

# FORWARD

OUR VISION FOR THE FUTURE  
& 2024 CALENDAR





Dear Shipbuilders,

Shipbuilding is not always easy, but the challenging work we do is work that no one else can. Our motivation to serve the nation is why **The Mission Starts with Us!**

This year brings more critical work, including completion of our Kesselring Site work, delivery of two new construction *Virginia*-class submarines, launch of a third and the undocking of *Los Angeles*-class submarine USS *Columbus* (SSN 762). We will also complete the systems and compartments needed to support crew move aboard on *John F. Kennedy* (CVN 79), transfer *Enterprise* (CVN 80) to the west end of Dry Dock 12, and undock USS *John C. Stennis* (CVN 74).

Our work must start with a strong focus on safety and fire prevention, hiring and retaining new shipbuilders, developing our shipbuilders' skills and meeting all of our schedule commitments. These strong focus areas keep us true to our NNSFORWARD Strategy.

I'm asking you to be sure you have **clarity around your role** and what your internal customers need, to know what it means for your team to be **winning (getting ahead) or losing (falling behind)**, and to model how to **ask questions in a courageous and respectful way** that allows everyone to learn and grow professionally.

If we all do these things, we will make this year our best one yet - and we will do it as one team.

Please use the enclosed calendar to mark commitment dates, deadlines, reminders and milestones for 2024. As you do so, consider the power of your personal contribution to our goals in the year ahead.

Thanks to shipbuilder feedback, Newport News Shipbuilding is well on its way to accomplishing our mission and moving our company forward!

All the best,

A handwritten signature in black ink that reads "Jennifer Boykin". The signature is written in a cursive, flowing style.

Jennifer Boykin  
President  
Newport News Shipbuilding

# FORWARD

The NNSFORWARD Strategy serves as the foundation for NNS' growth and transformation. While our strategy has evolved over time, its five components remain constant. Enable Our Workforce, Transform Business Operations, Execute Efficiently, Grow the Business Base and Lead the Way inform our decisions and drive our ability to be the healthy business we want to be.



## Our 2023 accomplishments include:

- Reducing body motion- and ergonomics-related injuries by 15%.
- Hiring more than 4,000 employees of whom about 70 percent are hourly, and reducing voluntary attrition by over 2.5% among our salaried workforce.
- Implementing new hire training called Shipbuilder Academy and executing custom training plans for over 1,000 craft workers to improve the proficiency of NNS' workforce. Craft workers assigned to customized craft training plans experienced a 48% improvement in basic proficiency.

## Our 2024 goals are:

- Continued improvement of salaried and craft attrition.
- Continued improvement and acceleration of trade skill proficiency.
- Implementation of a standardized new leader development program for first- and middle-level leaders.



## Our 2023 accomplishments include:

- Launching Digital Plant, which connects machines in the shops with NNS' IT network to inform decisions toward increasing the shipyard's efficiency and effectiveness.
- Breaking ground on the Multi-Class Submarine Production Facility that is designed to be adaptable, allowing NNS to support both *Columbia*- and *Virginia*-class construction.
- Providing greater structure, discipline and alignment to advance NNS' four primary goals, or "true north" objectives for 2024, which are: decrease injuries, increase retention, meet our Navy program commitments, and meet our financial objectives.

## Our 2024 goal is:

- Increased use of data and technology across the value stream to improve NNS performance.



## Our 2023 accomplishments include:

- Implementing the Construction Operating System across all major programs using a standard set of processes and metrics to support execution of COS and program improvement.
- Establishing a material ordering strategy for all programs that assists procurement planning to improve material availability and reduce cost.
- Beginning installation of an intermediate gate lock across Dry Dock 12 that allows NNS to execute the two-carrier contract for *Enterprise* (CVN 80) and *Doris Miller* (CVN 81) at the same time.

## Our 2024 goals are:

- Development of a five-year manufacturing plan to improve shop throughput.
- Implementation of a Value Stream Enterprise Dashboard across multiple programs to promote transparent understanding and action across the organization.
- Deployment of deckplate standard processes across programs.



## Our 2023 accomplishments include:

- Helping the Navy shape design requirements for SSN(X), which will succeed the current *Virginia*-class fast attack submarine (SSN) design.
- Leveraging our expertise to support AUKUS, a trilateral collaboration between Australia, the United Kingdom and the United States to assist Australia in building its nuclear-powered submarine fleet.

## Our 2024 goals are:

- Execution of the CVN 82/83 contract strategy.
- Alignment of SSN(X) efforts with expected Navy demand.



## Our 2023 accomplishments include:

- Pinpointing three key behaviors – seek and establish clarity, know the score and ask the extra question – as key to creating a leadership culture of learning and continuous improvement.
- Launching "At the Helm: Steering NNS Culture," a leadership development program that teaches shipbuilders how to integrate the three key behaviors into our daily work.
- Recruiting change agents, shipbuilders identified by their peers for being trustworthy and respected, to help open lines of communication among our workforce and bring awareness to NNS' leadership culture key behaviors.

## Our 2024 goal is:

- Execution of At the Helm leadership development across all levels of management.



Virginia-class submarine *Montana* (SSN 794) was delivered to the Navy in March 2022 after a successful performance during initial sea trials a month earlier. The boat is the tenth *Virginia*-class submarine delivered by Newport News Shipbuilding and the 21st built with teaming partner General Dynamics Electric Boat.

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# MARCH

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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3	4	5	6	7	8	9
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31						



First-in-class aircraft carrier USS *Gerald R. Ford* (CVN 78) transited the Atlantic Ocean in March 2023 during a composite training unit exercise. COMPTUEX is an intense, multi-week exercise designed to fully integrate a carrier strike group as a cohesive, multi-mission fighting force and to test its ability to carry out sustained combat operations at sea. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jackson Adkins)

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# APRIL

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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Pictured are two of the more than 500 in-service cranes at Newport News Shipbuilding. These cranes support submarine construction.

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# MAY

SUNDAY

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THURSDAY

FRIDAY

SATURDAY

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Virginia-class submarine *New Jersey* (SSN 796) transferred from a construction facility to the floating dry dock in March 2022 in preparation for launch. From there, the 7,800-ton submarine was submerged and moved by tugboats to the shipyard's submarine pier for final outfitting, testing and crew certification.

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# JUNE

SUNDAY

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TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

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The American flag is flown behind the gates of Newport News Shipbuilding as a constant reminder of the important role shipbuilders play in our national defense. USS *George Washington* (CVN 73) can be seen in the background before her redelivery to the Navy in May 2023.

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JULY

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Shipbuilders pour carbon steel for a casting for *Virginia*-class Block V submarines *Tang* (SSN 805), *Wahoo* (SSN 806), *Silversides* (SSN 807) and *John H. Dalton* (SSN 808).

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# AUGUST

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When USS *George Washington* (CVN 73) left Newport News Shipbuilding on sea trials in May 2023, more than 300 shipbuilders were on board. They worked and lived alongside the ship's crew as the aircraft carrier took to the ocean following the aircraft carrier's mid-life refueling and complex overhaul.

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## SEPTEMBER

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For 138 years, Newport News Shipbuilding has operated under the founding principle that "We shall build good ships here. At a profit if we can, at a loss if we must. But always good ships." The Rock behind Building 86 serves as a reminder that quality has shaped our culture for more than a century.

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# OCTOBER

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The sun sets over Newport News Shipbuilding's floating dry dock. Built in Japan, the floating dry dock was delivered to the shipyard in 1987 and serves as the launch mechanism for all NNS-built submarines.

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# NOVEMBER

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The contract for Hull Number 1, Tugboat *Dorothy*, was signed in 1890 and the ship was named for the four-year-old daughter of William C. Whitney, a former secretary of the Navy. At the time *Dorothy* was built, shipbuilders earned about \$2.75 a day.

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## DECEMBER

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A shipbuilder welds on a *Virginia*-class submarine component. A total of more than 10,000 shipbuilders from Newport News Shipbuilding and General Dynamics Electric Boat work to build a VCS submarine for the U.S. Navy.

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## JANUARY 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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Bicycles are a popular means of transportation at the shipyard. Nearly 4,000 bikes can be found at NNS.

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## FEBRUARY 2025

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

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CVN 78 returned in November 2023 from her inaugural deployment. The *Gerald R. Ford* Carrier Strike Group sailed more than 9,200 miles, completed more than 1,250 sorties, expended 78.3 tons of ordnance, completed 13 underway replenishments and hosted more than 400 distinguished visitors.

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# MARCH 2025

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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