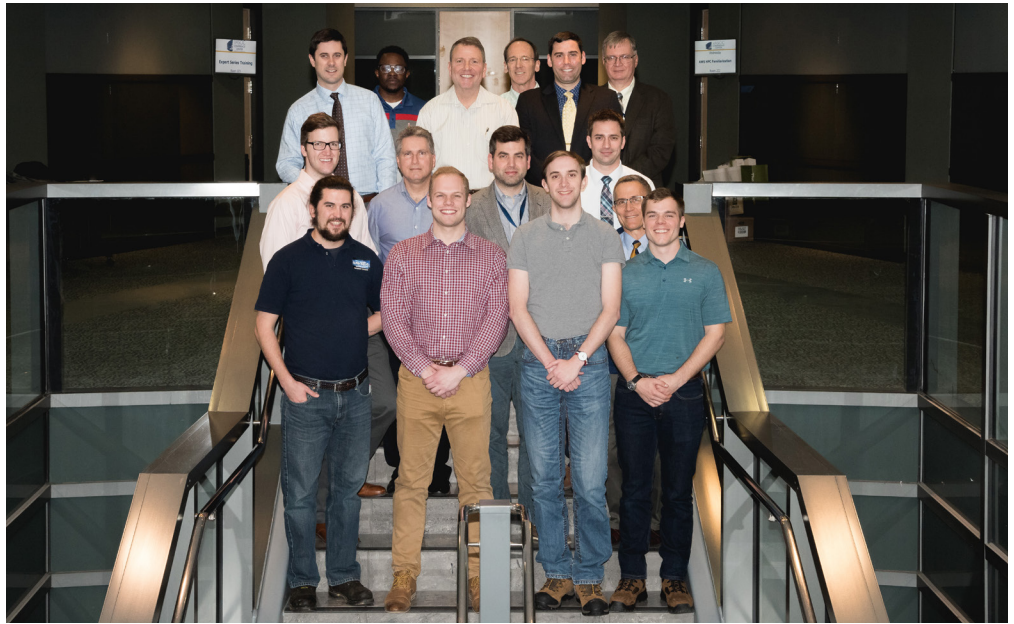
## Naval Engineers Visit NNS

A group of early career engineers from the Naval Surface Warfare Center – Carderock Division (NSWCCD) in Maryland recently visited Newport News Shipbuilding to learn about submarine concept design activities at NNS.

Carderock engineers work on the naval architecture and hydromechanics of current and future ship designs. The NNS visit – and an earlier visit to Carderock by NNS engineers – provided an opportunity for the groups of engineers to build relationships and learn more about each other’s design considerations.

“It’s really critical for our engineers to understand the needs of the Navy, and that can best be learned through interactions like this,” said **Alex Erving** (E35), leader of Submarine Integrated Concepts. “It’s just as critical for the government engineers to consider the shipyard and construction factors that influence design.”

During the NNS visit, engineers heard from Vice Adm. **Joseph E. Tofalo** (U.S. Navy, Ret.), corporate vice president of Program



A group of young engineers from Naval Surface Warfare Center – Carderock Division recently visited Newport News Shipbuilding. Photo by **Matt Hildreth**

Integration and Assessment, about issues that face the future submarine force. Additionally, **Tim Arcano** (retired technical director, NSWCCD and mentor) and **Todd Sedler** (E35) provided subject matter expertise from their careers as submarine designers.

“Both organizations are investing in the future generation of ship designers,” Erving said. “The strong collaborative relationships forged today will be key to the Navy’s success as future programs emerge.”

## Shipbuilders Find Creative Ways to Support Relay For Life



Shipbuilders are coming up with fun, creative and engaging ideas to raise money for Relay For Life. The IT department is “passing the baton,” the Relay For Life donation bank, throughout each building and area in the department. They have raised \$200 in less than a week.

Another IT team sold pizza lunch combos. Members of a Quality team will be having a pancake breakfast sale May 2. Others are selling bracelets, luminarias, Chick-fil-A and snacks. A preapproved fundraiser list is available on MyNNS. All other ideas require approval before fundraising can begin. Employees can raise money individually, start a team or join an existing team.

Relay For Life raises money to help those affected by cancer and to support research for a cure. Since its conception in 1985, Relay events have raised approximately \$6 billion. NNS employees have raised \$9,000 so far this year with a goal of \$25,000. Shipbuilders are encouraged to help NNS reach its goal by developing exciting ways to fundraise. Donations are also appreciated.

Employees can still register as well. The NNS team currently has 590 registered participants with a goal of 700.

The 2019 Relay for Life event will be held May 17 at Tabb High School. For more information, visit the Relay For Life website on MyNNS or contact **Adam Krininger** (M40 PEER) at 534-2652 or **Christina Chapman** (E73) at 534-2652.

## NOTICE: Computer Log in Changes Effective May 1

Beginning May 1, computer users at Newport News Shipbuilding will only be able to log in to company devices using their YubiKey and PIN. The ability to log in with user IDs and passwords will be disabled to remain in compliance with Department of Defense regulations. Employees who lock their YubiKey by entering their PIN incorrectly three times can quickly unlock it using the following steps:

- Go to a co-worker who is logged in on their NNS computer. After they have closed any applications that would violate need to know, have them launch Intercede MyID but not login.
- Plug in the locked YubiKey and select it from the card options displayed. Click "Reset PIN" at the bottom right corner.

If a user loses, damages or forgets their YubiKey, they should call the Service Desk at 688-HELP. For more information, visit the multi-factor authentication (MFA) MyNNS website.

## AROUND THE YARD



Pictured from left are Jenifer Solomon, Charles Southall, Timothy Cosby, Gabe Sava and Robert Santana.

### Shipbuilder Steering the Way

**Timothy Cosby** (E24) was honored with a Level One On-the-Spot Ethics award for pointing out a hazard involving a weapons elevator door on USS *Gerald R. Ford* (CVN 78).

Despite schedule pressure, Cosby made the decision to bring up the issue, which could have caused injury or damage if the door were operated with sea-state loads. **Charles Southall**, vice president of Engineering and Design, met with Cosby to present the award and thank him for his actions.

### "Know Your Numbers" Screenings

Huntington Ingalls Industries launched the Know Your Numbers program to help employees learn more about their health. Through the program, salaried employees enrolled in an HII medical plan must complete a wellness profile and health screening by Sept. 30 to qualify for the Know Your Numbers discount on their medical premium starting Jan. 1, 2020 — an annual savings of \$600. Employees can take advantage of onsite health screenings listed below and hosted monthly by the BeWell for Life wellness team:

- April 25: Bldg. 600  
8 a.m. until 1 p.m.
- April 26: Bldg. 903  
8 a.m. until 1 p.m.

Employees can also complete the health screening through the HII Family Health Center or their personal medical provider. All personal medical information is strictly confidential and not shared with HII.



### Beale Speaks at TEA Talk

On April 2, Engineering and Design hosted a Teaching Enlightening Aspiring (TEA) Talk with guest speaker **Xavier Beale**, vice president of Trades. Beale spoke about his journey and core values as well as efforts to Enable Our Workforce through Quality of Life initiatives connected to the NNSFORWARD Strategy. He discussed seizing the moment and not forgetting to help others along the way, "Lift as we climb," Beale said.

"It was a fantastic event. Beale connected with every employee in attendance and shared relatable stories about his journey from a 19-year-old pipefitter to vice president," said event organizer **Tanika Vasquez** (E08).

For more information, visit the TEA talk page on the MyNNS Engineering and Design website.

### Amin Speaks at L.E.A.R.N. Event

L.E.A.R.N. partnered with the Asian Shipbuilders Including All Nationalities (ASIAN) employee resource group (ERG) for a March 26 event featuring **Bharat Amin**, vice president and chief information officer, who spoke about digital disruption.

Amin discussed five approaches: nurture trust and relationships, cut through bureaucracy, go against the grain, have an entrepreneurial spirit and be a risk taker. Approximately 80 shipbuilders were in attendance to hear the presentation, pose questions and network. "Thought provoking" and "great lecture, can't wait until the next event," were comments heard after the session.

For more information, visit the L.E.A.R.N. website on MyNNS.

## DATEBOOK

### APRIL 23

Is retirement in your future? Attend the Retirement Readiness class from SmartPath for tips and tricks you can use today. Classes are offered at noon in Bldg. 520-6 (James River Room) and 4:30 p.m. in the VASCIC auditorium. Email [BeWell@hii-co.com](mailto:BeWell@hii-co.com) to register for your preferred class time or ask your foreman to register you. PTO/flex is required during scheduled work hours.

### APRIL 23

The Women in Shipbuilding Enterprise (WiSE) employee resource group is holding a general membership meeting from 4:30 until 5:30 p.m. in VASCIC 2 West (behind the elevators). All WiSE members are invited to come and hear Julia Jones, Digital Implementation director, speak about personal branding for success. Not a WiSE member? Don't worry, you can join the ERG at the meeting. For more information, contact **Cynthia Allen-Whyte** (N358) at 688-2636 or email [WINGSHamptonRoads@hii-nns.com](mailto:WINGSHamptonRoads@hii-nns.com).

### APRIL 24

The L.E.A.R.N. Program will host an after-work presentation on the two-ship buy with **Mike Shawcross**, vice president of *Enterprise* (CVN 80) and CVN 81 Aircraft Carrier Programs, from 4:30 to 6 p.m. in the VASCIC auditorium. The event is open to all employees by reservation only. Sign-up on the L.E.A.R.N. website on MyNNS. For questions, contact **Tanika Vasquez** (E08) at 688-7916, **Helen Dennie** (O28) at 380-4831 or email [LEARN@hii-nns.com](mailto:LEARN@hii-nns.com).

### APRIL 25

The "Spear and Gear" Toastmasters Club will host a meeting from 4:45 to 5:45 p.m. in Room 247 of The Apprentice School (Bldg. 1919). The event is open to all Newport News Shipbuilding employees and no RSVP is required. The event will provide a forum for employees to learn how to become more effective communicators and leaders. For more information, contact **Jason Paquette** (E83) at 534-2770.

### APRIL 25

Shipbuilders Together Realizing Inclusion, Diversity and Equality (STRIDE) is hosting an event from 5 until 10 p.m. at Gosport Tavern, located at 702 High St. in Portsmouth. The event will help the fight against HIV, and 25 percent of all sales will be donated to the LGBT Life Center of Hampton Roads.

### MAY 2

The Quality Division's Relay For Life team is hosting a \$5 all-you-can-eat pancake and more breakfast from 6:30 until 8 a.m. in Bldg. 872 (Conference Room 2 and 3). Sign up for breakfast on MyNNS.

### MAY 4

The 2019 NNS Submarine Golf Classic will be held at 9 a.m. at Cypress Creek Golf Club. This is a four-person Captain's Choice tournament. The cost is \$75 per person (\$300 per team). Tournament proceeds will benefit the Virginia Peninsula Foodbank and the USO of Hampton Roads and Central Virginia. The rain date is June 1. For more information, contact **J Mathews** (X82) at 292-6341 or **Alicia Wonders** (X84) at 688-4145.

### MAY 8

Attend a Female and Builder (FaB) Talk session titled "The Power of Mentorship" at 4 p.m. at The Apprentice School (Second Floor, Student Commons). The event will include a leadership panel to share experiences, provide guidance and answer questions. Shipbuilders will have the opportunity to openly discuss upward mobility in the shipyard and how they can help increase female representation in management development programs in the company. The FaB Talk is open to all NNS employees. To RSVP or for more information, contact **Latasha Jarrett** (O22) at 380-2005.

### MAY 21

Engineering and Design is hosting a Teaching, Enlightening, Aspiring (TEA) Talk featuring **Jessica Gomez**, director of E83 Reactor Plant Planning Yard, from 4:30 until 5:30 p.m. in VASCIC (2 West Dining Room). TEA Talk is a leadership development series that provides a forum for employees to hear personal stories from company leaders about how their personal lives have influenced their career at NNS. No charge will be provided. To RSVP, sign up on the E&D TEA talk site. For additional questions, view the event flier or contact **Tanika Vasquez** (E08) at 688-7916.

### MAY 22

Shipbuilders Together Realizing Inclusion, Diversity and Equality (STRIDE) will host guest speakers Vee Lamneck, deputy director of Equality Virginia, and Cole Werkheiser, president of Hampton Roads Pride, from 4 until 6 p.m. in the VASCIC auditorium. The event will be a panel-style interview with opportunities to learn more – and ask questions – about these organizations and how they are changing the Hampton Roads area and the state of Virginia. Topics of discussion will include gender binary, workplace trends/considerations, restroom concerns and much more. All shipbuilders are invited to attend.

### JUNE 1

The Hampton Roads chapter of the Juvenile Diabetes Research Foundation will host a golf tournament at Sleepy Hole Golf Course. NNS' Contracts and Pricing Department is supporting this community event to help find a cure for Type 1 diabetes. There will be a 1 p.m. shotgun start with a four-person Captain's Choice format. The cost is \$80 per person. Price includes green fees, cart, unlimited range balls, post tournament awards and dinner. Contact **Steve Speight** (O19) at 380-7381 for more information.

### JUNE 1

The Nuclear Propulsion 2019 Golf Tournament will be held at Cypress Creek Golfer's Club at noon. This is a four-person Captain's Choice tournament. The cost is \$75 per person. Checks should be made payable to **David Scarlett**. All entry fees must be paid by May 23 to secure a team spot. Tournament proceeds will support the Nuclear Propulsion division's end-of-year holiday party. For more information, contact **David Scarlett** (X73) at 380-4470.

## SEEKING SHIPBUILDERS

Visit [www.buildyourcareer.com](http://www.buildyourcareer.com) to search for the latest NNS job openings.

Job Title	Req Number	Dept.	Location
Experienced Blaster	26321BR	X33	Newport News
CNC Machinist	24205BR	M53	Newport News
Experienced Structural Welder	28468BR	X18	Newport News
iDS Business Process, Engineer Systems Architect	328190BR	X57	Newport News
iDS Collaborative Environment, Information Governance Lead	28186BR	X57	Newport News
iDS ERP Information Governance Lead	28182BR	X57	Newport News
iDS PLM Data Analyst 3	28189BR	X57	Newport News
iDS PLM Information Governance Lead	28183BR	X57	Newport News
SAP Basis Administrator 2	28048BR	T55	Newport News
SAP Basis Administrator 3	27465BR	T55	Newport News
iDS IT Software Engineer 3	25373BR	T53	Newport News
Engineer Lead Test 2	28550BR	E84	Newport News
Construction Supervisor 2	28630BR	X71	Newport News
Foreman – Apprentice O22/X36 Craft Instructor	29551BR	O22	Newport News
Subcontracts Administrator 3	28765BR	O51	San Diego, CA

Employees are encouraged to use the "Current HII Employees" portal to apply. The company continues to offer cash bonus awards for referrals to select positions, visit [www.huntingtoningalls.com/careers/refer-a-friend](http://www.huntingtoningalls.com/careers/refer-a-friend) for more information.

## 40TH STREET RAILROAD CUT REOPENED

The city of Newport News has finalized construction work under the Huntington Avenue Bridge. As a result, the 40th Street railroad cut, located beneath the bridge, has reopened. This is an update to the Distribution A Memo published on March 20, notifying employees that the bridge had reopened, but the railroad remained closed. Though the railroad cut is open, fencing still remains in the vicinity – crews are scheduled to remove the fencing by the end of the week.

# SMALLTALK

about big ideas

## Lead with Intent

**By Jennifer Boykin**

President, Newport News Shipbuilding

I'm inspired by historic leaders like George Washington and Alexander Hamilton who overcame incredible obstacles with dedication, perseverance and a vision. They had no rule books, and no one before them who could provide guidance on how to establish a new world. Instead, they leveraged their own experiences and the expertise of others to blaze new trails.

At Newport News Shipbuilding, we have created a 133-year-old legacy of "Always Good Ships" on the shoulders of the shipbuilders who came before us, and those who have continued to work for decades behind our gates.

As we transform our business, the expertise and lessons learned over the past century will continue to be critical to our success. Equally important are new ideas, opinions and experiences, which is why my team and I decided on an engagement action plan this year focused on establishing a courageous, intent-based leadership culture within NNS.

Intent-based leadership enables people by giving them authority to make decisions and execute. Too often, our leadership team directs what needs to be done instead of asking our teams for solutions and giving them the freedom to act on ideas that may be different from our own. I know I have been guilty of this behavior.

I admire our leadership for their willingness to solve problems and get the job done. But it is our responsibility – in fact, it is a cornerstone to success – to grow and develop our next generation of leaders and give them the opportunity and flexibility to lead in a way that allows growth through mistakes.

I have always felt more satisfaction in watching my team members succeed than by solving the problems myself. George Washington exemplified this. As his second term in office came to a close, he chose not to seek re-election. Instead, he decided to step down and let others lead, setting the precedence of a two-term limit that would later be formalized in the Twenty-second Amendment to the Constitution.

Our country carried on – and thrived – under the example he set.

Here at Newport News Shipbuilding, parts of our core business require a risk-averse approach. And while that can be necessary, we too often fear making mistakes or giving up control to someone less experienced. What we miss is that mistakes serve us as long as we collectively learn from them and improve our business—and ourselves. Repeat mistakes mean we are not learning, and learning is how we will blaze new trails of our own.

In the words of George Washington, "to err is nature, to rectify error is glory."

My ask of you – when you see me or the other members of my team not exhibiting intent-based leadership, let us know. It's still a new muscle we are learning to exercise.

My team's engagement action plan is built upon the belief that it is our duty to leave this shipyard smarter, and in the capable hands of those who will follow us. If our knowledge leaves with us at the end of our final shift, we have not succeeded in creating the culture our shipbuilders deserve.



## What's Next:

By now, all teams should have established their own 2019 engagement action plans. If you don't know your team's action plan, ask your supervisor. We need everyone to know what their teams are focused on – whether it's on leadership, your work space, or better teaming with partners. And for our leadership team, I expect you to talk with your teams regularly about how their action plans are going, just as my team and I are doing. Communication and transparency will only help improve teamwork, trust and engagement across the entire shipyard.