2022 MODEL OF EXCELLENCE AWARDS CEREMONY

Newport News Shipbuilding
A Division of HII

"As Models of Excellence, our honorees set the bar
for their fellow shipbuilders and future generations."

Jennifer Boykin

FORWARD
STRATEGY OBJECTIVES

The annual Model of Excellence awards ceremony recognizes individuals and teams who have made extraordinary contributions to the achievement of Newport News Shipbuilding's strategic objectives through their performance and accomplishments in the following award categories:

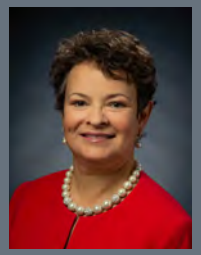
Enable Our Workforce
Individual or team contributions that demonstrate care and improve the work environment for NNS employees.

Transform Business Operations
Individual or team contributions that demonstrate innovative thinking and/or result in new ideas and solutions that successfully achieve and significantly improve or create new processes or approaches in support of the company's growth profitability and competitive advantage.

Execute Efficiently
Individual or team contributions that streamline and transform our current business model into a culture that embraces and implements lean thinking and processes.

Grow The Business Base
Individual's or team's delivery of quality products or services that far exceed the customer's expectations or their success at creating company value through new business growth.

Lead The Way
Individual or team contributions that demonstrate courage, leadership, inspiration, teamwork, integrity and other behaviors that positively change company culture or make a difference in our community.



Shipbuilders,

Each of us answers a noble call to build and support our Navy's ships in defense of our nation. At Newport News Shipbuilding, more than 25,000 women and men dedicate their hearts, hands and minds to this calling, and I thank each of you for your commitment.

While we celebrate these efforts every day, each year we take time to recognize those who have gone above and beyond to best serve their fellow shipbuilders and the Navy. This year, we celebrate 273 employees whose dedication has earned them the President's Model of Excellence Award, the highest honor presented to NNS employees. I am proud to stand with this impressive group as they live our company values and set the bar even higher for future generations of shipbuilders.

Please join me in congratulating our 2022 Model of Excellence Award honorees on a job well done!

All the best,

Jennifer

Jennifer Boykin
President, Newport News Shipbuilding

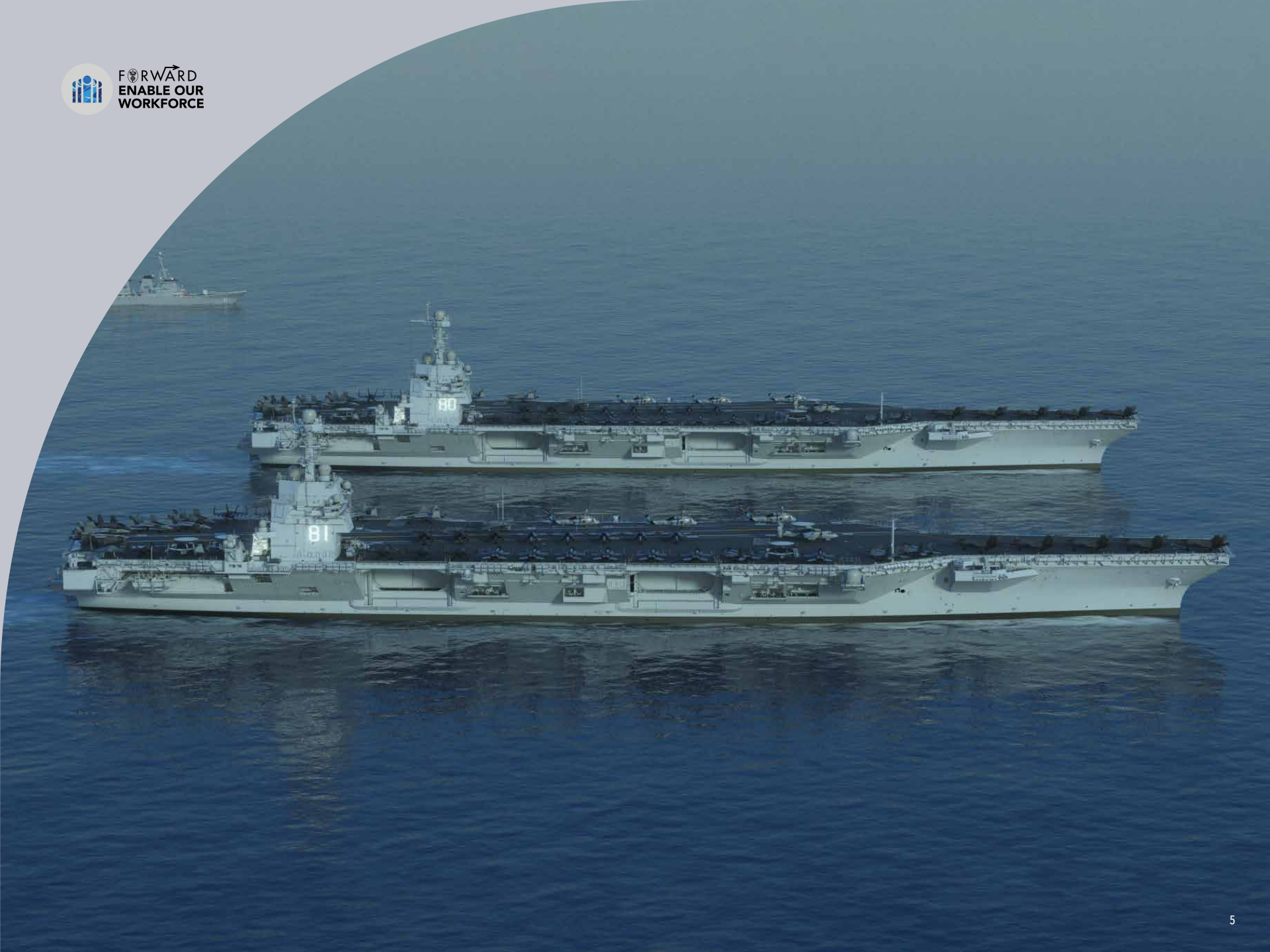
DIGITAL TWIN CREATES VERSATILE TRAINING AND OPERATIONAL TESTING ON FORD-CLASS CARRIERS

The Advanced Weapons Elevator (AWE) Digital Twin provides a real-time, immersive and integrated environment for testing shipboard hardware and software. The AWE design and test program lacked an off-hull integration site, which affected waterfront test schedules and shipbuilders' ability to resolve issues in a practical manner. This shipbuilder team not only established successful testing methods but developed a way for the product model and shipboard software to be included.

The technical complexities inherent in integrating hardware with digital products and physics-based models were solved to ultimately replicate the AWE functionality in Newport News Shipbuilding's Virginia Advanced Shipbuilding Carrier Integration Center (VASCIC). It now runs seamlessly in real-time and has already helped resolve several shipboard AWE issues. Additionally, the ship's force and others are using it for training. The team's work to integrate functional models, product model geometries, software, real-time operating hardware and augmented reality completely transforms future engineering.

Greta-Marie Alvesteffer, T55
Mark Hoffman, E11
Emily Kodl, E59
Keith Mabry, E44
Daniel McPeters, T55
Gabe Sava, E41
James Turso, E05

Not Pictured:
Mohammad Elwir, E56


80
81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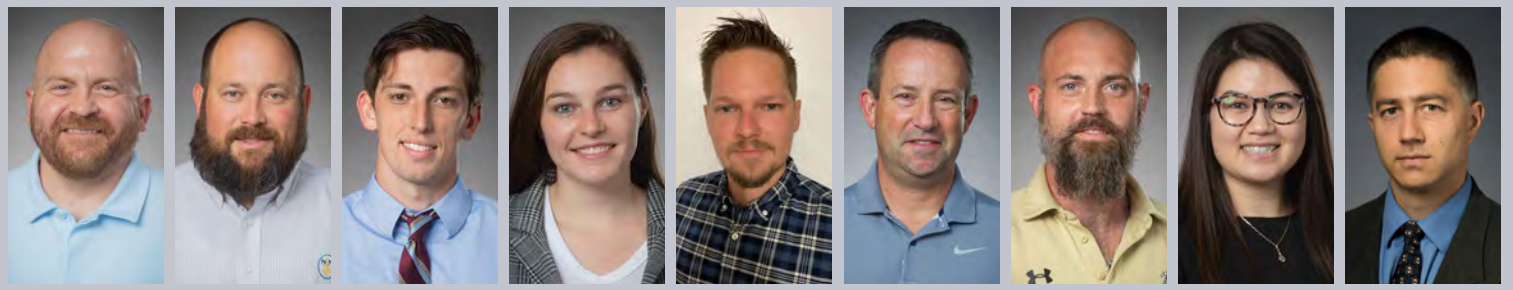
ADDITIVE MANUFACTURING ENHANCES CONSTRUCTION ON ENTERPRISE (CVN 80)

Enterprise (CVN 80) shipbuilders proved there's more than one way to achieve a desired goal. During a planning review, the team realized support hinges for the reactor compartment pressure door were not ordered properly. To avoid delays, Newport News Shipbuilding's Propulsion Plant Planning Yard suggested shipbuilders make the hinges themselves using conventional methods and wire-based additive manufacturing with the help of supplier Lincoln Electric.

In less than nine weeks, plans were developed and approved, giving the customer confidence that the hinges would be technically sound and adequate for an aircraft carrier's 50-year lifespan. The team – comprising the Machine Shop, Laboratory Services and The Apprentice School – also produced the parts, which typically takes five to six months using tradition casting methods, in less than eight weeks. The Navy has already agreed to this deviation following an ongoing successful qualification program, recognizing this new approach reduces cost and schedule, and opens doors for other applications.



Shane Christian, E86
Andrew Collins, E86
Louie Cribb, E70
Andrea Dolan, E70
Benn Frazier, E86
Rich Johns, K72
Stephen McGrew II, O22
Jade Nguyen, E70
Tim Pline, O31

John Ralls, E32
Richard Wilmoth, E70

Not Pictured:
Chris Arnold, E37
Gregory Fisher, X22
Troy Floyd, X24
Randall Hall, E37
Robert Taylor, O31

CROSS-FUNCTIONAL TEAM DEVELOPS ECONOMICAL SOLUTION FOR RELOCATING SHIPYARD MATERIAL

Space is challenging at Newport News Shipbuilding, and moving pipe storage offsite was necessary as business growth continues to require more space in the North Yard.

Storing carbon steel pipe details under cover would also help a corrosion problem resulting from their outdoor storage at Dry Dock 12. Although the pipes are sealed to stay clean, this has not prevented corrosion that requires additional work before they can be installed.

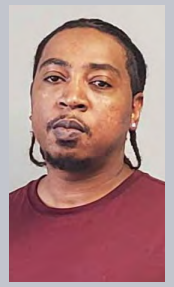
A team of shipbuilders mapped out the entire value stream process to better understand the flow and identify possible improvements. They determined that the offsite location needed to be cost-effective and close to NNS, provide adequate indoor and outdoor storage, and be secure. They also decided that use of commercial trailers and trucks to transport the pipe would ensure reliability. Thanks to their perseverance and attention to detail, 9,500 pipe details were successfully relocated offsite with no injuries, accidents or damages.

Curtis Armstrong, O41
Kathleen Alexander, O54
Jessica Armstrong, O53
Mike Berry, O15
Desi Bullock, O53
Ann-Germaine Danz, O41
James Gregory, O53
Jeffrey Hammack, O41
Michael Hardy, O53

Sean Holt, O53;
Robin Howell, O41
Stephen Johnson, O54
Lauren Jones, O45
Hipolito Justiniano, O53
Gerald Qwinten Picot, O53
Kenny Quinn, M30
Brian Simpson, O54
Tico Strong Jr., O53

Jabarie White, O53

Not Pictured:
Jacob Abercrombie, O54
Michael Coleman, O54
Ty Harrison, O53
Mondrale Hicks, O53
Gladys Smith, O53
Tori Stith, O53




Newport News Shipbuilding

OUT-OF-THE-BOX THINKING CREATES NEW OPPORTUNITIES FOR AIRCRAFT CARRIER CONSTRUCTION

Construction of aircraft carriers *Enterprise* (CVN 80) and *Doris Miller* (CVN 81) are vital mission objectives for Newport News Shipbuilding and the Navy, so when delivery of both ships was threatened by pandemic-related supply chain delays, a diverse team came together to find a solution.

Shipbuilders from construction, planning and engineering developed a methodology to brainstorm options, collaborate and determine recommendations for the best plan possible to keep and maintain the current and future New Aircraft Carrier Construction Program on schedule, all while continuing CVN 80 construction and keeping leadership informed.

As a result of the team's efforts, the New Aircraft Carrier Construction Program is working with the Navy to implement a build strategy that allows two carriers to be built concurrently in Dry Dock 12. This innovative approach also affords NNS the opportunity and strategic flexibility to credibly procure and execute future two-ship carrier construction contracts and earn back customer confidence.

John Anderson, X36
Mark W. Barker, X02
Frances Glenn, X44
Kyle Harrington, E86
Dennis Knutson Jr., X23
Matt Michael, E42
Kevin Prussia, E22
Cary Ray, X44
Dave Rockey, X23

Ed Spruill, X02
Jeremy Tucker, E70

Not Pictured:
Adam Bierbauer, E02
Jacob Peek, E21

TRANSFORMATIVE APPROACH AND INNOVATION BRING CHANGE TO THE NAVAL NUCLEAR PROPULSION PROGRAM

An availability after a ship's post shakedown availability requires radiological work be performed with stringent controls to protect personnel and the environment.

In the case of the planned incremental availability for USS *Gerald R. Ford* (CVN 78), the nuclear propulsion design team recognized that radiological controls required by the Navy were overly conservative for the project. The team collected data and evaluated risk to make a strong case to modernize the approach used to reduce radiation exposure to the team and save significant time and money. It also used a broader skilled workforce and reallocated resources that improved efficiency.

This transformative approach is a game changer for the Naval Nuclear Propulsion Program, driving significant cost and schedule savings by right-sizing the risk based on the planned scope of work. Newport News Shipbuilding's efforts will serve as a model for other shipyards to challenge their processes and approach to help drive efficiencies and significant savings in cost, schedule and resources.

Curtis Anderson, E81
Michael Davidson, E85
Yonathan A. Kassaye, E81
Brett Kulhanek, E85
Joshua Tanner, K45
John Weisflog, X73

Not Pictured:
Craig Comeaux, X82
Leah Ewart, E87
Susanna Whitehead, E85
Benjamin Wu, E81


HYSTER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APPLYING LESSONS LEARNED TO EXCEED EXPECTATIONS ON ENTERPRISE (CVN 80)

Welding is a critical job in shipbuilding, and the reactor vessel to primary shield tank weld on aircraft carriers is among the most technically and schedule challenging jobs performed by Newport News Shipbuilding. The quality requirements of this weld are strict and require around-the-clock, on-scene government oversight. The *Enterprise* (CVN 80) welding team applied lessons learned from *John F. Kennedy* (CVN 79) to improve performance and increase efficiency. They surpassed expectations, completing the 121-day job in 53 days with zero injuries and high first-time quality. While the welding team performed the work, around-the-clock coordination of multiple departments on multiple shifts enabled a focus on the task at hand. It is this exemplary teamwork that achieved one of the most difficult welding jobs on an aircraft carrier with incredible results.

Vincent Barone, X18
Lydia Fleck, X01
Chris Gillitzer, X18
John L. Harrell, K47
John Hooper, X02
Taylor R. Johnson, X18
Asa Kelly III, X18
Kelvin Larrimore, K47
Joseph L. Turner, X18

George Young, X18

Not Pictured:
Herman Bland, X36
Jimmy Ervin, X36
Fermond Jones Jr., X18
Ephony King, X18

COMPLEX CHOREOGRAPHED NUCLEAR EVOLUTION SAVES TIME AND KEEPS SHIPBUILDERS SAFE

Elimination of risk and efficient execution is the goal of every shipbuilding program, and it is particularly important in reactor work where safety is of primary concern. A pinnacle evolution during the S8G Prototype refueling and overhaul is reactor vessel pump down and power unit installation. These well-choreographed, time-sensitive operations require extensive engineering, planning, training and a full understanding of the operation to ensure alignment and safe execution.

This operation was necessary at the Kenneth A. Kesselring site, where Navy sailors are trained and Newport News shipbuilders provide support. They removed the radiologically contaminated water from the reactor vessel and installed the power unit using an engineered drape to protect shipbuilders. Use of the engineering drape eliminated the need to place the workers in special protective equipment, eliminated 22 lifts and saved about 10 days of critical path schedule.

The team completed both operations in rapid succession to shorten schedule duration while improving safety. Thanks to their innovative and flawless execution, these shipbuilders have reshaped the standard for future work to be performed in the Navy Nuclear Propulsion Program.

Doug Harsh, O39
Robert Hopfinger, E68
Matt Jeffery, E82
Jimmy Johnson, X73
Eric Kilner, E84
Nick McFatter, X43
Travis Messick, E82
Keon Odom, X09
Cory Sherwood, X73

Cesaere Watkins, O67

Not Pictured:
Matt Butler, X73
Ryan Farries, E82
Sean Fitzpatrick, E82
Jarrod Griffith, E84
Ronald Herrick III, X42
Brandon Hill, X43
Brent Howell, E82
Tom Manley, X73
Sean McDonnell, E84
John Mulvaney Jr., E85
Dean Pallera, E82
Darrell Patten, O96
Bob Weinmann, E82
Tim Weisflog, E85
Marcus Woody, E82

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EAGER TO LEARN AND EAGER TO TEACH: SHIPBUILDERS COLLABORATE TO MEET KEY MILESTONES

At a build rate of two per year, the *Virginia*-Class Submarine Program requires constant production at Newport News Shipbuilding. This effort is vital for the Navy, but delays can impact its ambitious schedule. Recognizing this risk, the program's nuclear pipe welding team collaborated to improve performance.

Accurate nuclear pipe welding is critical to on-time construction. To ensure quality, welds undergo radiographic testing (RT), which requires extensive preparation to ensure shipbuilders' safety. Failed tests can mean weeks of rework, so the team turned to a homegrown source for help — its own shipbuilders.

The team prioritized sharing knowledge and lessons learned to ensure everyone had the tools to succeed, no matter their years of experience. As a result, it nearly doubled its pipe weld throughput from 2020 to 2021 while also reducing its RT reject rate. Working around the clock, the team produced high-quality and high-quantity results for an important submarine program.

Tristan August, X18
Bobby Aycock, K46
Reginald Best, X18
Chandler Burris, X18
Joseph Grice, X18
Amanda Hall, X82
Adam Holbrooks, K46
Isaac Howell, X18
James Martin, K46

Corinthious Nathan Jr., X18
Louis Norwood Jr., X18
Matthew Peters, X18
Demetrius Pittman, X18
Thomas Rivera, X18
Purcell Saylor, X18
Richard Sewalish Jr., X18
Sean Walters, X82
Charles Warner, X18

Jonathan Willard, X82
Nicholas Wobser, X18

Not Pictured:
Michael Brown, X82
Anthony Fisher, X18
James Williams Jr., X18

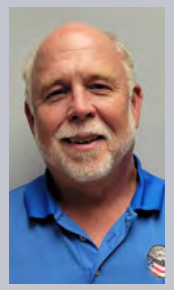
FIRST-TIME QUALITY SETS THE BAR FOR FUTURE SUBMARINE CONSTRUCTION

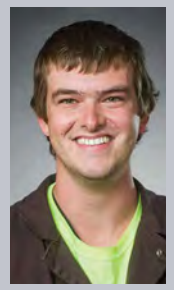
First-in-class ships inherently involve risk as shipbuilders adjust to new designs and processes, but this did not stop innovation and quality on *District of Columbia* (SSBN 826). One of the most important elements of a nuclear-powered ship is its primary shield tank, which houses the nuclear reactor. This tank is supported by lead boots that provide protection against radiation. Installing lead boots is a precise, high-temperature process with opportunity for error. This risk, coupled with the *Columbia* class' new design, presented an exceptional challenge for shipbuilders.

The team developed a new procedure to produce and install the various lead components for the submarine's boots. Using mock-ups and training, shipbuilders tested out their ideas to ensure they would work. Despite working on a new, significantly larger submarine, the team achieved 100% first-time quality and no delays to the production schedule. With this success, the group's methods will be applied to the *Virginia*-Class Submarine Program.

Kenny Bell, X10
Kyle Bell, X11
Jerry Campbell, X62
Garland Chambliss, X11
Caleb Daughtrey, X11
Ronnie Hall, X36
Willie Hall, X11
Brian Knierim, X11
Derek Luck, X11

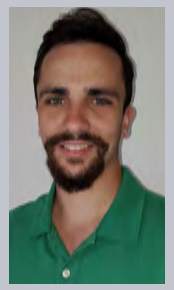


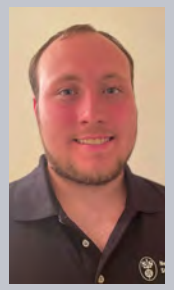




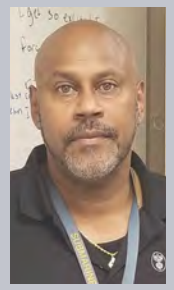


Timothy Madden, X62
Matthew Maisano, E86
Jose L. Martinez, X11
Christian Moore, X43
Dannie Neal, X11
Nolan Randolph, E86
William Schulte, O68
Kevin Stewart, K96
Stephen Strand, O68








Not Pictured:
Zackary Boulanger, X43
Brandon Briggs, K46
Derrick Crews, E86
Ryan Hecker, X11
Merrill Jennings, K46
Timothy Manning, X62
Robert Ramsey, X36

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KESSELRING TEAM INNOVATES TANK REPAIR WORK

When Newport News Shipbuilding was tasked with repairing a 40-year-old radiological tank at the Kenneth A. Kesselring site, the team knew planning and safety were key. Kesselring hosts nuclear training for Navy sailors, so it requires extensive facilities and infrastructure to support its operations. Repairing the site's tank meant high-risk growth work for NNS, so a cross-functional team came together to find a solution.

Servicing a radiological tank of that age required significant engineering and preparation while ensuring the safety of all involved. The team created a large, full-scale mock-up evolution to map out the necessary steps and developed new decontamination methods and use of scaffolding to complete the work. As a result of the team's foresight and planning, the project was completed safely, under budget and 12 days ahead of schedule, earning praise from the Navy and cementing the method's promise for future work.

Curtis Ballard Jr., X09
Chrysany A. Collier, E81
Brandon Edwards, E91
Anthony Formica, E91
James Harper, E91
Sidney Hudson, X09
Travis Jackson, X09
Chris Lambrecht, E82
William Marshman, X09
Kevin J. Morgan, X09
Daniel Passamonte, E91
Edward Primeau, O96
Shawn Rollo, X09
Robert Scott, X09
Troy Toombs, X11
Charles Ward Jr., X09
Ian Webster, X09
Bradley Whittaker, X09

Not Pictured:
Scott Bailey, X09
Lester Blauvelt, X09
Kelvin Evans, X11
Bryan Herrin, X09
Steven Marquez Martinez, E81
Colin Tschantret, X09

LEAN THINKING IMPROVES MACHINING AND OUTFITTING PERFORMANCE

With tolerances thin as one human hair, torpedo tubes are the most complex modules on *Virginia*-class submarines. Machining and outfitting these tubes requires delicate precision, and first-time quality is essential to keeping production on schedule. The tubes must be outfitted properly before piping and electrical components can be installed, so delays in the process can spark a domino effect in scheduling.

Recognizing this work's significance, the machining and outfitting crew participated in a lean training event and applied its principles to the machining, outfitting and testing of multiple *Virginia*-class bow module torpedoes. Taking lessons learned from heel-to-toe production, the crew developed a goal-focused plan to execute efficiently while maintaining quality. These efforts resulted in reducing the average torpedo outfitting time from nearly 11 months to just six months. Thanks to this improvement, other crews can begin their work sooner and get the submarines one step closer to delivery.

Keller Beach, X43
Qwalin Bridges, X43
Charles Butler, X43
Justin Cole, X43
Brian E. Dodge, X43
George Perry, K46
Robert M. Robertson, X43
Vernon Silver, K46

Not Pictured:
Tony Wood, X43


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MILLTURN TECHNOLOGIES
WFL

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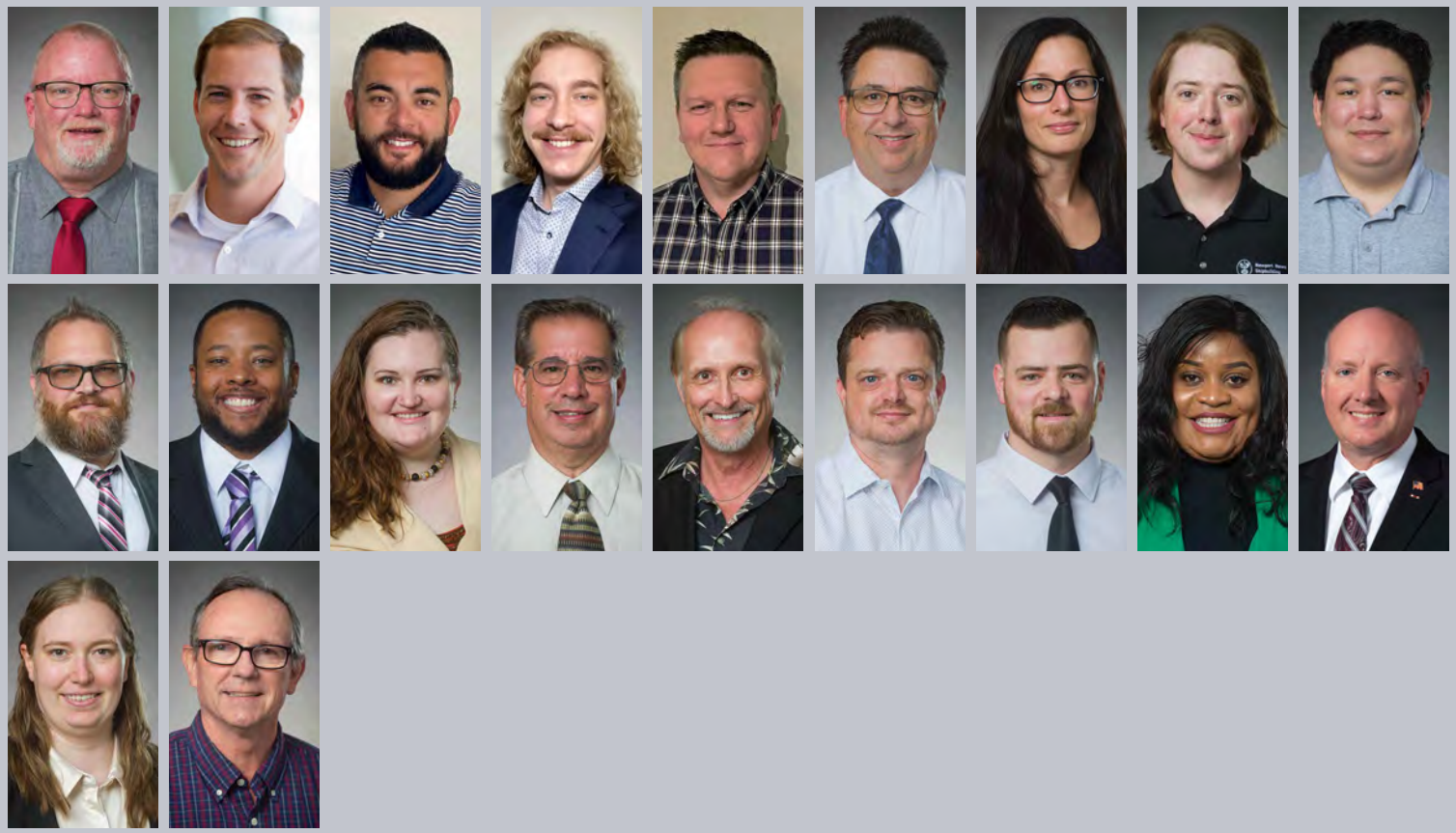
REDEFINING DECKPLATE TRAINING THROUGH VIRTUAL REALITY

With thousands of new shipbuilders joining the workforce, impactful training is necessary to ensure employees are ready to perform safely and accurately. Newport News Shipbuilding has used classroom and on-the-job training in the past, but these traditional options are costly and limited.

Recognizing an opportunity for improvement, the Quality Inspection Department's facilitated learning team partnered with the IT Department's Dogfish Labs group on a new approach.

Using virtual reality (VR) technology and headsets, the team developed and launched the application on a VR headset. The application is an enterprise-wide learning solution that creates lifelike simulations for employees to experience work in the shipyard without its safety risks. When shipbuilders wear the ObserVR's headset, they are transported to a virtual shipyard setting, customized through more than 11,000 configurations. This training provides a full-scale sensory experience and has improved employees' knowledge retention and competency by strengthening their mental muscle memory. By tapping into this new technology, the ObserVR team is paving the way for innovative training and better employee performance.



Bobby J. Briggs, X67
Troy Butler, T55
Jovan Celar, T55
Ryan Foster, E59
Kevin Gardner, E59
Van Gentry, X67
Jessica Hansford, X67
Alex Hard, T55
Daniel Hufnal, E59

Nicholas Husk, E59
Lou Jackson Jr., E59
Emily Kodl, E59
Frankie Lowman, X67
Doug Lowmaster, E59
Daniel McPeters, T55
Jonathan Morris, X11
Adeline Ndeme, T56
Robb Schrock, X67

Becky Thompson, E59
H.D. Trulley, K46

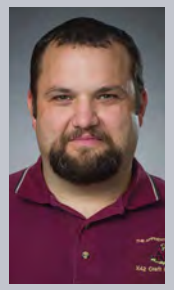
Not Pictured:
Jason Brindle, T53
Dustin Floyd, X67
Heather Mapp, X67
Nicholas Rapoza, X11

SHIPBUILDER-DESIGNED TOOL STREAMLINES PIPE SHOP PRODUCTION

When the Navy directed a technical change to *Enterprise*'s (CVN 80) jet fuel system, a team from across the shipyard came together to develop a solution. The design change required eight miles of thicker, heavier pipe along with modifications to more than 10,000 weld joints, which meant an exponential increase in time, cost, and, more importantly, potential safety risks due to the additional crane lifts required.

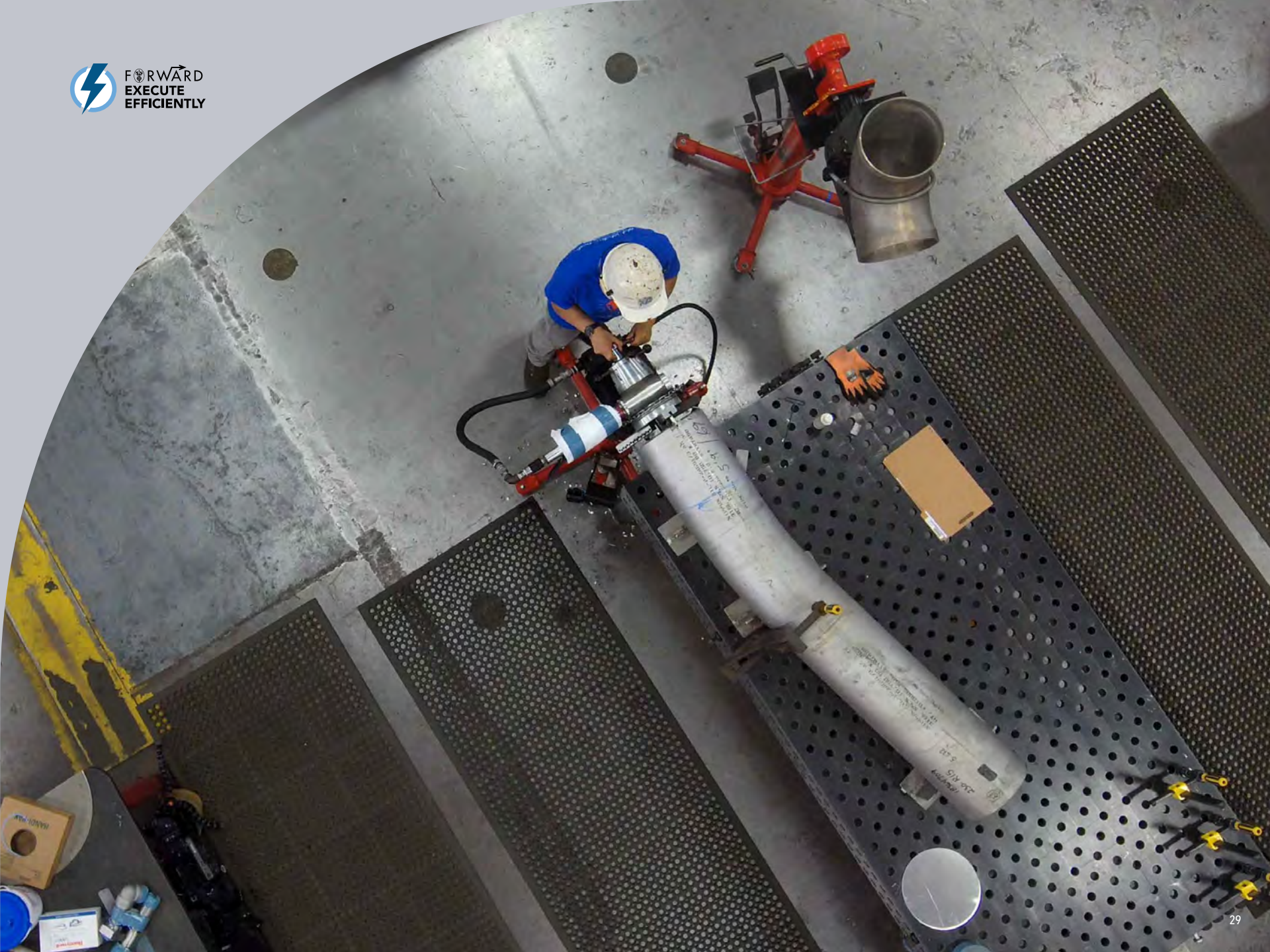
Determined to find an efficient solution for this work, the Pipe Shop partnered with Carrier and Industrial Engineering to research new tooling, equipment, pipe and fittings. Over 18 months, the team developed a new process to handle and fabricate the heavy pipe required. Shipbuilders even designed and built two one-of-a-kind rigs, nicknamed Bob and Sharon, which eliminated much of the cumbersome, manual lifting of heavy fittings. This innovative, cross-functional team developed a solution that will yield benefits for current and follow-on *Ford*-class carriers through safe and efficient first-time quality work.

Ricky Ashworth, M30
David Dea, M30
Jacob Denson, O22
Tom Doberneck, E26
Terry Fail, X44
Rich Johns, K72
Kenny Quinn, M30
Christopher Skiba, E26
Christopher Smith, E26



Robert Teel, M30

Not Pictured:
Herman Gill III, E26
Aaron Goetz, X42
Ronald Heath, E26
Kent Paumier, E26
Timothy Spikes, X42
Robert Tristani, X51
John Vandenberg, E26
Robert West, X43




COSCO

USS COLUMBUS (SSN 762) WORK PACKAGES REVOLUTIONIZE THE FLEET SUPPORT VALUE STREAM

Effective communication across shipbuilding teams is key to executing efficiently. The USS *Columbus* (SSN 762) team experienced this challenge first-hand when faced with unintegrated tools and a lack of consolidated information sharing across the value stream.

A team of shipbuilders evaluated business systems across the program and consolidated the data to create a system that provides a complete view of work required to accomplish the job. The team also reviewed about 10,000 inspection reports, assigned them to work packages, and incorporated a new dynamic drill-down tool that identifies outstanding work package items holding up jobs.

These tools have revolutionized the efficiency of the fleet support value stream by providing clearly defined requirements, highlighting areas of concern and providing unparalleled visibility and understanding of the complete scope of work. More importantly, they have resulted in a significant increase in ready-to-work job volume, removing obstacles for the construction and production teams on the job site.

Robert Corrigan, K03
Michael Dorsey, E25
David L. Goodman Jr., X35
Mary Harrow, O48
Frances Jarabak, X75
Clinton Klink, K48
Christopher Matthews, E03
Craig Messick, O64
Michael Peregoff, X64

Kenneth Rodney, O64
Gabre Rosa, X75
Brenda Viars, X75
Michael Westenberger, X35

Not Pictured:
Nathan Gibson, T53
Jason Hanson, X55
Ryan Holloman, E25
Ed Hood, E25
Timothy Luce Jr., X35
David Saba, K03
Robert Spitler, X75
Christina Stimson, K15
Bruce Thomas, E14

WATERFRONT SUPPORT TEAM IMPROVES EFFICIENCY IN SUBMARINE CONSTRUCTION

Repetitive motion can have a negative impact on the body, but thanks to a new hydraulic jacking system, shipbuilders supporting submarine construction are avoiding injury and increasing efficiency. Historically, little blue cars and manual blocking have been used to lift submarine modules, but it is a time and labor intensive process requiring repetitive motions. In search of a better solution, Waterfront Support Services turned to the bridge construction industry for answers.

The team researched the cube jack hydraulic system, commonly used in bridge construction and maintenance, and conducted a floor analysis to ensure it could support submarine construction. Unlike the little blue cars, the cube jack system allows for safer, more efficient incremental lifting and lowering of heavy loads. With the new system in place, shipbuilders avoid potential ergonomic injury and can lift a *Virginia*-class habitability deck in half the time required by the old process. The team's out-of-the-box thinking led to a new tool for the shipyard and a safer way of doing work.

John Anderson, X36
Nathan Bush, X36
William Gaines, X36
Jeff Maffett, X82
Lamont Marshall, X36
Stephen Pearce, X36
Jacob Sinniger, X36
Nick Smith, X36
Hollis Spease, X36

Not Pictured:
Mathew Martins, X36
Scott Satterfield, X36


western
MODE SELECT
PANEL
WARNING
TRANSFER CARS
NEAR CAR
FAR CAR
FWD
ENERPAC

SHIPBUILDERS INSPIRE A SAFETY IMPROVEMENT CULTURE THROUGH FIRE PREVENTION

John F. Kennedy's (CVN 79) safety champions are leading the way in fire prevention. In addition to daily management of the aircraft carrier's cleanliness zone management program, the team researched and implemented new improvements to fire safety, including clearance markings for firefighting equipment, fire lanes and pedestrian walkways, daily monitoring of fire zone bulkheads and safer material storage locations.

A testament to continuous improvement, the team also completed audits of the ship's temporary firefighting equipment to find and correct safety gaps. Recent shipboard fires like aboard USS *Bonhomme Richard* and USS *Miami* have demonstrated just how important fire safety is. Applying lessons learned from these tragedies, CVN 79's safety champions embody a "never settle" attitude, instilling a ship-wide culture of accountability. As a result of its leadership and action, this team is modeling the way for others and inspiring greater ship cleanliness and fire safety across the shipyard.

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