



NAVSEA Labor-Management Council “Hour-A-Day” Deck Plate Efficiencies

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Commander, Naval Sea Systems Command*

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Overview

- Parties stand up NAVSEA Labor-Management Council
- Labor pledges “Hour-A-Day” more productivity on shipyard deck plates
- Local Forums lead “Hour-A-Day” Deck Plate Initiative
- Labor & Management continue tradition of working in tandem on issues of critical importance to Fleet and Work Force



NAVSEA Council: Stand Up

- NAVSEA Council MOU and Ground Rules, *est. 19 April 2010*
 - NAVSEA Council exists above the Level of Recognition (LOR)
 - Co-chair for Management: VADM McCoy, Commander, NAVSEA
 - Co-chair for Labor: Ron Ault, President Metal Trades Dept
 - NAVSEA Council Members:
 - National Labor Leadership from Metal Trades, IFPTE, NFFE, NAGE, AFGE, IAMAW
 - NAVSEA Six Top Leaders
 - All Council Members act in representative capacity for purposes of pre-decisional involvement within Chapter 71 statutory collective-bargaining meet-and-confer context
 - Bargaining authority, if any, comes by express designation from LOR to NAVSEA Council



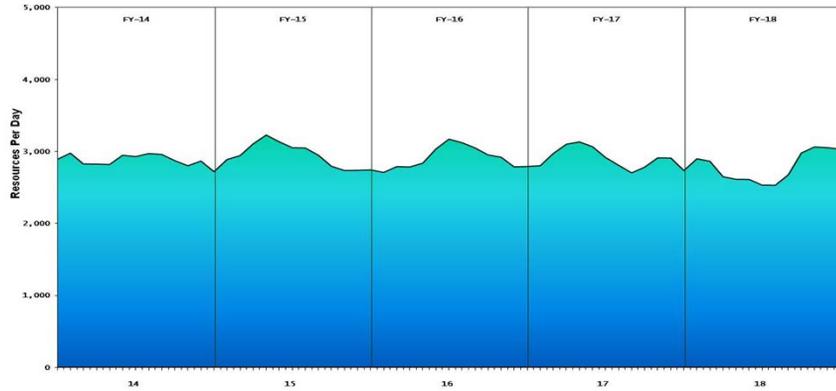
NAVSEA Council: Roles

- **NAVSEA Council Member Roles**
 - Through pre-decisional involvement:
 - Focus on current issues of critical importance and strategic issues of tomorrow
 - Use collaborative approaches to identify problems and find solutions
 - Provide guidance and support for collaborative labor-management relations throughout NAVSEA
 - **ONLY** as formally designated by Level of Recognition:
 - Engage in multi-unit and/or multi-union bargaining
 - 7 unions & affiliates
 - 56 bargaining units
 - approximately 35,000 unit members

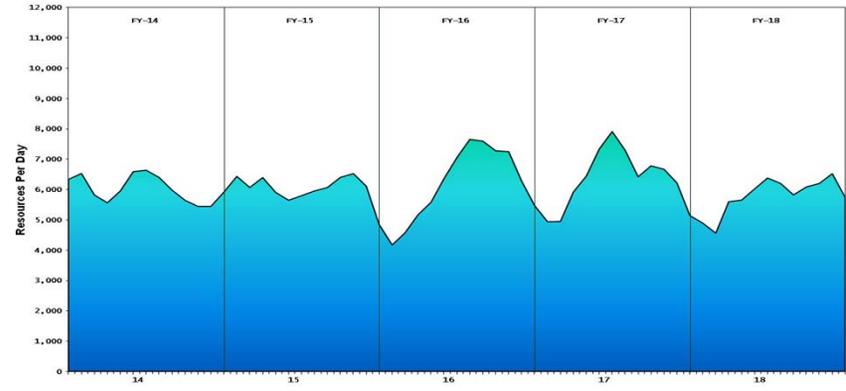


Naval Shipyard Workload FY 2014-2018

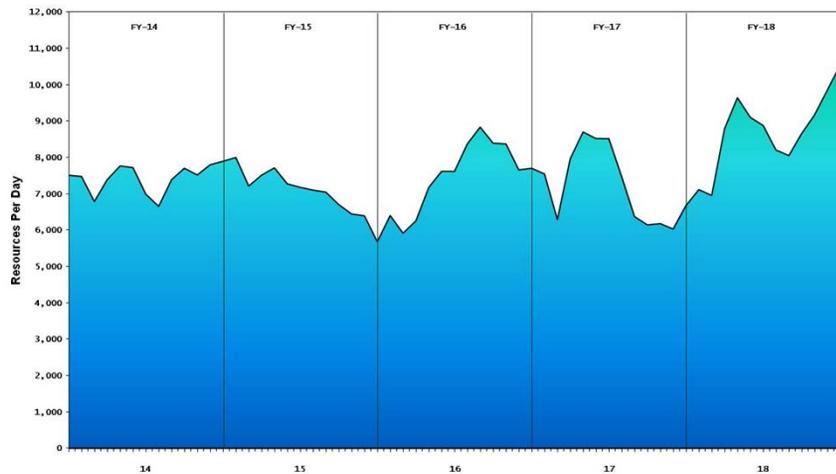
PORTSMOUTH NAVAL SHIPYARD
Layercake Graph -- Feb 2012
WRKLD STUDY: (15576) POM 14 Rev G SPP



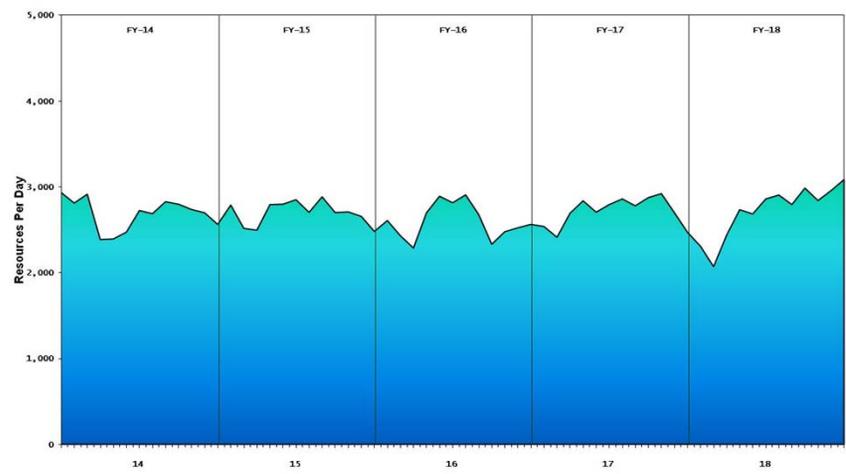
NORFOLK NAVAL SHIPYARD
Layercake Graph -- Feb 2012
WRKLD STUDY: (15576) POM 14 Rev G SPP



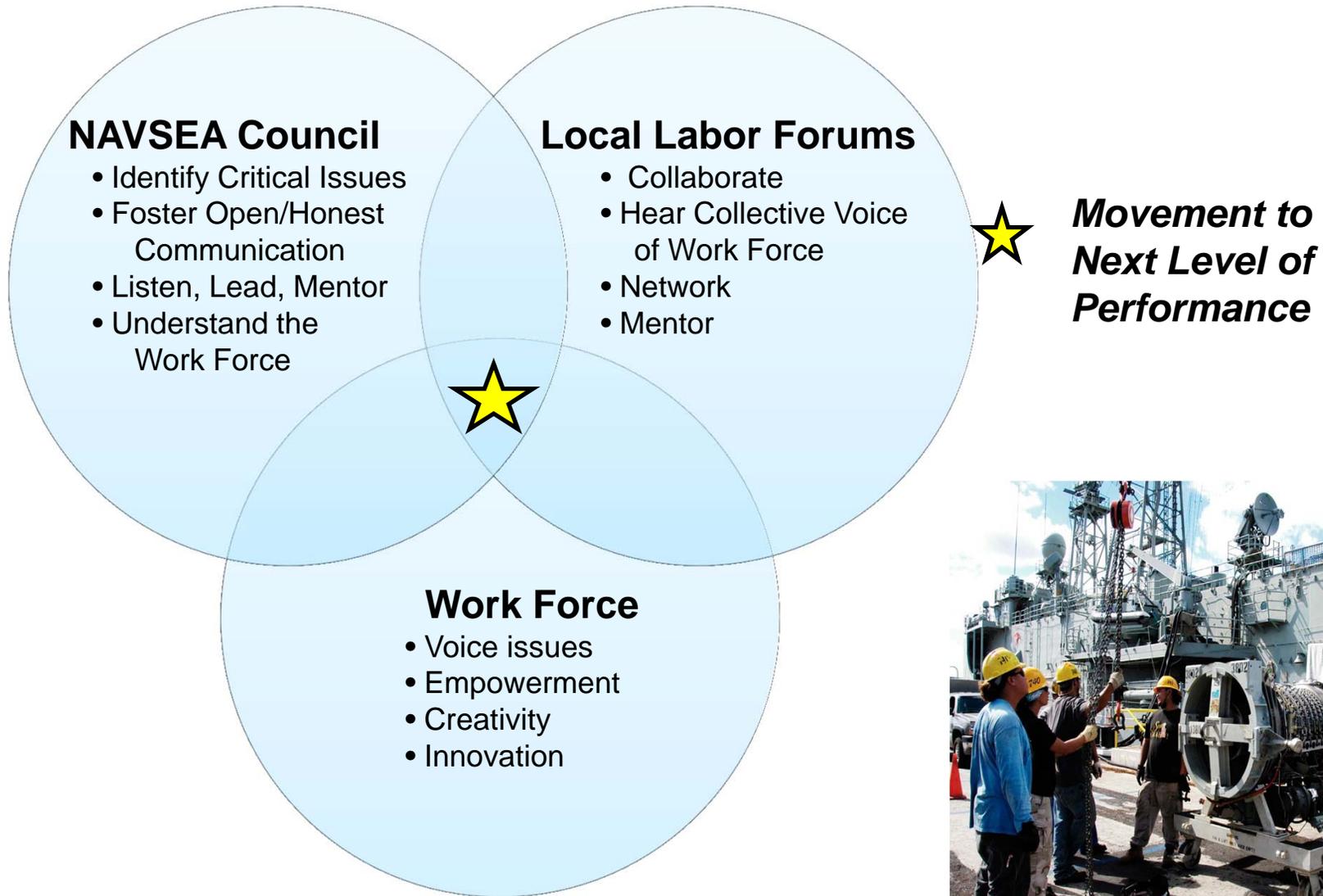
PUGET SOUND NAVAL SHIPYARD & IMF
Layercake Graph -- Feb 2012
WRKLD STUDY: (15576) POM 14 Rev G SPP



PEARL HARBOR NAVAL SHIPYARD & IMF
Layercake Graph -- Feb 2012
WRKLD STUDY: (15576) POM 14 Rev G SPP



Multi-Level Collaboration





Labor's Pledge to Council

An “Hour-A-Day” on the deck plates in increased productivity

- Labor-initiated idea
- Work Force might not know how to save \$
- **Work Force *knows* how to save time!**
- President Ault secures local union commitments to find added “hour-a-day”



*NAVSEA Council Co-Chair Ron Ault
President, Metal Trades Department*



Hour-A-Day Pledge Set Into Action

PSNSY Labor-Management Leads “Hour-A-Day” Pledge

- ***Jul 2011*** - NAVSEA Council adopts Labor’s Hour-A-Day pledge
- ***Sep 2011*** - HQ/Field L-M work groups develop plans to realize pledge
- ***Nov 2011*** - Puget Sound Naval Shipyard L-M leads way for yards
 - Historical partnership, collaborative approach to Labor-Management Relations
 - Role model for other shipyard labor-management forums
 - Production Process Manager Chris Williamson & Labor Rep Will Ungren
 - Mentors and leaders in driving “Hour-A-Day” for shipyards
 - Early and often pre-decisional involvement (weekly, bi-weekly telcons, meetings, site-visits)
- ***Apr 2012*** - NAVSEA Council Co-Chairs visit Portsmouth Naval Shipyard to see “Hour-A-Day” pledge in action
- ***May 2012*** - NAVSEA adopts “Hour-A-Day” as FY12 and FY13 Goals
 - “Gain an extra hour of productivity per day for each worker by partnering with our labor unions, and implementing enabling initiatives.” *Observer Special Edition 2012*



“Hour-A-Day” Synergy

- ***Productioneering***
 - engineers & production working collaboratively to resolve problems quickly
- ***“Moonshine”***
 - a process improvement method that focuses on low cost and low risk but rapid prototype development
- ***“Bright Ideas”***
 - a process to encourage and support employee-based ideas
- ***Material Vending Machines***
 - in place for pre-dispensing material & tools
- ***Point-of-Use Tooling and Material Kitting***
 - materials kitted and placed in a specific bin for the mechanic in advance for a specific job, ready to use when the job starts
- ***Unions*** provide feedback & buy-in from those on deck plates
- ***Management*** funds and implements enabling initiatives



Key Productivity Initiative

Point of Use Tooling/Material Kitting

- Stop hunting and gathering activities of the mechanics by providing the mechanic with:
 - Right tools and materials
 - At the right place
 - At the right time.
- Faster to the work site and fewer interruptions.
- Potential to save an hour a day





Hour-A-Day Pledge is Piloted at the Deck Plates

PSNSY & IMF piloted Point-of-Use Tooling & Material Kitting on USS Michigan

- **To improve** support to mechanics by providing tools & materials at the deck plate
- **To increase** time mechanics spend performing critical trade skills

Pre-POU Pilot

A significant portion of time was spent:

- Briefing the job
- Gathering tools & materials, including after starting the work (leaving the job site to gather items)
- Validating safe working environment

USS Michigan

Pilot focus:
Realize potential gains by providing readily accessible tools & materials on the deck plate

Pilot baseline:
Prior to POU pilot, approximately only two to three hours per day of critical skilled work accomplished

POU Pilot Outcome

Recognized POU gains:

- Trade mechanics provided tools and material to perform job upon arrival
- Use of dedicated people to obtain and deliver tools and material to work areas provides additional productive capacity for the trade mechanic to perform wrench-turning trade skills



Expansion of POU Pilot

**POU Piloted on
USS Michigan
at
Puget Sound
Naval Shipyard**



**POU Pilot to Expand
Command-wide
at
Puget Sound
Naval Shipyard**

4,500 mechanics
POU pushing efforts to
gain an additional 1 hour-a-
day on deck plates at Puget
Sound Naval Shipyard

**POU at other
Naval Shipyards**



-  Portsmouth Naval Shipyard
USS Pasadena
Material Staging and Kitting Initiative
-  Pearl Harbor Naval Shipyard
USS Texas
-  Norfolk Naval Shipyard
USS Newport News

PROJECTED POTENTIAL OUTCOME:

8,000 mechanics across 4 shipyards gain up to 1 “hour-a-day”
to devote to critical skills productive work



Co-Chairs Witness Success

Portsmouth Naval Shipyard



NAVSEA Council Co-Chairs applaud workforce of thousands on development of Point-of-Use Tooling and Material Kitting in action on 11 April 2012.

When the goal of added time on the deck plates is fully realized, “we can achieve billions of dollars in savings, literally billions of dollars.” Metal Trades Department President Ron Ault, 11 April 2012; Seacoast Online



Portsmouth: A Productivity Culture

- Collaboration and empowerment shapes productivity culture at Portsmouth Naval Shipyard
- In addition to “Hour-A-Day,” historical collaboration between labor and management has increased efficiency, reduced mistakes and will lead initiatives of the future

- Learning Centers
- Material vending machines
- Digital gauges
- Electronic technical work documents (eTWD)





Productivity Culture: Learning Centers

Mock-ups of ship sections and ship components allow mechanics to safely practice repairs and gain proficiency before working shipboard; thus improving safety, quality and productivity.





Productivity Culture: Vending Machines & Scanners

Supplying the precise material needed by the worker with only the scan of his/her badge and technical work document has eliminated mistakes and reduced waste.





Productivity Culture: Digital Gauges

Replacing 16 different analog pressure gauges with 3 digital ones has cut inventory costs and eliminated wasted time.





Productivity Culture: Video Instruction

Guiding a shipyard worker through a repair procedure via cutting edge virtual reality and in some cases simulating actual work.

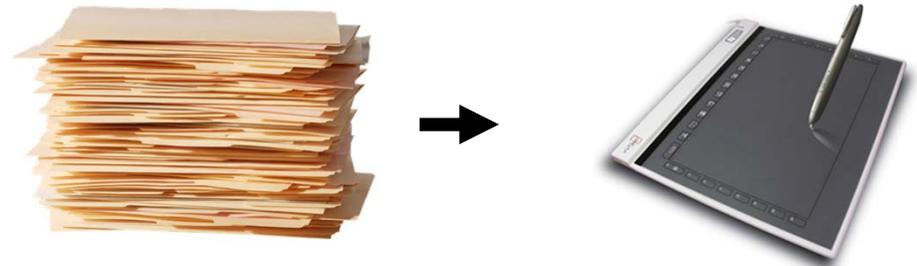




Productivity Culture: Electronic Technical Documents (eTWD)

Streamlining processes today that still largely rely on moving paper from person to person.

Use of handheld tablet to compile, execute, track and certify work called electronic work documents (2014 – 2017)





Labor-Management Collaboration



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