

BUSH TANK TEAM TRIUMPHS IN MEETING REQUIREMENTS

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

November 2020

MEETING THE MILESTONE

**NNSY Undocks USS San Francisco (SSN 771) Oct. 5,
reaching a key milestone for training ship conversion**



NNSY OVERCOMES CHALLENGES WITH USS PASADENA



IN THIS ISSUE

Features:

3 NFPC MAKES HISTORIC FIRST CASTING FOR COLUMBIA-CLASS SUBMARINES

4 FROM THE COMMANDER: PEOPLE AND MISSION

6 ON THE COVER: NNSY UNDOCKS USS SAN FRANCISCO

8 TANK TEAM TRIUMPHS FOR CVN 77 AVAILABILITY

10 TALKING SHOP: SHOP 71

11 NNSY COMPLETES USS WYOMING'S ENGINEERED REFUELING OVERHAUL

12 NNSY TAKES NEXT STEPS IN SHIPYARD INFRASTRUCTURE OPTIMIZATION PROGRAM

14 AGENTS OF CHANGE - INTRODUCING THE CULTURE CHANGE TEAM AT AMERICA'S SHIPYARD

17 NNSY WELCOMES NEWEST EXECUTIVE OFFICER - CAPT TODD NICHOLS

18 SHIPYARD SPOTLIGHT: JON LARREW

20 SILVER EAGLE SPREADS HIS WINGS - NNSY SAYS FAREWELL TO CAPT. DANIEL ROSSLER

22 CELEBRATING NATIVE AMERICAN HERITAGE MONTH - MEET CAMILLE SORENSON, NNSY NA-ERG PRESIDENT

24 NNSY KEEPS ON SCHEDULE WITH DRY DOCK BUILD FOR USS PASADENA

26 NNSY'S EDP CADRE-9 ACHIEVEMENT UNLOCKED: PROGRAM COMPLETE

28 THE YARDBIRD HAS LANDED

29 NNSY CONTINUES OUTREACH EFFORTS TO LOCAL SCHOOLS IN VIRTUAL ENVIRONMENT

30 NUCLEAR ENGINEERING AND PLANNING DEPARTMENT ENGINEERS LOOK TO ADAPT TRAINING EFFORTS FOR THE FUTURE IN ROTATIONAL EXPERIENCE



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1630 AM

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NAVAL FOUNDRY AND PROPELLER CENTER MAKES HISTORIC FIRST CASTING FOR COLUMBIA-CLASS SUBMARINES

STORY BY RICHARD LOCKLEAR

NAVAL FOUNDRY AND PROPELLER CENTER PUBLIC AFFAIRS OFFICER

U.S. NAVY PHOTO BY MASS COMMUNICATIONS SPECIALIST

FIRST CLASS JOHN BANFIELD

The Naval Foundry and Propeller Center (NFPC) in Philadelphia, a detachment of Norfolk Naval Shipyard, made the first casting for a Columbia-Class submarine Aug. 26. The Honorable James F. Geurts, Assistant Secretary of the Navy for Research, Development and Acquisition, along with senior Navy leaders and congressional members, visited NFPC to see the historic event.

"This casting represents one of the largest in American history weighing over 200,000 pounds," said Geurts. "Awesome sight to see."

Geurts, joined by a congressional delegation including Rep. Joe Courtney of Connecticut, Rep. Rob Wittman of Virginia, and Rep. Donald Norcross of New Jersey were briefed on the manufacturing capabilities provided by NFPC, a Department of Defense manufacturing facility that specializes in advanced engineering, castings, and precision machining that supports the mission of the U.S. Navy.

The work done at the foundry supports the Columbia Class submarine program. Columbia-class submarines will replace the aging Ohio Class submarines and ensure sustainment of the most survivable leg of our nuclear triad. The Columbia program remains the CNO's top acquisition priority.

According to Geurts, the work being done at NFPC speaks to the key role that the Navy's civilian workforce has in delivering capacity to meet national security commitments. "Great to see the combined team keeping Columbia progressing, and on schedule," said Geurts. "By being able to do the casting ahead of construction start, it gives us a positive margin towards the schedule we need for Columbia."



From the Commander, RDML Howard Markle:



People and Mission

This has been an unexpected and challenging few weeks at Norfolk Naval Shipyard. Leadership change can be challenging in the most ideal and coordinated of situations, so it's only that much more challenging when it is unexpected. However, if 2020 has taught us anything as individuals and as an organization, it's that we're capable of great resilience and adaptability we may not have thought possible of ourselves at this time last year. Bottom line up front, I am here to help Norfolk Naval Shipyard refocus its command priorities and do everything to facilitate and celebrate the vital work you are doing for our Navy. My priorities are people and mission—quite simply, we can't have one without the other. I may only be here a short time, but while I'm here I promise to give you my full commitment and support. Earlier in my career, I received valuable firsthand insight on the NNSY shipyard waterfront as Deputy Operations Officer and Deputy Project Superintendent on multiple carrier maintenance availabilities. Additionally, I have served at Portsmouth and Pearl Harbor Naval Shipyards as well. I look forward to leveraging that knowledge while also building on my experience as Shipyard Commander at Puget Sound Naval Shipyard and Intermediate Maintenance Facility.

I'm already seeing this organization proving its ability to adapt and overcome as demonstrated by the great few weeks of activity on our waterfront! In the midst of welcoming USS Pasadena (SSN 752) for its Selected Drydocking Restricted Availability, you undocked USS San Francisco (SSN 711) for the final phase of its moored training ship conversion and completed USS Wyoming's (SSBN 742) Engineered Refueling Overhaul. Meanwhile, you're still moving forward and achieving great things on our significant carrier availabilities for USS Harry S Truman (CVN 75) and USS George H.W. Bush (CVN 77). I had the opportunity to recognize the George H.W. Bush team on Oct. 13, busting the big rock for achieving their undocking. Well done! Great job to all the project teams and production shops coordinating these efforts and working to support each other

in our mission delivery. While unexpected challenges inevitably come up in our business, we're demonstrating how to tackle them as a team focusing on a common goal. And while this work may be less visible to some of you, it's no less important—we're doing great things up and down the East Coast serving our Navy at Nuclear Power Training Unit—Ballston Spa, our Naval Foundry and Propeller Center detachment in Philadelphia, Nuclear Power Training Unit—Charleston, Nuclear Regional Maintenance Department—Kings Bay and Submarine and Carrier Fleet Maintenance Activities at Naval Station Norfolk.

Why are these achievements so important? As the political, economic and social climate continues to evolve around the world, NAVSEA's mission to design, build, deliver and maintain ships and systems on time and on cost for the Navy is more important than ever. As a shipyard, the importance of meeting our commitments to preserve our national security is absolutely aligned to broader strategies focusing on allowing our country to continue leading as a global power. We are facing adversaries today that possess significant, rapidly improving warfighting capabilities and aspire to be our equal. We need to recognize that our position as the world's dominant naval power is not guaranteed. Our competitive advantage is shrinking. We all have a shared stake in either ensuring that advantage widens, or allowing it to continue shrinking, because the sobering reality is it's not staying static.

Norfolk Naval Shipyard turns 253 years old Nov. 1! Having served the nation with distinction for two and-a-half centuries, many of the facilities in which we do our most critical work are historic landmarks – national treasures, really – older than ourselves, our parents or our grandparents. As the nation's oldest continuously operating shipyard, we should look back with great pride at the legacy of accomplishment that our command has established over the years, while constantly striving forward to help deliver the Navy our nation needs tomorrow, and centuries into the future. When you look at a project like our San Francisco moored training ship conversion,

that is truly a long-term investment that will pay dividends for the Navy decades from now training the next generation of fleet operators. That's the kind of work that demonstrates your vast capability and the reason the Navy has the faith to entrust you with its accomplishment!

We're seeing a great glimpse into our future Nov. 6 with holding our 2020 NNSY Apprentice Graduation and Awards Ceremony at the Dry Dock Club. Congratulations to this year's graduates and I commend your perseverance these past four years and thank you for your service to our shipyard in the many years to come. Given the COVID-19 environment, this will be an apprentice graduation unlike any other in our shipyard history, modeled after Portsmouth and Puget's "drive-in" style graduation ceremonies, so great job to everyone working to achieve the art of the possible and allowing family members to see their loved ones achieve this great milestone!

As you have likely heard, the Navy has

named Captain Dianna Wolfson to succeed me as our shipyard commander early next year. Her experience with NNSY goes back several years to USS Newport News (SSN 750) Project Superintendent, and most recently as our shipyard's Operations Officer before she relieved me as shipyard commander of Puget Sound Naval Shipyard and Intermediate Maintenance Facility in June 2019. Captain Wolfson is a superb leader, and between her familiarity with Norfolk Naval Shipyard and experiences throughout her career, I'm confident the Navy couldn't have made a better choice.

I am grateful for the opportunity to be at Norfolk Naval Shipyard these next few months. I've appreciated the opportunity to meet with so many of you, and the candid feedback you've been providing me as we tackle the challenges to improve our shipyard. I'm incredibly proud of each one of you and the great work you are doing to support the Navy and our nation. I ask that you continue

your steadfast devotion to achieving our mission with ingenuity, urgency and resolve to ensure that our Navy is the most awesome and devastating power on the seas!



RDML Howard Markle
Norfolk Naval Shipyard's
109th Commander

FEDERAL BENEFITS OPEN SEASON 2020

Nov. 9 to Dec. 14

Open Season is here for 2021! Federal employees can enroll, change, or cancel enrollment for the Federal Employees Health Benefits (FEHB) Program and Federal Employees Dental and Vision Insurance Program (FEDVIP) during this timeframe.

Information will be available for pickup at Bldg. 163 Waterfront Support Office for the duration of Open Season.

Got a question regarding this announcement? Please contact (757) 396-7422 for more information.





Norfolk Naval Shipyard undocks USS San Francisco, a key milestone in training ship conversion

STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST
PHOTO BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) successfully undocked USS San Francisco (SSN 711) Oct 5.

The boat has been at the shipyard since 2017, undergoing conversion to a moored training ship for use by both officers and Sailors undergoing training at the Nuclear Power Training Unit (NPTU) in Charleston, South Carolina. La Jolla (MTS 701) completed its conversion at NNSY in November 2019.

Converting San Francisco into a moored training ship required NNSY to separate the boat into three pieces, the removal of and recycling the center section, and then adding three new sections. The new hull sections arrived from Electric Boat via barge, which NNSY then craned into the dock and attached to the San Francisco. “We’ve been in dock for 34 months, so it’s been a lot of effort to get to this day, but it’s exciting to be undocking with more than 90 percent production work complete,” said Project Superintendent Charles Brock. “We applied a lot of lessons learned from the La Jolla in areas such as Engineering Safeguard Features piping installation, component outfitting and tank restoration.”

“Over the next year, San Francisco will undergo preparations for the final test program, grooming of the forward electrical systems and spaces for turnover to the ship,” said Brock. San Francisco is expected to be complete its conversion to a full-fledged moored training ship in late summer of 2021.

San Francisco and La Jolla replace former submarines originally commissioned in 1964 and that have been in use as training platforms for the past three decades.

NNSY has been bustling on its waterfront, with USS Pasadena (SSN 752) arriving for a Selected Restricted Drydocking Availability (DSRA) Sept. 28 and USS Wyoming (SSBN 742) finishing its Engineered Refueling Overhaul Oct. 9. Additionally,

USS George H.W. Bush (CVN 77) moved pierside at the end of August after eighteen months in dock. With a surge of ship movements and waterfront space at a premium, coordination and ingenuity between shipyard project teams has been crucial.

“We have had good communications with Pasadena and our Temporary Services (Code 990), clearing the dock to allow the team to start their dry dock build, and reducing what is typically a four to six-week build period down to two weeks post undock,” said Brock.

Military construction (MILCON) projects near San Francisco’s dry dock required even more coordination. As part of the Navy’s Shipyard Infrastructure Optimization Program, a 20-year, \$21 billion program dedicated to refurbishing the nation’s four public shipyards by modernizing equipment, improving workflow and upgrading dry docks and facilities, the piers adjacent to the drydock are being replaced and utility upgrades for a neighboring dry dock are also underway. “Our interface with the restoration projects has allowed those MILCONs to execute in parallel with execution of the project. This helps pave the way for the shipyard to more effectively integrate with future MILCONs in parallel with executing our work,” said Brock.

“Congratulations and thank you to everyone who supported getting Norfolk Naval Shipyard and the San Francisco team to this important day!” said Shipyard Commander Rear Admiral Howard Markle. “As a vital platform for the Navy’s training program, this conversion will provide a steady pipeline of fully trained and well-prepared fleet operators. This long-term investment will pay great dividends for the Navy over the next several decades in ensuring proficiency and excellence across the fleet, whenever and wherever our Sailors are called upon.”

40 hours

**of annual leave
will be required
for NNSY's
2020 year-end
curtailment.**

***Employees and
their supervisors
are jointly
responsible for
ensuring any “use
or lose” annual
leave is officially
scheduled, or
rescheduled if
necessary, for use
during the
remainder of the
leave year.**

**NNSY will curtail all
but essential
operations on Dec.
24, 25, 26, 27, 28,
29, 30, and 31, 2020
and Jan. 1, 2021.**

**Official government
holidays are Dec.
25, 2020 and Jan. 1,
2021.**

**The deadline to get
“use or lose” leave
scheduled is Nov. 21,
2020.**



TANK TEAM TRIUMPHS FOR USS GEORGE H.W. BUSH (CVN 77) AVAILABILITY



**STORY BY KRISTI BRITT •
PUBLIC AFFAIRS SPECIALIST**

**PHOTO BY SHELBY WEST •
NNSY PHOTOGRAPHER**

A recent win for Norfolk Naval Shipyard (NNSY) came Aug. 29 when America's Shipyard undocked USS George H.W. Bush (CVN 77) on time. This win was thanks to various shipyard workers, Sailors, and contractors working together to get the job done during its Drydocking Planned Incremental Availability (DPIA). One such group whose teamwork was a testament to this milestone was the CVN 77 Tank Team who successfully met requirements and completed work on more than 500 tanks.

"This was one of the largest tank packages we've had in recent availabilities," said Code 300 Tank Area Manager Thomas Wall, the primary NNSY representative in charge of all tank work aboard CVN 77 during the DPIA. "Tanks are one of the most important parts of any vessel, ensuring the ships float. They take a lot of focus and dedication."

According to Wall, the tank work for the CVN 77 DPIA was completed because of teamwork. "Each individual part of our team took the challenge head-on to meet the mark, working together to ensure everything got done to meet the undocking requirements," he said. "Everyone had a piece in the puzzle and relied on one another to ensure everything flowed as needed. It's a process to open up tanks, inspect them, repair or preserve them as necessary, and close them up again, and it requires communication and initiative from each team member. Shipfitters, painters, welders, cleaners, electricians, machinists and more all had to go in and out of the tanks for the required work being completed. Ship's force, contractors, and shipyard workers all had players on the team and each one of them brought their A-game to the job."

"This is a major win all around," said Bush Fire Marshall and Tank Team Zone Manager CWO2 Samuel Diggs. "No matter where we came from, whether it be on the boat, in the shops, or contractors outside the gates, we all shared a goal and worked together to make it happen. Inspections and repairs were handled with care and attention and we were able to get the job done!"

Tank Team Leading Chief Petty Officer (LCPO) APFC Justin Yingling added, "A lot of work went into the tanks onboard the Bush – inspections, repairs, preservations, you name it. In order to make sure the vessel works smoothly, the tanks need to be in perfect working order. And this team made it happen. We couldn't have done it without our Sailors aboard the Bush, the shipyard workforce, and the contractors. You all came together to make this happen and we're so thankful for each of your contributions!"

With strategy and teamwork, the tank team also saw a win in keeping weekend tank closures practically down to zero – keeping everything lined up to meet the goal so that the Bush would undock on time.

"This is such a huge win for us and I hope that it sets a precedent for all future availabilities to come," said Wall. "Getting the tank work completed on time is possible. Each package is different for each vessel but with dedicated team members being the driving force for getting the job done on time, we can make it happen!"

Disciplinary Actions

August 2020 Discipline Cases: 63

Of the 63 cases:

- 58 have received formal discipline
- 6 have lost employment
- 18 were suspended (3 indefinitely)
- 15 received letters of reprimand

The types of cases are:

- 13 Attendance
- 14 Conduct
- 2 Safety
- 13 Security
- 8 Performance
- 13 Other

September 2020 Discipline Cases: 28

Of the 28 cases:

- 27 have received formal discipline
- 4 have lost employment
- 4 were suspended (3 indefinitely)
- 2 received letters of reprimand

The types of cases are:

- 2 Attendance
- 1 Conduct
- 1 Safety
- 10 Security
- 5 Performance
- 9 Other

TALKING SHOP

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST | PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

SHOP 71 SIGN SHOP



From Left to Right: Tanya Sparrow and Torrence Rabb perform a quality control check on a sign product; Paul Darden sands a hardhat to prepare it for a new coat of paint; Members of NNSY's Sign Shop team.

Ensuring safety and instilling pride are just two of the ways Norfolk Naval Shipyard's (NNSY) Sign Shop (Shop 71) benefits the workforce.

"We work closely with the various departments creating danger signs, caution signs and any other type of signs that are required," said Preservation Shop (Shop 71) Zone Manager Tracy Robinson. "Just the thought of the idea of someone not getting hurt because our signs helped prevent that makes us realize how important our job actually is."

Safety signs aren't the only signs they make. The Sign Shop, with help from the Sail Loft, makes banners for the shipyard, submarines, and carriers that are being repaired at NNSY.

"We make the banners that have the ship's name, logo and motto on them and they hang across the brow," said Shop 71 Preservation Supervisor Tanya Sparrow. "We also make the banners used during the annual Combined Federal Campaign (CFC), as well as for the various groups and organizations located at NNSY."

"We work closely with the Wood Crafting Shop (Shop 64) on the banners supporting the Big Rock ceremonies and all other major events," said Robinson.

In addition to signs and banners, the sign shop personnel also make stickers, decals, graphic designs and parking signs, along with any other task given to them. They can do screen-printing on cloth material as well as paint and label hardhats. Not bad for a group of employees

who were not originally trained to work in the sign shop.

"For medical reasons, all of us who work in the sign shop are unable to work on the waterfront," said Shop 64 Painter Torrence Rabb. "This is a way for us to still contribute to NNSY's mission of getting ships back to the fleet on time."

Due to quick turnaround and high demand, the crew in the sign shop learned to set high standards, utilize their time wisely, and work together as a team.

"There is an existence of pride in the employees and they are committed to producing high quality products out of the sign shop," said Preservation Group Superintendent Brian Darden. "The work comes in phases and the team remains flexible to ensure they maintain an 'all hands on deck' mentality to accomplish the work."

With their dedication, hard work and pride, the sign shop will continue to strive to do their part with high quality standards to help support Norfolk Naval Shipyard. "Any ship, anytime, anywhere," said Robinson. "That's what it's all about."



Norfolk Naval Shipyard Completes USS Wyoming's Engineered Refueling Overhaul

STORY BY MICHAEL BRAYSHAW • LEAD PUBLIC AFFAIRS SPECIALIST

PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

USS Wyoming (SSBN 742) has returned to the fleet following completion of its Norfolk Naval Shipyard (NNSY) Engineered Refueling Overhaul (ERO) Oct. 9.

An ERO is a complex, major shipyard availability during which the submarine is refueled and upgraded before returning to sea to support the country's nuclear deterrence strategy. In addition to Wyoming's refueling, NNSY modified the ship in accordance with Enlisted Women at Sea ship alterations.

The shipyard project team achieved several successes during the overhaul, including its Strategic Weapons Test team setting a record for Missile Operational Sequence Testing, marking the fastest completion of this evolution during an ERO. NNSY completed missile operational testing in eight weeks, breaking its previous record of 10.5 weeks on USS Rhode Island (SSBN 740).

"Now that this overhaul is complete, Wyoming can carry on with the Department of Defense's number one mission of nuclear deterrence as we continue preparations for the transition to the Columbia-class submarines," said Rear Adm. John Spencer, Commander, Submarine Group Ten. "I am well aware that completing this scale of work requires an immense amount of teamwork between the ship crew and all of our teammates, both

civilian and uniformed, at Norfolk Naval Shipyard, and I appreciate their collective efforts."


"Ship repair is a team sport," said Project Superintendent Brian Slivinski. "The whole team, from the deckplate level mechanics to the support organizations to Ship's Force, everybody worked really well together with a common goal. Any challenge that was presented, we'd tackle as a team. We had a mindset of controlling our own destiny, which was very beneficial to us."

Adding that this is the last in a line of eight East Coast Trident submarine Engineered Refueling Overhauls at NNSY which began with USS Florida (SSGN-728) in 2003, Slivinski added, "I think we've wrapped up this series of availabilities on a good note."

Homeported in Kings Bay, Georgia, Wyoming is one of the United States' most vital strategic assets, and combined with the other Ohio-class submarines, makes up one leg of the nuclear triad.

NNSY is one of the oldest, largest, and most multifaceted industrial facilities belonging to the U.S. Navy, and specializes in repairing, overhauling and modernizing ships and submarines.

NORFOLK NAVAL SHIPYARD TAKES NEXT STEPS IN SHIPYARD INFRASTRUCTURE OPTIMIZATION PROGRAM



Norfolk Naval Shipyard (NNSY) held a Shipyard Infrastructure Optimization Program (SIOP) Kickoff Oct. 1, beginning the next steps to help modernize one of the Navy's oldest assets in the United States.

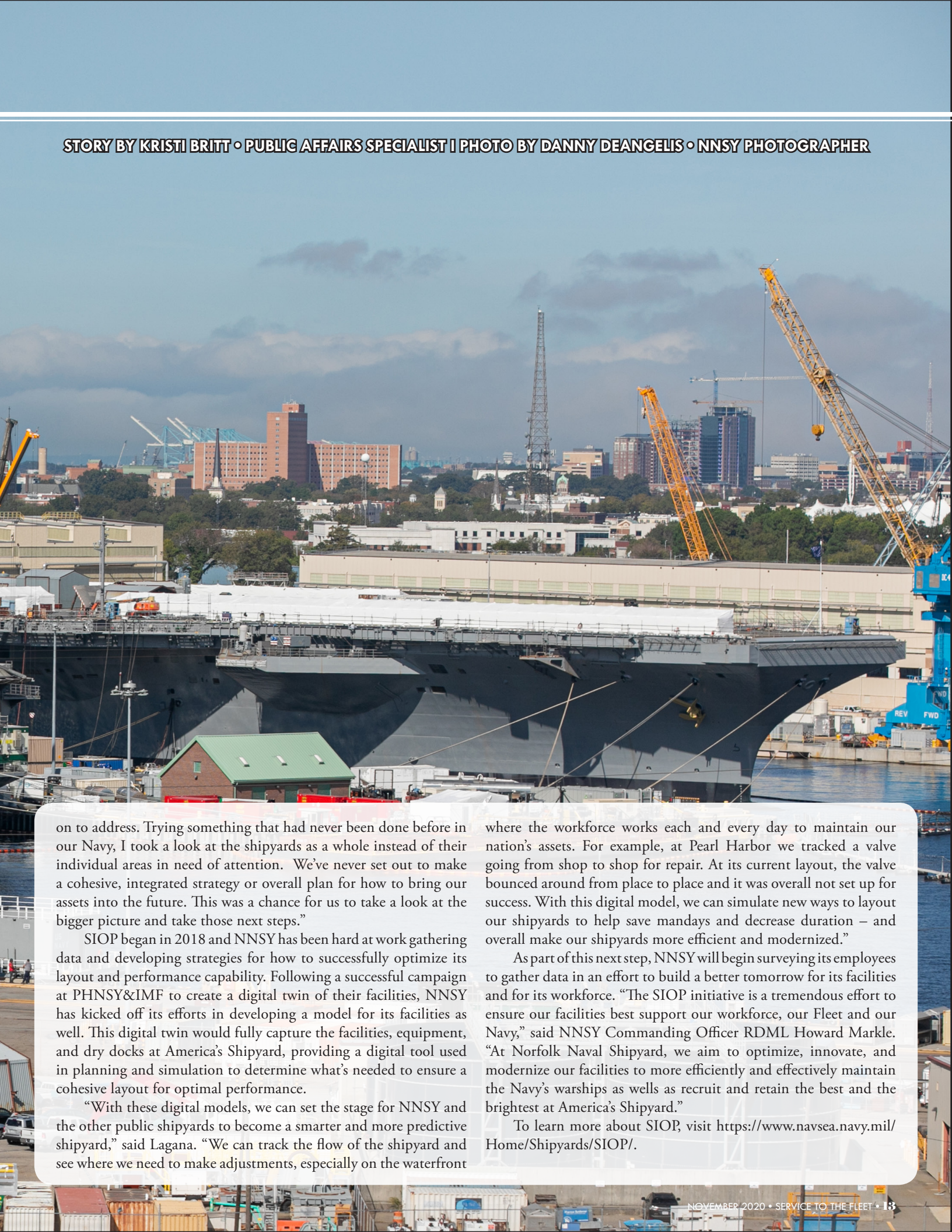
SIOP is a 20-year, \$21 billion program dedicated to completely refurbishing the nation's four public shipyards by modernizing equipment, improving workflow and upgrading dry docks and facilities. The Navy's four public shipyards -- NNSY, Portsmouth Naval Shipyard (PNSY), Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS&IMF), and Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY&IMF) -- perform a vital role in national defense by executing maintenance on submarines and aircraft carriers to provide combat-ready ships to the fleet. Originally designed and built in the 19th and 20th centuries to build sail- and conventionally-powered ships, the Navy's public shipyards are not efficiently configured to maintain and modernize nuclear-powered aircraft carriers and submarines. With the Navy's needed focus on operations, the aging shipyards have been unable to adequately sustain and optimize

their facilities, utilities, dry docks, equipment and information technology infrastructure. These inefficiencies and aging facilities result in higher maintenance costs, schedule risks and reliability issues.

"Our public shipyards are some of the most vital assets our nation has to offer -- they are also some of the oldest locations that were set up for a time where our focus was building the fleet from the ground up," said SIOP Program Manager Steve Lagana. "We in the Department of Defense (DoD) used to be frontrunners in our industry and the cutting edge in developing and maintaining our fleet. However, as our facilities continue to age and become obsolete as we move into the future -- we continue to fall behind."

Lagana continued, "When I first joined the Naval Sea Systems Command (NAVSEA 04) team, I was asked to take a hard look at the shipyards and come up with a solution for how we could address the modernization issues as a whole. Performances at the shipyards were not ideal and we needed to figure out a way forward. Contributing factors to poor performances included equipment, facilities, and workforce size -- all things we needed to take a turn

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



on to address. Trying something that had never been done before in our Navy, I took a look at the shipyards as a whole instead of their individual areas in need of attention. We've never set out to make a cohesive, integrated strategy or overall plan for how to bring our assets into the future. This was a chance for us to take a look at the bigger picture and take those next steps."

SIOP began in 2018 and NNSY has been hard at work gathering data and developing strategies for how to successfully optimize its layout and performance capability. Following a successful campaign at PHNSY&IMF to create a digital twin of their facilities, NNSY has kicked off its efforts in developing a model for its facilities as well. This digital twin would fully capture the facilities, equipment, and dry docks at America's Shipyard, providing a digital tool used in planning and simulation to determine what's needed to ensure a cohesive layout for optimal performance.

"With these digital models, we can set the stage for NNSY and the other public shipyards to become a smarter and more predictive shipyard," said Lagana. "We can track the flow of the shipyard and see where we need to make adjustments, especially on the waterfront

where the workforce works each and every day to maintain our nation's assets. For example, at Pearl Harbor we tracked a valve going from shop to shop for repair. At its current layout, the valve bounced around from place to place and it was overall not set up for success. With this digital model, we can simulate new ways to layout our shipyards to help save mandays and decrease duration – and overall make our shipyards more efficient and modernized."

As part of this next step, NNSY will begin surveying its employees to gather data in an effort to build a better tomorrow for its facilities and for its workforce. "The SIOP initiative is a tremendous effort to ensure our facilities best support our workforce, our Fleet and our Navy," said NNSY Commanding Officer RDML Howard Markle. "At Norfolk Naval Shipyard, we aim to optimize, innovate, and modernize our facilities to more efficiently and effectively maintain the Navy's warships as well as recruit and retain the best and the brightest at America's Shipyard."

To learn more about SIOP, visit <https://www.navsea.navy.mil/Home/Shipyards/SIOP/>.

AGENTS OF CHANGE - INTRODUCING THE CULTURE CHANGE TEAM AT AMERICA'S SHIPYARD

STORY BY KRISTI BRITT PUBLIC AFFAIRS SPECIALIST | PHOTOS BY TONY ANDERSON NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) holds one of the most important missions of America: repairing and modernizing the fleet to ensure our most valuable assets are at peak condition to service our nation. NNSY, also known as America's Shipyard, is a workplace built on an expansive history and pride, with a community of more than 10,000 civilians, 700 Sailors, and 37 tenant commands working not only in Portsmouth, Virginia, but also across the world to ensure that mission is done to the fullest extent.

With more than 250 years under its belt, America's Shipyard has seen its fair share of challenges, one of which originates in another valuable asset to our nation - its people. The world is built with various cultures, races, genders, beliefs, and more - the differences between one another sometimes causing a rift due to a lack of understanding or acceptance. One may think that these differences could not possibly mesh together - leaving the puzzle an incomplete picture. However, the people are similar to puzzle pieces, all cut in different shapes and sizes. They may look completely different from the piece next to them, but when they come together, they link to form the final picture. Moreover, if one piece falls by the wayside, the puzzle will never be complete.

In the hopes of becoming a more inclusive and unified workforce, America's Shipyard recently established the Culture Change Team, a group of individuals whose main goal is to help change the behaviors to eliminate discrimination and to influence the values of Care, Ownership, Respect, and Excellence (C.O.R.E.) through training, peer to peer accountability, and focus group feedback. The team aims to create a more inclusive workforce that inspires, equips, and empowers the workforce to achieve excellence while creating an atmosphere where employees thrive, learn, and develop continuously.

"NNSY, like with every organization, has pockets of good throughout it - good people that work hard every day to get the job done and look out for their fellow teammates," said Culture Change Team Lead Antonne Smalls. "However, it only takes a few bad apples or situations to shed light on something bigger beneath the surface - a problem that leaves others feeling as if they do not matter. We're here

to help correct those problems and shift the culture at America's Shipyard to be more accepting of those who make up our team - our shipyard family."

Culture is defined as the set of shared behaviors and norms found as well as the knowledge, beliefs, capabilities, and habits of the individuals in the shipyard. Culture in some cases can be defined as "how we do it here." The Culture Change Team was developed to help influence changing the culture of the shipyard and works alongside other platforms, including the Diversity and Inclusion Group and the Employee Resource Groups. In addition, the team is divided into its three focus areas - education, engagement and small group discussions, and accountability - to influence change.

"We operate in these focus areas and provide our workforce with avenues for them to succeed," said Culture Change Team Co-Lead Carlynn Lucas. "Under the training umbrella, we have Force Multiplier Training which explains the importance of NNSY and the people who work here and the role they play in national security. The workforce learns in this course how to use the values of C.O.R.E. and how their influence can impact positive change in the shipyard. Once they go through the course, they are then known as 'Force Multipliers' - an emissary for positivity and growth at America's Shipyard."

In addition, the Culture Change Team also reaches out to new employee onboarding (NEO), 1LS (First Level Supervisor Training), 2LS (Second Level Supervisor Training), 3LM (Third Level Supervisor Training), and the Team of Winners series - aiming to spread the idea of changing the culture at the shipyard.

"For Engagement, we reach out and work with our fellow shipyarders to have conversations on how to impact change at the shipyard," said Lucas. "In addition, we also seek to highlight those pockets of goodness Mr. Smalls mentioned, identifying those areas and sharing the news with the shipyard at large. When others see those who are making a significant impact in the shipyard, they may be inspired to also take that next step into what they can do to also make a difference for the culture of America's Shipyard."

Culture Change Team Co-Lead Jason Braun said,



From Left to Right: Culture Change Team Co-Lead Jason Braun, Co-Lead Carlynn Lucas, and Lead Antonne Smalls.

“for the accountability piece, we’re actually starting a new initiative at the shipyard – a collaborator program with the supervisors across our installation so they can each help enhance those pockets of goodness and help build each other up to create a more accepting workplace. In this program, two supervisors are paired together and can interact with one another and share ideas or information for how they can help their team succeed and grow together as a unit.”

Another initiative the Culture Change Team is working in regards to accountability is working with direct reports about what they think are the shipyard’s strengths, weaknesses, opportunities, and threats (SWOT). The team will use the responses gathered to identify the alignment across the board and what areas need to be a focus.

With the team in place and taking action to make changes happen, the next step is **YOU**, the shipyard worker. How can you get involved with changing the culture at America’s Shipyard?

“We encourage everyone to attend Force Multiplier Training if they haven’t already and become Force Multipliers within the shipyard,” said Lucas. **“It’s also important for others to understand what culture is and why it’s necessary to change the culture here at the shipyard. Once our workforce has that education and understanding, they can become an agent of change – one person can’t change the entire culture of the shipyard; however, change begins with each individual person and spreads throughout.”**

Smalls added, **“One of the things all shipyard employees should realize is that they are already agents of change. It’s up to their personal influence whether they foster a desirable environment or a toxic one. I personally believe that appreciating your ability to influence is one of the biggest things I think every shipyarder must embody. I may not have the biggest voice but my actions speak louder than words. From even the simplest actions as being kind to your fellow shipyarders can make a lasting impact on your team.”**

So what’s the end goal for the Culture Change Team? Smalls hopes it will foster an organic, evolving culture that will last within NNSY. **“Our team is not a permanent fixture and there is always that chance that our long range goal may not come fully to light in our time here; however, we want to make our efforts organic to the shipyard as a whole,”** said Smalls. **“We want the culture to continue to change along with the rest of the world – a place that accepts others for their differences and finds commonality within one another. In the long run, we may have different skin color, different genders, different nationalities – however, we are all here to serve our country. To do that, we need to work together, and we need to respect each other to the fullest ability. Everyone should be appreciated and valued at NNSY and we want to instill that mentality in our workforce.”**

(Continued on the next page)

CULTURE CHANGE TEAM: MEET THE LEADS



Antonne Smalls

I got involved with this growing initiative in fall 2018 when I was asked to accompany Code 300N on a peer review at another shipyard. My role was to look at behavior concerns and see what we could bring back to address at NNSY. From there, myself and Jason got involved with the Behavioral Leadership Team and the C.O.R.E. Implementation Team. And when it was decided to develop the Culture Change Team, we brought Carlynn onboard to join us in our efforts.

I got involved because I've always had a passion for people and change. I value everybody. I believe that everyone has something they can bring to the table. I also believe that based on your personal background, you can provide unique qualities that can influence change in the organization. I believe that NNSY is a professional organization made up of varied individuals from various walks of life. We have what I consider an amalgamation of cultures at NNSY that creates its own culture. To our challenge, it's important that we identify and appreciate everyone but at the same time never lose focus on what our real intention here is - to deliver ships to the fleet, safe, ready, and on time. We cannot forget about those individuals that do affect fit, form, and function, which has in the past been a second thought. We can't separate the two - the people and the mission. That's my perspective.



Carlynn Lucas

I started in Code 105.2 as a nuclear engineer before joining Code 105.6 in radiological emergency planning as a branch head.

One day, I received a call from Antonne and Jason talking about this new initiative known as the Culture Change Team and if I wanted to join to help make a difference at America's Shipyard. I leapt at the chance to do it because I am a people person – I've worked with DEOCS, the Federal Women's Program, the Celebration of America's Shipyard's team always in the hope that I could help motivate, encourage, and empower the people of the shipyard. I saw this as an opportunity to put my words into action and I look forward to what we can accomplish.



Jason Braun

I started in Propulsion Plant Piping (Code 261) for the LHDs and CVNs before moving to Code 268. At the time, I was introduced to Capt. Maria Silsdorf and was told that she was working on an initiative to influence culture change and if I would be interested in joining the team. I was brought on to help implement C.O.R.E. at the shipyard alongside Antonne Smalls, traveling to our various departments to share what C.O.R.E. was to our workforce.

From there, we were introduced to Brian Darden and his group – the Behavioral Leadership Team – and we began to work on how we could change the culture of the shipyard. Because of my efforts and the efforts of my team, we were asked to join the Culture Change Team full-time.

The Culture Change Team

Lead:
Antonne Smalls

Co-Leads:
Carlynn Lucas
Jason Braun

Members:
Jacquelyn Singletary
Christopher Heine
Scott Cooney
Shakunda Edmonds
Jenna Plumblee
Andre Johnson
Littleton Hurst III
Abimbola Osindero

Become an agent of change today! Ask your supervisor how you can attend Force Multiplier Training or get involved with the Culture Change Team!

For more information, email NNSY_CultureChangeTeam@navy.mil.



Capt. Todd Nichols recently took over the role and responsibilities of Norfolk Naval Shipyard (NNSY) Deputy Commander. Hailing from Monticello, Fla., he has served in the U.S. Navy for more than thirty-seven years, a career that he hopes will help NNSY achieve its mission of getting ships and submarines out on time.

"These are challenging times facing the shipyard. The aged infrastructure, enduring financial constraints, a pandemic, and recent rise of cultural and societal issues have combined to impact our team's performance," said Nichols. "I'm looking forward to being part of the turnaround and developing solutions for leading NNSY back to having a reputation of getting ships out on time in great material condition."

Graduating high school in 1983, he enlisted in the U.S. Navy, becoming a machinist's mate. "I came from a small town that lacked career opportunities," said Nichols. "I joined the Navy because it provided that opportunity in addition to furthering my education and a chance to see the world."

After completing recruit training and Machinist Mate A-school in Great Lakes, Ill., Nuclear Power School in Orlando, Fla. and prototype training in Ballston Spa, N.Y., he reported to his first of eight U.S. Navy vessels, the USS Grayling (SSN 646). After his tour onboard the Grayling, he reported onboard the USS Daniel Webster (SSBN 626).

"I served on the Daniel Webster conversion crew, which transitioned a ballistic missile submarine to the Navy's second Moored Training Ship (MTS)," said Nichols. "This is where I was advanced to chief petty officer."

Nichols was selected as the Machinery Division Leading Chief Petty Officer for the initial crew manning of the

NNSY Welcomes Newest Executive Officer Capt. Todd Nichols

USS Seawolf (SSN 21). "From an engineering perspective, the Seawolf submarine was fascinating with its completely new designed and advanced technology."

On Seawolf, Nichols was selected for commissioning under the Nuclear Power Limited Duty Officer program, reporting to USS McKee (AS 41) as the Nuclear Repair Officer and Planning and Estimating Officer. It was during this tour where he first arrived at NNSY, as he was on McKee during its final voyage when she was brought to NNSY to be inactivated.

Through multiple extended deployments, he supported Operation Iraqi Freedom and Operation Enduring Freedom while serving onboard both the USS John C. Stennis (CVN 74) and USS Ronald Reagan (CVN 76) where he was the Maintenance Officer during Reagan's post-construction Selected Restricted Availability.

Nichols served onboard USS Emory S. Land (AS 39) as the Production Management Assistant in La Maddalena, Sardinia Italy. He was involved with the inter-fleet transfer and extended Docking Phased Maintenance Availability and conversion to a hybrid Navy-Military Sealift Command Submarine Tender.

He was then assigned to OPNAV Staff, selected as the first Nuclear Limited Duty Officer Community Manager for Nuclear Programs and Policies (N133) in Washington D.C. After which, he reported to the USS George H.W. Bush (CVN 77) as Chief Engineer. During this tour, Bush completed an extended combat deployment which executed the initial strikes against the Islamic State of Iraq and the Levant (ISIS).

After serving as the Nuclear Power/Submarine Limited Duty Officer and Chief Warrant Officer Branch Head (PERS 42) in Millington, Tenn., he reported to NNSY. "I look forward to working with the leadership team to steer the shipyard on a new heading, one which unleashes the full potential and talents of this team," said Nichols. "People bond quickly when facing adversity together. A changing moment is reached when differing interests are set aside and people begin to work together to achieve a greater goal. It is a spark ignited from within on its own, and leadership cannot force the ignition to happen. But I'm confident that changing moment will happen—soon—and we will turn this shipyard's weaknesses into strengths. It will be an inspiring moment for America's Shipyard."

Safety Department (Code 106) Moored Training Ships
Project Safety Manager Jon Larrew in front of the USS San Francisco (SSN 711) undergoing Moored Training Ship Conversion at Norfolk Naval Shipyard.

10 THINGS YOU DIDN'T KNOW ABOUT *Jon Larrew*

1. His favorite food is hatch green chili.
2. His favorite movie is Captain Ron.
3. His dream vacation is sailing to Tahiti on a sailboat.
4. Larrew's wife and daughter both work at NNSY.
5. Green is his favorite color.
6. Seeing his children graduate was his proudest moment.
7. His favorite saying is "it is what it is."
8. Chris Green, another army Master Diver, was his mentor and was also his best man.
9. He likes to sail, build and fix things and play on a Ham Radio.
10. The one thing that no one knows about him is that he doesn't like cake.



SHIPYARD SPOTLIGHT: JON LARREW

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

Some Navy veterans who work at Norfolk Naval Shipyard (NNSY) can appreciate the work the shipyard does, because they experienced firsthand as a person in uniform how vital the facility is to maintaining ships' readiness. For one Army veteran at NNSY however, it was not a ship where he experienced the fruit of the shipyard's labor.

"Over a 15-month deployment in Kuwait, those of us in the 7th Engineer Dive Detachment rode many different vehicles that had been modified by the shipyard and we were very grateful for the protection they provided," said Safety Department (Code 106) Moored Training Ships Projects Safety Manager Jonathan Larrew.

In 2006, NNSY sent a team to Kuwait to install Low Signature Armor Cab (LSAC) kits on Army vehicles to give American troops in Iraq extra layers of protection against roadside bombs and other hostile action.

"We drove seven miles to safety with a damaged tire and rim that was damaged either by a gun shot or something we ran over that was designed to destroy the tire," said Larrew.

When Larrew retired from the U.S. Army in 2015, he applied to NNSY's apprentice program for a position in the safety department. When he was offered the position, it was a "no brainer" for him. As a paratrooper, master diver and one who handled explosives, safety was of utmost importance. This was a way for him to keep shipyard employees from getting hurt or worse, just like the

shipyard did for him with the LSACs.

"I approach people and let them know what they are doing right and commend them on fixing safety issues that has been discussed earlier," said Larrew. "Then I have a discussion with them on what they need to fix. I tend to get a better response if I went up to them and say 'Hey, don't do that,' or 'Hey, that's a fall issue.'"

Safety started at a young age for Larrew. Born and raised in Wiley, Col., his hobbies were hunting, bull riding, farming and ranching. When he was older, he was framing houses and decided he needed a different challenge. Not long after Operation Desert Storm, he enlisted in the U.S. Army.

"My first four years I was a combat engineer for the 82nd Airborne, where I jumped out of airplanes and handled explosives," said Larrew. "The rest of my 20-year career, I was a diver and by the time I retired, I earned the title Master Diver."

To help remind what NNSY has done for him and to show shipyard employees how important their jobs are, he pulls out a photo of him and a fellow soldier by the vehicle with the damaged tire and rim.

"NNSY was there for my team and I back in 2006. Working here is my way of giving back and saying 'thank you,'" said Larrew.

From Left to Right: Jon Larrew and Chris Faille pose with the vehicle they rode seven miles in following a damaged tire and rim due to either a gun shot or munition designed to destroy the tire; Jon Larrew conducting a search in a river in the Middle East.





Capt. Dan Rossler presents the Silver Eagle trophy to Capt. Heather Wilson, the first female LDO to be presented the award.

Silver Eagle Spreads His Wings - NNSY Says Farewell to Capt. Daniel Rossler

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST AND DANNY DEANGELIS • NNSY PHOTOGRAPHERS

Norfolk Naval Shipyard (NNSY) said fair winds and following seas to Deputy Shipyard Commander (XO) Capt. Daniel Rossler, who recently turned over duties in Oct. in preparation for his new assignment as Commander, Regional Support Group Groton. He's been part of the America's Shipyard family for four years, doing his part to help build lasting relationships with the Sailors and civilians onboard and stationed across the nation.

"I'm so proud of the work we've accomplished during my time here and the work our team will continue to accomplish as I take the next step in my career," said Capt. Rossler. "America's Shipyard truly is a testament to our mission to service the fleet and nation and our Sailors and civilians coming together to get the job done is something I'll always be proud of."

Capt. Rossler began his naval journey in November of 1982. Unsure of what he wanted to do for his future, a friend who had previously joined the Navy talked him into trying it out.

"I signed up for six years as a nuclear electrician and it's been a long, interesting ride since that day," he said. "I never thought I'd still be in the Navy today – and honestly the whole journey has been constantly finding new and exciting paths that I had no idea existed until I stepped beyond those comfort zones and discovered

those opportunities. My entire career I've had fellow Sailors and civilians around me who helped shape me into the person I am today – offering help, advice, and presenting me with ways to better myself both personally and professionally. And I wanted to give back to everyone I could in the same way – influencing others to discover and work to accomplish their goals."

When he first entered NNSY four years ago, he was presented a specific challenge from then Shipyard Commander, Capt. Scott Brown. His duty – be engaged with the shipyard from all levels and best determine how to better engage the Sailors onboard into the work being done at NNSY.

"I got involved with the senior leaders and learning the ins and out of America's Shipyard," he said. "I would venture out onto the waterfront, poke my head into the shop and see what everyone was doing and working on. I would take the time to learn from the workforce what their duties were, their skills, their drive. We have more than 10,000 civilians here and 700 Sailors, all with their own talents. Each person could bring something to the table in aiding the mission. So we looked for more ways to get those Sailors also incorporated into the shops, learning from those masters in the trades. There's been significant growth in everyone working together

and I hope it continues to climb in success even after I'm gone."

Capt. Rossler added, "I got to know so many people during my time here, and I made sure I was available to whomever needed me. I would help remove roadblocks for folks and help develop them to reach their goals. I would provide them the guidance they needed to achieve their own goals. Seeing someone get promoted, awarded, or exceling in their journeys has been some of the most special moments during my time here."

During his time in the Navy, Capt. Rossler was designated as a limited duty officer (LDO), an officer of the United States Navy who was selected for commissioning based on skill and expertise, with strong specific technical knowledge and seasoned leadership. And in Aug. 2019, he was awarded the "Silver Eagle" – an honor bestowed upon the senior-most LDO in the Navy. The "Silver Eagle" was created in 2002 in recognition of the dedicated careers of LDO personnel. As tradition holds, the senior-most LDO in the Navy assumes the mantle of "Silver Eagle" and maintains possession of a two-foot tall eagle statuette until that officer retires from active service and passes along the honor.

The "Silver Eagle" is charged with not only reminding the LDO community of the challenges and accomplishments faced during their careers but also of their responsibility to mentor the future of the Navy: its Sailors and LDOs.

"It's been an honor to hold the 'Silver Eagle' mantle for these two years," said Capt. Rossler. "This honor represents so much history and dedication and I'm proud to be part of it."

As he prepared himself for his next command, it was time for him to pass on the torch – presenting the "Silver Eagle" to its next recipient and the first female LDO to be presented the award, Capt. Heather Walton at Navy Expeditionary Combat Command. Capt. Walton arrived for a small ceremony in the NNSY Heritage Room Oct. 14 where Capt. Rossler presented her with the "Silver Eagle"

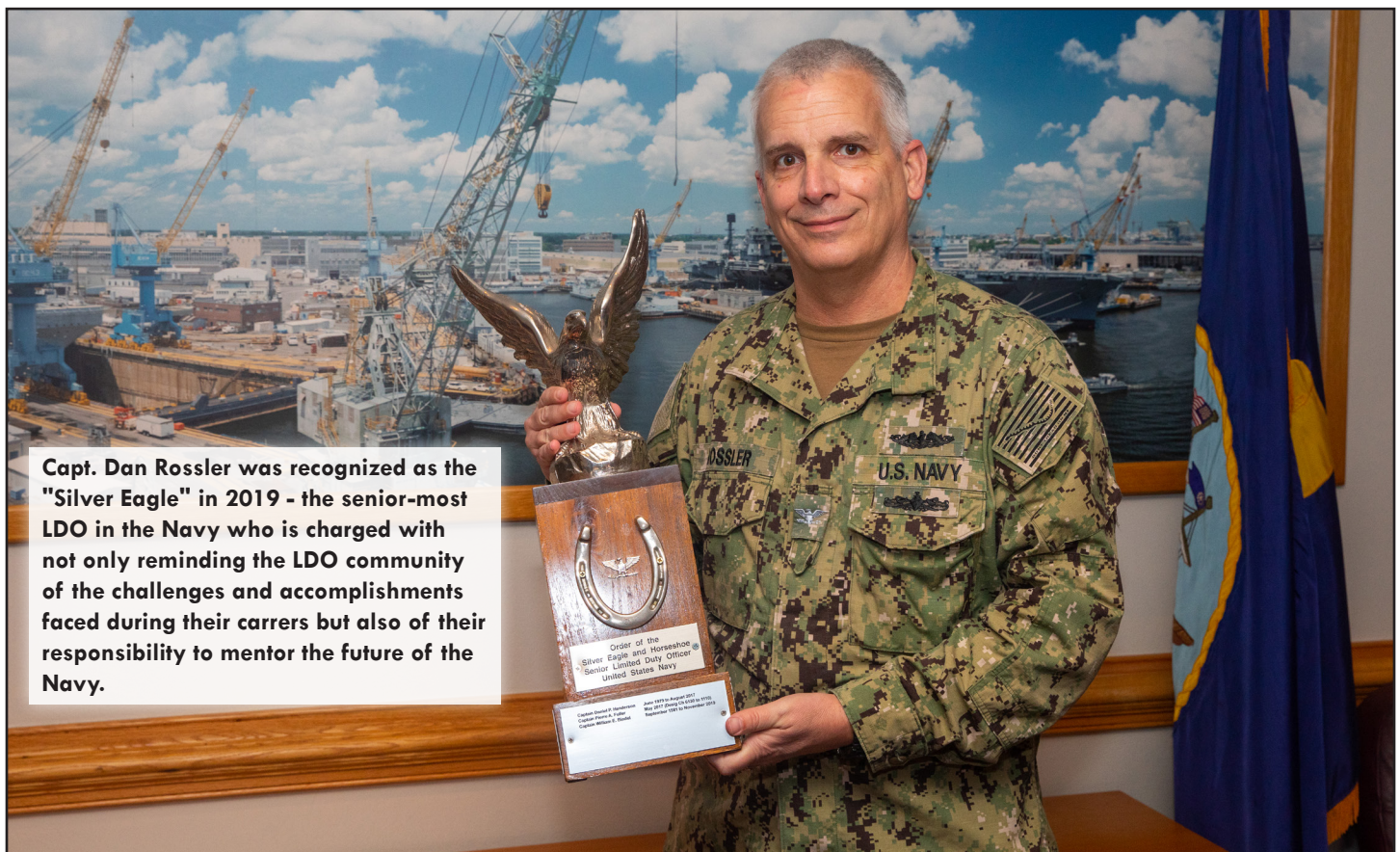
statue.

"I'm honored to be part of this legacy and carry it on for the next couple years," she said. "I hope I can live up to all those who came before me. The past eagles were all very impressive in everything they did and I am honored to be joining them. Thank you for your service Capt. Rossler and for everything you've done for our nation. I've got it from here."

Capt. Rossler will officially start at his new command in Dec.; however, he looks back fondly on his time at NNSY.

"I'm going to miss it here. There's something so special about America's Shipyard and the hard work being done here for our nation," said Capt. Rossler. "There's always going to be challenges but I know our workforce will face them head-on. At NNSY, every day counts to get those ships back to the fleet. Keep up the fight and never give an inch – you'll get the job done."

He added, "I've seen so much in my time here and our workforce overcoming obstacles to meet the mission. COVID-19 is a prime example of us coming together to meet the needs of our people, the trial and error to make sure we have enhanced screenings for our team. We're continuing to make adjustments to best meet those needs but we took the challenge head-on and are working to keep our people safe. That's something I hope I'm remembered for as I take my leave from America's Shipyard. I hope the work we've done to build those relationships between our military and civilians continues to thrive even beyond what we've accomplished these last few years. I hope we continue to surge past our goals and continue to innovate. I hope we continue to build up our workforce as well as the community beyond our gates. I'm going to miss being able to walk around this shipyard and meeting those who get the job done. I'll miss America's Shipyard – but I'm happy I could be part of it's expansive history for even a short time. I'll keep watching NNSY succeed from afar. And with that, Rossler out!"



Capt. Dan Rossler was recognized as the "Silver Eagle" in 2019 - the senior-most LDO in the Navy who is charged with not only reminding the LDO community of the challenges and accomplishments faced during their carrers but also of their responsibility to mentor the future of the Navy.

CELEBRATING NATIVE AMERICAN HERITAGE MONTH: MEET CAMILLE SORENSON, NNSY NA-ERG PRESIDENT

STORY BY HANNAH BONDOC • PUBLIC AFFAIRS SPECIALIST
PHOTO BY TONY ANDERSON • NNSY PHOTOGRAPHER



Most know November as the month of Thanksgiving, the celebration of Native Americans helping the colonists survive in their new home and the two groups coming together in harmony. In the light of this historic harmonious communion, every president has issued an annual proclamation of their own claiming November as National American Indian Heritage Month or National Native American Heritage Month since 1995. It has also been tradition for the Norfolk Naval Shipyard's (NNSY) Native American Indian Heritage Employee Resource Group (NAIH-ERG) to celebrate this month in some way. Although COVID-19 has put a stop on such plans for 2020, NAIH-ERG Chairperson Camille Brownell-Sorenson was able to speak about her experience as a part Native American employee at NNSY.

Describe your experience as a Native American growing up.

I was taught many things while growing up such as hunting, fishing, respect of nature and animals as a part of life. I just thought it was a part of life in my family and did not know that it was a part of Native American culture. We

were brought up to be individuals, not an ethnicity or culture.

Yet I did not discover that my grandmother on my fathers' side was full blooded Choctaw Native American until I was 17 years old. Grandmother was the healer of the family and was what you would call an Herbalist Healer/Shaman. She got very sick and had to go to the hospital in the nearby town 10 miles away. The only reason I found out about her background was because my father had an argument with the doctor because they did not want to treat my grandmother because she was Choctaw Indian. This was in 1974.

Do you carry a cultural aspect of your upbringing with you? How so?

My grandmother and father taught all of us that if you go out hunting for game or if you are just playing in the yard, you never kill an animal, bird, snake, bug, ant unless you are prepared to eat it. I was taught how to track animals for hunting, nesting, and when to plant crops and harvest them.

Because this is the way I was raised, I have two children and three grandsons here in Virginia who I have passed this kind of upbringing to. We go out on nature walks and I have

taught them what types of trees are around us, how to read signs of the wind, and to track animals. My daughter has also taught her boys how to grow fruits and vegetables in a garden setting.

How did you come to be a part of the Native American Indian Heritage ERG group?

When I first met the NNSY ERG Coordinator Valerie Fulwood, we were in a casual setting with another coworker in 2018. Over the remainder of 2018 we were able to meet formally and discuss my background, and she briefed me on where the command was going with Employee Resource Groups and what the goal for Norfolk Naval Shipyard's future would look like going forward. I showed an interest in being a part of this growth process and started volunteering with her to help make changes at the shipyard.

How would you describe your experience as a Native American working in the shipyard?

I have always been treated with respect since the first day of my arrival at New Employee Orientation at the shipyard. It wasn't until I asked for permission from my management to be a part of the Native American Indian Heritage ERG did they know that I was part Native American. Since I identified to my management however, supervisors and coworkers have expressed an interest in finding out more about Native Americans and try to attend the sessions we have had as an ERG.

How would you describe the diversity and inclusivity in the shipyard?

Although there are not many Native Americans in the shipyard, shipyard leadership has encouraged the support and attended the events that our group has sponsored. We have also been supported by the Training and Development Branch's (Code 1142) NNSY ERG Coordinator Valerie Fulwood, and all of the Public Affairs staff (Code 1160) to get the word out about events that have been held and now with COVID-19 the teleconferences and discussion.

How has it improved or changed between now and back then? What is the change that you hope to see moving forward in the shipyard regarding diversity and inclusivity?

Things that have changed for the better as reported by Code 900T that all supervisors at NNSY have attended the following classes Learning Organization 101, which covers the basic skills needed to work in a diverse workplace. Other classes supervisors are being scheduled for is the Lean Sigma

Six Yellow Belt training that teaches employees how to meet as teams, and have two way communications. These same classes are being offered to all employees and the individual needs to communicate with their supervisor and training coordinator to be scheduled to attend.

The only improvement or change would be to encourage the NNSY workforce as a whole to follow all of the rules, regulations and local instructions relating to the treatment of the workforce as stated in the Office of Personnel Management Guidance—no matter the ethnicity and/or cultural background. Following the rules for the fair treatment of individuals should be the primary focus of each individual which would help make improvements.

Why is it important to celebrate Native American Indian Heritage month?

This month is a time to celebrate the diverse and rich cultures, traditions, and histories and to acknowledge the important contributions of Native American Indian people.

What is its significance to you personally?

I agree that we should honor the sacrifices many tribal citizens have made in defense of our great nation. At the same time however, the present is an important time to reaffirm our commitment, and to work with each other to help to protect our rich and diverse heritage.

How is Native American Indian Heritage Month related to C.O.R.E. and the mission?

The Native Americans who have served in our military and now serve as Norfolk Naval Shipyard employees, active duty service members and reservists have done so admirably. The legacy of service spans the history of our nation. This history includes the pride that we all, as Native American employees, claim everyday as we come into the gates of this installation. We each play a role in helping to preserve the proud heritage of our ancestors and culture, and to reaffirm our commitment to working towards maintaining the C.O.R.E. shipyard values.

For more information regarding the Native American Indian Heritage ERG, please contact Camille Sorenson at camille.sorenson@navy.mil.



Collaboration and Creativity Keeps Norfolk Naval Shipyard on Schedule with Dry Dock Build for USS Pasadena

STORY BY HANNAH BONDOC • PUBLIC AFFAIRS SPECIALIST | PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

In this challenging pandemic, Norfolk Naval Shipyard (NNSY) rose to the challenge of completing its mission to fix ships and get them back to the fleet. In the most recent development of creative solutions to meet this challenge, Temporary Services (Code 990) personnel, took it upon themselves to support the unprecedented and start the dry dock build for USS Pasadena (SSN 752) while USS San Francisco (SSN 711) was still in dock to keep things on schedule.

Successfully achieving this task required both collaboration and creativity. “The SSN 711 project, the SSN 752 project, Code 990, Docking Department (Code 340,) and Berthing Department (Code 341), and Rigging Department (Code 740) all came together and decided to do a partial build and as much as we could until the San Francisco pulled out,” Waterfront Operations Manager Richard Bundy (Code 990) explained. “Once the San Francisco pulled out, we could pull out everything that was under it and finish the dry dock build for Pasadena so it made its docking day. Once this ship

left, we already had half the work done.”

The material would already been ordered and cut for the dry dock build, so the team already had a head start on their head start, but there was still plenty of work ahead of them—and not without a few challenges. As Bundy put it, “coming down into the dock to start construction prior to this ship leaving required a lot of coordination with Lifting and Handling (Code 740) to get our supplies down into the dock.”

Additionally, the work was new to the code’s mechanics as it was their group’s first time doing a dry dock build up like this. “Normally when we come down into this dock, there’s nobody in this dock but us and our equipment; now that there was another ship, every other shop and code was working down here,” Bundy said. “A lot of scaffolding and a lot of services were coming down all at once. Any and all equipment that’s coming off of this boat in the dry dock had to come up and out.”

The team made it clear that the feat would not have been possible



without the level of teamwork it involved. “Code 740 Rigging (Shop 72) dayshift couldn’t support us because of project work, so their night shift people have been a really big help for us,” Code 990 Docking Manager Scott Stuart explained. “They were the ones who made sure that our materials made it in and out.” He added, “I would also like to thank Code 990 Shipwrights (Shop 89) Docking Supervisor Dunta Sutton who spent long days and nights in the dock training, teaching and mentoring the mechanics to make sure the build-up was spot on. Without the hard work of Sutton and the mechanics, this wouldn’t have been possible.”

Not only did the codes accomplish what they needed to do through teamwork, but they also were committed to the shipyard’s C.O.R.E. values while doing it. “The mechanics are the key players who worked outside the box to do this build with everything that’s going on around them,” Bundy stated. Loftsmen Matt Earley (Code

990) also added, “They had to make a huge sacrifice of their time to get the Navy’s ship in dock on time. Seven days a week and twelve hours a day is a lot to ask of someone. We’re management, so we receive the instructions, but they are the ones that have had to make the sacrifice and they did a good job.”

Bundy said, “For everyone to come together and figure out how to keep the SSN 752 on schedule was essential to the mission. If that isn’t C.O.R.E., I don’t know what is.” Now, the dry dock where Pasadena resides will not only be its temporary home, but also a testimony to how NNSY’s workforce can overcome adversity through teamwork.



NNSY'S EDP CADRE-9 ACHIEVEMENT UNLOCKED: PROGRAM COMPLETE

STORY BY HANNAH BONDOC • PUBLIC AFFAIRS SPECIALIST | PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER



The cadre this year consisted of (from left to right) Nuclear Zone Manager Aaron Jarman (Code 361), Nuclear Engineering and Planning Department (NEPD) Training Branch Head Matt DeLong (Code 2370), Radiological Engineer Sasha Norfleet (Code 105.2), and Engineering and Planning Department (EPD) Naval Architect Rachel Yarasavich (Code 254). Due to being placed on Restriction of Movement (ROM), DeLong was only able to attend virtually.

Last month's issue of Service to the Fleet contained a story about Norfolk Naval Shipyard's (NNSY) Executive Development Program (EDP) Cadre 9, when they were still learning from their mentors and working on their online courses to finish strong in the program. The cadre included Nuclear Engineering and Planning Department (NEPD) Training Branch Head Matt DeLong (Code 2370), Engineering and Planning Department (EPD) Naval Architect Rachel Yarasavich (Code 254), Radiological Engineer Sasha Norfleet (Code 105.2), and Nuclear Zone Manager Aaron Jarman (Code 361). Since then, the students have finally risen as graduates as of Sept. 24, when they walked the stage and received their certificate of completion for the EDP.

Now that they have graduated, Jarman will be moving to Code 300N as a Zone Manager in Refueling. Norfleet will be working closely with McKenna in Code 1100 on special projects. DeLong will be going to work in Code 700 to work on special projects. Yarasavich will be going to Code 2301 as a Nuclear Job Planning Lead (NJPL).

Given the pandemic, one can assume the graduates' path to their special day was not easy. A traditionally hands-on experience that involves a lot of travel and being in close quarters with many people, EDP had to create new opportunities that would keep the cadre and everyone involved as safe as possible without sacrificing the experience. "Those of us who have gone through the EDP had a lot of opportunities to go to different locations, detachments, shipyards, spend four weeks in D.C.," said Danielle Larrew, who just finished her first year as the new EDP manager. "We kept hoping it would happen for this group, but it didn't—but we did find opportunities for them to learn."

EDP leadership decided that the next best course of action to afford the cadre was mentorship with senior leadership, specifically EDP Executive Sponsor Michael Zydron, Executive Director Fred McKenna (Code 1100), Nuclear Production Manager James Crunden (Code 300N) and Quality Assurance Director George Fitzgerald (Code 130). They were also assigned two projects: Personal Protective Equipment



(PPE) distribution setup for COVID-19 and conducting a work/life impact study for those with school-aged children. Although some of the cadre members have said that they initially thought these projects were just busy work, they ended up learning much from them.

“Throughout our journey, we were given what we thought were little projects—busy work,” Norfleet explained. “What we didn’t realize however was that doing the little things in life is what truly matters. In the words of retired Adm. William McRaven, ‘if you can’t do the little things, you will never be able to do the big things.’ Those little projects we were tasked with were more than just that. They were preparing us for the big things to come, like changing the shipyard.”

DeLong added that the experience also changed them personally. He elaborated the program taught him the importance of three things and how they helped him to be successful in the program: flexibility, teamwork, and embracing his “people side.” “I’m not naturally flexible, I prefer to work predominately alone because I can guarantee the quality of my own work, and I tend to shy away from social situations,” he said. “With this pandemic changing everything however, I realized that I needed to change that and learned how to step out of my comfort zone to rely on my teammates and embrace my ‘people side’ to get the most out of social situations, such as the ones we had throughout the program.”

Yarasavich mentioned that the uniquely invaluable experience that the challenges of COVID-19 provided allowed them to focus their learning on the specific facets of NNSY collaboration. “Teaming with my cadre on our projects helped me understand the necessity of diversity of thought, personality, background, and life experience to function as a successful high-performing team.”

Moreover, the cadre’s experience in the program taught them that they do matter in the grand scheme of things and that they can make a difference. “I’ve always made the joke that ‘I’m just little ol’ Sasha,”

Norfleet said. “If I left the shipyard, they wouldn’t remember me.’ What I learned throughout my journey was that I was wrong. I can create change and it does start with just one person. So if we want to make change together, every single one of us needs to come through those gates every single day with the belief that we can and we will. We need to respect everyone, be kind, take risks, and keep moving forward with our heads held high.”

“The overarching lesson that I learned this year is that it is vital to take care of each other as a community and always do the right thing,” Yarasavich said. “I feel that now more than ever that each of us as members of the NNSY family must embrace our diversity as force multipliers.”

Larrew and all the program participants pointed out that this year would not have gone as well without the mentors. “Our mentors have been greatly flexible throughout this whole program,” said Larrew. “We would not have made it through the year without them. There were other shipyards that shut their EDP programs down, so we were very fortunate that our group was allowed to continue for the rest of the program.”

“I’ve learned something from each and every single one of our mentors. This has been an amazing opportunity,” Jarman stated. “I’m looking forward to taking everything that I learned from our mentors and putting it into action.”

At the graduation, Shipyard Commander Rear Adm. Markle said, “You had to be flexible and we had to be flexible in order to get the greatest benefit from it. You did a fantastic job executing your way through that and I look forward to working with each and every one of you and see you succeed.”

The application period for Cadre 10 of 2021 starts in January. For those who are interested, please contact Danielle Larrew at danielle.larrew@navy.mil.

THE YARDBIRD HAS LANDED

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST
PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Yardbird is a term that was derived sometime during World War II. Although the origin is unclear and the definition has changed over the decades, the one thing that more or less remained the same is that a yardbird has worked at a shipyard.

In September 1980, the "Yardbird" won the open vote for becoming the Norfolk Naval Shipyard's new mascot, easily defeating its opponents of tiger, eagle, and seahorse. Service to the Fleet also reported, "A write-in campaign promoting a sandcrab netted a dozen votes. One yarder suggested an octopus."

Forty years later the newest yardbird has arrived. With his mighty sledgehammer in hand and his tool belt secured around his waist, he is ready to join a workforce that takes pride in their jobs.

"Yardbird Sam is the new mascot for NNSY," said Congressional and Public Affairs Officer Terri Davis. "He is another tool that we can use to spread the shipyard's message to the workforce as well as to the community."

Yardbird Sam made his first appearance to join NNSY's Shipyard Commander, Rear Adm. Howard Markle, NNSY's Executive Officer, Capt. Daniel Rossler, and NNSY's Command Master Chief CMDMC Gene Garland to welcome the USS Pasadena (SSN 752) to NNSY for its Drydocking Selected Restricted Availability (DSRA) Sept. 28.

"Yardbird Sam is a symbol of all the people who have worked at the yard, the important work that has been accomplished, and what the future holds," said Capt. Rossler.

"Yardbird Sam will attend shipyard events," said Davis. "We're hoping that his crazy antics, his fun nature, and his quirky personality will bring a smile to the face of employees and spread positivity."

Although Yardbird Sam's first appearance in the community has been delayed due to COVID-19, he is looking into the possibility of participating in some holiday parades in the local area that have not yet been canceled.

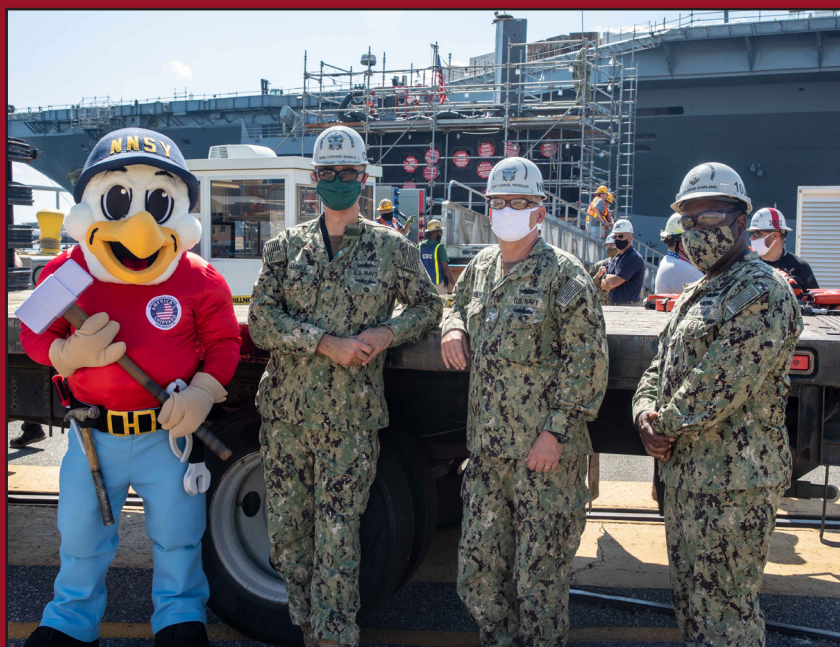
"We're excited to introduce Yardbird Sam to the public," said NNSY's Outreach and Special Emphasis Program Manager Valerie Fulwood. "He will attend various outreach events like S.T.E.M., Read Across America, and career fairs to name a few."

Next time you see Yardbird Sam, stop and say hi to him. He would love to bump elbows or fist bump with you.

From Top to Bottom: Official portrait of Yardbird Sam; Yardbird Sam, NNSY Commander Rear Adm. Howard Markle, NNSY Deputy Shipyard Commander Capt. Dan Rossler, and NNSY's Command Master Chief CMDMC Gene Garland at the arrival of the USS Pasadena (SSN 752); Yardbird Sam bumps knuckles with NNSY employees during the arrival of the USS Pasadena (SSN 752) arrival.

3 THINGS YOU DIDN'T KNOW ABOUT Yardbird Sam

1. Yardbird Sam was hatched on top of NNSY's Hammerhead Crane.
2. Yardbird Sam's sledgehammer represents all of the Big Rock goals that were broken in the past, present, and future.
3. Yardbird Sam is an American Bald Eagle representing America's Shipyard.



NNSY CONTINUES OUTREACH EFFORTS TO LOCAL SCHOOLS IN VIRTUAL ENVIRONMENT

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST • PUBLIC AFFAIRS SPECIALIST

The pandemic has left some uncertainty throughout the nation, many areas struggling with what to do in the face of COVID-19. For Norfolk Naval Shipyard (NNSY) however, our workforce continues to march on, following safety guidelines while modernizing our nation's greatest assets. This doesn't just mean servicing our nation's fleet of ships but also servicing our local communities — including the students who are dealing with distance learning and growing their knowledge within a COVID-19 environment.

"Every year, volunteers from America's Shipyard venture out to our local schools and help mentor and tutor the students, helping to mold the minds of our youth and inspiring the workforce of tomorrow," said Outreach Coordinator Valerie Fulwood. "This year we were met with the difficult challenge of the pandemic and we needed to find a way to continue that partnership with our community while also ensuring the safety of all involved."

With distance learning becoming the norm in our local schools, the NNSY Outreach Program stepped forward with an idea.

"Our team believed that even as we faced an ongoing pandemic, there was still an opportunity for NNSY's Outreach Program to have a major impact on these students in the Hampton Roads area," said NNSY's Champion for the Chesapeake Schools, Code 2360 Learning Standards Administrator Bruce Cruickshank. A former teacher himself, Cruickshank knew the importance of providing the tools students needed for them to continue to grow and succeed. "We proposed we begin making video content that could be provided to the teachers to present to their students, sharing how math, science, or reading impacts the everyday jobs here at NNSY."

The Outreach Program led the charge in producing a video with the Shipyard Instructional Design Center (Code

1170), Cruickshank at the helm to be the spokesperson for this new initiative. The video covered how science, technology, engineering, and mathematics (STEM) is heavily seen in the work being done at America's Shipyard.

"Our goal here would be to inspire the children to want to learn more about the topics they are studying online with their teacher," said Cruickshank. "We have eight champions for our Outreach Program, each with their own expertise in their trades that they could share with the students. This opens up the possibilities for students to not only have that connection with our shipyard workforce but to also be able to see footage firsthand of what we do. It helps inspire them to learn and also continues our influence on them even though we can't be physically together in our current environment. We're still reaching out and making a difference."

Fulwood added, "We're also looking into ways we could provide mentoring and tutoring efforts via virtual platforms like Zoom so that we're still able to meet with the kids face-to-face, albeit from a distance, and provide that interaction and aid to them."

"I truly believe that we at America's Shipyard can make a difference this year by inspiring the children to want to learn more about the topics their teachers are presenting to them virtually," said Cruickshank. "This also doesn't limit our reach to just one school. By making these videos and providing them to the schools, our outreach can span multiple grade levels and we can help inspire so many to learn and grow. I'm proud of NNSY for facing the challenge head-on and servicing our community and nation."

For more information on the tutorial program, email valerie.fulwood@navy.mil.



Nuclear Engineering and Planning Department Engineers Look to Adapt Training Efforts for the Future in Rotational Experience

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

As Norfolk Naval Shipyard (NNSY) continues to modernize and improve itself for the future, the Nuclear Engineering and Planning Department (NEPD) Recruiting, Training, and Development Division (Code 2300T) looks toward what can be done to develop its people and have them adapt to the innovating world of engineering. Their answer: build an evolving training support system for the team to support the Navy's mission.

"As soon as our engineers enter the shipyard, they are thrust into a world of rigorous and continuous training and qualifications," said Richard Schindler, Code 2300T Nuclear Engineering Training Branch Head. "Radiological controls are changing at a rapid pace and we need our team to be able to adapt and be more agile to keep balance with the concept of operations. In addition, we noted that some shortfalls we had in the NEPD was that we relied too heavily on the training branch itself to maintain proficiency in radiological controls. We needed to bridge gaps between the various codes in NEPD to building better training avenues from within. So we looked at ways to get the other codes more involved."

The NEPD developed a rotational program that invited volunteers from across the different codes within the department to step into the trainer seat and help improve training across the platform as well as develop training specific to their specific codes. The rotators would be involved in a six-month to one-year designation to fill a long-standing need for personnel with cognizant engineering experience to aid in the efforts of Code 2300T.

"These rotators will also bridge the gap from the divisions in NEPD that write the Technical Work Documents (TWDs) and handle the waterfront work to Code 2300T that trains the engineers on Radiological Controls," said Schindler. "Divisions in NEPD are now leaning in to improve employee development by participating in this rotational program. In an effort to become a more principle-based workforce we need to inject training with these rotators to assist our high performing team to meet the new standards in proficiency. It's a wonderful experience to help the shipyard better itself, but also provide a unique opportunity for those in rotation to take a step out of their comfort zone and develop new skills. I'm excited to see what they do with their time here."

For this rotation, Rebeka "Beka" Adams from the Temporary Shielding Branch (Code 2310.7), Meagan Goodwin from the Procedures Branch (Code 2370), and Leslie Mok from the Rotating Machinery Branch (Code 2320.7) were chosen for the task.

"Our branch heads shared this opportunity with us and I personally jumped at the chance to gain some knowledge and do something different. I did a lot of tutoring while I was growing up and I worked as a teacher's assistant in college — so I wanted to incorporate those skills into this new initiative," said Adams. "We've been developing training; the shipyard is creating a divisional training so every month the divisions that have people

qualified in Article 112 will have a discussion to keep their knowledge up to date. They have to have the discussions and keep that knowledge in mind so they have it ready to go."

"This program is about getting more adept knowledge and learning about the training within the shipyard and what it takes to develop and deliver that training," said Goodwin. "Training is very important and a lot of times it gets put on the backburner as we focus our efforts on the job at hand. But it's important to keep yourself up-to-date with your skills and proficiencies. And I want to help that in any way I can."

Mok added, "It also provides us an opportunity to take back what we've learned to our own codes. Forward progression is key and I think we can really make an impact." Adams and Goodwin echoed this effort, Adams even noting that she hopes to create a training branch within Code 2370.

"In my opinion, becoming an instructor is one of NNSY's best kept secrets when it comes to professional leadership development," said Senior Instructor and Rotator Program Coach Theresa Parker. "It is one of the few jobs where you can truly develop your leadership skills at your own pace. Being an instructor requires good communication skills, the ability to handle challenges, strategic planning and preparation, coaching and mentoring, just to name a few. I would encourage any engineer that is looking to gain hands on experience in preparation for a leadership position to consider participating in a rotational program such as this one."

Parker added, "I am super excited about our 2300T rotational program because it will provide more engineers the opportunity to experience this level of professional growth without having to leave their home code permanently. Our team's plan is to, not only, build on the rotators' technical knowledge of radiological controls, but to also help them incorporate adult learning techniques through areas like Instructional System Design, Training Delivery and Facilitation, and Training Assessment and Evaluations."

"These rotational positions are what our training program should have always had," said Lead Article 112 Training Instructor Damien Civiello. "Diversity of experience and expertise is vital to providing training that is inclusive of all the work we do as well as all the people that do it. That helps to make sure our training resonates with everyone we teach. Personally, I am very excited to have all this new experience in our group as ultimately we will end up learning as much from them as they will from us."

Code 2300T Engineering of Radiological Work-Assessment and Improvement Coordinator (AIC) David Hebert recently joined the branch as part of another program to rotate engineers. He is a big advocate for these programs and what they open up for he and his fellow engineers. "This is a big opportunity to step outside my norm and comfort zone," he said. "I feel the program has helped me improve my communication skills through classroom training and writing assessments. I have also learned

effective methods to present information and get interaction from the personnel. I have also had the opportunity to learn more about other divisions day to day tasks."

"The rotational positions provide engineers with developmental opportunities to acquire new experiences and perspective, while building their network across the shipyard," said Code 2300T Division Head Matt Tasker. "I'm looking forward to seeing the innovative ideas that Leslie, Meagan, and Rebeka bring to our program. More importantly, I'm excited to help them grow and develop into well-rounded engineers. As the saying goes, "if you want to master something, teach it." Upon completion of their rotations, our

new teammates will each carry forward an even higher degree of communication skills and expertise in the radiological controls program—providing tremendous benefit to the organization as a whole."

Interested in learning more about the rotational program? Email richard.f.schindler@navy.mil.



From left to right: Code 2320.7 Leslie Mok, Code 2310.7 Beka Adams, and Code 2370 Meagan Goodwin.

C-FRAM FRAUD SCHEME AWARENESS

NOVEMBER EDITION: SUPPLY CHAIN FRAUD

Among Other Products, Criminals are Selling Counterfeit Safety Equipment, Unapproved COVID-19 Test Kits, Unproven Medicines and Substandard Hygiene Products Through the Online Marketplace

GOVERNMENT WIDE

As the pandemic crisis wears on, Customs and Border Protection (CBP) says it has amassed a sizable collection of "counterfeit, unapproved or otherwise substandard COVID-19 products."

As of Jun. 1, 2020, CBP officers have seized nearly 900,000 COVID-19-related counterfeits, including:

- 107,300 FDA-prohibited COVID-19 test kits in 301 incidents.
- 750,000 counterfeit face masks in 86 incidents.
- 2,500 EPA-prohibited anti-virus lanyards in 89 incidents.
- 11,000 FDA-prohibited chloroquine tablets in 91 incidents.

COUNTERFEIT N95 MASKS

About 500,000 counterfeit N95 respirator masks have been seized in Chicago on Sept. 10, 2020 by CBP officers. The masks were shipped from China and were headed to a company in New Jersey. The masks are used to prevent the spread of the COVID-19 virus.

Thirty were sent to a testing facility where it was determined that 10% of the respirators tested had a filter efficiency rating below 95%.

Frontline workers, hospital officials and even the Food and Drug Administration (FDA) say there is a shortage of the masks in the U.S. due to pressures on the medical supply chain.

INDICATORS (RED FLAGS)

Supply chain fraud includes misrepresentation of goods and services sold or offered.



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.