

**A SHARED VISION: USS PASADENA'S STEERING AND DIVING TEAM**

# **SERVICE TO THE FLEET**

Norfolk Naval Shipyard

We Are America's Shipyard

October 2021



**NNSY WELCOMES USS DWIGHT  
D. EISENHOWER FOR PLANNED  
INCREMENTAL AVAILABILITY**

**QUICK TO RESPOND: NNSY EMPLOYEES, FIREFIGHTERS, AND POLICE WORK TOGETHER TO  
SAVE LIFE OF TEAMMATE**





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**NNSY CORRECTIVE ACTIONS FOR AUGUST**

During the month of August, the command issued 29 actions. The following are examples and associated behaviors:

**7 terminations-** (non-supervisors) Failure to meet conduct and performance standards during probationary period; Positive drug test for amphetamine/methamphetamine; academic failure; attendance

**5 suspensions-** (2 supervisors, 3 non-supervisors) failure to follow orders; unauthorized absence, violation of work policy; careless workmanship

**7 removals-** (non-supervisors) Failure to follow proper leave procedures and (b) excessive unauthorized absence; failure to complete random drug test, first disciplinary offense; excessive unauthorized absence; failure to meet a condition of

employment; revocation of eligibility for access to classified information and/or assignment to duties that have been designated national security sensitive

**3 reprimands-** (non-supervisors) Failure to carryout work assignment, careless workmanship; performing work without valid qualifications, first disciplinary offense; failure to follow written order

**6 indefinite suspensions-** (2 supervisors, 4 non-supervisors) Failure to meet condition of employment: i.e., suspension of access to classified information and assignment to sensitive duties

**DELIBERATE & INTENTIONAL WITH DIVERSITY, EQUITY AND INCLUSION**

BY TARANE PARKER • DIVERSITY, EQUITY AND INCLUSION DIRECTOR

The landscape for diversity, equity, and inclusion (DE&I) has increasingly changed over the past year and its importance continues to be echoed nationwide. However, there are still some things that we as a Nation and as an organization continue to struggle with when it comes to culture and where DE&I fits into the equation. One of the biggest conversations is changing culture is the best equation to solve our issues here at Norfolk Naval Shipyard (NNSY). This still reigns true and is being doubled down on by leadership across the shipyard. However, DE&I must be embedded in everything we do, attempt, and see here at NNSY in order to achieve that change so many of us yearn for.

Every employee walking the historic grounds at NNSY must be able to feel that there is a sense of belonging and value and know that they are a part of the process. The bottom line of it all is that we need to be as inclusive as possible. Inclusive actions and behaviors need to be embedded into the fabric of our organization. Everyone has a part in making that happen. We all become the seamstress who ensures that DE&I is woven into our organizational fabric so much so that when adversity hits or problems arise, we as a unit will be able to overcome anything together and continue on with the mission.

How do we get there? We must continue to increase our diversity. Diversity of thought is a beautiful thing. As an organization inclusivity

is innovative. Therefore, inclusion is not tolerance, it is unquestioned acceptance. We must continue to place emphasis on valuing people. Value people on their potential and not on their history. Opportunities are full of second chances.

As we move forward as an organization, keep in mind we are better together than apart. Our differences are what makes us great. Mexican author Con Miguel Ruiz once stated, "Let's stop believing that our differences make us superior or inferior to one another." In essence, just because there are differences among us, does not mean one's difference is better than the next difference. The difference is what makes the difference.

The process of becoming a more diverse, equitable, and inclusive environment takes time. It is not going to happen overnight or in the next week or two. However, joining together and valuing each other in a way that is uplifting, supportive, and inclusive speeds up the process of creating a more inclusive environment for everyone regardless of their race, sex, identity, or color. Maya Angelou framed it best by stating, "We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color." One Mission, One Team!

## From the Commander, Capt. Dianna Wolfson:



Hello, America's Shipyard! I was recently asked about my three biggest priorities as Shipyard Commander. I know we have had an extremely dynamic year so I thought it would be good to get centered again, allowing each of us to better understand how we fit into these priorities and keep us rowing in the same direction!

1. People. It all comes down to our people. Valuing our ONE TEAM in America's Shipyard is vital to everything I do, because it's people who do the work and drive results. Whether it's a wrench or a 3D printer, tools are nothing without the actions of capable and committed persons using them. This is why we're shifting the paradigm, through efforts like Naval Sustainment Systems—Shipyard (NSS-SY), to treat ship artisans like surgeons, giving them everything needed within arm's reach to do great things. High performing teams are made from high performing people. The Strategic Framework is our playbook to enable us to move as a team toward becoming a world class enterprise. In order to meet our vision, we must work as a team to develop a positive, inclusive culture and exercise our C.O.R.E. values with ourselves and each other.

2. Performance. This goes directly to meeting our vision to deliver on time, every time, everywhere to protect America. Guided by our Strategic Framework principles and with the four pillars driving change, we will see our results improve – Safety, Quality, Delivery, Cost and with an Invested Workforce. We are on the frontlines of our nation's defense, and that is a role we cannot shy away from. I

## Priorities in America's Shipyard

want every person to go home each day proud of their performance; proud of what they accomplished AND how they accomplished it. That's why we need to work with urgency and persistence making every hour, every evolution, count for what it is—another step to delivering a critical asset back to the Navy as we committed. We must earn our title of "America's Shipyard" every day through our pride, our purpose, and our performance, to our Navy and Nation.

3. Pandemic Protection. Recent trends remind us to remain vigilant with preventative COVID behaviors to protect ourselves and our teammates—and by extension our families, community, Navy and Nation. I get it—we're all tired of talking and hearing about it, covering our faces, mentally measuring our proximity to others, and rushing to wash our hands. For some, practicing these behaviors has become second nature; meanwhile, others just want to ignore COVID and hope it eventually goes away. Complacency will perpetuate the pandemic; commitment will help end it. A few weeks back, I learned of an "us vs. them" mentality when it comes to wearing masks in the workplace. A lot of factors shape people's attitudes about mask wearing and vaccinations, and these are perpetuated outside the shipyard. But the guidelines while you're here and at our support sites are clear and every one of us needs to hold ourselves and those around us accountable to practice them. Because it comes down to this. We must look out for each other. Even if you don't think it can affect you, it can affect your teammates and their loved ones. And as a result, our people can't perform their jobs, and we can't reach the necessary performance level when we have significant numbers of personnel impacted by COVID, especially when it comes to preventable situations. We can each set the standard in modeling "what right looks like." We are our own best self-defense!

It's hard to believe we're already into the fall, but here we are! With a new season comes fresh opportunities for success, including delving into work on USS Dwight D. Eisenhower's (CVN 69) Planned Incremental Availability! We've taken significant steps in positioning ourselves for success on IKE, from planning and teamwork with ship's crew and our partners, to the Off-Yard Carriers Team

assisting in work at Naval Station Norfolk, to implementing Naval Sustainment Systems—Shipyard (NSS-SY) improvements for the first time on a carrier. We must be postured with ready responses when challenges occur. Keep focused not on what we can't do, but what we can do. We are empowered to fix or elevate issues as they arise so we can make every hour, every evolution, count to deliver IKE on time. Additionally, USS Toledo's (SSN 769) ongoing Engineered Overhaul remains a significant focus, and also our push to return USS Pasadena (SSN 752) to the Fleet following completion of its Drydocking Selected Restricted Availability. Our Navy and Nation are depending on us to deliver combat power back to the Fleet when it's needed. #wegotthis

**Capt. Dianna Wolfson**  
Commander,  
Norfolk Naval Shipyard





*October is Breast Cancer Awareness Month*

# Know the symptoms.

*Regularly check yourself and get a mammogram.*

**Early detection can save your life.**



# OUR STRATEGIC FRAMEWORK



## INFRASTRUCTURE

### IMPROVING INFRASTRUCTURE: THE SELF-HELP INITIATIVE

BY JASON SCARBOROUGH • 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.*

Norfolk Naval Shipyard's (NNSY) facilities can be vulnerable to wear and tear after years of aging, and deficiencies and degradation can outpace the means to refurbish them. Facility improvements that are reviewed and approved through a work permit process provide an avenue to augment Commander, Navy Installations Command (CNIC) sustainment resources. The work permit process allows the Public Works Department (PWD) to ensure facilities improvements are accomplished in accordance with applicable codes. Over time, the work permit process became bogged down with redundant requests causing excessive review periods and a declining output in the work permit process. Additionally, at that time, NNSY dissolved the Self-Help Program, leaving no dedicated support or a dedicated team to execute facilities improvements. The objective of the Self-Help Program was to improve NNSY's ability in organically executing facility improvements through an accelerated work permit process.

As a support system for the NNSY Strategic Framework and its Infrastructure pillar, the Infrastructure Pillar Team (IPT) identified a need to improve the work permit process and reestablished the Self-Help Program. This was one of the first initiatives accomplished by the IPT. The benefit to this program is it allows NNSY to utilize available organic resources to achieve facility standards above what is currently resourced through CNIC.

The new Self-Help Team consists of a trades manager, one supervisor, one work leader and 13 mechanics. This team of multi-trade specialists have received over 193 work requests since November 2020 and executed approximately 160 of those jobs to completion with the rest still in progress or awaiting materials. These projects have been able to be executed through an accelerated work permit process that was developed with the help of the Facilities Support Branch (Code 985) and Naval Facilities Engineering Systems Command (NAVFAC). This allows the team to perform cosmetic and nonintrusive work such as painting and new flooring in the facilities upon request through a Facility Operations Specialist and the materials are funded by the requesting organization.

Code 900F.1 Temporary Facility & Equipment Division Head Jason Smith said, "Some projects that

have been completed or are currently in progress are Bldg. 1500's first floor remodel for alignment to move Code 300 and Code 900 management and staff, allowing waterfront projects closer access to the north end dry docks in Bldg. 1505. The Self-Help Team remodeled Bldg. 510's Superintendent's Office and administrative area as well as their break room, multiple areas in Bldg. 62's Radiological Control (RADCON) spaces have had new floors, ceiling tiles installed and walls were painted. Several of the nursing mother's rooms throughout NNSY have been refurbished; Bldg. 184's Technology and Innovation area is under ongoing refurbishment for the use of incoming equipment to support waterfront projects. The team has also executed projects in Bldg. 510, 369, 202, 163 and 298 to replace missing or damaged ceiling tiles, clean diffusers, replace old or damaged flooring and repainted several walls throughout."

In addition to these cosmetic projects, the Self-Help Team also performs maintenance throughout the shipyard by changing light bulbs, repairing toilets, heating, ventilation, and air conditioning (HVAC) work, cleaning up and furnishing offices and other spaces with desks, tables and chairs.

The IPT champions 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 successes the Self-Help Team has experienced so far has been led by the Waterfront Production & Self Help Support Branch (Code 900F.11) Supervisory Waterfront Branch Head Steve Vernon, Internal Shop Manager Gary Harvey, Maintenance Mechanic Supervisor Steve Hall and each of the 14 personnel who seek to do high quality work in a timely manner every day. They work hand-in-hand with the Code 985 facility operations specialists, engineers, NAVFAC and customers to ensure material estimates and schedule estimates are provided and executed. The team is working to better achieve a state where the NNSY's infrastructure (defined as facilities, utilities, equipment, and information and communication systems) supports on-time warship delivery to meet today's mission as well as the mission of tomorrow.



# FRAMEWORK PILLARS



## DEPENDABLE MISSION DELIVERY TEAM MAKES GREAT STRIDES FORWARD, BUT STILL MORE TO DO

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Earlier this year when the Dependable Delivery Mission Pillar Team (MPT) was formed, the members were given a high priority tasking of finding ways to increase productive capacity to ensure Norfolk Naval Shipyard (NNSY) delivers on time, every time, anywhere to protect America.

“Overall, we established four key focus areas with ‘Get Real’ (current state) measures and ‘Get Better’ (future state) goals and are tracking our progressive measures and targets within each focus area to assess the effectiveness of the actions taken,” said Engineering and Planning Manager (Code 200) and Dependable Mission Delivery Team Lead Mike Zydron. “All are aligned to increase overall productive capacity with specific focus on increasing straight time charges each day to progress in-yard Chief of Naval Operations (CNO) availability work to on-time completion.” Productive capacity is defined as the number of our people executing wrench turning work, measured in resources per day, within budgeted job allowances.

The MPT is using a systems-based strategy on its first pass to identify the following four MPT focus areas to measurably increase productive capacity: reduce overhead; optimize direct support services; improve production efficiency; and inventory and reassign targeted other direct work. MPT team members paired up to lead a particular focus area to determine what improvements could be made, put them into action and be held accountable to obtain hard results.

“We were at the highest usage of overhead resources per day that we have seen,” said Business and Strategic Planning Manager (Code 1201) Maria Williams. “We were not holding ourselves accountable to labor expenditures and had no documented plan to get better by department or overall shipyard.”

The MPT performed a bottom-up review of the shipyard’s overhead resources per day by department and have identified areas for improvement and reduction. A phased overhead labor expenditure plan was developed for Fiscal Year (FY) 2022 and will be tracked monthly to ensure each department is aligned with the execution parameters. This will allow the shipyard to take mitigating actions in a timely manner to remain on plan. The goal is to reduce overhead by approximately 215 to 235 resources per day to meet corporate targets.

Freeing up overhead positions will allow NNSY to reassign the billets to the waterfront, in particular,

on the project itself. There were less mechanics who perform the actual work on CNO availabilities earlier this year than there were in 2013.

“We had approximately 1,450 allocated resources (mechanics) in yard at the start,” said Operations Officer (Code 300) Capt. Michael Oberdorf. “We took integral steps to the point where we are now at approximately 1,850 mechanics directly assigned to a project, not counting those on leave or in training. Our goal is to have 2,300 resources available at any given time.”

The MPT identified early this year that production efficiency over the last seven years fell significantly from a .83 in FY14 to .65 in Jan of FY21. Through the MPT production efficiency focus within the “Get Real, Get Better” initiative, total production has improved to a cost performance of .72. “We are moving in the right direction but we must sustain these efforts to meet our goal of a .75 cost performance in Nov. 2021 and a .85 in May 2022,” said Production Resource Manager (Code 900R) Toney Pierce.

NNSY provides services to the Fleet and to other government agencies that do not directly correlate with CNO availability projects. In March, the MPT identified 10 functional areas of other direct work requiring 738 full-time equivalent on average to execute. Currently, the Business and Strategic Planning Branch is assessing six capabilities to divest in parallel with discussions at the corporate level and the Shipyard Capabilities Team.

Over the course of the last few months, the MPT has worked collaboratively to meet the shipyard’s mission to repair, modernize, and inactivate our Navy’s warships and training platforms on time, every time.

“When we started the MPT, individual departmental representation in meetings was more pronounced,” said Zydron. “As we moved forward with an aggressive weekly drumbeat, we saw the department boundaries blend to work together as a group of leaders focused on improving the core mission of the shipyard. The overall effort to move the needle on mission delivery is a concentrated effort that will be accomplished by using our strengths from department representatives, subject matter experts and talented people across the shipyard to produce results. It’s all about One Team, One Mission one fight to measurably improve dependable mission delivery and to show why we are America’s shipyard.”

DEPENDABLE MISSION  
DELIVERY



## JOIN AMERICA'S SHIPYARD TEAM: ANSWERING NNSY'S MOST FREQUENTLY ASKED HIRING QUESTIONS

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

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Norfolk Naval Shipyard (NNSY) is ONE TEAM with ONE MISSION to repair, modernize and inactivate our Navy's warships and training platforms. There are a few things that anyone looking to join the America's Shipyard team needs to know about the hiring process. Fleet Forces Human Resources Specialist Linda Lugo-Mundy answered some of the most frequently asked questions about the hiring process at NNSY.

### **Question: What are the main components that every application must include to be considered for employment at NNSY?**

Answer: In order for an application to be considered for employment at NNSY, it must include:

1. A complete resume that provides sufficient experience and/or education to perform the duties required by the specific position. A good way to ensure that all essential information is included in the resume is to use the Resume Builder tool in USAJOBS.
2. For current GS employees applying for a higher grade than what they currently hold, an SF-50 must be provided showing that they have held the next lower grade for at least one year. In many cases, two SF-50s (a current SF-50 and the last promotion SF-50) are required to determine time-in-grade and eligibility for promotion.
3. If a membership, license, certification, or credential is claimed within the resume, a copy of the document must be included in the application package unless the position does not include these items under the "Conditions of Employment."
4. If a position has educational requirements, an application must also include official or unofficial transcripts issued from an accredited school.
5. If the applicant is claiming veteran's preference and/or veteran's disability, a copy of the latest DD-214 Certificate of Release or Discharge from Active Duty (any copy that shows all dates of service, as well as character of service [Honorable, General, etc.] is acceptable) OR a Veteran's Affairs (VA) letter that shows the dates of service or service connected disability AND character of service must be submitted.

### **Question: What is the timeline for hiring at NNSY?**

Answer: There is no set timeline from when someone is offered a position to when they come onboard. In order to set an onboard date, there are contingencies that must be cleared such as obtaining a security clearance, and passing a pre-employment physical and drug test. Obtaining a security clearance can take anywhere from a few weeks to several months, which can delay the onboarding process. Additionally, in the event someone does not pass their pre-employment physical, NNSY may require additional documentation from their Primary Care Manager which can take time to obtain.

### **Question: What do hiring managers look for when reviewing applications for both new hires and current NNSY employees looking to move to another position?**

Answer: Hiring managers evaluate candidates by reviewing resumes, interviewing the candidates, checking references, and matching the requirements of the position against the experience of the candidate. Managers not only look at the experience someone has listed in their resume but also give weight to performance appraisals and incentive awards.

### **Question: Who should an applicant contact if they have questions about the status of their application?**

Answer: Questions regarding the status of an application should be directed to the Department of the Navy Employment Information Center (DONEIC), that can be reached at 1-800-378-4559 OR DONEIC@navy.mil. This information is listed at the bottom of every announcement. If the position is a Management Identification of Candidates (MIOC), then the point of contact for that position can be found on the Solicitation of Interest.

### **Question: Where can people apply for jobs at NNSY?**

Answer: Interested applicants can apply through USAJOBS.gov, Indeed.com, or any job fair with NNSY participation.



# FRAMEWORK PILLARS



## PROCESS IMPROVEMENT AND INNOVATION

### NNSY TECHNOLOGY AND INNOVATION LAB WORKS TOGETHER WITH CONDENSER LEAD TO DEVELOP 3-D PRINTED CONDENSER REPLICATION REVIEW STAND

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

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Norfolk Naval Shipyard's (NNSY) Technology and Innovation (T&I) Laboratory recently partnered with Surface Ship Propulsion Plant Piping Systems Waterfront Support Branch (Code 261) Mechanical Engineering Technician Drew Eckel to 3-D print a condenser replication review stand for analyzing deficiencies in condenser tubes aboard naval vessels.

Eckel served as condenser work lead on the USS Harry S. Truman (CVN 75) project, ensuring the condition of the condenser tubes. "Condensers in a naval propulsion steam cycle work by sending cooling water (seawater) through the condenser tubes that cool steam flowing around the outside of those tubes," said Eckel. "This action condenses the steam back into water and the cycle continues. The condition of these tubes is vital in ensuring the heat transfer efficiency of the condenser and ensuring a tube does not suffer a catastrophic failure that will contaminate the steam with seawater."

NNSY's Nondestructive Test Division (Code 135) performs inspections as the primary analysis of these condenser tubes to identify any defect types across a majority of the tube. However, this method is challenging with accurately identifying any defects at the tube ends. To further analyze certain tube end defects, a compound is injected into the tube end that after curing will replicate the inside diameter of the tube. Engineering then uses an optical comparator to accurately measure defects on these replications down to zero point zero, zero one". An optical comparator essentially shines a light across one side of the replication and measurements are taken from the defects that appear in the shadow. Depending on the extent of the defect, Naval Sea Systems Command (NAVSEA 05V/08) and the Engineering and Planning Department (Code 200) are responsible for working corrective actions.

The historical method of aligning the replication to reveal the defect at its maximum height was difficult. On Truman, Eckel designed a stand to mount to the optical comparator stand and allow the replication to be supported with bearing surface to freely rotate the replication and maintain perpendicular alignment to the

optical comparator reflecting surfaces. This gives greater assurance that NNSY personnel can accurately measure and address any tube end defects.

With design in hand, Eckel reached out to the T&I Lab to make this idea of his a reality utilizing additive manufacturing.

NNSY's T&I Lab launched the Real Ideas Program for shipyard workers to submit and implement new ideas and technology to improve safety, cost, productivity, and quality of executed projects. The program team collaborates with employees in understanding their needs, researching what's available, and breaking down barriers to develop and deploy the ideas.

"The Real Ideas Program allows our shipyard employees to be able to innovate and improve how we do things at America's Shipyard," said NNSY T&I Lab Research, Development, Testing, and Evaluation (RDT&E) Manager Joey Hoellerich. "Drew's been amazing to work with. He came to us with a need and has been with us every step of the way, communicating with us and providing his feedback for ways to improve the design. This project has really highlighted what the Real Ideas Program is all about, working with our customers as a team to get to that desired end goal."

"We worked side-by-side with Drew, 3-D printing the design and seeing what material or iteration would work best for his needs," said Additive Manufacturing 3-D Printer Operator Dixie Cox. "We've done at least 10 prints so far of various iterations for this stand and we've made tweaks here and there to get it just right for the job at hand."

The team has finalized the stand with plans to deploy to the Code 135, Code 261, and the Submarine Piping and Mechanical Branch (Code 265), as well as potentially the other public shipyards.

For more information regarding innovation and the CPI&I Pillar Team, contact the NNSY T&I Lab at 757-396-7180 or email the REAL Ideas program at [NNSY\\_REALIdeas@navy.mil](mailto:NNSY_REALIdeas@navy.mil).

# WHO SETS THE TONE FOR CULTURE AT AMERICA'S SHIPYARD?

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST

Norfolk Naval Shipyard's (NNSY) Culture Change Team (CCT) has been working toward changing any improper behaviors of the workforce, eliminating discrimination, and encouraging the values of Care, Ownership, Respect, and Excellence (C.O.R.E.) through training, peer-to-peer accountability, and focus group feedback. At NNSY, there are approximately 10,500 workers doing their part in the execution of the mission to modernize, repair, and inactivate the Navy's warships. With so many different employees with various personal beliefs, ideals, and skills coming together as ONE TEAM, one question the CCT has often been asked is: who sets the tone for culture at America's Shipyard?

The answer: at NNSY, it comes from the top and trickles down to each individual in the shipyard. Leadership leads the charge in setting the tone and expectations for the workforce. From there, everyone is expected to do their part to improve the culture and make America's Shipyard the best place it can be for all employees, Sailors, and tenants, working together as ONE TEAM serving ONE MISSION.

Shipyard Commander Capt. Dianna Wolfson said, "Building a better culture is a team effort. Engage with your teammates and leaders and stand up for each other. Know that discrimination and harassment in the workplace will not be tolerated and it takes every one of us to do our part. We must take action in upholding the standards we set forth as an organization. You are empowered to speak up when issues occur, and know you are free of reprisal when doing the right thing. Your thoughts, your actions, your examples set the tone for a shipyard we should all want—a workplace free of harassment and discrimination. No one is immune to this standard."

Alongside this strong stance, every leader within America's Shipyard also is expected to sign and adhere to the "NNSY Supervisor Conduct, Standards, and Expectations Contract," a document that states that they will lead by example and with

accountability to ensure a safe, respectful, and inclusive work environment for all employees. The contract is a transparent and clear expectation that is visible to all employees, ensuring that they hold leadership accountable to those expectations.

"As shipyard leaders, we are ultimately responsible for what is encouraged and tolerated in our workplace," said Code 950 Deputy Superintendent Krystal Middleton. "We have the great responsibility to do the right thing, no matter the consequences, and empower our team to have the same courage. When those efforts are genuine and truly shine, you see mental models shift and end up with a team willing to work with you and follow the example set."

Code 930N Quality Assurance Specialist Monica Vann added, "Our jobs are for an extremely important cause that must be taken seriously at all levels and at all times. How we work, interact, and relate to one another (our culture) will determine how successful we are for our customer. Our culture shows how great our shipyard will be because our culture is expressed outside ourselves and into the world around us."

As the CCT continues to work with the workforce in paving the way toward ensuring America's Shipyard is an inclusive workplace for all, the expectations have been set across the board for everyone to do their part in improving the culture of NNSY.

"Culture covers a lot of ground, but most importantly for the shipyard, culture is 'how we get things done,'" said Code 130 Quality Assurance Director George Fitzgerald. "It is the way we approach complicated problems, the way we organize ourselves around difficult tasks, the way we assure the quality of our work and the way we work together to get all of that done. There is nothing more important in helping us accomplish our mission. It is the glue that binds us together and allows us to work together to get the incredible things we have to do done for the Navy."

For more information or to learn how you can join the CCT efforts, email [NNSY\\_CultureChangeTeam@navy.mil](mailto:NNSY_CultureChangeTeam@navy.mil).







# The Case of the Property Inventor Cycle

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

It started Sept. 1 when the annual Property Inventory Cycle began at Norfolk Naval Shipyard (NNSY). Detective Jonas Quinn remembered it vividly - NNSY's Comptroller Officer (Code 600) Accountable Property Officer Beth Owens called him in to discuss the inventory.

"At one time, NNSY was required to conduct inventory on general equipment greater than \$5,000 and 50-inch and above monitors regardless of their price," said Owens. "Recently, the Navy changed the requirement of the periodicity of the inventory making it required annually."

"Why change it?" asked Quinn.

"A few years ago, the Navy needed some aircraft parts, but there was no evidence that the parts needed were on any inventory list," said Code 600 Accounting Officer Lauren Pankratz. "After spending money on the parts, it was discovered that the Navy had the parts all along hidden in a conex box on a base. If proper inventory had been conducted, money and time could have been reduced, and could have been put toward other projects."

"How has NNSY done during its inventory cycles?" asked Quinn.

"Last year we had our 'Get Real, Get Better' eye-opening moment during an audit," said Owens. "We took the lessons learned and revamped the way we do things throughout the year."

Quinn asked, "What were some of those lessons?"

"The biggest culprit is ignorance at no fault to the employee. People just didn't know what was expected of them when dealing with general equipment," said Pankratz. "To rectify this, we established two training courses, Property Management Policy Training for NNSY Property Management Back to Basics

Training Brief and Proper Management Forms training."

"Both trainings are offered twice a month," added Owens. "They are open to all shipyard employees regardless of position or pay grade, because equipment inventory is everyone's responsibilities, not just the designated custodians."

"What were some of the things people didn't know that could help with the inventory?" asked Quinn.

"Documentation," said Owens. "When general equipment is purchased, the employee has seven days from the time of receipt to submit the proper forms to property management. The same goes with transferring equipment to or from a different shop, if the equipment is out of commission and if the equipment is disposed of."

"I take it this hasn't been done in the past?" asked Quinn.

"Not to the extent it should've been done," said Owens. "Equipment changed shops, and codes for whatever reason disposed of the equipment, either by throwing it away in a dumpster or sending it to Reutilization, Transfer, and Donation (RTD) - Defense Logistics Agency (DLA), formerly known as the Defense Reutilization Marketing Office (DRMO). On records we had equipment on the inventory list that the shipyard no longer had."

"What are the benefits of conducting a general equipment inventory then?" asked Quinn.

"We can use the documentation to see if we are over-purchasing," said Pankratz. "If a shop keeps ordering a certain item and during the inventory we see that they have an abundance of that said item, then we can take steps to ensure no more are ordered. Without

a proper inventory or knowing where your equipment is, it is easy to purchase more than is required or needed."

"This also helps with determining if we have missing items," said Owens. "If a code has 10 items on their inventory sheet, but can only find six, then where are the other four?"

Quinn asked, "Do you think someone has stolen the equipment?"

"Not necessarily," said Owens. "Although theft isn't ruled out, it could be something as simple as when an employee was assigned to another shop or code, they took the equipment with him, not knowing he had to tell someone. Or the equipment could be in a warehouse or conex box that people forgot about. This is why it is so important to keep an accurate inventory."

"How accurate does the inventory audit have to be?" asked Quinn.

"Each department needs to pass with a 98 percent or better. If they don't, they have to come up with a shipyard commander approved action plan to prevent this from happening again," said Owens.

"Anything else, ladies?" asked Quinn.

"Yes," said Owens. "You find the dates and times of our property management classes on WebCentral under Code 600's page, and This Week at NNSY that is put out by Public Affairs Office every Monday. And you can always contact me, Beth Owens, at [beth.owens@navy.mil](mailto:beth.owens@navy.mil) if you want more information pertaining to the inventory cycle or anything property management related."

**Editor's Note: Although the character of Jonas Quinn is fictitious, the witnesses and the issue at hand are real. This is part of an ongoing article series to promote good work practices at NNSY.**



## NNSY welcomes USS Dwight D. Eisenhower for Planned Incremental Availability

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST  
PHOTO BY SHELBY WEST • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) welcomed USS Dwight D. Eisenhower (CVN 69) Aug. 25 in advance of its 13-month Planned Incremental Availability (PIA).

Planning for IKE's arrival has been underway for 18 months at NNSY and the shipyard is ready for the challenge. "The project has worked extensively with the CVN-69 team to prepare for the ship's arrival," said Project Superintendent Scott Fowler. "The project team has worked with numerous stakeholders to make preparations for a successful availability including working with Fleet and the Type Commander to get a berthing barge, a number of reviews with NAVSEA, and taking advantage of the ship's post-deployment standdown period to start

work at Naval Station Norfolk prior to its arrival at NNSY."

"Our partnership with America's Shipyard is already off to a tremendous start," said Capt. Paul F. Campagna, Eisenhower's commanding officer. "We expect this partnership to become greater each day, as we function as one team working with one mission - to return the IKE to the Fleet ready to protect our Nation."

Planning the availability during the pandemic brought up new challenges for a carrier overhaul at NNSY, but an effective teaming effort between the project and ship's force helped mitigate them. "COVID restrictions severely impacted the team's ability to perform inspections and assessments that are vital to understanding

the material condition of the ship and its equipment," said Military Deputy Project Superintendent LCDR Cody White. "The ship has provided fantastic support by accomplishing the majority of these inspections underway without the normal in-person support from shipyard engineers. Communicating these results back to NNSY has been key to accurately planning the work for availability."

In preparation for the ship's arrival, NNSY's Eisenhower production team focused on developing an accurate and achievable plan to support an on-time delivery. "A lot of effort has gone into planning and workload assessments to ensure the project can be resourced correctly and the duration is sufficient based on NNSY's workload. This is





vital for NNSY's Balanced Command Plan," said White.

The shipyard will contribute 365,000 of the availability's 536,000 work days, with Ship's Force, Alteration Installation Teams (AIT), Huntington Ingalls Industries--Newport News Shipbuilding, and contractors comprising the rest.

Exemplifying Shipyard Commander Capt. Dianna Wolfson's "One Mission, One Team" mantra, the entire IKE team is laser focused on returning this critical warship back to the Fleet on time. "From our Off-Yard Carriers Group helping to execute work over at Naval Station Norfolk to the Code 361 special emphasis work being done – all of NNSY is working to ensure that the project has the resources needed to fulfill the mission and

return IKE to the Fleet on time," said Fowler. "This coordination and teamwork is key to the success of not only the IKE project, but the shipyard as a whole."

"The successful execution of USS Eisenhower's availability at NNSY is key to both the shipyard's success and national security," said Campagna. "Dependable delivery is vital for the Fleet's operational commitments over the next few years."

Wolfson said, "We welcome USS Dwight D. Eisenhower back to America's Shipyard! Our shipyard has an extensive history serving Eisenhower and our project team has been effectively planning for this moment and coordinating as One Team with our PIA partners. Now it's time to put those plans into execution . . . ready, set, IKE!"

#### This article links to:



Dependable Mission Delivery



Process Improvement and Innovation



# NNSY's Patriot Day Ceremony:

## Remembering September 11th

### 20 Years Later

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

On the morning of Sept. 11, 2001, 19 terrorists from the Islamist extremist group al Qaeda hijacked four commercial aircraft and crashed two of them into the North and South Towers of the World Trade Center complex in New York City. A third plane crashed into the Pentagon in Arlington, Va. After learning about the other attacks, passengers on the fourth hijacked plane, Flight 93, fought back, and the plane crashed into an empty field in western Pennsylvania about 20 minutes by air from Washington, D.C. The Twin Towers collapsed shortly after the crashes due to the damage from the subsequent fires. Nearly 3,000 people were killed from 93 different countries. Most of the fatalities were from the attacks on the World Trade Center. At the Pentagon, 184 people were killed, including civilians and service members, and 40 people were killed on Flight 93. It was the worst attack on American soil since the Japanese attacked Pearl Harbor, Hawaii, in 1941.

Armed forces, law enforcement and emergency response personnel courageously and tirelessly worked to save lives after the attacks. After nearly 3,000 lives lost and approximately 6,000 people injured, the country would never be the same, and although the tragedy left our nation scarred, we continue to heal and continue to be resilient.

This year marks the 20th anniversary of the 9/11 attacks and Norfolk Naval Shipyard (NNSY) held a Patriot Day ceremony to commemorate the lives of those lost and the courage and bravery of all the first responders who helped save lives during the

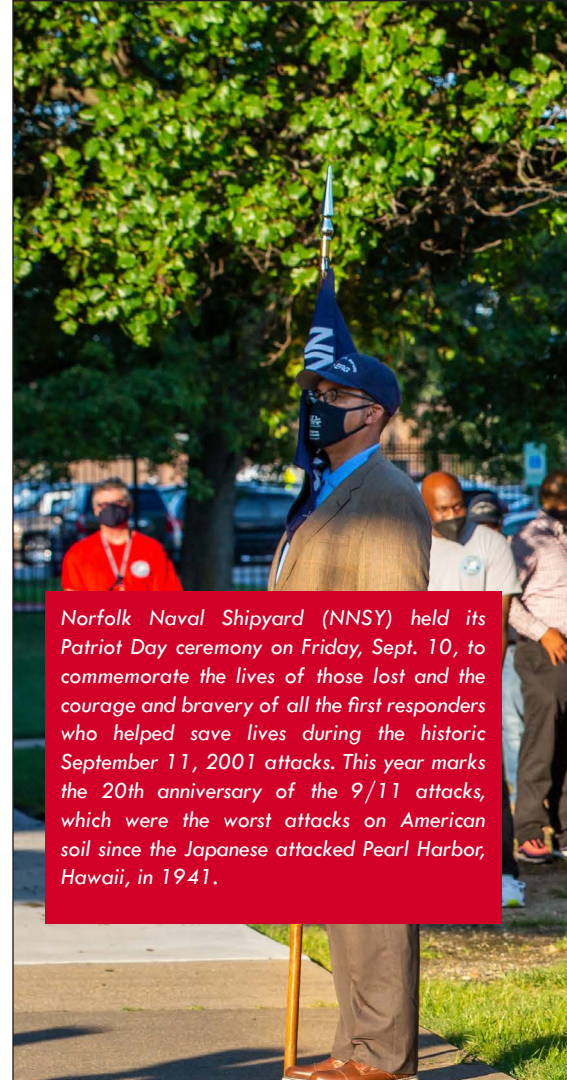
historic attack. NNSY's First Class Petty Officer Association hosted this year's Patriot Day ceremony with assistance from NNSY's Military Veteran Employee Readiness Group.

Culinary Specialist First Class Petty Officer Matthew Yacobellis served as the Master of Ceremonies and shared his story with the audience, living with his family in New York City at the time of attack. He stated, "Certain events in history have a long lasting, far reaching effect on a society. Every generation has some historical events they live through where it affects them in a profound way. For my grandparents it was the World Wars and Korea, for my parents it was Vietnam and the Cold War.

For my generation, the one that was born in the early 80s and lived through the transition of always being outside getting dirty to living on cell phones, it was the events of September 11, 2001."

At the ceremony, NNSY's Shipyard Commander, Captain Dianna Wolfson, discussed the significance of remembering and honoring the victims and the families of the 9/11 attacks.

Wolfson stated, "While it is so significant to reflect on the September 11th attacks every year, somehow it feels even more so as we observe the 20th anniversary. The September 11th attack was one of the defining events of our national history. Just as the generations before us remembered where they were and what they were doing when they learned of the attack on Pearl Harbor, for those old enough to remember them, the events of September 11, 2001 are seared into our memories forever."



Norfolk Naval Shipyard (NNSY) held its Patriot Day ceremony on Friday, Sept. 10, to commemorate the lives of those lost and the courage and bravery of all the first responders who helped save lives during the historic September 11, 2001 attacks. This year marks the 20th anniversary of the 9/11 attacks, which were the worst attacks on American soil since the Japanese attacked Pearl Harbor, Hawaii, in 1941.

An entire generation has been born after the 9/11 attacks. To ensure our Nation always remembers those whose lives were lost, it is important to tell our young people those stories and explain how the sacrifices made that day and since then are relevant to their lives today. Patriot Day on Sept. 11 is a time of remembrance and a time where it is encouraged that those with direct memories of the attacks educate our younger audiences about the devastation of that day, but more importantly, about the resilience and fortitude of the American people.





**LEFT:** Norfolk Naval Shipyard (NNSY), Captain Dianna Wolfson addresses the Norfolk Naval Shipyard (NNSY) workforce during its Patriot Day ceremony. **RIGHT:** NNSY Color Guard prepares to hoist the American flag for morning colors just prior to NNSY's Patriot Day ceremony











# BRAVO ZULU, AMERICA'S SHIPYARD





# QUICK TO RESPOND:

## NNSY EMPLOYEES, FIREFIGHTERS, AND POLICE WORK TOGETHER TO SAVE LIFE OF TEAMMATE

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

It was a stormy Monday afternoon when three Norfolk Naval Shipyard (NNSY) employees rode in their vehicle toward the waterfront. Everything was panning out to be a relatively normal workday for the vehicle's three occupants; however, anything can change in the blink of an eye. As one employee showed noticeable signs of a cardiac arrest, Code 361 Painter's Shop (Shop 71) Gerald Allen and Richard Fourcher knew they had to spring into action to save the life of their coworker.

Fourcher pulled up to the industrial area gate and immediately flagged the guards for medical assistance. Emergency response raced against the clock, the first one on the scene being the police team led by Police Captain and Watch Commander Bryan Ainsworth and Police Officer David Jester. It was quickly determined that the employee was not responsive and would need an automated external defibrillator (AED), a mechanical device that can analyze the heart's rhythm and deliver an electric shock to help re-establish that rhythm. Ainsworth raced to retrieve the AED from the precinct while Fourcher and Jester worked together to stabilize the individual with chest compressions and protect him from the weather conditions outside. Once the AED was in hand, both Jester and Fourcher set up the automated AED, delivering the shock that ultimately re-established the employee's heart rhythm while the fire department and emergency medical technicians (EMT) arrived on scene to take over, including Lieutenant Daryl Clements, and Firefighters/

Paramedics Matthew Norville and Michael Tate. Within minutes, the employee was stabilized and heading to a local medical facility to receive further attention.

It took immediate action and superior performance to ensure this employee's life was saved, and though it seemed the elements were stacked against them, these employees and emergency responders came together as ONE TEAM to get the job done. "It really seemed like everything was going against us that day, especially with the weather causing difficulties in addressing the employee in the vehicle," said Allen. "But that didn't stop the team from stepping up to help our fallen teammate."

Fourcher had previously worked as an instructor for health care providers, a volunteer firefighter, and EMT and was all-too-familiar with the signs of cardiac arrest and knew what needed to be done. "These types of situations are quick and anything can change in the blink of an eye," he said. "I have had years of experience learning how to respond in these sorts of situations so when we noticed the signs I knew we had to hit the ground running to keep our coworker with us." Alongside Jester, who was also well-trained in these first aid techniques, Fourcher was able to keep the employee stabilized until paramedics were on scene to take over. It was because of their knowledge and skills in these sorts of situations that they were able to quickly assess that an AED was needed on scene.

"Within less than a minute of that AED being turned on, it





*NNSY employees receive the Secretary of the Navy's Civilian Service Achievement Medal for meritorious achievement and superior performance while responding to an emergent situation on August 16 at Norfolk Naval Shipyard. The awards were given by Shipyard Commander Capt. Dianna Wolfson. Photographed left to right: Lieutenant Daryl Clements, Police Captain and Watch Commander Bryan Ainsworth, Code 361 Painter's Shop (Shop 71) Richard Fourcher, Code 361 Painter's Shop (Shop 71) Gerald Allen, Police Officer David Jester, and Firefighter/Paramedic Michael Tate. Top right: Members gather for a group photo.*

delivered the shock that ultimately helped in ensuring the life of that employee was saved,” said NNSY Fire Protection, Prevention, and Life Safety Department (Code 1128) Shipyard Fire Marshal Shane Byrne who leads the program for AEDs within the shipyard. “AEDs are passive devices, sort of like insurance. We have approximately 95 total AEDs available across NNSY’s platforms, including all remote locations such as Naval Foundry and Propeller Center in Philadelphia and Naval Submarine Base in Kings Bay, Georgia. Of those, 60 of them are located within the shipyard proper and available for anyone to use. They are there as a ‘just in case’. In this instance, the AED was ultimately needed and was used to help save a life.”

The team members involved were awarded the Secretary of the Navy’s Civilian Service Achievement Medal for meritorious achievement and superior performance during a ceremony Aug. 24.

“To even have this opportunity to see our teammate recover is due to your rapid response in noticing that something was wrong with one of our own and helping where you could,” said Shipyard Commander Capt. Dianna Wolfson. “You all saw your teammate suffering, questioned it, and immediately jumped into action. It took decisive actions to save his life and I’m forever grateful for all of your heroic efforts.”

Navy Region Mid-Atlantic Fire and Emergency Services Assistant Fire Chief James Watson III added, “A huge congrats to all of you on a job well-done. I can’t emphasize enough how important

our public access AED program is here at the shipyard. These employees were able to see the situation firsthand, taking decisive action to engage and act when someone was in need. With the AED in hand, they were able to take the steps needed in those most critical moments to help ensure a more positive outcome.”

“It’s really awesome that the team was able to come together and utilize the device to help a teammate in need,” said Byrne. “I hope more folks across our shipyard are able to familiarize themselves with the AEDs, especially with learning where they are located in case of emergency. They are fully automatic and designed for anyone to be able to use in a pinch so even if they aren’t trained in first aid like those in this particular case. In an emergency, seconds count and having the tools needed and ready to go will greatly improve the outcome.”

For more information on the AED program at NNSY, email [shane.byrne@navy.mil](mailto:shane.byrne@navy.mil), [brent.blasco@navy.mil](mailto:brent.blasco@navy.mil), and [malcolm.tabor@navy.mil](mailto:malcolm.tabor@navy.mil).





## SHIPYARD SPOTLIGHT: MATHEW MACCORD

### KEEPING WATERFRONT WORKERS SAFE

BY ALLISON CONTI • PUBLIC AFFAIRS SPECIALIST

PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Safety is a top priority at Norfolk Naval Shipyard (NNSY). The Preservation and Habitability Department (Code 970) Safety and Occupational Health Specialist Mathew MacCord does his best every day to ensure that no one gets hurt today, or any day, at America's Shipyard.

According to Safety and Occupational Health Supervisor Chris Hewett, "Mat is an energetic advocate for safety on the waterfront. He engages with employees on the deckplate daily and has taken this job and ran with it."

MacCord started his NNSY career on the waterfront as a Woodcrafter Shop (Shop 64) apprentice and still has a love for it. "If I don't walk the piers and docks, then I don't feel like I've made the most of my day," said MacCord.

A native of Suffolk, Va., MacCord studied naval architecture at The State University of New York's Maritime College. After college, he returned to Virginia and found work in the labor trades with jobs such as a hydraulic mechanic, deck hand, and performing concrete and demolition work. "I sampled

many of the industries Hampton Roads has to offer," said MacCord. "This is where I discovered that work ethic and a drive to better yourself is sometimes hidden in a sore back and underpaid efforts."

MacCord eventually made his way to NNSY, was hired as an apprentice, and graduated the program with honors. After graduation, he began working on Moored Training Ship (MTS) projects. "Blanking voids, installing doors that appear to float in place, fabricating tables and shelves, and constructing entire access facilities were only the secondary duties we performed," said MacCord. "Special Hull Treatment (SHT), sound damping, and habitability are the primary drivers of our mission."

While in Shop 64, MacCord bonded with those he worked with, both within his shop and outside. "The sheer nature of our industry and the role we play in it forges tight relationships," said MacCord.

Dedicated to the shipyard's mission of repairing, modernizing, and inactivating our Navy's warships and ensuring that those he worked with got home safe to their families

every night, MacCord was a natural fit to serve as the crew safety representative to the NNSY safety committee.

When the previous Code 970 Safety Advocate retired, MacCord was unanimously named as a replacement. "Through the deckplate bonds I'd made and a continued run of luck with great leadership, I knew I wanted to make the most of my knowledge of safety and my trade," said MacCord.

MacCord's first day in his new position, and his first day at a desk, was in October 2019. "From the start, it was an entirely new world," said MacCord. "It took months of recalibrating nearly everything about myself to lighten my collar. Now under the wings of Chris Hewitt and Colt Eason, I've done so."

Though he may still sit behind a desk, MacCord is still passionate about the waterfront and protecting those who work on it. "The waterfront is where I find the organic source of my purpose," said MacCord.

Outside of work, MacCord is the father



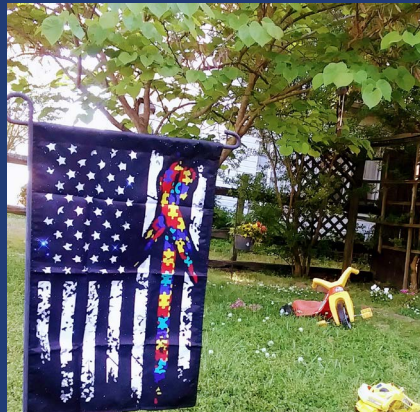
of two children, Liam and Norah. “Together they define the beauty and strength of my world,” he said.

As the parent of a child with autism, parenthood looks different for MacCord than it may for others. “Autism parents have several extra duties that require more than average supervision,” said MacCord. “Everyday tasks can be more challenging and the simplest communication can be a monumental break through. Despite this, we still find ways to camp, hike, and take trips to parks or museums. We don’t let anything get in our way!”

Like many others, the last 18 months have been challenging for MacCord. His father-in-law developed rapid onset dementia and moved in with MacCord and his family. MacCord’s father-in-law had taken him in nine years earlier when he was just starting his career at the shipyard. Then COVID hit, and “Boom!” said MacCord. “We were all locked together, an angry elderly pottymouth and a misunderstood toddler with autism,” he said. “The walls of my world began to collapse, and it took so much from me.”

“I find that I am not the only one in my shipyard family that is barely holding it all together,” said MacCord. “However, one of the most valuable and underrated benefits of life at NNSY is the additional family you never expected to gain.”

He views it as his responsibility to help keep this shipyard family safe.





# NORFOLK NAVAL SHIPYARD'S LITTLE PIECE OF GERMAN HERITAGE

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST  
PHOTOS COURTESY OF THE PORTSMOUTH NAVAL  
SHIPYARD MUSEUM COLLECTION

Then President Ronald Reagan made a proclamation in Oct. 1983, designating Oct. 6 as German-American Day in honor of the first German immigrants who established Germantown, Pa., Oct. 6, 1683, now part of Philadelphia. This is a time for cities with a large German-American population, such as Cincinnati, Ohio; Milwaukee, Wisc.; Pittsburgh, Pa.; and St. Louis, Mo., to name a few, to celebrate their German heritage.

Norfolk Naval Shipyard (NNSY) has a little German heritage as well. When the Great War, also known as World War I, broke out in Europe, President Woodrow Wilson addressed Congress stating that the U.S. would remain neutral.


Meanwhile, Germany ordered its civilian ship crews to become pirates and loot allied merchant ships of their coal and supplies before sinking them. Two of these German ships were the Kronprinz Wilhelm and the Prinz Eitel Friedrich. Upscale passengers considered these ships two of the country's finest luxury liners due to their speed and amenities.

After spending several months at sea without seeing a port call, the ships became in disrepair. The ships' options were limited due to the nature of their mission. Most ports would not accept them. However, due to the United States' neutrality, they were able to pull into Newport News Shipbuilding for much needed repairs. Due to legalities, the ships were not allowed to stay at Newport News Shipbuilding after the repairs were over; at this time, the two German vessels moved to NNSY, then known as the Norfolk Navy Yard.

Due to the British Fleet nearby, the ships were unable to make it back to Germany. The two captains, as unhappy as they were, decided to have the two vessels interned at NNSY which meant sitting out for the rest of the war.

Approximately 1,000 German Sailors were allowed to freely take leave and socialize with the people of Portsmouth. It wasn't long before the German Sailors made national news. They were hosted by politicians, local officials and enjoyed time at the local beaches and attractions.

Some Sailors were not happy with the idea of sitting out the rest of the war. Therefore, there were several attempts to escape. One such escape was when six German officers purchased a yacht, the Eclipse, for "recreational" use. On the morning of Oct. 9, 1915, the Eclipse left Hampton Roads in plain sight, never to be seen or heard from again.



*German sailors gathered around the village church, with a ship's mast and a crane visible in the background.*



German Sailors show off the village they built on Norfolk Navy Yard to the community.



Due to the Eclipse escape and the German U-boat attacks and sinkings that claimed many American lives, the U.S. then confined the German Sailors to their ships and the immediate shoreline. The German Sailors decided to take a creative route to deal with their restrictions. They gathered scrap material and built themselves a small “German village” on the shipyard waterfront near the area of Dry Dock 4.

The German Village consisted of several small houses complete with window curtains and picket fences. They built a church, vegetable and flower gardens as well as tended to various animals that they had claimed from the ships they sunk in the past. There was never a shortage of fresh eggs.

By 1917, the U.S. could no longer remain neutral during the war. On April 6, the U.S. joined the war efforts, at which time the German Sailors became prisoners of war and sent to Fort McPherson near Atlanta, Ga. The Kronprinz Wihelm and the Prinz Eitel Friedrich were sent to Philadelphia Navy Yard to be converted into troop and supply ships.

The German Village was torn down because space was needed to support the war efforts. Dry Dock 4 was built in its place becoming one of the most complex concrete construction at the shipyard up to that point in time.

Although stories and photos of the German Village are the only things that remain in existence, it is those stories and photos that will remind future generations about a rare moment in the shipyard’s 250-plus year history when a German village was constructed at NNSY before the U.S.’s involvement in “the war to end all wars.”

Editor’s Note: Information for this article was garnered from NNSY’s Command Historian and Archivist Marcus W. Robbins and *Portsmouth’s German Village: When Old World Europe Came to the Navy Yard* written by Portsmouth Museums’ Curator of History Diane Cripps.



Postcard view of the German ships Kronprinz Wilhelm and the Prinz Eitel Friederich outboard of one another along the Elizabeth River bank with the “German Village” on Navy Yard property beside them.



# NNSY's Code 200 Advocacy Group Gives Voice to Peers who Need Assistance

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

Norfolk Naval Shipyard's (NNSY) Engineering and Planning Department (Code 200) established its Advocacy Group for Mutual Respect and Courtesy in 2019. It is made up of a group of passionate individuals, from junior-level engineers to senior leadership, who provide an ear to listen to those in need within the department and provide a voice to advocate for them in times of strife.

The brainchild of Employee Development (Code 228) Branch Head Melinda Matthews, the group was formed after she'd worked individually providing advice to employees with a problem. As more and more employees came forward, she saw the need for something more established to help the team. "As more people came forward, it began to affect the day-to-day job," she said. "Not only that, but then I began to think that if so many people were coming to me with a problem, how many others were in the department experiencing issues that weren't coming forward to anyone."

With that in mind, Matthews pitched the idea to Engineering Planning Manager Michael Zydron who was on board for the group's development and took on the sponsor role. He empowered her to get with the other female supervisors in the department and come up with a plan. With their charter written and the team established, the Advocacy Group officially launched in Oct. 2019.

As stated in the charter, "The Code 200 Advocacy Group's purpose is to lend an ear or give a voice that inappropriate behavior will not be tolerated or accepted. Over time, constant peer-to-peer interactions backed by supervision and management engagement and action will result in maintaining high standards regarding people treatment and overall respect for each member of the team."

Matthews said, "If someone has an issue that needs to be addressed, they reach out to our team and we will get back to them quickly ready to listen. They can speak with any of our team members, whomever they are most comfortable with, and we will work with them to mitigate the issue so it can be resolved at the lowest level possible. We also are able to act as mediators for discussions between employees who may not feel comfortable addressing issues on their own. We're all here to help and working together so that each individual coming to us feels comfortable and heard."

The team is handpicked and represent various cultures and genders from entry level to senior management, ensuring those in the position are able to take on the duties expected as an advocate for employees. As Matthews described it, "It is important to have group members that would serve as a fountain, not a drain." For some, like Matthews, they joined the team because they've been seen as someone in the past employees can trust and would come to with their issues. For others, it was because they had been someone with a problem in the past themselves.

"I have been part of the team since its conception and I've been committed to it because I was one of those people that needed someone to help me in the past," said Code 228 Hiring and Recruiting Lead Covena Buddington. "I was offered assistance and wanted to do my part for others so they could receive the same level of help. I really enjoy what we do and what we've built together as a team. We have a group comprised of all levels within the code, helping to ensure that



*Members of Norfolk Naval Shipyard's (NNSY) Engineering and Planning Department's (Code 200) Advocacy Group for Mutual Respect and Courtesy.*

anyone has someone available that they can feel comfortable speaking with."

Matthews added, "It is very important to us that we have the right people in the job to help those around us. We need folks that can calm a storm instead of escalate situations into a hurricane."

Since its conception, the group has worked with various folks from within the code to address issues. In addition, they have offered advice to supervisors and leadership on how to best handle situations. "We want everyone to know that we are here to provide support," said group lead and Surface Ship Non-Nuclear Propulsion Piping, Boiler, and Diesel Engine Support (Code 268) Branch Head Glenda Wilson.

Matthews added, "We're very passionate about what we're doing here. Other departments have shared interest in what we're doing here and what advice we can give them to set up something similar for their employees. We hope this can be shared throughout the shipyard so that employees feel heard."

"This job requires a lot of energy, patience, and love," said Matthews. "Helping others can be a daunting task but with passion and understanding we can ensure our team is at its best."

Zydron said, "Now more than ever, there is a need for engagement at all levels (especially peer-to-peer), in order to achieve our guiding principles and practice our C.O.R.E values of Care, Ownership, Respect, and Excellence. Any disrespectful treatment of a team member will not be tolerated and is a distraction to our core mission. Anyone responsible for such behavior is not aligned with our C.O.R.E values and guiding principles. Groups like this one in parallel with our most recent NNSY supervisory conduct, standards and expectations contract are the positive and continuous actions required to seek out and eradicate disrespectful behavior at NNSY."

For more information or to request assistance, contact Code 200 Advocacy group at [NNSY\\_C200\\_ADVOCACY\\_GROUP@navy.mil](mailto:NNSY_C200_ADVOCACY_GROUP@navy.mil).



# Reasonable Accommodation Program Aids Employees with Disabilities

STORY BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

October is National Disability Employment Awareness Month. The purpose of the observation is to educate the general public about disability employment issues and to celebrate the many and varied contributions of American workers with disabilities.

“A common fear among shipyard employees with mental and physical disabilities is losing their job due to their medical issues,” said U.S. Fleet Forces Equal Employment Opportunity (EEO) Center of Excellence Human Resource Specialist Damita Gabriel. “Although it is a possibility, it is the last resort, after all possibilities of accommodation, in the permanent position of record, or non-competitive placement, have been exhausted. Even then, there are ways to help the disabled employee after his or her shipyard career is over.”

The Reasonable Accommodation (RA) Program is designed to assist or aid individuals who have a physical or mental impairment, whether due to a medical condition that developed over time or an injury that occurred while working for the federal government. It does not matter if the injury occurred during working hours or not, and the disability can be an acute or chronic condition.

“At one time, if an individual was unable to perform their duties and responsibilities due to a medical condition, they were released,” said Gabriel. “The American Disability Act (ADA) of 1990 prohibits discriminating against such individuals with disabilities and the Rehabilitation Act of 1973 requires agencies to offer and implement RA, unless to do so impacts the mission and imposes an undue hardship.”

While individuals with a medical condition have to volunteer for the program, supervisors or family members may submit verbal or written request for accommodation, on behalf of the impaired employee, should they not be able to initiate an official reasonable accommodations request on their own. To initiate the RA process, employees are required to advise their supervisor that they have a medical condition. They do not have to disclose their medical condition, only the limitations associated with the medical condition. The supervisor will then refer the individual to the RA Program Coordinator who will provide counsel and determine if the program is the right choice for the employee or not. A written request, with supporting medical documentation must be submitted, within 15 calendar days, after receipt of RA counsel. Medical documentation must be submitted from the appropriate physician treating the physical or mental impairment.

Once received, the program coordinator conducts an analysis and schedules an advisory team meeting consisting of the supervisor, subject matter expert, human resource representative, and the RA Program Manager. Other members can be added if needed. The information provided is reviewed objectively, setting aside anything the members may or may not know about the medical condition itself. The two questions the advisory team seek answers for are: ‘does the employee meet the definition of a qualified individual with a disability, in accordance with the ADA of 1990?’ and ‘can we effectively accommodate the employee to still perform his or her job?’

“The most common solution is job restructuring,” said Gabriel. “We confirm that the employee is still able to perform his job with modifications. For instance, if their position description states they need to lift 50 pounds, can we modify it to where the individual only has to lift up to 25 pounds and still get the job done?”

If modifications cannot be made to the position description, then the next step is to find another job the individual is qualified for and able to perform with their medical conditions. The job can be at any Department of Navy (DoN) facility in the local area. If a position isn’t found, initially with the local command within 30 days, then the individual can elect to expand the search, within DoN commute distance or to a 50-mile radius of a city and state of their choice. If a position is found, outside of the commute distance of local area, the agency will coordinate transfer but it is up to the individual to pay the shipping costs of household goods.

If an injury occurred in the workplace and the individual is unable to perform his or her job, if accepted by the Department of Labor (DOL), the individual can earn their current salary while going through a vocation rehab. If the DOL finds a position that pays less than what they were making at the shipyard, the DOL will pay the difference. The individual will not lose money.

The final option is disability retirement. Employees should only consider applying for disability retirement after they have provided their agency with complete documentation of medical condition, and the agency has exhausted all reasonable attempts to retain the employee in a productive capacity, through accommodation or reassignment.

For more information on the RA Program, contact the program manager at 757-396-5512 or email [USFF\\_RA.fct@navy.mil](mailto:USFF_RA.fct@navy.mil).

# NNSY Ombudsman Leah Sanders Serves as Vital Link Between Command, Sailor Families



STORY AND PHOTOS BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

Serving in the U.S. Navy can be challenging and difficult, especially for family members of service members. Realizing there was a need for a liaison between family members and the command, a person that has the tools and resources to help family members during emergencies and other events, Adm. Elmo R. Zumwalt, Jr., instituted the Ombudsman Program in 1970.

“Ombudsmen serve a critical role as the communications link between command leadership and the Sailors’ families,” said Norfolk Naval Shipyard’s (NNSY) Command Master Chief Brent Blalock. “Ombudsmen are also an important resource for our families, supplying information about and referrals to military and civilian support organizations like Fleet and Family Support Centers, American Red Cross, Navy and Marine Corps Relief Society, chaplains, medical facilities, and legal assistance offices. These organizations are valuable resources in obtaining assistance for command family members.”

Sept. 14 is set aside each year for Ombudsman Appreciation Day. This is a time for commands to show their gratitude to their ombudsman for the sacrifices made and the countless hours dedicated to helping Sailors and their family members.

NNSY Shipyard Commander Capt. Dianna Wolfson showed both her own and the shipyard’s gratitude by presenting NNSY’s Ombudsman, Leah Sanders, a letter of appreciation and a vase of flowers.

“Leah Sanders’s outstanding efforts were integral across our entire command and have contributed to improving the quality of life for the men and women of America’s Shipyard and their families,” said Wolfson.

Sanders has been in the position since January. Although this is her first tour as a command’s ombudsman, she brings life experiences with her like the time when she needed support while her husband was deployed.

“The birth of my first child had complications. With my husband deployed, I wasn’t quite sure what to do. With the help of his command’s ombudsman, I was able to have a video call with him which helped a great deal,” said Sanders.

Fresh out of high school in Atlanta, Ga., Sanders joined the U.S. Navy to become a hospital corpsman. She is the third generation in her family to serve in the military. During her four years of active duty, she met her husband, Electrician’s Mate Nuclear Second Class Michael Neville, who is currently stationed at Navy Nuclear Regional Maintenance Department (NRMD) located at Naval Station Norfolk. After her enlistment was over, she got out of the Navy to pursue other goals. Currently she is working on her Master’s Degree to become a pathologist assistant.

“I still wanted to serve the Navy in some sort of capacity after I got out. Becoming an ombudsman was the perfect opportunity to do so,” said Sanders.

Sanders went through Fleet and Family Center’s one-week ombudsman training program. She was given the tools and resources needed to run a successful program. She was trained on confidentiality, working with the command’s military leadership, and learned how various organizations can help her help the Sailors and their families.

“I’m here for married Sailors, single Sailors and their families. No problem is too small to address,” said Sanders. “What might be trivial for one, might be a big emergency for another and there is nothing wrong with that. That is what I’m here for.”

If you are a Sailor or family member who needs assistance, you can contact Sanders at 757-636-494 or email [Ombudsmannnsy@gmail.com](mailto:Ombudsmannnsy@gmail.com). All conversations and actions are kept confidential.

Norfolk Naval Shipyard Commander Capt. Dianna Wolfson presents NNSY’s ombudsman Leah Sanders with a letter of appreciation for her services and support to Sailors and their families Sept. 14.





Fast attack submarine USS Pasadena (SSN 752) prepares to be moved at Norfolk Naval Shipyard (NNSY) during a scheduled maintenance availability.

## A Shared Vision: USS Pasadena's Steering and Diving Team

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

Norfolk Naval Shipyard's (NNSY's) Outside Machine Shop (Shop 38) was recently recognized for its outstanding efforts in keeping to a shared vision as it completed repairs to USS Pasadena's (SSN 752) steering, stern diving gear and retractable bow planes (RBP). Shop 38 conducted a first-time, RBP inspection package and repaired the stern diving outboard linkage assembly and the stern dive hydraulic cylinder.

Shop 38's first and second shift steering and diving crew is made up of supervisors Marshall Moore and Corey Clarke, Work Leader Collin Sawyer, and Outside Machinists Frank Ricks, Corey Williams, David "Red" Altman, Trey Wallace, Jacob Rissmiller, Stephen Hayes and Dean Burgess. This team embodied NNSY's ONE MISSION – ONE TEAM attitude with its coordinated efforts between shifts to maximize the amount of work that could be accomplished on a daily basis.

This team's positive, disciplined, and aggressive "can-do" attitude allowed it to overcome the challenging task of repairing the components.

Mark Alley, Code 265.3 Submarine Mechanical Group Steering and Diving Subject Matter Expert said, "In my professional opinion the Shop 38 employees showed irreplaceable knowledge, skills and abilities to fabricate tooling, machining processes, and job execution of repairs to all the steering and diving assembly pieces and parts along with first time execution of the retractable bow plane inspection package. This is a really good group moving forward to support steering and diving/RBPs for future availabilities at NNSY."

In addition to the machine repairs to the damaged outboard linkage, the outboard linkage was repaired in place with direction and oversight from the Engineering Production Department

(EPD) Mechanical Group (Code 265.3) and a private contractor. The repairs that needed to be made to the operating rod required the team to adapt, learn and work together to configure a portable turning lathe. This teamwork was vital in the success of correctly allowing preliminary and final machine processes to the stern dive forward end of the outboard linkage.

Alley stated, "The Code 265 Mechanical Group and I, feel that Shop 38 Steering and Diving Team demonstrated exceptional skills in determining the correct set-ups of the lathe and during inspections/repairs of all steering and stern diving assembly parts. I additionally feel that the machine work and repairs that were accomplished by Steering and Diving Team has assured a satisfactory reassembly of the steering and stern dive gear. I cannot remember a project when there has been such a successful cohesive effort between first and second shift's steering and diving communications and its execution. This job was accomplished through various highs and lows and it still provided timely repairs, supported aggressive project scheduling and was a superior accomplishment."

In the past NNSY has utilized outside contractors to accomplish this type machine work, citing lack of correct tooling and experienced personnel for machine repairs. For NNSY's Shop 38, the significant increase in work that was discovered during disassembly and inspection, made this availability even more challenging. However, the ONE MISSION - ONE TEAM mentality towards process improvement and working together allowed this team to learn from these discoveries and greatly improve the processes in which it will perform its duties in the future.

## THE SHADOW KNOWS: NNSY'S RADIOLOGICAL CONTROLS

### MENTORING PROGRAM



*Radiological Engineering Division Head Scott Cooney with Health Physicist Jeanette Walden during a shadow session.*

BY TROY MILLER • PUBLIC AFFAIRS SPECIALIST

PHOTO BY DANNY DEANGELIS • NNSY PHOTOGRAPHER

There is a misconception that surveys can be just a check in the box and that little results from them, including the annual Defense Equal Opportunity Management Institute (DEOMI) Organization Climate Survey (DEOCS). This survey assesses 19 factors that can impact an organization's climate and ability to successfully achieve its mission based on feedback from civilian employees and military members.

One of the departments that has taken DEOCS feedback to heart is Norfolk Naval Shipyard's (NNSY) Radiological Controls Department (Code 105). "From the DEOCS, as management we recognized that our employees are interested in their development and looking for opportunities available to them that they may not be aware of," said Radiological Controls Deputy Director Support Operations and Shadow Program Coordinator Chessie Bray. "The end result is we instituted the shadowing program for Code 105 personnel which gives our people a chance to be personally mentored by our department head, division heads and managers."

Approximately once a quarter, Code 105 personnel can volunteer to a shadow senior leadership for a day. The shadow can choose their own mentor or one can be assigned to them. For one day, the shadow spends the day with a mentor to experience what goes on outside their day-to-day work area.

"I take this time as being a mentor to get to know our workforce. Who they are? What do they do on their off time? What are their aspirations? How I can help them to get to where they want to go in their career here at NNSY?" said Radiological Engineering Division Head Scott Cooney. "Getting to know the person helps me better to help them. I've been working here at NNSY for 25 years and I want to give the workers where I once was, opportunities I never had."

Shadowing also shows Code 105 employees the happenings at the leadership level. "We use this opportunity to show how the divisions in Code 105 work with each other, but also how Code

105 works with other departments to complete NNSY's mission," said Bray. "We encourage our mentors to take shadows with them on senior management tours, facility walkthroughs, and work area surveillances to see what we do outside our department. There's also some time spent discussing the shadow's personal development."

Participants are encouraged to continue the mentoring opportunities over a long period of time, or even participate more than once with different mentors.

"I shadowed Scott Cooney and Radiological Controls Director Gary Sauers," said Health Physicist and two-time shadow Jeanette Walden. "Their leadership styles are completely different, giving me a chance to improve my leadership skills by talking, watching and incorporating their leadership styles into my existing style."

NNSY's Strategic Framework has four pillars, one of which is People Development. It is being looked into how to open the shadow program to all shipyard employees where they can shadow leadership both in and out of their department, giving an opportunity to see and learn other aspects of the shipyard.

If you are interested in becoming a shadow with Code 105's leadership, contact Chessie Bray at 396-7683 or email at [chessie.bray@navy.mil](mailto:chessie.bray@navy.mil). For other departments, contact your supervisor or the person you wish to shadow to setup arrangements.

**This article links to:**



People Development



# NOBODY GETS HURT T⊕DAY:

## Safety Flag Winners



**Making it a trifecta!** Congratulations to Shop 98 of NNSY's Lifting and Handling Department (Code 700), winner of the November 2020, January 2021 and April 2021 Safety Flags. While NNSY's safety flag program was temporarily on hold these past few months, Shop 98 was out setting the example in waterfront safety. Deputy Shipyard Commander, Captain Todd Nichols, presented the flags and congratulated the shop Aug. 11. (Photo by Shelby West, NNSY Photographer)



**Shop 71, getting it done!** Congratulations to NNSY's Shop 71 (Paint/Blast Shop), winner of the shipyard's February 2021 Safety Flag! Shop 71 blasted the competition with overall safety improvements, engagement in safety meetings and having no injuries or lost workdays for the month. Deputy Shipyard Commander Captain Todd Nichols presented the flag Aug. 4 and congratulated shop members. Individual certificates of appreciation were presented to Shaun Hundley, Philip Ward and Herbert Phillpotts for their efforts in contributing to a safer workplace. (Photo by Shelby West, NNSY Photographer.)



**Congratulations to Shop 72 of Norfolk Naval Shipyard's Lifting and Handling Department (Code 700),** winner of the March 2021 Safety Flag! Lifting themselves to the top, Shop 72 members showed how working safely gets handled through efforts like improved training, discussions on ensuring safe work evolutions, and increased workplace surveillances. Deputy Shipyard Commander Captain Todd Nichols presented the flag and congratulated team members Aug. 11. At the presentation, individual certificates of appreciation were presented to Kali Clayton and Robert Simpson for their efforts in contributing to a safer workplace. (Photo by Shelby West, NNSY Photographer.)



**Congratulations to NNSY's Electronics Shop (Shop 67) of Code 950,** presented the May 2021 Safety Flag Sept. 1! The shop was recognized for having no injuries or lost workday cases for the month. Code 950 has been developing action plans to reduce injuries, promoting employee accountability in safety, and mitigating any potential hazards by ensuring work spaces are clean and free of debris. Shipyard Commander Captain Dianna Wolfson recognized Jesse Leake, Don McNally and Marty Lecaros during the event with BZ100 Awards for their efforts in contributing to a safer workplace. (Photo by Shelby West, NNSY Photographer.)





## NEW SUBMERGED ARC WELDER MACHINE BOOSTS EFFICIENCY AT NORFOLK NAVAL SHIPYARD

BY KRISTI BRITT • PUBLIC AFFAIRS SPECIALIST  
PHOTOS BY TONY ANDERSON • NNSY PHOTOGRAPHER

Norfolk Naval Shipyard (NNSY) recently added a valuable tool to its arsenal of equipment, a new Computer Numerical Controlled (CNC) Submerged Arc Welder (SAW). This machine was delivered to the Welding Shop (Shop 26) ready for action and brings with it new capabilities to the workforce, including producing cleaner welds on shafts.

“Unlike other welding machines that require the use of gases to accomplish the welds, the SAW machine drops a physical flux on top of the weld and its arc is submerged underneath,” said Equipment Engineering Branch (Code 981) Engineering Technician Kamau Adams. “With this device, there are no possibilities of arc flashes visible and it doesn’t require shielding when in use, providing a safer option for welders performing the work.”

“It’s been a long journey for our team to get the SAW delivered to America’s Shipyard and we’re excited to hit the ground running, getting all the processes in place, so our team can utilize this great piece of machinery,” said Welding Department (Code 926) Surface Craft Director Jeff Griffin. In the past when performing welds, operations within the shop would have to be halted due to the possibilities of arc flash – a light or heat discharge within an electrical system.

With the SAW, crane operators and other mechanics will be able to perform their duties more quickly and safely. “Not only is it going to be safer for our welders, it will also provide a much cleaner weld in a fraction of the time, cutting off days of operation



**Opposite Page:** The newly acquired Computer Numerical Controlled (CNC) Submerged Arc Welder (SAW) arrived at Norfolk Naval Shipyard thanks to support from individuals from Code 926, Code 930, Code 981, and Code 138. **Right:** Welding Supervisor Donovan Harris shows how to use the control panel for the newly acquired Computer Numerical Controlled (CNC) Submerged Arc Welder (SAW) at Norfolk Naval Shipyard.

to complete a job with reduced rework. It's a vital tool as we prepare for the Virginia Class."

The road to acquiring the SAW took years and required teamwork to ensure everything was in place to get it delivered to America's Shipyard. Code 981 handled the project management piece, originating the project and passing it on to the spec writers who worked it through the contracting process. Once funding was achieved and the team was built to ensure the right folks were in place to assist, plans were put in place for location of the machine to best fit the layout of the shops.

"We coordinated with Shop 31 and Mechanical Group (Code 930) Inside Shop Director Justin Hayden to find the best placement and ensure it flowed with the work within the shop," said Adams. "Griffin and his team also ensured the SAW was set up as needed once installed in the shop so that everything was ready to go so we could begin developing the processes and procedures to utilize the machine."

"We're building our procedures from the ground up with the help of the Welding and Non-Destructive Test Engineering Department (Code 138), who will be working hand-in-hand with us during the entire process," said Griffin. "We have a procedure developed by Portsmouth Naval Shipyard that we are using as a starting point, guiding us as we build our own within the perimeters needed for us to complete our work. We've still got a way to go but this will not only help us improve our welds for the future and protect our workforce, it will also strengthen our relationships with Code 138. We're coming together to get the job done so we can perform our mission to service the Fleet."



# C-FRAM FRAUD SCHEME AWARENESS

## OCTOBER EDITION:

### LABOR SUBSTITUTION/LABOR COST MISCHARGING

Contractor misrepresents the cost or nature of labor charged to a Government Contract.

#### DOD EXAMPLE

##### **DOD1G-2020-091- Audit of Contractor Employee Qualifications for DHA-Funded IT Contracts.**

The audit determined that 76 of 383 contractor employees reviewed did not meet minimum labor qualifications required by DHA IT and telecommunication contracts. Specifically, DHA and NIWC Atlantic contracting officers approved 16 key personnel and contractors approved 60 non-key personnel who did not meet minimum labor qualifications. This occurred because the DHA and NIWC Atlantic contracting offices did not oversee reviews of key personnel performed by contracting officers, and did not review non-key personnel approved by the contractors.

#### DOD EXAMPLE

##### **Contractor Agreed to Pay \$500,000 to Settle False Claims Allegations**

From 2012 to 2016, J.P. Industries, Inc. (JPI) falsely certified its labor hours, and received contracts that it was not eligible to receive from the Army, Air Force, and DHS. JPI is a non-profit corporation that received government janitorial service contracts through the AbilityOne program, an initiative that promotes the employment of the blind and individuals with significant disabilities. To participate in the program, JPI must annually certify that it employs individuals with severe disabilities for 75 percent of its overall direct labor hours. On 15 April 2020, JPI entered into a settlement agreement with the Department of Justice and agreed to pay \$500,000 to the Government to resolve the false claims allegations.

### **INDICATORS (RED FLAGS)**

Unexplained or poorly explained labor adjustments; employees unqualified for labor categories billed; labor time and charges inconsistent with project progress; Differences between proposed and actual personnel; Unjustified overtime



#### **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](mailto:NNSY_IG_HOTLINE@navy.mil).