

NNSY LAUNCHES AMERICA'S SHIPYARD VIDEO SERIES

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

March 2021



CAPT. WOLFSON HANDS OUT BZ100 AWARDS TO WORKFORCE

WOMEN'S HISTORY MONTH: CELEBRATING THE LEGACY OF WOMEN AT NNSY



IN THIS ISSUE

Features:

- 3** SCHOLARSHIP OPPORTUNITIES
- 4** FROM THE COMMANDER: OUR COMMAND PHILOSOPHY
- 6** USS TOLEDO (SSN 769) ARRIVES AT NORFOLK NAVAL SHIPYARD
- 7** NNSY LAUNCHES AMERICA'S SHIPYARD VIDEOS
- 8** ON THE COVER: BZ100 SERIES
- 10** THE JIG IS UP . . . AND ASSISTING PROPULSION SYSTEM WORK FOR NNSY
- 12** NAVY REGION MID-ATLANTIC FIRE & EMERGENCY SERVICES: FIREFIGHTERS PROMOTED TO CAPTAIN IN CEREMONY
- 13** SERVICENOW IMPROVES IT'S CUSTOMER SERVICE
- 14** NNSY'S NEWEST CHIEF PETTY OFFICERS PINNED
- 16** SHIPYARD SPOTLIGHT: ERICA MIRANDA
- 18** TALKING SHOP: CODE 982 WATERFRONT SUPPORT
- 20** THE BORUM OVERPASS RESTORATION: MORE THAN A BRIDGE REPAIR
- 22** WOMEN'S HISTORY MONTH: CELEBRATING THE LEGACY OF WOMEN AT NNSY

24 DIVERSITY AND INCLUSION IS OUR STRENGTH

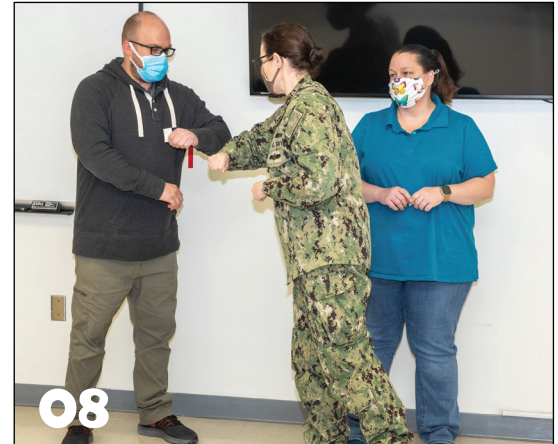
27 DELIBERATE AND INTENTIONAL WITH DE&I

28 NAVSEA NEXTGEN SELECTEE: KATY JOHNSON

29 NNSY UPGRADES WITH MARITIME SYSTEMS ENVIRONMENT

30 10K MANDAY CHALLENGE: NNSY RADIOLOGICAL TEAM AIMS TO MAKE JOBS MORE EFFICIENT

31 DEOCS LAUNCHING AT NNSY APRIL 5



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DISCIPLINARY CORNER**December 2020 Closed****Discipline Cases: 16**

Of the 16 cases, 14 have received formal discipline

- 3 have lost employment
- 7 were suspended (1 indefinitely)
- 2 received letters of reprimand

The types of cases are:

- 2 attendance cases
- 7 conduct cases
- 1 security case
- 3 performance cases
- 3 other cases

January 2021 Closed**Discipline Cases: 34**

Of the 34 cases, 32 have received formal discipline

- 5 have lost employment
- 14 were suspended (4 indefinitely)
- 4 received letters of reprimand

The types of cases are:

- 9 attendance cases
- 10 conduct cases
- 7 security cases
- 3 performance cases
- 5 other cases

SCHOLARSHIP OPPORTUNITIES

NCMA Scholarship • The Naval Civilian Managers Association (NCMA) will award four college scholarships for the 2021-2022 academic year. The checks can be used for any legitimate educational expense of the student. Three of the scholarships are for a one-time amount of \$500, two being awarded to dependents of any shipyard employee and the third being awarded only to a dependent of an individual who has been an active dues paying NCMA member for at least one year. The fourth scholarship will be paid out over four years (\$500 per year, \$2000 total award) and is open to any dependent of a shipyard employee. The four-year scholarship will require continued enrollment and maintaining a 3.0 GPA for the second through fourth years. NCMA member dependents will also be considered for the general scholarships; however, a single individual will not be awarded more than one scholarship. Applications can be obtained at the NCMA WebCentral website from the following link: \\nnsyr045\NNSY Perm\NNSY-NCMA\Committees\Scholarship\2021 or on the NNSY Intranet by clicking on Organizations/Associations/NCMA and then clicking on the icon for the 2021 Scholarship Application, or from any NCMA member. Provide the scholarship to any NCMA officer or to NCMA Scholarship Chairman Martrail Parker (396-8300 or 778-4181). For more information visit the NCMA website via the NNSY homepage. In order to be considered, the deadline for submission completion is Apr. 16.

NAS Scholarship • Norfolk Naval Shipyard's (NNSY) National Association of Superintendents (NAS) is offering multiple scholarships, worthy of \$500 minimum, to at least eight deserving students who apply. The scholarships are funded personally by association members and are intended to recognize outstanding dependent students of NNSY military and civilian employees. Applications require sponsorship from a member of the NAS. A list of members can be found in the Outlook distribution list titled NNSY_Superintendents Assn. Four of the scholarships will be open to dependent students of any NNSY employees and the other four awarded to dependents of NAS members; however, depending on the availability of funds, the number and/or value of the scholarships may increase. Applications must be hand delivered to Mike Zydron or Faultine (Tina) Rodgers, faxed to 396-4080, or emailed to faultine.rodgers@navy.mil no later than Apr. 16. Scholarship recipients will be notified no later than May 10. For more information, contact Tina Rodgers at 396-4390.

TCC'S STEM Promise Program Scholarship • Please spread the word to your graduating seniors about TCC's STEM Promise Program scholarship! This is a full-tuition scholarship for up to 20 students to study science, cybersecurity, engineering, computer science, automotive technology and more - beginning in the fall of 2021. Women and minority students are highly encouraged to apply!

To learn more about the scholarship, visit www.tinyurl.com/v8mxe56.To attend an upcoming virtual info session, visit www.tinyurl.com/y28cqs75.



Hello America's Shipyard! What a great six weeks I've had to kick off my time in command! I've enjoyed some wonderful opportunities to meet with many of you. That includes recognizing our individual performers with Bravo Zulu 100 awards (see pages 8 and 9), as well as engaging with our various work groups to kick off our new America's Shipyard video series (see page 7). Recognizing all your great work is not only one of the most enjoyable parts of my job, it's one of the most important. It's you who strengthens the bedrock of our organization, our MISSION to repair, modernize and inactivate our nation's warships and training platforms. It's all of you who drive results and deliver ships back to the Fleet, ready to serve our Navy and protect our country.

Our new Norfolk Naval Shipyard Command Philosophy has been finalized! I say "our" because it is a shared vision of how we see our entire organization as a critical United States Navy service provider.

There's a lot in the Command Philosophy to get us thinking about how we individually contribute to our ONE MISSION and we work effectively together as ONE TEAM. As I express right up front, I want each of you to be empowered in your individual area of responsibility, to own your work knowing your professional reputation is inherent in everything you say and do. Serving our Navy takes a daily commitment—our work is too important to not approach it with its deserved urgency every day. When there are countries like China and Russia challenging the free and open conditions at sea, every day in an

OUR Command Philosophy

availability counts. If an availability slides one day to the right, that costs the Navy one more day from deploying one of its most vital vessels to keep our country safe.

Crucial to our mission success is being ONETEAM. We all share the same mission—our projects, shops, departments, and satellite locations must all support each other and be invested in our mutual success. Consider the connections that are all there between us in our work; hold each other accountable in achieving our mission. We succeed or fail as a team. If one of us has an idea, innovation or initiative that can benefit us all, it must be shared. We must also have the humility and vulnerability to forgive the past, in order to gain a fresh perspective, stop operating in silos and move out together as a more united team.

You will hear me talk about ONE MISSION – ONE TEAM a lot. I wrote this when I was here as Operations Officer (Code 300) prior to becoming your Commander, and it's awesome being able to bring it back home to America's Shipyard! These words are even more important to me today. It may be tempting to think of ONE MISSION – ONE TEAM as a mantra, but it's really much more than that. For us to be successful, it must be a way of life in all aspects of our work.

To that point, in early February NNSY leadership had a very productive off-site meeting in which we charted the way forward as ONE TEAM to achieve success in executing our ONE MISSION. This off-site marked the culmination of eight weeks of significant effort to develop our new Strategic Framework. Our new Strategic Framework will be used to communicate our path forward on how we will achieve our vision.

- This framework will be built upon the bedrock of our organization our MISSION to repair, modernize and inactivate our nation's warships and training platforms.
- It clarifies our VISION to deliver on time, every time, anywhere to protect America.
- To realize our vision and meet our mission requires knowing what drives our attitudes and actions—our VALUES—which will continue to be our enduring

C.O.R.E. values.

- The framework will incorporate our GUIDING PRINCIPLES, rules that govern the outcomes or consequences of choices.

We'll be sharing much more about the Strategic Framework and what it means in the coming weeks. This is a crucial time of transition. I'm excited about the journey ahead with all of you!

As our thoughts turn to spring, March also brings Women's History Month. Public Affairs Specialist Allison Conti has written a great article in this issue of Service to the Fleet tracing the evolution of women at the shipyard, from World War I over a century ago to today where we are fortunate to have many strong, capable and caring women serving in a variety of leadership roles. As I read about the women who came before us in the past century breaking down barriers and changing both individual minds and the shipyard's demographic makeup, it's very humbling and a great honor to be following in their paths.

ONE MISSION-ONE TEAM!
#wegotthis

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard

Sight Line: The Commander's View



NAVSEA's mission is central to the success of the Navy's mission, and our ability to deliver combat power to the fleet rests, in a large measure, on your substantial shoulders.

To ensure we focus our attention on the most critical missions that align directly with the Chief of Naval Operations' guidance and Navy's strategy, we routinely update our "Campaign Plan to Expand the Advantage," our plan designed to keep our command and our fleet a step ahead of our adversaries.

In January I issued the second update to this living document, and I'd like to provide a wave-top view of the updates.

NAVSEA has three main priorities:

- Deliver Combat Power: On-Time Delivery of Combat-Ready Ships, Submarines and Systems
- Transform our Digital Capability
- Build a Team to Compete and Win

Our submarines and aircraft carriers are the most powerful warships in the world. They are in high demand and your unrelenting efforts and innovations to maintain and modernize these platforms are key to meeting the Navy's global operational commitments. Predictably, our #1 Priority is "Delivering Combat Power with the On-Time Delivery of Combat-Ready Ships, Submarines and Systems." Your work allows our Navy to deploy these lethal guardians to defend our nation, and our Shipyard Infrastructure Optimization Program (SIOP) will give you a boost with modern facilities, tools, and equipment.

"Transforming our Digital Capability"

efforts will deliver the needed IT systems and infrastructure to update our aging digital infrastructure and maximize productivity while ensuring the security of our networks. Digital dominance is key to our future.

Finally, on-time deliveries and harnessing state-of-the-art digital capabilities are nothing without a skilled, trained workforce. Our #3 priority, "Build a Team to Compete and Win" addresses just that. The Shipyards' 7-year hiring effort required transforming our training and certification processes, but brings great potential for current and new employees.

Five core principles underpin our three mission priorities. They are, Technical Competence, Leadership Competence, Reliability, Affordability, and Agility.

Technical Competence is foundational to our mission. We will continue to develop and expand our technical skills to meet future requirements and to grow tomorrow's leaders.

We need solid leadership across NAVSEA. Leaders who will help build, develop and inspire our NAVSEA team to meet and exceed their mission. Ensuring future leaders have the tools and training they need is critical to every aspect of our enterprise.

Next, reliability of our systems, procedures, tools, and people is fundamental to delivering and repairing combat-ready submarines and aircraft carriers.

Keeping in mind our limited resources, ensuring we execute our mission as affordably as possible is critical as we anticipate our workload to increase faster than our budgets.

Lastly, being agile and able to respond to unexpected requirements and world events is what sets our Navy apart from other countries. As our warfighters continue to adapt to the changing global environment, we must ensure that we can flex to respond to any contingency.

If you're interested in reading the entire NAVSEA Campaign Plan to Expand the Advantage 3.0, it's posted on the front page of our website, www.navsea.navy.mil.

Thank you for what you do for our Navy and Nation and KEEP CHARGING!

V/r,

VADM William Galinis

Commander,

Naval Sea Systems Command



USS TOLEDO (SSN 769) ARRIVES AT NORFOLK NAVAL SHIPYARD FOR ENGINEERED OVERHAUL

STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST
PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) welcomed the Los Angeles-class submarine USS Toledo (SSN 769) Jan. 21 for an Engineered Overhaul.

Approximately 437,000 workdays are required to replace, repair and overhaul components throughout the boat. This will mark NNSY's third Engineering Overhaul and first in several years, following USS Newport News (SSN 750) and USS Albany (SSN 753).

To effectively prepare for the complex and extensive work ahead, Deputy Project Superintendent Chad Waldroup said the project team led a number of initiatives prior to the boat's arrival. "With the COVID-19 pandemic, the project team worked through a plan to have a smaller team travel to the boat's homeport in Groton, Connecticut and perform pre-arrival work to allow us to get into the major work quicker once the boat arrived," he said. "We have also worked with [NNSY's Process Improvement division] Code 100PI on

a number of Strategic Planning Session initiatives that will allow us to be successful. These initiatives range from buying new brows that improve the routing of services to looking at existing requirements to see if they can be improved upon. We also set up a weekly meeting cadence with the ship to ensure they are well prepared on expectations and knowledge about the shipyard."

In a first for one of NNSY's Engineered Overhauls, the boat will be pier-side for an extended period before heading into dry dock. The boat's hosting dry dock is currently undergoing maintenance upgrading its caisson, flood wall and piping. NNSY's submarine dry dock upgrades are part of the Shipyard Infrastructure Optimization Program (SIOP), a 20-year, \$21 billion program dedicated to completely refurbishing the nation's four public shipyards by modernizing equipment, improving workflow and upgrading dry docks and facilities.

Norfolk Naval Shipyard Launches America's Shipyard Videos to Celebrate Achievements

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST
PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

As Capt. Dianna Wolfson took the helm at Norfolk Naval Shipyard (NNSY) Jan. 15, one of her goals was to celebrate the hard work and achievements that met the mission and provided service to the fleet.

“One of my most important priorities as your shipyard commander is recognizing all of the great work being done by our shipyard as one team supporting one mission,” said Capt. Wolfson. “Recognizing each of you, and celebrating all the work you do for our Navy and country, is so important to me. It is each of you who have the ideas and innovations to keep our Navy the strongest Navy in the world. You are the ones who drive the results delivering combat-ready warships. Because of this, I will be prioritizing getting out to meet with you, both for talking about my priorities, but most importantly, thanking you for all you do and recognizing all your great efforts.”

As part of her ongoing efforts, Capt. Wolfson launched her Bravo Zulu (BZ) 100 awards to present to individuals whose efforts helped drive success in safety, cost-effectiveness, and teamwork. She also spearheaded the new flagship video series for the command – entitled America's Shipyard. This series is dedicated to highlighting the amazing group successes and NNSY achievements.

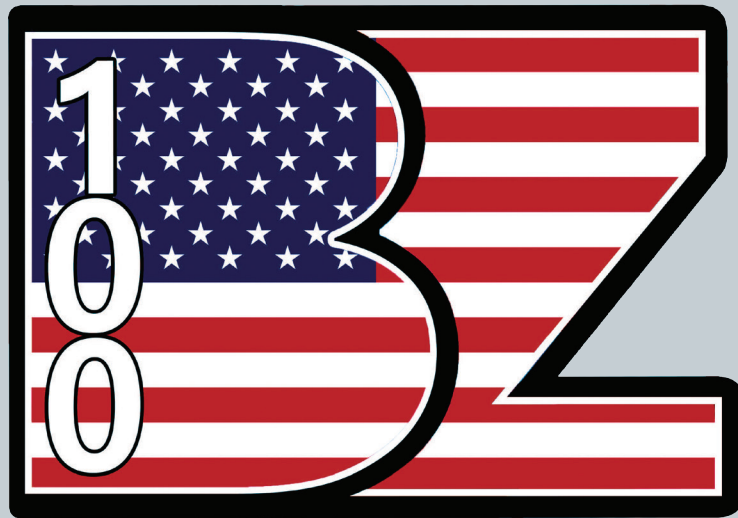
“Our first episode recognizes our Contracts Department (Code 400), Operations Department (Code 300) and Business Office (Code 1200) who saw an urgency when a contract fell through to clean the sanitary tanks for USS Pasadena (SSN 752),” said Capt. Wolfson. She surprised the awardees on site at the Pasadena to recognize them for their efforts and to hear from them personally about what drives them each day as they serve America's Shipyard. “They came together as a team and executed a new contract that will span the entire availability. It's because of each of your outstanding efforts that we were able to keep everything running smoothly. Great job!”

At this time, two episodes of the series have been released. Episode One and Two of America's Shipyard can be viewed on the NNSY Facebook page at <https://www.facebook.com/NorfolkNavalShipyard1/>, the NNSY YouTube page at <https://www.youtube.com/user/NNSYBroadcast>, and Defense Visual Information Distribution Service (DVIDS) at <https://www.dvidshub.net/unit/NNSY>.

This series will be an ongoing effort and new episodes will be premiering soon. Stay tuned to NNSY's social media platforms to see when the next episode will drop. If you have an idea that should be recognized for a future episode, please email nfsh_nnsy_pao@navy.mil and provide a detailed response of who or what we should recognize and why.



Photos Top to Bottom: Shipyard Commander Capt. Dianna Wolfson surprised members of the Contracts Department (Code 400), Operations Department (Code 300) and Business Office (Code 1200) who worked an urgent contract for cleaning the sanitary tanks for USS Pasadena (SSN 752). She surprised the awardees on site at the Pasadena as part of the first episode of America's Shipyard to recognize them for their efforts; Supervisory Contract Specialist Tiffany Trotter speaks on the efforts of the team who came together to work an urgent contract for cleaning the sanitary tanks for USS Pasadena (SSN 752); COR Branch Program Manager Deric Ragland receives his BZ 100 award from Wolfson; Shipbuilding Specialist Chad Johnson receives his BZ 100 award from Wolfson; Wolfson with the team.



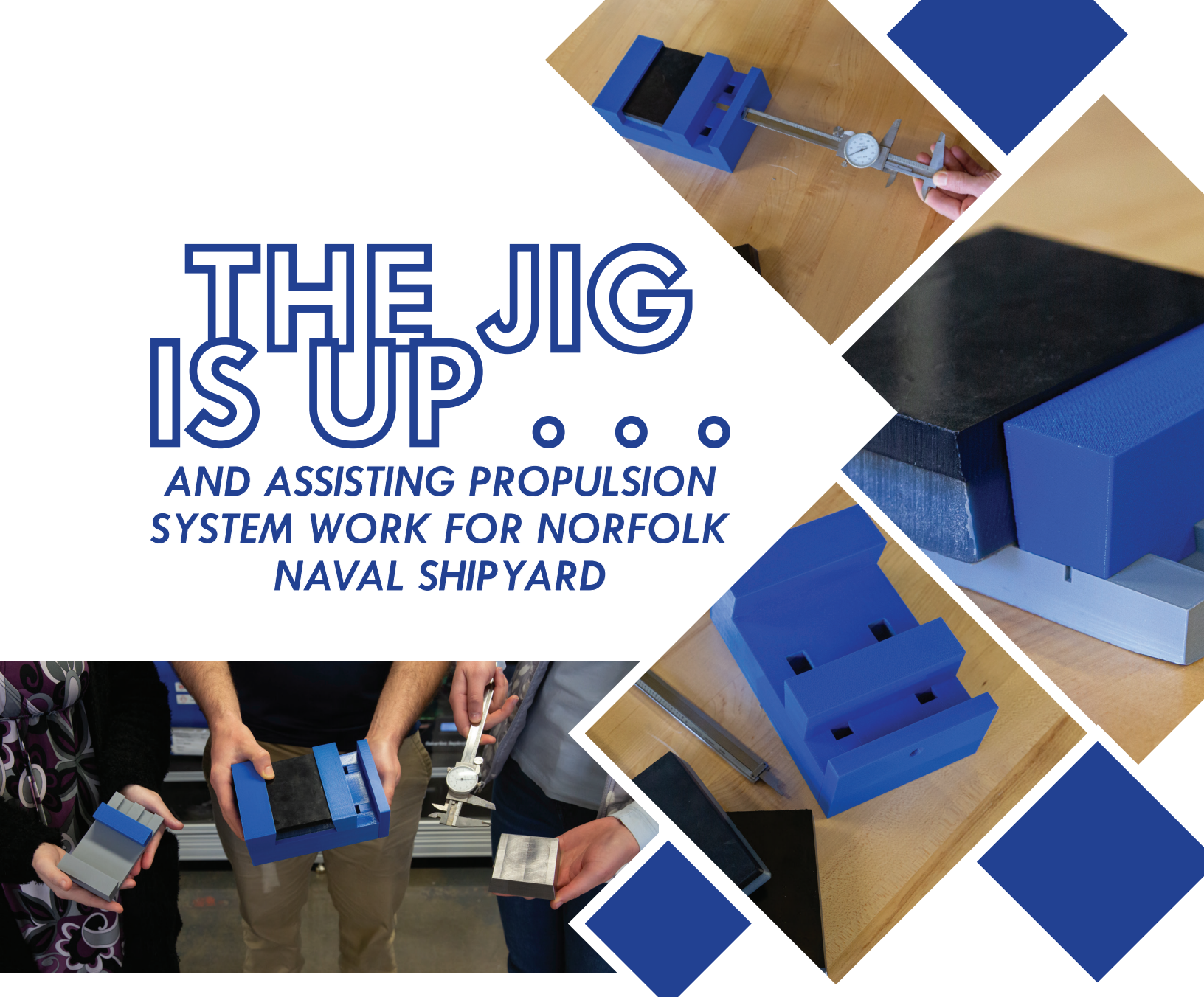
PHOTOS BY TONY ANDERSON AND DANNY DEANGELIS • NNSY PHOTOGRAPHERS

Capt. Dianna Wolfson has handed out numerous BZ100 stickers during her first several weeks as Norfolk Naval Shipyard's Commander. The BZ100 stickers are awarded to top-performing teammates to recognize achievements and superior efforts. BZ stands for Bravo Zulu which is a traditional signal conveyed from one ship to another with flags that means "well done." To view or download your BZ100 photo, visit NNSY's Flickr page <https://www.flickr.com/photos/norfolknavalshipyard/>.





BRAVO ZULU, AMERICA'S SHIPYARD



THE JIG IS UP

AND ASSISTING PROPULSION
SYSTEM WORK FOR NORFOLK
NAVAL SHIPYARD

**STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER**

Thanks to innovative thinking and teamwork, Norfolk Naval Shipyard (NNSY) has implemented a 3D-printed stave measurement jig for ship propulsion system work.

Driven by a need to support emergent work on a ship at one of the shipyard's satellite locations, NNSY's Engineering and Planning Department's Propulsion Machinery Branch (Code 266) teamed with the NNSY Technology and Innovation (T&I) Lab to design, develop and manufacture this tool to precisely measure waterborne bearing stave widths. NNSY's Inside Machine Shop (Shop 31) then produced a stave standard of a known width to calibrate the jig and expedite installation jobs.

"Waterborne staves are part of the bearings for the propulsion shaft line that support the shaft sections outside the dry portions of the ship's hull," explained Code 266P's Mechanical Engineering Supervisor Robb Morris. "They are used as a wear surface for the shaft to rotate in while supporting the weight of the shaft and are lubricated and cooled via seawater."

While the staves are replaceable, they must be in adherence

with their corresponding Naval Sea Systems Command (NAVSEA) standard drawing. Standard drawings detail items used across multiple ship classes, with bearing staves used for aircraft carriers, Ohio-class and Los Angeles-class submarines serviced by NNSY. Pointing out that the standard drawing includes 10 different sized staves of various widths, Morris said the new jig can verify all sizes when used with the standard NNSY's Inside Machine Shop produced.

Discussing the benefits of the new tool, Morris said, "Use of the jig can identify stave discrepancies early and easily when the material arrives prior to installation. This jig is easy to use and is well within the normal tooling familiarity of any Shop 38 [Outside Machine Shop] mechanic. It can be used anywhere, is lightweight, and requires basic precision instruments to utilize."

Creating this tool lends further credence to the mantra of necessity being the mother of invention. Given the urgency of executing the work to support a ship's looming deployment, NNSY's Propulsion Machinery Branch collaborated with the lab to develop



Norfolk Naval Shipyard's (NNSY) Engineering and Planning Department's Propulsion Machinery Branch recently teamed with the NNSY Technology and Innovation Lab to design, develop and manufacture a 3D-printed stave measurement to precisely measure waterborne bearing stave widths to facilitate ship propulsion system work. NNSY's Inside Machine Shop assisted by producing a stave standard of a known width to calibrate the jig and expedite installation jobs. From left to right: Dixie Cox, Technology and Innovation Lab Subject Matter Expert for Additive Manufacturing; Mechanical Engineering Supervisor Robb Morris; and Jessica Roberts, NNSY Technology & Innovation Community of Practice Lead/Additive Manufacturing Lead.

the tool's prototype within two days of starting discussions, with Shop 31 producing their standards within a day. "Both the lab and Shop 31 reps were eager and happy to help and prioritized the work to support the deploying unit," said Morris. "They understood the need for urgency."

Dixie Cox, Technology and Innovation Lab Subject Matter Expert for Additive Manufacturing, said the use of 3D printing proved an ideal medium for the request. "Additive manufacturing is well suited for rapid prototyping," she said. "We managed to go through multiple iterations and improvements of a physical, tangible model in a matter of about two days. Another strength is the use of additive manufacturing in the customized sense. Code 266 requested one tool for exactly one intended use. Creating an in-depth procedure for the development of a custom-made tool can be impractical with traditional tooling methods. Turnaround times and wasted material can make such a request infeasible with subtractive manufacturing, so this is a victory as an effective and appropriate application of additive manufacturing."

Jessica Roberts, NNSY Technology & Innovation Community of Practice Lead/Additive Manufacturing Lead, said, "it's always exciting to have people visit the T&I Lab with an idea; this one in particular was a great example of a Real Idea [employee improvement

suggestion] from beginning to end. The tool was the perfect size for quick 3D-printing, allowing several iterations to be printed and tested, despite the tight deadline. Code 266 remained engaged and enthusiastic throughout, providing details about the need, drawings of the system, design suggestions, and useful feedback on iterations. In the end, the tool had a positive impact on Code 266's job, and we're pleased to be part of this success."

Shipyards Commander Capt. Dianna Wolfson said, "This collaboration between Code 266, Shop 31 and our Technology and Innovation Lab is a great example of our shipyard's One Mission—One Team mindset! Together as the Norfolk Naval Shipyard workforce, we are in the mission of providing exceptional, safe and timely delivery of warships back to the Fleet."

For more information regarding innovation, contact the NNSY T&I Lab at 757-396-7180 or email the REAL Ideas program at NNSY_REALIdeas@navy.mil. To learn more about the Additive Manufacturing Program, contact Roberts at jessica.f.roberts@navy.mil.

Navy Region Mid-Atlantic Fire & Emergency Services: Firefighters Promoted to Captain in Ceremony

STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

Five new captains assigned to Norfolk Naval Shipyard (NNSY) and Naval Weapons Station Yorktown, Fire District 2, were pinned in a ceremony at NNSY's Trophy Park Feb. 1.

The five officers are part of a class of 25 Navy Region Mid-Atlantic Fire & Emergency Services Firefighters who were promoted to Captain. Navy Region Mid-Atlantic Fire & Emergency Services is the Department of Defense (DoD) fire department that supports Navy operations on the Mid-Atlantic and Northeast coasts of the United States.

Firefighter-Paramedic Roger Hill, Firefighter-EMT Jeremy Brown, Firefighter-EMT Josh Tomon, Firefighter-EMT Jonathan Harvey, and Firefighter-Paramedic Troy Ellis were pinned with their new captain badges by family members and fire department mentors, a fire department tradition that has accompanied promotions for decades. The Fire District 2 Fire Chief, Christopher Payne, said, "The responsibility trusted to officers should weigh heavy upon each one. Officers owe it to their company members, their members' families and the Sailors and citizens they protect, to be the best at what they do. An officer's job can be summed up in a few words, but the job is far from simple. Before all other duties, the officers must bring their company home at the end of each shift. Training the members, maintaining accountability, and looking out for hazards is key to this success."

These five new fire department officers have a collective total of more than 70 years of experience with Navy Region Mid-Atlantic and this recent promotion process has been the largest ever conducted in the department. These promotions provide new Captains at nearly every Navy installation in the Hampton Roads area as well as Naval Station Newport (RI), Submarine Base New London (CT), Portsmouth Naval Shipyard (Kittery, ME), and Naval Station Great Lakes (IL).

In the Hampton Roads area, Navy Region Mid-Atlantic provides fire and emergency services to Eastern Virginia naval installations with over 350 personnel, operating from 16 fire stations from North Carolina to Maine and as far west as Indiana and Illinois.

Commander Navy Region Mid-Atlantic, Fire Chief, Kevin Janney said, "All of these young men have demonstrated highly skilled technical proficiency in their various specialties, whether paramedicine, hazardous materials, or technical rescue. They have also demonstrated sound leadership abilities and are well-respected by their peers, and will serve the Navy community well as our next generation of fire officers."

Beginning in their new roles, the five newly promoted Captains will lead a single engine or ladder company, serve as the initial incident commander of emergency responses and some will also be responsible for ambulance personnel. With new duties and responsibilities, all five newly promoted Captains left the ceremony with a renewed sense of pride as a part of Navy Region Mid-Atlantic's largest promotion process ever conducted in the department.



Top to Bottom: Captain Jeremy Brown is being pinned by his wife Dana Brown and Captain Jason Schneider, Commanding Officer, Naval Weapons Station Yorktown; Commander Navy Region Mid-Atlantic, Fire Chief Kevin Janney presents Captain Joshua Tomon with his new captain's fire helmet during a promotion ceremony at Norfolk Naval Shipyard's (NNSY) Trophy Park on Monday, Feb. 1; From left to right Captains Joshua Tomson, Rodger Hill, Jonathan Harvey, Troy Ellis and Jeremy Brown with their new captain's fire helmets.

SERVICENow IMPROVES IT CUSTOMER SERVICE

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

At one time or another, you may have encountered an issue with your computer. Frustration begins when you cannot get through to Norfolk Naval Shipyard's (NNSY) Information Technology and Cybersecurity Department's (Code 109) Service Desk. Maybe you had to contact Navy Marine Corps Intranet (NMCI) and wait for a long period of time until someone was available to help. To address this issue, Code 109 is taking steps to improve its customer service by implementing a new process to help resolve IT issues.

"ServiceNow is a new program and process we are using. The program allows the customer who is having an IT issue to submit their own trouble ticket," said Code 109's Acting Branch Manager for Customer Support Division Janine Hernandez. "Before, the customer had no idea what was happening with their trouble ticket. Now, all they have to do is log into ServiceNow and it will show them what the status is and who is handling it."

There may have been times where if the user had the knowledge, they could have fixed an IT issue themselves. Or maybe they once were shown had to fix a particular issue, but because they didn't use that knowledge over time, they simply forgot how to do it.

"ServiceNow comes with knowledge-based articles," said Code 109's Customer Support and Information Security IT Specialist Robert Lee Jones, III. "If the customer has an issue like mapping to a printer or problems with their certificate credentials, all they have to do is type it in the search bar and the most relevant resources and self-help articles will appear. These will help the customer fix the problem themselves, thus saving time in the process."

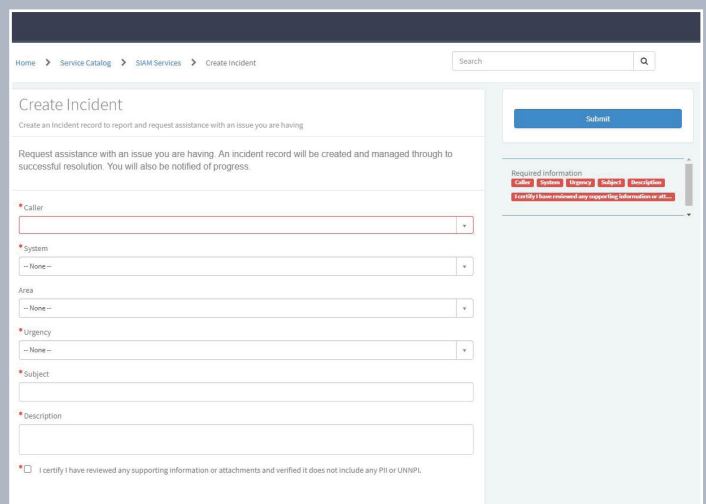
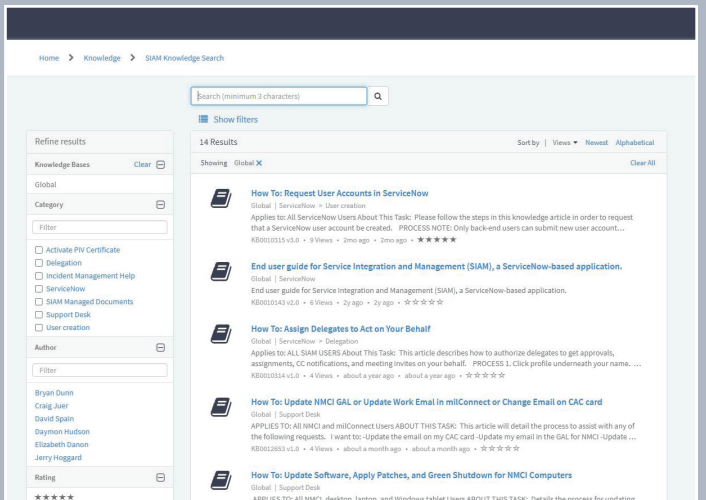
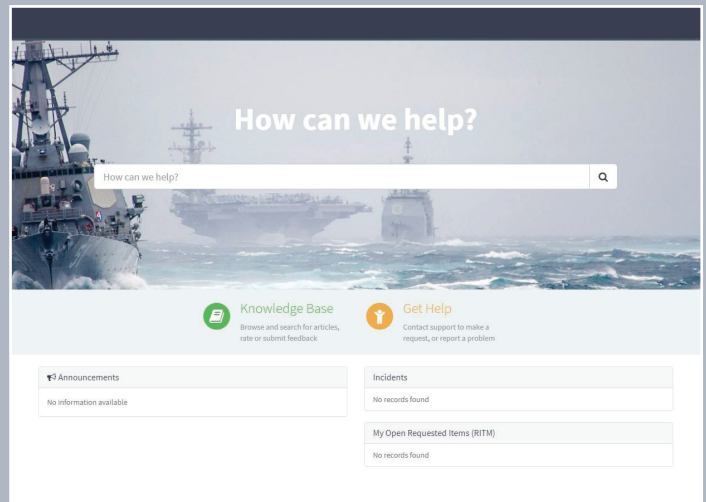
There will be times though when fixing an issue is out of the hands of the customer. This is when the knowledge-based results will tell the user that they need to contact NMCI or Code 109. If it pertains to Code 109, they will need to complete an incident ticket through ServiceNow.

"The user will be able to view any open tickets in their name via the ServiceNow portal," said Hernandez. "If the same issue keeps occurring, we will have a record of it and then Code 109 or NMCI can take the next step to see what keeps causing this particular issue."

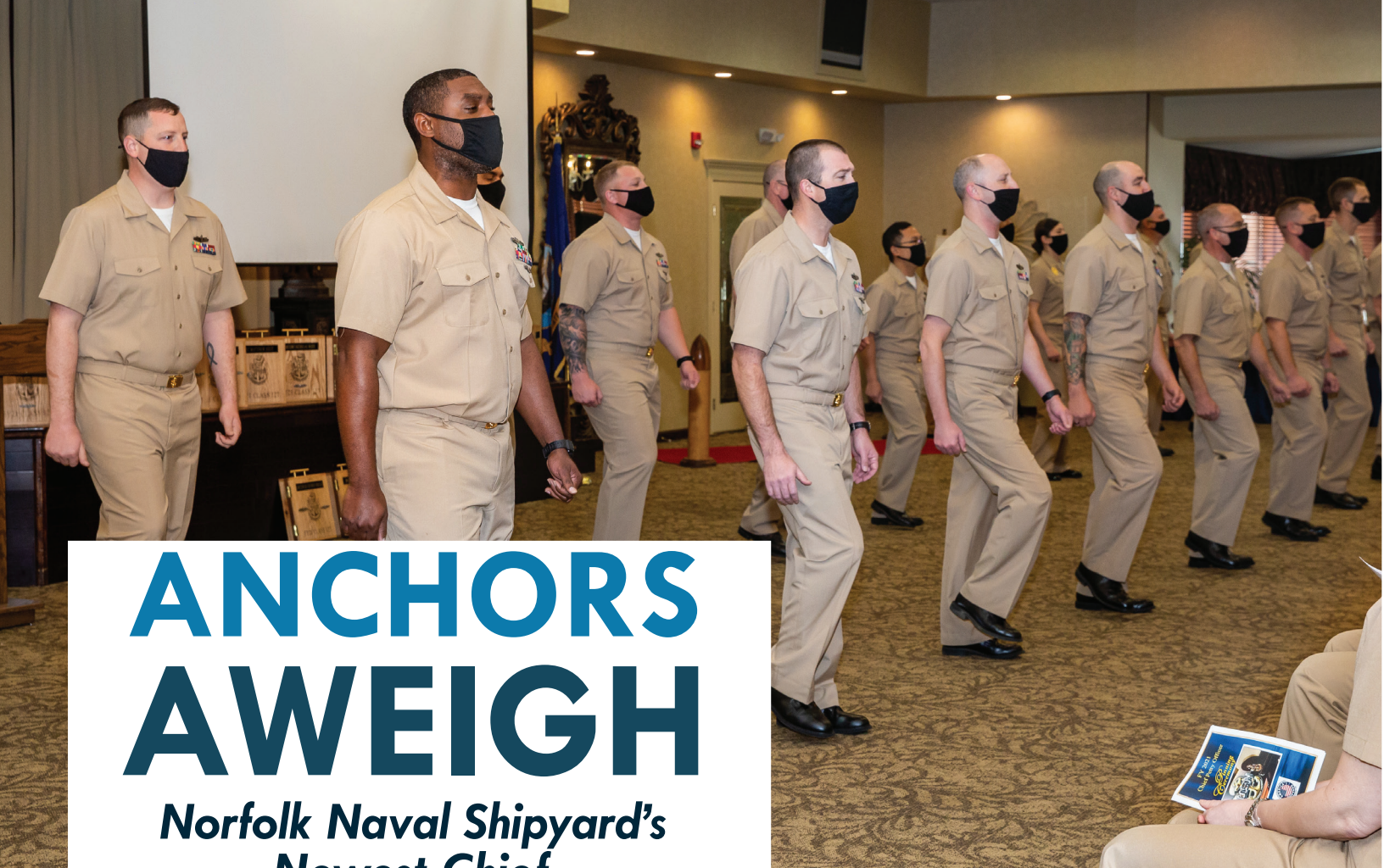
Steps are being taken to integrate the current Automated Data Processing (ADP) requests into ServiceNow. The plan is to have this portion of ServiceNow up and running sometime later this year.

Access to ServiceNow is available via a Common Access Card (CAC) on an NMCI computer and going to the URL <https://siam.ablndc.navy.mil/>.

For additional information or assistance, please contact NNSY's IT Service Desk at 396-1901 or email nnsyitservicedesk@navy.mil.



Top to Bottom: The homepage of ServiceNow where one can search for knowledge based articles, create an incident ticket and track to see the status of previous incident tickets; The knowledge base library with articles to help answer any questions on how to fix IT-related problems; The 'Create Incident' page on ServiceNow.



ANCHORS AWEIGH

Norfolk Naval Shipyard's Newest Chief Petty Officers Pinned

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY SHELBY WEST AND DANNY DEANGELIS
• NNSY PHOTOGRAPHERS

The Norfolk Naval Shipyard (NNSY) Chief Petty Officer (CPO) Selectees took their next steps in their career Jan. 29, receiving their anchor pins and reaching the rank of E-7 during the Fiscal Year (FY) 2021 CPO Pinning Ceremony. Families gathered in a modified setting due to COVID-19 precautions to celebrate the achievements of the 18 newest selectees who spent weeks preparing for their advancement, adjusting to the pandemic while continuing the time-honored tradition of the CPO initiation.

“This year Norfolk Naval Shipyard (NNSY) has battled a global pandemic and challenges we’ve faced in an unprecedented time we’ve never faced before – yet we have and continue to overcome,” said Command Master Chief (CMC) Gene Garland as he addressed the selectees. “You all have overcome and will continue to overcome. Longest Night – Highest Honor!”

The CPO initiation and rank is a 128-year-old legacy – celebrating those in the Navy who serve as both technical experts and leaders in their fields. Those selected are considered some of the highest caliber, receiving the Fouled Anchor on their collars to signify their strength and service to the country and its people.

This year’s selectees faced a global pandemic as they prepared themselves for this important transition, yet this did not stop them for accomplishing their goals and readying themselves for the challenges ahead. “Our chief selects have waited for this moment their entire

careers,” said Master-At-Arms Chief Petty Officer (MAC) Christina Baker. “The past 42 days have been grueling and challenging in ways they never thought possible. However, they did what chiefs do, by coming together as a team and overcoming all obstacles placed in their path.”

Due to the COVID-19 precautions, the guest speaker for the event, Navy Region Mid-Atlantic CMC Justin Gray, shared his insight via a video message to the team. “I’ve been asked numerous times if I’ve thought the pandemic had somehow made this year’s initiation deficient or inadequate. COVID-19 has made your initiation unique in both nature and timing,” he said. “However, given all of that, I can say without hesitation you are far better prepared for your new role than I was. The NNSY Shipyard Chiefs Mess has invested a great deal of time and energy to ensure you are ready to add value to your command Day One. As you look at those shiny new anchors on your collar, I want you to feel the pride that comes with nearly 128 years of tradition, honor, and exceeding all expectations. I want you to feel the weight of living up to those who have come before you and strive to be worthy of their name.”

The 18 selectees were then broken up into groups so they could have their time with their families to pin on their anchors while remaining safe during the pandemic. To close, NNSY Commander Capt. Dianna Wolfson shared her excitement with the new CPOs taking their place among their fellow E-7s.

CONGRATULATIONS CPO SELECTEES!

- Electronics Technician Chief Petty Officer (ETC) Surface Warfare Specialist (SW) Beau Ratzlaff
- Machinist's Mate Submarine Auxiliary Chief Petty Officer (MMAC) Surface Warfare Specialist (SW) Anthony Horan
- Hull Maintenance Technician Chief Petty Officer (HTC) Christopher Sullivan
- Boatswain's Mate Chief Petty Officer (BMC) Surface Warfare Specialist/Aviation Warfare Specialist (SW/AW) Eric Koster
- Engineman Chief Petty Officer (ENC) Surface Warfare Specialist/Expeditionary Warfare Specialist/Aviation Warfare Specialist (SW/EXW/AW) James Elgin
- Machinist's Mate Chief Petty Officer (MMC) Submarine Warfare Specialist (SS) Robert Bennefield
- Hull Maintenance Technician Chief Petty Officer (HTC) Matthew Ault
- Machinist's Mate Submarine Auxiliary Chief Petty Officer (MMAC) Submarine Warfare Specialist/Diver (SS/DV) Adam West
- Master-At-Arms Chief Petty Officer (MAC) Surface Warfare Specialist/Expeditionary Warfare Specialist/Aviation Warfare Specialist (SW/EXW/AW) Brenda Brooks
- Machinist's Mate Submarine Auxiliary Chief Petty Officer (MMAC) Surface Warfare Specialist/Aviation Warfare Specialist (SW/AW) Jasiah Yost
- Electrician's Mate Nuclear Chief Petty Officer (EMNC) Surface Warfare Specialist/Submarine Warfare Specialist (SW/SS) Tyrone Moore
- Machinist's Mate Chief Petty Officer (MMC) Submarine Warfare Specialist (SS) Thomas Neville
- Electrician's Mate Chief Petty Officer (EMC) Submarine Warfare Specialist (SS) Richard Palmer
- Machinist's Mate Chief Petty Officer (MMC) Submarine Warfare Specialist (SS) Nicholas Heinrich
- Machinist's Mate Chief Petty Officer (MMC) Surface Warfare Specialist (SW) Cameron Ware
- Master-At-Arms Chief Petty Officer (MAC) Surface Warfare Specialist/Aviation Warfare Specialist (SW/AW) Jeffrey Brown
- Machinist's Mate Chief Petty Officer (MMC) Surface Warfare Specialist (SW) Don Huynh
- Electrician's Mate Chief Petty Officer (EMC) Surface Warfare Specialist/Submarine Warfare Specialist (SW/SS) Jeffrey Briggs



“Chiefs are the backbone of the Navy. They are recognized for their exemplary technical expertise, superior administrative skills, and strong leadership ability,” said Capt. Wolfson. “This cadre bridges gaps between officers and enlisted personnel, acting as supervisors as well as advocates for their Sailors. Any successful commanding officer will quickly attest that a great part of their success is directly attributable to the cohesiveness of the Chief’s Mess. As a commanding officer, not a day goes by that I don’t lean on the past teachings of my Chiefs. I would like to charge this new group of CPOs with striving to build upon the high standards of character, integrity, and the century-old legacy of the great chiefs who came before you. It will be demanded that you exceed these expectations with a sense of purpose that supports our navy and our national security. I congratulate all of you for reaching this remarkable career milestone as you hone our Chief’s Mess into one team with one mission. Bravo Zulu!”

The event was livestreamed on the NNSY Facebook page at www.facebook.com/NorfolkNavalShipyard1/.

Photos left to right: Norfolk Naval Shipyard celebrates its 18 newest Chief Petty Officer (CPO) selectees during the CPO Pinning Ceremony Jan. 29; Norfolk Naval Shipyard Commander, Capt. Dianna Wolfson, commends the achievements of the newest Chief Petty Officer (CPO) selectees during the ceremony; Electrician's Mate Nuclear Chief Petty Officer (EMNC) Surface Warfare Specialist/Submarine Warfare Specialist (SW/SS) Tyrone Moore salutes after receiving his fouled anchors.



SHIPYARD SPOTLIGHT

Erica Miranda

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY TONY ANDERSON AND SHELBY WEST
• NNSY PHOTOGRAPHERS

Shortly after Capt. Dianna Wolfson took command of Norfolk Naval Shipyard (NNSY) in January, she introduced NNSY's new Command Philosophy which included the central tenet of, "one mission – one team." In her introduction to the workforce, Capt. Wolfson explained, "Together, we are one team in the mission of relentlessly chasing best ever performance in the stewardship of our nation's naval assets. Commitment to our character and the teams we build together can change our shipyard environment." Reactor Engineering Division (Code 2310.8) Nuclear Engineer Erica Miranda has been putting Capt. Wolfson's message into action for years.

Miranda considers herself a team player. She is committed to helping others, both within her official capacity and outside of it. "One of my passions is to help people. There have been so many people that poured into my life that didn't want anything in return. Those people just wanted to help and I strive every day to have that same willpower," she said.

After graduating from Old Dominion University with a bachelor's degree in Civil Engineering with an Environmental Protection minor, Miranda was attracted to a career at NNSY because of the shipyard's mission. "I wanted to be in the Navy but couldn't due to a health condition," she said. "My career at NNSY allows me to still help our country's defense. I make sure that my work on these vessels is top-notch so that there won't be problems when Sailors are deployed."

Until recently, Miranda's greatest career accomplishment was her involvement on the USS La Jolla (SSN 701) and USS San Francisco (SSN 711) Moored Training Ship (MTS) conversions; however, last year she was given the opportunity to assist NNSY in personnel development. Miranda and her team have developed a training entitled Critical Thinking and Problem Solving. "The course helps you realize your thinking style, your limitations on perspectives, and equips you with the tools needed to successfully think critically and solve problems that come your way," said Miranda. The class dives into conversational and emotional intelligence skills and provides participants with tools to think critically and recognize the thinking skills of others to maximize teamwork. The two day course is currently only open to those in the Radiological Engineering Division (Code 105.2), but Miranda and her team hopes to expand their audience in the future.

Developing and leading the Critical Thinking and Problem Solving class is just one of Miranda's duties. When she is not working on the course, Miranda spends time on projects and monitoring the status of those projects on the waterfront. She also commits time daily to working on the Science, Technology, Engineering, and Math (S.T.E.M.) Employee Resource Group (ERG) that she heads. She also assists other ERGs with anything they need.

Miranda said she is an active member in almost every ERG available



at NNSY. She is fiercely committed to making the shipyard a more diverse and inclusive space for employees and feels that ERGs help to achieve that goal. “I love learning about different cultures, people’s perspectives on life, and certain lifestyles,” said Miranda. “I am so happy that we have ERGs here to help both our NNSY and local community. It shows that we care about our employees and we try to be a voice for them.”

NNSY Outreach Program Manager Valerie Fulwood said of Miranda: “Her tireless and selfless efforts and dedication to the mission are extremely valuable. She demonstrates resolve and dedication to extending NNSY’s outreach program.”

Miranda is passionate about not only her work in Code 2310.8 but bettering the shipyard community as a whole. Her supervisor, Code 2310.8 Branch Head Trevor Frazier, said “Erica meets her commitments in Code 2310 and has a passion for improving the shipyard as a whole. She develops others through teaching and developing trainings and develops herself by taking leadership courses and applying what she has learned.”

Outside of NNSY, Miranda enjoys a vibrant life that includes numerous hobbies and a supportive family. “I have pretty strong family members, family-like members, and awesome co-workers to help me through life,” said Miranda.

When asked if she had anything she would like to share with her NNSY community, Miranda said, “What we do is so important and rewarding. We help to get our Navy’s ships back to the Fleet. But to accomplish our mission, we need to make sure that you, yes you, are okay. Never forget your value, who you are, or your family. If anyone would like to talk, please feel to reach out. I am here. I am listening and I am an advocate for YOU and for our team.”

FUN FACTS

About Erica

1. She loves to cosplay.
2. She loves Korean dramas and anime.
3. She is a makeup, skin care, hair care, and lifestyle enthusiast.
4. She is an artist and a gamer.
5. Her favorite Disney movie is The Little Mermaid.
6. Her favorite color is rose gold.
7. She enjoys every genre of music.

TALKING SHOP

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST | PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

982 WATERFRONT SUPPORT

CODE 982



When the first, dry dock in the United States was built at Norfolk Naval Shipyard (NNSY) and opened in 1883, then Norfolk Navy Yard, it created a new area of responsibility to ensure that the dry dock was maintained and ready to support NNSY's mission.

188 years later, NNSY has five operational dry docks. To keep them functioning and to continue to meet the needs of the Navy, Waterfront Support (Code 982) is responsible for maintaining the dry dock facilities and utility services on the waterfront. These services include: steam, power, freshwater, salt water, compressed air and collection and holding tanks (CHT).

"Dry docks are important facilities at NNSY. They are a national asset," said Waterfront Support Branch Manager (Code 982) Brock Baskette. "Without dry docks, we don't have a shipyard - and we can't perform work in dry docks without essential utilities."

Preventive maintenance is conducted every day to keep the dry docks certified. Production Resources Facilities Shop 06 Dry Docks (Code 900F.1) works with Code 982 to ensure that the dry docks are ready for the next availability.

"Shop 06 and Code 982 work together as a team," said Shop 06 Dry Docks Supervisor John James. "Shop 06 personnel are the subject matter experts of the equipment. Code 982 personnel are responsible for the technical aspect of the dry docks. We tell them what needs to be repaired or replaced and they see that it happens."

Ninety days before the arrival of a ship or submarine that will be

dry docked, all parties involved including Naval Engineering Facilities Command (NAVFAC), Code 982, Shop 06, NNSY's Docking Officer (Code 340) and leadership and managers for that specific project, perform an assessment, identifying any deficiencies that need to be resolved before the arrival of vessel. They perform a second assessment at the 30-day mark to see what discrepancies have been addressed and which ones still need attention. The final one is conducted at the 14-day mark. All parties involved sign off that all utilities are satisfactory.

It takes a team effort to tackle unique docking challenges as they arise. "There was a time when we had to put a submarine in Dry Dock 8, which was built specifically for aircraft carriers," said Electrical Engineering Technician and Utilities Manager LaNell Lawrence. "Carriers and submarines work off of different voltages. We had to order, install and test new ungrounded, portable sub stations to make this availability happen. With a lot of team support, we successfully accomplished the challenge at hand."

Over time, equipment must be refurbished and it becomes more challenging to find repair parts as they become obsolete. To address this issue, Naval Sea Systems Command's Shipyard Infrastructure Optimization Program (SIOP) was created to invest \$21 billion over a 20-year time span to modernize infrastructure at the four public naval shipyards, including its dry docks.

"Dry Dock 4 is currently undergoing modernization through SIOP," said James. "Shop 06, Code 982 and Code 984 perform a 35

OP



percent, 65 percent and 100 percent review to ensure that the work being performed is up to standard. If something is spotted that is not within standards, then Code 982 shows proof as to why it is not.”

A Saltwater Upgrade Project in Dry Dock 8 is scheduled to start in 2023. Once completed, it will increase the salt water supply capacity at Dry Dock 8 to support the new Ford-class carrier. Also scheduled under SIOP is a caisson renovation project for Dry Dock 8 which will be retrofitted with flood through tubes, changing the flooding system, making it more modernized.

“Facilities are always changing to meet the needs of the vessels,” said Dry Dock Engineer Prat Ramesh.

Code 982 will continue to play its part to ensure that NNSY is keeping up with the times and getting submarines and carriers back to the fleet.

Photos left to right: Code 982 prepare to remove the caisson from Dry Dock 8 for the arrival of a U.S. Navy vessel; Personnel of Code 982; Code 982 Utilities Engineer Zechariah Nachazel observes the flooding of Dry Dock 8. Nachazel installs temporary services; Code 982 prepare to remove the caisson from Dry Dock 8 for the arrival of a U.S. Navy vessel; Dry Dock 8 is being flooded for the arrival of a U.S. Navy vessel.

The Borum Overpass Restoration: More Than a Bridge Repair

STORY BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Since March 2020, the restoration project of Borum Overpass has had significant impacts to base parking and base access. But the repair was necessary since the overpass has long affected Norfolk Naval Shipyard's (NNSY's) emergency response. Prior to the restoration, emergency vehicles, such as fire trucks, were unable use the overpass because of the deteriorated structure. Additionally, as a result of overpass inspections, one lane had to be closed to limit the possibility of overstressing the weakened structure.

The Borum Overpass serves as a primary means to enter and exit the south end of the yard. It bridges over the Norfolk and Portsmouth Beltline Railroad, allowing traffic to flow unimpeded by trains. Now that the Borum Overpass has been restored, bridge capacity has increased to allow two lanes of traffic to flow simultaneously over the bridge and the new structure can now support NNSY fire trucks and other response vehicles. Having the overpass restored also reopens two main entry points, Gates 36 and 29, increasing base access and decreasing delays during peak travel times.

The \$6,460,230 restoration project replaced three main sections of the bridge and repaired other deteriorated portions of the existing structure. It has been repaved, existing structural steel repainted, and with upgraded lighting and required maintenance also completed.

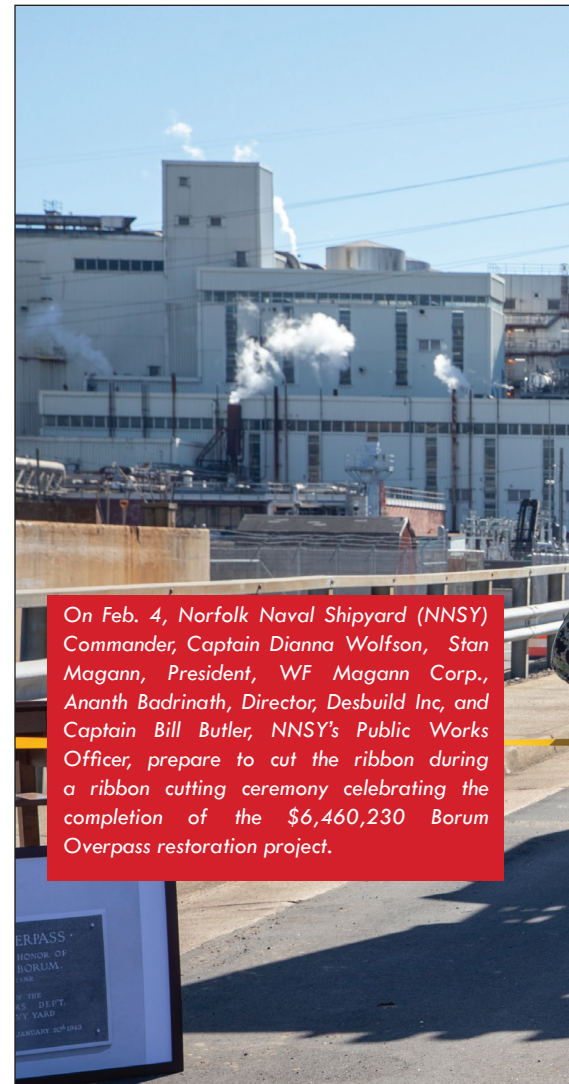
The Borum Overpass has a unique history dating back to World War II. The original construction of the structure cost \$240,000 in December 1942, taking four months to build, and opened to traffic on April 8, 1943 after a dedication ceremony in honor of the bridge's namesake, John Randolph Borum, who was lost at sea on January 20, 1943.

Borum was employed in the Public Works Drafting Room at NNSY and took an active part in the preliminary layout of the section of the shipyard where the overpass is located today. On April 11, 1942, he resigned to accept a commission as lieutenant junior grade (Lt. j.g.) in the U.S. Naval Reserve, later reporting for duty at the Sun Shipbuilding & Drydock Company, Chester, Pennsylvania, as the officer in charge of the Armed Guard assigned to the Socony-Vacuum Oil tanker *Brilliant*.

On Nov. 9, 1942, *Brilliant* sailed with 112,000 barrels of oil as cargo. Nine days later, as the crew steamed off the Grand Banks of Newfoundland, German submarine U-43 torpedoed the tanker. Flames immediately broke out and caused the three senior officers to believe the ship was doomed. As those officers began to abandon ship, including *Brilliant's* junior third officer, James C. Cameron, Borum, on his way to his battle station, suggested to Cameron that the general alarm be turned off. Borum had been amused by the hasty departure of the senior officers of the ship. "His (Borum's) coolness struck me as funny," Cameron wrote later. "I really had to laugh, and this in itself created in me a feeling of confidence which I would not otherwise have had."

Cameron, remembering the firefighting system onboard from recent study, turned it on, smothering the flames and suppressing the blaze that had endangered the ship. With undamaged engines and 58,000 barrels of her cargo still intact Borum and Cameron got *Brilliant* underway and headed for the safety.

Cameron wrote on Nov. 24, 1942: "In looking back over the events which have taken place since the torpedo struck and since I assumed the responsibility for the



On Feb. 4, Norfolk Naval Shipyard (NNSY) Commander, Captain Dianna Wolfson, Stan Magann, President, WF Magann Corp., Ananth Badrinath, Director, Desbuild Inc, and Captain Bill Butler, NNSY's Public Works Officer, prepare to cut the ribbon during a ribbon cutting ceremony celebrating the completion of the \$6,460,230 Borum Overpass restoration project.

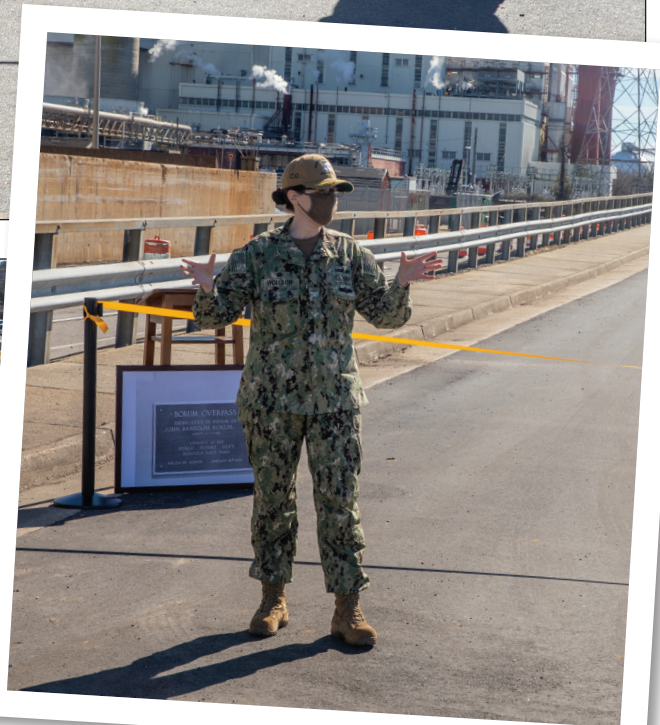
ship's safety, I would like to record my thanks to every man on the ship for the manner in which they conducted themselves. At the head of the list, Lt. Borum, who in the first place instilled in me a sense of confidence by the casual attitude he assumed when things look worst."

After voyage repairs, *Brilliant* was towed to Halifax and on Jan. 20, 1943, during a severe storm, the ship broke in half and sank, taking with her ten men. Two of those men were Junior Third Officer Cameron, and Lt. j.g. Borum, who was later awarded posthumously a letter of commendation from the Chief of Naval Personnel for his heroic work in helping to save *Brilliant* after she had been torpedoed by U-43.

It was because of Borum's actions that former fellow workers in NNSY's Public Works Design Division initiated the movement for the dedication of Borum Overpass and on April 8, 1943. Mr. and Mrs. John R. Borum, parents of Lt. j.g. Borum, unveiled the dedication plaque that is still mounted at the top of the structure today.



LEFT: Norfolk Naval Shipyard's (NNSY's) Command Historian Marcus Robbins and Command Master Chief Gene Garland look at historic photos of the Borum Overpass. **RIGHT:** Captain Dianna Wolfson, addresses shipyard personnel during a ribbon cutting ceremony Feb. 4.





Women proved during World War II that they could work outside of administrative jobs as they took on production work. Female employees worked as welders, crane operators, machinists, riveters, and guards during the war.

WOMEN'S HISTORY MONTH

CELEBRATING THE LEGACY OF WOMEN AT NORFOLK NAVAL SHIPYARD

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST
PHOTOS FROM NNSY ARCHIVES

Capt. Dianna Wolfson recently made history when she became the first female Commander of Norfolk Naval Shipyard (NNSY). This is not the first glass ceiling Wolfson has shattered. In 2018, she became the first female Commanding Officer in the history of all four public shipyards after taking command of Puget Sound Naval Shipyard and Intermediate Maintenance Facility. At the time, Wolfson said, “What’s most cool to me is how this is encouraging young women and helping them realize there is no glass ceiling in the Navy.” Wolfson is the latest woman to make history at America’s Shipyard.

A century before Wolfson took command, the first group of women came to work at NNSY, then known as Norfolk Navy Yard. In March 1917, on the brink of World War I, the Navy opened its ranks to women. Approximately 11,275 women enlisted in the Navy at the time and were known as the “Yeomanettes.” These female Sailors served as typists, radio electricians, stenographers, bookkeepers, storekeepers and drivers – and over 800 of them served at Norfolk Navy Yard. The shipyard trained hundreds of Yeomanettes before they would be transferred to Norfolk Naval Base, now Naval Station Norfolk, and report for duty. After being discharged in 1919, some of the female volunteers, employees and Yeomanettes chose to stay at the shipyard and began civilian careers that continued for 30 or more years.

As the next global war loomed, a new wave of female workers arrived at the shipyard. Akin to Rosie the Riveter, these women proved that they could work in the production shops, not in administrative and clerical roles. During World War II, women served as welders, crane operators, machinists, riveters, deck hands, and guards. Ultimately, more than 5,000 women were employed at the shipyard and helped America and her allies win the war. Following the war, the women left the shipyard and the era officially ended in 1946 with the discharge of NNSY’s last eight female mechanics and seven Sail Loft employees.

However, those who left the Sail Loft would not be gone for long. In fact, the Sail Loft was the first shop to hire women back after the war. By 1947, nine women were employed in the shop. Gradually in the post-war era, the shipyard started hiring more women and some began to rise in the ranks. In 1957, Edna Etheridge became the shipyard’s first female senior manager when she was promoted to the role of Supervisory Budget Specialist in the



Capt. Dianna Wolfson was sworn in as NNSY's 110th and first female Commander Jan. 15.

Comptroller Department, heading the Budget and Statistics Division.

By the 1970s women were in many shops and 1971 saw the first female graduates of NNSY's Apprentice Program. The program would see its first female valedictorian in 1979, when Shop 31 Apprentice and mother of two, Laura Jeanne Priest graduated with a 3.86 GPA. The 1970s also brought the first female engineers to the shipyard. An article in the Mar. 1978 edition of *Service to the Fleet*, focused on the expanding roles of female engineers in the shipyard and included apprentice graduate and future Virginia Senator Louise Lucas.

Many of the women who entered the shipyard in the 1980s and 1990s rose through the ranks. Today, numerous women serve in leadership positions including Occupational Safety, Health and Environmental Office (Code 106) Director Jill Wild, Comptroller (Code 600) Susan Wood, and Lifting and Handling Department (Code 700) Director Terri Makely.

According to Wild, there are more opportunities for women at NNSY than ever before. "I have seen a lot of changes for the opportunities for women here at the shipyard during my career. Many of the women who preceded us paved the way for acceptance of women in roles that were not traditionally thought of before. Today the opportunities are greater for anyone to reach a goal what they want to achieve through dedicating themselves to being an expert at their craft and being willing to challenge themselves and step out of their comfort zone. The potential is limitless to what can be achieved."

Female workers have helped to write the history of America's Shipyard. Women helped NNSY and the country win two World Wars and today almost 2,000 female employees work daily to accomplish the shipyard's mission of returning ships back to the Fleet.



The Sail Loft was the last industrial workplace for the 5,000 women who aided in the war effort at NNSY during World War II. The loft was also the first production shop to hire women after the war; One "first" brought on by World War I was the introduction of female volunteers into the Navy. About 800 "Yeomanettes" performed administrative jobs, issued supplies, ran messages, and drove vehicles at NNSY during the war. After being discharged in 1919, some began civilian careers at the shipyard that continued for more than 30 years.

DIVERSITY AND INCLUSION IS OUR STRENGTH

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY TONY ANDERSON AND SHELBY WEST • NNSY PHOTOGRAPHERS

Inclusion in the workplace is defined as an organization with a diverse team of individuals, each with their own skills, abilities, and cultures that are necessary to the function on the job. Each member of Norfolk Naval Shipyard (NNSY) plays an important role in ensuring the mission of repairing, modernizing, and inactivating our Navy's warships and training platforms.

Without all of you, there is no America's Shipyard," said NNSY Diversity, Equity and Inclusion (DE&I) Director Tarane Parker. "It's important that we look out for one another and work together to make a difference. Diversity, along with being inclusive, creates an environment that motivates innovation providing fresh perspectives, each individual bringing their own experiences to the table in helping the Navy reach its maximum warfighting potential."

He continued, "Everyone matters. That's why at NNSY we strive to be a workforce fully committed to diversity, equity, and inclusion. We aim to fully leverage the wealth of knowledge, experience, and perspectives from all of our people - Sailors and civilians. It is our responsibility as individuals to respect others within our shipyard family, ensuring we provide equal opportunity for all. With DE&I, NNSY will succeed. Although diversity is our strength, inclusion makes us stronger."

In honor of celebrating the diversity of the workforce, the NNSY Office of DE&I reached out to members of the shipyard workforce to gain their perspective of what diversity, equity and inclusion means to them and to America's Shipyard. We invite you to see their responses and to also reflect on how you would respond. For more information, email Tarane.Parker@navy.mil.

Q. What does diversity mean to you and why is it important for America's Shipyard and the Navy?

Erica Miranda, Code 2310.8 Nuclear Engineer

"Diversity, to me, means the inclusion of everyone no matter their background or race. It means that we accept your different culture and embrace it. It means that we care about who you are, what makes you different and most importantly YOU. This is essential because being a part of a group that embraces who you are – accepts it, fights for you and is inclusive, makes working, living, surviving that much easier. So, no matter if you're a civilian or a Sailor, diversity means that you're accepted and cared for. That concept will make anyone love where they work."

Stephanie Van Petten, Nuclear Business Office (Code 1200N) Assistant Department Security Coordinator

"To me, diversity means a mosaic of different people. This is important to the shipyard and the Navy because everyone brings something different and unique to work every day which ultimately impacts what we do and how we do it. Going to work needs to be a positive and inclusive experience for everyone."

Oren Flynn, Code 442 Carrier Branch Head and Program Manager

"Diversity consists of a melting pot of ethnicities, gender, talents, experiences and beliefs. Shipyards have been challenged in obtaining skilled and experienced individuals, readily capable of executing required tasks. The Navy and shipyard have considered diverse groups of people to meet the mission. Some of these groups may have been disregarded in the past. In order to attract diverse talent, the shipyard must create an environment that looks past exterior differences, resentment and non-inclusion."

James Robinson, Temporary Services (Code 990) Supervisor

"Diversity to me is the ability for differences to coexist together, with some type of mutual understanding or acceptance present. In addition, it includes everyone's viewpoint and perspectives. It helps dispel negative stereotypes and personal biases. Team members with diverse backgrounds will bring about different solutions, which will lead to a more informed decision making process and improved results."

Cheryl A. Wilson-Bonner, Code 1200 Production Controller

"Diversity can occur in thoughts, actions and people. If everyone was the same, nothing would get done. You need different perspectives to make the world work. The COVID vaccine happened because diverse groups of scientists were working on the solution with the same objective. Several different vaccines were developed in record time. Imagine if we worked like the scientist did on the vaccine here at NNSY."

Michael Taylor, Code 713 Industrial Engineer

"Diversity means that you aren't just on a team of like people who think alike, you include those with different backgrounds that bring a unique perspective. Diversity will not work by itself; you must have inclusion, inclusion brings to life that true "team" environment where our diverse employees who are lucky enough to be on the team are heard and allowed to be involved."



LEFT: Code 970
Woodcrafter
Supervisor Anthony
Ackiss



RIGHT: Code 1200
Production Controller
Cheryl A. Wilson-
Bonner



LEFT: Code 2310.8
Nuclear Engineer
Erica Miranda



RIGHT: Code 990
Temporary Services
Supervisor James
Robinson



LEFT: Code 900B
Production Personnel
Development
Manager John Veal



RIGHT: Code
300 Operations
Department Zone
Manager Lysander
"Roo" Bolden



LEFT: Code 713
Industrial Engineer
Michael Taylor



RIGHT: Code 1200
Other Productive
Work (OPW) Branch
Supervisor Michelle
Williams



LEFT: Code 442
Carrier Branch
Head and Program
Manager Oren Flynn



RIGHT: Code
1200N Nuclear
Business Office
Assistant Department
Security Coordinator
Stephanie Van Petten

"Diversity can occur in thoughts, actions and people. If everyone was the same, nothing would get done. You need different perspectives to make the world work."

- Cheryl A. Bonner, Code 1200 Production Controller

Q. NNSY Shipyard Commander, Capt. Dianna Wolfson, has introduced “One Mission – One Team” to NNSY. What does this mean to you?

Oren Flynn, Code 442 Carrier Branch Head and Program Manager

“We are a shipyard of multiple codes, departments and functions; however, our purpose is to collaborate as one team to meet the mission. The shipyard mission has always been to provide and support necessary maintenance in getting ships and vessels back to full operational condition within schedule and at or under cost. Everyone employed within the shipyard must understand how his or her job supports the team’s mission, then work as one to meet the goal.”

Michelle Williams, Code 1213 Other Productive Work (OPW) Branch Supervisor

“We are one team, made up of individuals that have integrity, honesty, team spirit, compassion and passion, working towards one purpose. The team would will go out of the way to support the mission or a teammate regardless of their rank, race, gender or age because we’re all on the same team. To have great alignment and teamwork within and between teams in the shipyard.”

Anthony Ackiss, Code 970 Woodcrafter Supervisor

“One Mission- One Team is everyone having the same end goal. One mission to return ships to the Fleet quickly, safely and with first time quality. As a team we have to ensure everyone returns to their families safe and healthy every day.”

Q. What do you hope the Office of DE&I and NNSY will bring to the table in bringing forth positive change?

Erica Miranda, Code 2310.8 Nuclear Engineer

“We need leaders who are committed to seeing positive change. If the leaders don’t follow suit, this will all be for nothing. Unacceptable behavior should NOT be tolerated and should be made an example of. We, the employees, need to continue to correct unacceptable behavior by saying something. Also, we need more diverse people in management and leadership meetings, positions, hiring board, etc. Once we work on these things, we will see positive change. We need to care enough to want to make these changes and really truly be America’s Shipyard.”

Oren Flynn, Code 442 Carrier Branch Head and Program Manager

“NNSY has the opportunity to promote, create, and maintain a work culture that includes opportunities for all people who possess a diversity of ideas, perspectives and opportunities at all levels. Challenge the old assumptions of it ‘only works one way’ and consider new and creative ways to meet our mission.”

Lysander “Roo” Bolden, Operations Department (Code 300) Zone Manager

“To recognize the small people. The most junior apprentice, mechanic, the underdog. Everyone’s voice, opinion and effort counts towards positive change. We really need it here in the shipyard.”

John Veal, Code 900B Production Personnel Development Manager

“First, the understanding that true diversity and inclusion is not solely a racial issue but also a people issue. Second, that we truly commit to the funding and personnel development investment that long-term change is going to require.”

Q. NNSY is a diverse shipyard that aims to service the fleet. How does diversity and teamwork go hand in hand in completing the mission? What are ways NNSY can build on diversity and teamwork?

Lysander “Roo” Bolden, Operations Department (Code 300) Zone Manager

“The first question leads me to think about cars. It has tires, engine, gas, windows etc. All of these components are different; however, they work to get you where you need to go. The way to build on diversity and teamwork is by employees stepping out of their comfort zone to learn about other people and actually caring.”

Anthony Ackiss, Code 970 Woodcrafter Supervisor

“Winning teams are built on diversity, a team of all quarterbacks will never win the Super Bowl, but a diverse team in every position completes the mission!”

Michael Taylor, Code 713 Industrial Engineer

“Diversity and teamwork go hand in hand due to the makeup of our shipyard and the shared knowledge and skills. Our shipyard needs to take the time to look at the knowledge, skills, and abilities of all our employees and give everyone opportunity who qualifies.”

Cheryl A. Wilson-Bonner, Code 1200 Production Controller

“The Navy needs a variety of people with different backgrounds, and thought processes to solve future problems and develop the next generation of naval products. Diverse groups are willing to look at a problem or an opportunity differently and tackle the issue in a unique way. The product development, change in processes, innovation occurs because someone is willing to take a chance and are willing to fail. In failing, we obtain excellence.”

Deliberate and Intentional with Diversity, Equity and Inclusion

ENTRY TWO



Deliberate and Intentional with Diversity and Inclusion is a monthly series written by Diversity, Equity, and Inclusion (DE&I) (Code 1103) Director Tarane Parker to share insight on Norfolk Naval Shipyard (NNSY), its employees, and its journey towards being a more inclusive workplace. For more information, email Parker at tarane.parker@navy.mil.

In America's Shipyard, there are many people from different walks of life. All of us have different journeys and have traveled different paths to reach different goals. We all have different ways of doing things and different ways of thinking.

"Different" is a beautiful and intriguing word that can bring people together if we are willing to embrace our differences. Embracing these differences leads to a more inclusive environment. To get to a place where everyone's differences are welcomed, we must be open-minded and willing to invite those who think or do things differently than us into our world to get to know them. The goal is to get to a point where embracing all employees' differences here at NNSY is autonomous. It becomes the norm and is displayed with significant clarity.

Leveraging the strengths of our differences keeps diversity, equity, and inclusion out front and on everyone's minds within the organization. The environment, innovation, quality, job satisfaction, and overall organizational performance improves when we lean forward and accept the differences.

Embracing others' differences will not happen overnight. It will take a tremendous amount of effort and commitment to reach a more diverse, equitable, and inclusive environment. Forward thinking, when envisioning a diverse, equitable, and inclusive environment, it is one that looks and feels like an extended family at a family reunion. We do not get to choose our teammates. Still, underneath the differences in color, politics, beliefs, sexual orientation, and gender, we realize that we are still family. We realize that we are still one team with one mission. As we walk around and speak to various people and find out their interests and professions, there is a sense of pride knowing that you have a diverse family with many different talents and accomplishments. So, as we walk around and engage our NNSY teammates, celebrate and learn from the differences. There is a lesson in everything, and learning from the differences of others can teach us things about them and, most importantly, teach us something about ourselves.

America's Shipyard has the ingredients to be great. We cannot be afraid to mix those ingredients. We are a melting pot of cultures, races, ethnicities. Not one person is the same.

However, figuratively speaking, together, we can have the best-landscaped yard that stands out with beautiful greenery and colorful flowers that pop to make those on the outside looking in say, "wow, they are doing it right over there!" That is what inclusion is in a nutshell! It is on display for all to see! One Mission, One Team!

Q. NNSY is a diverse shipyard that aims to service the fleet. How does diversity and teamwork go hand in hand in completing the mission? What are ways NNSY can build on diversity and teamwork?


Michelle Williams, Code 1213 Other Productive Work (OPW) Branch Supervisor

"For diversity practices to be successful we must facilitate an inclusive work culture. Be aware of unconscious bias, communicate the importance of managing bias, continue to offer diversity and inclusion training, continue to acknowledge holidays of all cultures, continue to support the Employee Resource Groups (ERG) and make it easy for people to participate, mix up the teams (with different gender, cultural backgrounds, or age). Teamwork is important because individuals who know their strengths work together to form better partnerships, and more thoughtful partnerships create stronger teams. Strong teams start with the individual. The strength and dynamics of a team would directly affect outcomes. Ensure that teamwork is seen as important to NNSY and improve teamwork."

NAVSEA NEXTGEN SELECTEE:

KAITLIN “KATY” JOHNSON

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST
PHOTO BY TONY ANDERSON • NNSY PHOTOGRAPHER



Recently Norfolk Naval Shipyard (NNSY) saw the selection of five individuals into Naval Sea Systems Command's (NAVSEA) Next Generation of Leadership (NEXTGEN) Program, which offers participants the chance to learn about leadership throughout several different initiatives for the next year. For Radiological Controls (Code 105) Technician Kaitlin “Katy” Johnson, this opportunity was a chance to better herself professionally and develop her leadership skills.

A University of Virginia graduate, Johnson spent a one-year stint providing humanitarian aid in Jordan before she returned to the United States in 2016. Her journey then brought her to NNSY where she's spent four years working on various platforms, including aircraft carriers, submarines, and facilities. Her duties include providing oversight for work that generates and controls radioactive material. In addition, she also worked in the Code 105.3 development group, which aims to raise the knowledge and skill level of fellow working-level radcon technicians.

When she learned about the opportunity to join the NAVSEA NEXTGEN program, Johnson jumped at the chance and was selected among 50 others across the enterprise. “My main goal for this program is to implement the things I learn in the here and now,” said Johnson. “I have always been really good

on the self-awareness facet of emotional intelligence; however, self-awareness has not always resulted in habit change in my personal experience. This is something I really aim to work on over the next year.”

She continued, “A secondary goal of mine is to learn more about NAVSEA as a whole and develop a better understanding of its goals and future plans. The corporation is immense and there are many things going on outside of my bubble within NNSY and beyond. Looking to the future, I strive to be a capable leader within NAVSEA who empowers others. There are several women and men within the organization that I really look up to and I'd like to fulfill the potential they see in me.”

When asked on how she got to where she is today, Johnson noted that mentorship played a big part in her success. “I have been privileged to have several informal mentor relationships in my short time at NNSY,” she said. “Radiological Controls Technician Shanon Rozell did a lot to not only bring up my technical competence but she also modelled how to thrive as a female working in a male-centric workplace. And then there is our Radiological Monitoring Division Branch Head Justin Vaught who was the first supervisor who eagerly took time out of his day to take me on tours of the ships we worked on. His energy and willingness to help me improve has always stuck out to

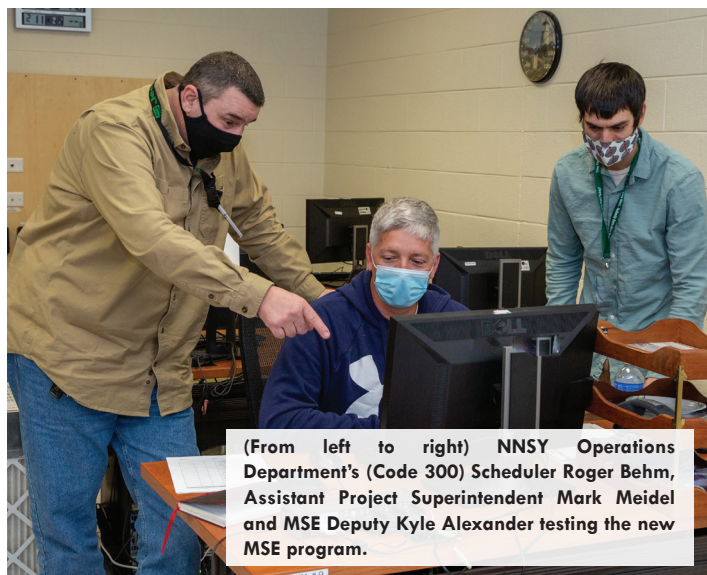
me as the mark of a good leader.”

Vaught is proud of Johnson's accomplishments both at NNSY and being accepted into the NEXTGEN program. “She always demonstrates a willingness to support the waterfront and now is helping others learn their job,” said Vaught. “As she continues to develop along her path to leadership and gains exposure through networking and training, she'll prove very valuable and will help shape the enterprise for success.”

For Johnson, she hopes this opportunity will be a step forward not only for herself but be an inspiration for others as well. “We are certainly moving in the right direction to become a more inclusive NAVSEA; however, when I look at my chain of command I see relatively few women in leadership positions. I want to be a part of a diverse command with a wide array of representation in management positions. The NextGen program gives me the opportunity to start with myself. Being a leader doesn't necessarily mean sitting in an ergonomic office chair with many levels of personnel working for you, it means leveraging your personal strengths and weakness for the betterment of your team regardless of whether you are an SES or a first-year apprentice.”

Norfolk Naval Shipyard Upgrades with Maritime Systems Environment

**STORY BY HANNAH BONDOC • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER**



(From left to right) NNSY Operations Department's (Code 300) Scheduler Roger Behm, Assistant Project Superintendent Mark Meidel and MSE Deputy Kyle Alexander testing the new MSE program.

After more than five years in the making, Norfolk Naval Shipyard's (NNSY) migration to Maritime Systems Environment (MSE) may soon be complete.

MSE is a computer system update described as, "a Naval Sea Systems Command (NAVSEA) mandated technical upgrade of corporate applications to improve cybersecurity and software maintenance processes," according to an NNSY executive brief. "All corporate applications will be web-based with minor modifications to the interface 'look and feel' whereas Advanced Industrial Management/ Execution Priorities (AIM/EP), Supervisor Desk (SUPDESK) and Business Objects have minor functionality changes."

As NNSY's Operations Department (Code 300) Implementation Support Group (ISG) Manager Phil Imhof explained, "our corporate applications (such as AIM and SUPDESK) will be upgraded to improve cybersecurity. These applications will look more like a webpage than the current legacy versions."

The biggest challenge in this transition has been the lengthy process of ensuring the system is prepared to deploy. "There has been an extensive amount of testing by all four shipyards, as well as the development and deployment of training," Imhof said. "Local applications that have been developed at NNSY, as well as interface with the corporate applications migrating to MSE, require reconfiguration, recoding and testing." Such applications include the Automated Deficiency Log & Integrated New Work Control—New Work (ADLINC) that is used in the business offices, as well as the Business & Strategic Planning Office – Management System (BSPO MS) and the Historical Information Tool KIT (HITKIT) applications that are used by engineering and production departments.

Migrating to MSE also means moving to a remote data server; however, it will not change the functionality of the previously mentioned software applications. "A driving requirement for MSE was to be a seamless transition for the workforce with no changes to the business process," said Code 300's MSE Deputy Kyle Alexander. "While a few of the applications have some new bells and whistles, the overwhelming majority of the applications are exactly the same."

One improvement with the new system is the ease of access with Common Access Card (CAC) enabled single sign on. "MSE is not an improvement initiative, but users will only need to use their CAC, their correct certificate and PIN to access the environment," Imhof

stated. "Switching between the different applications that a user has access to will no longer require user identifications and passwords. All those passwords users have had to keep for numerous applications are a thing of the past."

Another change to the workforce will be Electronic Supplemental Training Information Resource (ESTR), the training reporting local application. Unfortunately, it was not possible to reconfigure the application to access Automated Training Management System (ATMS) in MSE, so reports in Business Objects will replace the reports in ESTR. "This will be difficult at first for most ESTR users as they don't normally have access to the legacy Business Objects application," Imhof explained. "However, Production Training Division (Code 900T) is developing training aids to ease this transition."

The MSE migration across the shipyard is scheduled for Friday, April 9 at 6 p.m., when the legacy apps will be turned off. "Project Management Office – Information Technology (PMO IT), Information Technology and Cybersecurity Department (Code 109) and NNSY applications functional subject matter experts (SME) will work together to migrate our legacy data to MSE, then validate the data and functionality prior to turning MSE on for all users the following Monday morning, April 12," said Imhof.

After the move to MSE, Imhof stated that his team will work to implement Electronic Technical Work Document (ETWD)—an application that processes Task Group Instructions (TGI) for mechanics executing work on the deckplate. "Migration to MSE is just the technical predecessor to migrating to ETWD. Testing in all four shipyards will start in April, with deployment planned for a future availability that has yet to start planning in AIM," he said.

Although this change was meticulously set up for making things technologically easier for the employees, the ease of this transition depends on the workforce. "Users should log onto the MSE Test Environment after it goes live, and make sure their roles and access to applications match what they have today," Alexander instructed. "They should familiarize themselves with the new layout."

As this past year has proven, change is rarely easy. With this shift in technology however, perhaps it will make a few things easier for NNSY.

10K MANDAY CHALLENGE: NNSY RADIOLOGICAL TEAM AIMS TO MAKE JOBS MORE EFFICIENT

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

Even the smallest change can make a difference to a big organization like Norfolk Naval Shipyard (NNSY), and once those smaller changes begin to accumulate, you see firsthand the tremendous impact it can have across the board. The Radiological Department (Code 105) took on a '10K Manday Challenge' with the goal of reducing 10,000 mandays by the end of 2020, seeking ways to be more efficient in their processes and procedures. Addressing various programmatic and oversight changes, the teams were able to come together department-wide and achieve their goal.

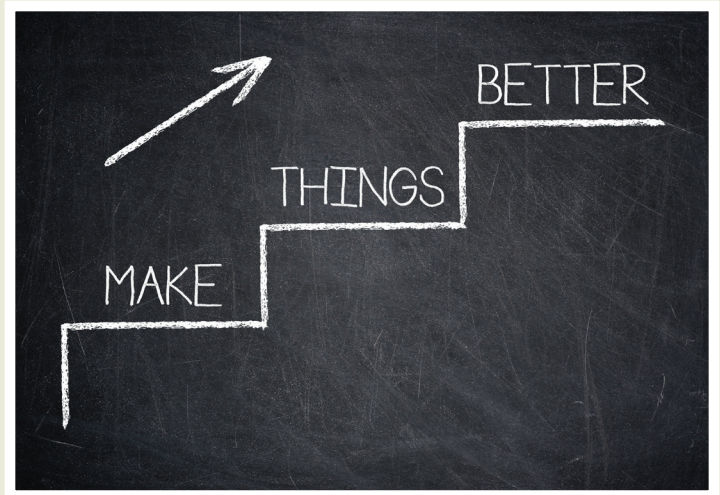
"This challenge for us started in late 2019 when Radiological Controls Director Gary Sauers came to us and said he wanted to find a way to return roughly one percent of our mandays worth of work back to the waterfront," said Training and Innovations (Code 105.27) Branch Head Dan Gregor. "So the team collaborated and put together a pile of sticky notes on a white board, all of us taking a hard look at what our department does as a whole and looking for inefficiencies or non-value added steps to processes that we needed to tackle head-on to remove them from the equation."

Across the department, team members came together and generated a spreadsheet of goals for what they could tackle, with NNSY senior leadership as well as Naval Sea Systems Command (NAVSEA) stakeholders standing by to assist and follow along on the progress.

"This was the first time we had a concentrated effort to reduce mandays across the board as a department," said Primary Systems – Reactor Compartment (Code 2320) Branch Head Mike Hougard. "Everything became fair game for all of us to gather the data and see if this was something we could tackle to achieve our goal and help make our team more efficient. Everyone was on board to step up and look into what they could do."

"Things were really taking off during the initial start of the pandemic. We had to overcome the challenges caused by the precautions in place to ensure the safety of our workers," said Facilities/ Article 520 (Code 105.22) Radiological Engineer Chad McMahill. "Everyone really stepped up to the plate, communicating with one another and looking for ways to save time and make the job more efficient. It was a constant effort all around."

"Items we've tackled range from removing steps not needed for inspections, hot work and containments," said Gregor. "We've even begun pre-issuing Thermoluminescent Dosimeter (TLDs) to the waterfront personnel both as part of COVID-19 control but also because we want to keep our people on the waterfront. That alone saved us over a thousand mandays. With more items we tackled, the



savings kept showing up and jobs were becoming much smoother for the workers on the job."

He continued, "We approached the challenge with the intent of bettering NNSY, providing our team with better ways to handle the job. Whatever we could do to benefit the worker and the mission at large, we were ready to tackle."

Hougard said, "We had a lot of ideas coming in early on but everyone took the time to ensure we had a way forward before we initiated any changes. Everyone needed to be comfortable and have a clear vision of the future before we made the leap. There were many healthy discussions on what to tackle and a lot of thinking out of the box. The team was stepping out of comfort zones to ask what we could do to make a change."

The group's efforts supports Affordability, one of the five core principles of NAVSEA Commander Vice Admiral Bill Galinis Campaign Plan to Expand the Advantage 3.0. In the campaign plan, Galinis urges NAVSEA employees to challenge assumptions, look for ways to improve, and ensure every dollar counts.

So what's next for the team in 2021? Gregor said he wants to keep the momentum going forward. "We want to continue to encourage folks to seek out new innovations and continue to make the shipyard better for themselves and others. There's still a lot of things we can change going forward, we just need to keep pushing and looking for ways to improve." He also noted that there's been a lot of positive feedback from the other shipyards regarding the challenge's successes and what NNSY has tackled for the program. "We're all working together under the same mission so we've been happy to share every step with our fellow shipyards and with NAVSEA. And we've also been able to utilize different processes and procedures from them as well. Together, we're changing the way we do business for the better."

McMahill added that he hopes to see more chances for employees to make positive change as well. "We see it a lot at the shipyard, employees bringing up things that are troubling them on the job, or things that are impacting them in some way. They are looking for the 'why' in what they do and looking for ways to improve the job overall. They want to take positive actions to eliminate what's troubling them. We're all a team here at America's Shipyard and even if it takes time, we can all do our part to help make that positive change. Whether it be taking a hard look at the processes, looking for ways to remove barriers, or looking for the innovative tools to bring to the deckplates – we can continue to improve NNSY for the better."



DEOCS LAUNCHING AT NNSY APRIL 5

Members of the NNSY workforce will have a chance to have their voices heard by participating in the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) April 5 – 26.

By participating in the DEOCS, employees have the power to provide feedback to leadership and to help shape the path forward at NNSY. Have your voice heard and make a plan to participate in the DEOCS!

COMING SOON...



ONE MISSION • ONE TEAM

NE

OUR NEW STRATEGIC FRAMEWORK!

**OUR MISSION: REPAIR, MODERNIZE, & INACTIVATE
OUR NAVY'S WARSHIPS AND TRAINING PLATFORMS**

**OUR VISION: DELIVER ON TIME, EVERY TIME,
EVERYWHERE TO PROTECT AMERICA**

C-FRAM FRAUD SCHEME AWARENESS

MARCH EDITION: SMALL BUSINESS FRAUDS

The government limits competition for certain contracts to small business known as "small business set-asides."

GOVERNMENT EXAMPLE

May 2020: G.A. Blanco & Sons, Inc. (Blanco) caused a now-defunct company, Essential Business Products, Inc. (EBP), to submit false claims for payment in connection with small businesses' set-asides contracts. Blanco agreed to pay \$450,000 to resolve alleged violations of the False Claims Act.

Blanco was certified by the Small Business Administration (SBA) as a small disadvantaged business, but exceeded the program income threshold in 2006 and became ineligible to obtain small business set-aside contracts. The next year, Blanco approached one of its employees to start a minority-owned small business to bid on set-aside contracts and use Blanco as a supplier. Blanco prepared a letter that falsely stated that its employee had resigned; however, the employee continued to work for Blanco from 2007 to 2018. Blanco helped the employee prepare the paperwork to form EBP and obtain SBA certification. Blanco also helped run EBP by setting product prices, preparing its bids for Government contracts, and maintaining signature authority for its bank account.

SMALL BUSINESS FRAUD

The federal government is the world's largest purchaser of goods and services, and about 23% of those purchases are designated for small businesses. Some companies take advantage of these opportunities even though they are not qualified or eligible to do so.

- **Misrepresenting Qualifications/Eligibility.** Companies self-certify regarding their eligibility for participation in a government small business program.
- **Sham Teaming Agreements.** Teaming agreements enable small businesses to compete, however, they can violate SBA regulations when the businesses share common ownership or control. Example: large subcontractors performing more than 50% of work.

INDICATORS (RED FLAGS)

Previous large company incumbent is a subcontractor on small business set-aside. Small business has the same address or management as large company. Woman, minority, or veteran figurehead as company owner.



LEARN MORE TODAY

Check out the C-FRAM site on WebCentral under C100CE for more information.

Need to report fraud? Contact the NNSY Hotline today at 757-396-7971 or NNSY_IG_HOTLINE@navy.mil.