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Trident Refit Facility, Bangor Refit Review

Volume 34, Issue 6

**PROCESS
IMPROVEMENT
GOES TO WAR** Past Lessons
Move Us into
the Future

+PLUS MEET OUR
NEWEST
TRFB LEADERS

**& OBSERVANCES &
BZs**

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On the
Cover:

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PROCESS
IMPROVEMENT
GOES TO WAR



Over the course of World War II, the U.S. government waged a constant battle for the hearts and minds of the public. Persuading Americans to support the war effort became a wartime industry, just as important as producing bullets and planes. The U.S. government produced posters, pamphlets, newsreels, radio shows, and movies—all designed to create a public that was 100% behind the war effort.

pg.3 Captain's
Corner

REFIT REVIEW

Commanding Officer.....Capt. Michael D. Eberlein
Executive Director.....Mr. Ed Ingles
Executive Officer.....Cmdr. Zachary D. Harry
Command Master Chief.....CMDCM Chase M. Krause
Public Affairs Officer.....Mr. Lonnie Collier

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TRFB Public Affairs
7000 Finback Circle
Room W216
Silverdale, WA 98315-7000
(360) 315-1583

Public Affairs SpecialistMr. Nicholas Scott
Public Affairs SpecialistMr. John Wayne Liston
Chief Mass Communication Specialist Ty Connors
Mass Communication Specialist 2nd Class Adora Okafor
Mass Communication Specialist 2nd Class Sarah Christoph

CAPTAIN'S CORNER

Team TRF Bangor,

As hard as it is to believe, we are cruising very quickly through Summer. September is almost here and that means shifting to Autumn. Please make sure to stay safe this Fall! As weather changes, that means new driving challenges – while we aren't talking about snow yet (maybe next column?) – we will likely see wet roads coupled with a large number of people who are driving here for the first time in the fall or have forgotten how to over the summer.

I want to thank all of you who participated in the IG inspection questionnaire – and the DEOCS survey. This is exactly what we need to make positive changes here are the command. Like I always say, I want to make this the best place to work in the Pacific Northwest! I'm not just saying that. I love coming here and interacting with so many talented Sailors and civilians every single day, and I truly want you to share in that joy as well. While many of the feedback items helped reinforce issues we were already tracking, it's helpful to know how others are impacting you, particularly the lack of technology access on the Delta Pier.

This has been a significant time for the silent service. Please continue to work hard. We are the backbone of the Navy. The submarine service has always been important. We keep American ships safe. Without us, we simply would not be able to carry out the mission as a Navy. With the shift to missions in the Pacific, we here at TRFB are more important than ever. We may not be a large command, but we have impact far greater than our size.

These last few months have been significant with USS Kentucky visiting Korea and the Maine and Kentucky both visiting Guam, including the first exchange of command in Guam in decades. The Navy, Submarine Force, and SSBN fleet in particular are truly in the public eye – by our choice.

Americans and our allies are starting to see how important the submarine service is, and each of you has a vital part to play there. Our goal is retention and recruiting. In short, we should all be training not only our replacements



at TRF but preparing the military personnel at TRF to repair battle damage at sea. We not only need to train one person per person, we need to be training two or three.

Our command is expanding. Over the next few years you will all see how quickly we will grow and expand while simultaneously improving the things that need improvement. We will continue to keep you posted on the overall plans and add areas that are of interest to you (like computer access).

Unfortunately, all of these projects take time. Though I know it can be frustrating, please keep in mind we are all experiencing this shift together. We are one team, one fight.

As always please continue to exercise the good decision-making skills I have come to expect from such an exceptional team, stay safe and I'll see you on the "deckplates!"

V/R,

CAPT Mike Eberlein
Commanding Officer
Trident Refit Facility Bangor

MEET OUR NEWEST TRFB LEADERS

Write-ups and Photos provided by TRFB team members



Cmdr. Josh Williams, Repair Officer, TRFB

Naval Information Warfare Center Atlantic (NIWC LANT).

As a Platform Execution Manager at NIWC LANT he managed Command, Control, Computers, Communications, and Intelligence (C4I) modernization for submarines on the east coast.

Cmdr. Williams has been awarded the Navy Commendation, Navy and Marine Corps Achievement, and Good Conduct Medals, as well as various other medals and awards.

Cmdr. Williams live with his wife, Ashley, and their two children. 🌿

José Torres (WRO)

Mr. José Luis Torres was recently selected as the Weapons Repair Superintendent. A native of El Paso, Texas, Mr. Torres enlisted in the Navy in 1983 and served 15 years as an Electronics Technician, advancing from a non-rated seaman recruit to the rank of chief petty officer. Mr. Torres enlisted tours aboard USS Gurnard (SSN 662), USS Hyman G. Rickover



Mr. José Torres, Weapons Repair Officer, TRFB

(SSN 709), USS McKee (AS-41), USS Tunny (SSN 682), and shore duty Intermediate Maintenance Facility Pearl Harbor Mast and Antenna Shop, CSS-1 Staff and Command, Submarine Force, U.S. Pacific Fleet (COMSUBPAC), staff as the Force Electronics Technician. In July 1999 he was commissioned as an Ensign in the Limited Duty Officer Program.

Following commissioning, Mr. Torres assumed the duties as the COMSUBPAC Force electronics material officer(EMO), then reported to Trident Training Facility, Kings Bay, Georgia, as the advanced Network Analyst/Fire Control Division Officer, USS Emory S. Land (AS 39) in 2001 as the Operations Department Electronics Material Officer (EMO). He subsequently rotated to the Engineering Department as the Electrical Division Officer.

In late 2003, Mr. Torres transferred to Commander, Submarine Squadron Seventeen as the EMO. During this tour Naval Submarine Support Center (NSSC) Bangor was established where he was subsequently transferred to as the NSSC EMO. In 2006 he was selected as the Assistant Officer in Charge of Submarine Development Squadron Five Detachment Undersea Research and Development, embarked on USS Jimmy Carter (SSN 23).

In 2009, Mr. Torres reported to Navy Intermediate Maintenance Facility, Pacific Northwest, as the Weapons Repair Officer where he retired after 29 plus years of naval service. After retirement Mr. Torres served as a contractor as the West Coast Program Executive Officer, Submarines (PEOSUB), Modernization Advanced Planning Coordinator for all Combat Systems Submarine Modernization on the West Coast. In 2016 he was selected as the TRFB Code 730 Electronics Repair Division Head.

Mr. Torres lives with his wife Rosalva and they have two adult children. 🌿

Randy Stack (Code 400 ADH)

Mr. Randy Stack retired from the Navy in 2016 after 20 years of service. Nine

years were spent as an Electrician's Mate (Nuclear) and 11 as an officer.

Mr. Stack graduated from Oregon State University in 2004 with a bachelor's of science in Psychology through the Navy's Seaman to Admiral (STA) – 21 program.

Mr. Stack's tours include USS Parche (SSN 683), USS Jimmy Carter (SSN 23), a division officer tour aboard USS Louisville (SSN 724), and department



Mr. Randy Stack, Code 400 Assistant Department Head, TRFB

head tour on USS Alabama (Blue) (SSBN 731).

Mr. Stack also completed two staff tours. One in Naples Italy as the U.S. Navy Forces Europe and Africa, U.S. 6 th Fleet Special Access Program Control Officer. The other in Pearl Harbor at Commander, Submarine Force, U.S. Pacific Fleet as the Force Strategic Operations Officer.

Mr. Stack started at TRFB in work controls in September, 2017 and was the boat lead for USS Kentucky (SSBN 737). In January, 2019, Randy started in the Ship Superintendent Office, where he was the USS Nevada (SSBN 733) ship superintendent for three voyage repair periods, five refits, and the extended refit period.

Randy lives with his wife, Carey, and their two children. 🌿

Commander Josh Williams (RO)

Cmdr. Josh Williams was born in San Luis Obispo, CA. He enlisted in the Navy as a Nuclear Electrician's Mate in 2003. Following initial training he was retained as a Junior Staff Instructor at Naval Power Training Unit Charleston where he was subsequently selected for the Seaman to Admiral 21st Century program. He obtained his Bachelor of Science in Mechanical Engineering from the University of South Carolina in 2010.

Cmdr. Williams completed his junior officer tour stationed in Pearl Harbor, Hawaii, aboard the USS Texas (SSN 775) where he served as the Main Propulsion Assistant and the Quality Assurance Officer. Following his junior officer tour, he attended the Naval Postgraduate School where he completed his Masters of Science in Mechanical Engineering.

After completing his master's degree, Cmdr. Williams attended the Submarine Officer Advanced Course in preparation for his submarine Department Head tour. He served as the Engineer Officer on USS Maryland (Gold) (SSBN-738), where he completed four Strategic Deterrent Patrols and four refits while stationed in Kings Bay, Georgia.

Cmdr. Williams executed his lateral transfer option upon successful completion of his department head tour and qualified as an Engineering Duty Officer at

THROUGH THE LENS

U.S. Navy Photos by MC2 Sarah Christoph, TRFB Public Affairs



Local Sailors, DoD civilians and members of Pacific Northwest Tribes prepare to haul a tribal canoe ashore during the annual Tribal Canoe Journey at the House of Awakened Culture in Suquamish, Washington.



TRFB team members and members of the Navy League Bremerton pose for a photo on the Delta pier at TRFB.



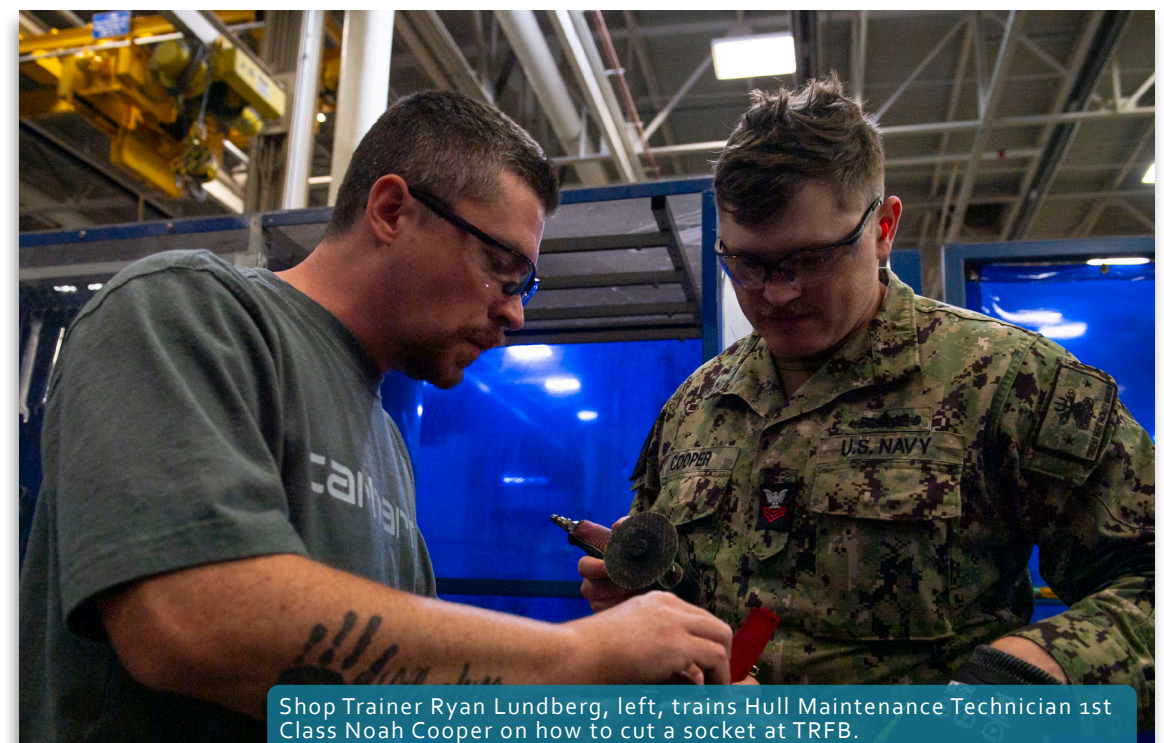
Capt. Michael D. Eberlein, left, commanding officer, TRFB, speaks with TRFB team members during a gemba.



Team members from TRFB host an exhibit at the Seattle Seafair Festival 2023.



Local Sailors, DoD civilians and members of Pacific Northwest Tribes prepare to haul a tribal canoe ashore during the annual Tribal Canoe Journey at the House of Awakened Culture in Suquamish, Washington.



Shop Trainer Ryan Lundberg, left, trains Hull Maintenance Technician 1st Class Noah Cooper on how to cut a socket at TRFB.

PROCESS IMPROVEMENT GOES TO WAR: Past Lessons Move Us into the Future

WE CAN . . .
WE WILL..
WE MUST!

Article by: Vince Stamper,
Transformation Program Manager, TRFB

Lean is great for Toyota, but how does it apply to Naval ship repair? This article is part one of a three part series. Article two will explore the application and results of the Training Within Industry (TWI) program in the U.S. during WWII and its role in rebuilding postwar Japan. Article three will explore how this program became the roots of Lean and the Toyota production system and how it influenced modern day process improvement.

In this article we will explore the huge challenges facing America to supply a world at war during WWII, and how we met those challenges with a program originally designed to improve shipbuilding and repair. The role of both public and private industry in rebuilding the fleet following the Japanese attacks on Pearl Harbor, and building additional war materials, proved crucial to Allied success.

When President Roosevelt proposed building 50,000 aircraft a year in 1940, Congress was shocked by the magnitude of the goal. By 1944 production was nearly 100,000. At peak production in 1944 the Allies produced three times as many munitions as the Axis, with the U.S. producing over half of the Allied total for the war. Despite a kill/ loss ratio of 5.74 to one for German Tiger tank battalions, they were simply overwhelmed by Allied production.

By 1945 the Americans had produced 49, 234 Sherman M4 tanks, which was more than the total German war production of all armored vehicles of 46,936. Following

the battle of Midway, the Japanese launched six carriers to add to the two that survived. In the same period U.S. shipbuilders added 17 carriers to the two surviving, as well as 10 medium and 86 escort carriers.

From 1940 to 1945 American shipyards launched 4,600 ships. Compare this to the decade prior to WWII in which only 23 ships were launched by American Shipyards. One of the secrets to American success was an oft forgotten program called Training Within Industry (TWI).

TWI was a voluntary program which was implemented in both public and private sector organizations producing war materials. Born from training methods developed by Charles Allen, prior to WWI for shipbuilding, TWI was one of the first emergency services established by the War Production Board following the fall of France. The men heading this effort were Channing Rice Dooley, Walter Dietz, Mike Kane, and William Conover. They became known as the “Four Horsemen”.

TWI focused its efforts on the relationship between first line supervisors, work leaders, and the deckplate workers. This led to collaborative development of work procedures, continuous improvement of those procedures and processes, and also taught methods to improve the relationship between labor and management.

TWI became an integral part of the wartime strategy for many client organizations. In the Puget Sound, the results were stunning. Boeing produced 8,200 planes, including 6,981 B-17’s, and more than 1,000 giant B-29’s.



USA Wartime Poster from 1944, related to TWI. Showing a Navy Sailor and his working parents. poster by John Whitcomb



Todd Shipyard built 46 destroyers, 38 escort carriers, six tenders, five fuel tankers, five freighters and two troop transports.

Puget Sound Bridge and Drydock/ Associated Shipbuilders built 38 minesweepers, 15 wood lighters, 10 floating drydock workshops and three tugboats. Puget Sound Naval Shipyard in Bremerton commissioned 19 major ships: eight destroyers, eight destroyer escorts, five escort aircraft carriers, and other vessels. In addition they also repaired many battle damaged ships, as the only battleship repair yard on the west coast.

The first battleship to arrive following the Pearl Harbor attacks was the USS Tennessee (BB 43), which was severely damaged by flying debris from the USS Arizona (BB 39), and was followed a day later by the USS Maryland, (BB 46). Both ships underwent extensive repairs and upgrades as a result of lessons learned from the Pearl Harbor attack., Both ships left to rejoin the fleet just 53 days after their arrival. On May 1, 1942 the USS Nevada arrived for even more extensive repairs. As the only battleship to get underway during the attack she was pounded by enemy planes and forced to run aground.

Two more Pearl Harbor casualties, the USS California (BB

44) and USS West Virginia (BB 48) followed. Both ships had been sunk with their superstructures in shreds, which required them to be stripped to their second decks, and their superstructure completely rebuilt. What makes these feats even more amazing is the fact that much of the experienced PSNS workforce had left to serve in uniform. Workers were imported from all over the country, peaking at 32,643 employees.

Joining this effort was “Rosie the Riveter” (women leaving traditional roles to join industry) and other workers previously inexperienced in shipbuilding and repair. To overcome the monumental task of training these new workers joining the workforce, TWI established the “J” programs. The first “J” program implemented was “Job Instruction.”

We will explore in detail the TWI program and it’s results in the second segment of this three part series.



Photo of Ohio-class ballistic missile submarine USS Alabama (SSBN 731) docked at Delta Pier. photo by MC2 Adora Okafor

BRAVO ZULU!

U.S. Navy Photos by MC2 Sarah Christoph and Nick Scott, TRFB Public Affairs

PROMOTIONS:

July:

Nicholas Baker
Thomas Ballard
Travis Battin
Zachary Bratcher
Christopher Castillo
Jacob Coughlin
Joseph Eldridge
Shayli Fosmo
Curtis Glandon
Nathaniel Glick
Matthew Hanley

Tyler Hansen
Brian Hill
Matthew Holbert
Emma Janda
Coyt Janowski
Jordan Kruchten
Delanda Morris
Andrea Pamo Vera
Michael Prophet
Melissa Purbaugh

Daniel Renteria
Alyssa Rhinehart
Trance Rivera
Amelia Rogers
Rene Roldan
Fonterrell Silveri
Karina Taisipic
Mark Toledo
Bryce Watland
Brandon Williamson

August:

Michael Antonio
Issac Austrom
Eric Braun
Nicole Brenner
Brian Chamberlin
Oscar Coultas
Carter Dowlearn
Tainui-Noah Elkington
Andy Garcia
Bret Gervais

Christopher Gregerson
Mikel Gregory
Michael Guerra
Sean Halstead
Nicholas Hein
Elizabeth Higdon
William Holland
Dean Hunter
Jonathan Jipson
Paul Lampe

David McCarthy
Byron McConnell
Dylan McIntosh
Brian Miranda
Victor Ochoa
Andrea Pamo Vera
Hannah Parker
Jessica Pellham
Megan Pont
Dylan Quade

Jonathan Richards
Amelia Rogers
Alex Schell
Trevor Schenk
Ryan Shaffer
Oziris Shai
Robert Silva
Randy Stack
Jose Torres
Curtis Weston



Elizabeth Soliday (right) receives an award from U.S. Navy Capt. Michael Eberlein, commanding officer, TRFB (left).



Katie Omoregie (right) receives an award from U.S. Navy Capt. Michael Eberlein, commanding officer, TRFB (left).



Paul Sartor (right) receives an award for 40 years of service from U.S. Navy Capt. Michael Eberlein, commanding officer, TRFB (left).



Amanda Galeote (right) receives an award from U.S. Navy Capt. Michael Eberlein, commanding officer, TRFB (left).



(Left to right) Zachary Cox, Erin Leighton and Justin Reisenauer pose with certificates of completion after a graduation ceremony for the Fleet Leadership Development Program at TRFB.

U.S. Air Force Day

Air Force Day was established on August 1, 1947, by President Truman "in recognition of the personnel of the victorious Army Air Forces and all those who have developed and maintained our nation's air strength." August 1 was chosen to mark the 40th anniversary of the establishment, in 1907, of the Aeronautical Division in the Office of the Chief Signal Officer of the Army.

American Adventure Month

American Adventures Month is celebrated in August and encourages everyone to explore American lands. While visiting all of the forests and parks in the United States would take well over a single month, you could plan just one trip to start your journey and map out more adventures from there.

Women's Equality Day

Women's Equality Day is celebrated in the United States on August 26 to commemorate the 1920 adoption of the Nineteenth Amendment (Amendment XIX) to the United States Constitution, which prohibits the states and the federal government from denying the right to vote to citizens of the United States on the basis of sex. It was first celebrated in 1971, designated by Congress in 1973, and is proclaimed each year by the United States President.

Looking for portrait or photo support, public affairs guidance, graphic or flyer design, or other command-related media requests? Stop by the Public Affairs office to make a request or appointment today!

Studio portrait walk-ins are held on Wednesdays from 0800-0900. Studio times may be adjusted to suit your schedule. Remember to bring the prescribed uniform, cover, and package instruction for the specific type of studio portrait requested.

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