

**LENA WALLACE, SHIPBUILDER, O29 COMMUNICATIONS**

HELLO. I'M LENA WALLACE AND THIS IS SMALLTALK: ABOUT BIG IDEAS. SHE'S BEEN AT NEWPORT NEWS SHIPBUILDING SINCE 1987, AND NOW JENNIFER BOYKIN IS THE 20TH PRESIDENT. RECENTLY, SHE UNVEILED HER FORWARD STRATEGY OF MOVING NEWPORT NEWS SHIPBUILDING INTO THE FUTURE. WE RECENTLY SAT DOWN WITH HER AND TALKED ABOUT THIS STRATEGY AND HER VISION FOR GETTING THERE. FOCUSING ON HER KEY OBJECTIVES: ENABLE THE WORKFORCE, EXECUTE EFFICIENTLY, TRANSFORM BUSINESS OPERATIONS, AND GROW THE BUSINESS SPACE.

**JENNIFER BOYKIN, PRESIDENT, NEWPORT NEWS SHIPBUILDING**

EVERYBODY WHO WORKS HERE IS A LEADER IN MAKING SURE THAT WE LIVE THE VALUES, THAT WE STAND UP FOR WHAT'S RIGHT, THAT WE MAKE SURE WE DON'T SHOOT THE MESSENGER, THAT WE CONTINUE TO ENCOURAGE OUR EMPLOYEES TO BRING THEIR IDEAS FORWARD, THAT WE HELP PEOPLE WITH THE TRAINING THAT'S REQUIRED, THAT WE TRANSITION KNOWLEDGE FROM EXPERIENCED WORKERS TO NEW WORKERS. EVERYTHING THAT IT TAKES TO MAKE SURE THAT OUR EMPLOYEES CAN BE THEIR BEST EVERY DAY.

**LENA WALLACE**

YOU TALK A LOT ABOUT NNSFORWARD. CAN YOU EXPLAIN THAT STRATEGY?

**JENNIFER BOYKIN**

NNSFORWARD REALLY HAS FOUR COMPONENTS. THE FIRST IS ENABLE THE WORKFORCE, AND THAT'S REALLY ABOUT DOING EVERYTHING WE CAN SO THAT OUR WORKFORCE HAS THE OPPORTUNITY TO DO THEIR BEST EVERY DAY. WHEN YOU JUST THINK ABOUT THE WORKFORCE, YOU KNOW, SOME OF THE BASIC NEEDS OF OUR WORKFORCE, WE HAVE TO DO A BETTER JOB OF MEETING. PARKING IS A GREAT EXAMPLE OF THAT. WE'VE HAD CHALLENGES WITH PARKING AS LONG AS I'VE BEEN HERE FOR 30 PLUS YEARS.

**LENA WALLACE**

HOW CAN WE FIND A SOLUTION TO PARKING?

**JENNIFER BOYKIN**

REALLY, WHAT WE NEED TO DO IS FIND DIFFERENT SOLUTIONS. SO, BRINGING TOGETHER A VERY DIVERSE TEAM OF PEOPLE WHO HAVE, YOU KNOW, MAYBE IT APP EXPERIENCE, THEY'VE WRITTEN APPS AND PEOPLE WHO HAVE EXPERIENCE WITH THINGS LIKE, YOU KNOW, USING UBER OR FINDING SATELLITE VEHICLES THAT ARE WIRED. I MEAN, THERE'S ALL SORTS OF DIFFERENT THINGS THAT WE

NEED TO BRING IN TO KIND OF THE OPPORTUNITY OF HOW WE CAN SOLVE THE PROBLEM. IT'S PROBABLY NOT GOING TO BE ONE SINGLE SIMPLE SOLUTION BUT I THINK A SERIES OF THINGS THAT REALLY MEET THE NEEDS OF THE EMPLOYEES. AN IMPORTANT PART OF THE PARKING SOLUTION IS FINDING OUT WHAT THE EMPLOYEES WHO HAVE THE PARKING CHALLENGES BELIEVE WILL BE THE BEST SOLUTIONS. NOT DECIDING FOR THEM.

**LENA WALLACE**

WHAT ARE SOME OF YOUR IDEAS FOR SOLUTIONS?

**JENNIFER BOYKIN**

WELL, YOU KNOW, HIDENS IS A GOOD EXAMPLE. I MEAN, WE HEARD A LOT FROM EMPLOYEES ABOUT THE SAFETY PEOPLE FELT OR DIDN'T FEEL AT THE END OF THE SHIFT CHANGE SO WE'VE DONE THINGS, LIKE IN THIS PARKING LOT, TO TRY TO MAKE IT SAFER AND TRY TO GIVE US MORE OPPORTUNITIES TO INCREASE THE SPOTS.

**LENA WALLACE**

ENABLING THE WORKFORCE BY SOLVING PARKING PROBLEMS, HELPING SHIPBUILDERS FOCUS ON GROWING THE BUSINESS SPACE, ESPECIALLY WITH THEIR NUMBER-ONE CUSTOMER.

**JENNIFER BOYKIN**

NOW, THE NAVY LEADERSHIP HAS BEEN VERY CLEAR THAT THEY'RE LOOKING FOR 355-SHIP NAVY. THEY NEED THAT SO THAT THEY CAN SERVE ALL THE MISSIONS THAT THEY NEED TO SERVE. BUT, IN ADDITION, AS PART OF THE FEDERAL GOVERNMENT, AND JUST LIKE OTHER PARTS OF THE FEDERAL GOVERNMENT, THEY ALSO HAVE CHALLENGES WITH THE BUDGET.

**LENA WALLACE**

WHAT IS ANOTHER CHALLENGE HERE MOVING FORWARD?

**JENNIFER BOYKIN**

SO, THAT'S REALLY EXECUTE EFFICIENTLY. SHIPBUILDING IS A VALUE STREAM, EVERY PART OF IT IS DEPENDENT ON OTHER PARTS. SO, WE ENGINEER WHAT WE'RE GOING TO BUILD AND WE DESIGN IT, WE PROVIDE THAT TO SUPPLY CHAINS SO THAT THEY CAN GO PROCURE THE MATERIAL, WE GIVE THAT INFORMATION TO OUR MANUFACTURING SHOP SO THEY CAN MANUFACTURE THE PARTS THAT THEY MAKE, AND THEN OUR ASSEMBLY TEAMS ASSEMBLE ALL THAT, OUR TEST TEAMS TEST THE SYSTEMS AND THEN WE DELIVER IT TO THE NAVY. THAT ENTIRE VALUE STREAM NEEDS TO OPERATE EFFICIENTLY

AND EFFECTIVELY. BUT, IN ADDITION, TRANSFORM BUSINESS OPERATIONS REALLY MEANS UNDERSTAND HOW WE DO THE FUNCTIONS THAT WE DO AND FIGURE OUT HOW TO EITHER DO PROCESS CHANGES OR PROCESS IMPROVEMENTS OR UTILIZE TECHNOLOGY THAT EITHER EXISTS OR THAT WE CAN CREATE SO THAT IT'S EASIER TO GET THAT DONE. AND, SO THAT WE CAN DO THAT IN A WAY THAT TAKES LESS HUMAN LABOR TO ACCOMPLISH. FIND THE INFORMATION EASIER, FIND IT MORE SIMPLY.

**LENA WALLACE**

JENNIFER, HOW DOES INCLUSION AND DIVERSITY PLAY A ROLE IN THIS?

**JENNIFER BOYKIN**

IT'S MUCH MORE THAN RACE, IT'S MUCH MORE THAN GENDER, IT'S MUCH MORE THAN SEXUAL ORIENTATION, IT'S MUCH MORE THAN GENERATIONAL DIFFERENCES. IT'S REALLY ABOUT HAVING A TEAM THAT'S MADE UP OF PEOPLE WHO HAVE DIFFERENT EXPERIENCES INSIDE THE YARD AND OUTSIDE, AND LEVERAGING THOSE DIFFERENCES TO COME UP WITH NEW, CREATIVE WAYS OF SOLVING PROBLEMS.

**LENA WALLACE**

THIS IS THE FIRST VIDEO OF SMALLTALK: ABOUT BIG IDEAS WITH JENNIFER BOYKIN. KEEP WATCHING WE'LL HAVE MORE IN THE FUTURE. I'M LENA WALLACE.