

SERVICE TO THE FLEET

Norfolk Naval Shipyard

We Are America's Shipyard

May 2021



**NORFOLK NAVAL SHIPYARD
WELCOMES MTS SAM RAYBURN
FOR INACTIVATION**

**NNSY'S NEW CRITICAL COAT BLAST BOOTH SAVES TIME AND
MONEY IN FLEET MAINTENANCE**



IN THIS ISSUE

Features:

3 SCHOLARSHIP OPPORTUNITY

4 FROM THE COMMANDER:
SPRING INTO ACTION

5 SIGHTLINES

6 NAVAL SUSTAINMENT SYSTEM
- SHIPYARDS EFFORT NOW IN
FULL SWING AT NNSY

8 ON THE COVER: NNSY
WELCOMES MTS SAM RAYBURN
FOR INACTIVATION

10 OUR STRATEGIC PILLARS:
INFRASTRUCTURE

11 OUR STRATEGIC PILLARS:
DEPENDABLE MISSION DELIVERY

12 OUR STRATEGIC PILLARS:
PEOPLE DEVELOPMENT

13 OUR STRATEGIC PILLARS:
PROCESS IMPROVEMENT AND
INNOVATION

14 NNSY'S CULTURE CHANGE
TEAM INTRODUCES LONG RANGE
PLAN

15 STAR POWER: YOU HAVE A
ROLE IN NNSY CERTIFYING AS A
VPP STAR SITE

16 NNSY HOSTS SEXUAL
ASSAULT AWARENESS AND
PREVENTION MONTH KICKOFF

18 NNSY'S SECOND CLASS
PETTY OFFICER ASSOCIATION:
SECOND TO NONE IN

INSTALLATION PRIDE

19 NNSY INTRODUCES NEW
HIGH VELOCITY WORK LEADER
COURSE

20 SHIPYARD SPOTLIGHT:
DAVID STEVENS

22 NNSY UNVEILS NEW
SUBMARINE UNIVERSAL
MODULAR MAST MAINTENANCE
TOWER WITH RIBBON-CUTTING

23 NNSY HOSTS LABOR
SUMMIT

24 MISSION CRITICAL: NNSY'S
NEW CRITICAL COAT BLAST
BOOTH

25 NAVSEA NEXTGEN
SELECTEE: JUSTIN SMITH

26 AN UPDATE ON NNSY'S
EMPLOYEE RESOURCE GROUPS

28 DELIBERATE AND
INTENTIONAL WITH DIVERSITY,
EQUITY AND INCLUSION

31 BZ100 SERIES



SHIPYARD COMMANDER

Capt. Dianna Wolfson

EXECUTIVE OFFICER

Capt. Todd Nichols

COMMAND MASTER CHIEF

CMDCM Gene Garland

EXECUTIVE DIRECTOR (CODE 1100)

Fred McKenna

PUBLIC AFFAIRS OFFICER

Terri Davis

SERVICE TO THE FLEET EDITOR

Allison Conti

PUBLIC AFFAIRS STAFFMichael Brayshaw, Kristi Britt, Troy Miller,
Jason Scarborough, Curtis Steward**EMAIL THE PUBLIC AFFAIRS OFFICE**

nfsh_nnsy_pao@navy.mil

EMPLOYEE INFORMATION HOTLINE

(757) 396-9551

FRAUD, WASTE & ABUSE HOTLINE

(757) 396-7971

SHIPYARD RADIO ADVISORY

1630 AM

SERVICE TO THE FLEET is a Department of Defense publication and is authorized for members of the DoD. Contents of *Service to the Fleet* are not necessarily the official views of, or endorsed by, the U.S. Government, the DoD, or Norfolk Naval Shipyard. *Service to the Fleet* is published monthly. Submissions are due on the 10th of each month. The public affairs staff reserves the right to edit submissions for content and brevity.

**LIKE US ON FACEBOOK**

www.facebook.com/NorfolkNavalShipyard1

FOLLOW US ON TWITTER

www.twitter.com/NNSYNews

WATCH VIDEOS ON YOUTUBE

www.youtube.com/NNSYBroadcast

FOLLOW US ON INSTAGRAM

@norfolknavalshipyard

READ STTF ONLINE

www.issuu.com/nnsy

DISCIPLINARY CORNER

March 2021 Closed Discipline Cases: 46

Of the 46 cases, 40 have received formal discipline

- 6 have lost employment
- 16 were suspended (0 indefinitely)
- 13 received letters of reprimand

The types of cases are:

- 12 attendance cases
- 12 conduct cases
- 6 security cases
- 6 performance cases
- 10 other cases

SCHOLARSHIP OPPORTUNITY

The Federal Managers Association (FMA) Chapter 3 will award seven \$500 college scholarships for the 2021-2022 academic year. Five of the awards are open to dependents of FMA Chapter 3 members in good standing. Two will be offered to dependents of shipyard employees with a FMA Chapter 3 member sponsor in good standing. FMA Chapter 3 members must be an active member for one year prior to the scholarship drawing to be eligible to sponsor a dependent or shipyard employee.

The deadline for applications is July 1. Applications must include proof of enrollment into a higher education institution, including colleges, universities, and trade schools. The scholarship drawing will take place at July FMA meeting and recipients will receive their scholarships at the August Crab Feast.

For more information or to request an application, please contact FMA Chapter 3 President Chops Clarke at eric.clarke@navy.mil or FMA Chapter 3 Scholarship Chairman Shanna Krauss at shanna.l.krauss@navy.mil.

MESSAGE REGARDING CANNABIDIOL PRODUCTS (CBD)

Recent interest and the commercial availability of marijuana oils and products such as marijuana-infused food have prompted inquiries about their use and subsequent effect on urine drug test results for individuals who have used these products. Others have asked about the content of products labelled as “containing Cannabidiol (CBD).”

Marijuana products, including CBD, are classified as Schedule I controlled substances under the Controlled Substances Act making them illegal under federal law. Many CBD oils and other marijuana-derived products are sold over the internet or at dispensaries in states allowing marijuana use, either recreationally or medically.

These products are not regulated by the Food and Drug Administration for content and may be contaminated by a host of cannabinoid chemicals, including THC (the primary psychoactive constituent of marijuana) and CBD. CBD products may contain other cannabinoids such as THC, therefore, use of CBD oils and marijuana-derived products may result in a positive urine drug test.

If you test positive for marijuana in the federal workplace, you will be subject to the full range of consequences, including removal from federal service, regardless of state laws.



What a busy spring we've had so far in America's Shipyard! In the past few weeks we've had a tremendous outpouring of visiting Navy leaders, including the Assistant Secretary of the Navy (Research, Development and Acquisition) the Honorable Frederick Stefany; Chief of Naval Operations (CNO) Admiral Michael Gilday; Vice CNO Admiral Bill Lescher, Director of Naval Reactors Admiral James Caldwell; NAVSEA Commander Vice Admiral Bill Galinis; Deputy Commander, Logistics, Maintenance and Industrial Operations (NAVSEA 04) Rear Admiral Howard Markle; and NAVSEA Executive Director Giao Phan. We also welcomed Sam Rayburn (MTS 635) for the Navy's first deactivation of a Moored Training Ship; as well as holding our first Labor-Management Summit to strengthen our partnership between labor, management and Human Resources by engaging in open communications and identifying any opportunities for improvement. Wow, what an awesome month!

Additionally, we rolled out our NNSY Strategic Framework in April along with several important framework products. Together, all these show our path forward as ONE TEAM in achieving our vision and meeting our ONE MISSION. By now, I know many of you have met and discussed the framework in your work groups and have identified the many ways you support it. Those discussions are so important, as the framework is crucial to our shipyard's future. It should also show how vital YOU are to our Navy as an engaged member of America's Shipyard!

Spring into Action

Critical to our framework are four focus area pillars (see pages 10-13). These pillars bridge the gap between our mission to repair, modernize and inactivate our Navy's warships and training platforms, and our vision to deliver on time, every time, everywhere to protect America. These pillars are the highest priority strategic focus areas we must work to improve, with urgency and resolve across our entire workforce.

Our four focus area pillars are:

- Infrastructure—Improve facilities, equipment, information technology, phones and wireless connectivity (in-ship, in the shipyard, and at off-yard sites)
- Dependable Mission Delivery—Increase Productive Capacity (including Direct Labor Indicator (DLI), Direct Support Services (DSS) and Cost Performance (CP)), maintain a Balanced Command Plan, and improve work flow and project management
- People Development—Develop the whole person (technical skills, leadership skills and character development), through Brilliant on the Basics (from selecting the best candidate to becoming a subject matter expert)
- Process Improvement and Innovation—Align and focus efforts to improve delivery of our mission, while accelerating, advocating for and fostering an environment and culture of Continuous Process Improvement and Innovation

It's both encouraging and important that the four pillars fortify each other in achieving results—improving our infrastructure, people development and process improvement and innovation all drive dependable mission delivery in our service to the Fleet. With our focus geared toward these specific areas in our framework, we should see significant results in safety, quality, delivery, cost, and with a workforce that is invested.

Foundational to our framework is a continued drive to build a strong culture in America's Shipyard. On that front, thanks to everyone who participated in the Defense Equal Opportunity Management Institute

(DEOMI) Organizational Climate Survey (DEOCS)! Designed to provide feedback on our organizational climate through assessing several factors that can impact an organization's climate and ability to achieve its mission, strong workforce participation in DEOCS is important to give shipyard leadership a full understanding of the issues we most need to address. Thanks to all who took the time to participate and provide us valuable feedback! I hope each of you have seen by now how important open and continuous communications are to me, so I look forward to sharing any opportunities for improvement with all of you based on your responses.

Now in our second year of combatting the pandemic, I've been talking about how it takes ONE TEAM to minimize the spread and maximize the mission. Among the most important methods to minimize the spread is getting vaccinated. I understand the decision to get the vaccine is a personal choice and influenced by a number of factors. But I do urge everyone who is able to please consider getting vaccinated and contributing in protecting our One Team, our families, our community, our Navy and our Nation! It not only protects us as individuals, it helps by safeguarding those around us and preventing transmission. Health experts have said the vaccination rate has to reach a certain threshold in order to achieve herd immunity. Don't rely on everyone else to get vaccinated; it starts with each of us as individuals. Make the difference! Thank you to everyone who participated in the vaccination opportunity, SHOTEX, held at our Callaghan Center Gym April 28. Through vaccinations and continued dedication to our protective triad (masks, physical distancing and hand washing), we can defeat COVID and end the pandemic! #wegotthis

Capt. Dianna Wolfson
Commander,
Norfolk Naval Shipyard

Sight Line: The Commander's View, VADM William Galinis



In my last column, I talked about why our four naval shipyards are so important to our national defense. You maintain and modernize the types of warships that provide our Navy with an unquestionable advantage against our enemies – submarines and aircraft carriers. Now, I want to discuss how the Navy, NAVSEA, and your shipyard leadership are working to support you – the men and women charged with ensuring our submarines and carriers are fit to fight when called upon.

We are on a journey to re-capitalize and transform our Naval Shipyards. There are three key elements to this effort as outlined below –

- Shipyard Infrastructure Optimization Program (SIOP) – This effort includes building a digital twin model of each shipyard to study and improve material and work flow through the shipyard. We will use that information to redesign the shipyards through infrastructure recapitalization efforts that will build / upgrade drydocks, improving the layout of the shipyards to maximize efficiencies – from where you park your car to where your worksite is located and your workstation is configured. We are also recapitalizing obsolete and maintenance-intensive equipment with modern equipment. The digital twins are expected to complete later, but we're already moving out on some major programs. Drydock production work is underway at

PNSY and NNSY, with initial study, design and planning efforts underway for new drydocks at PHNSY & IMF and PSNS & IMF. The SIOP is a longer term effort currently planned to execute over the next 20 years.

- Public Sector Improvement Plan (PSIP) – This effort focuses on assessing and planning shipyard workload over the next 15 years and transforming the way we plan and execute submarine and aircraft carrier availabilities. This effort uses data analytics through our Performance to Plan (P2P) effort to identify performance shortfalls and areas for improvement. The results of the P2P effort will allow us to shape and inform an effort specifically designed to support our waterfront personnel. The Naval Sustainment Systems – Shipyards (NSS-SY) will bring the most change to all four naval shipyards in the near term; with pilot projects and efforts currently being worked across all public shipyards to improve planning and execution performance. More on this particular effort below.
- Information Technology (IT) Upgrades – The plan for this effort is in the early stages of development and ties in with a larger Navy effort to upgrade our IT infrastructure. Key elements of this effort includes replacing / upgrading many of our logistics and maintenance software applications. I'll provide more information on this effort as we further mature the plan.

While all three efforts are vital to our long term ability to maintain and modernize our submarines and carriers, in the near term there is an urgent requirement to both execute the current maintenance workload, and improve our cost and schedule performance. A need to "Get Real" – understand our current levels of performance and factors contributing to delivering only 30% of our availabilities on time; and then to "Get Better" – improving our cost and schedule performance to deliver every ship on time, every time!

This is where the NSS-SY comes into play. NSS-SY is designed to improve productivity by identifying and removing

barriers (administrative, material, technical, etc.) you face in doing your job. It is focused on ensuring our production workforce has what you need, when you need it, so you can do your job. Leveraging industry experience and recent successes within the Navy Aviation Enterprise, we are integrating industry and government best practices with the rigorous requirements tied to planning and executing submarine and aircraft carrier maintenance availabilities. With a bias toward action and a sense of urgency, NSS-SY focuses on ensuring the production workforce has the tools, equipment, material, and information needed to execute your work in an efficient manner while identifying and removing barriers that could delay work.

For our waterfront and shop trades and mechanics, our first and second-line supervisors - NSS-SY is focused on finding ways to minimize the amount of administrative and non-value-added work that consumes much of your day, so you can spend more time at the worksite addressing issues as they arise.

As I mentioned, there are pilot projects in progress in all four shipyards, so some of you may have already seen some NSS-SY efforts in action. For example, if you've been assigned to USS PASADENA (SSN 752) recently you may have seen that the project team implemented a daily production meeting structure that focuses on identifying issues and driving solutions to eliminate delays. Part of this effort is a new Zone Manager CRT Goal Tracker that sets milestones for the week and then tracks those efforts during daily production meetings. If roadblocks are identified, they will be either removed at the Zone Manager level or escalated up the chain of command until the impediment to the on-time completion is eliminated.

NSS-SY is a fast moving program, and we're going to need your input. Ownership of these changes will be key to ensure enduring improvement. This effort has the backing of the entire Department of the Navy specifically to support you so we can deliver every submarine and aircraft carrier on time, every time.

VADM William Galinis
*Commander,
Naval Sea Systems Command*



USS Pasadena (SSN 752) arrived at Norfolk Naval Shipyard (NNSY) Sept. 28 for a Drydocking Selected Restricted Availability (DSRA).

NAVAL SUSTAINMENT SYSTEM - SHIPYARDS EFFORT NOW IN FULL SWING AT NORFOLK NAVAL SHIPYARD

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

How do you improve the highly complex business of ship maintenance to support on-time delivery back to the Fleet?

It's a tough nut to crack, and one that's getting attention at the highest levels of Navy. Helping to conquer this challenge is the Naval Sustainment System – Shipyards (NSS-SY) effort across all four of the nation's public shipyards in an aligned initiative with Naval Sea Systems Command (NAVSEA).

Centering on empowering project mechanics and driving continual work execution on the availability deckplates, NSS-SY is modeled on the successful effort at the Navy's Fleet Readiness Centers (FRCs) to achieve more mission capable F/A-18 E/F Super Hornets and EA-18G Growlers. Regardless of the product line being by air or sea, the same ingredients for success include having a sense of urgency, a willingness to challenge established modes of thinking, and ensuring quick and visible change where possible in matters of maintenance.

NSS-SY is part of an overarching effort at the four shipyards implementing the Navy's Public Shipyard Improvement Plan. This plan aims to enhance production efficiency and schedule execution to shorten the duration of availabilities using both NSS-SY and Perform-to-Plan (P2P), a Navywide approach to combine continued learning and data-driven decisions to improve ship maintenance.

"Perform to Plan originated in aviation depot maintenance with resounding success," said Commander Dave McGlone, NAVSEA 04 X Military Deputy. "While there are definite differences between aviation and ship depot maintenance, the overall concept is to make data-driven improvement decisions in our ship maintenance business. There's a lot of emphasis on ship maintenance at the highest levels of our Navy and beyond, and there's a high demand for increased operational ability. The shipyards have a huge role to play in this and it's essential that each person recognize just how pivotal their contributions are to this tremendously important goal."

Across the public shipyards, NSS-SY is a partnership of on-site contractors specializing in business processes, along with dedicated shipyard personnel who ensure Navy standards are met while collaborating to bring innovations to the deckplates. "We have world-class performers and a lot of great intelligence and talent in our yards doing a lot of extremely complex maintenance," said McGlone. "A fresh look through P2P is helping us identify where we can continue to improve our business in making our organization more efficient, delivering boats on time, and planning for shorter durations than we have today to meet that operational demand."

Norfolk Naval Shipyard (NNSY) and Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS & IMF) were the first two shipyards, piloting the NSS-SY effort in August 2019. NNSY's initial focus was identifying and mitigating any constraints to bolster performance of topside work on USS George H.W. Bush (CVN 77), including catapult systems and jet blast deflectors. One improvement included a topside temporary material storage area for NNSY's Outside Machine Shop (Shop 38) onboard the carrier, providing greater accessibility and convenience for project mechanics. This aligned with the NSS-SY priority of ensuring tradespeople have the tools and equipment at the ready to execute work efficiently and with requisite first-time quality.

NSS-SY was relaunched in January 2021 with NNSY's concentration on USS Pasadena (SSN 752), a Los-Angeles class submarine currently undergoing a Drydocking Selected Restricted Availability. Navy leaders such as Acting Secretary of the Navy Thomas Harker met with the Pasadena team in recent weeks to pledge their support and discuss the drive to "get real, get better," encouraging shipyarders to candidly discuss any constraints so they can be resolved. "As you identify problems and barriers to success in your work, there are people across the enterprise asking how they can remove those problems now and for the future," said Harker. "We're looking across naval leadership at the things we can put in place to knock down those barriers."

NSS-SY improvements have included a new daily production meeting cadence, focusing on key issues and barrier removal. A new Horizon Review Board model has replaced the previous NAVSEA Project Support Meeting format, emphasizing the "get real, get better" concept and ensuring increased action and support from NAVSEA and corporate partners. Additionally, NNSY is getting "back to the basics" with the reimplementation of crew boards across the waterfront. "We are excited about all of the improvement occurring at each of the four shipyards and the potential this effort has for our corporation," said NSS-SY Champion Amanda Gulledge. "We are challenging ourselves, our processes, and cutting through the red tape to embrace change, with full support and backing of NAVSEA leadership and the VCNO. That is powerful; this is our moment to turn ourselves into the top performing world class organization we know we can be."

NSS-SY initiatives will work in tandem with 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. Whereas SIOP will provide the physical upgrades to the shipyards, NSS-SY initiatives will provide the procedural updates to ships undergoing maintenance and modernization to maximize workforce productivity.

"Efforts supporting the Navy's Public Shipyard Improvement Plan are very important to us at America's Shipyard," said Shipyard Commander Captain Dianna Wolfson. "The plan is greatly aligned to messages we've been receiving from Navy leadership to 'get real, get better' in our service to the Fleet with an intent to either 'fix or elevate' problems in our work. Ensuring a sense of urgency and resolve at all levels of the workforce, working in conjunction with our contracting partner on this effort, will help us reach our vision of delivering on time, every time, everywhere, to protect America."

This article links to:



Dependable Mission Delivery



NNSY WELCOMES MTS SAM RAYBURN FOR INACTIVATION

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

Norfolk Naval Shipyard (NNSY) welcomed the Moored Training Ship Sam Rayburn (MTS 635) in advance of its inactivation April 3.

Rayburn (formerly SSBN-635) served as a MTS at Nuclear Power Training Unit—Charleston for more than 30 years training Sailors in the operation, maintenance and supervision of nuclear propulsion systems. Along with MTS Daniel Webster (MTS 626), Rayburn is being replaced by the next-generation training vessels MTS La Jolla (MTS 701) and USS San Francisco (SSN 711).

Providing unique opportunity for the NNSY workforce, Rayburn marks the Navy's first inactivation of a MTS. Upon completion of this work, Rayburn will be towed to Puget Sound Naval Shipyard for recycling. NNSY will also perform Webster's inactivation.

"USS Sam Rayburn has proudly served the U.S. Submarine Force and Navy Nuclear Propulsion Program since 1964, and we now welcome it to America's Shipyard," said Shipyard Commander Captain Dianna Wolfson. "Performing the first inactivation of a Moored Training Ship will develop another important facet in our service to the Fleet, and we look forward to excelling in our mission as one team."

Throughout Rayburn's three-decade stint as a training vessel, NNSY has performed maintenance on it as needed, sometimes in Portsmouth when a dry docking was required, and other times on-site in Charleston, sending upwards of 200 employees to perform Pierside Extended Maintenance Availabilities and support depot level repairs during continuous maintenance availabilities.

Commending Norfolk Naval Shipyard's Charleston (NNSY-CHS) team for its record of planned maintenance and emergent repairs, Admiral James Caldwell, Director, Naval Reactors, said, "NNSY-CHS's efforts directly contributed to the Naval Nuclear Propulsion Training Program's (NNPTP) ability to meet or exceed annual fleet requirements for qualified operators for the past several years, allowing the nuclear Navy to achieve 100 percent fleet manning for the first time in ten years. This recognition speaks to the direct leadership, dedication and follow through of a passionate team striving for consistent impactful results."

During this time of modernization for the NNPTP, the NNSY-CHS team has been concurrently working retirements of Rayburn and Webster; delivering and supporting work of the new vessels; and



modernizing the site to enhance future training needs.

“Preparing and towing the MTS 635 represents the next step in modernizing the nuclear training program here in Charleston,” said MTS Project Superintendent Chrystal Brady. “By retiring the MTS 635, NPTU Charleston can move forward with the final preparations to receive the MTS 711 later this year. The NNSY Charleston team continues to demonstrate dedication to the mission of the site! To care for and deliver this asset, many personal sacrifices have been made over the years to deliver on maintenance schedules and, most recently, to ensure an on-time tow. Our team takes great pride in the way we represent NNSY and the Navy every day!”

Exemplifying Captain Wolfson’s “One Mission-One Team” mantra, sending Rayburn to Portsmouth required constant communication and coordination between NNSY and its Charleston team hundreds of miles away. “There were several key parts to this plan for Norfolk Naval Shipyard—the safe departure from Charleston, tow, and safe arrival at Norfolk Naval Shipyard,” said Pat Ensley, NNSY Submarine Program Manager. “This was a great team effort to accomplish this mission. The detailed preparations for departure took significant

planning and execution to complete the preparations for tow.”

Following La Jolla which completed its conversion at NNSY in November 2019, San Francisco is now in the final stages of becoming a Moored Training Ship for towing to Charleston. These conversions are the closest NNSY has come to new ship construction since the 1950s, requiring two complete hull cuts, separating each boat into three pieces, recycling the center section, and adding three new hull sections, adding 76 feet to the overall length on both vessels.

This article links to:



Dependable Mission Delivery

OUR STRATEGIC FRAME



INFRASTRUCTURE



NNSY'S STRATEGIC FRAMEWORK: THE INFRASTRUCTURE PILLAR TEAM

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

Editor's Note: Norfolk Naval Shipyard's Strategic Framework is a tool to communicate the shipyard's mission and vision statements, and shows how initiatives executed across the command tie together with why NNSY exists—to deliver warships. In order to bridge the gap between mission and vision, NNSY has identified four critical focus areas—our pillars. These pillars are the highest priority strategic focus areas we must urgently work to improve. They are Infrastructure; Dependable Mission Delivery; People Development; and Process Improvement and Innovation.

The focus of the Infrastructure pillar includes facilities, utilities, equipment, information technology and communication systems. An Infrastructure Pillar Team (IPT) has been created to enable the delivery of world-class infrastructure in NNSY to meet the shipyard's mission and support of its production methods. The IPT will identify and champion initiatives and goals that are aligned to the Infrastructure pillar vision, that NNSY's infrastructure supports on-time warship delivery to meet today's mission as well as the mission of tomorrow.

"The strategy of the IPT is to identify goals and initiatives that support the vision and provide the greatest benefit to the shipyard and its workers. Shipyard improvement initiatives will further refine our understanding of where to best align facilities and IT resources to accomplish the goals," said NNSY's

Chief Information Officer (CIO) (Code 109) and Infrastructure Pillar lead Bill Leidel.

The IPT's mission is to support the execution of calculated infrastructure investments based on time, manpower, and financial requirements to strike a purposeful and optimized balance between operational requirements, regulatory requirements, safety, and quality of life.

The three other pillars supporting NNSY's Strategic Framework are Dependable Mission Delivery, People Development and Process Improvement and Innovation. All four pillars fortify each other in achieving results in safety, quality, delivery of ships and submarines, cost, and an invested workforce driven to provide service to the Fleet with a One Mission – One Team mentality.

FRAMEWORK PILLARS



DEPENDABLE MISSION DELIVERY

DEPENDABLE MISSION DELIVERY PILLAR CRUCIAL TO NNSY SUCCESS

STORY AND PHOTO BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Editor's Note: Norfolk Naval Shipyard's Strategic Framework is a tool to communicate the shipyard's mission and vision statements, and shows how initiatives executed across the command tie together with why NNSY exists—to deliver warships. In order to bridge the gap between mission and vision, NNSY has identified four critical focus areas—our pillars. These pillars are the highest priority strategic focus areas we must urgently work to improve. They are Infrastructure; Dependable Mission Delivery; People Development; and Process Improvement and Innovation.

“The Department Head Group (DHG) and the Strategic Framework Working Group identified areas that needed focused attention and urgent action because they directly impact the shipyard's ability to dependably deliver on its core mission,” said Engineering and Planning Manager (Code 200) and Dependable Mission Delivery Team Lead Mike Zydron. “Initially, we came up with the Mission Delivery Pillar, but words matter and we decided to take it one step farther by making it Dependable Mission Delivery. We always meet mission delivery without fault on quality and safety, but delivering the mission, particularly for Chief of Naval Operations (CNO) scheduled availabilities, on-time has become an area that we need to improve on: One Team, One Mission, on time every time.”

The Dependable Mission Delivery Pillar Team (MPT) charter states its mission is “Continuous evaluation of facts and performance data in order to focus on the three to five highest potential initiatives and associated action plans that will measurably increase Productive Capacity in alignment with the command's overall Strategic Framework aimed at maximizing repair, modernization and inactivation of our Navy's warships and training platforms.”

The primary goal of the MPT is to improve mission delivery through increasing the productive capacity (PC) to deliver ships at NNSY. PC is measured by the amount of personnel able to perform direct wrench turning work as budgeted. The MPT has used a systems-based strategy on its first pass to identify the following four MPT focus areas in order to measurably increase PC: reduce overhead, optimize direct support services, improve production efficiency, inventory and reassign other direct, non-core mission work.

“The goal is to focus fact-based analysis and action on these four focus areas in order to measurably increase the number of wrench-turning resource days we are delivering with budgeted allowances each day,”



said Zydron.

In addition to Zydron, the MPT core members consist of Operations Officer Capt. Michael Oberdorf (Code 300), Deputy Operations Manager Wallace Martin (Code 301), Nuclear Production Manager Jim Crunden (Code 300N), Production Resources Officer Capt. Scott Tracey (Code 900), Production Resources Manager John Walker (Code 901), Business and Strategic Planning Officer Capt. Jim Kuhlmann (Code 1200), and Deputy Business and Strategic Planning Manager Maria Williams (Code 1201).

Additionally, the team has been further strengthened by the participation of NNSY's lead for Naval Sustainment Systems-Shipyards/Integration of Performance to Plan and Naval Sea Systems Command (NAVSEA) Public Shipyard Improvement Plan Amanda Gulledge, Lean Program Manager Mike Perkins, and Program Analyst and Process Improvement Master Black Belt Myron Wynn. Process Controls Division Analyst Josh Wannemacher and Organization and Employee Development Engineering Technician Virginia Eaton round out the MPT.

The MPT members are from a variety of departments across the shipyard, reinforcing the One Mission – One Team concept.

“The Dependable Mission Delivery pillar initiatives were established through the MPT's diligence in assessing past and current trends to set progressive benchmarks to meet our overall goal,” said Wannemacher. “In the same respect, our overall success as a pillar team and at NNSY, will also be attributed to our sister pillars initiatives such as leadership concepts and practices, development of a proficient workforce, and continuously seeking out opportunities to gain a competitive advantage and best achieve NNSY's mission.”

OUR STRATEGIC FRAMEWORK



PEOPLE DEVELOPMENT

NNSY'S PEOPLE DEVELOPMENT PILLAR TEAM: STRENGTHENING THE TEAM AND ADVANCING THE MISSION

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

Editor's Note: Norfolk Naval Shipyard's Strategic Framework is a tool to communicate the shipyard's mission and vision statements, and shows how initiatives executed across the command tie together with why NNSY exists—to deliver warships. In order to bridge the gap between mission and vision, NNSY has identified four critical focus areas—our pillars. These pillars are the highest priority strategic focus areas we must urgently work to improve. They are Infrastructure; Dependable Mission Delivery; People Development; and Process Improvement and Innovation.

The People Development pillar seeks to improve the NNSY workforce by developing the Whole Person. This concept involves positive change not just to one's technical skills but also to their leadership skills and character development. The desired goal of the pillar is for NNSY to have a proficient workforce with effective leaders working together in a high performing team environment with the knowledge, skills, abilities, and behaviors to support our mission. "The People Development pillar is key to strengthening the 'team' part of 'One Mission – One Team,'" said Production Resources Department Workforce Development (Code 900B) and People Development Team Deputy John Veal. "Developing your team unlocks their creativity, makes them more goal-oriented, grow closer and improves retention of team members – everyone wants to be part of a good team."

People Development pillar team member and Production Resource Manager Toney Pierce said, "People are the true asset of any organization. To reach our vision, we must develop a workforce that works together and is always focused on what is best for NNSY. We have multiple customers, but we are one shipyard."

According to Shipyard Commander Capt. Dianna Wolfson, NNSY needs a workforce that is "brilliant on the basics." This starts with hiring the best candidates. The People Development team plans on developing strategies to improve NNSY's recruiting and onboarding process to recruit, hire, and promote the best talent.

"The challenges the shipyard faces are immense," said NNSY's Executive Director (Code 1100) and People Development Pillar Team lead Fred McKenna. "We need everyone that comes to the yard to be up to the task both in their technical knowledge and their ethical background."

But the People Development team's efforts will extend past the recruitment of top talent. The pillar team is also striving to ensure a smooth onboarding and indoctrination process. In doing so, they hope to create a winning culture setting high standards and expectations. "NNSY needs to become more agile in hiring people to replace those that leave our workforce. Once onboard, we need to speed their development to becoming a 'full-up round' ready to do work," said McKenna.

The People Development team will also pursue better guidance and development for the employees that are

here in the manner of career development and succession planning. One way of doing this is through implementing defined professional development pathways ensuring the workforce reaches full performance. The goal will be to field a career assist office where employees can obtain knowledge on how to best reach their career desires.

Finally, the pillar hopes to improve leadership development at NNSY. This development needs to be aligned to the individual's seniority and experience during their career progression. This effort will make it more transparent to employees what leadership courses they should take as they grow within their career.

Pillar team member and Lead Shipyard Mixed Materials Division Head (Code 106.4) Brian Rogerson said, "NNSY can do great things when we work together as a team. The People Development team is looking at the selection and development of the entire person to make sure we bring the best people together to work as a team and accomplish NNSY's One Mission as One Team."

The People Development team hopes to make a lasting change at NNSY that will allow the shipyard to reach its vision in the near future and for years to come. People Development pillar team member and Engineering Planning Department (Code 200) Branch Head Jim Duke said, "We need to stay the course and take advantage of this focus to create a sustainable model for this generation and next."

The People Development team is made up of a number of NNSY employees from diverse backgrounds and departments. Along with McKenna, Veal, Duke, Rogerson and Pierce, the team includes Lifting and Handling Department Director (Code 700) Terri Makely, NNSY Counsel (Code 107) Jim Metcalfe, Business and Strategic Planning Office Nuclear Business Manager (Code 1200 N) Gail Coulson, NNSY Detachment - Naval Foundry and Propeller Center Director (Code 1400) Nate Bird, Submarine Program Manager (Code 300) Pat Ensley, and Lifting and Handling Support Manager (Code 701.1) Matthew DeLong.

Norfolk Naval Shipyard employees are aligned on the mindset of "One Mission – One Team", but like any team, it is only as strong as its weakest link. The People Development Pillar Team plans on making the chain unbreakable.

FRAMEWORK PILLARS



NNSY'S CONTINUOUS PROCESS IMPROVEMENT AND INNOVATION PILLAR TEAM LOOKS TO THE FUTURE OF AMERICA'S SHIPYARD

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

Editor's Note: Norfolk Naval Shipyard's Strategic Framework is a tool to communicate the shipyard's mission and vision statements, and shows how initiatives executed across the command tie together with why NNSY exists—to deliver warships. In order to bridge the gap between mission and vision, NNSY has identified four critical focus areas—our pillars. These pillars are the highest priority strategic focus areas we must urgently work to improve. They are Infrastructure; Dependable Mission Delivery; People Development; and Process Improvement and Innovation.

PROCESS IMPROVEMENT AND INNOVATION

The Process Improvement and Innovation pillar aims to align and focus efforts to improve delivery of the shipyard's mission, while accelerating, advocating for, and fostering an environment and culture of continuous process improvement, lean systems thinking, and innovation insertion. Shipyard Commander Capt. Dianna Wolfson said, "we must foster an environment and culture where we are continuously looking to improve not only our tools but also our processes – building a more efficient shipyard for our team to serve our mission to service the Fleet."

To help develop the shipyard to meet this goal, the Continuous Process Improvement and Innovation (CPI&I) Pillar Team was established. The team includes Quality Assurance Director (Code 130) and Pillar Lead George Fitzgerald, Radiological Controls Director (Code 105) Gary Sauers, Carrier Maintenance Program Manager (Code 312) Matt Merciez, Supply Officer (Code 500) Capt. Mark Garrigus, Production Resources Officer (Code 900) Capt. Scott Tracey, Head Nuclear Engineer (Code 2309) Bob Esfandiari, Lean Program Manager (Code 100PI) Mike Perkins, Innovation Program Manager (Code 100PI) Dan Adams, Deputy Comptroller (Code 601) Jamie Finlay, and Quality Assurance Workforce Development Specialist (Code 130) Nicholas Boyle.

"The pillar is designed to prioritize, track and enable high impact improvements for how we deliver ships back to the Fleet while creating an environment that supports and encourages innovation, improvement, and thinking outside the box," said Fitzgerald. "Together, we've developed a charter that breaks down our vision and goals into several initiatives to help streamline our way into improving the way we do business."

One of the initiatives is implementing strategic planning improvement sessions for each availability aimed at high cost jobs or critical path work. This would help the shipyard be able to learn and adapt to

improving flow for all availabilities moving forward.

Next, the team will be looking at incorporating lean thinking into all processes and material flow throughout the workplace, providing improvements within the production shops to meet the overall mission. This would help determine how best to insert technology into the shipyard's capabilities, aiding the shops in producing work more efficiently. The shipyard will also be utilizing self-assessments and functional assessments to develop improvement plans across the many processes utilized at America's Shipyard to seek opportunities to improve.

The team will also be supporting and enabling developmental work within the NNSY Technology and Innovation (T&I) Lab. This will help identify cutting edge technologies and help get them into the hands of the production workforce.

Finally, the team is aiming to create a structure and organization that provides line support to the shops and codes as they transform into a more effective and efficient organization meeting the mission of NNSY. This organization, called Code 100T (Transformation), will consolidate Process Improvement and Innovation under one umbrella.

"Process Improvement and Innovation supports all of our pillar team's efforts as well as our workforce as a whole, pushing the boundaries of what we do here at America's Shipyard," said Fitzgerald. "We're excited to support our shipyard team in supporting our mission to repair, modernize, and inactive our Navy's warships and training platforms."

NORFOLK NAVAL SHIPYARD'S CULTURE CHANGE TEAM INTRODUCES LONG RANGE PLAN

STORY BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

To uphold Norfolk Naval Shipyard's (NNSY) mission to repair, modernize, and inactivate the Navy's warships and training platforms, it takes skillful workforce with diverse backgrounds, perspectives, viewpoints, upbringings, and skills to get the job done right. As part of the Strategic Framework, Culture has become a foundational block that to ensure the success of the shipyard and team – defined as an environment where people feel included and valued to do their best each and every day.

The Culture Change Team (CCT) was established to help change the culture of America's Shipyard, building a more inclusive workplace that inspires, equips, and empowers one another to achieve excellence while creating an atmosphere where employees can thrive, learn, and develop continuously. With a defined set of focus areas to tackle, the team has introduced its Long Range Plan, which will help guide the shipyard into a future state where folks feel included and valued to do their best.

"The Long Range Plan is a tool to help guide our cultural efforts at large, assisting us in validating and ensuring we are working on the right things for NNSY," said CCT lead Antonne Smalls. "Culture is an ever-changing cycle that is heavily influenced by what is going on in the world around us so we wanted to create something that could provide us with an ultimate end goal while also being able to grow and change depending on the needs of the shipyard at large. Think of the plan like a GPS for your vehicle. It is there to guide you where you need to go. Depending on the directions we take, the growth of the shipyard as a whole, we may reach our end goal much faster than anticipated. Our end goals, or focus areas, are defined but we are willing to change methodology if our data shows that we are going down an ineffective path."

The Long Range Plan is composed of four major aspects: a write-up explaining six focus areas identified to tackle the biggest cultural roadblocks, a schedule that expands to 2026 and a resource transition plan (or initiative transition plan). These six focus areas are: resetting expectations of professional behavior, expecting accountability from our workforce, improving the way we communicate as individuals and as a team, improving in the development of our people to ensure they can take ownership of their career, making decisions that would make more positive impacts for the majority of the shipyard, and have more positive leadership engagement.

"The plan establishes those initiatives with dated actionable items, whether they are items we want to capture and process to a healthier stage for the shipyard, or initiate from scratch to bring to the workforce in ways to help establish a more inclusive workplace," said CCT member Maria de Sande. "Some of these initiatives include our Collaborator Program, the Empowerment Series, and our partnership with the Diversity, Equity, and Inclusion (DE&I) Office and the Employee Resource Groups (ERGs)."

"The write-up gives us a command level view of our goals and help us see our end goal in mind. As we aim to reach an end state of value system realization – which gives us a set timeframe and percentage where we are able to determine that culture is at a sustainable level of health for the shipyard, our team as it currently stands will dissolve and these initiatives will be taken up by the People Development team," said Smalls.

The six focus areas each have their own Shingo Models, defining commanding principles, results, tools, and systems needed to be a success in those areas. "It's important to have these models in place for our focus areas because we need to be able to see lasting results with what we are doing. If we don't see results, that means we have to take a different approach or way of thinking in order to achieve our goals," said De Sande. "We're getting feedback from individuals throughout the shipyard at varying levels to determine how exactly we can measure success in the areas we've determined as our focus areas so that all levels have input on how we move forward for NNSY, utilizing inclusive decision making for our shipyard."

Smalls added, "Inclusive decision making helps our shipyard feel like a team and gives those impacted by decisions a voice. It also helps drive innovation. Each of us can bring new ideas to the table. Everyone can be included in moving the shipyard forward."

The Long Range Plan is currently being finalized with the CCT, including developing a foreword for their write-up to include support from leaders throughout the shipyard. Stay tuned for more information, including the release of the Long Range Plan in May.

For more information on the Long Range Plan and the CCT, email NNSY_CultureChangeTeam@navy.mil.

STAR POWER

*You Have a Role in
NNSY Certifying as
a VPP Star Site!*

Norfolk Naval Shipyard (NNSY) helped set the standard for industrial safety when it was awarded Voluntary Protection Program (VPP) Star Site status 15 years ago in spring 2006. As one of the first DoD installations nationwide to earn this award, NNSY is again in process of certifying as a VPP Star Site.

But we need your help! Being a VPP Star Site is dependent on having an employee-driven culture of workplace safety. So as we “reach for the star” in 2021, you can help by reporting any hazards you see in the workplace. When we have One Team working together to achieve our One Mission, we must all do our part to look out for ourselves and our fellow teammates.

If you spot a hazard, there are plenty of options available to report it. You can contact your supervisor; notify your department safety advocate or Code 106 OSHE Project Safety Manager; complete a Safety Deficiency Report (SDR) or Anonymous Employee Hazard Report (EHR), both available on the Code 106 WebCentral homepage; or call NNSY’s Safety, Health and Environmental Department at 396-7231. Remember . . . “see something, say something” applies to safety too! For more information on Hazard Reporting Programs, contact Andrew Tucker at 396-3623 or Michele Johnson at 396-3297.

For more information on how you can be involved with VPP, contact your department safety advocate or NNSY’s VPP Program Managers Doug Vick at 403-9127 or Brian Olson at 818-0710. Additional points of contact include VPP Executive Steering Committee members Don Harrington at 377-4862; Doug Poynter at 719-1107; Antonio Lamb at 636-2576; or Jeff Medrano at 636-4847.



HOW TO REPORT ALL HAZARDS

- ★ Contact your Supervisor
- ★ Notify your Department Safety Representative or C106 OSHE Project Safety Manager
- ★ Complete a Safety Deficiency Report (SDR) on C106 Web Central Home Page
- ★ Complete an **Anonymous** Employee Hazard Report (EHR) on C106's Web Central Home Page
- ★ Call C106 Directly (396-7231)



NNSY HOSTS SEXUAL ASSAULT AWARENESS AND PREVENTION MONTH KICKOFF

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) held its Sexual Assault Awareness and Prevention Month (SAAPM) kickoff Apr. 9. This annual observance provides opportunities for service members and civilian employees to refresh their knowledge on resources available in preventing and reporting sexual assault, support victims of sexual assault and commit to eliminating harmful behaviors in the workforce.

This year's SAAPM theme is "Protecting Our People, Protects Our Mission." Shipyard Commander, Capt. Dianna Wolfson, spoke about how this theme closely ties to NNSY's "One Mission – One Team" mindset. "This mindset means that when even a single person on the team is hurt, the entire team is weakened," she said. "When our entire team is weakened, our ability to achieve in our One Mission is compromised."

The event was organized by NNSY Sexual Assault Response Coordinator (SARC) Shalise Bates-Pratt. She stressed the importance of having every NNSY team member committed to eliminating sexual assault to ensure a safe work environment for all employees. "We must ensure that we are active participants in creating climates that are appropriate, respectful, and uphold Navy Core Values," she said. "I know that some look at sexual assault as an issue between the two people involved in the situation; however, it is important to understand that sexual assault is a preventable crime that is influenced by things such as work climate, peer groups and policies. These are all things that we, as NNSY employees, can contribute to working on. We can start by asking ourselves how we might respond if a colleague, shipmate or friend tells us that they have been sexually assaulted."

Combatting sexual assault is a team effort and doing so requires knowing the resources available to both service members and civilian employees. For service members (including Reservists and those in

the National Guard) and dependents over 18 years of age, assault committed by a non-spouse or intimate partner can be reported to the NNSY Sexual Assault Hotline at 757-402-2567 or the Department of Defense (DoD) Safe Helpline at 1-877-995-5247. Family advocacy or domestic violence cases should be directed to the Fleet and Family Services Center or local domestic violence crisis center.

Non-military dependent DoD civilians can contact the NNSY Sexual Assault Hotline, DoD Safe Helpline as well as go to the Civilian Employee Assistance Program (CEAP), NNSY Branch Health Clinic, or contact the chaplain via the Hampton Roads Area Chaplain Hotline. Civilian employees who wish to have a case investigated, particularly if it happened on base or amongst DoD employees or contractors, should go straight to their supervisor and/or law enforcement.

Leading the charge to eliminate sexual assault are Sexual Assault Prevention and Response (SAPR) Victim Advocates (VAs) standing watch on the 24/7 Sexual Assault Hotline. According to Bates-Pratt, "they provide countless hours of volunteer services and have a tireless commitment to survivors of sexual violence." To honor this commitment and service, four SAPR VAs were selected as SAPR representatives of the year. The SAPR VA of the Year Award is in partnership with the NNSY Chapter of the Federal Women's Program (FWP), whose president Aiya Williams assisted Bates-Pratt in presenting the awards. The SAPR VAs celebrated included FCA2 Sandra Cline from NNSY, AO1 Rebecca Wright from USS George H.W. Bush (CVN 77), IT1 Cindy McCandies from Fleet Cyber Command, and Naval Network Warfare Command (NETWARCOM) IT1 Ryan Pumilia.

Wolfson signed the NNSY 2021 SAAPM Proclamation during the ceremony, which will be posted in NNSY's Engineering and

RESPECT. PROTECT. EMPOWER.



LEFT: Norfolk Naval Shipyard (NNSY) team members hold white flags with hand written messages of support in the air marking a moment of silence during the shipyard's Sexual Assault Awareness and Prevention Month (SAAPM) kickoff event April 9. **RIGHT:** NNSY's Commander Capt. Dianna Wolfson speaks during the Sexual Assault Awareness and Prevention (SAAPM) kickoff April 9.

Management Building throughout the month as a reminder of the shipyard's commitment to bolstering sexual assault awareness and working to eliminate it.

Showing the shared commitment between civilian and military, event participants included USS George H.W. Bush (CVN 77) Commanding Officer Captain Robert Aguilar and the Bush SAPR Team, along with USS Harry S Truman (CVN 75) Command Master Chief Keith Wilkerson, Jr. and the Truman SAPR Team. Both carriers are currently undergoing overhaul at NNSY.

During the event, all in attendance stood at attention to watch the flag be raised over America's Shipyard. The imagery of the flag paired with the moment of silence at the conclusion of the kick off ceremony provided a moment of reflection for those in attendance as they were called to remember the shipyard's mission, a mission that cannot be achieved if sexual assault is allowed to occur. As Wolfson said, "Our mission is too important to let any improper behaviors undermine our awesome capabilities as One Team."

PHOTOS TOP TO BOTTOM: USS George H.W. Bush (CVN 77) Commanding Officer Capt. Robert Aguilar plants a flag of support in the ground outside of Norfolk Naval Shipyard's Engineering and Management Building during the shipyard's Sexual Assault Awareness and Prevention Month (SAAPM) kickoff event April 9; White flags with hand written messages of support were planted in the ground during the kickoff; Four Sexual Assault Prevention and Response (SAPR) Victim Advocates (VAs) were selected as SAPR representatives of the year. Naval Network Warfare Command's (NETWARCOM) IT1 Ryan Pumilia receives an award from Norfolk Naval Shipyard's (NNSY) Sexual Assault Response Coordinator (SARC) Shalise Bates-Pratt and Federal Women's Program (FWP) president Aiya Williams; A NNSY Sailor holds up flags of support during a moment of silence.





NNSY'S SECOND CLASS PETTY OFFICER ASSOCIATION: SECOND TO NONE IN INSTALLATION PRIDE

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

Norfolk Naval Shipyard's (NNSY's) Second Class Petty Officers Association (SCPOA) recently took an afternoon to clean up the shipyard's historic Trophy Park. The park proudly displays the shipyard's heritage. A sense of history and pride is what led the SCPOA to take action, helping to ensure beauty of the park was preserved and increasing pride in the installation. The SCPOA began the first of several planned landscape restoration and cleaning projects within the park, starting with clearing excess leaves, vines, sticks and various other yard debris.

Trophy Park is rich in history. Located on a portion of the original Gosport Navy Yard site since being established circa 1870, the park was home to official military gatherings and concerts by ship's bands. The gazebo in the center has served as both a bandstand and ceremonial platform for many events, including Change of Command ceremonies, and throughout the grounds are naval weaponry and artifacts from nine wars – spanning more than 250 years.

President of the SCPOA Petty Officer Second Class Fox Hyrst

stated, "The Petty Officer Association is out here today to show our C.O.R.E. values (Care, Ownership, Respect, and Excellence). We want to bring out the beauty in the yard by helping to restore Trophy Park to its historic state."

One of the missions of the SCPOA is to enhance the social and professional interaction of Sailors, build camaraderie and develop unit cohesion.

The project was a win for NNSY. Shipyard Commander, Capt. Dianna Wolfson said, "A big thank you to NNSY's SCPOA for recently taking an afternoon to clean up Trophy Park, one of the shipyard's most unique and historic areas! Through the years, this park has been the site of events ranging from community concerts to Change of Command ceremonies. The SCPOA taking the initiative to beautify the park is so greatly appreciated!"

This article links to:



Infrastructure

NORFOLK NAVAL SHIPYARD INTRODUCES NEW HIGH VELOCITY WORK LEADER COURSE

STORY BY HANNAH BONDOC AND ALLISON CONTI • PUBLIC AFFAIRS SPECIALISTS
PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) recently introduced its new High Velocity Work Leader (HVWL) course, a three-month hybrid course that consists of eLearning and in-person sessions. This initiative is in direct support of NNSY's People Development Strategic Framework pillar.

According to Command University's (Code 900CU) (CU) Management and Program Analyst Turner Anthony, the HVWL course was created to provide first line leaders with essential supervisory skills, enabling work leaders to assume many of the responsibilities of the first level supervisor in the supervisor's absence. "It incorporates emerging leader content, critical core competencies (communication, emotional intelligence, accountability, problem solving, team building and conflict mastery) and resources such as online leadership courses," he explained. "It also integrates the knowledge, skills and abilities (KSAs) needed to stand in for the supervisor in their absence and/or assist in their daily responsibilities."

Before participating in the course, production and refueling work leaders must complete a number of required prerequisites. Participants must have completed the Foundations of Leadership (FOL) (L023) or Skills for Emerging Leader (C900CU-SEL) courses, LinkedIn Learning modules on Microsoft Office and Adobe Acrobat Reader, the Strength Finders assessment, Completion of Work Review (G002A) and the Quality Control for Nuclear Supervisors (NS-N3002). Additionally, refueling work leaders are required to complete Lead Shift Supervisor (R-24) training. All of these prerequisites can be obtained through CU. Prior to enrolling in the course, participants must have access to Automated Training Management System (ATMS), Supervisor Desk (SUPDESK), and Advanced Industrial Management (AIM) software.

The HVWL course is currently scheduled for one to two in-person sessions per quarter. To enroll in the course, interested participants should sign up online after confirming with their training manager that they have completed all of the required prerequisites. For more information or to sign up, visit ATMS and search for C900CU-WLHV or visit the Command University SharePoint page.

According to Anthony, production work leaders should take this course because it will allow them to share daily responsibilities and give their first line supervisors (ILS) time to evaluate, plan, and increase opportunities to mentor deckplate mechanics. "The return on investment with emerging supervisory skills within our work leaders will provide personal development, increased organizational work structure, and satisfaction with meeting the NNSY mission of dependable delivery of ships," he said.



Command University's (CU) (Code 900CU) Management and Program Analyst Turner Anthony instructs Lifting and Handling (Code 740) Rigger Leader (Shop 72) Britton Williams Hawkins during CU's new High Velocity Work Leader course.

This article links to:



People Development



SHIPYARD SPOTLIGHT: DAVID STEVENS

STORY BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHERS

Norfolk Naval Shipyard's (NNSY) Non-Nuclear Temporary Services (Code 990) Electrician David Stevens is a self-described "pipeventrician."

That label captures all Stevens and his team in Code 990 are responsible for in providing electrical, air, water, and ventilation services for many NNSY Shops, Ship's Force, and contractors. In alignment with the One Team mindset at NNSY, Stevens's job is all about teamwork. "We essentially make sure that everyone has what is necessary to complete the jobs they are working on-time and under budget," he said. "That can be achieved by teamwork and by working as one."

The Oshkosh, Wisconsin native, came to the shipyard in 2015 after spending more than 30 years in his hometown. With a degree in electro-mechanical tech, Stevens was working as a traveling electrician performing commercial installs across the country. "I did it for about three years but living on the road for six months at a time got old fast." Stevens

wanted to make a change and his uncle recommended he consider a career at NNSY. When he received his offer and start date, he quickly packed up and moved halfway across the country to Virginia.

Stevens quickly adjusted to life as a shipyard employee thanks to a team of important mentors who became his teammates providing valuable mentoring. Now, having completed three to four projects with his mentors-turned-teammates, he considers them close friends. Work Leader Christopher Blake was even a groomsman in Stevens' wedding along with several other Code 990 NNSY Apprenticeship Program graduates.

Six years after starting his career at NNSY, Stevens now has valuable experience under his belt. He is currently assigned to the USS George H.W. Bush (CVN 77) Drydocking Planned Incremental Availability (DPIA) project which undocked on-time last August. Stevens played an important role in ensuring other shops had the tools they

needed to get the job done. "I could write a list that would go on for pages covering everything we (Code 990) have our hands in and assist with," said Stevens.

The effort Stevens puts into his work can be measured in miles – literally. As the lead mechanic on the Bush when she was still in dry dock, he averaged around 20,000 steps and 30 flights of stairs per day. But despite the physical demands, Stevens stayed motivated by focusing on NNSY's mission and teamwork.

Stevens's dedication to his teammates has been noticed by everyone he works with, including his supervisor, Temporary Services Supervisor Matt Stephenson. "Mr. Stevens is a motivated self-starter and a hard worker, he is always willing to help his fellow teammates to complete an assigned task and help support production," said Stephenson. "I have been his direct supervisor for several years and I have watched him develop and excel in his shipyard career. I am sure he will continue



to strive here at NNSY and I am looking forward to being a part of it.”

With regards to the future, Stevens hopes to impart his knowledge onto the next generation of shipyarders, just like his teammates did for him when he started. When asked of his proudest career accomplishment, Stevens said it was watching the apprentices and helpers-to-workers he has helped train grow and become excellent mechanics, not just within the shipyard itself but at NNSY’s satellite locations as well.

Stevens took a leap of faith when he moved across the country to start his career at NNSY; however, he can safely say it paid off. Six years later, he finds himself excelling in a career he loves as an invaluable member of a diverse team. “I’ve learned so much from the diverse background of knowledge others have, not just knowledge about the job but stuff outside the yard too. I’ve made some lifelong friends that I would not have made if it wasn’t for the shipyard and I’m grateful for that,” he said.

One thing has stayed the same since his first day on the job, and that is his awe of the U.S. Navy’s warships. “I continue to be constantly amazed by the ships and places we get to work. I like to say that eight-year-old me would geek out if he could see me now.”

6 THINGS YOU DIDN'T KNOW ABOUT *David Stevens*

1. He is an Eagle Scout.
2. He is a huge Green Bay Packers and Milwaukee Brewers fan.
3. He is an avid golfer.
4. He has been to every state east of the Mississippi River and 40 states in total.
5. He enjoys smoking all kinds of meat but his best is wings.
6. He was born and raised in Oshkosh, Wisconsin where he lived for more than 30 years.



POTENTIAL

Navy Unveils New Submarine Universal Modular Mast Maintenance Tower with Ribbon-Cutting

STORY BY DAVID TODD • NAVFAC MID-ATLANTIC PUBLIC AFFAIRS
PHOTOS BY SHELBY WEST • NNSY PHOTOGRAPHER

Naval Facilities Engineering Systems Command (NAVFAC) Mid-Atlantic, in conjunction with Norfolk Naval Shipyard (NNSY) and Naval Station (NAVSTA) Norfolk, held a ribbon-cutting ceremony to unveil the new Submarine Universal Modular Mast (UMM) Maintenance Tower onboard NAVSTA Norfolk today.

Capt. Tres Meek, Commanding Officer, NAVFAC Mid-Atlantic; Capt. Dianna Wolfson, Commander, NNSY, and Capt. Vince Baker, Commanding Officer, NAVSTA Norfolk participated.

“The project made good use of naval design and construction expertise, while also welcoming invaluable input from the end user, our tenant commands, who will ultimately meet and achieve the Navy’s mission,” said Meek. “This new facility will provide great support directly to our warfighters and helps us to increase fleet readiness.”

Built by Norfolk-based Tazewell Contracting, the new 55 foot tall, 1,300 square foot tower will have a major impact in servicing the Navy’s modern, state-of-the-art Virginia and future-class nuclear-powered fast-attack submarines. The contract was awarded in May of 2018 and construction finalized in January of 2021.

The overall Project Manager was Carl Tarkenton, from Public Works Department (PWD) Norfolk. Design was led by architect Robert Frank (NAVFAC) and construction was managed by Michael Van Dyke (PWD Norfolk), with input from NNSY and Naval Sea Systems Command (NAVSEA) technical expert team led by Richard Csernelabics (NAVSEA).

Prior to this project, Joint Base Pearl Harbor-Hickam and Naval Submarine Base New London were the only two sites in the Navy that could perform repairs and maintenance to the UMM, which is an integrated system that houses the submarine’s periscope, antennas and sensors. This meant repairs for submarines homeported in Hampton Roads could take – on average – two weeks maintenance time per assembly. The new facility, which will be operated jointly by the Navy, Fleet Maintenance Submarines and NNSY, will ultimately save the Navy both time and money for repairs.

“This facility helps us to reduce costs. As one of NAVSEA’s five core principles, affordability is extremely important to the work we do,” said Wolfson. “We have been challenged to reimagine our business processes to ensure we get the most from our resources within all areas of our complex business and throughout the lifecycle of the ships, submarines and systems we maintain. We do that by being relentless in finding ways to improve our business and making every dollar count.”

At its core, the project is a testament to the important and long-standing partnerships between NNSY – America’s Shipyard; Naval



Station Norfolk – the world’s largest naval base; and NAVFAC Mid-Atlantic design and construction team members.

“This was a great initiative and stands as a monument to the outstanding collaborative efforts exhibited between multiple commands and organizations,” said Baker. “Having a shared common goal helps Naval Station Norfolk to improve our capabilities, and continue to generate combat power at sea from the pier and the runway well into the future.”

This article links to:



Infrastructure



Dependable Mission Delivery



Norfolk Naval Shipyard Hosts First Labor Management Summit



STORY BY NORFOLK NAVAL SHIPYARD PUBLIC AFFAIRS
PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

In an effort to continue to build strong relationships with its labor partners, Norfolk Naval Shipyard (NNSY) held a Labor-Management Summit April 7.

The purpose of the summit was to strengthen the partnership between NNSY's labor, management and Human Resources by engaging the groups in open communications to identify any opportunities for improvement and work them with urgency.

Some of the topics discussed and slated for upcoming workshops are improving communications, building trust, ensuring alignment, and developing an invested workforce.

Shipyard Commander Capt. Dianna Wolfson said, "While the relationship between NNSY management and its labor partners is a

healthy one, the shipyard has instituted recurring labor management summits to maintain and develop the strength of this relationship. The time we spent together during the summit was an investment in the future of NNSY."

Senior Executive Coach Robin Brewington, who led the summit, said she received positive feedback from participants. "We developed a stronger partnership by engaging in open, bilateral communications and identifying areas where we are currently misaligned," said Brewington.

This article links to:



People Development



Dependable Mission Delivery



Process Improvement and Innovation



Martin Trzcinski, Code 970, Preservation Mechanic, outfitted in the required personal protective equipment (PPE) to operate the Critical Coat Blast Booth in Shop 71.



Code 970, Shop 71 employees Daniel Gurganus, Preservation Supervisor; Mark Kaufman, Preservation Work Lead Mechanic; Martin Trzcinski, Preservation Mechanic; and Tracy Robinson, Inside Shops Preservation Zone Manager, in front of the new Critical Coat Blast Booth. The booth provides energy and time savings, while reducing material costs.

MISSION CRITICAL: NNSY'S NEW CRITICAL COAT BLAST BOOTH

STORY AND PHOTOS BY JASON SCARBOROUGH • PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard's (NNSY) Paint and Blasting Shop (Code 970, Shop 71) is helping to bridge the gap between the shipyard's mission and its vision.

Shop 71's recent equipment upgrade of a Critical Coat Blast Booth improved improve NNSY's infrastructure, one of the four focus areas, or pillars, of the Strategic Framework. With this equipment upgrade, Shop 71 has improve energy savings, material costs, and will require less working hours to complete painting and blasting.

A Critical Coat Blast Booth is a fully enclosed abrasive blasting booth that is environmentally controlled by the use of heating, ventilation and air conditioning equipment used to meet surface preparation requirements. This is done by using media to physically blast different metals such as steel or aluminum surfaces. The booth also has a single point, touch screen control center capable of reporting the current temperature and humidity and assisting troubleshooting support in the event of a failure.

The system is designed to use aluminum oxide blast media, but it is capable of other types of media due to its rugged design. Blasted grit light enough to be lifted through the air is filtered out by a high efficiency bag-filter house. Energy is saved by not having to recondition the air. All particles heavier than air fall through the floor grates and are swept to a reclaim system. The reclaim system will sift, strain and separate blast media from undesired items such as dust, bolts, wire-ties and anything too large for the blasting equipment to handle. Replenishment is accomplished by adding new media through the floor sweepers.

The blast booth inside is a 7' x 8' x 14' cubic blasting area accessible by a personnel door on the side and fully opening double doors on the end. The space has bidirectional moving frames underneath the steel grate and constant filtered, tempered and dehumidified air flowing through. The air moves at such a rate as to give the blaster the best possible conditions to accomplish the job.

"The Critical Coat Blast Booth is vital in supporting smaller critically coated jobs such as Potable Water and Reserve Feed Water Tank Access Covers. Normally, we would have to build containments and have dehumidifiers installed to maintain relative humidity/temperatures in order to perform smaller work coming from the waterfront. The material cost not having to build temporary

containments to accomplish the many different small critical coating jobs is very beneficial to NNSY," said Code 970 Inside Shops Preservation Zone Manager Tracy Robinson.

Small critically coated components are components removed from the ship from "critically coated areas" that are not accessible for preservation when the vessel is underway or in service. An example of this would be a tank cover, which cannot be removed and re-preserved unless the ship is drydocked or pierside. What makes the components critical is when they are exposed to harsh environments, they become very corrosion prone because they are introduced to a fully submerged area such as a potable water tank, which holds water for the crew's drinking water and water used for food preparation.

Code 970 Preservation Supervisor Daniel Gurganus said, "Critically coated areas/components undergo certain requirements for re-preservation (cleanliness requirements/surface profile requirements/chloride or conductivity requirements/coating requirements) to ensure the coatings applied will adhere properly, cure correctly and in return prevent corrosion in these applicable areas."

Gurganus added, "Having the ability to set temperatures in the new blast booth and controlling the dehumidification and air conditioning capabilities inside the booth prevents moisture in the air from settling on the newly blasted surfaces ensuring the highest quality of surface preparation and cleanliness prior to applying the required coatings. Being able to maintain air and surface temperatures, relative humidity percentages, and dew point temperatures by the flip of a switch prevents coating failures, which are timely and costly."

The new Critical Coat Blast Booth has proven its worth in energy savings, time savings, and it has saved on material costs when operating the system and by not having to build temporary containments to accomplish the many small critical coating jobs. The blast booth has improved NNSY's infrastructure and helps ensure excellence in what Shop 71 does by assuring quality products are proudly created while following NNSY's One Mission – One Team mentality.

This article links to:



Infrastructure



NAVSEA NEXTGEN SELECTEE:

JUSTIN SMITH

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 the Naval Sea Systems Command (NAVSEA) Next Generation of Leadership (NextGen) Program, which offers participants the chance to learn about leadership throughout several different initiatives for a year.

For Advanced Planning and Contract Specification Branch (Code 222) Engineering Technician Justin Smith, being selected for the program is a huge opportunity to learn and a “quest of knowledge” he looks forward to taking.

“For me I want to use this opportunity to utilize the resources the program affords us. I want to learn all I can and see how I can better myself as an individual in my career,” said Smith. “It all starts with understanding NAVSEA as a whole, the complexities of the organization, and specifically our integral role here at NNSY. It’s easy to focus on your job and lose sight of the big picture. NextGen will force me to keep the big picture at the forefront of my mind as the coursework involves assessment, experiential learning and individual development opportunities. I couldn’t pass up on an opportunity that empowers me to broaden my horizons; you don’t get many of those later in life, especially while on the clock.”

A graduate of Longwood University, Smith began his career at NNSY seven years ago when he entered the apprentice program in the Pipefitter Shop (Shop 56). He eventually found a fit in Process Controls Division - Cost Engineering (Code 222) where his responsibilities included creating and developing advanced planning technical document (E-Specs) for related contractor work, as well as cost estimates and material procurement among other duties.

Smith learned of the NextGen program from his mentor, Code 222 Advance Planning Manager Jeffery B. Williams, who encouraged him to apply. “Mr. Smith is an asset to NNSY and the NextGen program. He continually contributes to the shipyard’s mission through his exceptional work ethic, positive attitude, and never-ending focus on teamwork. My hope is that Mr. Smith will gain a practical understanding and firsthand comprehension of the various processes, people and programs involved in NAVSEA. In turn, he can apply the knowledge gained to advance his career and become a next generation leader.”

Smith noted that it is thanks to mentors, like Williams and others who have helped him in his career, that he was able to take this next step. “I can think

of many seasoned mechanics I’ve learned from along the way. They taught me as much about life lessons as the trade,” said Smith. “I hope all those guys know I was always listening even if I didn’t always want to hear it. But anyone to come out of Shop 56 in the last decade plus who had an opportunity to learn from Randy Thurman was very fortunate. There is something infectious about his passion for the trade, his enthusiasm as a mentor and a teacher. Randy is one of the best teachers/mentors I have ever had, and it is no coincidence that most anyone to come out of Shop 56 CTD (Continuous and Training Development) who had him would tell you the same. I can’t duplicate Randy, but what he taught me is that if I can get to a fraction of his enthusiasm as a mentor, then my mentees will eagerly follow my lead.”

This article links to:



People Development

AN UPDATE ON NORFOLK NAVAL SHIPYARD'S EMPLOYEE RESOURCE GROUPS

STORY BY NORFOLK NAVAL SHIPYARD PUBLIC AFFAIRS OFFICE
PHOTOS BY DANNY DEANGELIS AND SHELBY WEST • NNSY PHOTOGRAPHERS

Norfolk Naval Shipyard (NNSY) has several Employee Resource Groups (ERGs). Each group supports a shipyard employees when they need resources and guidance for both personal and professional issues.

“The ERGs goal is to assist and give direction as needed, and promote the growth of and care for employees so they know they are important to the mission of NNSY,” said NNSY’s Outreach Program Manager and ERG Liaison Valerie Fullwood.

All ERGs are open to every NNSY employee despite their backgrounds. For instance, you do not need to be a military veteran in order to join the VET-ERG, or a female to join the Federal Women’s Program. Obviously, COVID has impacted ERGs ability to meet and hold various events, but they have rolled with the punches. Below is a list of the ERGs NNSY has and an update on what they are currently doing.

African American ERG (AA-ERG)

The AA-ERG annually hosts events celebrating the legacy of Dr. Martin Luther King Day as well as Black History Month events. It continues to strive for improving the recruitment, hiring, retention, professional development, and outreach to NNSY’s African American employees. “We now host a monthly Naval Sea System Command (NAVSEA) center up call, open to all NAVSEA AA-ERG and special emphasis groups,” AA-ERG President Michael Taylor said.

The AA-ERG meets the third Wednesday of every month from 1:30-2:30 p.m. in the M-1 Conference Room. For more information, contact Michael Taylor at michael.taylor7@navy.mil.

Asian American and Pacific Island American ERG (AAPIA-ERG)

The AAPIA-ERG meets on the second Monday of each month from 11 a.m. to 12 p.m. Currently, the meetings are being held via teleconference. To call in, dial 301-909-7357; the access code is 62895271. For more information contact Val Fulwood at valerie.fulwood@navy.mil.

Individuals with Disabilities ERG (IWD-ERG)

IWD-ERG’s mission is to raise awareness of the abilities, quality, and needs of NNSY’s disabled community. The group is looking into building its membership, planning virtual events, and getting more involved with community outreach. “IWD-ERG would like to continue to help NNSY thrive,” IWD-ERG President Daniel Freeh said. “In order to do this, we need people who want to be a part of our group and have the desire to help the disabled population here at NNSY and beyond.”

The IWD-ERG meets on the second Tuesday of each month from 2 to 3 p.m. For more information, contact Freeh at daniel.freeh@navy.mil.

Hispanic ERG (HERG)

The HERG focuses on promoting and educating NNSY employees on Hispanic culture and supporting shipyarders. The ERG annually hosts events during Hispanic Heritage Month (Sept. 15- Oct. 15).

“I’ve had a few people contact me for more information and ask how they can pitch in; you do not need to be Hispanic, Latino, Chicano or speak Spanish, you just need a desire to learn and support NNSY. We are currently in need of a Champion (GS13 or above), please contact me if interested,” HERG President Ivonne Jacome said. “The organization is planning to celebrate Hispanic Heritage Month with other ERGs this year. Fresh ideas are always welcome.”

Although there are no scheduled meetings at this time, the group is still active. For more information, contact Jacome at ivonne.e.jacome@navy.mil.

Federal Women’s Program (FWP)

The FWP enhances the employment and advancement of women in the shipyard. According to FWP President Aiya Williams, COVID-19 had little to no effect on membership.

“Our attendance rates are parallel to that of the physical meetings we had in 2019 and 2020—at times even better,” said Williams. “FWP has always struggled to reach some segments of its audience, but COVID has allowed us to prioritize developments that aim to address this issue. While there is still much testing to be done, we believe we have stumbled on a promising and accessible way forward.”

FWP meets on the second Thursday of each month from 3 to 4 p.m. The FWP host events for Woman History Month, Breast Cancer Awareness Month, and Sexual Assault and Prevention Response Month. For more information, contact Williams at aiya.williams@navy.mil.

Lesbian, Gay, Bisexual, Transgender + & Ally (LGBT+ & A ERG)

Since 2019, the LGBT+ & A ERG has not conducted any major events or meetings, but it is currently looking to build membership. “Due to the pandemic there has been no active recruitment or meetings, so I am looking for more volunteers to participate and enhance the current support network,” explained LGBT+ & A ERG Chairperson, Cassie Bower. “More importantly, I am looking for members willing to step up to be active officers.”

For more information, contact Bower at cassie.bower@navy.mil.



Left to Right: Norfolk Naval Shipyard (NNSY) Veteran Employee Readiness Group (VET-ERG) Founding Member Jonathan Echols placing flags at the gravestones of fallen service members at the Captain Ted Conaway Memorial Naval Cemetery at Naval Medical Center Portsmouth (NMCP) in honor of Veterans Day; Financial Management Analyst Ivonne Jacome is the Hispanic ERG President who participated in a video for Hispanic Heritage Month, Sept. 2020; Certified Breast Care Nurse and Breast Health Navigator Marguerite “Meg” Shrader from Chesapeake Regional Breast Center (left), and Lactation Consultant Karla Johnson from Naval Medical Center Portsmouth (right) were awarded by the Federal Women’s Program with a certificate of appreciation for their education efforts for the NNSY workforce; Founder and Chief Executive Officer (CEO) of Zel Technologies, LLC (ZELTECH) Jack L. Ezzell Jr. is recognized with a Certificate of Appreciation from the African American-Employee Resource Group (AA-ERG) and a shipyard plaque from Code 1100’s Executive Director Fred Mckenna., Feb. 2020; The STEM and Native American Employee Resource Group provide information about their groups in Feb. ; The Native American Employee Resource Group assembled a display of Native American figures in military history.

Native American Indian Heritage ERG (NAIH ERG)

Dedicated to supporting NNSY’s Indigenous community in their professional work lives, the NAIH ERG holds its monthly meeting via teleconference. Those interested may expect to discuss classes that are being offered such as Learning Organization Leadership 101, Lean Six Sigma and other helpful updates from around the shipyard. For more information, contact Camille Sorenson at camille.sorenson@navy.mil.

Science, Technology, Engineering, Math ERG (STEM ERG)

Principally dedicated to community outreach and education, the STEM ERG participates in competitions, summer camps, and other local events promoting NNSY STEM careers.

“Our latest project has been creating a two-to-five minute cartoon animation so we can send it to different schools,” STEM ERG President Erica Miranda stated. “This animation gives the students information about NNSY and the type of jobs that we have here.”

As schools have begun to reopen, the group has received invitations to participate in virtual and COVID-safe events. Their usual meetings are still on hold, but those interested should contact Miranda at erica.s.jones@navy.mil.

Veterans ERG (VET-ERG)

The VET-ERG has never stopped strengthening the networking and professional development opportunities available to NNSY’s Veterans or their co-workers since the beginning of the pandemic. Those who attend both the in-person and the virtual meetings can tell

you to expect helpful resources, classes, and news of interest.

The VET-ERG hosts events such as the Memorial Day and Veterans Day Fall-In for Colors. “Last year’s events were much more scaled down due to COVID-19. This year, masks and social distancing will still be required but the size will be closer to what we have done in the past,” VET-ERG President Nicholas Boyle said. Members also participate in outreach initiatives that are in partnership with organizations such as Toys for Tots, the Sturtevant Funeral Services, and Vetshouse Inc. of Virginia Beach. The VET-ERG also represents NNSY when it marches in the annual City of Portsmouth, Virginia Memorial Day Parade and the Tidewater Veterans Day parade. For more information, contact Boyle at nicholas.boyle@navy.mil.

Message from the Diversity, Equity, and Inclusion Director

“The ERGs are shipyard employee led,” said NNSY’s Diversity, Equity and Inclusion (Code 1103) Director Tarane Parker. “Without the volunteers who make up these groups, they wouldn’t be as successful as they are. Please consider joining one of NNSY’s ERGs to support NNSY and each other.”

This article links to:



People Development

Deliberate and Intentional with Diversity, Equity and Inclusion

ENTRY FOUR



STORY BY TARANE PARKER • DIVERSITY, EQUITY AND
INCLUSION (CODE 1103) DIRECTOR
PHOTOS BY TONY ANDERSON, NNSY PHOTOGRAPHERS
AND TROY MILLER, PUBLIC AFFAIRS SPECIALIST

I remember as a child singing the wheels on the bus go round and round, round and round, round and round. As a youngster, I often wondered what made the wheels go round and round. As I got older, I realized that there are a lot of moving parts that work together to allow the wheels to go round and round. That same concept happens here at Norfolk Naval Shipyard in every department. There are people that help the wheels on the departmental bus go round and round and without them the wheels may very well fall off the bus. So, it is very important not to forget about those that have the job of ensuring that the departmental business is in order and things can operate as smoothly as possible from an administrative standpoint.

The Diversity, Equity, & Inclusion Office, along with Public Affairs Specialist Kristi Britt, set out to highlight some administrative assistants that are now executive administrators or former executive administrators that have worked their way up to where they are at now and got their take on how important DE&I is to their development and environment where they work. What was shared was very enlightening.



Patricia Underdue
Nuclear Engineering Division
(Code 2300) EA

From an Executive Administrator (EA) perspective, how would you define Diversity, Equity, and Inclusion (DE&I)?

Stacey Cortez, former Production Resources Office (Code 900) EA

"DE&I and everything that goes with it kind of involves an open forum of ideas being shared, no matter if you're an apprentice all the way up to the lead officers. Being able to voice an opinion or idea or process improvement, something – and being heard and valued. It doesn't necessarily always have to be something that is implemented but at least being heard and able to make those changes when necessary."

Patricia Underdue, Nuclear Engineering Division (Code 2300) EA

"Diversity to me is a mixture of different people from different backgrounds, different cultures bringing something unique to the table from their perspective. Equity is everyone having equal opportunity for promotion and visibility and contributions to the organization. Inclusion – everyone having a say and being considered and especially from different positions. Most of the time people with very technical backgrounds are the core of what you see being expressed throughout the shipyard. However, we all play a part and we all have a say."



Kimberly Ann Ambert
Business and Strategic Planning
Office (Code 1200) EA

Kimberly Ann Ambert, Business and Strategic Planning Office (Code 1200) EA

"It's all about everybody being included and involved. Everybody's voices being heard and valued. It means a lot. Just being able to have different opinions based off of different backgrounds and what people think and being able to come together to have one final decision as a team is important."

Amy Bond, Executive Support Department (Code 1100) EA

"I just look at it as our voices are all heard and we can come together and brainstorm and come to a consensus thanks to different views and ideas. We're all on the same playing field. We're all the same."



Angie Hawkins
Commanding Office
(Code 100) EA

Angie Hawkins, Commanding Office (Code 100) EA

"It's about including everyone. Looking beyond their background and career status. The EAs do a great job including and helping each other out. When I started my career, I was a branch secretary. The commander's secretary took me under her wing. She was very approachable and always took the time to give me guidance and direction. I remember thinking to myself, if I ever make it to the top of my career field, I want to be like that – I want to help people and make them feel included. I experience inclusion in the CO's office on a daily basis. I'm often asked my opinion and I always feel like my opinion matters."

From your perspective, why is it important that NNSY as an organization exemplifies these qualities?

Bond

"Think of it from the perspective of a mother and her child. If the mother says something is wrong and the child shouldn't behave that way, but the child sees the mother doing the opposite of what she had told them, they will likely reflect the behavior of the mother even though they were told that behavior is wrong. We have to do the right thing and lead by example. It's a cascading effect when someone shows the right behavior, others will reflect that."

Underdue

"I think the shipyard overall, being a team is very important. I believe from the moment a new person enters the shipyard, I think it is important for leadership to make sure each and every person on this shipyard is and feel they are a part of the overall team and that they are part of a very important mission and how they contribute. You need diversity for that because the world is diverse. We need different cultures and ideas to come together. Teamwork is important but can be our weakest link without it. We have to make sure everyone feel included. That will make us stronger as a shipyard. When I arrived here 10 years ago, people were very individual. It can be difficult when folks are here simply for themselves. We have to work on the 'teamwork' more."



Amy Bond
Executive Support Department
(Code 1100) EA

Cortez

"I think DE&I is very important but there is also a piece that I think needs to be addressed as well – and that is communication. If I make a mistake once, bad on me but I learn from my mistakes so I do better in the future. However, that's not really the case across the shipyard I've found. I feel the atmosphere at the shipyard is so geared towards if folks make mistakes or see something wrong, they are afraid to say something for fear they messed something up. There is a reprehensible consequence to what has happened. We need to change that mindset as a whole across the board and communicate better as a team. Say hey, you made a mistake, let's go fix it and do better next time. I think DE&I really needs to start with a conversation. Whatever it may be. It sets a tone. We need to be held accountable and work together to do the right thing."

What impact has DE&I played in your professional development?

Hawkins

"I observe others and try to learn from their behaviors and interactions. I work directly for Capt. Dianna Wolfson, our shipyard commander. Her high energy, thoughtfulness, and care are contagious and I'm learning from her. I receive hundreds of emails a day, and at times I catch myself responding quickly with little care and thought. I've observed the way Capt. Wolfson responds to email, taking the time to make the recipient feel heard and appreciated. Her approach and the way she conducts herself inspires me and contributes to my professional development."

Cortez

"When I was an EA, I found that our department in Bldg. 1505 was really interesting. If I had a question or needed help, I had the ability to go to whoever's door, no matter what position or level, and ask for help. Everyone was willing to help or would make the time to ensure they get back to you. There was never a door closed on anyone and that



Stacey Cortez
former Production Resources Office
(Code 900) EA



was a big thing for me. I was able to learn a lot in the department in such a short amount of time because of that. My dad taught me it's not necessarily what you know because no one person knows everything. It's important to know who you can call to find out or be put in the right direction. So having that openness and willingness to be there for one-another as a team was huge for me. amount of time because of that. It's important to know who you can call to find out or be put in the right direction. So having that openness and willingness to be there for one-another as a team was huge for me."

What do you think is the most challenging aspect of working in a diverse work environment like Norfolk Naval Shipyard?

Hawkins

"Teamwork. It's important to understand the opportunities here as well as the importance of what we do. Together, we can accomplish so much. We need to listen and understand different ideas and opinions and work together to grow into a successful workplace."

How can the shipyard do better in supporting the workforce in this area, especially for the EAs and Administrative Assistants?

Underdue

"I believe the Administrative Department at the shipyard needs to set up quarterly meetings for all admins. We need to be brought together as a team to share new processes, developments and ideas in our field and also have managers available to help advocate for our development and success. We adapt as admins depending on what is needed but we're all separated from one another across the shipyard and it makes it difficult to have that support system established across the board if we never come together as a group."

Hawkins

"Give administrative assistants the tools, training, and information to set their supervisors up for success. Don't bypass your admins. Allow them the opportunity to help you succeed."

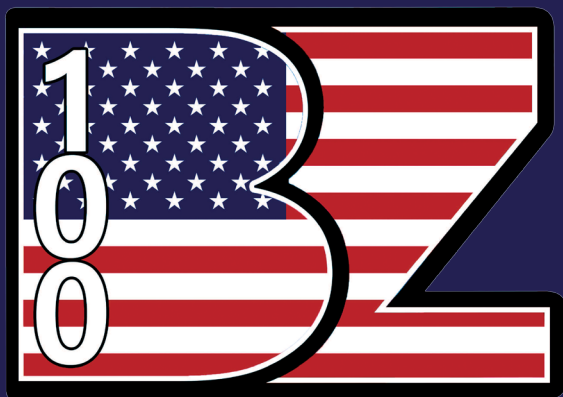
Underdue

"Another thing to note is I think folks should understand just how important admins are to the shipyard at large. I'm proud of what I do and how I help the team be prepared for success."

This article links to:

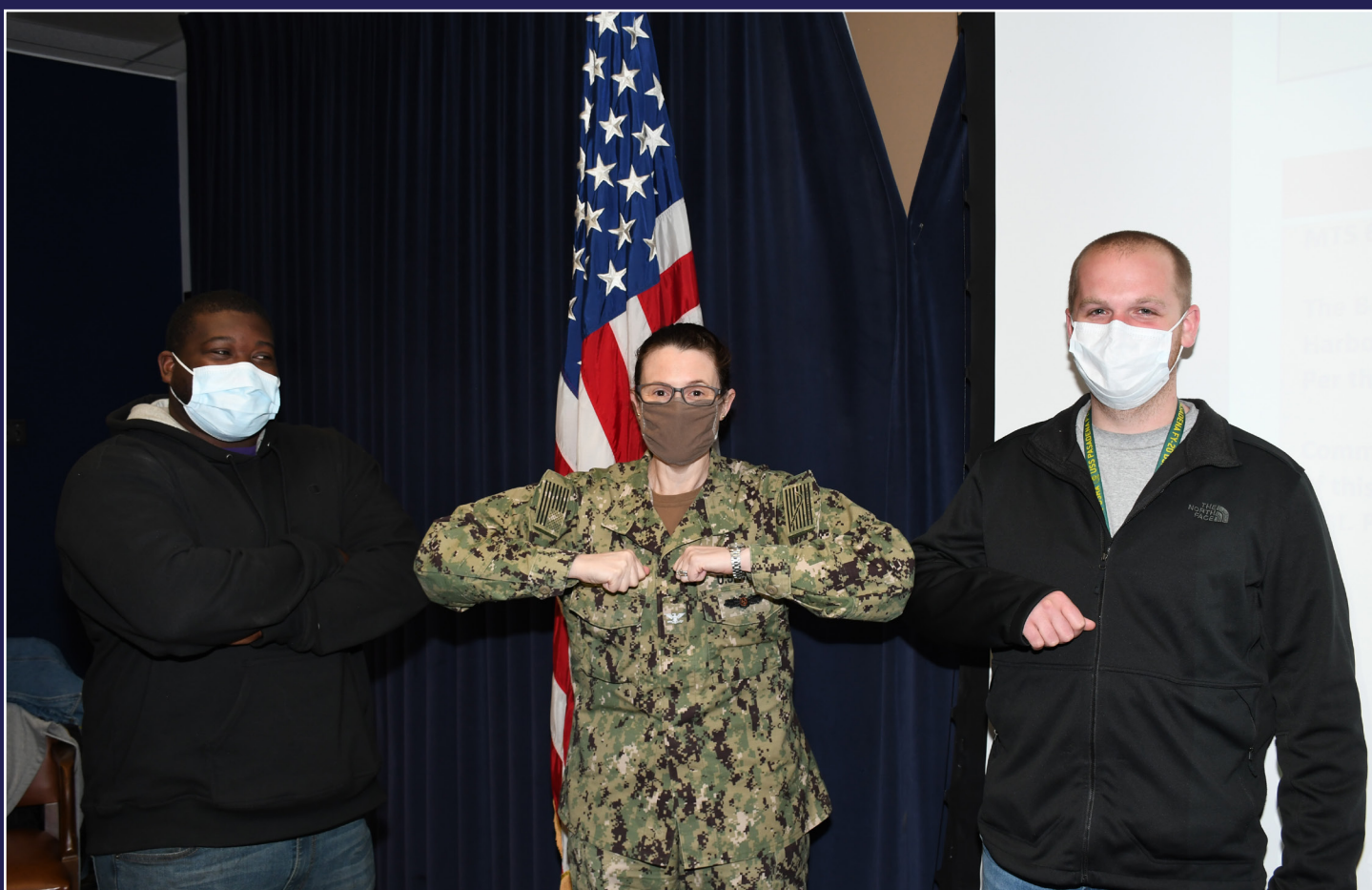


People Development



Capt. Dianna Wolfson has handed out numerous BZ100 awards as Norfolk Naval Shipyard's Commander. The BZ100 awards are 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/>.

PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST



BRAVO ZULU, AMERICA'S SHIPYARD

C-FRAM FRAUD SCHEME AWARENESS

MAY EDITION: COUNTERFEIT ELECTRONIC PARTS

Investigations by government organizations such as DCIS, NCIS, and DHS have identified and successfully prosecuted U.S.-based electronics distributors for selling counterfeit electronic parts.

GOVERNMENT-WIDE

United States based independent distributors (not under contract with the part manufacturer) continue to buy counterfeit parts from Asia (primarily China) and sell to DoD and its contractors. Among the important points:

- Affects all tiers of the DoD supply chain
- Applies even to cheap (<\$1) parts
- Thousands of counterfeits every year
- Driven by obsolescence or long lead time
- Counterfeits can be very difficult to detect
- Chinese origin is masked by sale to U.S. companies as 'middle men'
- Counterfeits are high risk for early failure
- Has a potential malicious side

PRB LOGICS EXAMPLE

PRB Logics, a Los Angeles area independent distributor, was raided in 2016, and its owner pled guilty in 2019 to four felony counts. Important observations from this case:

- Over 160,000 suspect counterfeit electronic parts were seized in the 2016 raid
- Parts were sold to DoD contractors and other U.S.-based distributors who may also have sold to DoD and contractors
- Counterfeits came primarily from China, and PRB Logics knew they were counterfeit
- Counterfeits ended up in several DoD systems, affecting NAVSEA, Air Force, and Army at a minimum.
- Owner received a 46-month jail sentence.

INDICATORS (RED FLAGS)

Low prices for complex, obsolete, or otherwise expensive or unavailable parts is a strong indicator the parts may not be as advertised.



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.