

PEARL HARBOR NAVAL SHIPYARD OPM TEST

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DRYDOCKING FACILITIES CHARACTERISTICS
FIT TO FIGHT
NAVY COMPTROLLER MANUAL
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JOURNAL OF THE SENATE OF THE UNITED STATES OF AMERICA
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JOURNAL OF THE HOUSE OF REPRESENTATIVES OF THE UNITED STATES
CONGRESSIONAL RECORD
FEDERAL REGISTER
IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AT PEARL HARBOR NAVAL SHIPYARD (THE NATIONAL SHIPBUILDING RESEARCH PROGRAM).
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SOME VOLS INCLUDE SUPPLEMENTAL JOURNALS OF SUCH PROCEEDINGS OF THE SESSIONS AS DURING THE TIME THEY WERE DEPENDING WERE ORDERED TO BE KEPT SECRET AND RESPECTING WHICH THE INJUNCTION OF SECRECY WAS AFTERWARDS TAKEN OFF BY THE ORDER OF THE HOUSE

PEARL HARBOR NAVAL SHIPYARD IS ONE OF EIGHT PUBLIC SHIPYARD ENGAGED IN THE OVERHAUL AND REPAIR OF CONVENTIONAL AND NUCLEAR POWERED SURFACE SHIPS AND SUBMARINES OF THE U S NAVY THESE SHIPS FROM THEIR POWER PLANTS TO THEIR SOPHISTICATED WEAPONS SYSTEMS ARE CONSISTENTLY ON THE LEADING EDGE OF TECHNOLOGY WORK PERFORMED ON THESE SHIPS DURING AN OVERHAUL MAINTENANCE OR REPAIR CYCLE REQUIRES PERSONNEL IN THE LABOR FORCE WHOSE SKILLS ENCOMPASS A VARIETY OF VOCATIONS ENGINEERS MACHINISTS ACCOUNTANTS WELDERS COMPUTER SPECIALISTS PIPEFITTERS RIGGERS CRANE OPERATORS AND PERSONNEL SPECIALISTS ARE BUT A FEW OF THE SKILLS REQUIRED OF PRIME IMPORTANCE IN ENSURING SUCCESS IN THE BUSINESS IS A MANAGEMENT STRUCTURE AND PHILOSOPHY DEDICATED TO CONTINUOUS IMPROVEMENT IN QUALITY PRODUCTIVITY AND COST

REDUCTION RECOGNIZING THAT INCREASED PRODUCTIVITY AND REDUCED COSTS ARE END PRODUCTS OF QUALITY IMPROVEMENT PEARL HARBOR IN APRIL 1986 ELECTED TO ADOPT DR W E DEMING S MANAGEMENT FUNDAMENTALS THE PURPOSE OF THIS PRESENTATION THEREFORE IS TO DISCUSS THE STRATEGY AND METHODOLOGY WHICH IS BEING USED TO APPLY DR DEMING S PRINCIPLES TO THE COMPLEX WORLD OF SHIP OVERHAUL AND REPAIR

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FOR A NAVAL SHIPYARD THE AMOUNT OF MATERIAL ORDERED AFTER BEGINNING AN AVAILABILITY CHURN AND THE AMOUNT OF MATERIAL ORDERED BUT NOT USED EXCESS ARE KEY PERFORMANCE INDICATORS PEARL HARBOR NAVAL SHIPYARD S METRICS INDICATE THAT AN AVERAGE OF 50 OF MATERIAL ORDERED DURING AN AVAILABILITY IS ORDERED AFTER THE START OF THE AVAILABILITY AND THAT 15 OF MATERIAL IS EXCESS THE NAVSEA GOAL FOR BOTH METRICS IS 5 THE AUTHORS INVESTIGATED THE CAUSES OF HIGH RATES OF MATERIAL CHURN AND EXCESS AT PEARL HARBOR NAVAL SHIPYARD AND WHAT COULD BE DONE TO REDUCE OR ALLEVIATE THEM IN DETERMINING THE SOLUTION TO THE RESEARCH QUESTIONS SEVERAL ROOT CAUSES WERE IDENTIFIED THROUGH FIELD INTERVIEWS WITH SHIPYARD PERSONNEL AND AN EXAMINATION OF HISTORICAL RECORDS AND VARIOUS COMMAND DIRECTIVES TO TEST THE VALIDITY OF THESE ROOT CAUSES CURRENT PRACTICES WERE EVALUATED AGAINST GENERALLY ACCEPTED PRINCIPLES OF SUPPLY CHAIN MANAGEMENT AND OPERATIONS MANAGEMENT THE FIELD INTERVIEWS AND DATA COLLECTION YIELDED CONSIDERABLE INSIGHT INTO POSSIBLE CAUSES OF CHURN AND EXCESS HOWEVER DUE TO TIME AND MANPOWER LIMITATIONS THE STUDY FOCUSED ON WHAT THE AUTHORS CONSIDERED TO BE THE MOST SIGNIFICANT CONTRIBUTORS TO THE PROBLEMS REQUISITION LEAD TIME REQUISITION MAINTENANCE FORECASTING TECHNIQUES CONFIGURATION MANAGEMENT EQUIPMENT VALIDATION ACCOUNTABILITY AND INCENTIVES 1 TABLE 3 FIGURES 13 REFS

THE STUDY DEALS WITH AN ADDITIONAL PHASE OF THE RESPONSE CHARACTERISTICS OF A RECTANGULAR HARBOR IN RELATION TO WAVES INCIDENT ON THE RESTRICTED OPENING TO THE OPEN SEA AN INCREASE

IN ASPECT RATIO RESULTS IN A GENERAL DECREASE OF THE RELATIVE HARBOR LENGTH RATIO OF HARBOR LENGTH TO WAVE LENGTH AT RESONANCE FOR THE THREE PRINCIPAL MODES OF RESONANCE MAXIMUM AMPLIFICATION INSIDE THE HARBOR IN TERMS OF OUTSIDE WAVE HEIGHT HOWEVER DEPENDS ON THE MODE OF RESONANCE AS THE ASPECT RATIO CHANGES THE RELATIVE HARBOR LENGTH AT RESONANCE EXHIBITS THE TRENDS PREDICTED BY THE CLOSED BASIN EXPRESSION FOR VARIATION IN ASPECT RATIO BUT DIFFERS IN MAGNITUDE AND SHOWS CERTAIN ANOMALIES NOT PRESENT FOR THE CLOSED BASIN DISCONTINUITIES FOR THESE VARIATIONS EXIST AT VALUES OF THE ASPECT RATIO WHERE CLOSED BASIN THEORY PREDICTS TWO POSSIBLE MODES OF RESONANCE AUTHOR

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