

# From the Desk of

AUGUST 2008

**JIM MILLER**  
**PRESIDENT AND CEO**

## The Learning Curve



*July 9, 2008 - Jim Miller stands in front of Hull 009 the morning of its launch.*

### Tell us what you think!

As a shipyard, we are only as good as our employees, and this fall, we want to hear from you. Human Resources will be conducting a “people survey” in all aspects of shipyard business to find out how we are doing and what we can do better. When you receive your survey, be as honest and accurate as possible so the actions we take forward are the “right” ones. We will listen!

**M**y first month has been very educational as I’ve spent much time listening and observing yard procedures to begin forming a successful plan for our future. There is no better way to discuss the future than to first make known my initial observations to serve as the platform from which we will work. Last month I met with different departments and through those meetings observed the following:

**QA/QC** – A very well organized team of talented people who consistently search for improvement.

**Production/Planning** – Good team and talent, however each department needs to work closer to each other in order to achieve overall vision and success. Each may be achieving individual department success, but that shouldn’t be mistaken for team success. Union workers and subcontractors are cooperative and eager to improve.

### **Procurement/Logistics** –

These teams are well organized and work closely with production. Currently, their biggest challenge is facing spiraling costs in steel and various commodities – a rising issue within the industry with regard to the current state of economy.

**HR** – A solid group of professionals with a goal to practice HR more strategically, this group will soon initiate people surveys to review the current state of opinion within the yard. On that note, it is vital that when you receive the survey your responses are honest so that as a team, we can take appropriate actions.

**Finance/Legal/IT** – These departments have sound controls in place, however we always need to be diligent about our costs. We will streamline our reporting so we can have timely information to run our business.

**Engineering** – This team works very closely with production and has a lot of talent, experience and ideas.

**HSE** – Less of a department and more of a mindset, it is important that I touch on these observations. While we are good, we are not great, and we have the ability to be much better. Simply put, there are too many incidents.

Last month, weekly inspections were initiated, meaning the VP Production, Safety Manager and I have been conducting detailed inspections and taking notes on

yard conditions and will continue to do so in the future. I can assure you the walkthroughs are just one of many other HSE initiatives to follow. Awareness is key to our success, as is looking for any blind spots. I challenge each and every one of you to make this initiative a personal one. I have no doubt that we can be much better!

Overall, and most important to the future, I’ve noticed a great attitude throughout the yard. Moving forward, I can tell you we will actively benchmark ourselves against others and search out any best practices to help make us better. We will also launch an effort to revisit all of the underlying assumptions of how we do things to either validate our fundamental practices or change them. I ask that everyone be flexible in this journey and take on a new mindset. What may have worked perfectly two or three years ago, may not work as efficiently today.

Moving forward, I promise to always be committed to excellence. Before joining the yard, I was part of building big things. Let me say that nothing I have been part of compares to a shipyard. As I walk through the yard, the size and magnitude of each vessel and what we are accomplishing for the U.S. maritime community and the nation as a whole, amazes me. What amazes me even more is the level of teamwork it takes to get the job done. I am proud to be part of the special things that are happening at APSI.



**Aker  
Philadelphia  
Shipyard**

Aker Philadelphia Shipyard  
2100 Kitty Hawk Avenue  
Philadelphia, PA 19112

Phone: (215) 875-2600  
Fax: (215) 875-2700

## Aker Family Day: A 10 Year Celebration

**J**oin us on September 13, rain or shine, as we look back on 10 successful years. Our 10 year celebration was consciously named "Aker Family Day" because whether you are family of an Aker Employee or part of the Aker Philadelphia Shipyard family (such as a long term contractor), you are invited to celebrate!

From 11am - 2pm the yard's main street between Grand Block and the Fabrication Shops will be transformed for Aker Family Day. The shop doors will be left open to showcase our state of the art facilities to family members. There will be food, entertainment, door prizes and much more! Parking will be available in the employee lots with shuttle buses running to and from the event.

 **Aker Family Day**  
A 10 Year Celebration

Aker Family Day

Saturday  
September 13  
11am - 2pm

Rain  
or  
Shine!

Open to  
**ALL**  
Aker Philadelphia  
Shipyard  
employees

Celebrating  
10 Years of  
*Building the Future*